Financial Results Briefing Materials for the Fiscal Year Ended September 30, 2026

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

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1 | Executive Summary

01

Executive Summary

FY2026 Performance

Investment phase centered on contract acquisition, hiring, and AI utilization:
Concluded the fiscal year with top- and bottom-line growth.

Net sales **JPY17.04bn** (YoY +26%) Operating profit **JPY3.05bn**(YoY +17%)
Profit attributable to owners of parent**JPY2.21bn**(YoY +21%)

- Contracted Parking Spaces: Net increase of 9,503 spaces ⇒ Significantly exceeded the initial FY2026 plan, expanding sublease services.
- Sublease ARR, the core of our business model, reached ¥17.9 billion (+7.1% QoQ)
- Full-year achievement rates reached 100.3% for net sales, 97.1% for operating profit, and 100.8% for net income, while executing planned development investments for sales reinforcement and productivity enhancement.

FY2027 Plan

Financial results forecast (YoY)

Net sales **JPY22.0bn** (+29.1%) Operating profit **JPY4.0bn** (+30.7%)
Profit attributable to owners of parent **JPY2.75bn** (+24.0%)

⇒ Continuing development and organizational strengthening to improve productivity; expect business scale to expand despite cost increases, notably from enhanced security measures.

DPS (full year) **140 yen** (+14 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**

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

Idle Asset Utilization business

- Contracted spaces surpassed 44,000, driven primarily by condominiums and office buildings (mandatory parking facilities).
- Operating spaces grew steadily to 41,959 (+2,429 spaces QoQ), closing 4Q with an occupancy rate of 93.5% (+0.3 pts QoQ).
- The number of guarantee entrustment contracts for "Teppeki," our dedicated monthly parking rent guarantee service, surpassed 30,000.
- Executed record-high hiring (over 100 new hires) to reinforce organizational capabilities, centered on the leasing sales department.

The expansion of recurring-revenue sales centered on subleasing services is becomingeven more clear (The introduction service is expected to continue to decline as a percentage).

Visualization business

- Market environment remained robust, backed by the business recovery of display vendors (the primary client base for graphic data creation), driving revenue growth across diverse services (+13.2% YoY).

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

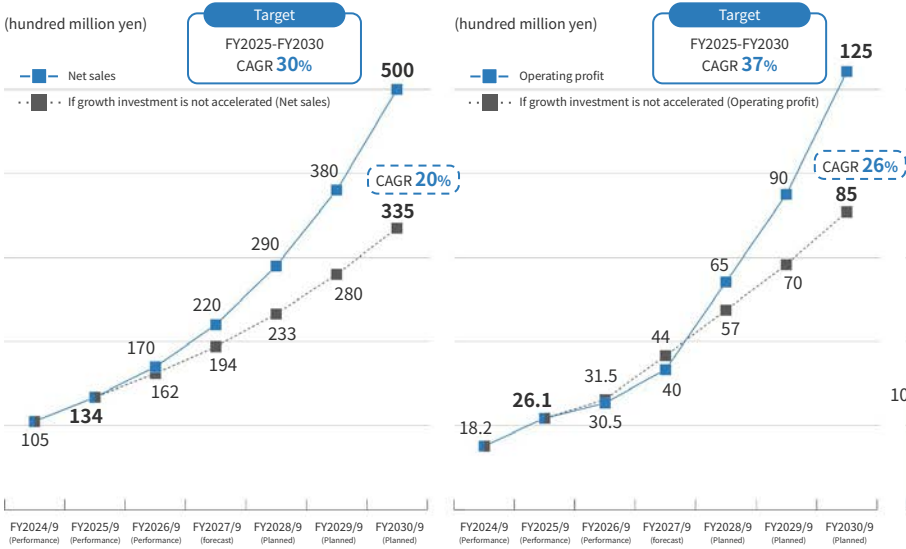
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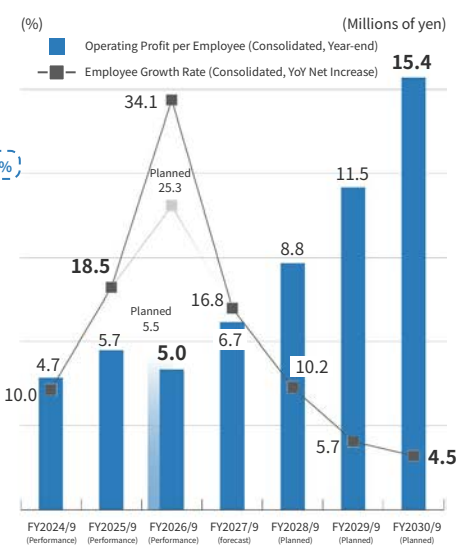
Positioning and main points for FY2027

- Further accelerate the pace of net new contract additions to achieve the Medium-Term Management Plan, leveraging our significantly enhanced sales organization.
- → Steadily pursue volume expansion while simultaneously boosting productivity and driving ongoing improvements in operational quality.
- → Maximize business growth through the dual drivers of volume and quality, targeting a leap onto the next growth curve.

Mid-term growth image



Employee Growth Rate & Operating Profit per Employee (Image)



FY2026 Key Points

Accelerating organic growth

- Continue to position the growth of the parking sublease business at the core of our operations.
- Advance AI-driven productivity enhancements to the next phase.

Investment items for growth

- Expand leasing sales headcount in proportion to the growing volume of parking spaces under management.
- Continue acquiring contracted parking spaces at a record-high scale.

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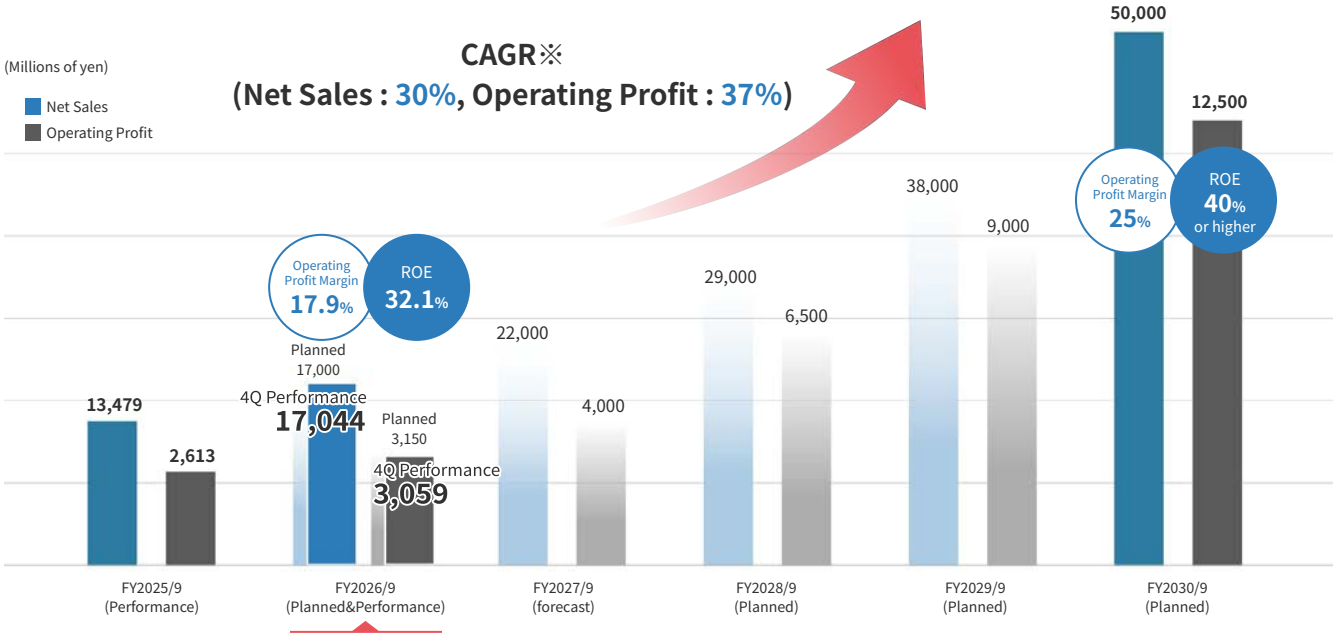
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Medium-term management target progress (FY2026-FY2030)

- 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)

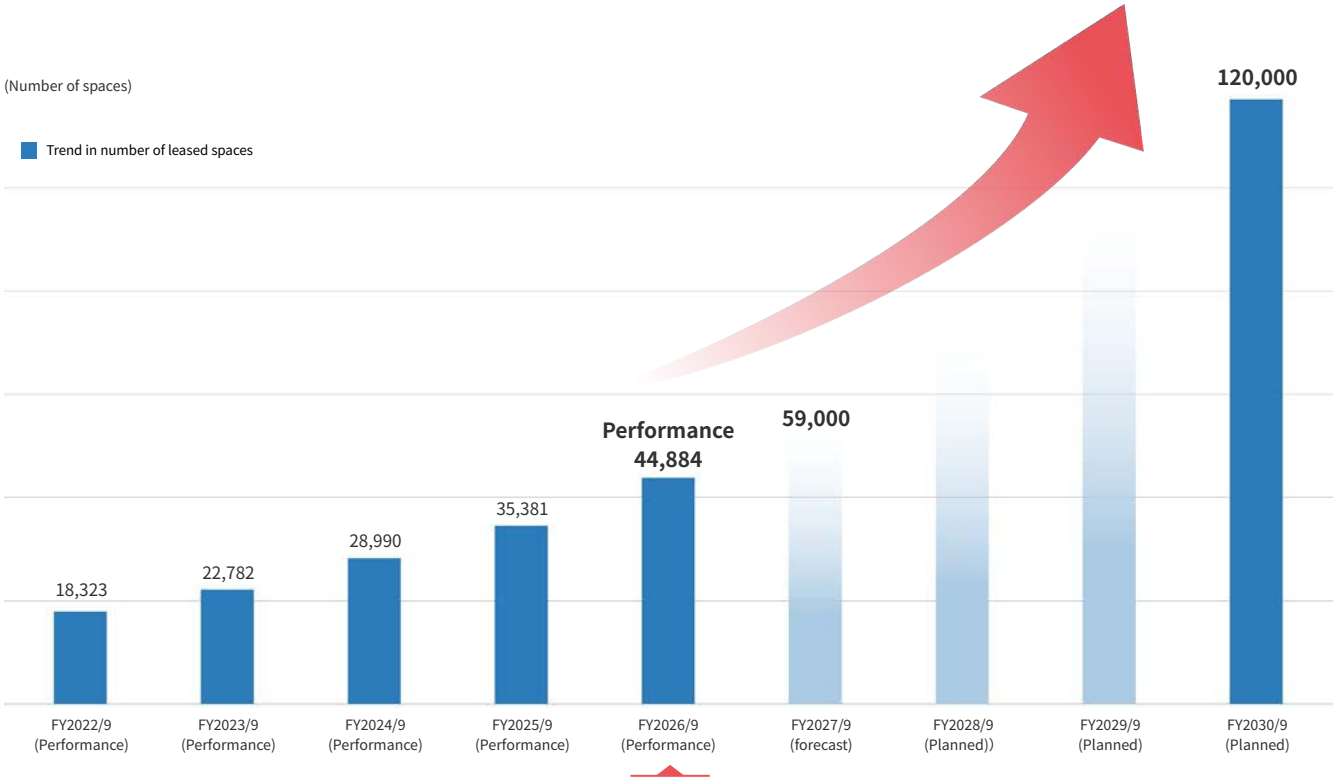
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Medium-term management target progress (FY2026-FY2030)

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

→ Target a net increase of over 14,000 contracted spaces through FY27-4Q.



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2 | Overview of financial results for the fiscal year ended September 30, 2026

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Performance overview of FY2026

- Achieved planned net sales growth (+26.4% YoY), driven primarily by the increase in operating spaces within sublease services.
- Operating profit margin declined due to increased cost of sales from higher guaranteed rent payments (resulting from contract growth significantly exceeding plans) as well as elevated security-related expenses.
- Strategic investments progressed as planned, including sales reinforcement via stepped-up hiring and productivity improvements enabled by "SYNAPSE."

(Millions of yen)

Item	FY2025/9_4Q	FY2026/9_4Q	YoY	FY2026/ 9 Forecast	Achievement Rate Against the Revised Forecast
Net Sales	13,479	**17,044**	+26.4%	**17,000**	100.3%
Gross profit	5,697	**7,028**	+23.4%	-	-
Operating Profit	2,613	**3,059**	+17.1%	**3,150**	97.1%
Operating Profit Margin	19.4%	**18.0%**	-	**18.5%**	-
Ordinary profit	2,607	**3,054**	+17.1%	**3,140**	97.2%
Profit attributable to owners of parent	1,831	**2,217**	+21.1%	**2,200**	100.8%

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

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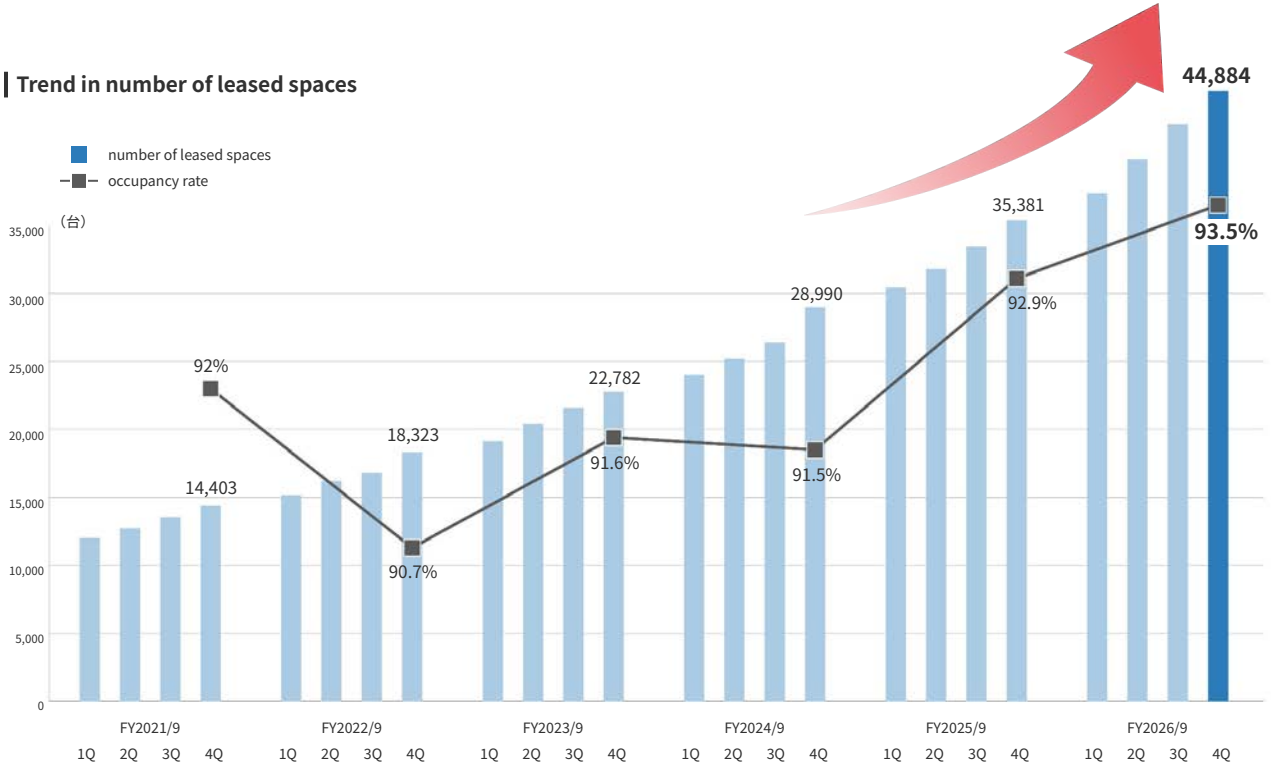
KPI trends

Parking lot subleasing services

- Achieved a net increase of 2,452 contracted spaces in 4Q; operating spaces also recorded a net increase of 2,429 spaces, concluding 4Q with an occupancy rate of 93.5% (+0.6 pts YoY).

→ Expanded contract volume while maintaining a high occupancy rate.

Trend in number of leased spaces



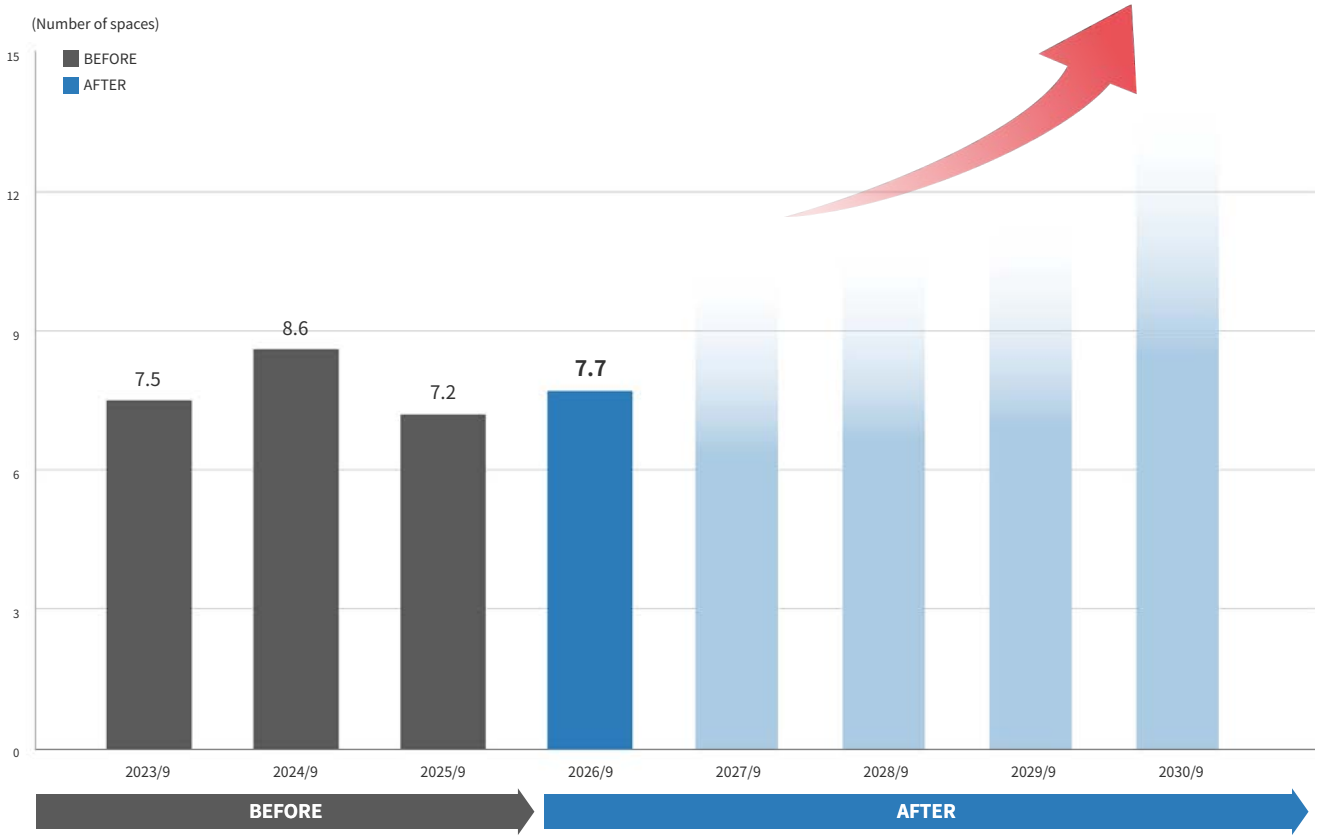
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KPI trends

Average number of contracts concluded per employee (company-wide)

- Quantified the effectiveness of "SYNAPSE" by measuring the degree of productivity improvement among leasing sales representatives company-wide.
  Average Acquisitions per Sales Rep (Oct–Sep)
- Through "SYNAPSE," an initiative driving AI adoption, we automate and digitize routine tasks, enabling representatives to concentrate on higher value-added workflows.
- Despite executing our largest-ever expansion of the sales force—resulting in a high proportion of new hires—company-wide leasing productivity improved year on year.



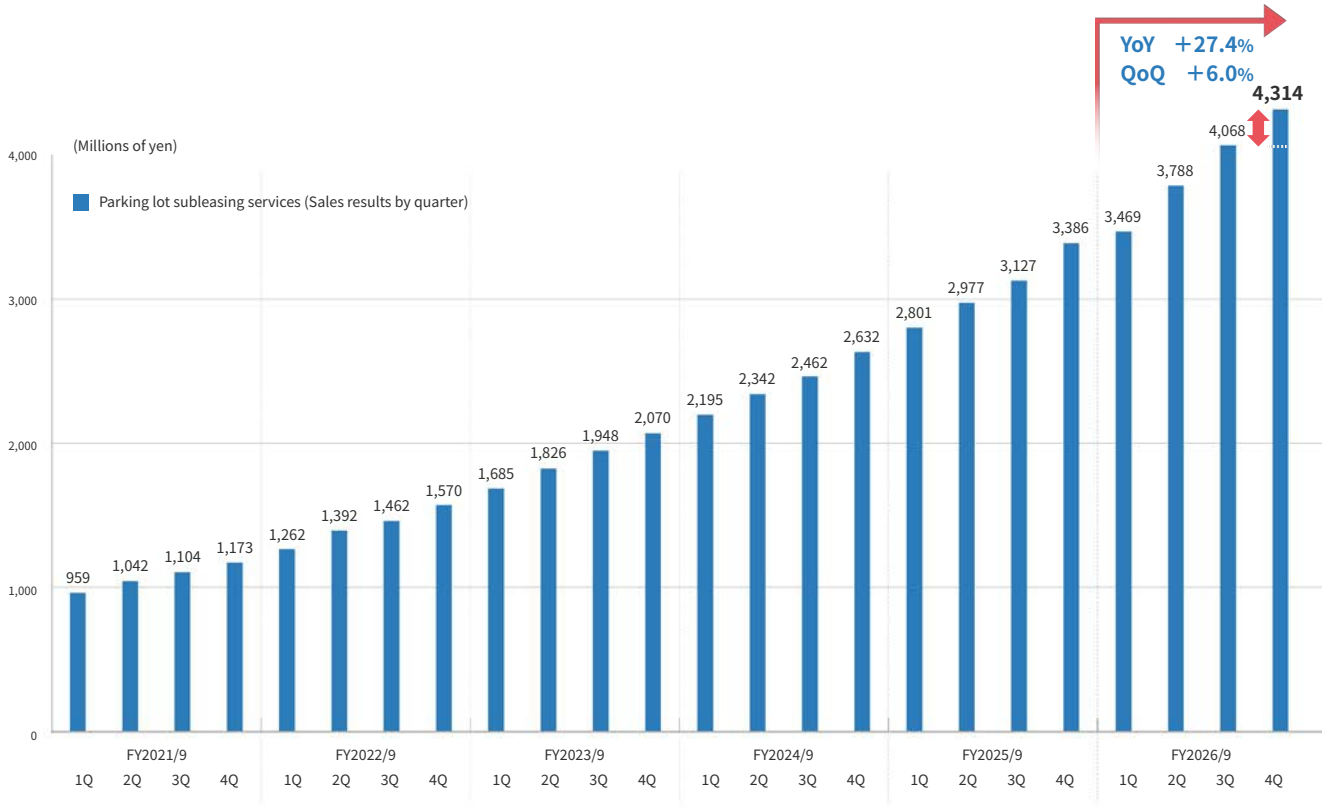
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Sales trends

Parking lot subleasing services

- Subleasing services sales are increasing steadily through the accumulation of leasing units (recurring-revenue model).
- In FY26 4Q, 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

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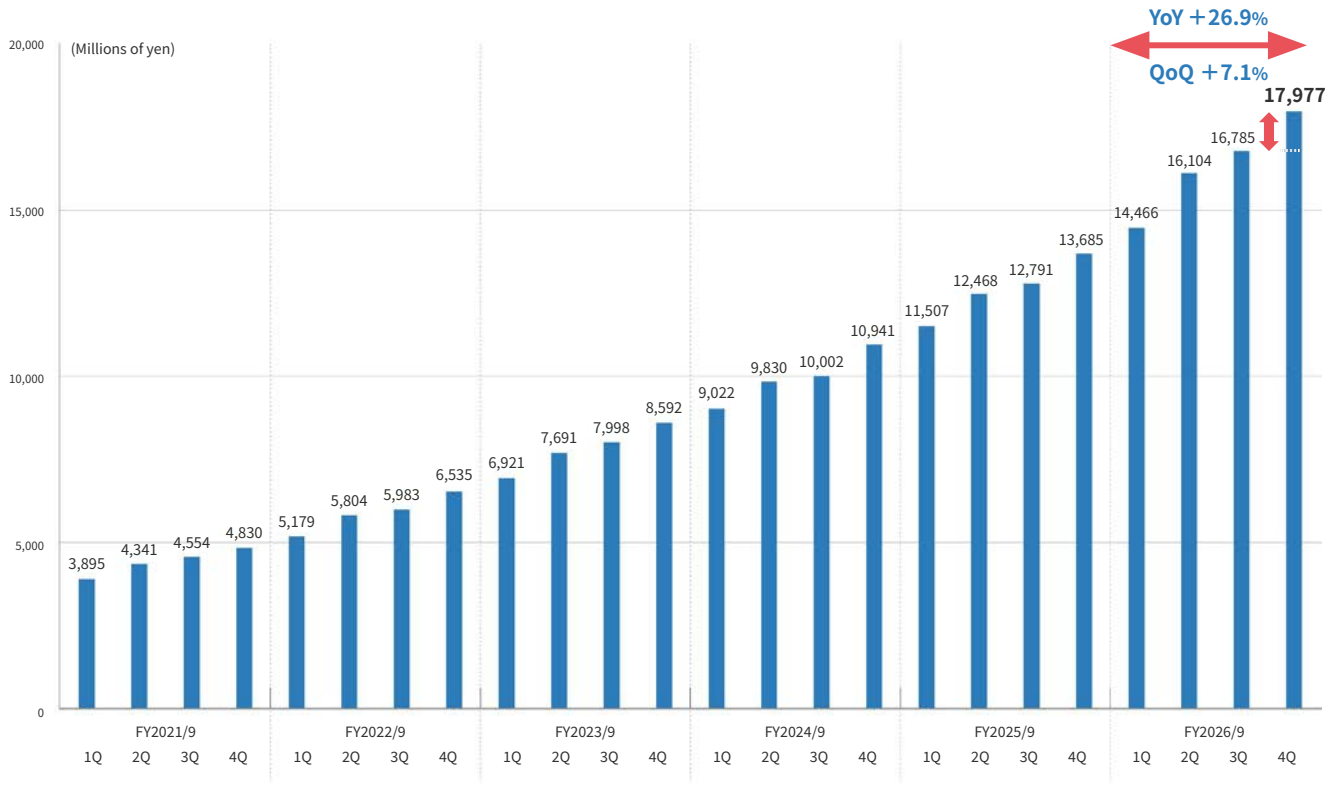
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ARR trends

Parking lot subleasing services

- Secured ¥17.9 billion in recurring revenue from sublease services as of the end of 4Q (FY27 will build on top of this revenue base).
- The number of spaces subleased to end-users increased by over 2,400 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

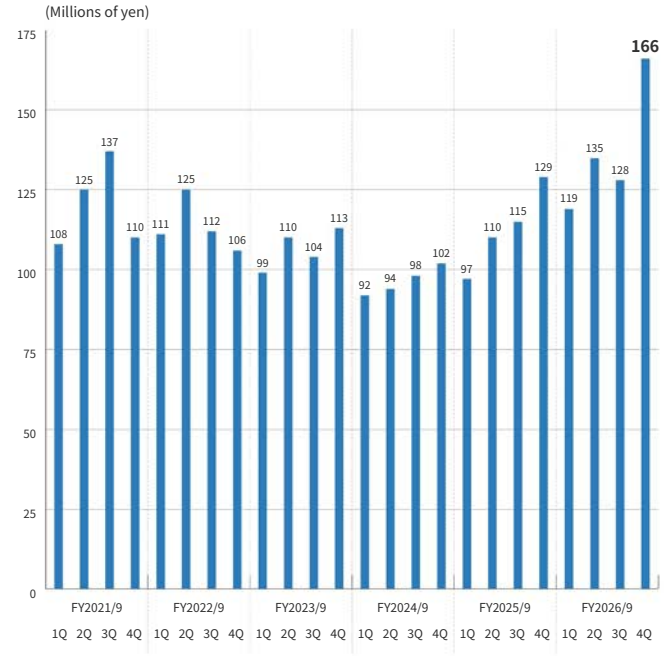
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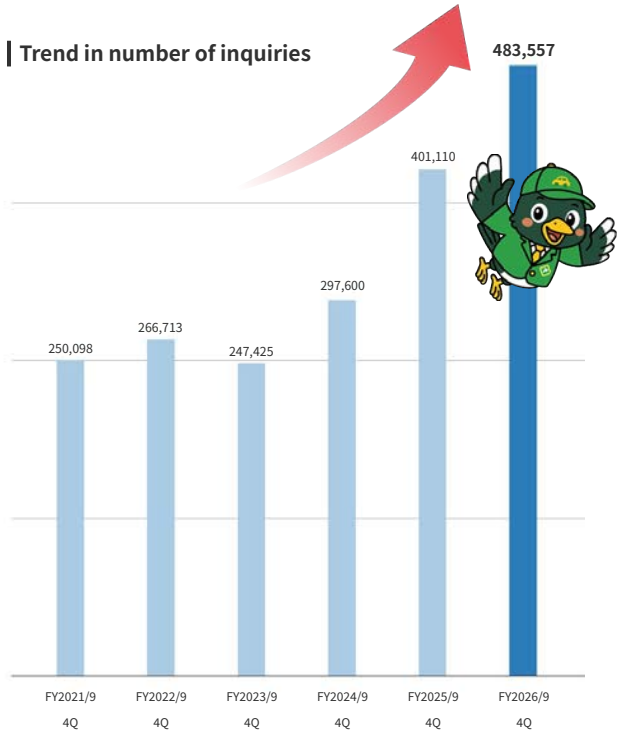
Trend in parking lot introduction service sales and number of inquiries

- 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).
- Achieved substantial revenue growth in FY2026/9 4Q, driven by the expansion of the leasing sales force through aggressive hiring.

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.”

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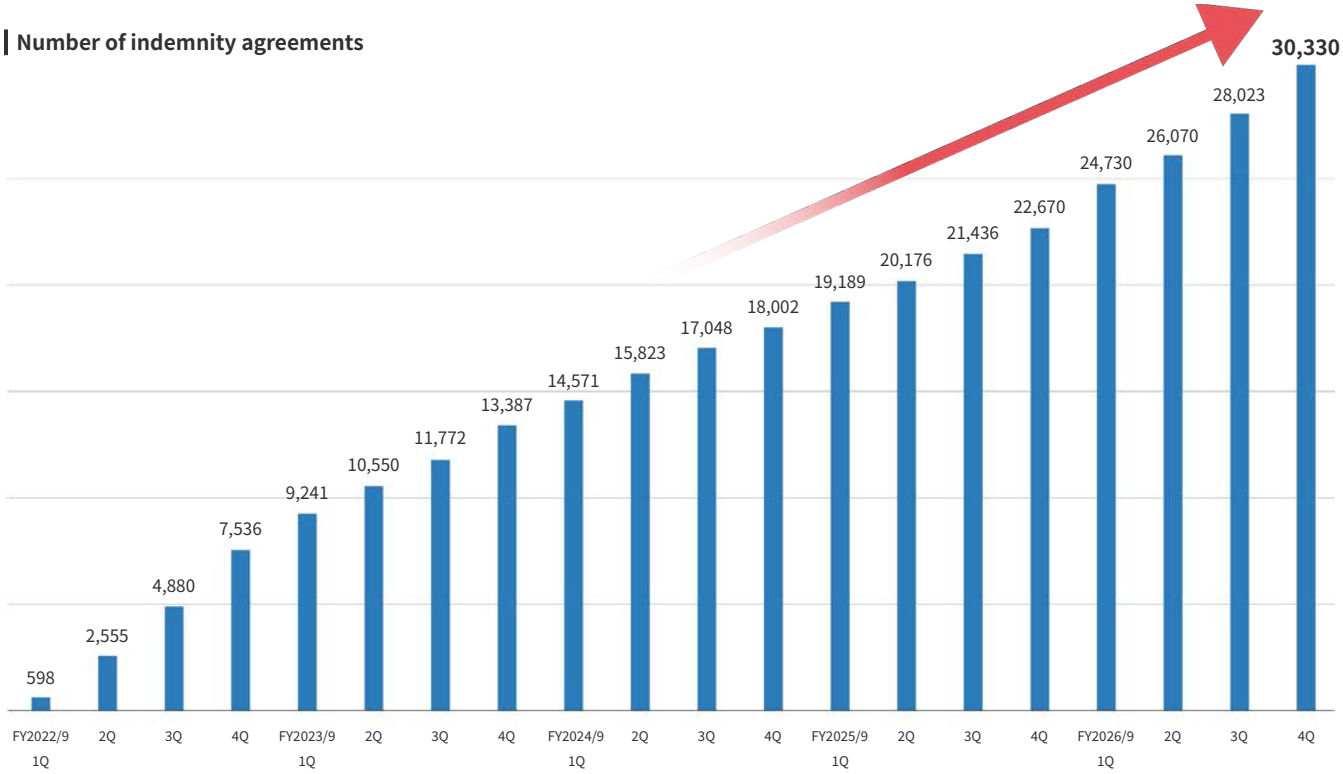
KPI推移

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

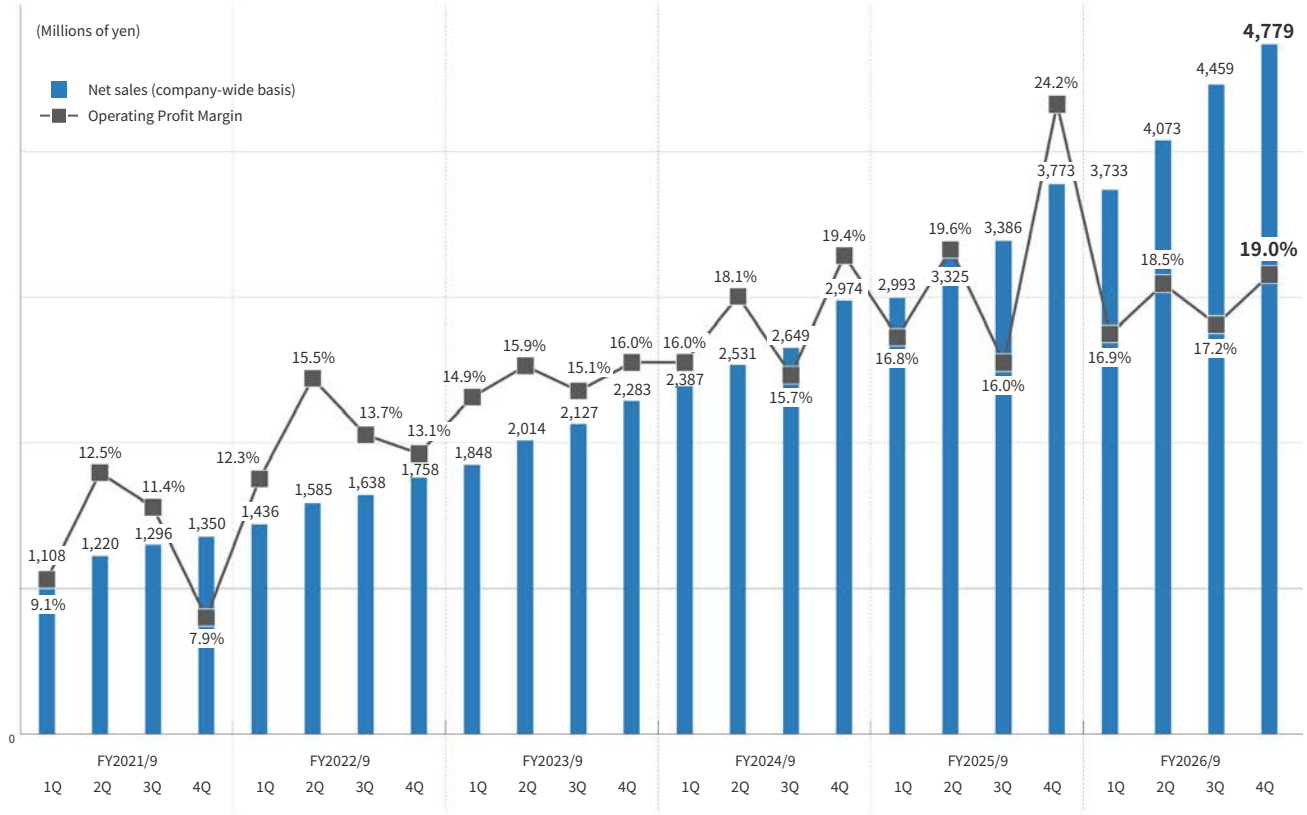


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Trends in QoQ net sales / operating profit margin

- 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.
- Maintained continuous revenue growth via the expansion of the monthly parking sublease business; raised baseline operating margin while absorbing increased expenses from active hiring and development investments.



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Performance overview of FY2026 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	Segment profit
16,767 (YoY+26.7%)	3,029 (YoY+16.8%)

Visualization business

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

Net sales	Segment profit
280 (YoY+13.2%)	32 (YoY+57.0%)

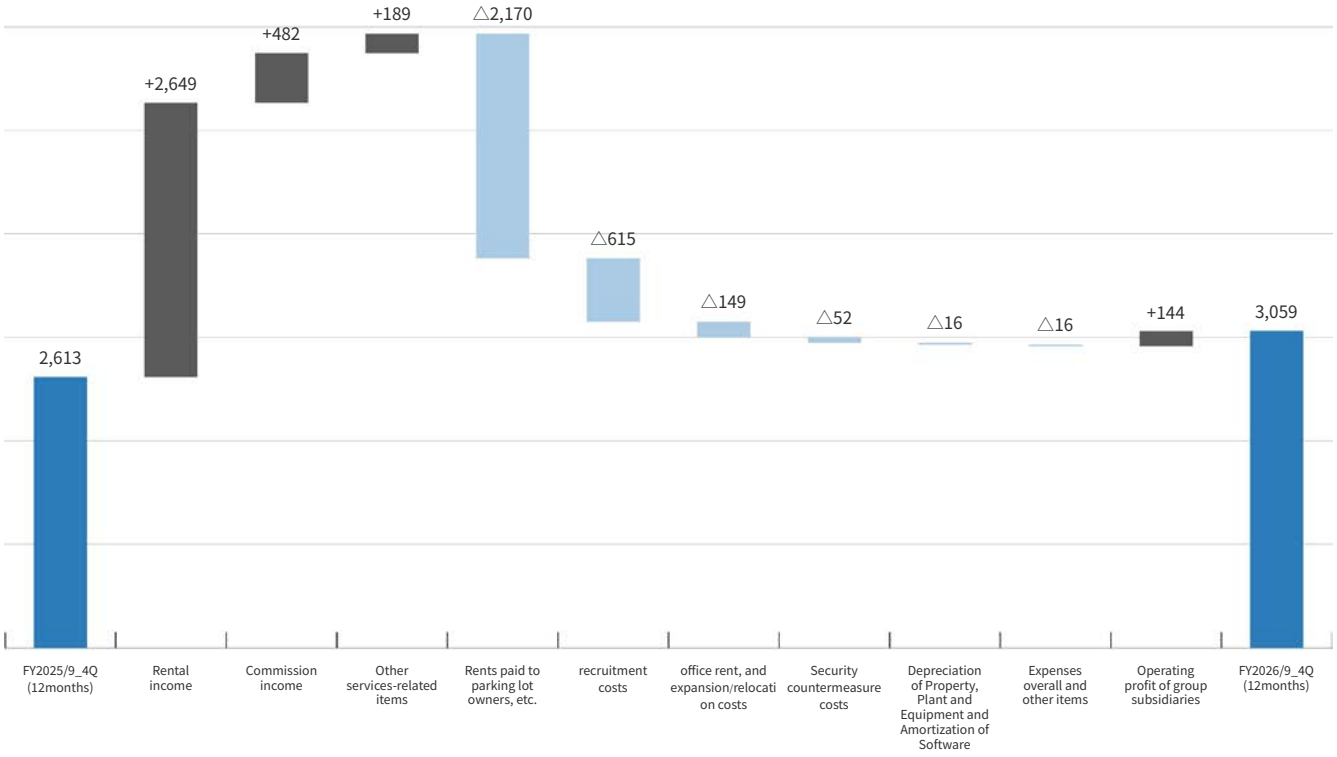
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Factors affecting operating profit of FY2026 (YoY)

- Steady profit growth driven primarily by the expansion of sublease services (rent revenues and brokerage/contract fees).
- Higher rent payments to parking lot owners, driven by steady growth in acquiring sublease contracts.
- Personnel expenses, recruiting costs, office rent, and expansion/relocation expenses increased as a result of organizational reinforcement through active hiring.
- Expenses increased for security risk countermeasures aimed at preventing unauthorized access.

(Millions of yen)



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3 | Overview of consolidated financial results forecast for the fiscal year ending September 30, 2027

01

Overview of consolidated financial results forecast for FY2027

- Continued revenue growth centered on the subleasing business.

→ To further accelerate future growth, we will maintain hiring at FY2026/9 levels and target even greater expansion in contracted spaces.

- Continue expanding frontline implementation of AI to drive productivity gains across the entire sales organization.

- Dividend forecast: ¥140 per share (+¥14 YoY, FY2026 included commemorative dividend).

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

(Millions of yen)

Item	FY2026/9	FY2027/9 Forecast	YoY	
Net Sales	17,044	**22,000**	+4,956	+29.1%
Operating Profit	3,059	**4,000**	+941	+30.7%
Operating Profit Margin	18.0%	**18.1%**	+0.1pt	-
Ordinary profit	3,054	**4,000**	+946	+30.9%
Profit attributable to owners of parent	2,217	**2,750**	+532	+24.0%
DPS (Interim + Year-end)	126yen	**140yen**	+14yen	-
Earnings per Share (EPS)	180.18yen	**223.94yen**	+42.76yen	+23.7%

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Key points of consolidated financial results forecast for FY2027

Idle Asset Utilization business

- Continue strengthening sales capacity through recruitment and deepen penetration across both the Tokyo metropolitan area and existing regional cities, aiming for record-high contracted and operating spaces to maximize sublease recurring revenue.
- Promote AI utilization (Project SYNAPSE) by expanding its scope from leasing tasks to all sales operations, further increasing productivity per employee.
- Strengthen marketing and PR initiatives, including our monthly parking search portal "CarParking," to drive customer inbound inquiries.
- Reinforce measures against security risks to drive sustainable business growth backed by safe and dependable services.
- Strengthen the "Smart Conference Room Pro" business to broaden the utilization of idle real estate and accelerate parking-related DX.

Continue expanding sales headcount to secure record-high contract volumes and leasing transactions.
Promote company-wide AI adoption to enhance productivity—centered on leasing—
accelerating the accumulation of recurring revenue.

Net Sales	Operating Profit	Profit attributable to owners of parent
YoY+29%	YoY+31%	YoY+24%

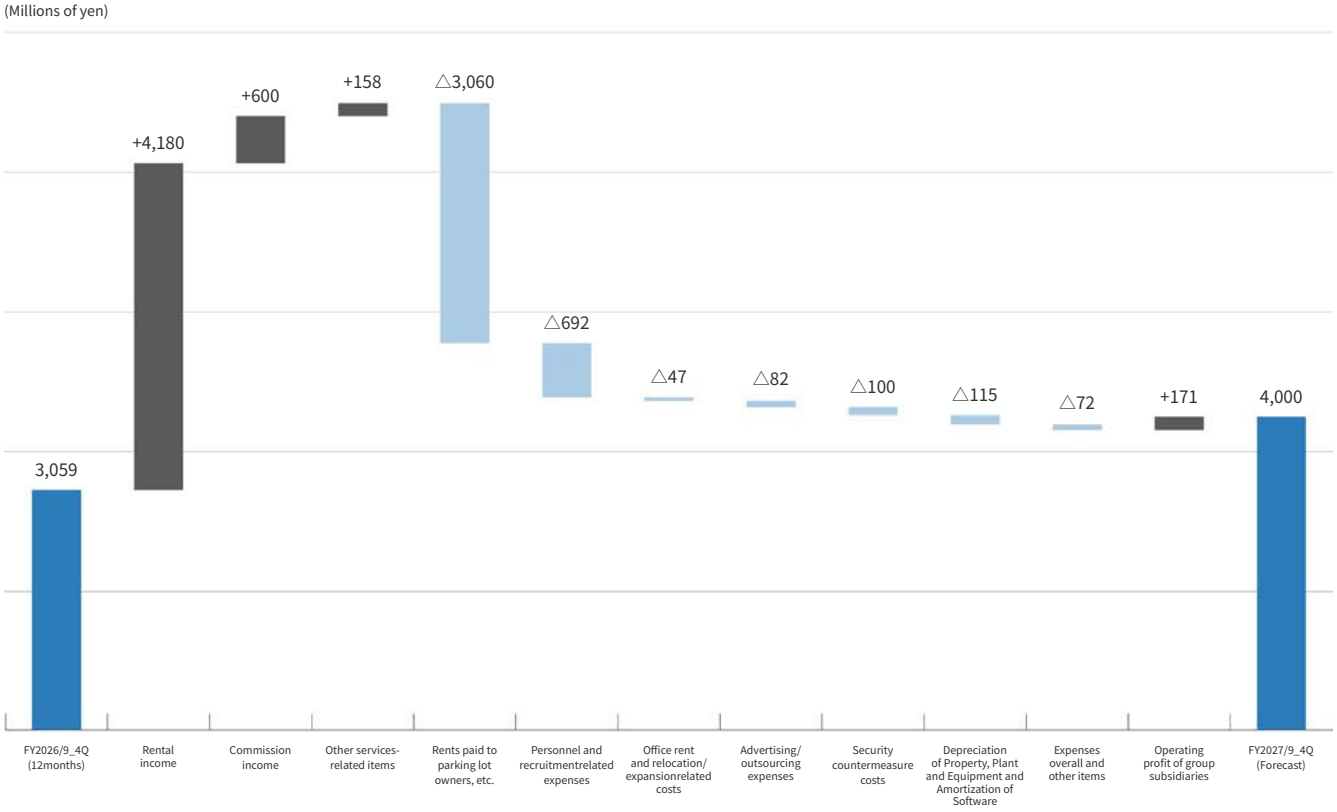
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03

Overview of consolidated financial results forecast for FY2027

Factors affecting operating profit

- Prioritize the acquisition of contracted spaces and sales talent to accelerate growth.
- Continue strengthening security measures with a primary focus on preventing unauthorized access.
- Enhance marketing activities to generate a higher volume of inbound inquiries.
- Continue strengthening system development centered on Project SYNAPSE to drive company-wide productivity gains.

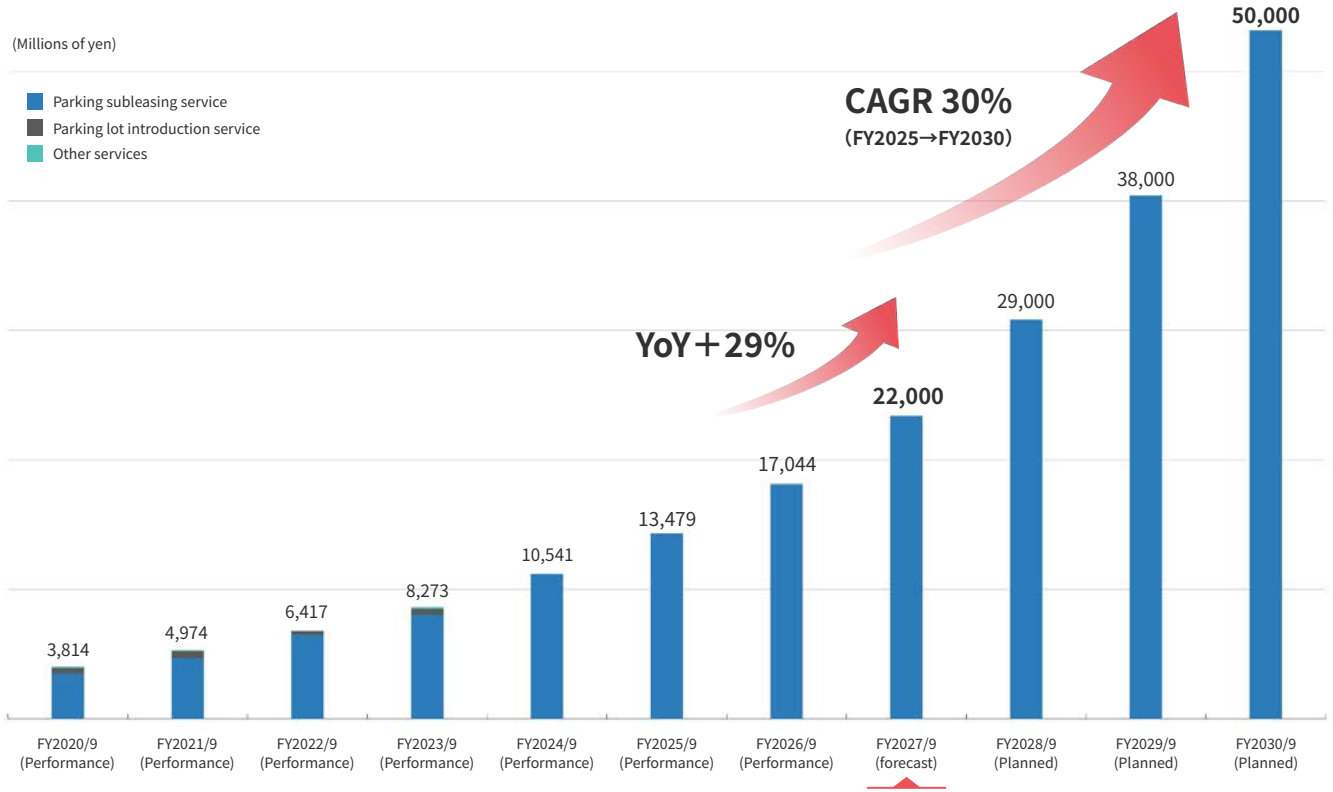


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Sales trends

- Parking lot subleasing services sales are steadily expanding.



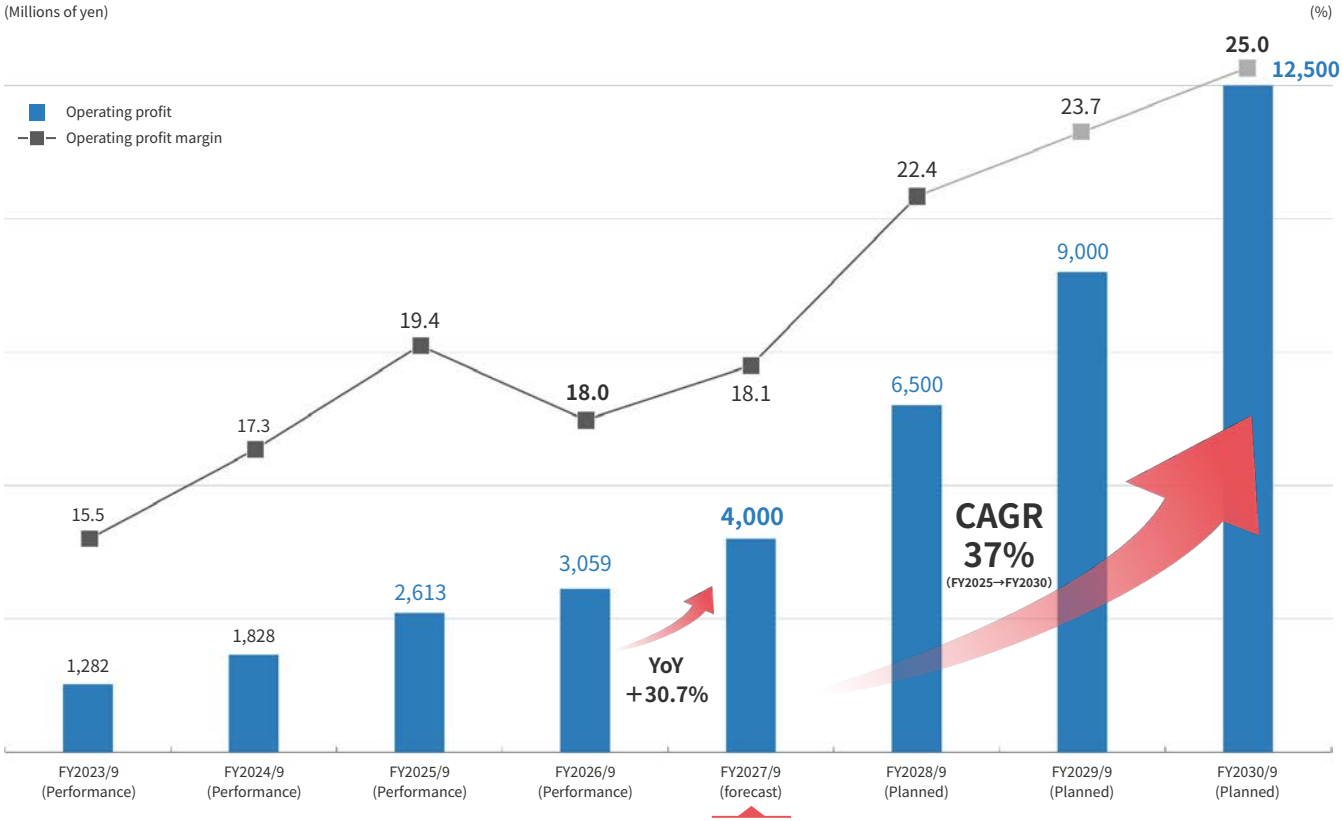
※CAGR: Compound Annual Growth Rate. Calculated as the average annual growth rate from the fiscal year ended September 30, 2025 (actual) to the fiscal year ending September 30, 2030 (planned)

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Operating profit trends

- The Company will pursue efficiency in sales activities with the aim of further improvement of operating profit margin.
- Substantially expanded contracted spaces in FY2026/9 by scaling the sales force through active recruitment. In FY2027/9, we will continue expanding organizational scale while driving further improvements in productivity.



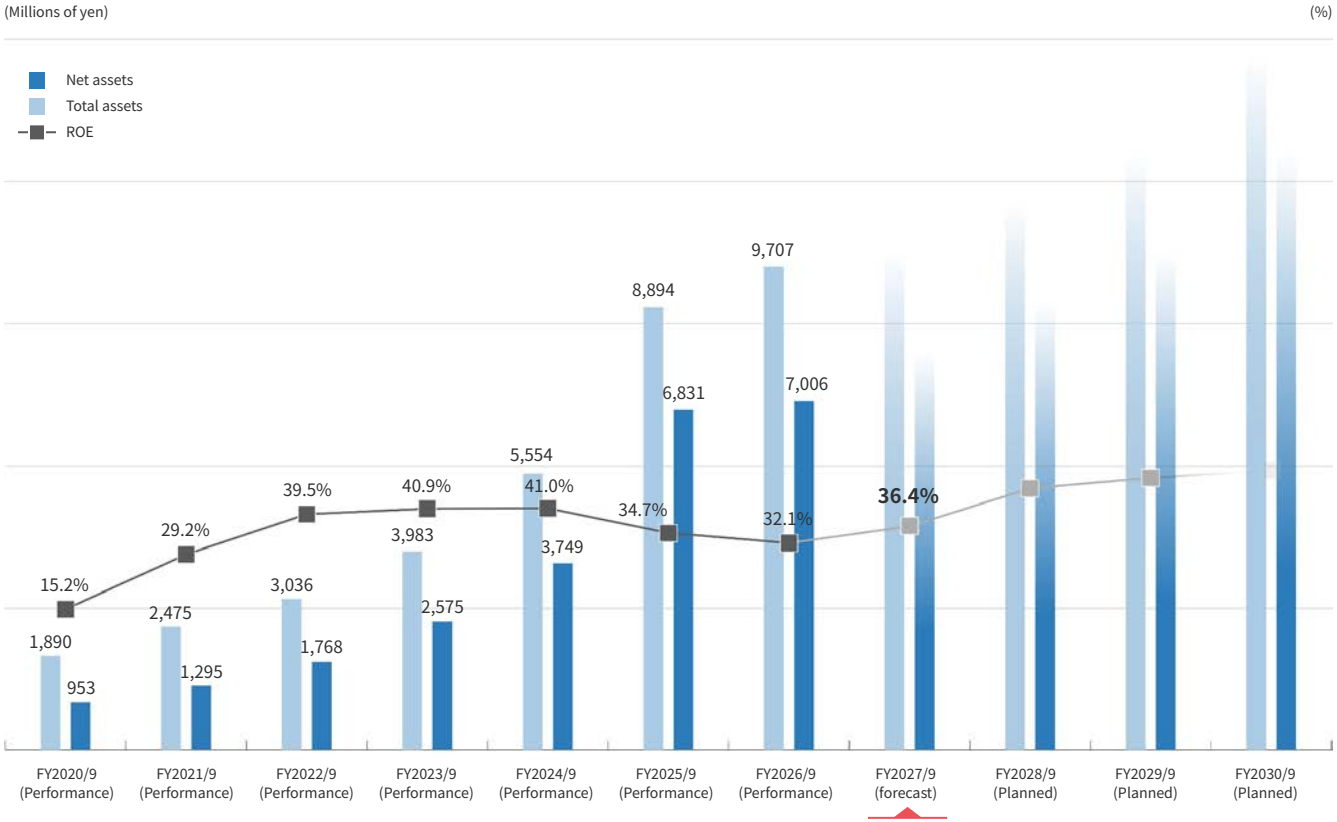
※CAGR: Compound Annual Growth Rate. Calculated as the average annual growth rate from the fiscal year ended September 30, 2025 (actual) to the fiscal year ending September 30, 2030 (planned)

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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.

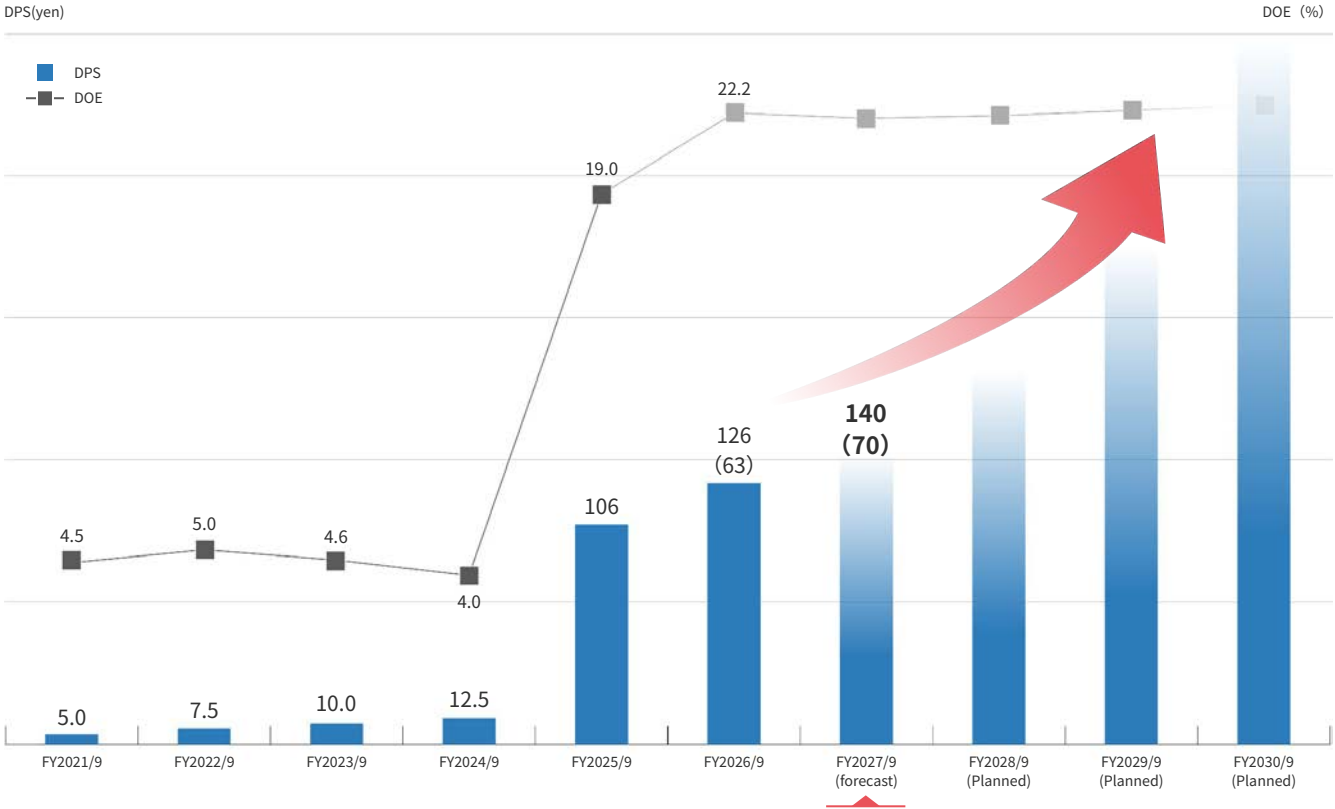


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Shareholder returns

- 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 ¥14 in FY2027 to ¥140 per share (including an interim dividend of ¥70).



※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.

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

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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

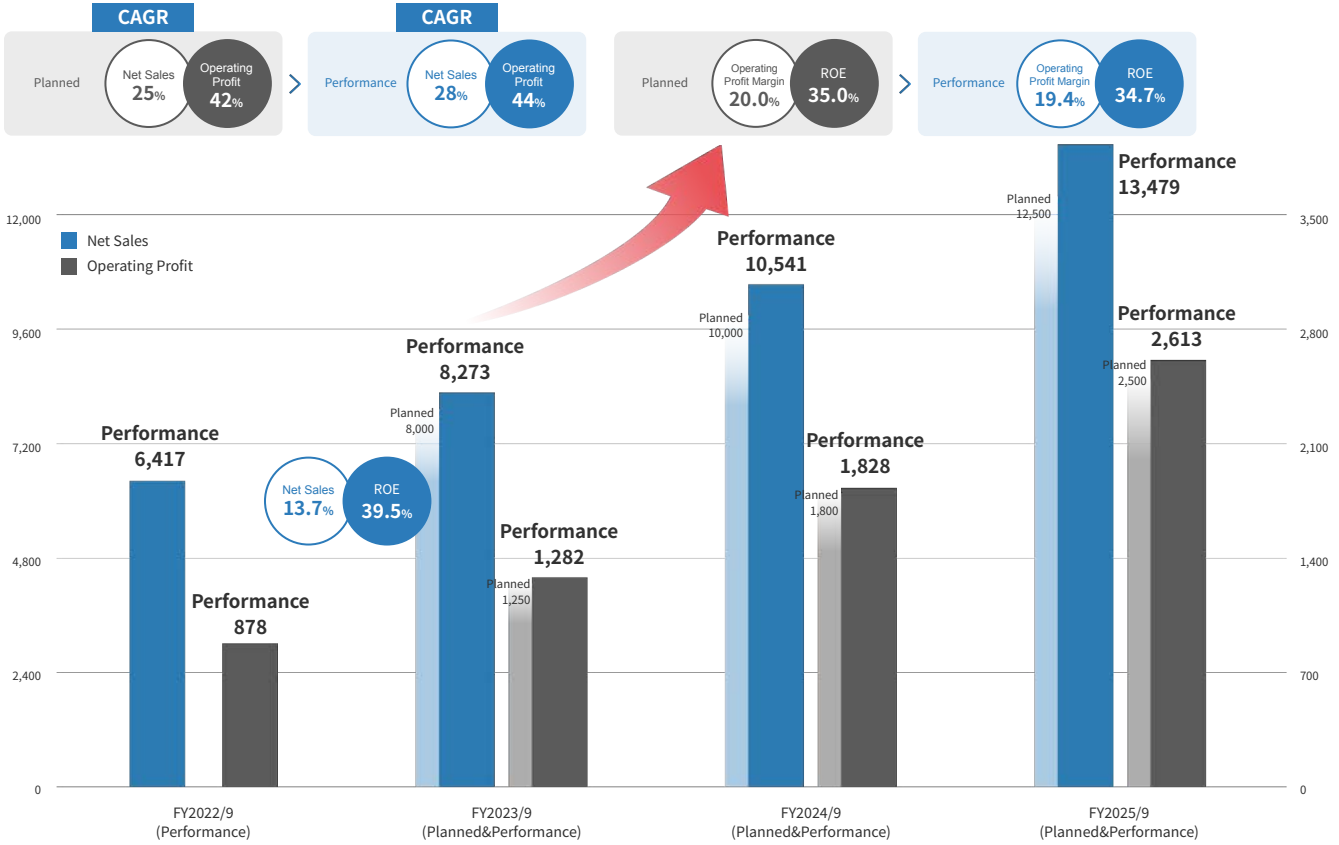
Yoji Sugata, President and Representative Director

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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.



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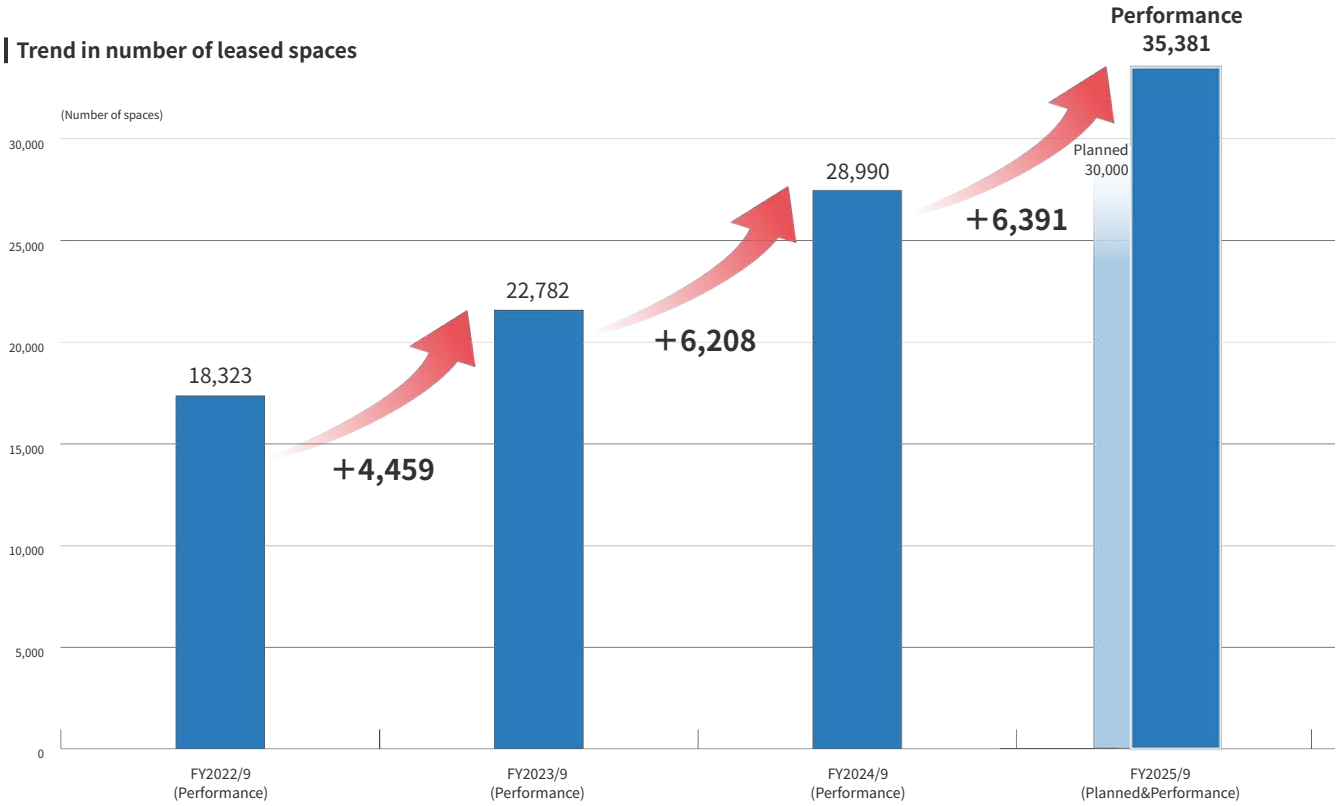
02

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.

Trend in number of leased spaces

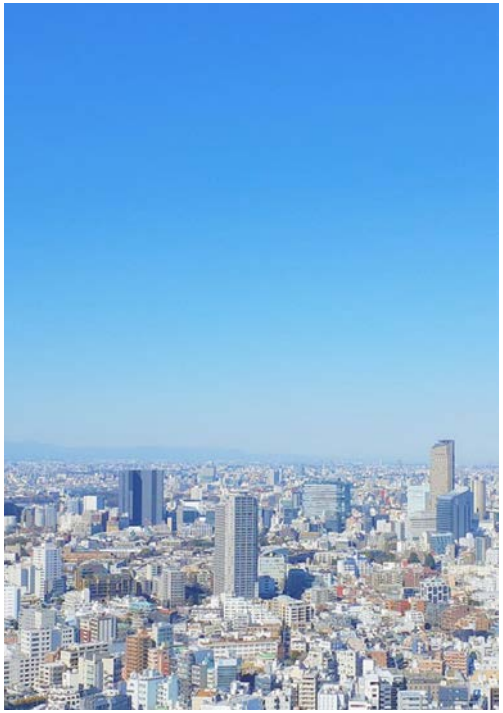


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03

Future directions

mission, 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.

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03

Future directions

Review and Medium-Term Vision

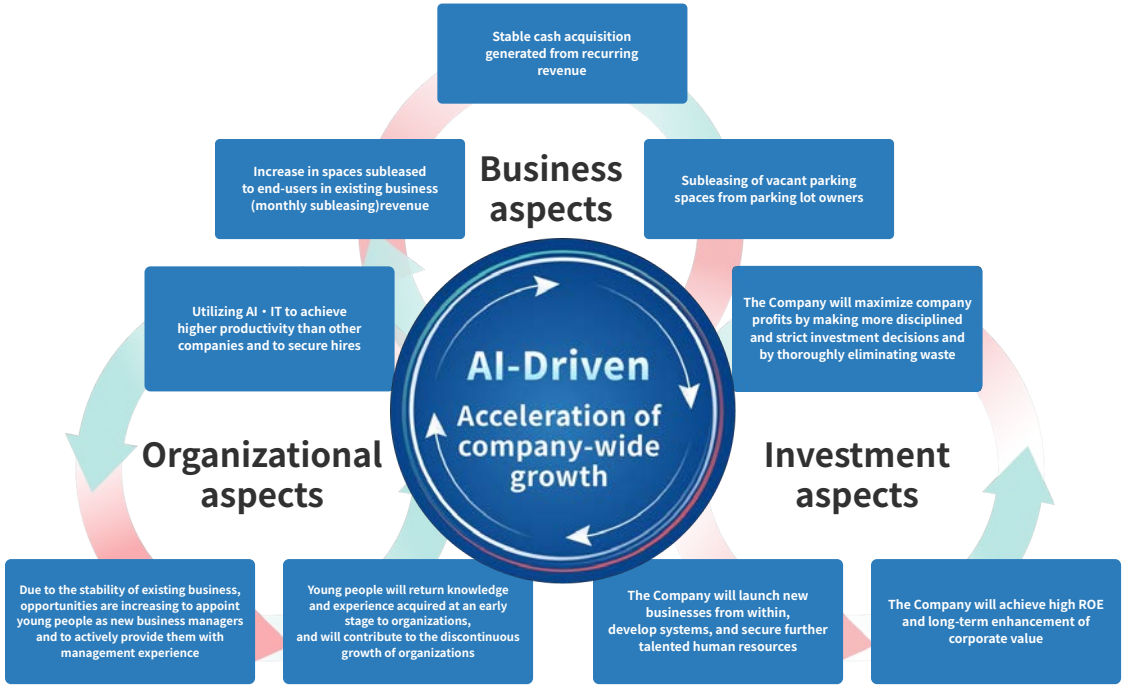
	Time of IPO	the present	Image of the medium-term
Corporate Philosophy	Putting idle real estate to productive use	Optimize everything in the world with the spirit of “Mottainai”	Optimize everything in the world with the spirit of “Mottainai”
Business model	Monthly parking lot platform operation and subleasing	Vertical SaaS for idle asset utilization	Asset Optimization Platform (Optimizing All Underutilized Assets)
Business domains (Group companies)	AZoom	AZoom / 鉄壁 / CGWORKS / AZoom VIETNAM / DIVERS / CGWORKS VIETNAM	AZoom / 鉄壁 / CGWORKS / AZoom VIETNAM / DIVERS / CGWORKS VIETNAM +α
Overview of provided services	Monthly parking lot introduction / Monthly parking lot subleasing CarParking	CarParking / Car Parking One / おうちdeParking / Tomemiru / スマート会議室Pro ・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 / Car Parking One / おうちdeParking / Tomemiru / スマート会議室Pro AI-Driven ・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%**

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03

Future directions

achievement of stable, high growth potential



Centered on the AI project “SYNAPSE,”
driving operational efficiency, smarter decision-making,
and maximized workforce productivity to achieve stable and
strong growth in the core monthly parking lot subleasing business.

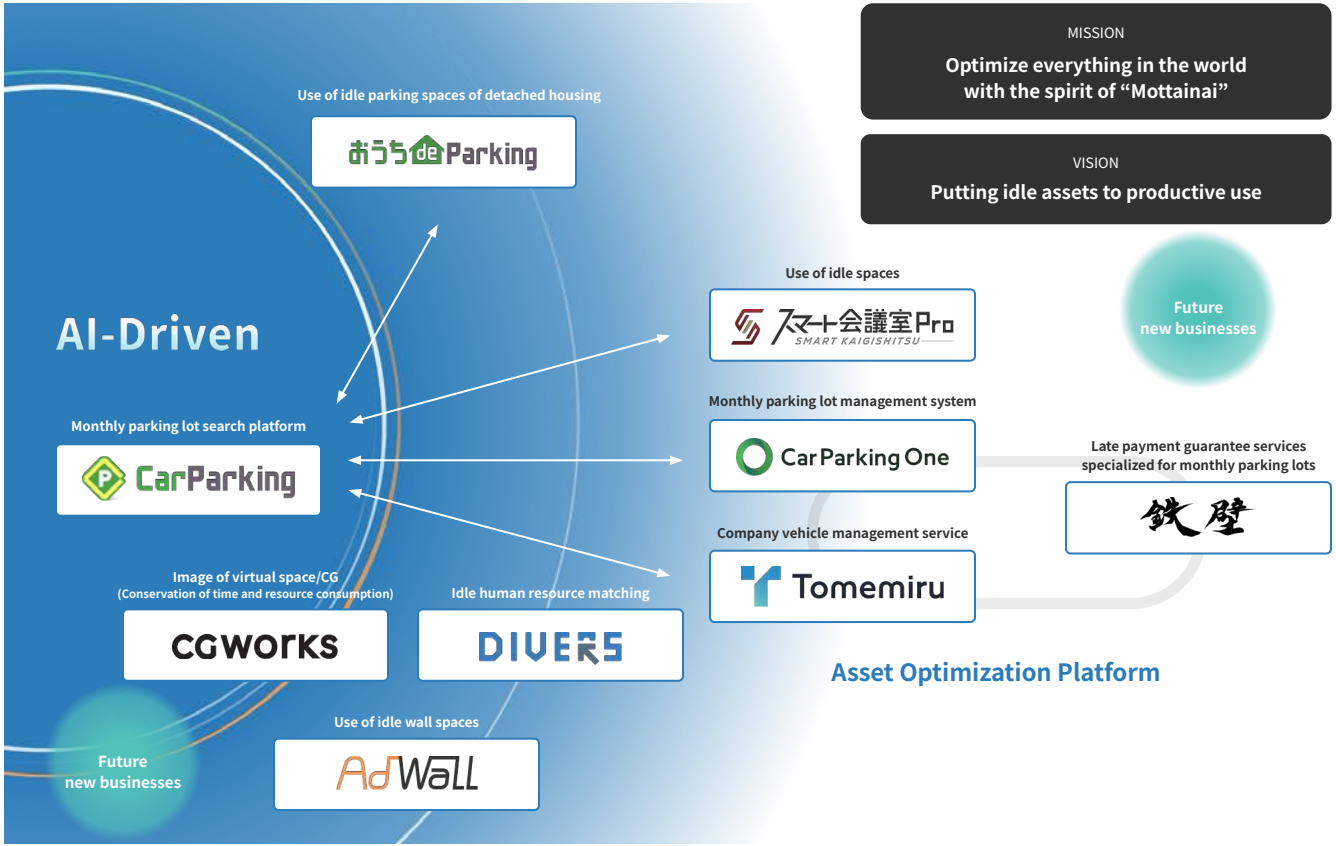
Leveraging the virtuous cycle of accumulated talent, know-how, financial strength, and AI expertise to reinvest in related and new business domains—accelerating overall growth and enhancing long-term corporate value.

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03

Future directions

Image of business development



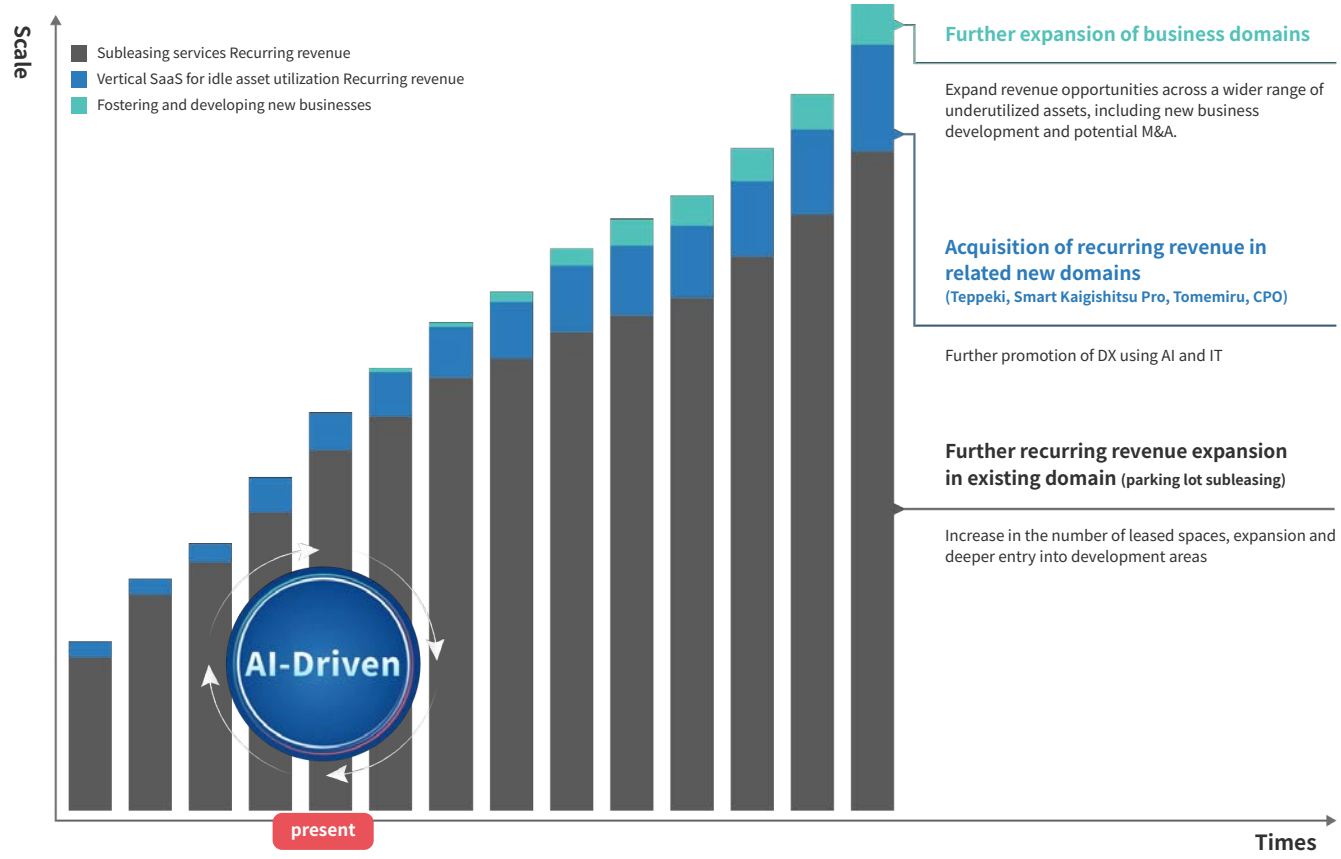
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04

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.



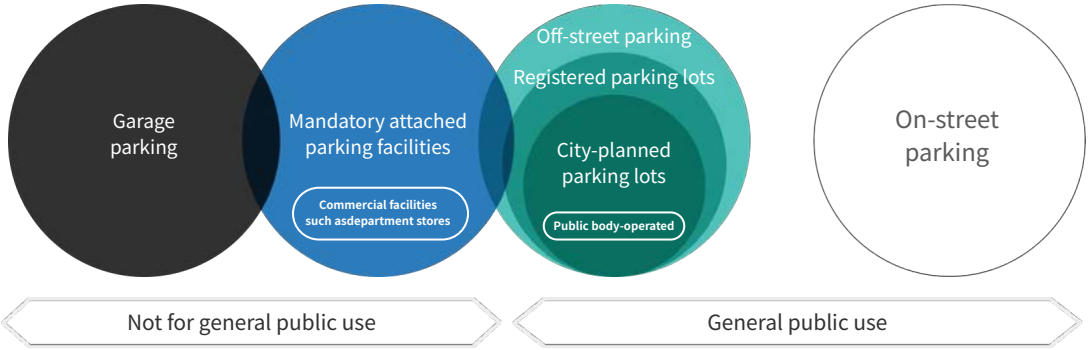
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Medium-term growth strategy

Expansion of recurring revenue in existing domain (subleasing)

Business domains in the parking lot business





Parking facilities that the Company mainly handles

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]

※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)

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Medium-term growth strategy

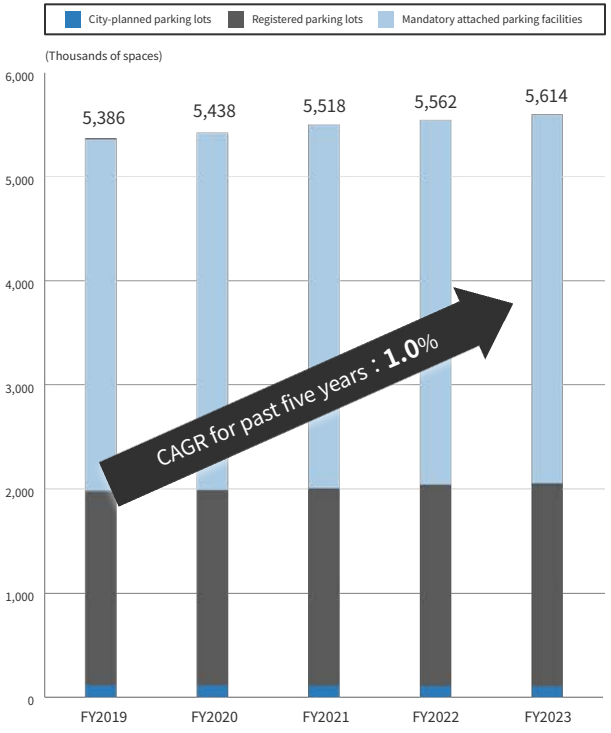
Expansion of recurring revenue in existing domain (subleasing)

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 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).

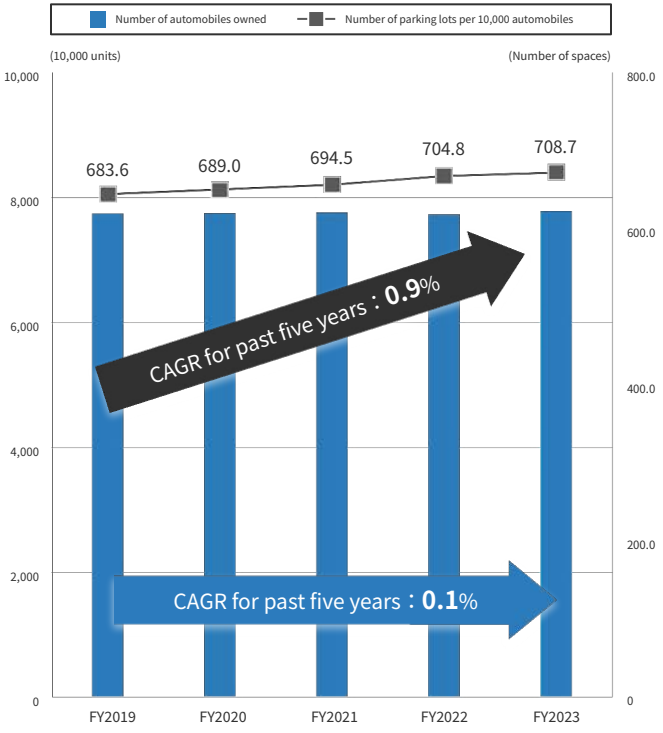
→ Demand is growing to make use of vacant parking spaces.

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

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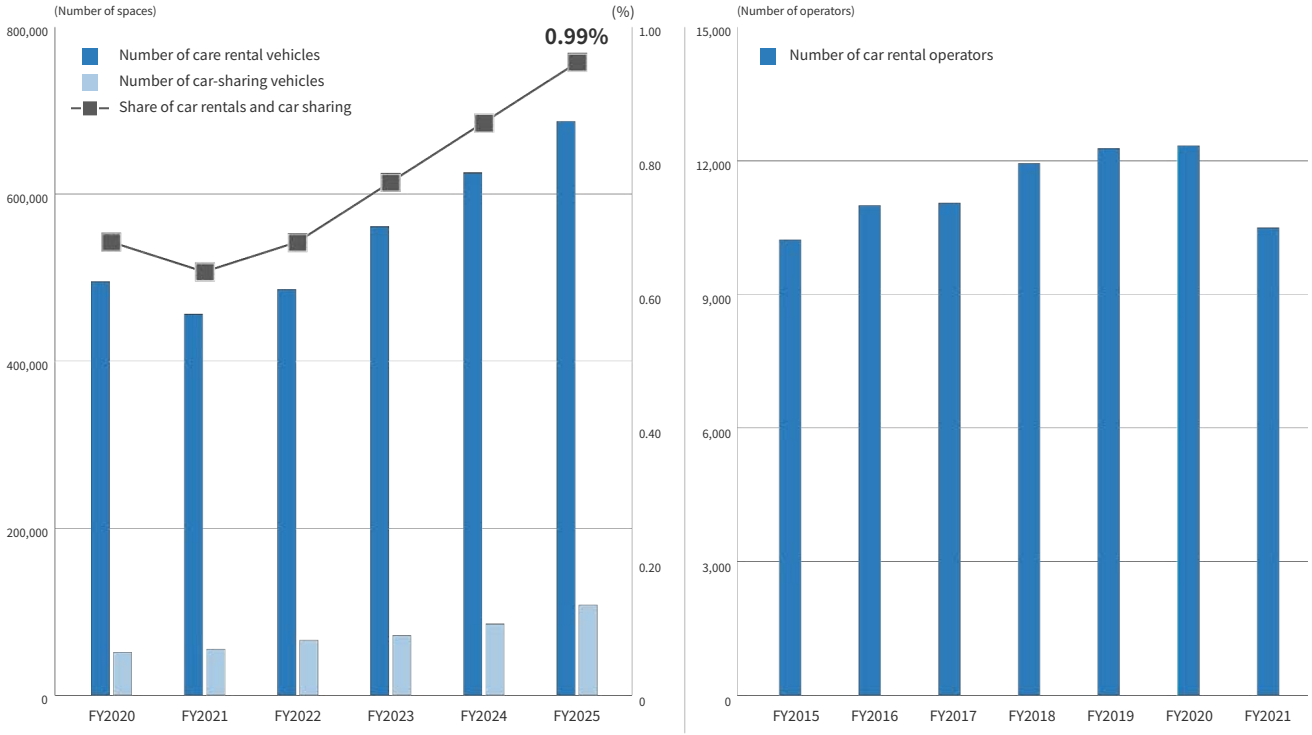
Medium-term growth strategy

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

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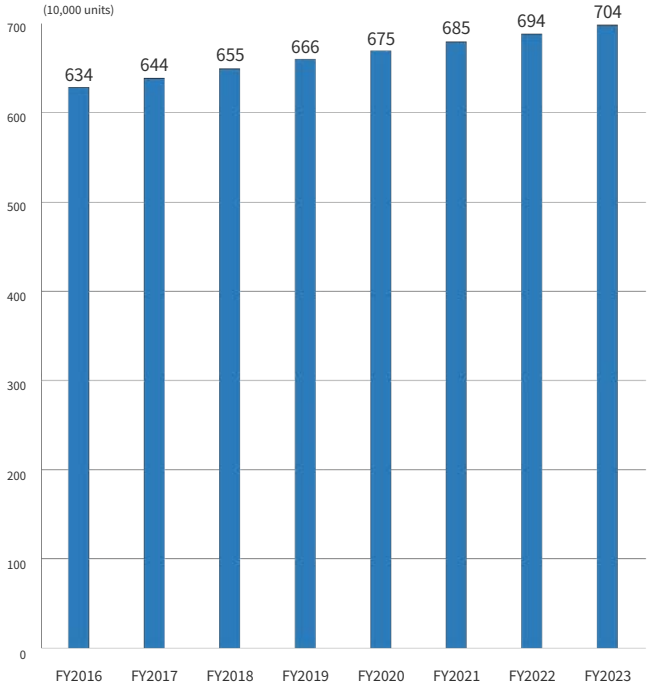
Medium-term growth strategy

Expansion of recurring revenue in existing domain (subleasing)

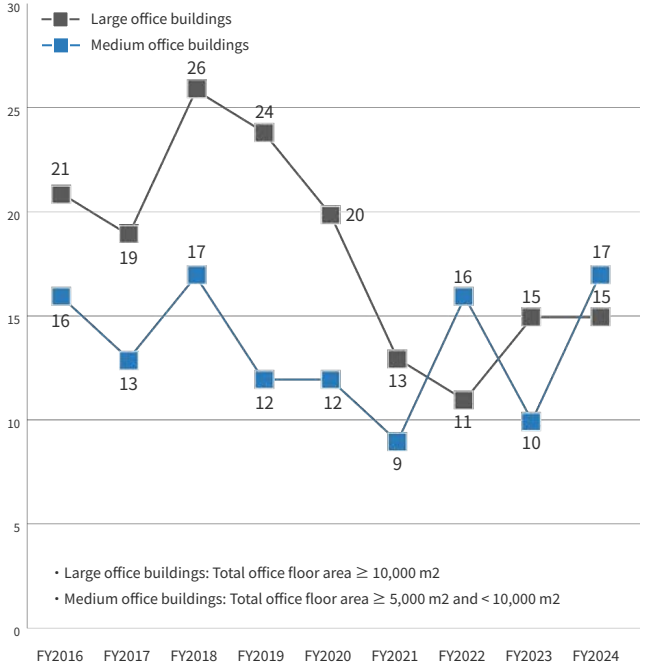
Trends in condominiums and office buildings

- 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.)"

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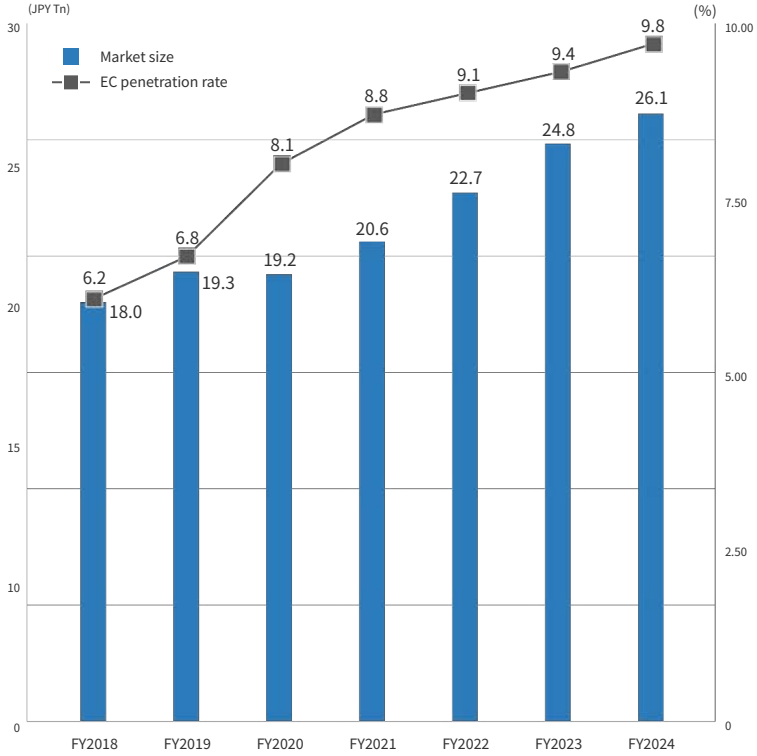
Medium-term growth strategy

Expansion 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)

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Medium-term growth strategy

Expansion of recurring revenue in existing domain (subleasing)

Growth potential (TAM)

Japan, nationwide : **3.58**million spaces / ARR : JPY**1.4**tn

Main areas of existing business : **2.43** million spaces

ARR : JPY**974.9bn**

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

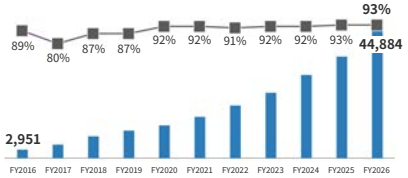
Deeper entry into existing business areas

Expansion of business areas after careful selection of areas

Number of the Company's leased spaces : **44,000**
ARR：JPY**17.9**bn

Number of the Company's leased spaces

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



Nationwide share Approximately **1.3**%

Business area share Approximately **1.8**

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

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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

SYNAPSE

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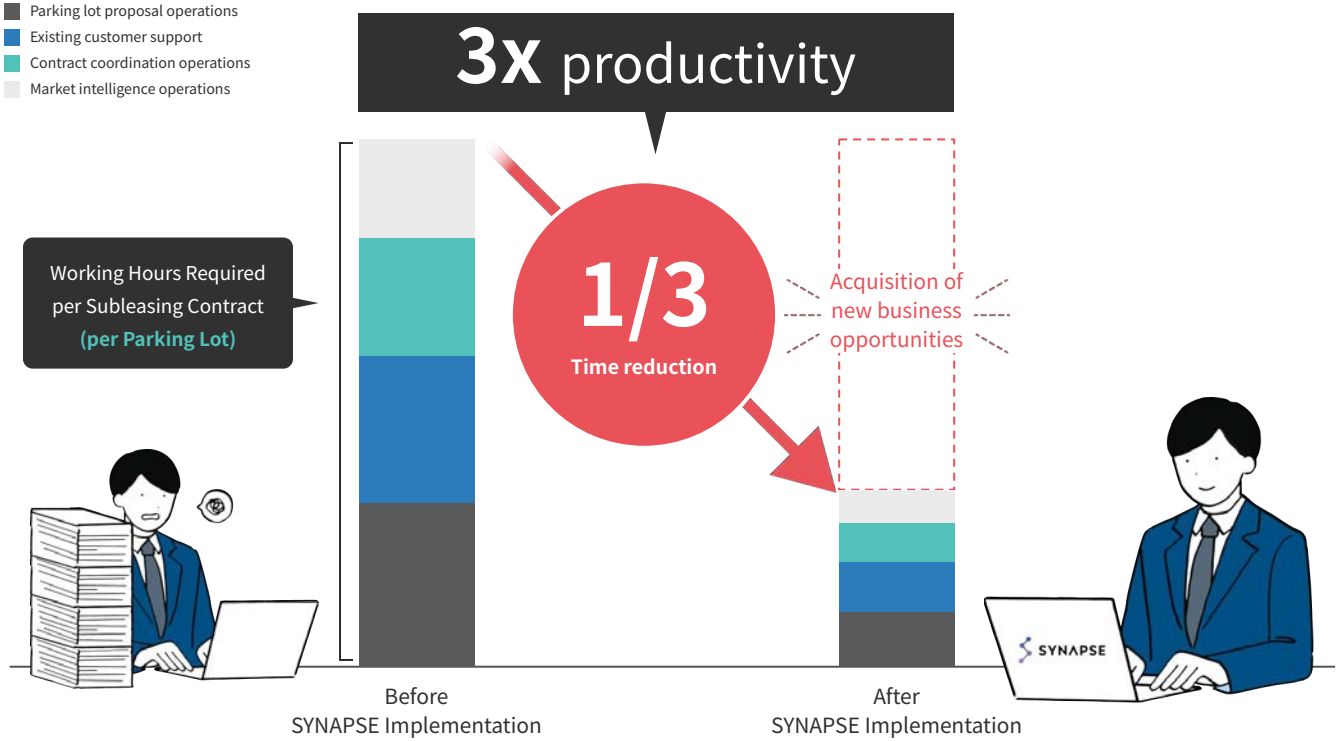
Medium-term growth strategy

Expansion 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)



SYNAPSE

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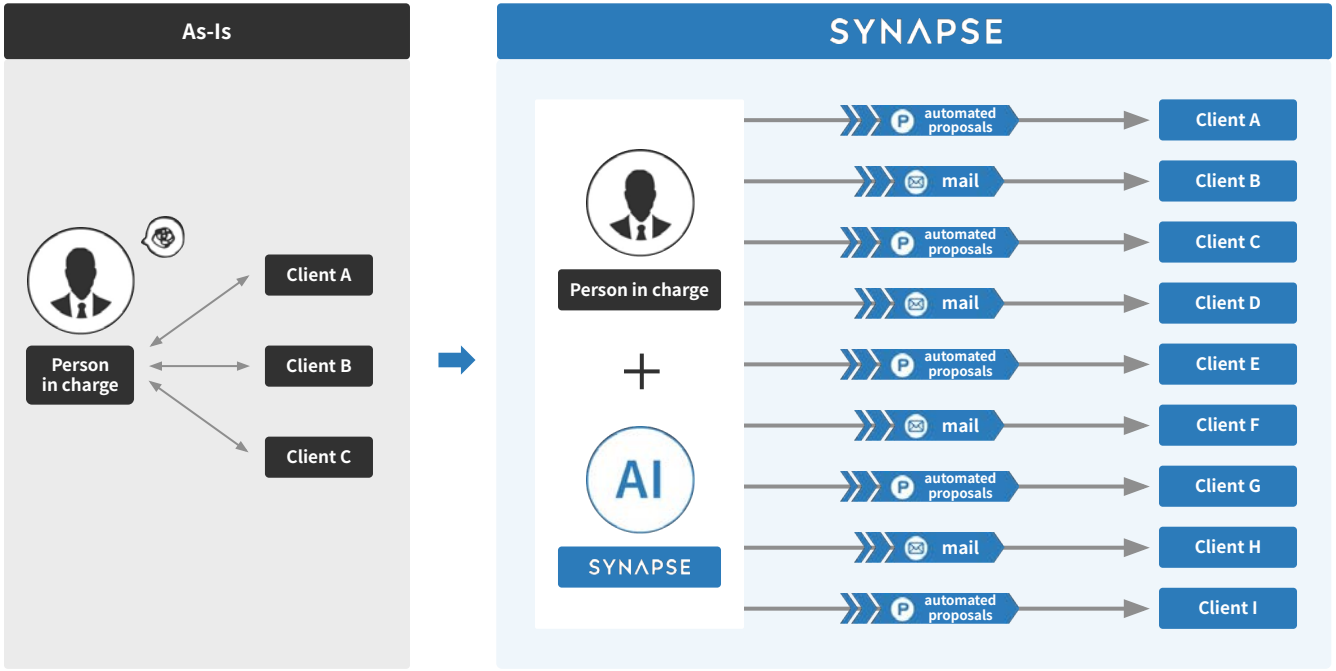
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Medium-term growth strategy

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

SYNAPSE

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Medium-term growth strategy

Expansion 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 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.

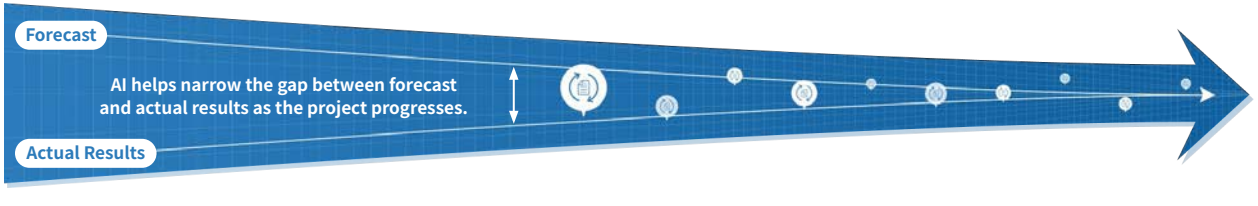
Establish as a system for daily operations
Real-time information on contracted parking facilities (visualization)
Recommendation function for the person in charge ⇒ peeding up decision making, reducing management costs

Parking heat map

Visual display of the number of parking spaces and inquiries



Going Forwar More accurate analysis and decision-making support through AI utilization



SYNAPSE

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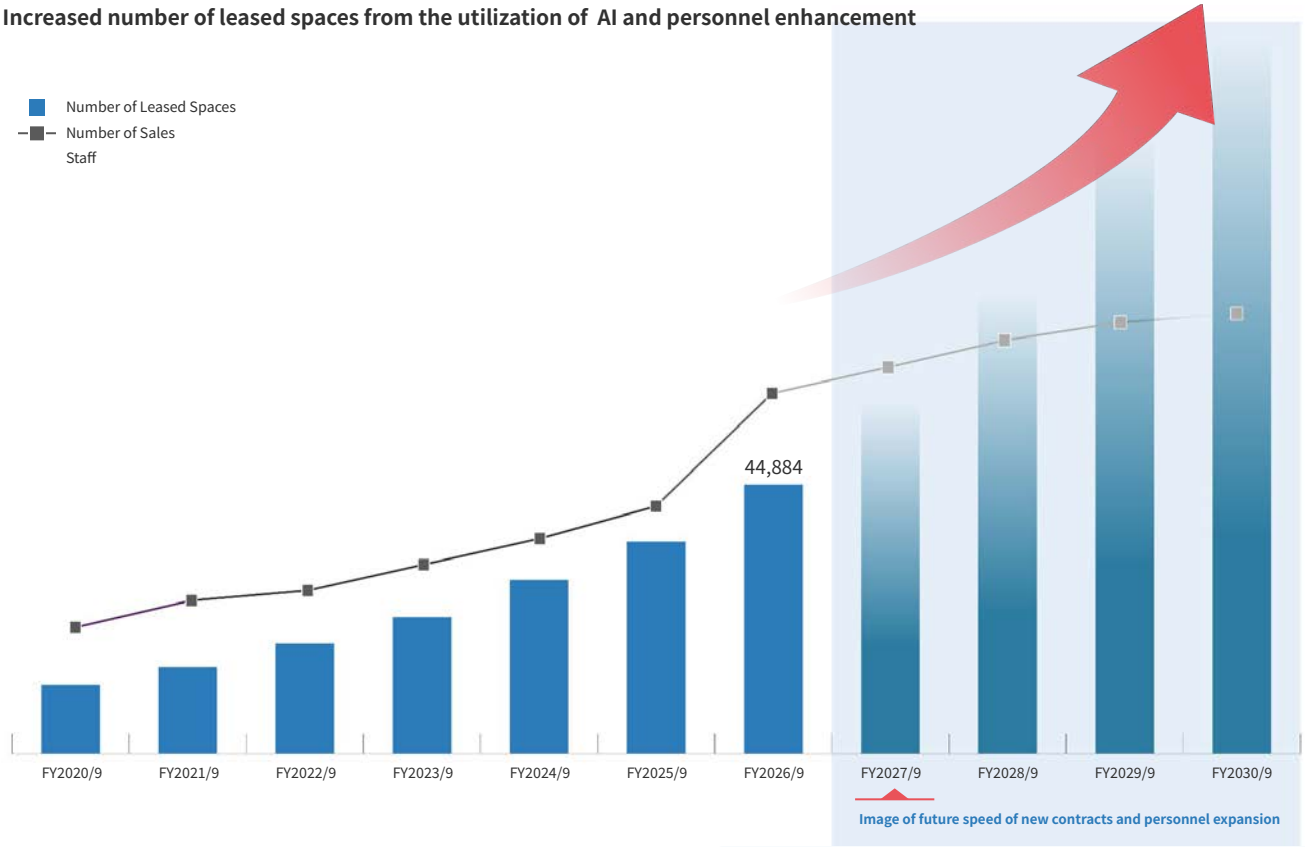
Medium-term growth strategy

Expansion 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



SYNAPSE

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Medium-term growth strategy

Expansion of recurring revenue in existing domain (subleasing)

Japan's largest monthly parking lot search site

CarParking

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

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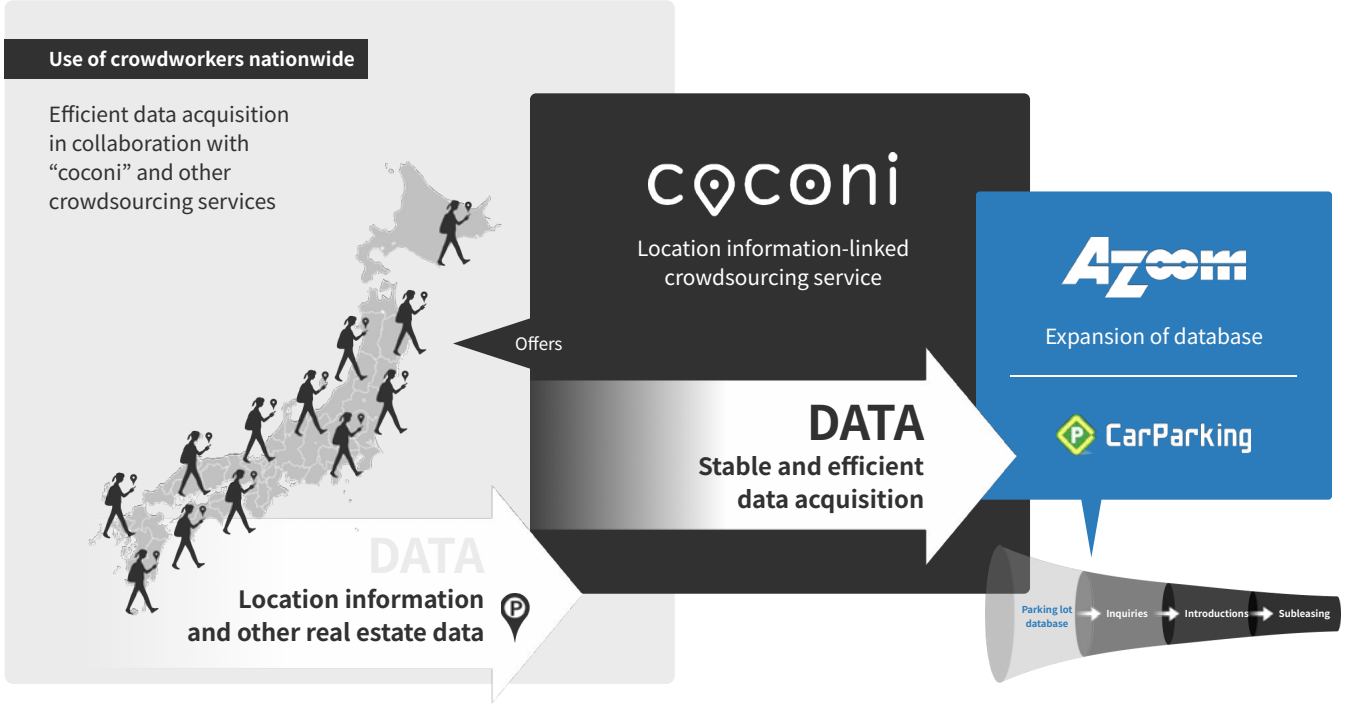
Medium-term growth strategy

Expansion 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”



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Medium-term growth strategy

Expansion of recurring revenue in existing domain (subleasing)

Expansion of and deeper entry into business development areas

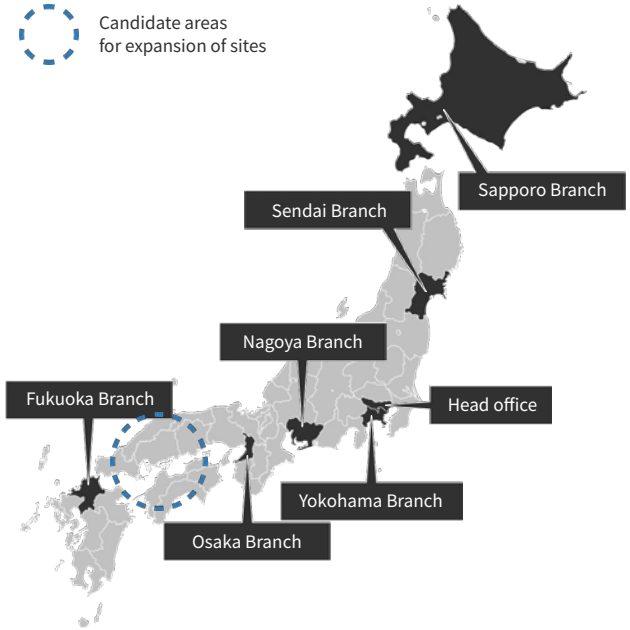
- Meeting of demand for use of parking lots nationwide
- Increase in number of parking spaces handled through attentive follow-through with owners

① Consideration of branch expansion to regional core urban areas

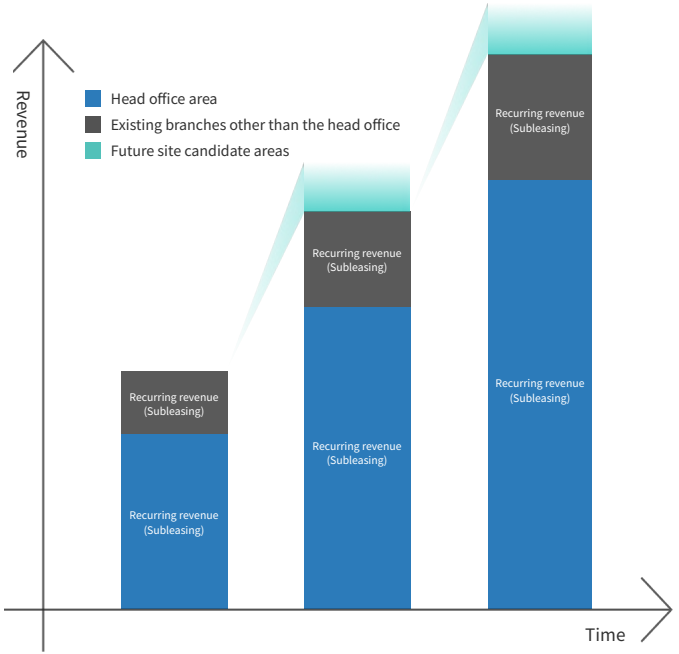
② Strengthening of cooperation with local real estate agents in regional core urban areas

CarParking

Image of business development



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



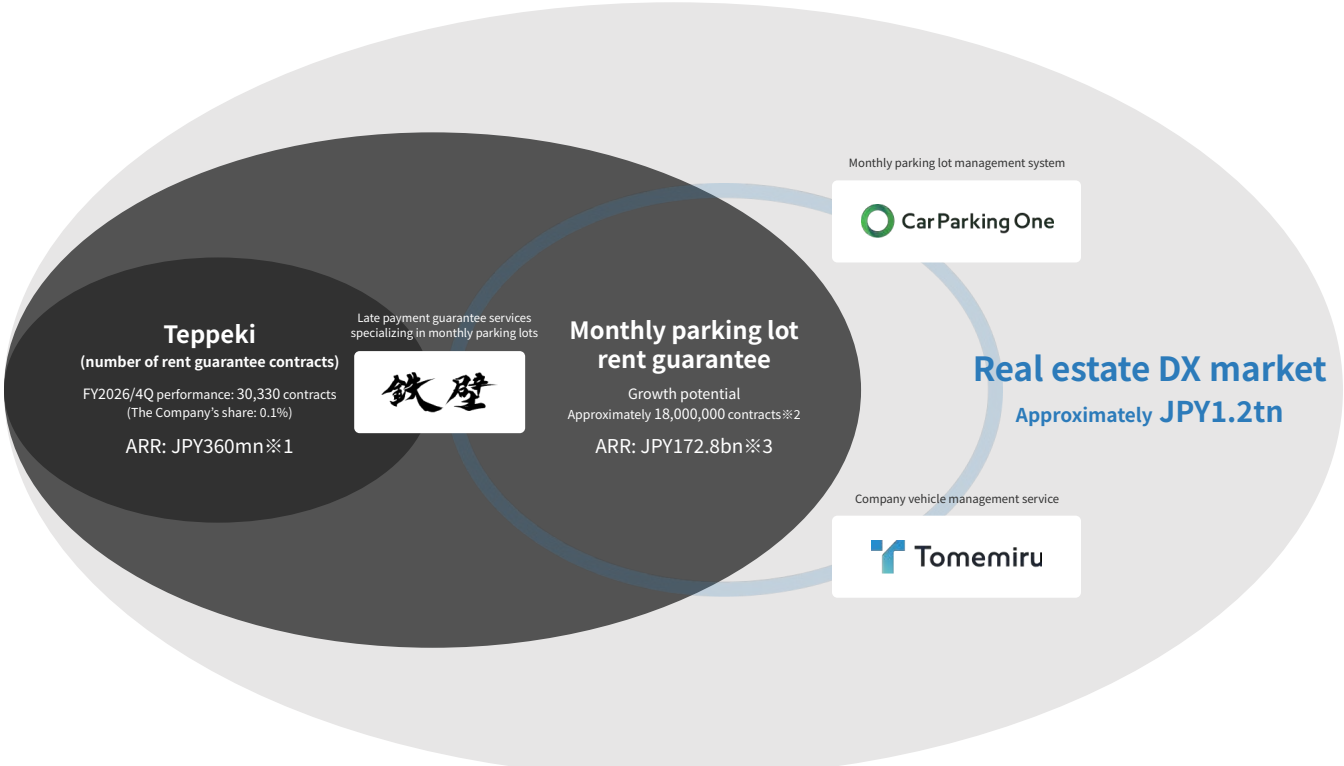
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Medium-term growth strategy

Expansion 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

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Medium-term growth strategy

Acquisition of recurring revenue in related new domains

Teppeki Co., Ltd.

Late payment guarantee services specializing in monthly parking lots

鉄壁

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

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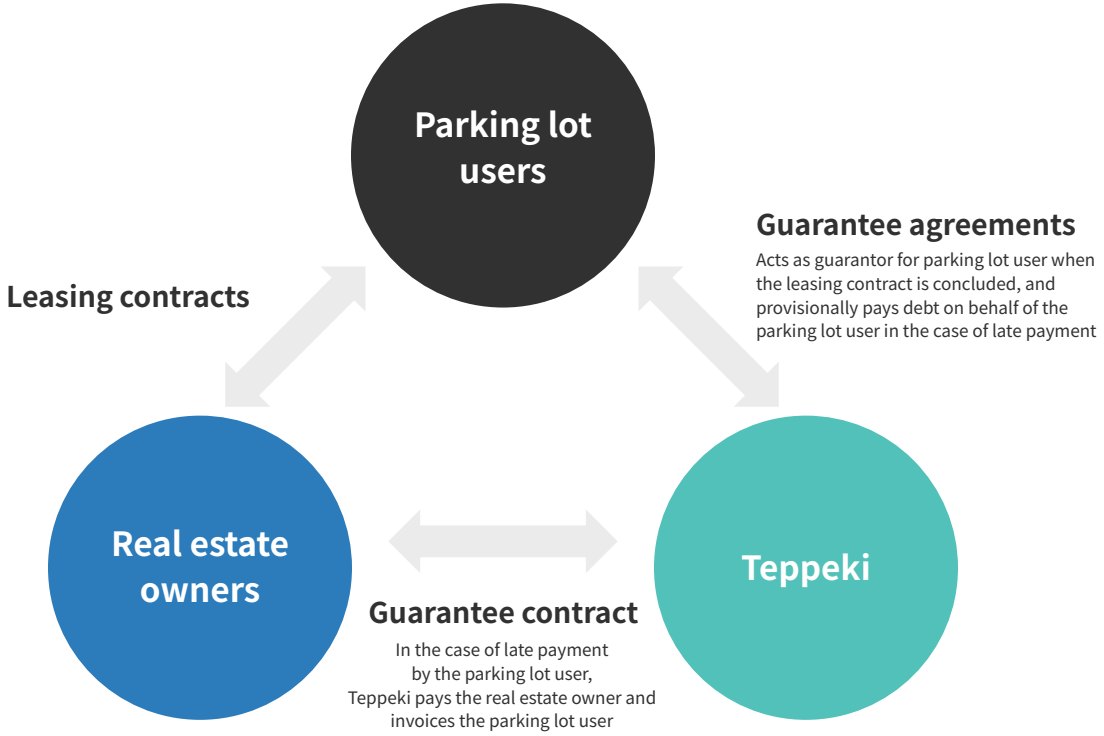
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Medium-term growth strategy

Acquisition of recurring revenue in related new domains

Teppeki Co., Ltd.

Guarantee service relationship diagram



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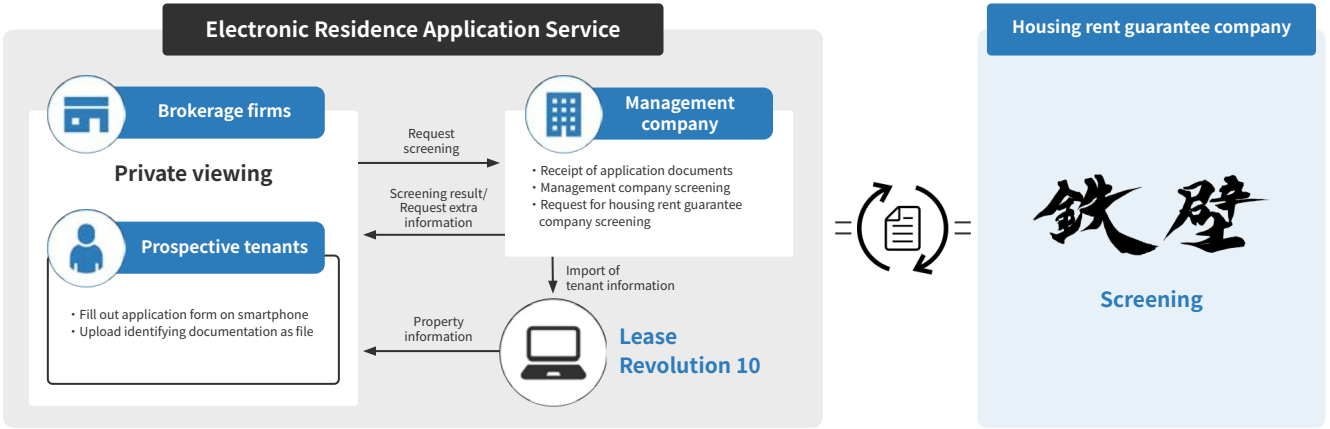
Medium-term growth strategy

Acquisition 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.

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Medium-term growth strategy

Acquisition of recurring revenue in related new domains

CarParking One

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

CarParking One

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.



Customer recruitment

Application and conclusion of contract

Contract management

Completed online

Available in all areas nationwide

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

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Medium-term growth strategy

Acquisition 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.

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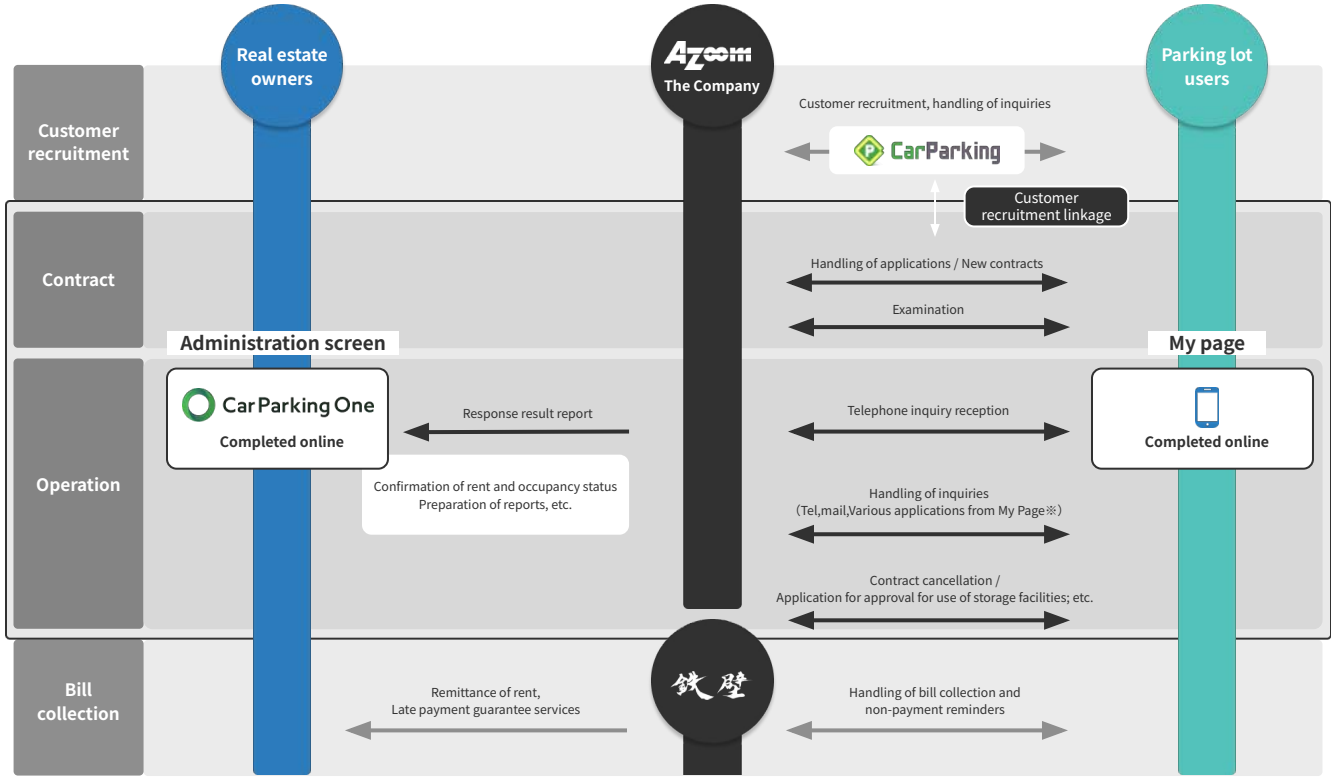
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Medium-term growth strategy

Acquisition 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.

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Medium-term growth strategy

Acquisition of recurring revenue in related new domains

Tomemiru

“Tomemiru” is a service for corporations that own vehicles

Tomemiru

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

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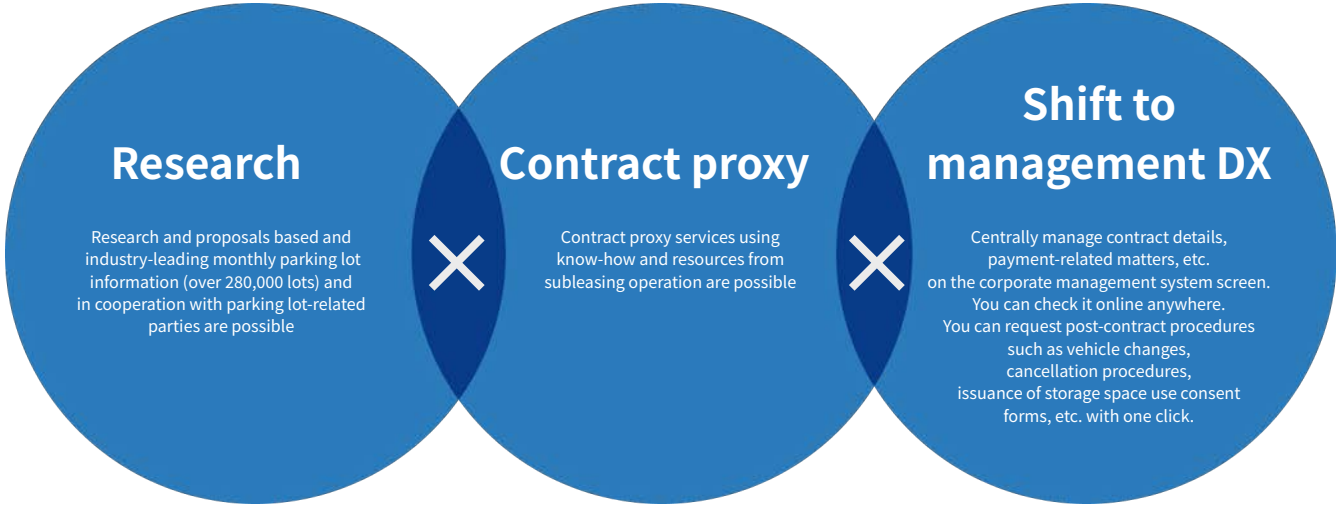
04

Medium-term growth strategy

Acquisition 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

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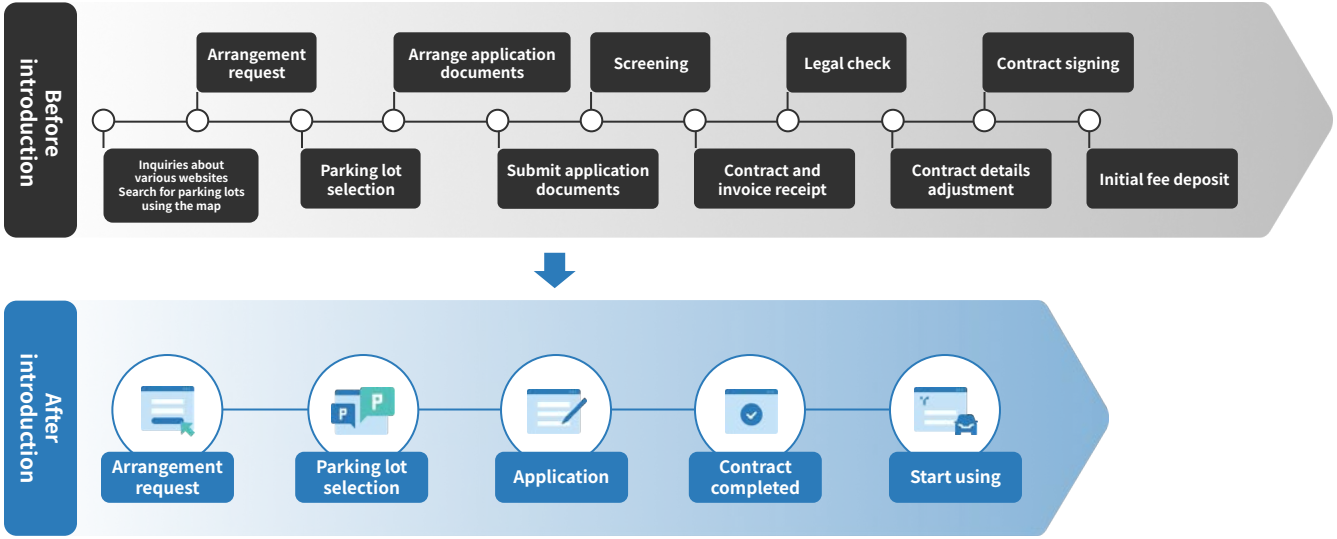
Medium-term growth strategy

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

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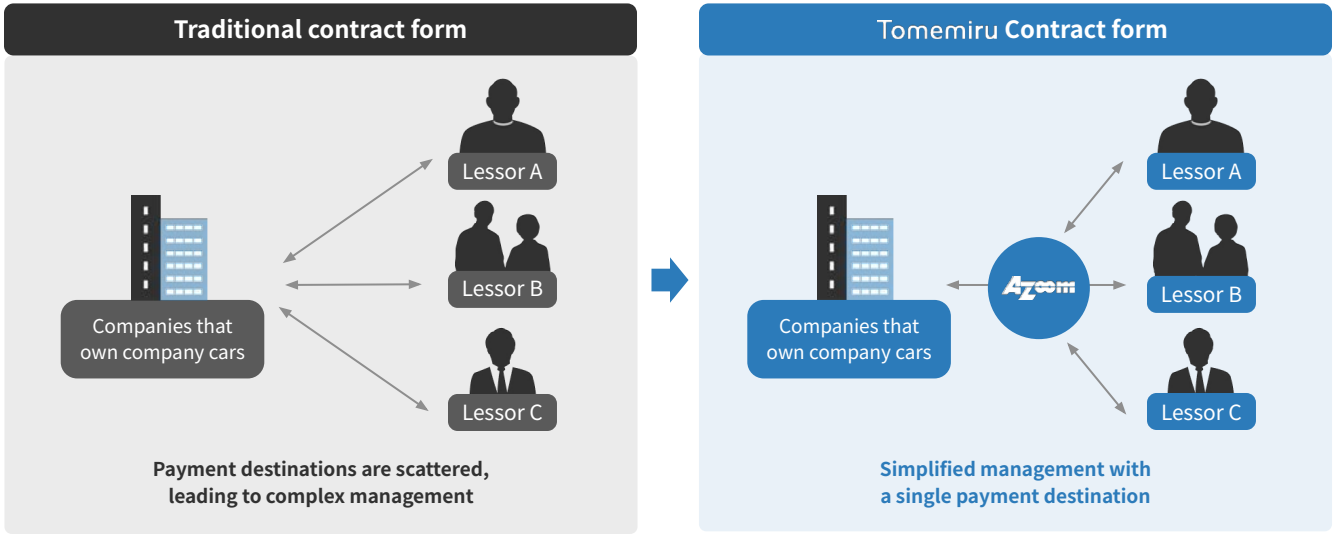
Medium-term growth strategy

Acquisition 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

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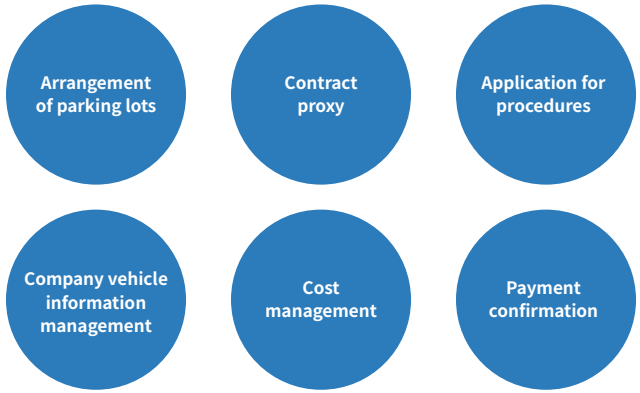
Medium-term growth strategy

Acquisition of recurring revenue in related new domains

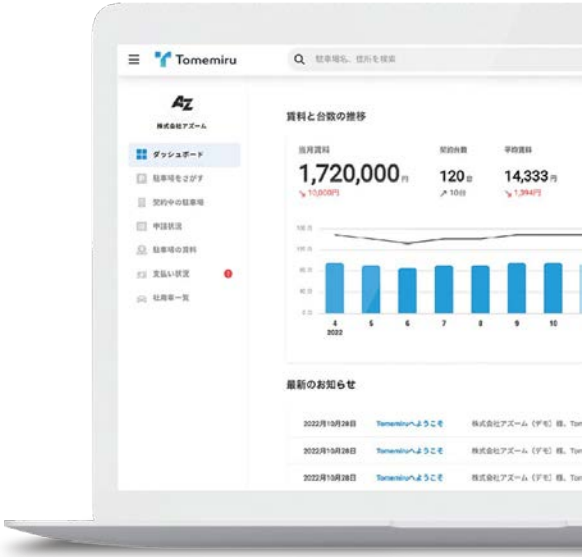
Tomemiru

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



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Medium-term growth strategy

Acquisition of recurring revenue in related new domains

Smart Kaigishitsu Pro

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

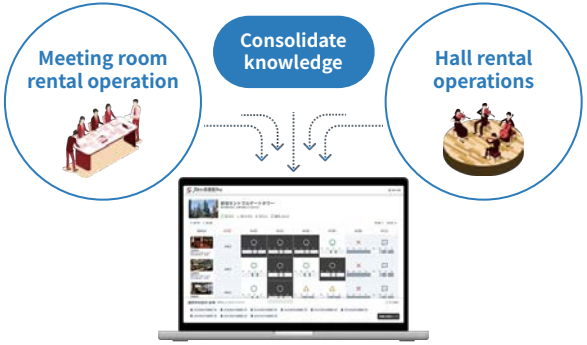
スマート会議室Pro SMART KAIGISHITSU

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.



Thoroughly address business processes unique to meeting room and hall rental operations

Achieve higher operational efficiency and revenue maximization than before

Fully expand provision to business operators that own and operate large-scale facilities

General real estate developers, general contractors, office building holding and management companies, etc.

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Medium-term growth strategy

Acquisition 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.

スマート会議室Pro SMART KAIGISHITSU

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Medium-term growth strategy

Acquisition 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.

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Medium-term growth strategy

Acquisition of recurring revenue in related new domains

Smart Kaigishitsu Pro

Track record of delivery

Public Interest Incorporated Foundation Prefectural Governments Center

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

公益財団法人
都道府県センター

"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.



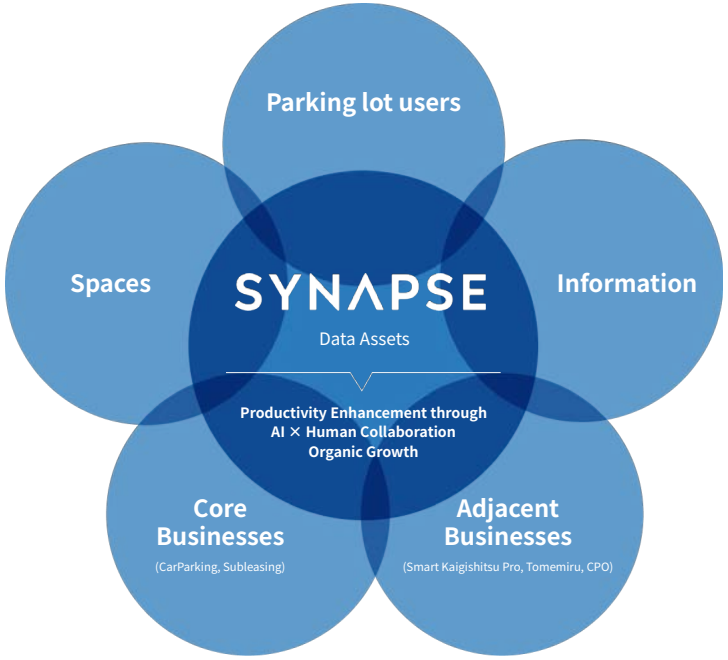
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04

Medium-term growth strategy

Expansion 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

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Medium-term growth strategy

Expansion of business domain

CGworks Inc. (Visualization business)

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

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.



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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.

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Medium-term growth strategy

Expansion of business domain

CGworks 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.



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Medium-term growth strategy

Expansion of business domain

CGworks 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.







CGWORKS

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Medium-term growth strategy

Expansion of business domain

CGworks 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.

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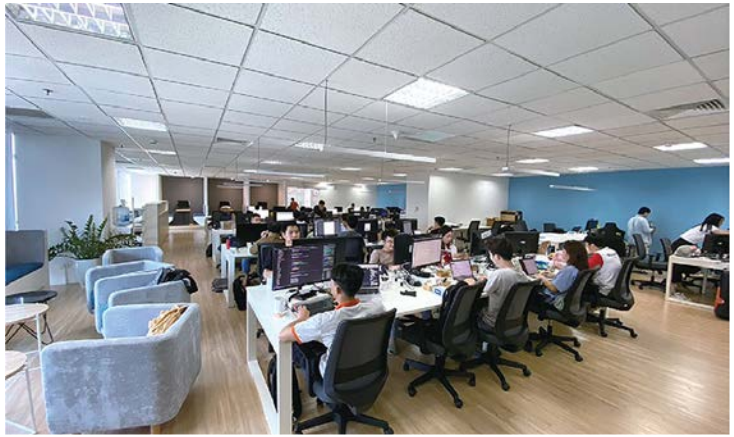
Medium-term growth strategy

Expansion of business domain

AZOOM VIETNAM INC.

Company Name	AZOOM VIETNAM INC.
Date of establishment	September 2019
Office address	Hanoi,Vietnam
Representative	TA THI THUY
Capital	US278,000 (wholly owned by AZoom Co.,Ltd.)
Business description	Computer and system managementrelated consulting, software development, database businesses, data processing, and other computer-related businesses

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



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Medium-term growth strategy

Expansion of business domain

Engineer Ratio and Sustainable Growth Image

Provided services

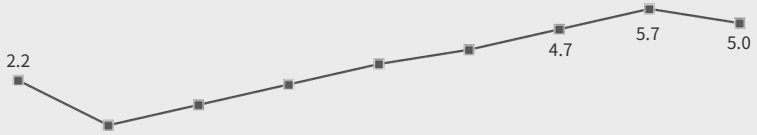
Achieved rapid development of new services through the use of IT development capabilities

CarParking / おうちdeParking / AdWall / CGWORKS / スマート会議室Pro SMART KAIGISHITSU / 鉄壁 / Car Parking One / Tomemiru / RENDERER

Trend in operating profit per capita

(Millions of yen)

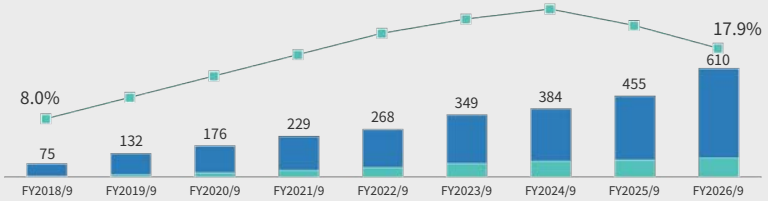
Achieved high productivity by increasing operational efficiency through Real estate × IT



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



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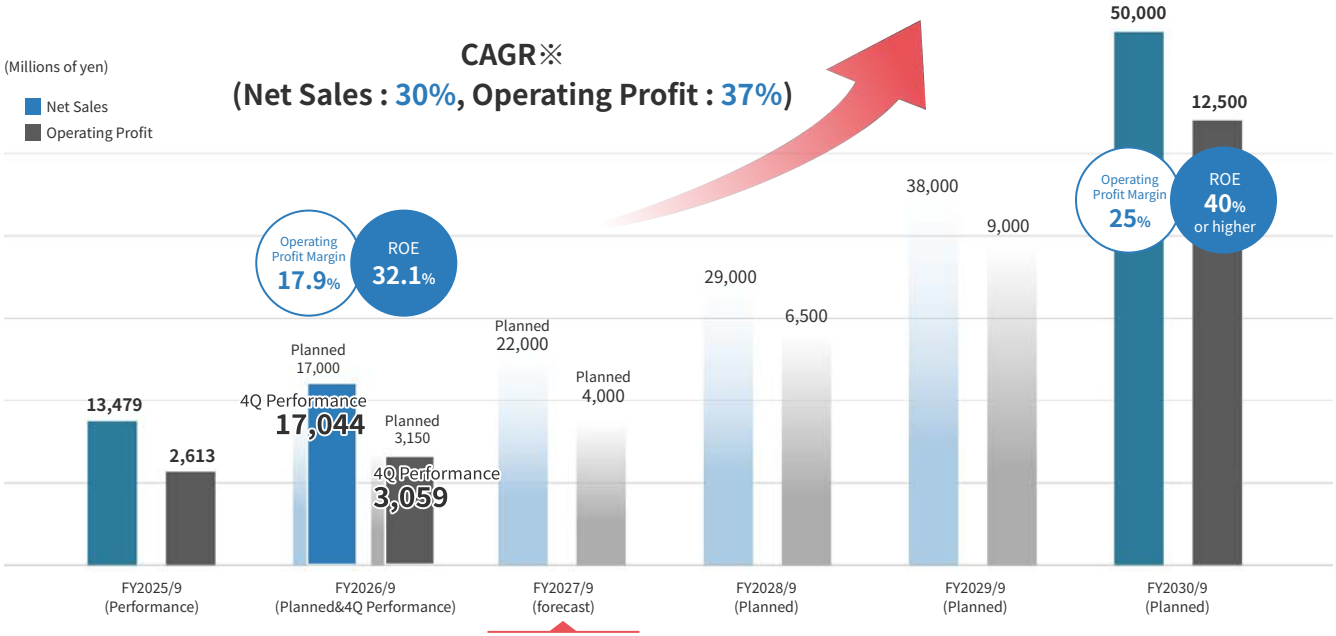
05

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



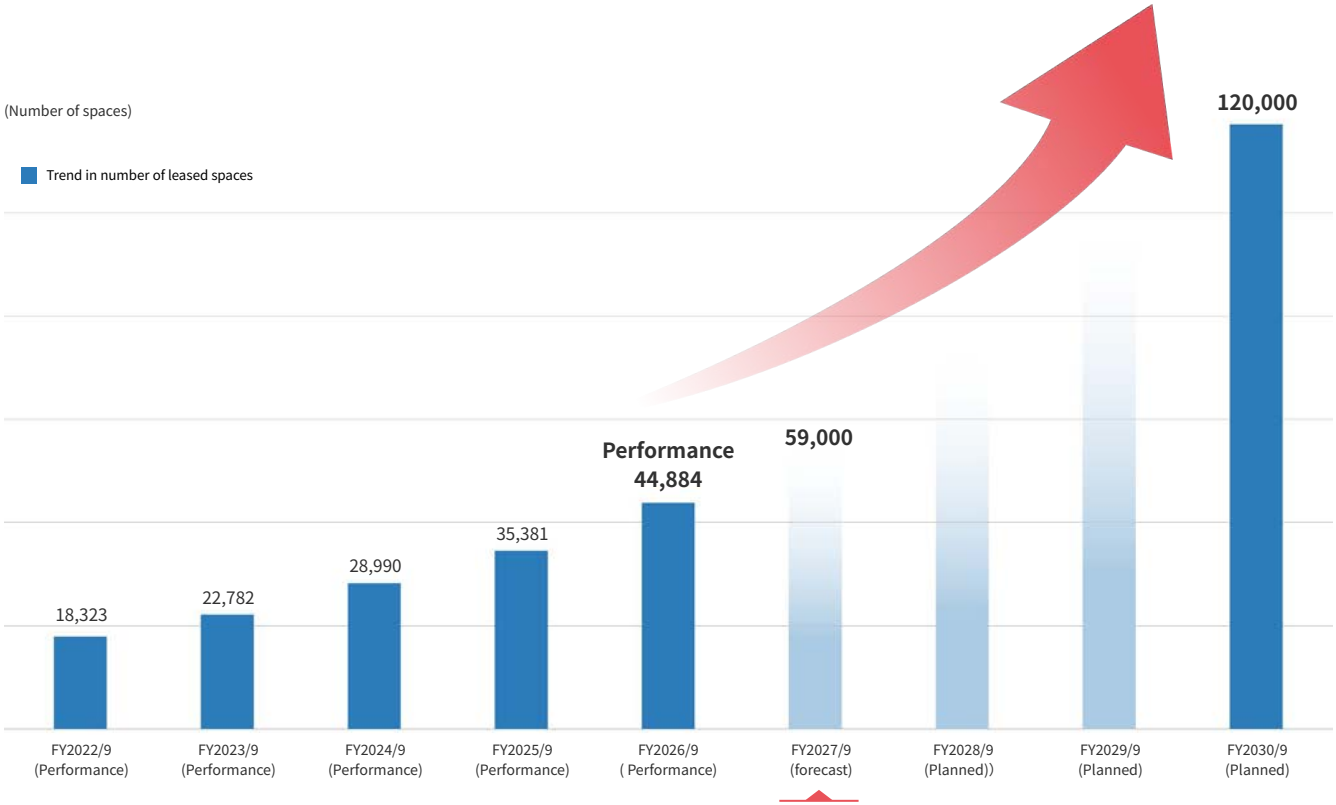
※CAGR: Compound Annual Growth Rate. Calculated as the average annual growth rate from the fiscal year ended September 30, 2025 (actual) to the fiscal year ending September 30, 2030 (planned)

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Medium-Term Management Targets (FY2026–FY2030)

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



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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.

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07

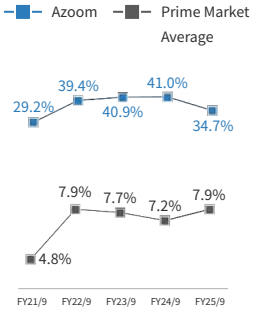
Initiatives to Enhance Management Awareness of Capital Cost and Share Price

- 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.

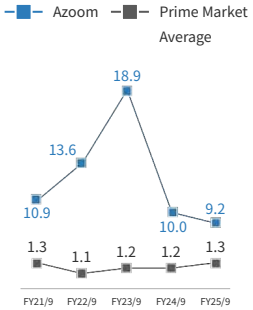
Current Analysis

- **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

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Appendix | Business overview

01

Company Profile

As of September 30,2026

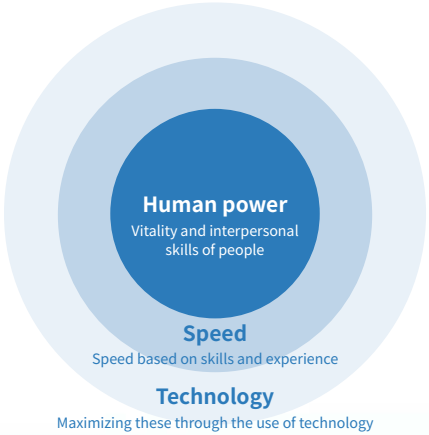
Corporate Philosophy	**Optimize everything in the world with the spirit of “Mottainai”**
Company Name	AZoom Co., Ltd.
Head office address	Shinjuku MAYNDS Tower 19F,2-1-1 Yoyogi, Shibuya-ku, Tokyo
Representative	Yoji Sugata, President and Representative Director
Date of establishment	October 2009
Capital	¥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	469 (non-consolidated), 610 (consolidated)
Branches	Yokohama Branch, Sapporo Branch, Nagoya Branch, Osaka Branch, Fukuoka Branch, Sendai Branch 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)

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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

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03

List of management services

Segments	Management services	Concept and Business model	Topics
Idle Asset Utilization business	CarParking 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." 
	Car Parking One 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 Resi-Charge AMANO Management Service
	鉄壁 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 CREATE
	おうちdeParking 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	
	Tomemiru 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 キンライサー Japan PC Service JVCKENWOOD
	スマート会議室Pro SMART KAIGISHITSU 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. 住友不動産ベルサール 都道府県センター NABIC
	AdWall Outdoor advertisement information site	・A search site specializing in outdoor advertisement and billboard advertisement	
Visualization business	CGWORKS RENDERER 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 三井デザインテック MITSUI DESIGNTEC 東急Re・デザイン

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04

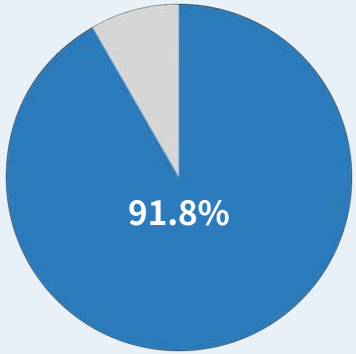
Business description

Sales composition ratio

Idle Asset Utilization business

Parking lot subleasing services

Recurring revenue business

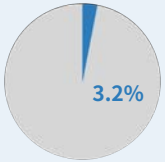


Leasing vacant parking lots and land from owners in bulk and subleasing to users acquired through the Company's portal site ("CarParking"), etc.

Parking lot introduction service

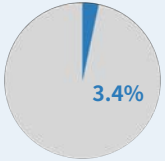
Fee business

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 Kaigishitsu Pro
- Pay-by-the-hour parking
- 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

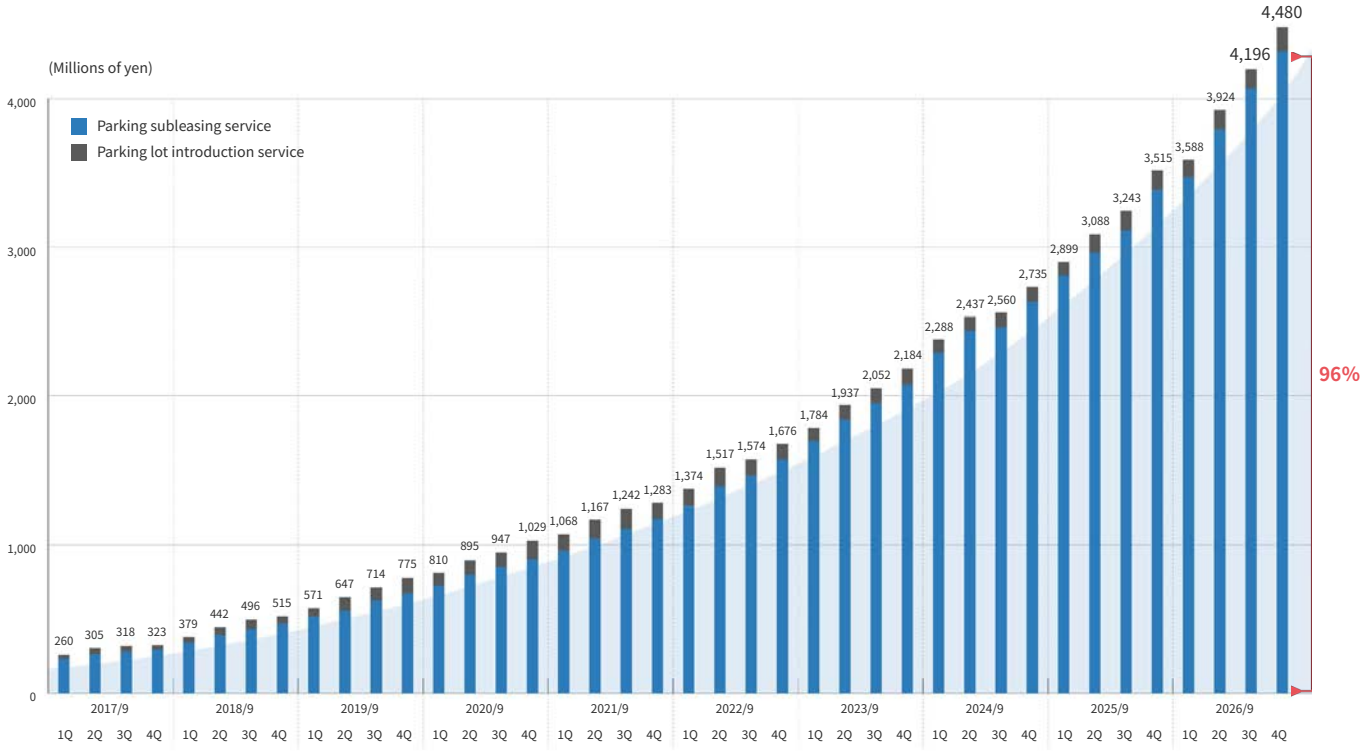
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05

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

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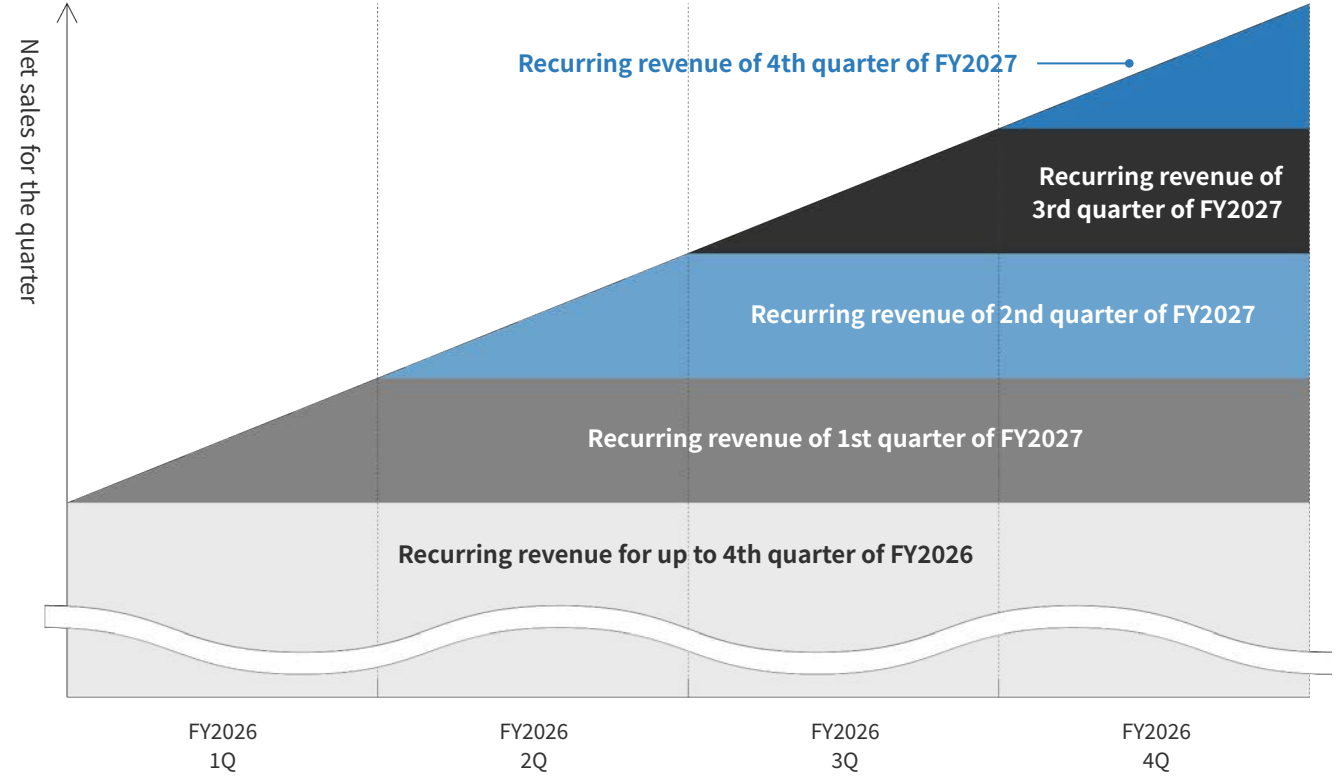
06

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

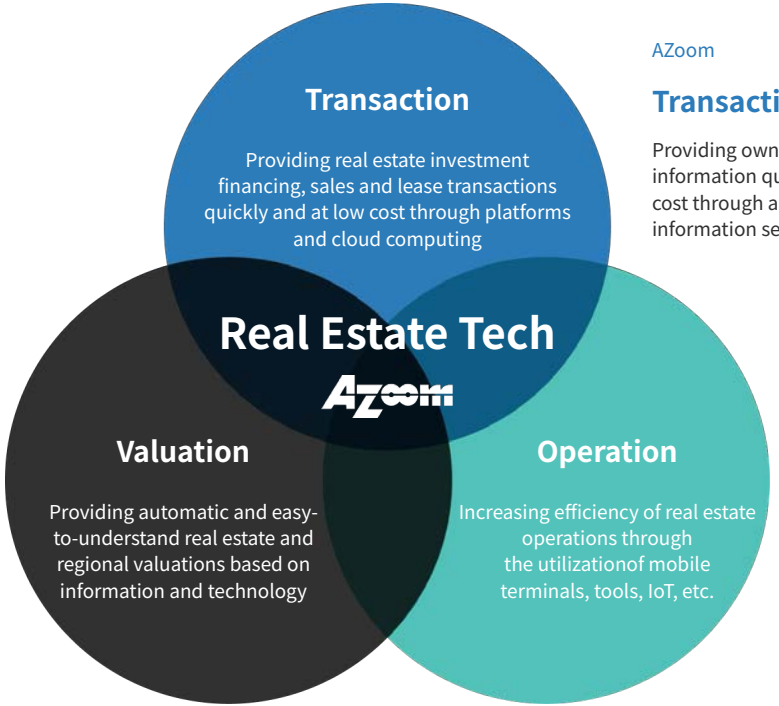


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07

Real Estate Tech Initiatives

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



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Transaction

Providing owners and users with information quickly and at a low cost through a parking lot information search portal site

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Valuation

Calculating adequate rents based on abundant information on parking facilities

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Operation

Improve efficiency of sales and management operations by acquiring real-time data on contracted parking facilities

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08

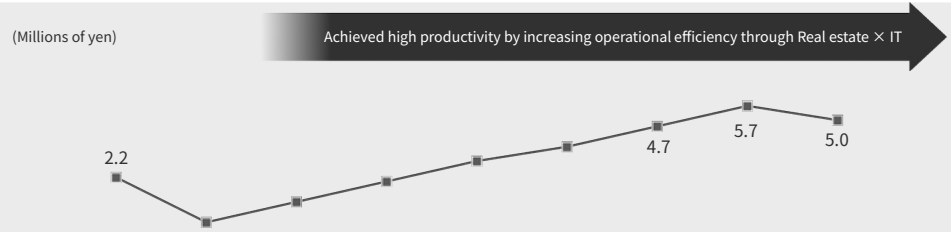
Image of sustainable growth through recruitment of sales and engineering personnel

Provided services

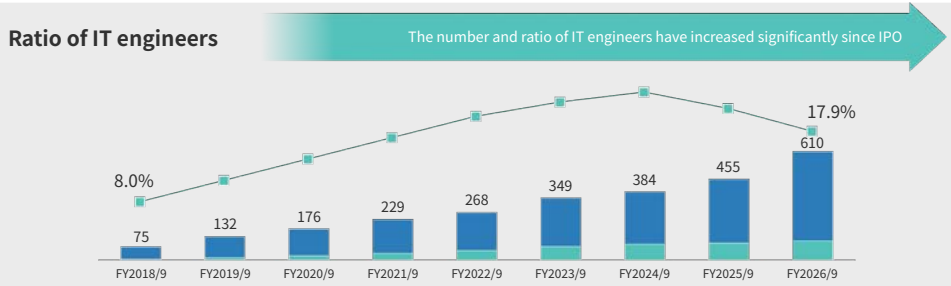
Achieved rapid development of new services through the use of IT development capabilities

CarParking / おうちdeParking / AdWall / CGWORKS / スマート会議室Pro SMART KAIGISHITSU / 鉄壁 / Car Parking One / Tomemiru / RENDERER

Trend in operating profit per capita



Trend in number of employees and ratio of IT engineers



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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

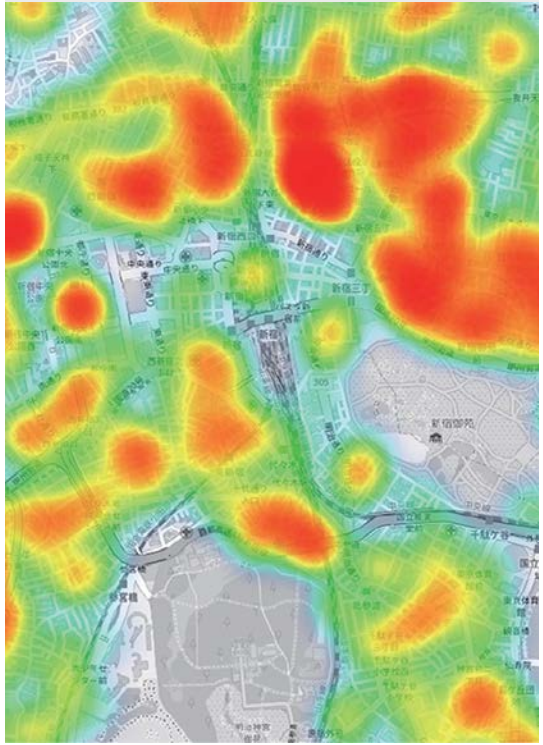
・Calculation of adequate rents based on future projections
・Utilize for selection of target parking lots, etc.

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



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IT Utilization

Real Estate Tech Initiatives



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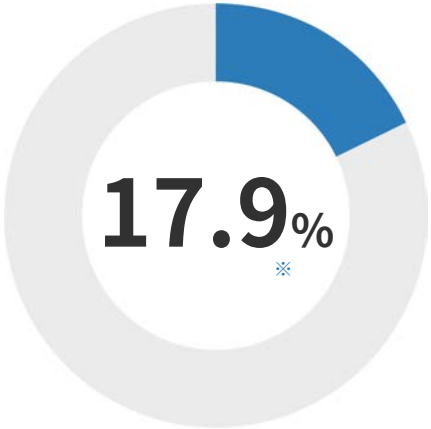
09

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

Japan head office development base

36人

Vietnam development base

73人

Securing abundant development resources

※Percentage of IT engineers to the consolidated group workforce as of the end of September 2026

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10

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

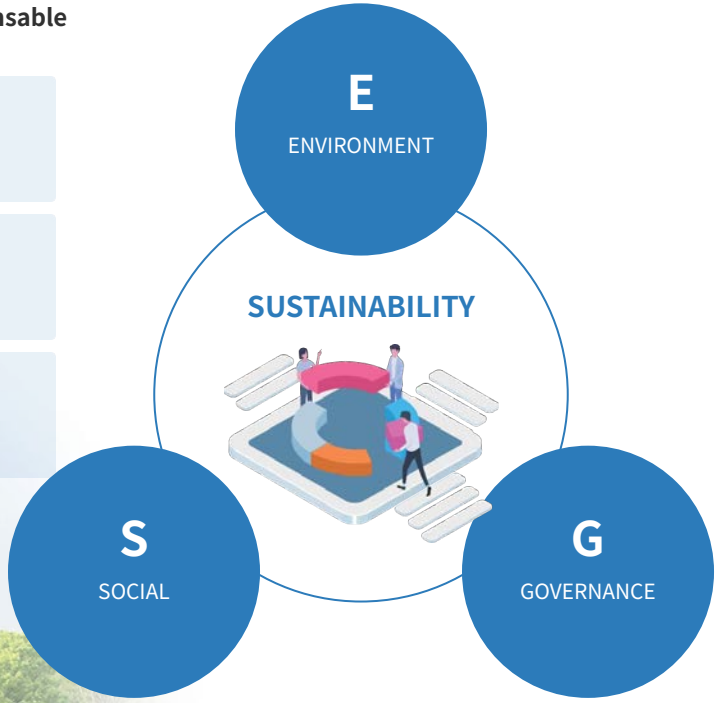
SOCIAL

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.



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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

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世界から「もったいない」をなくそう

