

Medium-Term Management Plan

*Your Long-Term Partner
in Building Generational Wealth*

April 2025 ~ March 2028



Preface of New Medium-Term Management Plan

In Japan, shift towards “From Saving to Investing” reflects wealth building have become essential in individual's financial journey. We're seeing growing demand from emerging investors and the semi-affluent for continuous face-to-face communication and advisory. There is a growing demand for a business model toward a long-term advisory approach that stays closely aligned with clients, offering ongoing support and guidance in generating wealth.

Under our previous mid-term management plan, we set forth the slogan “shift from a brokerage business to an asset building business”. From the second year onward, we saw meaningful shifts in mindset at the onsite, resulting in record highs in both assets under custody and number of client's accounts. However, we did not fully achieve the originally set targets. The future we are striving to be trusted lifelong partners by listening to our clients and their families, offering valuable advice on asset management and wealth building, and fostering an ongoing dialogue to secure their financial success for generations to come.

To realize our goals, a deeper shift in mindset is required across the organization, especially from leadership team. As management, we are fully committed to making the next three years a period of transformation in both our business and revenue model. We will pursue these reforms with a firm and unwavering commitment. While short-term performance is important, we place even greater priority on building the company we aspire to be in the next five to ten years. We have defined our new vision as " *Your Long-Term Partner in Building Generational Wealth* ". To realize this vision, we are renewing our core corporate philosophy and introducing the “AIZAWA Declarations” as a new set of guiding principles for officers and employees, including myself to carry the course of action. To drive alignment throughout the organization, management and onsite teams will continue to engage in ongoing, open dialogue.

Through this mid-term management plan, we are confident that realizing our vision will lead in achieving a consistent consolidated ROE of 8% or more, continuous improvement of our stock price and PBR. We will implement every necessary initiative with complete dedication. Together with our entire team, we are committed to improve the corporate value over mid-long term. We sincerely appreciate your continued understanding and support.

Takuya Aizawa
President and Representative Director

Overview of Medium-Term Management Plan

<p>New corporate philosophy</p>	<p>Purpose Meaning of our existence</p> <p>Vision Our ideal state</p> <p>Values Our key values</p>	<p>More Prosperity to More People</p>					<p>Your Long-Term Partner in Building Generational Wealth</p>				
		<p>Challenge</p> <p>Professionalism</p>	<p>Taking action</p> <p>Integrity</p>	<p>Growth</p> <p>Responsibility</p>	<p>Transformation</p> <p>Sense of mission</p>	<p>Relationship</p> <p>Teamwork</p>	<p>Trust</p> <p>Harmony</p>	<p>Sympathy</p> <p>Respect</p>	<p>Peace of mind</p> <p>Joining forces</p>		
<p>Business strategy</p>	<p>Transform financial securities business</p>			<p>Upgrade investment business</p>		<p>Restructure asset management business</p>					
<p>Enhance management functions</p>	<p>Strengthening compliance</p>	<p>Enhance initiatives towards human capital management</p>	<p>Increased productivity</p>	<p>Strengthening risk management</p>	<p>Fostering sustainability</p>						
<p>Shareholder return policy</p>	<p>Special dividend</p>	<p>A special dividend of 70 yen per share annually will be paid from FY25 (starting April 2025) through FY27 (ending March 2028)</p>									
		<p>Ordinary dividend & share buyback</p>	<p>Policy for ordinary dividends and share buybacks will continue in line with the previous mid-term management plan</p> <p>The company has a policy to return shareholders more than 50% including the buyback of shares on consolidated basis and pay dividend around 2% of DOE</p>								
<p>KPI</p>	<p>ROE 8% or more</p>	<p>Female managerial position 15% or more</p>	<p>Engagement score 80% or more</p>	<p>AUM generating recurring revenue 800 billion yen or more</p>	<p>Total AUM 2.5 trillion yen or more</p>	<p>Adjusted SG&A cover ratio against adjusted recurring revenue 40% or more</p>					
<p>Enhance corporate value</p>	<p>Management that is Conscious of Cost of Capital and Stock Price</p>										

Key Principles of Medium-Term Management Plan

This medium-term management plan positions the three years vision as "*Your Long-Term Partner in Building Generational Wealth*" to transform the business and revenue model capable of consistently achieving our ROE target.

Our definition of "Long-Term Partner"

We are striving to be **trusted lifelong partners**, listening to our clients and their families, offering valuable advice on asset management and wealth building, and fostering an ongoing dialogue to secure their financial success for generations to come.

Awareness of business environment

Increasing demand for continuous face-to-face communication and advisory

- "From Saving to Investing": Growing Focus on Personal Wealth Management
- Growing demand for continuous in-person advisory towards to long-term objectives

Medium-term management plan (April 2025~March 2028)

Transformation of business and revenue model

- Providing value which "we stay by our clients continuously in the long-term" by **strengthening goal-based sales approach** and **regional ties**
- Aiming to maximize medium-term corporate value, without losing sight of annual profitability

The future we aspire to

Your long-term partner in building generational wealth

- Being a lifelong partner of clients and their families across every stage of life
- Achieving stable management structure and **stable ROE** that is not dependent on market fluctuations

KPI Targets for FY Ending March 2028

Management KPI

ROE 8% or more

※6.3% as of FY25 ending march

Financial targets

AUM generating recurring revenue

800 billion yen or more

※ 4.23 billion yen as of
march end, 2025

Total AUM

2.5 trillion yen or more

※ 1.96 trillion yen as of
march end, 2025

Adjusted SG&A cover ratio
against adjusted recurring revenue *1

40% or more

※28.7% as of
march end, 2025

*1 Adjusted recurring revenue: Net earnings from mutual funds and wrap fees after deducting brokerage commissions paid to financial intermediaries
Adjusted SG&A expenses: SG&A expenses of AIZAWA SECURITIES CO., LTD net of brokerage commissions paid to financial intermediaries

Non-financial targets

Female managerial position ratio

15% or more

※13.8% as of
march end, 2025

Engagement score *2

80% or more

※72.1% as of
march end, 2025

*2 Engagement score : Percentage of employees who responded to the Group's engagement survey indicating a sense of belonging or pride in being part of the Group

More Prosperity to More People

 **AIZAWA SECURITIES GROUP CO., LTD.**