



FY06/2025 Materials for Financial Results Briefing

AMBITION DX HOLDINGS Co., Ltd.

Stock code: 3300

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(FY06/2025: Actual results)

- FY06/2025: Much higher revenues & earnings
Gross profit **exceeded 10,000 mil. yen**
Net sales: **+24.5%** Operating profit: **+44.8%** (YoY)
Operating, Ordinary, and Net profits **increased by over 40%** (YoY)

(FY06/2026: Full-term forecasts)

- FY06/2026 will show much higher revenues & earnings as follows:
Net sales: 64,100 mil. yen (+22.5%),
Operating profit: 48,000 mil. yen (+21.6%)
Net profit: 2,700 mil. yen (+18.1%)
Dividend forecast **110.00 yen**
(**Increase** from 105.00 yen in FY06/2025 which included 50.00 yen as commemorative dividend)

Performance highlights

Much higher revenues & earnings Record-high sales and profit

Net sales

52,372 mil. yen
YoY ↑ 24.5%

Operating profit

3,946 mil. yen
YoY ↑ 44.8%

Ordinary profit

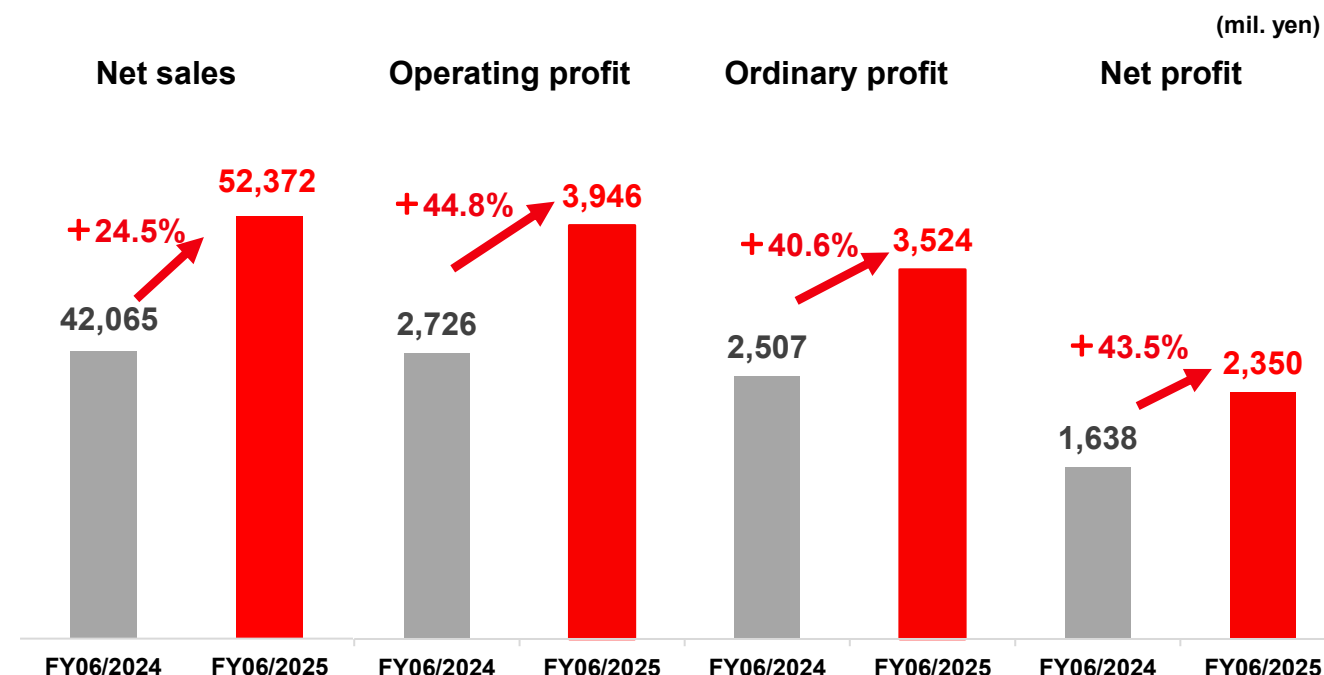
3,524 mil. yen
YoY ↑ 40.6%

Net profit

2,350 mil. yen
YoY ↑ 43.5%

- Much higher revenues & earnings
- Record-high sales and profit
- Operating profit **increased by over 44%** YoY

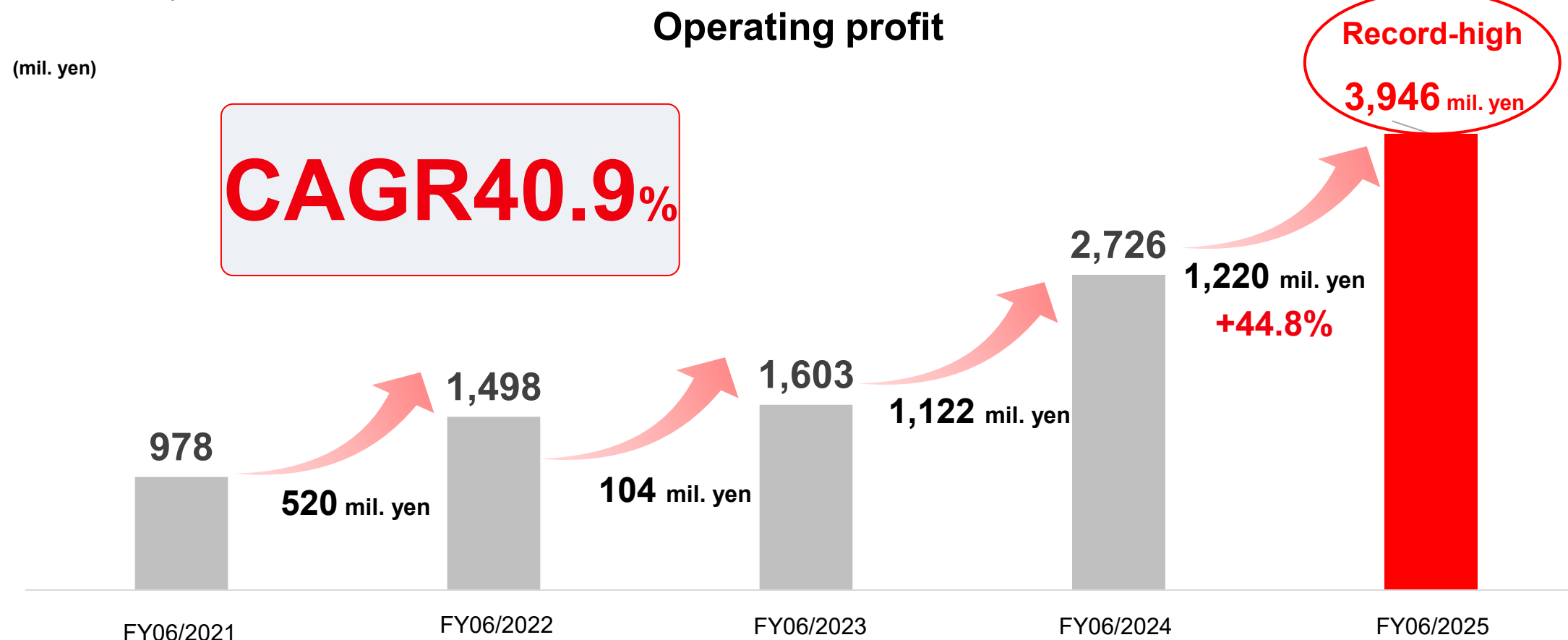
- Leasing DX Property Management Business
Record-high sales and profit
Operating profit: **2,411 mil. yen** ↑ 23.4%
DX promotion contributed to higher productivity and occupancy rate
Occupancy rate: **98.3%** (industry average: 90.1%)
- Sales/Purchase DX Investment Business
Record-high profit
Operating profit: **3,833 mil. yen** ↑ 41.5%
Purchase/resale of second-hand properties and sales of newly-built properties developed for investment proceeded as planned



Operating profit (history)

- **Record-high** operating profit was **renewed** with much increase and tremendous growth
- **CAGR*** is about **40.9%**

* CAGR: Compound Annual Growth Rate



News highlights

Major news in FY06/2025

News 1

New core system

Fundamental reform of
leasing management operations

**Development of a next-gen core
system started**

(2025/2/14)

News 2

For stronger Generative AI business

Advisory on generative AI

**Mr. Tsuyoshi Hashiguchi
former Executive Director and Chief
AI Business Manager
of Google Cloud**

(2025/5/7)

News 3

Strengthening AI technologies and development capabilities

DX strategies

**Letter of intent with LiVrA Inc.
regarding share purchase was
executed**
(2025/5/15)

Financial results overview (company-wide)

Financial results overview

Much higher revenues & earnings

- Both sales and profit **substantially increased**.
- **Every kind of profit increased by over 40% (YoY)**

(mil. yen)

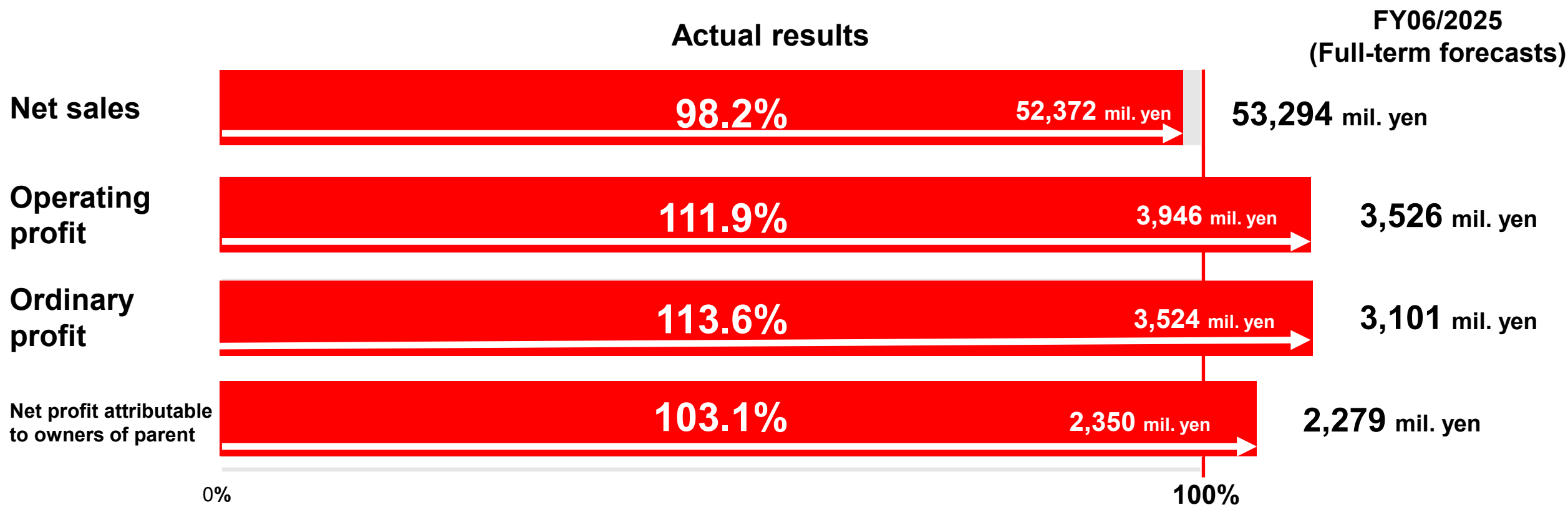
company-wide	FY06/2024	FY06/2025	+/- %	+/-amount
Net sales	42,065	52,372	↑24.5%	↑10,306
Operating profit	2,726	3,946	↑44.8%	↑1,220
Ordinary profit	2,507	3,524	↑40.6%	↑1,017
Net profit	1,638	2,350	↑43.5%	↑712

Net sales (segment)	FY06/2024	FY06/2025	+/- %	+/-amount
Leasing DX Property Management	20,232	21,649	↑7.0%	↑1,417
Leasing DX Leasing Brokerage	920	1,020	↑10.9%	↑99
Sales/Purchase DX Investment	19,627	28,061	↑43.0%	↑8,434
Incubation	154	9	↓94.0%	-145
Others / Real-Estate DX	1,130	1,631	↑44.3%	↑500

Profit (segment)	FY06/2024	FY06/2025	+/- %	+/-amount
Leasing DX Property Management	1,954	2,411	↑23.4%	↑456
Leasing DX Leasing Brokerage	13	54	↑301.7%	↑41
Sales/Purchase DX Investment	2,709	3,833	↑41.5%	↑1,124
Incubation	32	-36	N/A	-69
Others / Real-Estate DX	-28	49	N/A	↑77

Actual results relative to full-term forecasts

- **Operating, Ordinary, and Net profits all significantly surpassed full-term forecasts**



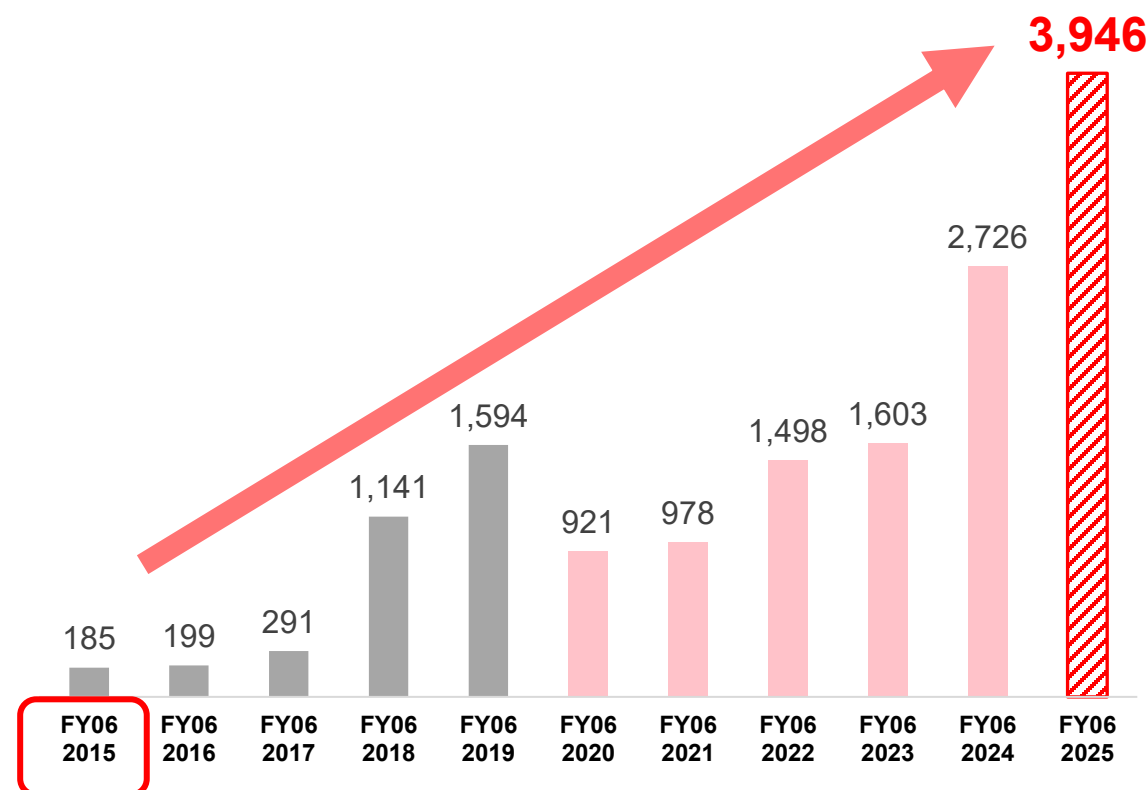
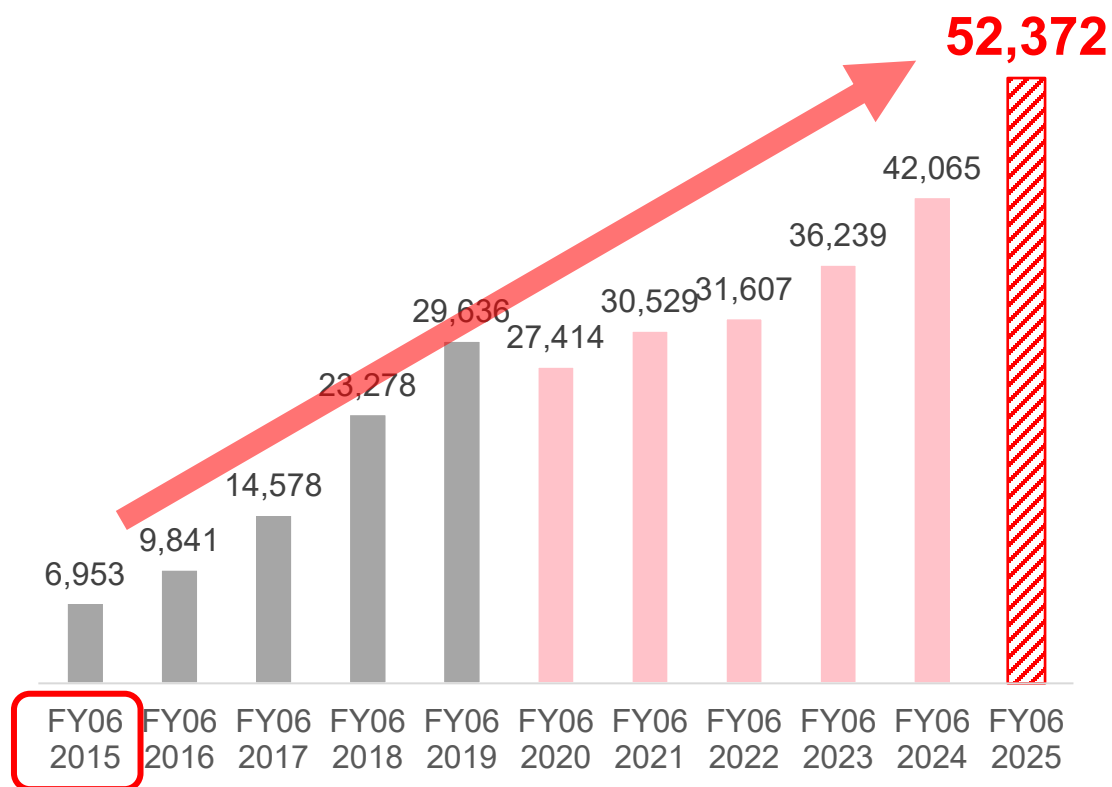
Transition of Net sales & Operating profit since getting listed

- Ongoing growth of both revenues & earnings for five consecutive terms
- Net sales and Operating profit were about 8 and 21 times higher (than FY06/2015)

(mil. yen)

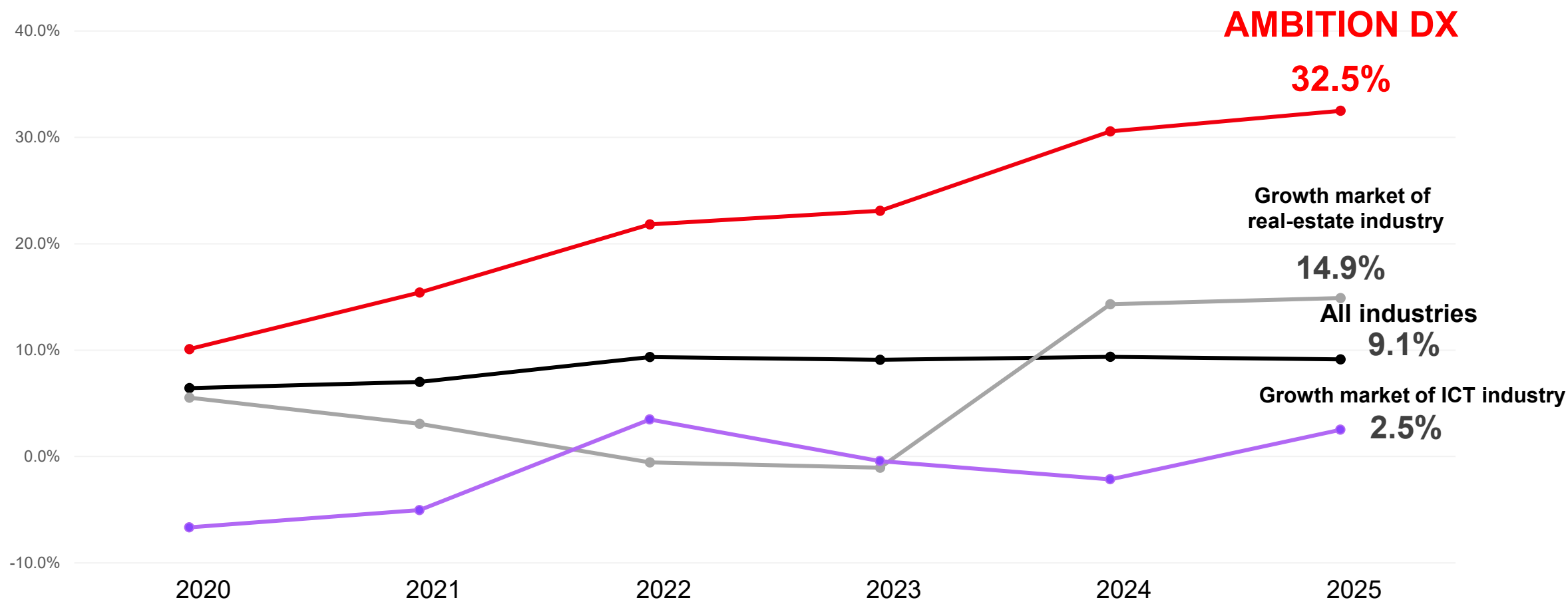
Net sales: about 8 times

Operating profit: about 21 times



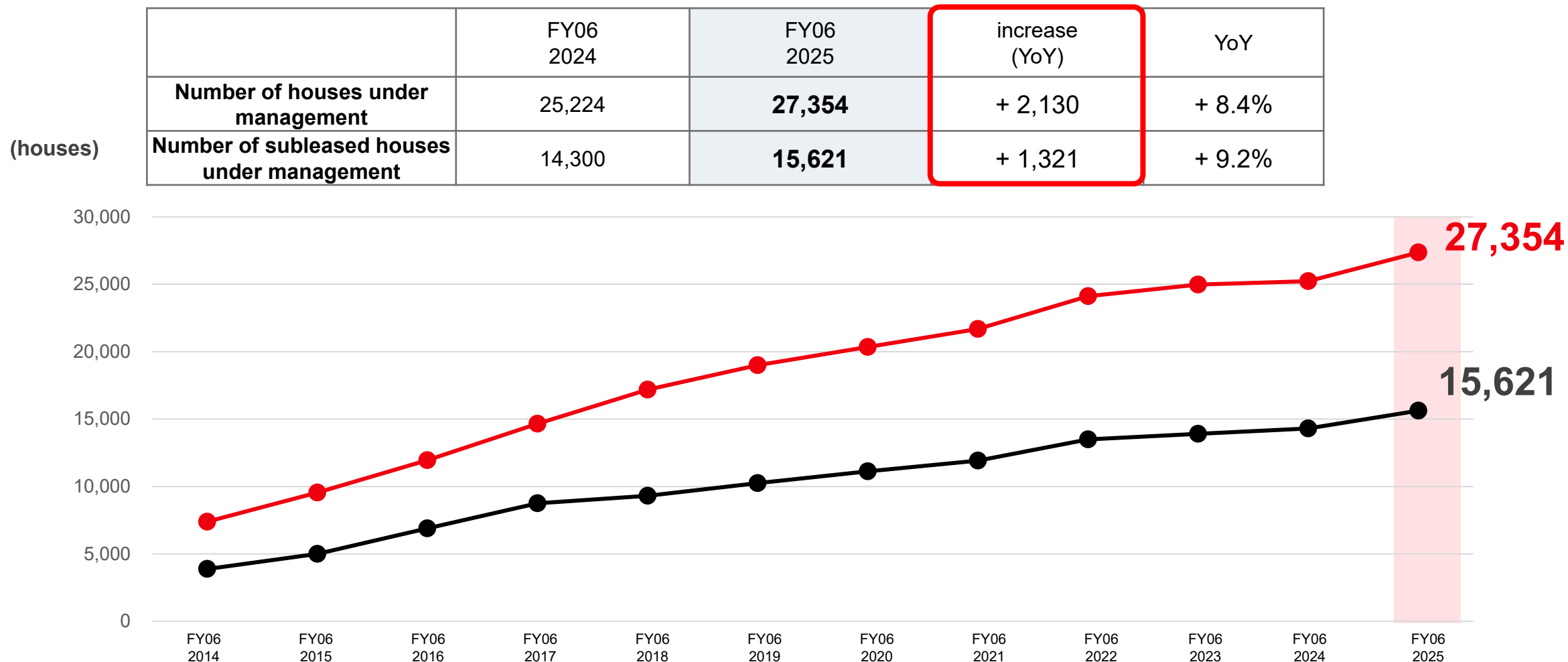
Ratio of net income to equity (ROE)

- **AMBITION DX's ROE: 32.5%** (actual figure in FY06/2025)
- **Overwhelmingly higher profit efficiency as compared to All industries, IT & Real-estate sectors (in Growth market)***



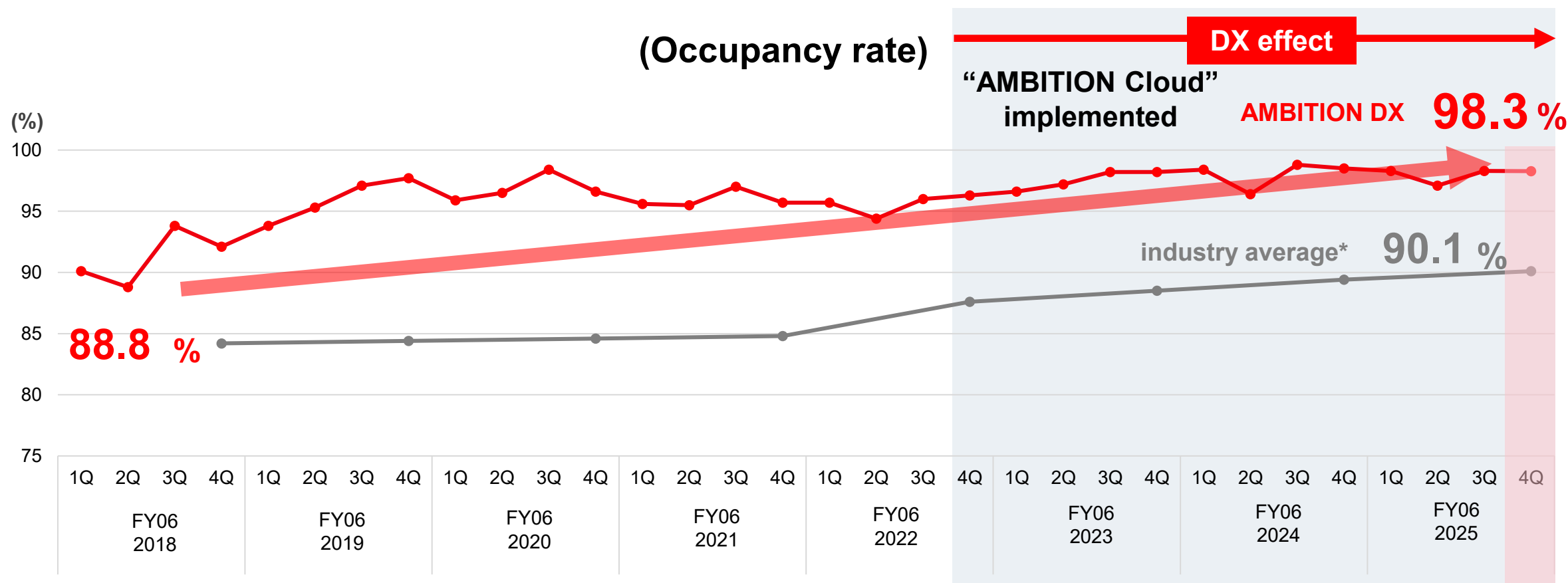
Number of houses under management

- Houses under management: 27,354 (↑2,130), Subleased: 15,621 (↑1,321)
- Aiming at reaching 30,000



Occupancy rate

- Even though houses under management increased, occupancy rate still stays at as high as **98.3%**. “AMBITION Cloud” realized higher operational efficiency and productivity
- Ongoing surpassing industry average (90.1% on the latest data)



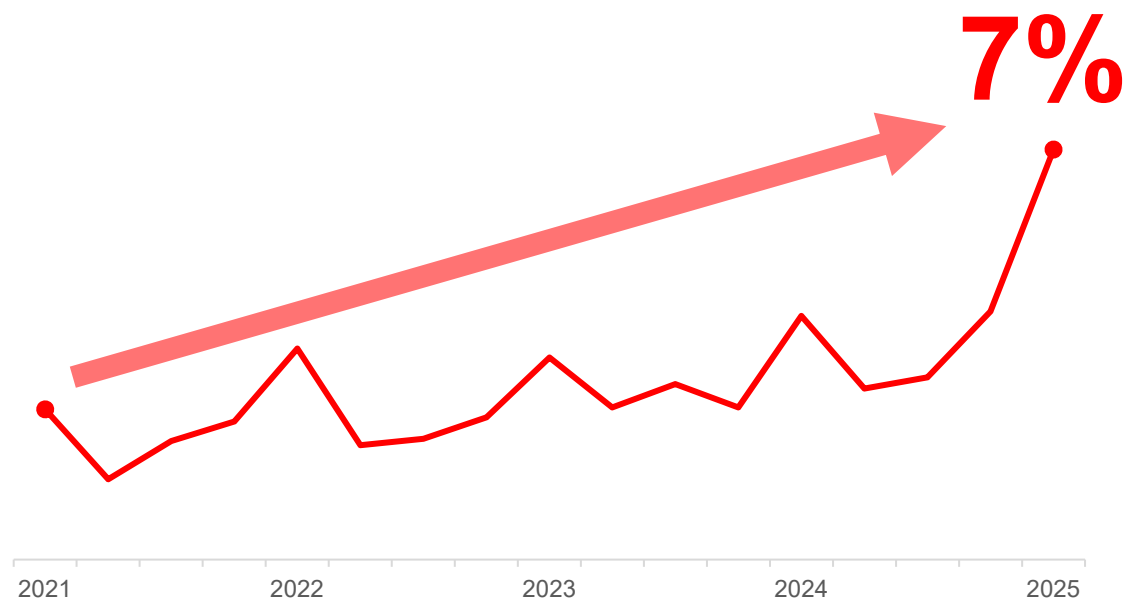
* Source: TAS Corp., “Rental Housing Market Report” (calculated from vacancy rate in Tokyo)

Comparison of transition of rent levels in the entire market and AMBITION DX alone

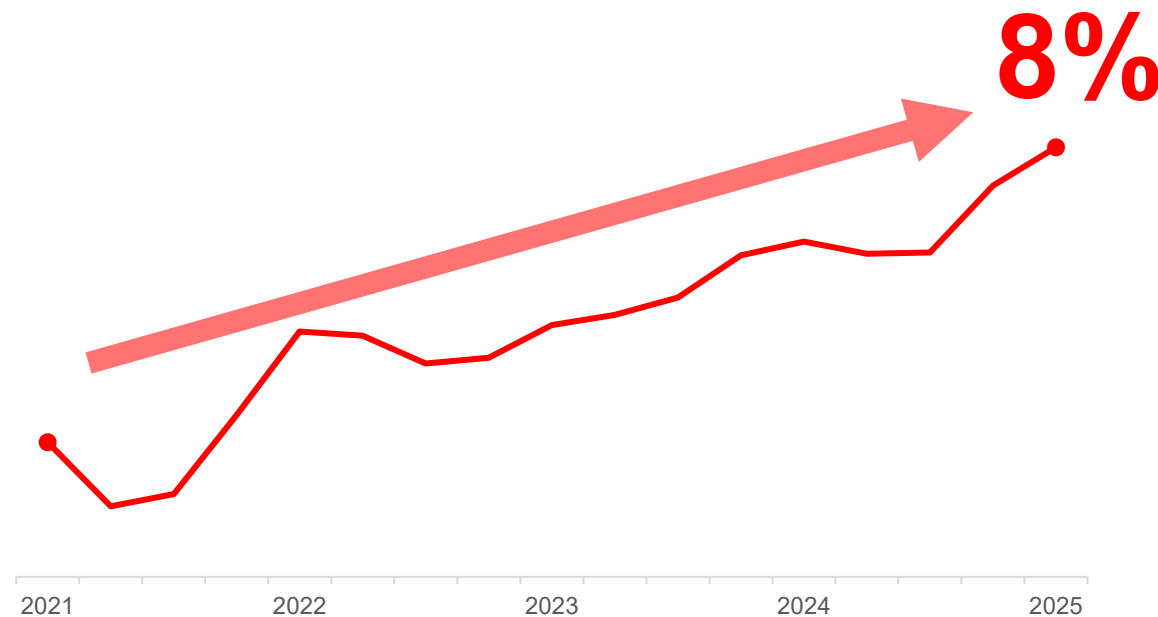
FY06/2025

- We reflect market trends adequately to our business
- Stability of revenue base; House rents in general do not tend to drop so much
- Revenue is an indicator of growth potential (rise in ARR), and foundation of profit growth is reinforced

entire market



AMBITION DX



【Source】 “contracted rental price”

(At Home Co., Ltd. and Sumitomo Mitsui Trust Research Institute Co., Ltd.)

These plots were created by AMBITION DX based on transition of rental price indices of single rooms in Tokyo

Statements of income

- Both sales and profit **substantially increased**
- Gross profit exceeded 10,000 mil. yen
- Operating, Ordinary, and Net profits **significantly increased by over 40% YoY**

(mil. yen)	FY06/2024	FY06/2025	+/- %	+/-amount
Net sales	42,065	52,372	24.5%	10,306
Gross profit	8,464	10,647	25.8%	2,183
SG&A expenses	5,737	6,701	16.8%	963
Operating profit	2,726	3,946	44.8%	1,220
Ordinary profit	2,507	3,524	40.6%	1,017
Net profit before taxes	2,438	3,425	40.5%	986
Net profit	1,638	2,350	43.5%	712

Balance Sheet

- Procurement of real estate for sale ran smoothly
- Period from purchase up to sales could be shortened, maintaining high level of inventory turnover rate

(mil. yen)	FY06/2024	FY06/2025	+/-amount
Current assets	20,654	30,255	9,601
Real estate for sale	9,291	14,147	4,856
Real estate for sale in process	4,656	6,054	1,397
Non-current assets	6,237	9,052	2,814
Total assets	26,892	39,308	12,415
Current liabilities	8,344	16,662	8,318
Non-current liabilities	12,397	14,282	1,885
Net assets	6,150	8,362	2,212
Total liabilities and net assets	26,892	39,308	12,415

• Procurement of real estate for sale ran smoothly

• Commodification and sales of real estate for sale in process proceeded smoothly

Financial results overview (by segment)

Segments

- Five business segments **entirely cover the variety of real estate business, building up our robust business base**
- Proactive investments in growing fields drive further growth

**Leasing
DX**

**Property
Management**

- Builds up stable business foundation with subleasing business and leasing management business for residential properties
- Next-generation management system “AMBITION Cloud” drives higher operational efficiency and productivity
- Interior works (FRIEND WORKS)

**Leasing
Brokerage**

- Brokerage business for leased properties, mainly those managed by the Company;
- High leasing ability of this segment contributes to the high occupancy rates maintained by the Property Management Business¹

**Sales/
Purchase
DX**

Investment

- Investment Division of the Company: By means of its ability to purchase properties from diverse routes, rolls out purchase/resale of and sales after renovation of condominium apartments with emphasis on location
- VERITAS INVESTMENT (subsidiary): Develops its business around selling self-developed studio apartments for investment in new building

Incubation

- AMBITION VENTURES (subsidiary): Invests in venture companies which carry out businesses highly compatible with those of the Group
- Provides support to invested companies through capital tie-up, leading to earnings via IPO of investees or other means

Others / Real-Estate DX

- Real Estate DX Business (AMBITION) / Overseas Systems Business (AMBITION VIETNAM) /System Development Business (LiVrA)
- Small Amount Short-term Insurance Business (HOPE)
- ZEH/Utilities Business (DRAFT)

Net sales proportions (by segment)

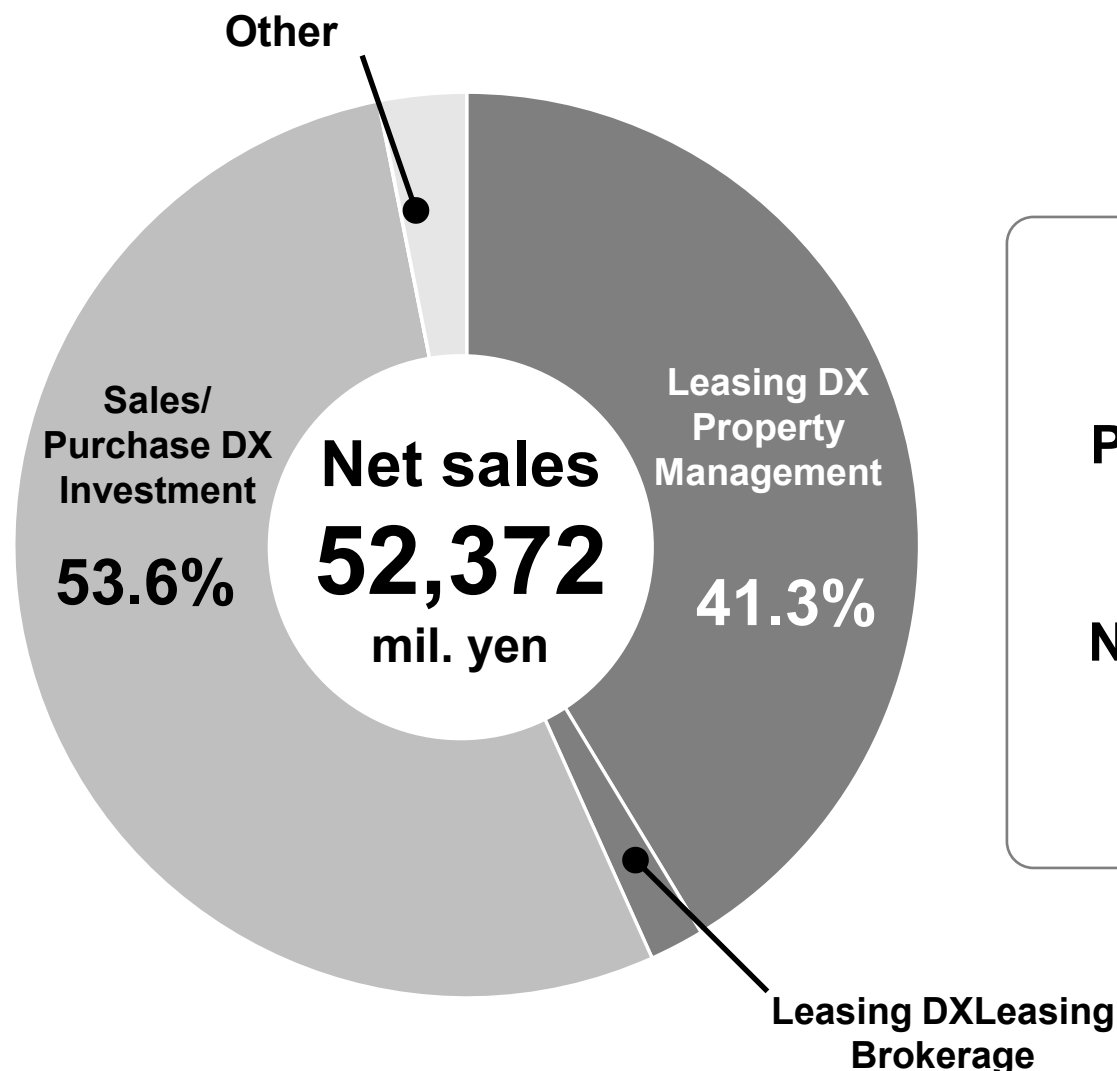
- In addition to **well-balanced sales proportions** of stock-type and flow-type, Other Business segment has grown

flow-type

**Sales/Purchase DX
Investment**

Net sales: 28,061 mil. yen

53.6%



stock-type

**Leasing DX
Property Management**

Net sales: 21,649 mil. yen

41.3%

Leasing DX Property Management Business

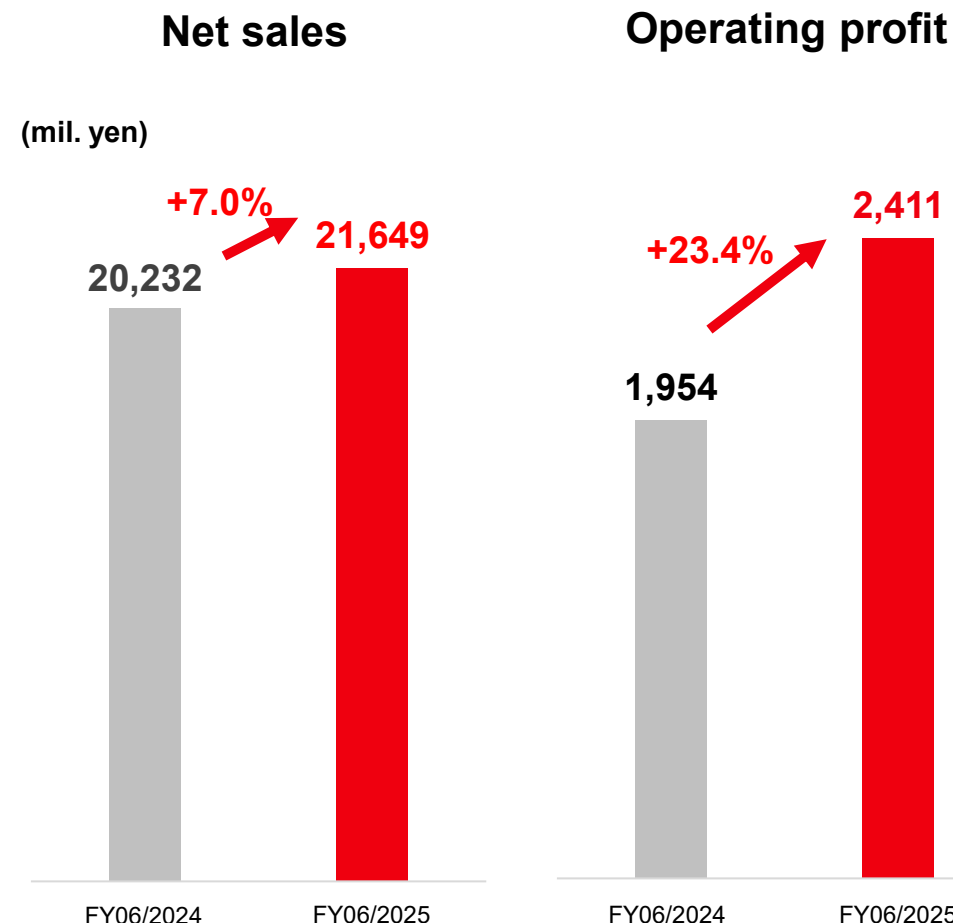
Higher and record-high revenues/earnings

- Houses under management increased favorably
- DX promotion measures realized high levels of occupancy rate and profit

(mil. yen)	FY06/2024	FY06/2025	+/- %	+/-amount
Net sales	20,232	21,649	↑7.0%	↑1,417
Operating profit	1,954	2,411	↑23.4%	↑456

(factors)

- AMBITION Cloud helped DX promotion which contributed to higher productivity
- Increase in houses under management
Houses under management: 27,354 (+2,130)
Subleased: 15,621 (+1,321)
- High occupancy rate
Occupancy rate: 98.3% (industry average: 90.1%)
- Strict management of revenues/earnings from each property to realize further maximization of them



Management of owned condominiums for rent

- Management of owned condominiums for rent
- Preconditions of properties to be managed: Newly-built high-class condominiums with emphasis on good location, good design and superior equipment specification



THE PREMIUM CUBE G Higashinakano

NEW Since Nov. 2023; 151 units



PREMIUM CUBE Ikebukuro Honcho

NEW Since Sep. 2023; 36 units



PREMIUM CUBE Setagaya #mo

NEW Since Sep. 2020; 42 units



PREMIUM CUBE Kaminoge #mo

NEW Since Feb. 2022; 60 units



PREMIUM CUBE G Shirokanedai

NEW Since Dec. 2022; 43 units



PREMIUM CUBE Yoyogi Uehara

NEW Since Jan. 2020; 25 units

Leasing DX Leasing Brokerage Business

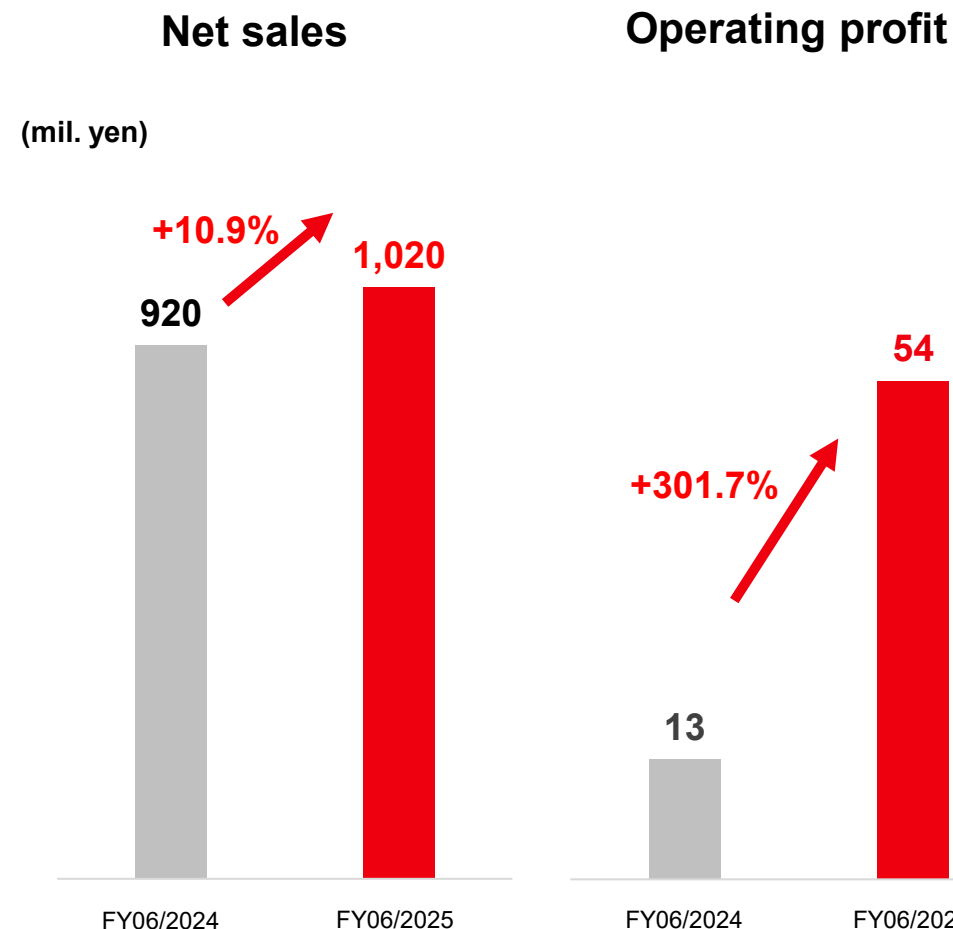
Higher revenues/earnings and record-high Net sales

- HR investment led to increase in contracts
- Utilization of our original DX product “RAC-TECH” led to higher revenues & earnings

(mil. yen)	FY06/2024	FY06/2025	+/- %	+/-amount
Net sales	920	1,020	↑10.9%	↑99
Operating profit	13	54	↑301.7%	↑41

(factors)

- Higher sales and improvement in earnings structure
- This segment greatly contributed to leasing ability of Leasing DX Property Management Business
- Leased properties in areas around Tokyo are brokered
17 shops: 8 in Tokyo, 8 in Kanagawa Pref., 1 in Saitama Pref.



Leasing DX Leasing Brokerage Business

- Effects of digital strategies increased
- Contracts via remote service increased by 89.7% (YoY)
Customer supports via remote service increased by 113.9%

Contracts via
remote service

+89.7%

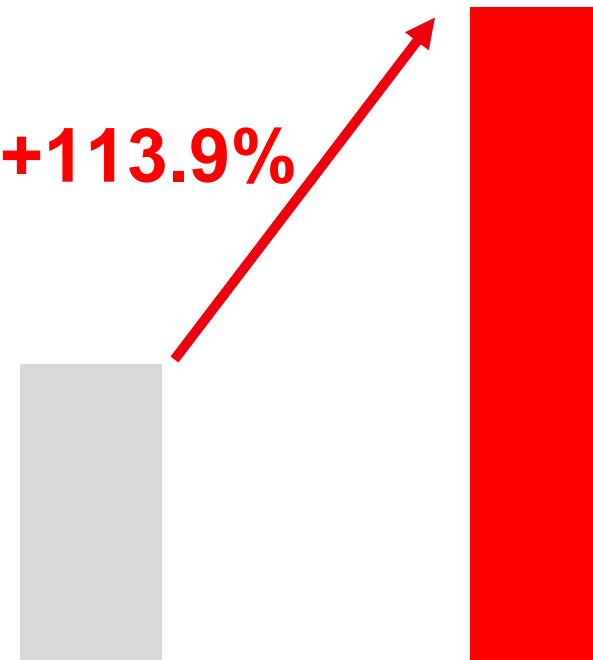


FY06/2024

FY06/2025

Customer supports via
remote service

+113.9%



FY06/2024

FY06/2025

Sales/Purchase DX Investment Business

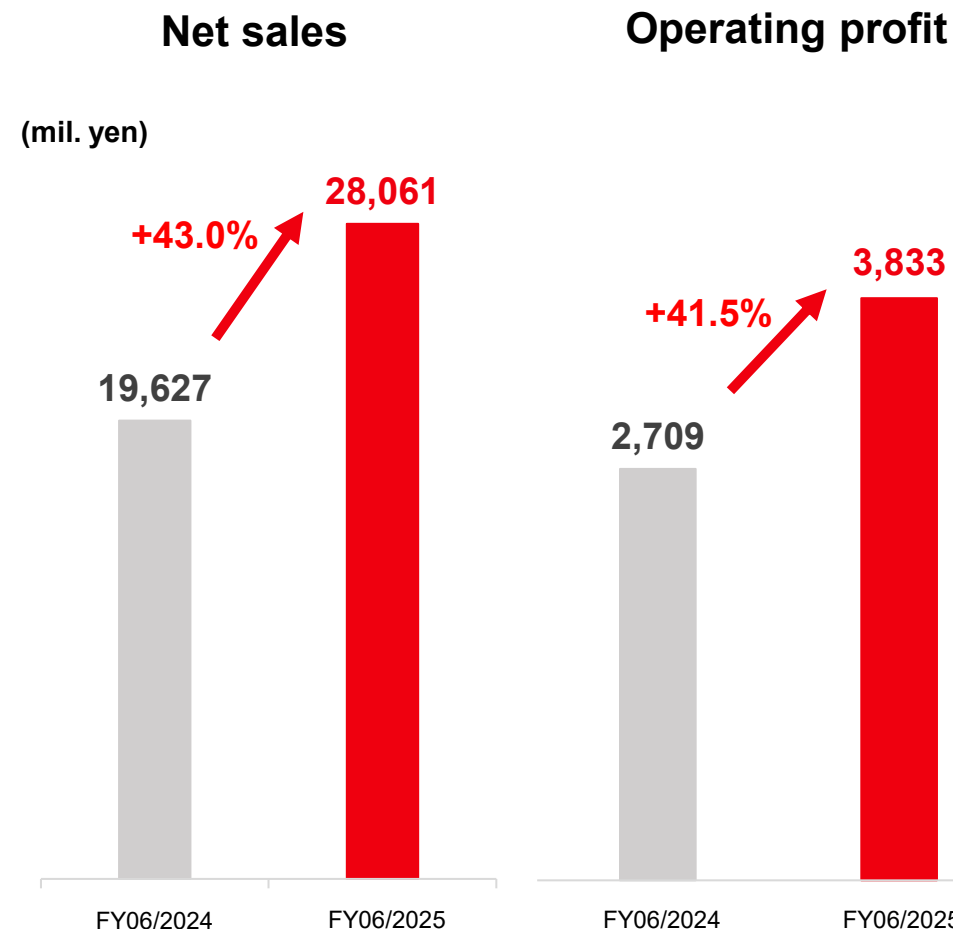
Higher and record-high revenues/earnings

- Purchase of properties with high added values in Tokyo and metropolitan area
- Sales of a newly built condominium for investment and sales strategies for purchase/resale business proceeded as planned

(mil. yen)	FY06/2024	FY06/2025	+/- %	+/-amount
Net sales	19,627	28,061	↑43.0%	↑8,434
Operating profit	2,709	3,833	↑41.5%	↑1,124

(factors)

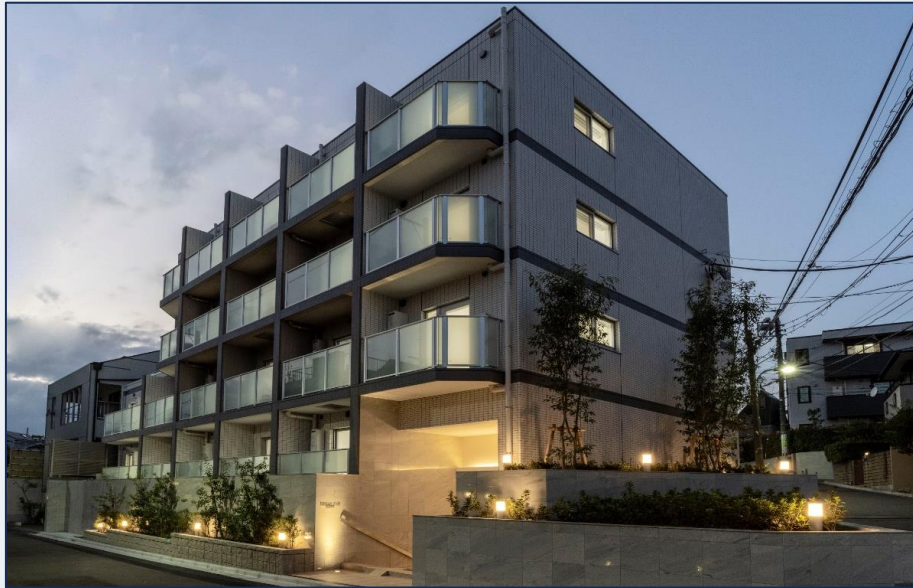
- 360 houses were sold in total, including:
 - Investment Division of AMBITION DX HD sold 69 houses by purchase/resale, etc.
 - VERITAS sold 291 compartments of newly built condominiums, etc.
- Sales strategies proceeded smoothly;
 - Purchase of properties with high added values in Tokyo and metropolitan area ran smoothly
 - Sales of properties of high unit price increased
 - Gross profit increased (per property)



Sales of condominiums for investment; Purchase/resale and sales after renovation

- Properties with high added values are **developed and offered on our own** mainly around Tokyo
- We also engage in **purchase/resale and sales after renovation**

Sales of studio apartments for investment



Our original PREMIUM CUBE series featuring “Good location”, “Good design” and “Superior equipment specification” are present mainly in 6 Wards of Tokyo

Purchase/resale and sales after renovation

BEFORE



AFTER



Procurement from diverse routes,
and resale with **extra value added**

Incubation Business

- Three companies have been newly invested
- In total, 33 venture companies have been invested, and 6 of them are currently listed

(mil. yen)	FY06/2024	FY06/2025	+/- %	+/-amount
Net sales	154	9	↓94.0%	↓145
Operating profit	32	-36	N/A	↓69

- Investees are those presenting high synergies with our business
- Mainly IT companies have been acquired strategically

Investees

Cybersecurity



CYBER SECURITY
CLOUD
<4493>
【capital tie-up】

Listed on Mothers in Mar. 2020

AI



Headwaters
<4011>
【capital tie-up】

Listed on Mothers in Sep. 2020

Online settlement



ROBOT PAYMENT
<4374>
【capital tie-up】

Listed on Mothers in Sep. 2021

Blockchain



Earlyworks
【capital tie-up】

Listed on NASDAQ in Jul. 2023

HR



HR CLOUD
【capital tie-up】

Digital marketing



VALUE CREATION
<9238>
【capital tie-up】

Listed on Growth in Nov. 2023

Other Business

Much higher sales, improved profitability, and record-high revenues/earnings

- Successfully turning to positive figure
- In addition to Small Amount Short-term Insurance Business, ZEH/Utilities Business also contributed to higher sales & profit

(mil. yen)	FY06/2024	FY06/2025	+/- %	+/-amount
Net sales	1,130	1,631	↑44.3%	↑500
Operating profit	-28	49	N/A	↑77

(factors)

• DRAFT (ZEH/Utilities Business)

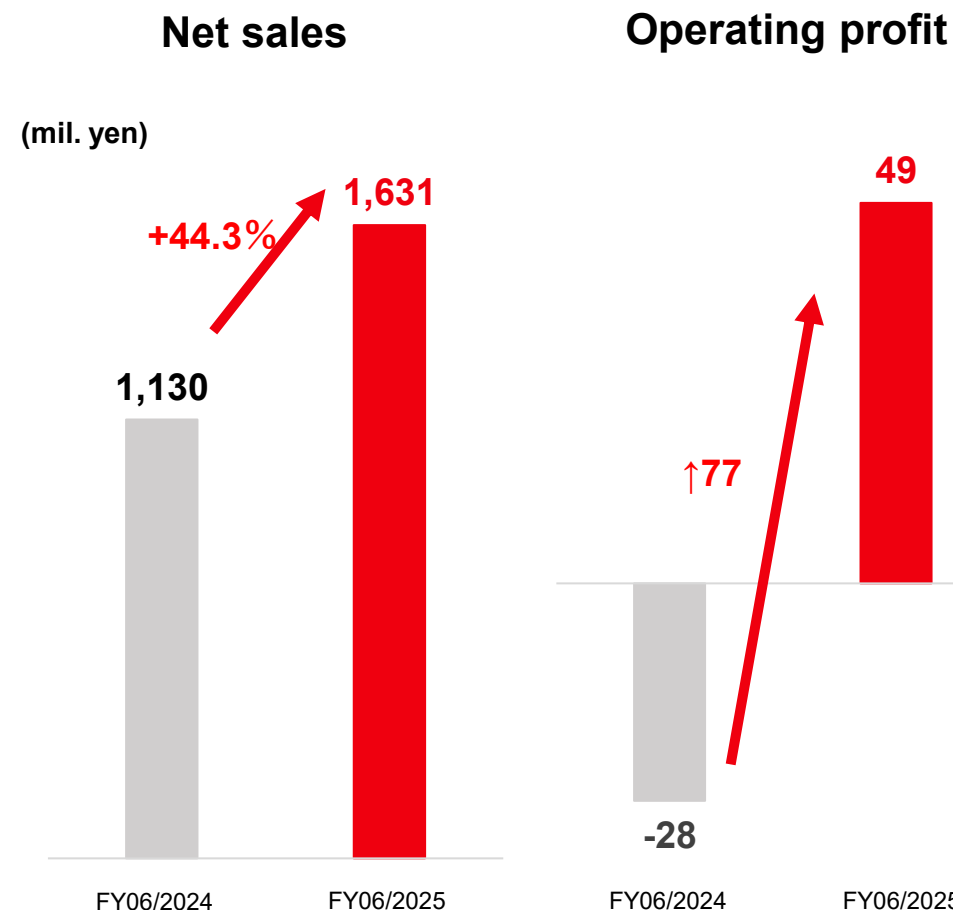
Utilities business has smoothly obtained external customers, in addition to its synergy with Leasing DX

Up-selling by ZEH business is going strong

• HOPE (Small Amount Short-term Insurance Business)

By promoting alliance, contracts smoothly increased

Alliance with other business entities relating to real-estate will continue to be pursued proactively



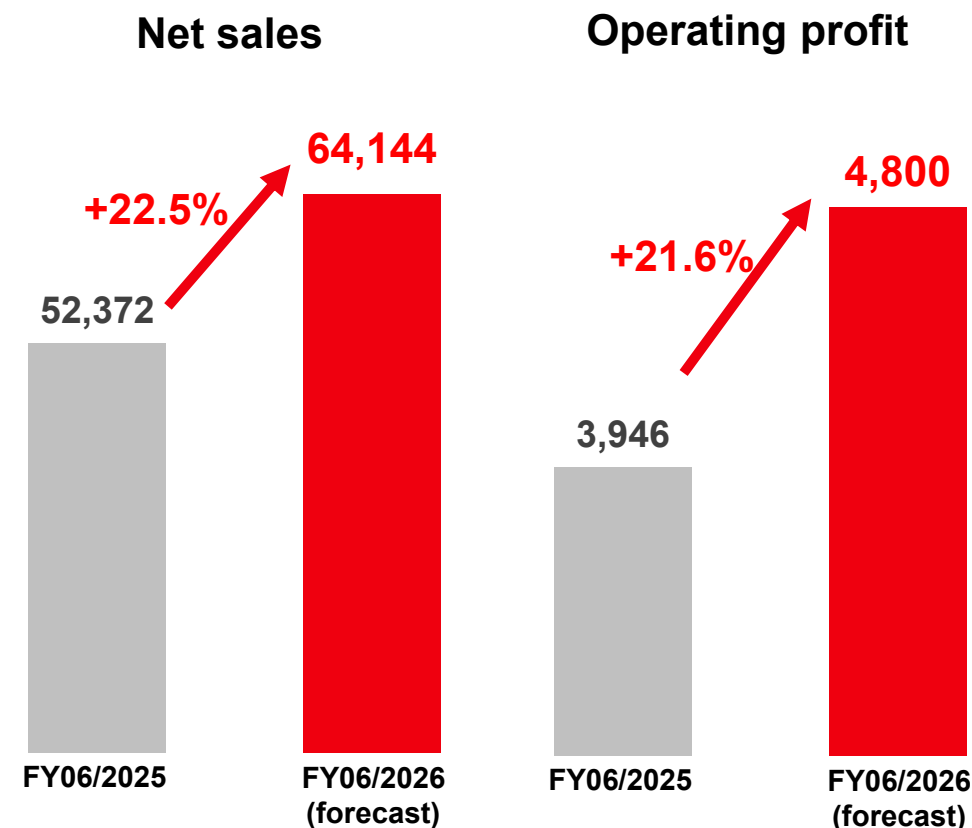
Performance forecasts

Full-term performance forecasts

Higher revenues & earnings
Record-high sales and profit are anticipated

- Steady stock-type business (Leasing DX): **Synergies** among segments
- Growing flow-type business (Sales/Purchase DX): Significant growth of purchase/resale

(mil. yen)	FY06/2025 actual	FY06/2026 forecast*	YoY
Net sales	52,372	64,144	↑22.5%
Operating profit	3,946	4,800	↑21.6%
Ordinary profit	3,524	4,143	↑17.6%
Net profit attributable to owners of parent	2,350	2,776	↑18.1%

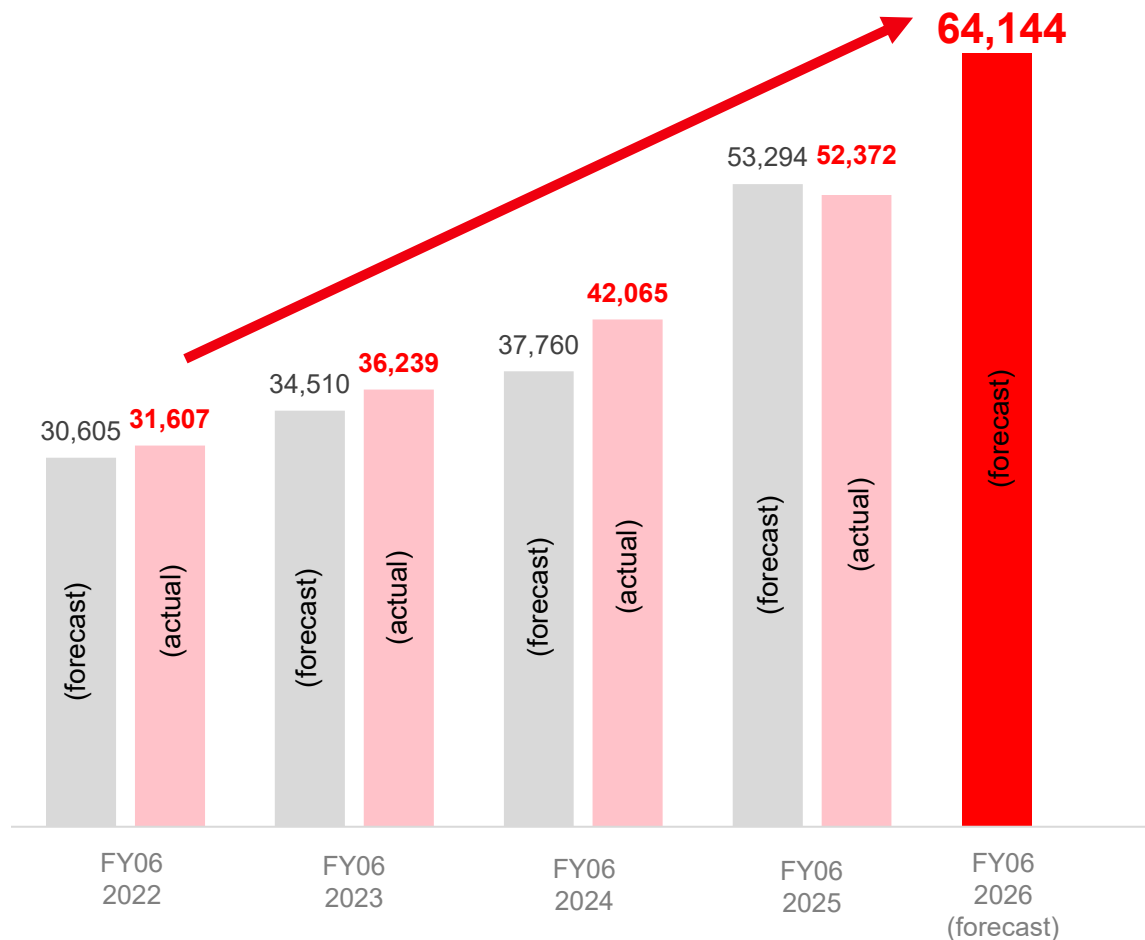


Mid-term management plan

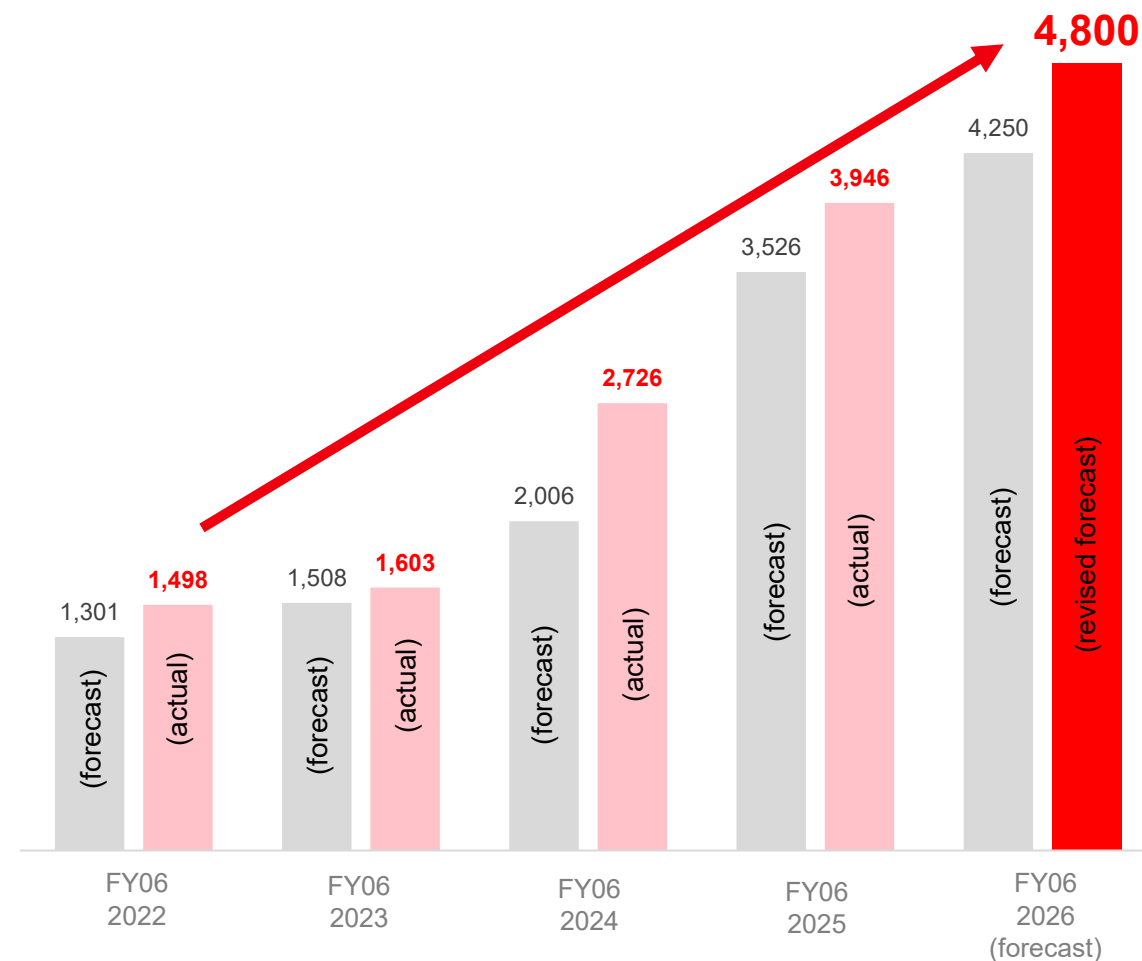
Ongoingly better results surpassing mid-term management plan
Forecasts for the next FY06/2026 were also revised upward

Net sales

(mil. yen)



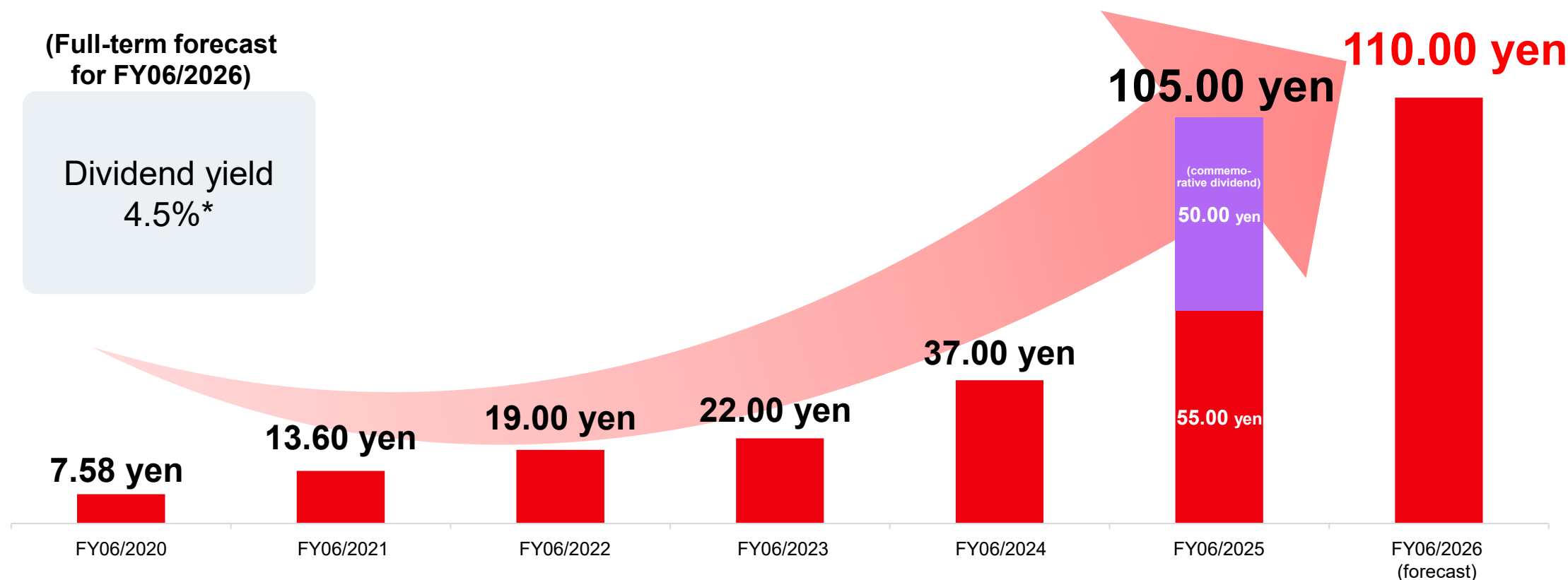
Operating profit



Dividend (forecast)

Much increase in dividend (forecast for FY06/2025)

- **FY06/2026 (forecast): 110.00 yen**
- **Much increase to 110.00 yen (ordinary dividend) from 105.00 yen in FY06/2025 which included 50.00 yen as commemorative dividend**
- **Dividend yield: 4.5%** (trial calculation based on the closing stock price on Aug. 1, 2025)



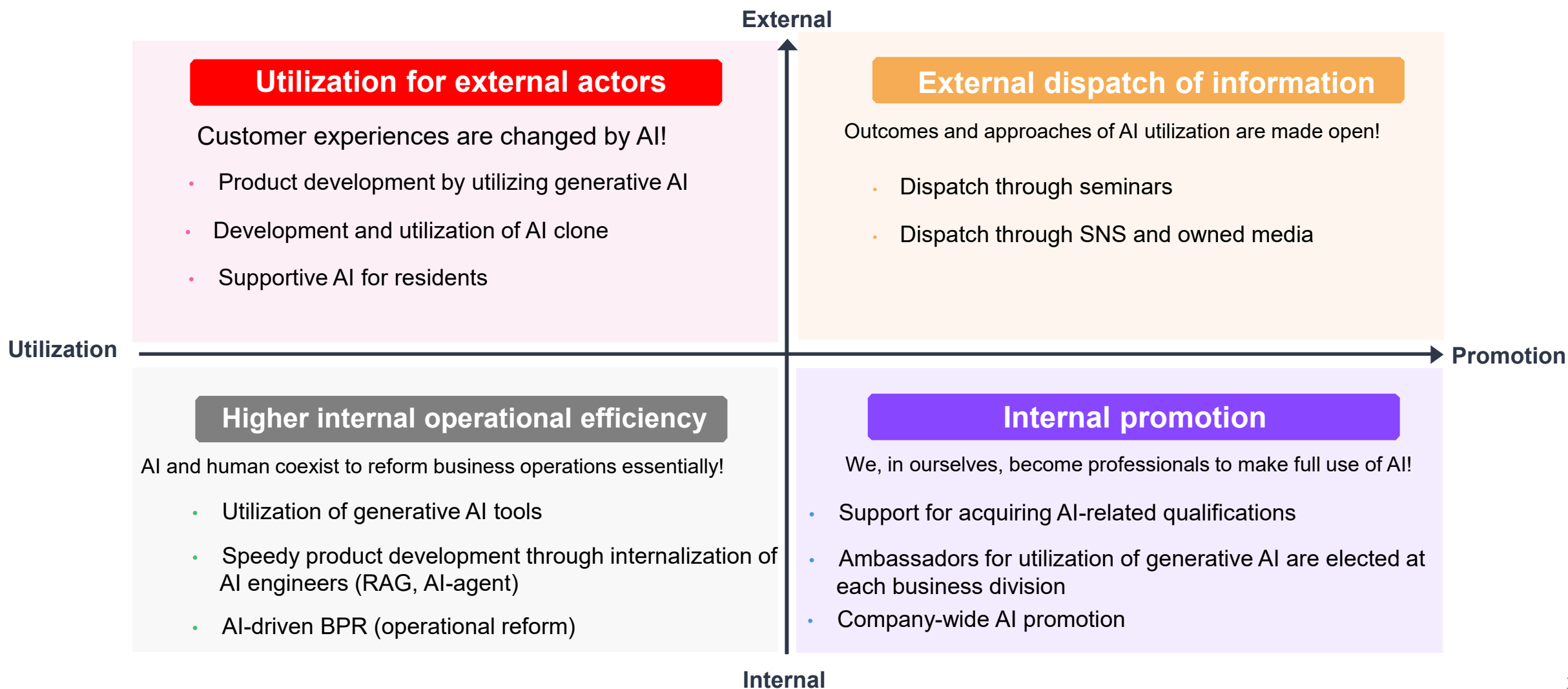
* Dividend yield forecast is a trial calculation based on the closing stock price on August 01, 2025

Measures for FY06/2026

Segment	Measures
Leasing DX Property Management	<ul style="list-style-type: none"> • 【AI utilization】 By targeting existing residents and automated optimization of digital ads, vacant period will be reduced • 【AI utilization】 Full package service including multilanguage support, relocation, and concierge service will be provided • Business expansion to other promising pivotal cities
Leasing DX Leasing Brokerage	<ul style="list-style-type: none"> • 【AI utilization】 Whole process for residents from finding, contracting and even after moving-in, is concluded via one-stop service • 【AI utilization】 Consistent services will be provided to meet demands from foreign/domestic companies for their employees' housing
Sales/Purchase DX Investment	<ul style="list-style-type: none"> • 【AI utilization】 Marketing toward wealthy class and overseas investors will be reinforced • For investors, our investment merchandise schemes that serve long-term asset building utilizing properties located in central Tokyo will be provided
Other	<p>Higher operational efficiency will be promoted by utilizing DX, revenues/earnings will increase by providing “residence-related” services with more values added, and further, SaaS business will be created</p>

Approaches with AI

- Co-creation by AI and human to innovate customer experiences and internal business operations
- Creation of new values by AI-driven approaches (AI facilitates management and strategies)



News

Strategic approaches to accelerate growth of DX

Development project for the next-gen core system

Started on Feb. 14, 2025, aiming at fundamental reform of leasing management operations and creation of new values. Micro-service architecture is adopted, which exponentially improves flexibility and extensibility of the entire system.

Former Executive Director of Google Cloud joined us

On May 1, 2025, Mr. Tsuyoshi Hashiguchi, former Executive Director and Chief AI Business Manager of Google Cloud, was appointed as our Advisory on Generative AI. Rapid development of generative AI technologies is absorbed to accelerate our business growth and contribution to our industry.

Strategy for acquiring LiVrA Inc.

On May 15, 2025, a letter of intent regarding share purchase was executed with LiVrA Inc. developing its business that utilized generative AI. AI technologies and development capabilities are reinforced to accelerate our DX growth strategies.

Innovative system architecture

Micro-service architecture enables development and operation of individual services independently, so swift response to changes addition of new functions, and step-by-step system extension can be easily carried out. System aging is suppressed, and stable operation can be realized for a longer period.

Open API strategy

Through Open API, seamless linkage with external services is realized. This will facilitate creation of new services and expansion of business chances.

Strategies utilization of generative AI technologies

By proactively utilizing cutting-edge generative AI technologies, generation of properties information, customer support, preparation of contract documents, market trend analysis and other processes can be automated. It becomes possible to automate business operations, reduce human errors, and speed up decision-making.

Strategic roles of Mr. Tsuyoshi Hashiguchi

He plays his roles in a wide variety of fields that include formulating strategies for our generative AI enablement; developing novel products such as AI agent which utilizes generative AI; and giving advices on incorporation of generative AI to existing products.

Technological innovation accelerated through M&A

By joining LiVrA's elite engineering team to us, our development capabilities for AI technologies are dramatically improved. and innovative services and products are created.

Development of the next-gen core system started

Feb. 14, 2025

Aiming at fundamental reform of leasing management operations and creation of new values

Micro-service architecture

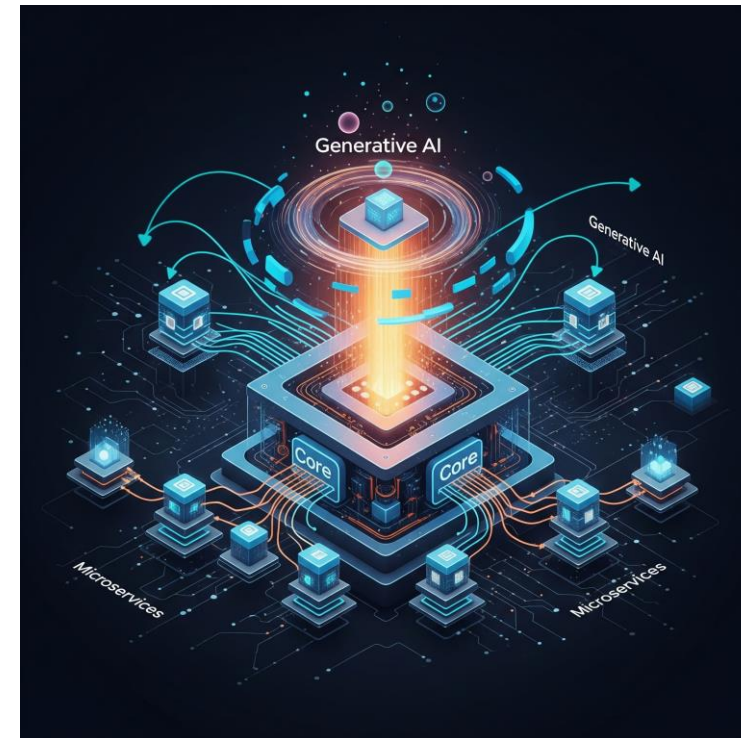
Flexibility and extensibility of the entire system are exponentially improved, and thus swift response to changes, addition of new functions, and step-by-step system extension can be easily realized

Utilization of generative AI technologies

Automating operations such as generation of properties information, customer support, preparation of contract documents, and market trend analysis, as well as reduction in human errors

Open API strategy

It realizes seamless linkage with external services, and facilitates creation of new services and expansion of business chances



Former Executive Director of Google Cloud joined us

May 7, 2025

Mr. Tsuyoshi Hashiguchi was appointed as our Advisory on Generative AI

Here are his background and strategies for our AI enablement

Google

Chief AI Business
Manager



In recent years, rapid technological advancement of generative AI has suggested its potential for bringing about big changes to the real-estate industry as well. We invited Mr. Hashiguchi so that we would be able to incorporate this technological innovation earlier than any others and consequently speed up our further business growth and contribution to our industry.

Background

To date, the Company has proactively promoted DX in the field of real-estate, and through development of products such as AI chat and real-estate RPA, contributed to higher operational efficiency in this industry and superior experiences for customers.

In recent years, rapid technological advancement of generative AI has suggested its potential for bringing about big changes to the real-estate industry as well.

We invited Mr. Hashiguchi so that we would be able to incorporate this technological innovation earlier than any others and consequently speed up our further business growth and contribution to our industry.

Strategic significance

Formulating strategies

He helps us formulate strategies for generative AI enablement

New development

Development of new products such as AI agents utilizing generative AI

Introduction of new technologies

Advices on introducing generative AI to existing products

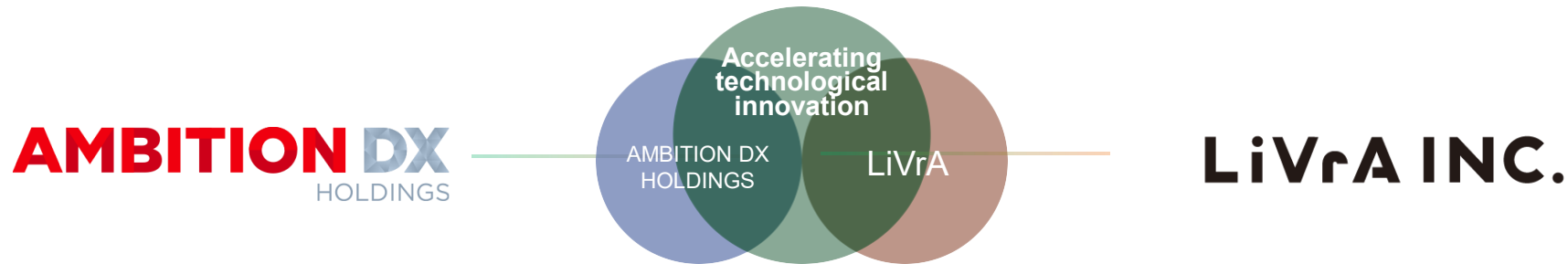
Management strategies

In-depth involvement in management strategies and product development

Acquired 100% shares of LiVrA Inc.

Jul. 31, 2025

Share acquisition of LiVrA engaging in generative AI technologies
and strategic significance of the acquisition for accelerating DX growth strategies



Accelerating DX strategies

Generative AI is considered as one of our most important management strategies so that aggressive investment and business development would be accelerated

Jumping up development capabilities for AI technologies

By joining LiVrA's elite engineering team to us, our development capabilities for AI technologies will dramatically improve

Establishing competitive advantage

Our overwhelming competitive advantage in the field of generative AI is established and new values for society are created



Business description

Elite engineering team with high technological capabilities, whose strength is deep insights into certain industries and flexible readiness for development, provides services for AI solution development/consulting

Reinforcement of solutions: By combining our existing businesses with LiVrA's AI technologies, new solutions with high level of added values can be created

More efficient development structure: By internalizing AI technologies, reduction in development cost and more speedy development are facilitated

Wider business fields: Full-swing entrance into service markets related to AI growing remarkably is accelerated, aiming at business growth of our Group as a whole

AI chat tool “Sphere”

**Real-time translation of multilingual communication.
Support for approaching overseas markets such as offshore development.**

Dialogue with overseas client

Sales person x overseas client



A sales person is negotiating with his overseas client.
“Real-time translated chat” is used, and smooth negotiation is realized regardless of language barriers.

Project facilitation in a multinational team

Member in Japan x Overseas member



A sales person is negotiating with his overseas client.
“Real-time translated chat” is used, and smooth negotiation is realized regardless of language barriers.



Philosophy / Strength / Growth potential

Philosophy & Vision

Philosophy

**With an “AMBITION” of creating future of “housing”,
we aim at becoming a “real company” that can give “dreams”
to everyone we meet Dreams become goals, goals become realities**

Vision

**To reform real estate business through DX and become a sole real estate digital
platformer which fuses digital and real world together**

Policy & Aspiration

Policy

To build up a **DX platform** on which real estate business can be made more efficient in a **straightforward** fashion, and provide comfortable residence experience

(Business domain)		(Approaches)	What we aspire is:
Leasing DX	Leasing management Property Management Business	<ul style="list-style-type: none"> Advanced leasing management by higher operational efficiency on a paperless basis, such as electronic contract More houses managed by individual staff Stably continued high occupancy rate Maximization of LTV (Lifetime Value) through a loyalty program 	Safe and seamless data linkage utilizing blockchain and AI realizes experiences of comfort living
	Leasing Brokerage	<ul style="list-style-type: none"> Enhanced remote customer service, VR preview and electronic contract AIxRPA tool “RAC·TECH” reduces inputting work Data linkage from searching for properties, contract, through to vacating procedures 	
Sales/ Purchase DX	Sales/Purchase of real estate Investment Business	<ul style="list-style-type: none"> Non-face-to-face sales/purchase contract Data management on cloud, such as land prices Offering properties via crowdfunding 	
In relation to real-estate DX	Real-estate DX, utilities, insurance	<ul style="list-style-type: none"> Digitally integrated customers bases Data linkage in line with workflow Paperless operations such as executing electronic contracts 	

Strength

Straightforward workflow

- The entire real estate business workflow, both **digital and real**, is **fused together**, where **DX** is promoted in **a straightforward** fashion

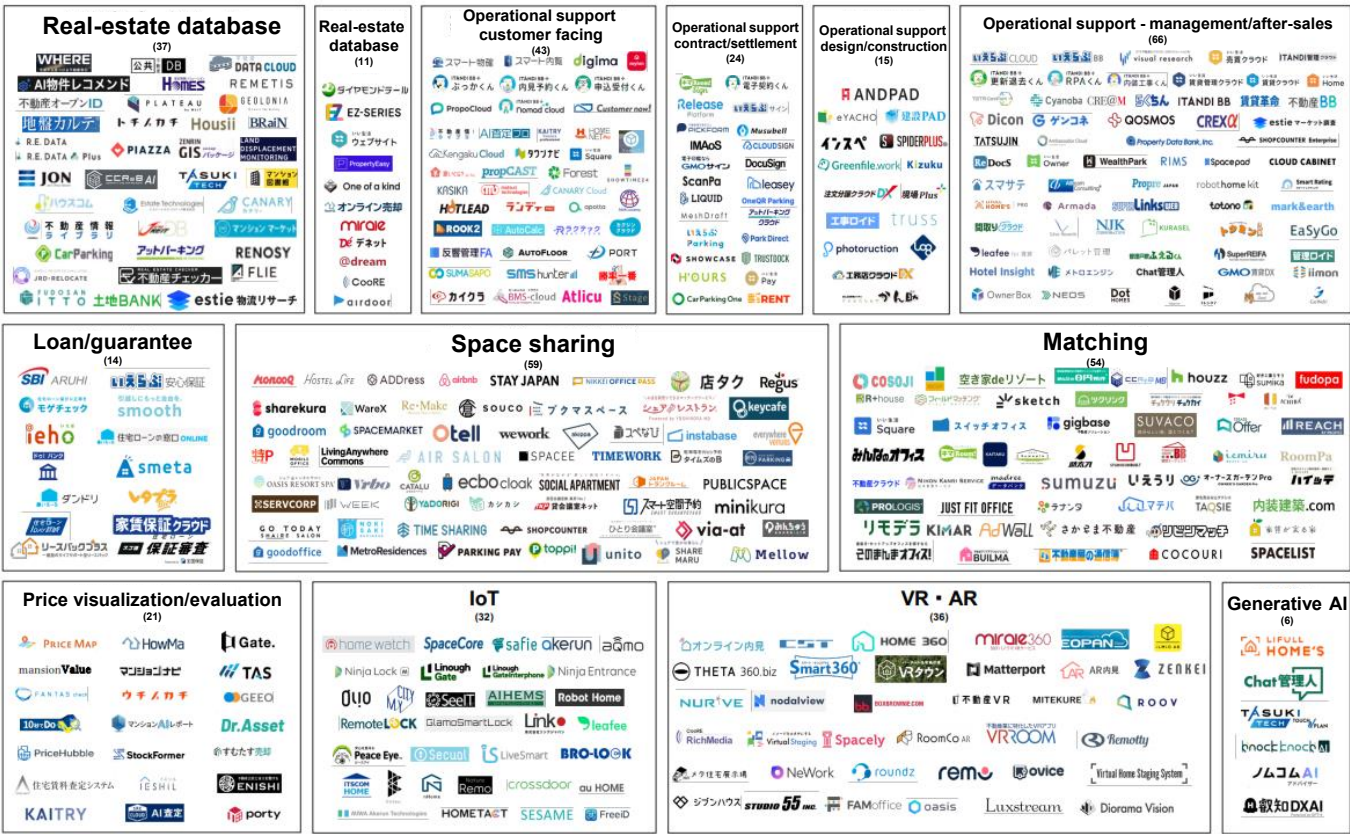
Segment	Category		AMBITION DX	Leasing management company	Real estate brokerage company	Real estate development (Developer)	Real estate sales company	Purchase/Resale company	Relevant areas
Leasing DX	Ownership business	Leasing management	◎	○					
	Brokerage business	Leasing brokerage	◎		○				
Sales/ Purchase DX	Development business	Land acquisition	◎			○			
		Construction	◎			○			
		Sales	◎			○	○		
	Purchase/Resale business	Purchase/Sales	◎					○	
Others	Insurance	Fire insurance	◎						○
	Infrastructure Services	Utilities	◎						○
	Interior work	Renovation Restoration	◎						○
	System development	IT	◎						○

What we cover (in the field of real estate technologies)

- We **cover all 15 fields of “real estate tech”*** in this trade (including investees)

* “Real estate tech” means real estate × technologies. This is an approach to utilizing technologies such as AI and IoT in order to solve various issues and to reform old-fashioned business practices in real estate industry.

Real estate chaos map*



Fields of real estate DX	Covered by AMBITION DX
Real-estate database	◎
Operational support (attracting guests)	◎
Operational support (customer facing)	◎
Operational support (contract/settlement)	◎
Operational support (design/construction)	◎
Operational support (management/after-sales)	◎
Loan/guarantee	◎
Space sharing	◎
Matching	◎
Price visualization/evaluation	◎
IoT	◎
VR/AR	◎
Generative AI	◎

10th Edition: Aug. 2024 (499), including real-estate crowd-funding

Created by Real Estate Tech Association for Japan

* Real estate tech chaos map: A map that represents landscape of real estate tech industry showing players, categories and their relationship

Growth strategies

- In addition to organic growth of existing businesses, we will accelerate M&A and investment in alliance and ventures, to realize non-continuous growth

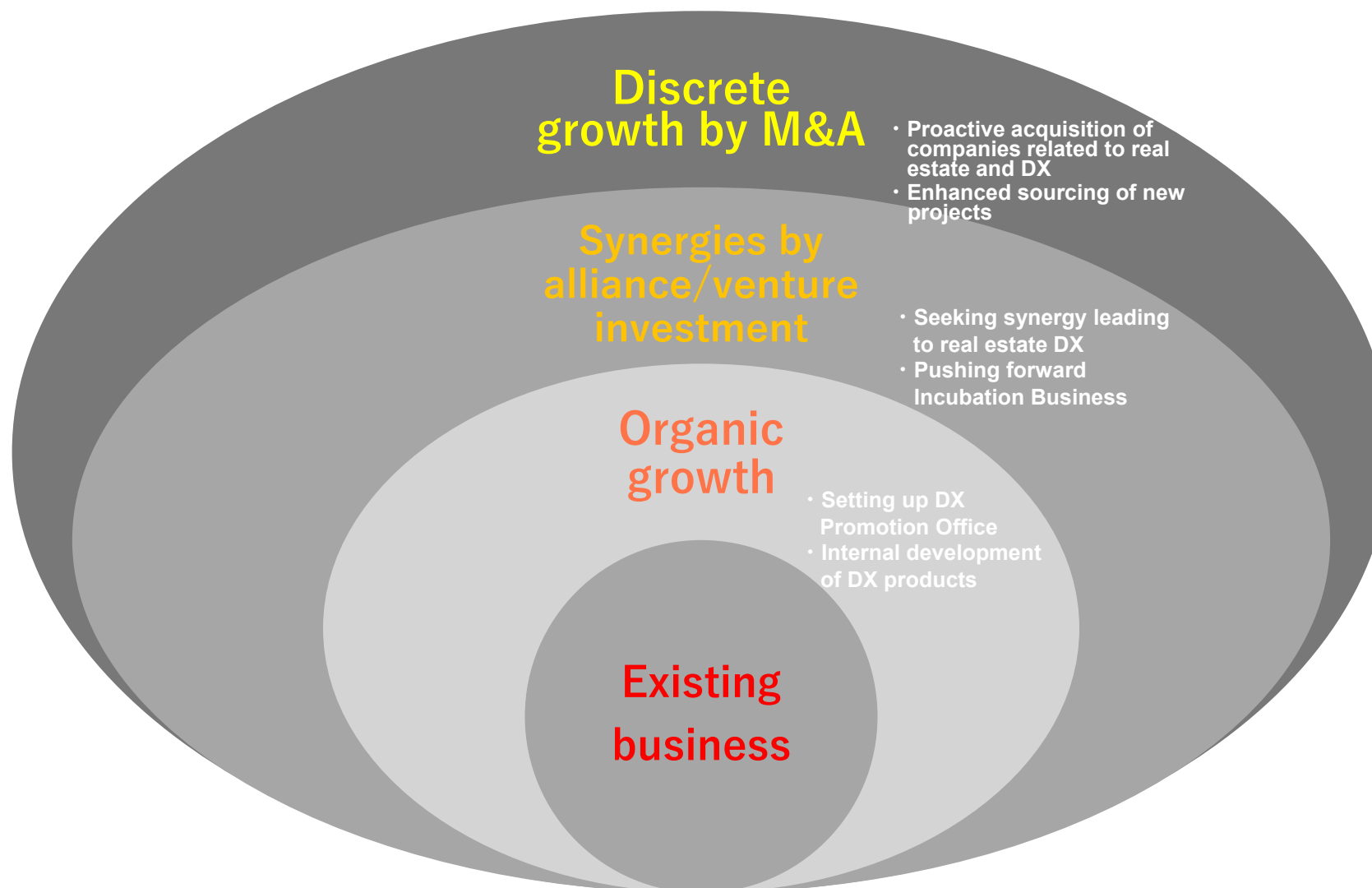
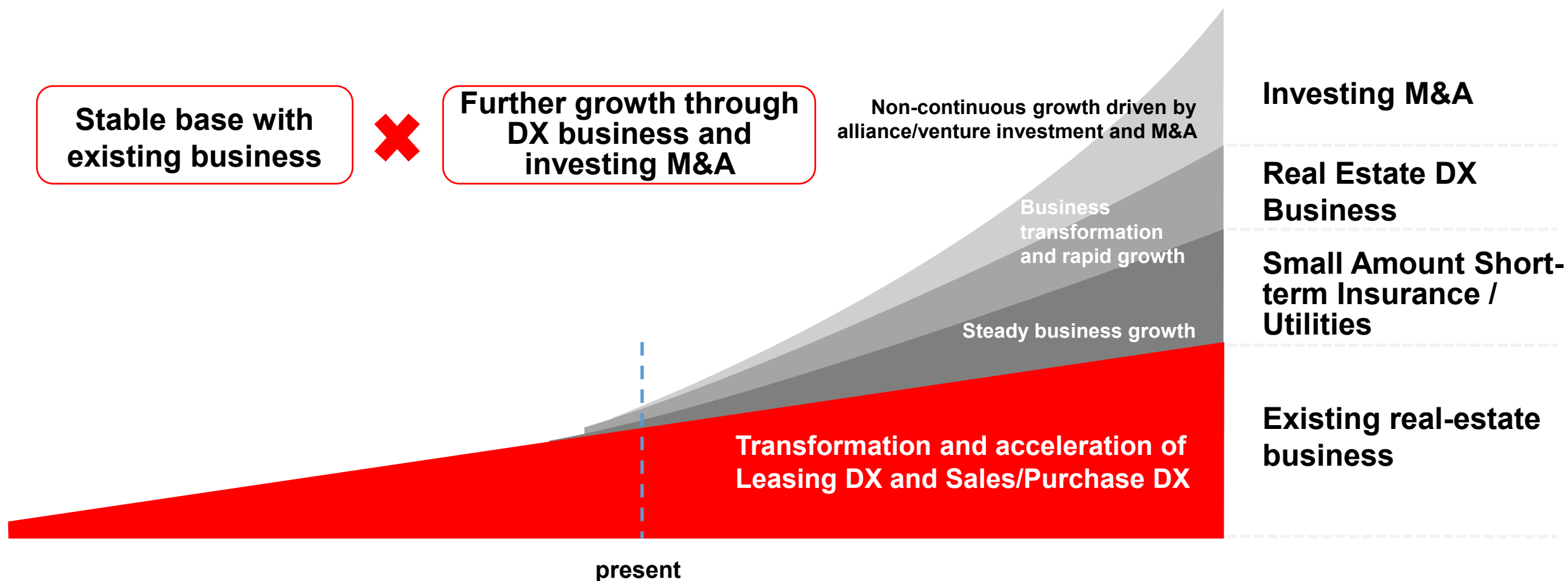


Image of business growth

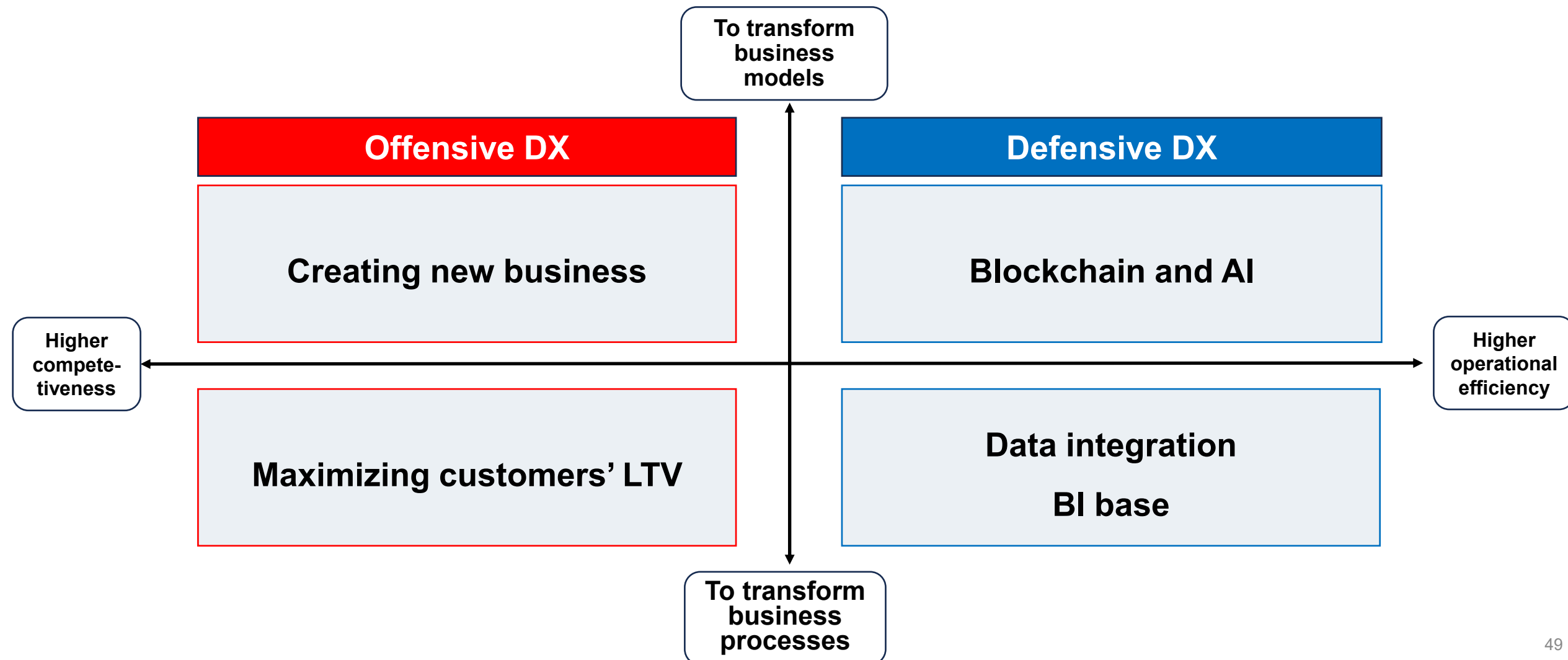
- Further growth is pursued through existing businesses, DX business, and investing M&A



DX strategies / approaches

DX strategies (offensive DX and defensive DX)

- **Offensive DX** and **defensive DX** realize DX of every operation of real-estate business



DX strategies (**offensive DX**)

- **Offensive DX** is an **innovative approach** that realizes **further growth** by means of breakthrough with DX

(Strategy in detail)

Offensive DX	Creating new business	Fundamental reform of business models	<ul style="list-style-type: none"> • Systems which have been highly effective for internal use are upgraded to SaaS • And new business models are created, which not only change delayed digitalization in our industry as a whole but also realize market expansion
		More value to existing businesses	<ul style="list-style-type: none"> • Process from room-finding to contracting is concluded online • Real-estate platform that fuses real and digital worlds together is constructed by building up a consortium linked with existing ecosystems
	Maximizing customers' LTV	More values of data-driven services	<ul style="list-style-type: none"> • By utilizing data integration base CRM, services optimized for individual customers are offered • Through continuous digital communication with customers having any contact with us, they are reminded of us first concerning matters relating to real-estate
		Data integration foundation	<ul style="list-style-type: none"> • CRM internalization of customer information obtained through brokerage and management • Developing data integration base (Ambition Core Platform) to build up BI structure and to visualize company management

DX strategies (**defensive DX**)

- **Defensive DX** is an approach that realizes **higher operational efficiency** by means of DX of conventional core businesses

(Strategy in detail)

Defensive DX	Blockchain and AI	Building up systems for IT explanation of important matters and electronic contracting	<ul style="list-style-type: none"> • Realizing IT explanation of important matters and electronic contracting on our business system (AMBITION Cloud; and management of contract documents with blockchain)
		Utilization of generative AI technologies	<ul style="list-style-type: none"> • Inquiries are handled by AI within our service for residents (AMBITION Me) • Higher operational efficiency by utilizing generative AI, such as producing creative things • Utilization for marketing of virtual human / virtual persona and for education
	Data integration BI base	Reforming/redesigning business processes	<ul style="list-style-type: none"> • Higher operational efficiency and automation by renovating business processes along with building up AMBITION Cloud
		Renovation of core system	<ul style="list-style-type: none"> • Higher efficiency in data consolidation by API integration of core system and AMBITION Cloud

DX effects

- DX of real estate business operations **reduces** time to execute a contract by **about 70%**
(as of June 30, 2025)

Reduced working time

Higher operational efficiency by utilizing DX tools substantially reduces working time for leasing brokerage and leasing management

Working time for brokerage
of one leased property

reduced by **44%**

Working time for
managing one leased property

reduced by **7%**

Improved productivity

Reduced working time for handling each matter leads to improved productivity per employee

Occupancy rate surpasses
industry average

98.3% (industry average)
89.4%

Overall sales by Leasing DX sector:
21,649 mil. yen (FY06/2025)

+1,417 mil. yen YoY

Before

Inquiry

Booking for preview

Application/Qualification

Important explanation

Rental contract

After

Inquiry

Booking
for preview

Application/
Qualification

Important
explanation

Rental
contract

Time to execute a contract is reduced by **69%**

// **AMBITION** Cloud

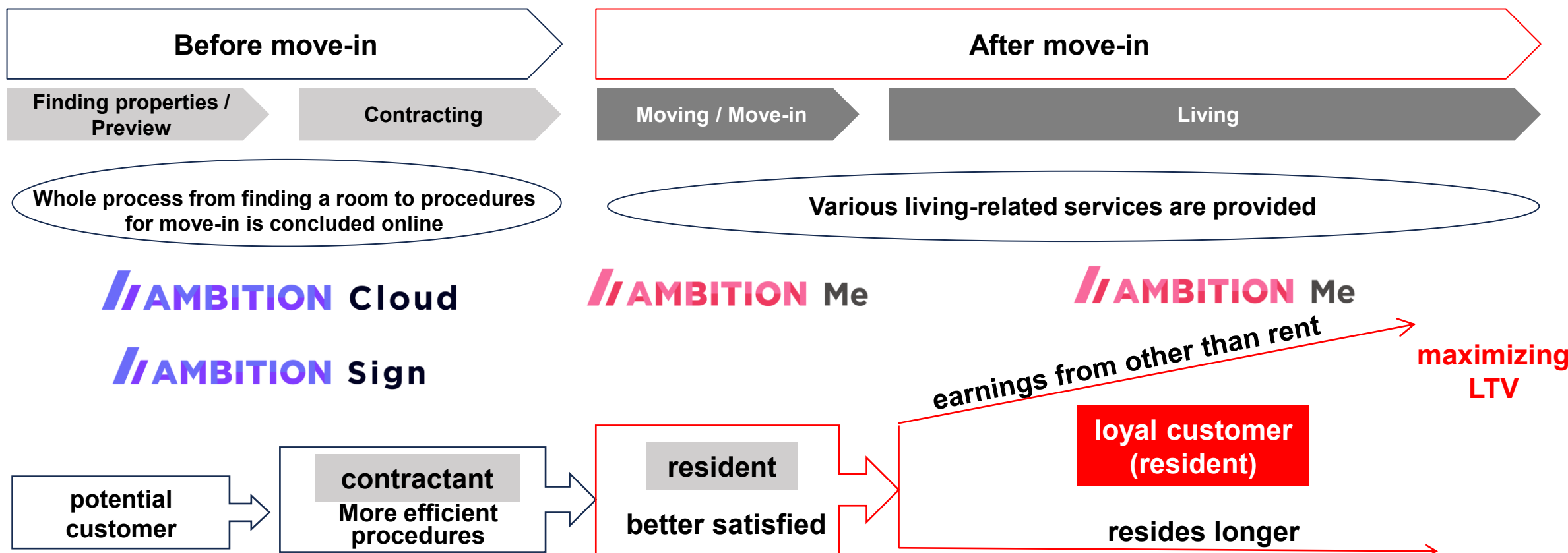
Contract progress management system

// **AMBITION** Sign

DX for residents

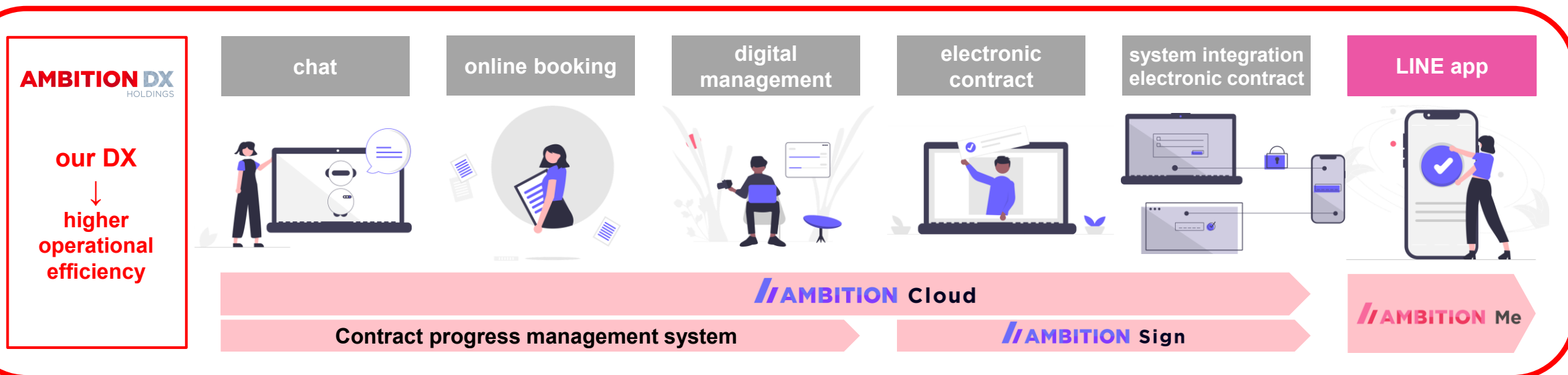
Maximizing LTV (Lifetime Value) for customers

- Our DX products cover a series of services starting from establishing interfaces with potential customers before moving in, to living support after moving in
- Residents are highly satisfied → will reside there longer → provide more opportunities for us to make profit from other than rent → have their **LTV (Lifetime Value) maximized**



DX for operational reform

- Whole process from inquiry through to move-in is digitalized (paperless)
- Significant improvement in operational efficiency



DX for staff education

- In various scenes of staff education, generative AI (Gemini) is utilized for higher efficiency



Education program on generative AI technologies

Education on AI technologies is implemented for all employees

Fundamental structure for HR development is established



Automated production of manuals

Knowledge of real-estate business can be organized into manuals

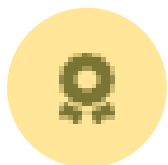
Man-hour for searching is reduced and business operations become more efficient



Continuous learning and skill improvement

Planning for study required for getting higher skills

Customization tailored for each employee



Acquisition of AI-related qualifications

Support for employees to acquire AI-related qualifications for their greater understanding and applied capabilities on AI technologies



Training for new employees

Expertise acquisition and education for new employees become more efficient through AI role-playing

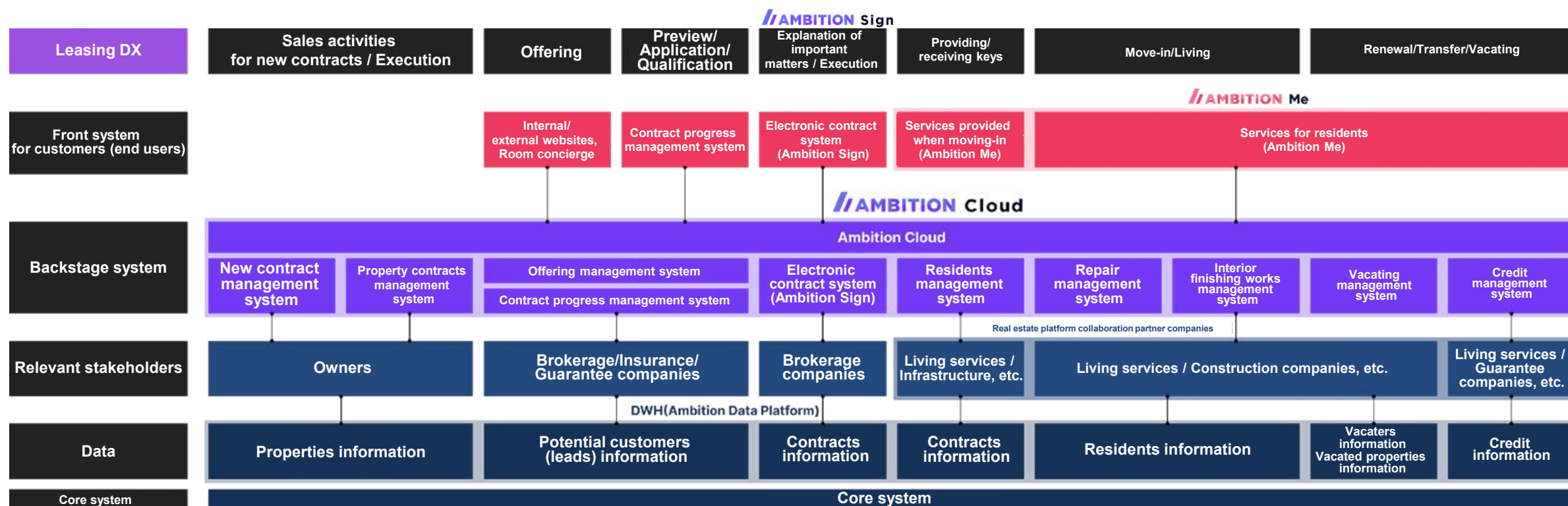


Support for foreign staff

AI helps foreign staff understand Japanese business practices and corporate cultures more promptly

Global image of DX system

- All operations of real estate business, ranging from B2B to B2C, and from properties management to brokerage, are systemized by DX
- DX also enables systemization of establishing long-lasting relationship with residents after move-in



DX products

- We develop DX products on our own, as such we will reform real estate business

// AMBITION Cloud

- **Contract progress management system**
Manages overall process from inquiry through to contract
- **Credit management system**
Manages overall debt such as management of debt/debtor information and payment history
- **Repair management system**
Manages overall repair management such as estimation of repair work and recording actual progress
- **Vacating management system**
Manages various processes such as vacating procedure and restoration to original state
- **Offering management system**
Manages registration/publishing properties information in tandem with New contract management / Vacating management systems
- **New contract management system**
Manages process for commissioned operations such as acceptance/registration/progress management of commissioned matters

// ラクテック Auto-input RAC-TECH

- **Collective proposal of properties**
Auto-posting tool for properties information which utilizes response prediction by AI and leasing business data
- **Individual proposal of properties**
A tool limited to highly-demanded functions (RPA: auto-post)

// AMBITION Sign

- **Online contracting system**
System which enables explanation of important matters and execution of contracts online

// AMBITION Me

- **App for residents**
Supports residents with various services ranging from key acceptance to daily life services



Room Concierge

- **Matching app**
Connects users searching for new rooms with a concierge (salesperson for real estate brokerage)

Business integration and enhancement with ROOMPIA (subsidiary)

DX product (AMBITION Cloud)

AMBITION Flagship DX Model

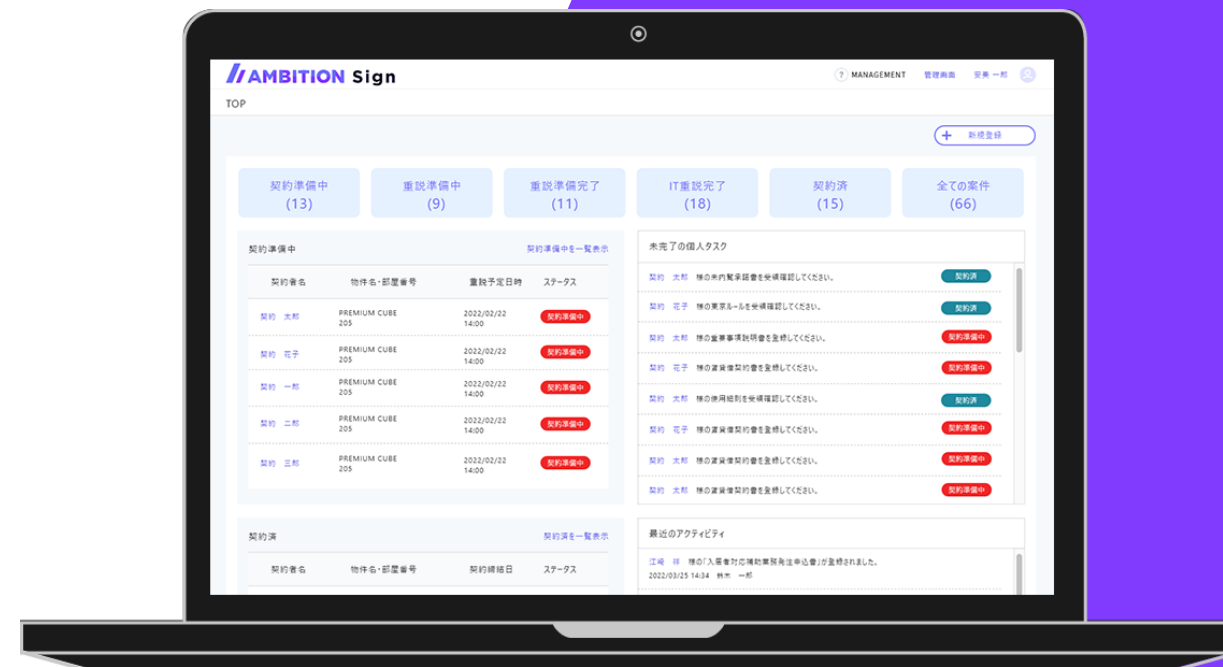


It carries out DX covering the entire leasing management operations, and realizes higher operational efficiency and productivity

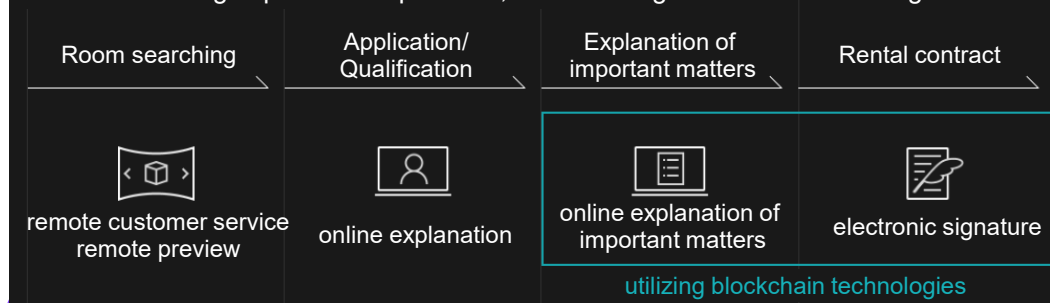
AMBITION Cloud is a service which digitally transforms (DX) every operation related to real-estate leasing management

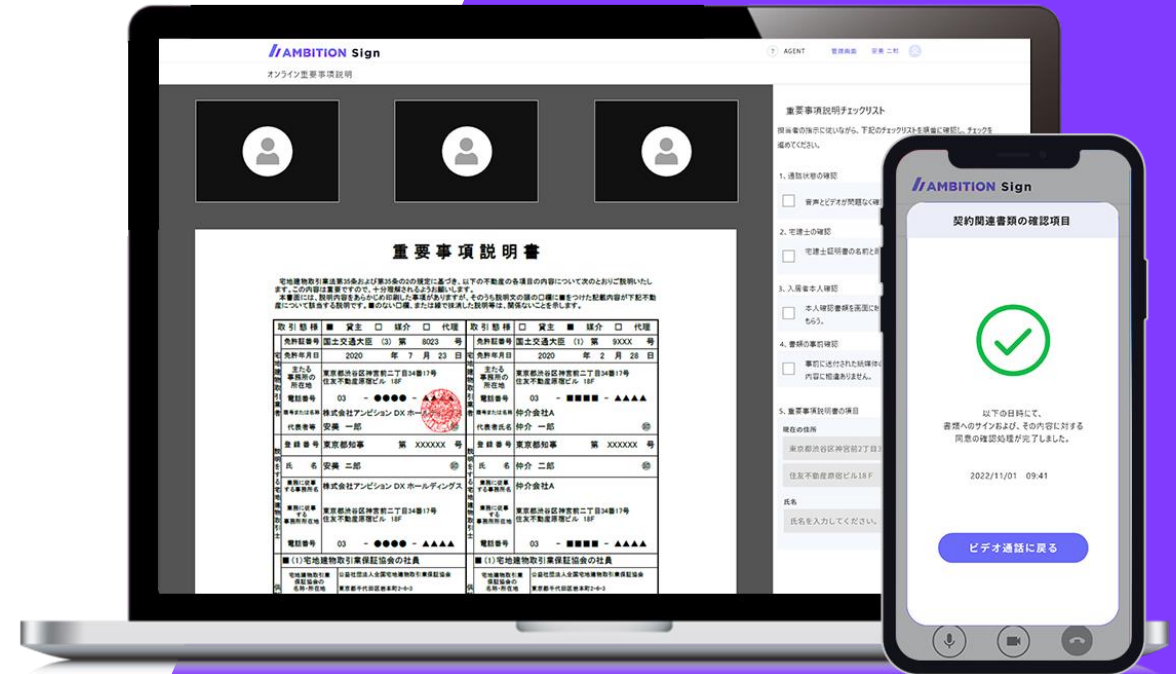
Developed fully from scratch by us, it handles API integration with various systems and in addition, also integrates with our core system by utilizing RPA.

With this unique system, the Company will evolve to a platform that collaborates also with brokerage companies, guarantee companies and real-estate owners.



A series of contracting processes including explanation of important matters and signing is completely digitalized.
Novel contracting experience is provided, even utilizing blockchain technologies.





DX product (AMBITION Me)

It supports permanent relationship with residents



LINE service that supports residents from key acceptance to daily life services

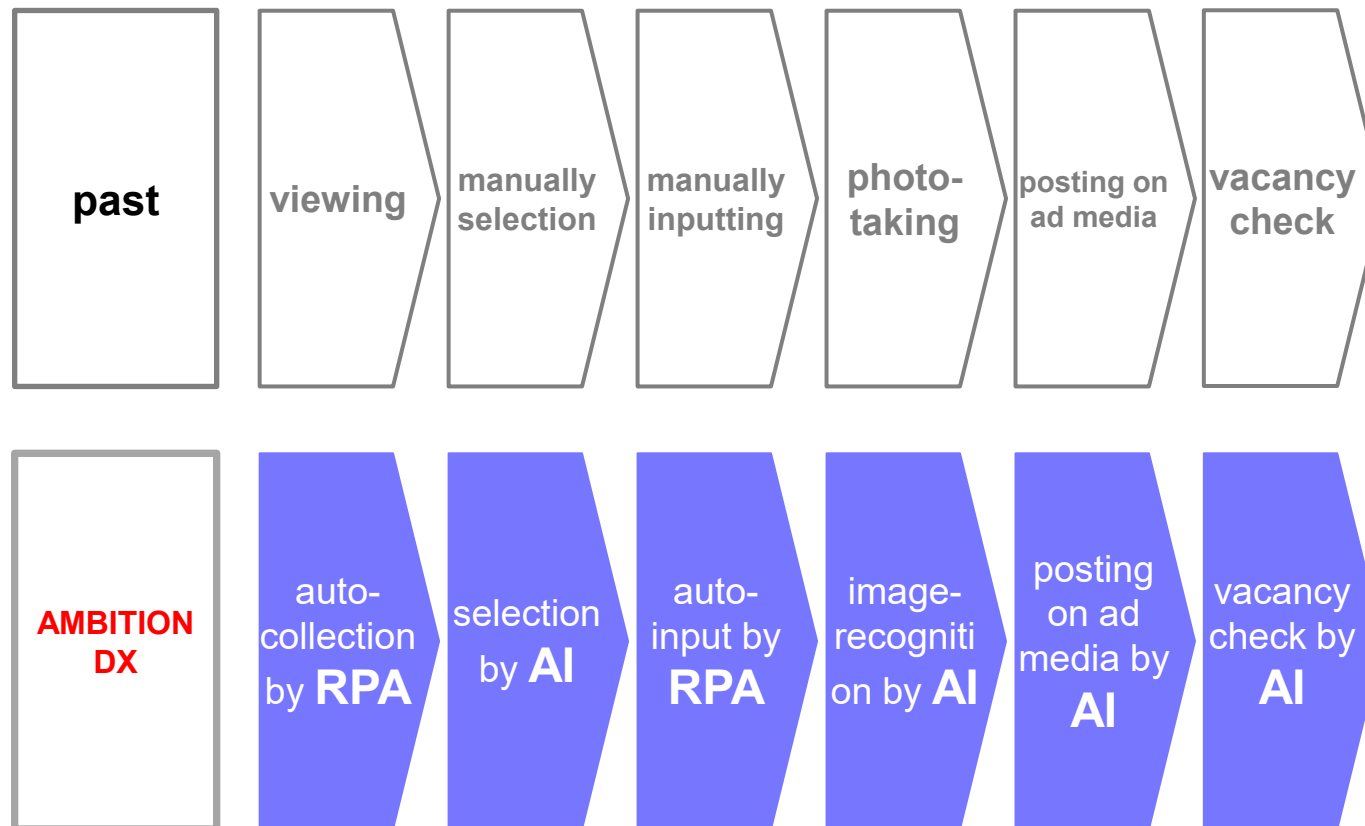
- Wide variety of services such as contract renewal, vacating, communication while living, utilities (electricity/gas/water), and insurance, are integrated into this all-in-one application. It is also a service that realizes improvement in residents' satisfaction and engagement, to lead to maximization of their LTV (Lifetime Value).
- We will collaborate with partner companies ranging from various life services, infrastructure through to finance, and deploy services which would upgrade engagement of residents having established their own economic circles.
- Reservation for online medical examination can be made seamlessly via LINE app
- Users entrust "Me" to reexamine and/or take procedures for useful services for living and utilities in an economic fashion
- Generative AI is incorporated in FAQ service where AI answer anytime to questions from residents, and their experiences with inquiries improve. 75 languages are supported.



DX product (RAC-TECH)

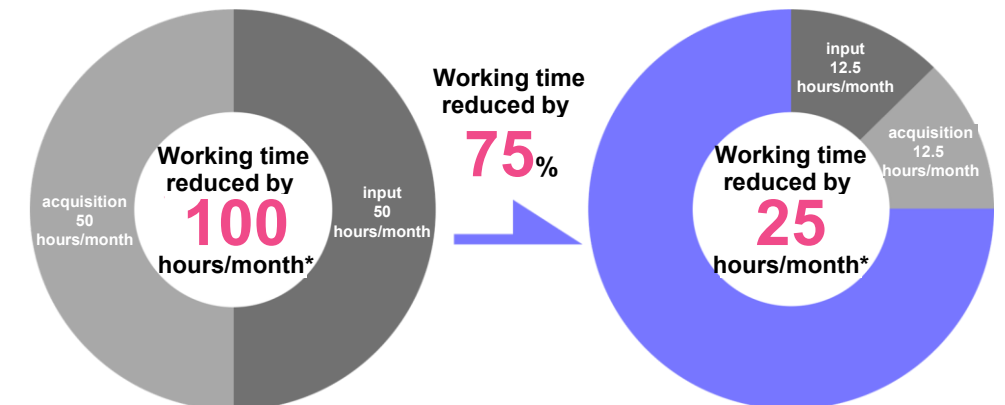
AIxRPA tool “RAC-TECH” for Leasing DX

Operational process through to posting properties information



【RPA】 Robotic Process Automation (software robot)

Substantial reduction in working hours



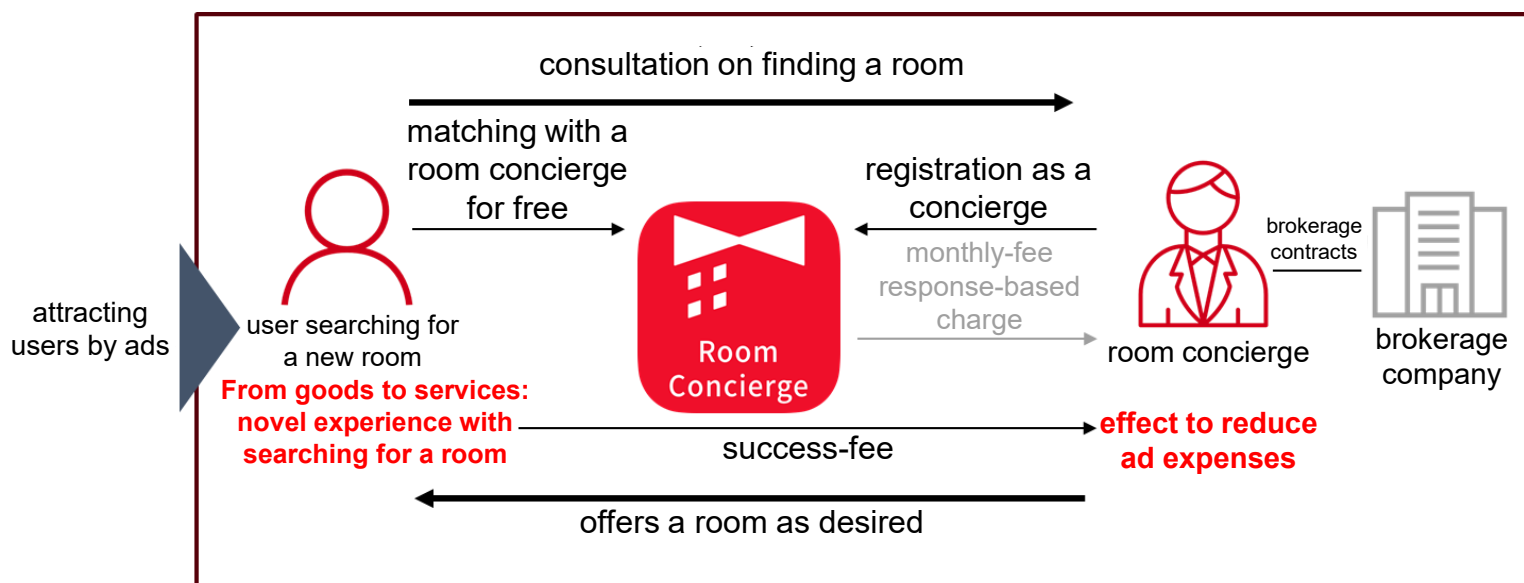
* Assuming 15 pieces of information in a day, and 20 days per month

ラクテック
RAC-TECH Auto-input

DX product (Room Concierge)

“Room Concierge” X “AMBITION ROOMPIA

Business integration, managerial resources optimization,
and efficient business facilitation



💡 Business integration strategies by utilizing intangible assets

Intangible assets of Room Concierge



unique
algorithm



users
properties data



brand
awareness

Reinforcement of business integration with ROOMPIA (subsidiary)

- ✓ System integration by building up shared platform
- ✓ Unified and more efficient marketing activities
- ✓ Greater accuracy in customer analysis driven by integrated database
- ✓ Speeding up development of new services

Anticipated effects

Optimized managerial resources and more efficient business facilitation

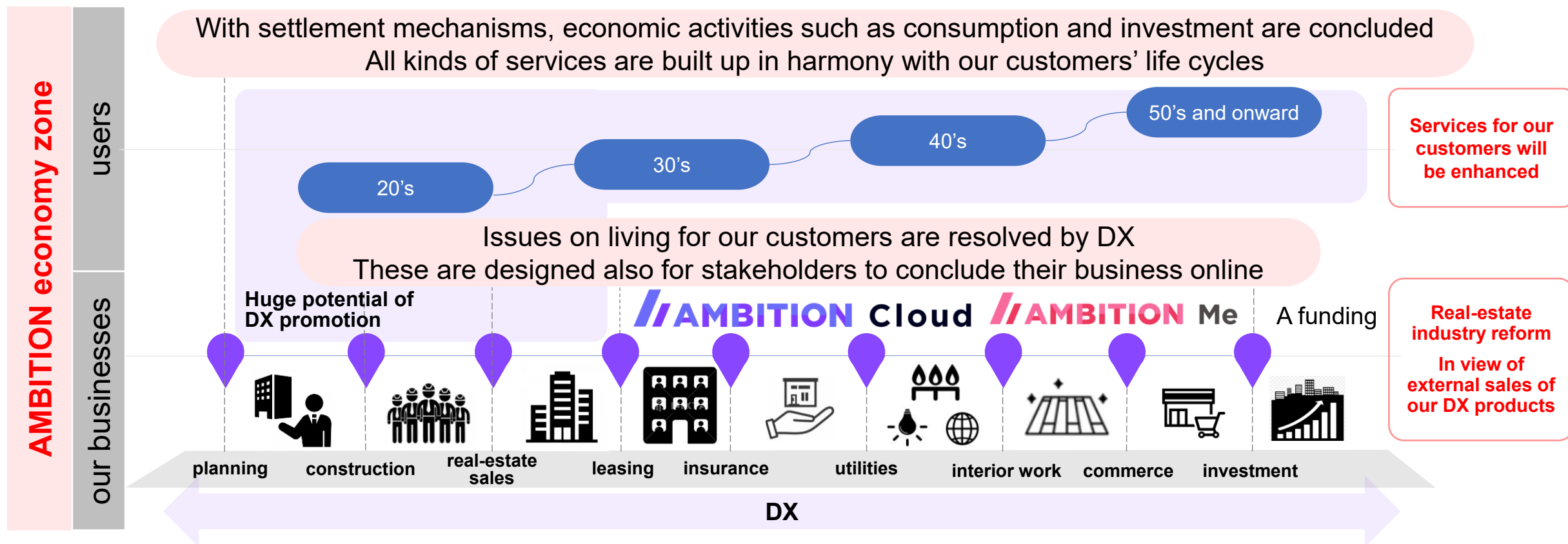
higher
profitability

stronger market
competitiveness

greater customer
satisfaction

DX - strategies

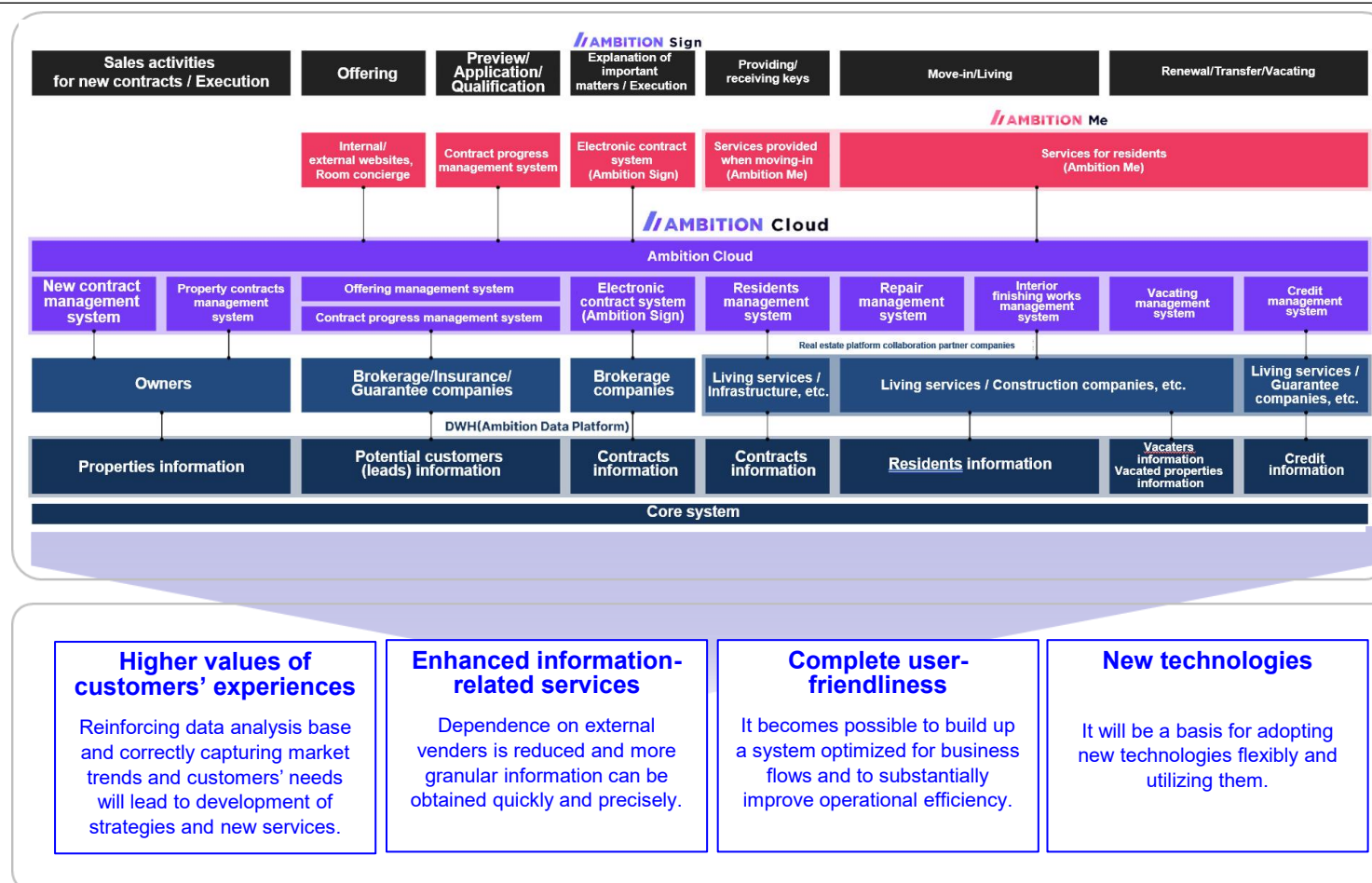
- Optimum things are offered at optimum timings; DX strategies for realizing experiences with comfortable living
- On our platform, an environment is built up where users can receive all kinds of services



DX – strategies

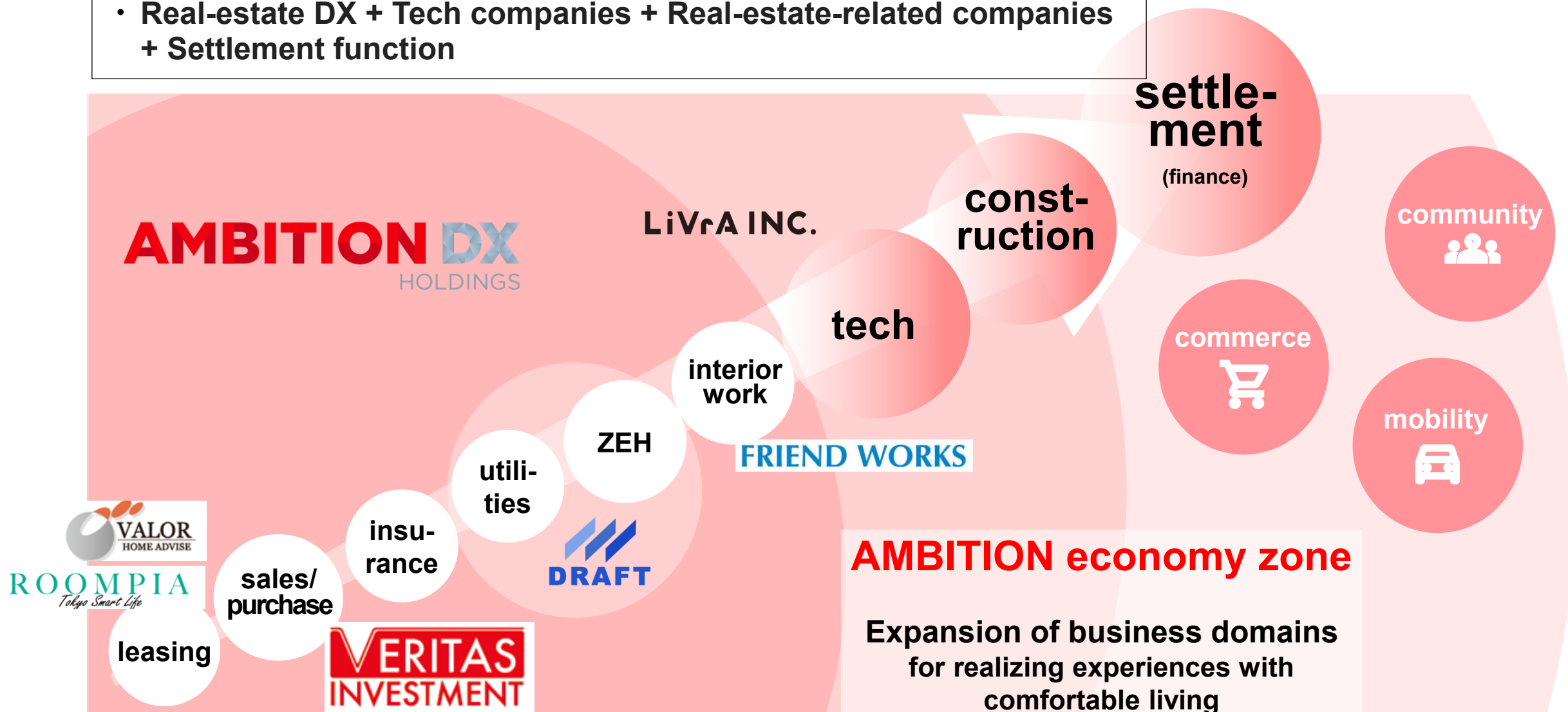
Development of a new core system which creates future of leasing management will start

- An innovative core system aiming at realizing the platform, that brings our deep knowledge and advanced technical capabilities to open up future of our industry
- Upon completion, sales of each service will start, which will contribute to evolution of the entire real-estate industry



M&A strategies should expand AMBITION economy zone

- M&A + DX promotion power that drive non-continuous growth
- Real-estate DX + Tech companies + Real-estate-related companies + Settlement function



ESG efforts

ESG (goal)

- Our goal is to promote business innovation through DX, thereby realizing higher efficiency and proactively contributing to realizing sustainable society.

Governance

Environment

Contribution to paperless operations

This contributes to reducing wastes which is included in mitigation measures for reducing GHG emissions as part of responses to climate change. Business activities themselves are affected by sustainable environment.

Social

Innovation in the field of real-estate leasing management

Innovation base in the field of real-estate leasing management is built up, leading to shorter timeline. Innovation contributes to building up sustainable industries.

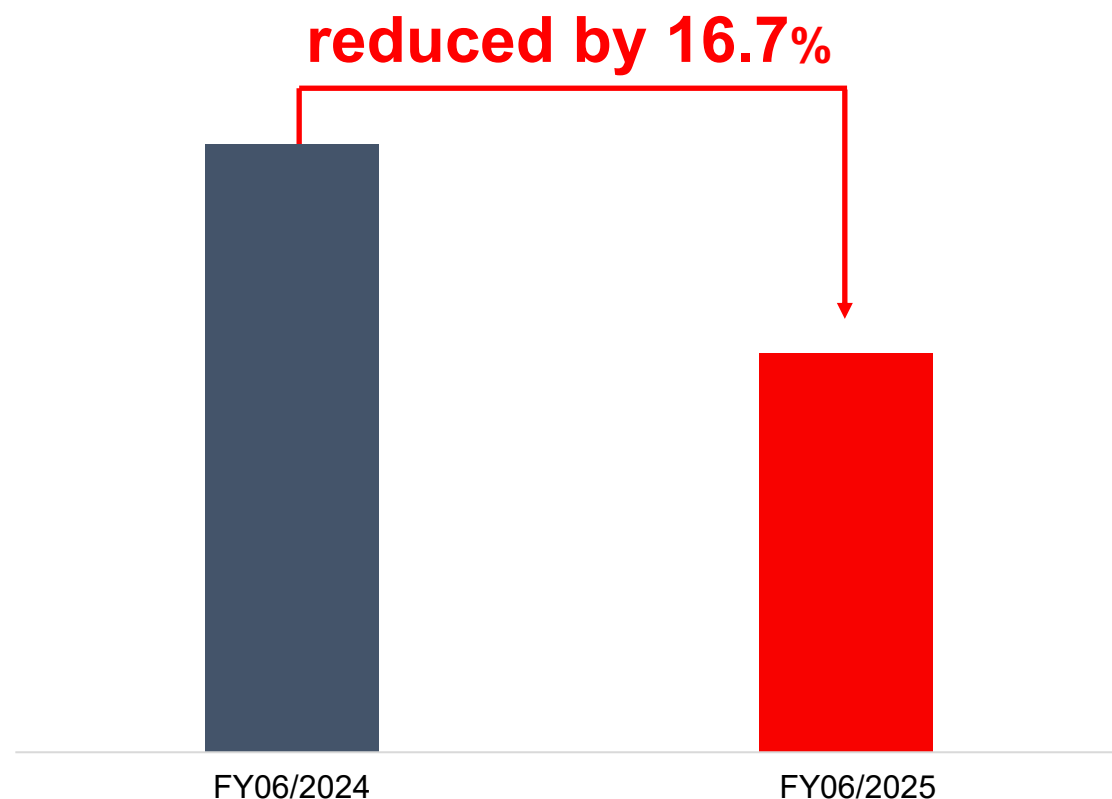
Human capital

Employees' health and human growth promote corporate growth, thereby contributing to customers, and further contributing to society sustainably.

ESG (Environment)

- In FY06/2025, we have promoted paperless operations through DX strategies, resulting in reducing paper prints by 16.7% as compared to the the previous FY.

number of prints



Virtually **NO paper** is required for contract

Customer side

0 paper with **//AMBITION Sign**

重要事項説明

契約締結

書類管理

Management/ business side

0 paper with **//AMBITION Cloud**

図面

内覧申込

入居申込

審査

契約締結

書類管理

ESG (Environment)

- With our policy of “To contribute to realization of sustainable society”, we contribute to environment preservation

Environment preservation activities in Oze, Gunma Pref.

Present state analysis and issues

- Wooden roads in Oze area are deteriorating and there are concerns raised about safe traffic
- Impacts on vegetation in this area due to feeding damages by local Japanese deers have become serious

Our support and activities



Systematic maintenance and repair of wooden roads

Deteriorating wooden roads have been renovated to be safe and easy for walking, and harmony with natural landscape is realized



Measures against feeding damages by Japanese deers (installing safety barriers)

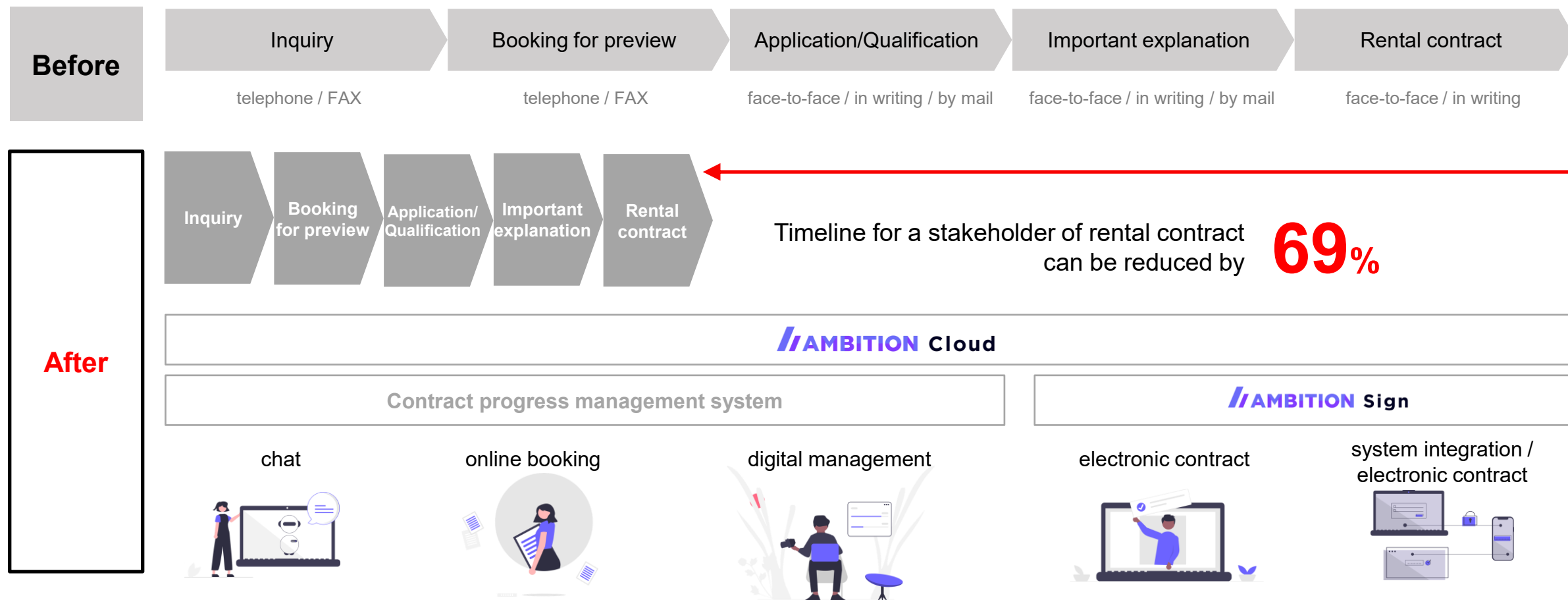
With the help of professional workers, safety barriers to protect vegetation were installed in a planned way

Contribution to the SDGs

Our contribution to the SDGs	Specific contributions
Goal 15: Life On Land	Protection of moorland and rare flora/fauna, and ecosystem preservation by measures against feeding damages by Japanese deers
Goal 11: Sustainable Cities and Communities	Maintenance of environment-friendly and sustainable tourism infrastructure such as maintenance of wooden roads
Goal 13: Climate Action	Prevention of global warming by preserving rich natural environment in Oze (carbon sink)+
Goal 17: Partnerships for the Goals	Facilitation of creating sustainable regions together with local communities in collaboration with Gunma Pref.

ESG (Social)

- Innovation base in the field of real-estate leasing management is built up.
Time required up to contract execution is remarkably shortened.



ESG (Social)

- Support for individual growth leads to fostering new corporate culture and strengthening efforts towards healthy and safe ways of working.

Expertness

Employees qualified as real-estate transaction specialists: **45.6%**
(Jun. 30. 2025)

- Expenses for this qualification are subsidized
- Environment for successful qualification is arranged, such as prep tests and study during working hours
- Those who passed receive qualification allowance
- Percentage of those qualified is higher than industry average

Health



In 2024, same as 2023, the Company filed “Healthy Company Declaration” and worked on proactive and healthy management, and consequently acquired “Excellent Healthy Company (Silver accreditation)”.

Health



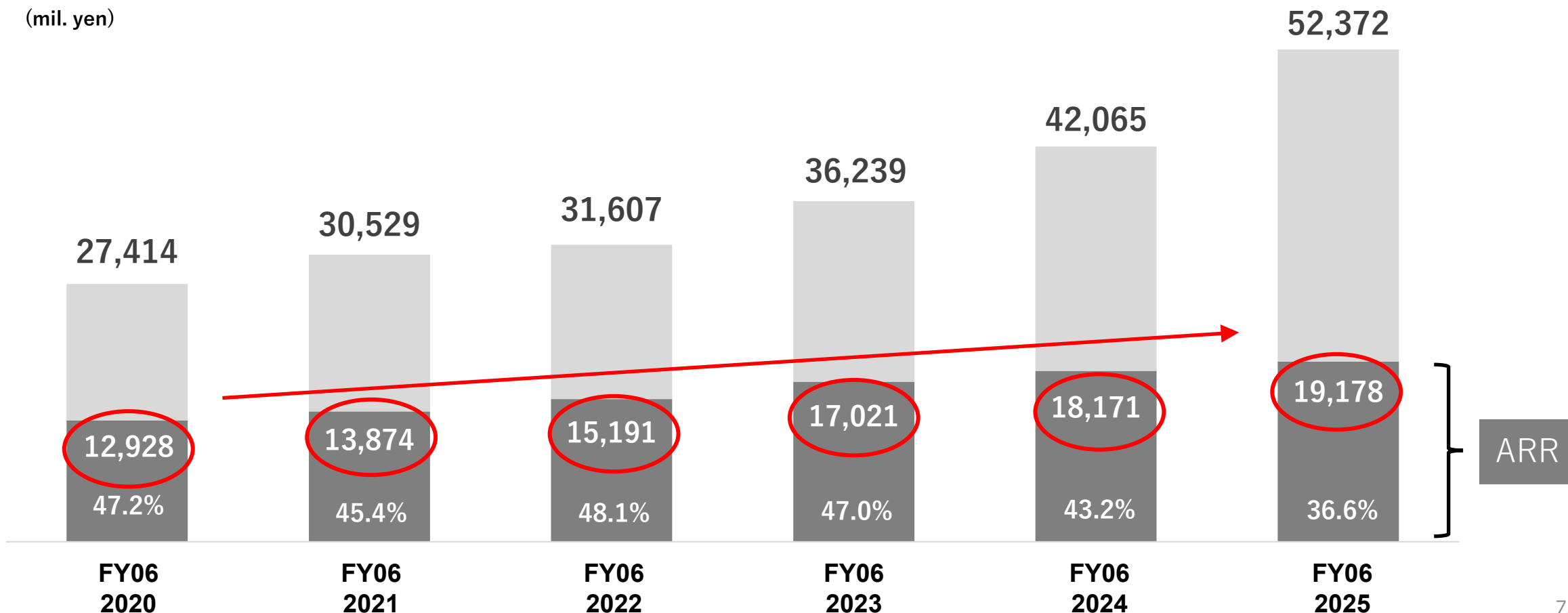
Since 2024, the Company has continued to be evaluated and accredited as the one that considered its employees’ health management from managerial viewpoints and worked on it strategically. For the future as well, the Company will incorporate viewpoints of healthy management into its management strategies and pursue its employees’ health and organizational sustainability.

APPENDIX

ARR (Annual Recurring Revenue)

- ARR to sales ratio is **over 40%, forming a stable revenue base**
- **ARR is increasing every year**

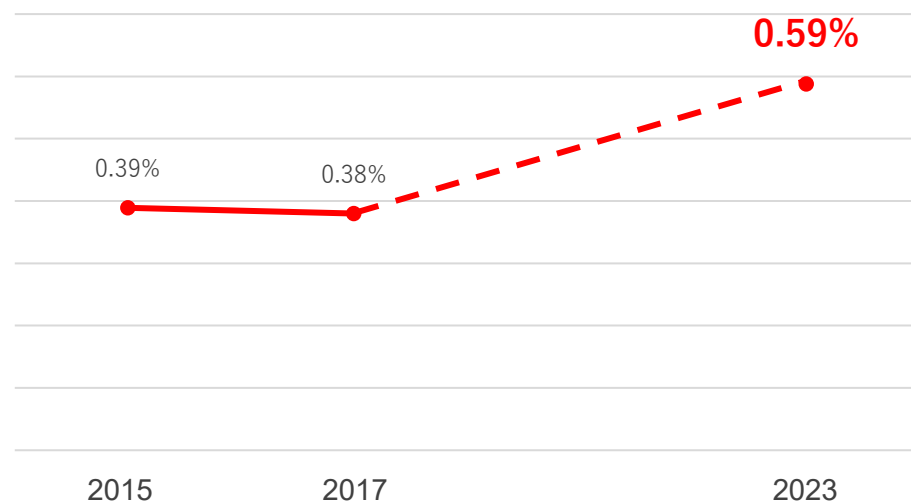
(mil. yen)



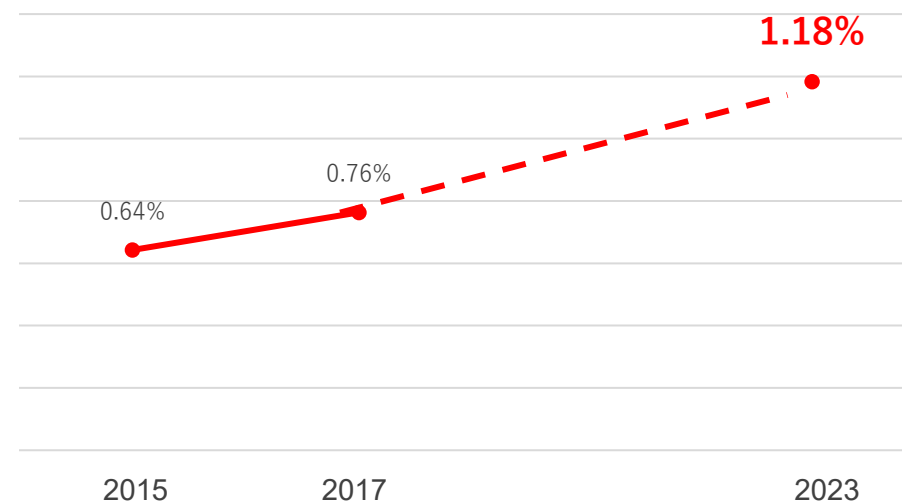
【Leasing DX】 Our growth potential

- Our principal business of leasing management and subleasing is developed mainly in Tokyo metropolitan area
- We endeavor to expand our share against the background of continuous demographic concentration in central Tokyo

Our share relative to total number of houses under outsourced management in Tokyo area*1 (%)



Our share relative to total number of subleased houses in Tokyo area*2 (%)



*1 MLIT: Suggestions for the future of rental housing management industry (draft) 【Related materials】

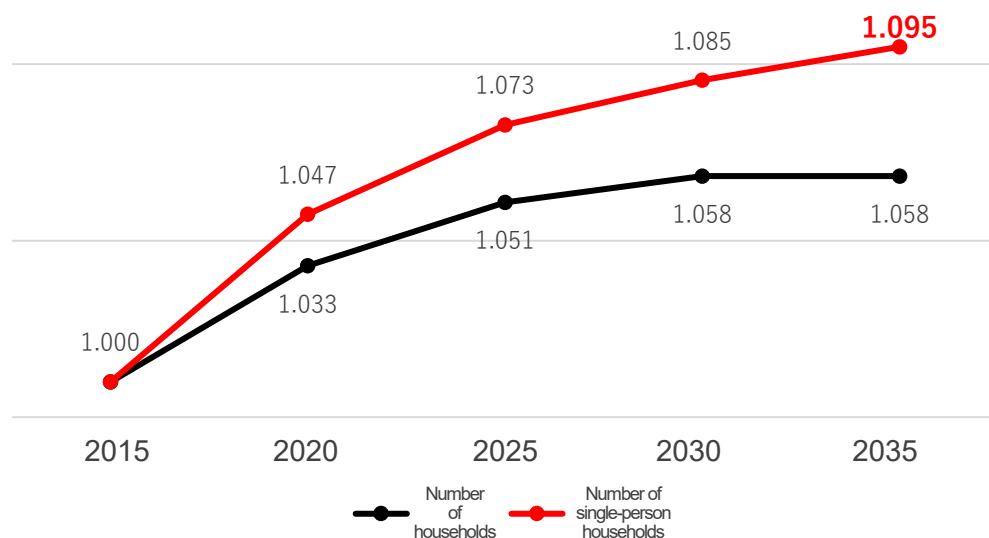
*2 MLIT: Suggestions for the future of rental housing management industry (draft), calculated based on the percentages of registered business entities in Tokyo and surrounding three prefectures

Environment surrounding our target markets

- The Company has advantages for the market of “Tokyo area × single room” which has great potential for further growth

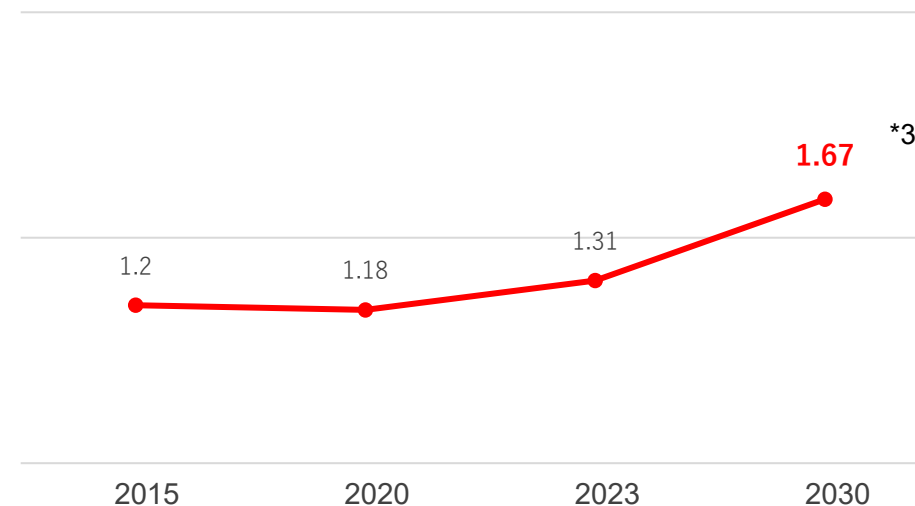
In Tokyo, single-person households will continue to increase

(relative comparison of numbers of single-person households in Tokyo, assuming the number in 2015 as 1^{*1})



Jobs-to-applicants ratio in Tokyo^{*2} is high, so population influx will continue

(estimates as increase rates of deficiency numbers of working population^{*3} relative to jobs-to-applicants ratio in 2023)



*1 Tokyo Metropolitan Government, “Future Tokyo”, Strategies/Appendix, Future Population of Tokyo (Oct. 2023)

*2 The Japan Institute for Labour Policy and Training

Certified DX Business Operator

- Working on digital transformation (DX), the Company is approved as a Certified DX Business Operator



In this Certified DX Business Operator system, a company's strategies and organizational structure, HR development, and technological capabilities for facilitating digitalization are evaluated, and such efforts are accredited

Efforts before certification

Proactive digitalization, development of new business models, and improvement in operational efficiency

↓ DX Certification

Further efforts

- Development of new services which utilize state-of-the-art technology such as blockchain, generative AI, IoT, and RPA
- Development of business strategies based on data analysis
- Improvement in digital skills of employees, etc.



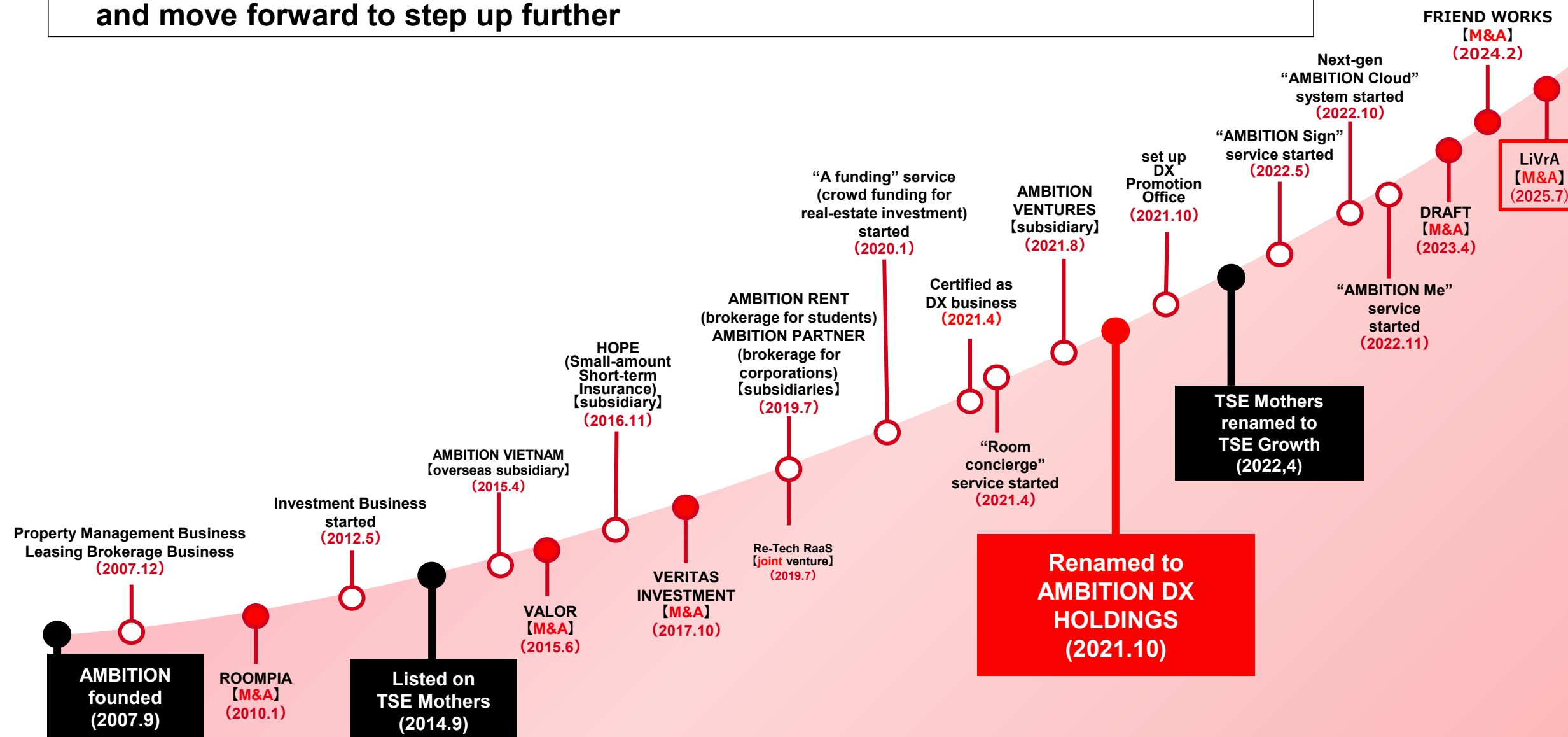
Efforts in the future

- Improvement in service quality for customers, and creation of new value proposition
- Higher operational efficiency through digitalization
- Deeper understanding on customers through data analysis

Aiming at providing services with even greater values for customers

Future outlook

- We will achieve non-continuous growth through proactive M&A and DX investment, and move forward to step up further



Contact

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- Performance forecasts and future projections such as prospects, plans and targets related to the Company and the Group as presented in this material have been determined by the Company based on such information as practically available at this point.
- Forecasts inherently include wide variety of uncertainty, and therefore actual performance may differ substantially from these future prospects.