



**First Quarter of FY06/2026**

**Materials for Financial Results Briefing**

**AMBITION DX HOLDINGS Co., Ltd.**

**Stock code: 3300**

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# Executive Summary

(1Q of FY06/2026: Actual results)

- Lower revenues / Lower earnings

(Company-wide)

**Net sales:** 10,900 mil. yen (–27.2%)

**Operating profit:** 460 mil. yen (–71.1%) (YoY)

(factors) In the previous 1Q, sales of self-developed properties concentrated, resulting in a temporary increase in the number of units sold

This term has seen smooth progress as planned, and construction works are scheduled to be completed during the 2nd half

(Leasing DX Property Management Business) **Record-high revenue (1Q)**

(Sales/Purchase DX Investment Business) **As planned**

(FY06/2026: Forecasts (full-term))

- Much higher revenues & earnings

**Net sales:** 64,100 mil. yen (+22.5%)

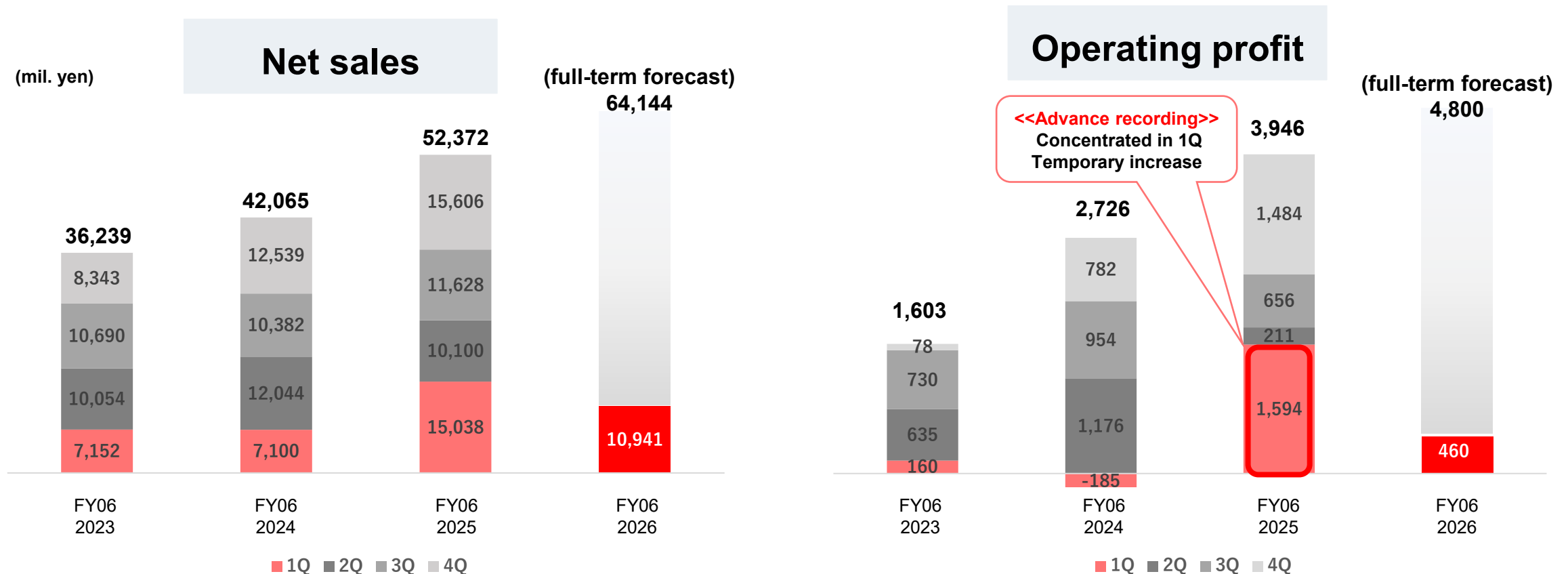
**Operating profit:** 4,800 mil. yen (+21.6%)

**Net profit:** 2,700 mil. yen (+18.1%)

**Dividend forecast:** 110.00 yen (increased)

# Performance Trends (Quarterly Accumulation)

- In the previous 1Q (FY06/2025), sales of self-developed properties concentrated, resulting in a temporary increase in the number of units sold
- The current 1Q has seen a good progress as planned, and still higher revenues & earnings can be anticipated for the full term



**Lower revenues & earnings, but progressing as planned**  
Condominium construction/completion are scheduled to be recorded in the 2nd half

Net sales

**10,941** mil. yen  
(YoY -4,097 mil. yen; -27.2%)

Operating profit

**460** mil. yen  
(YoY -1,134 mil. yen; -71.1%)

Ordinary profit

**332** mil. yen  
(YoY -1,178 mil. yen; -78.0%)

Net profit

**211** mil. yen  
(YoY -736 mil. yen; -77.7%)

(company-wide) Factor: In previous 1Q, sales of self-developed properties concentrated, resulting in a temporary increase in the number of units sold; For the current term, such sales will be recorded in the 2nd half

- Leasing DX Property Management Business

**Record-high profit (in 1Q)**

Operating profit: **695 mil. yen (+41.2%)**

DX promotion realized higher productivity and contributed to high occupancy rate

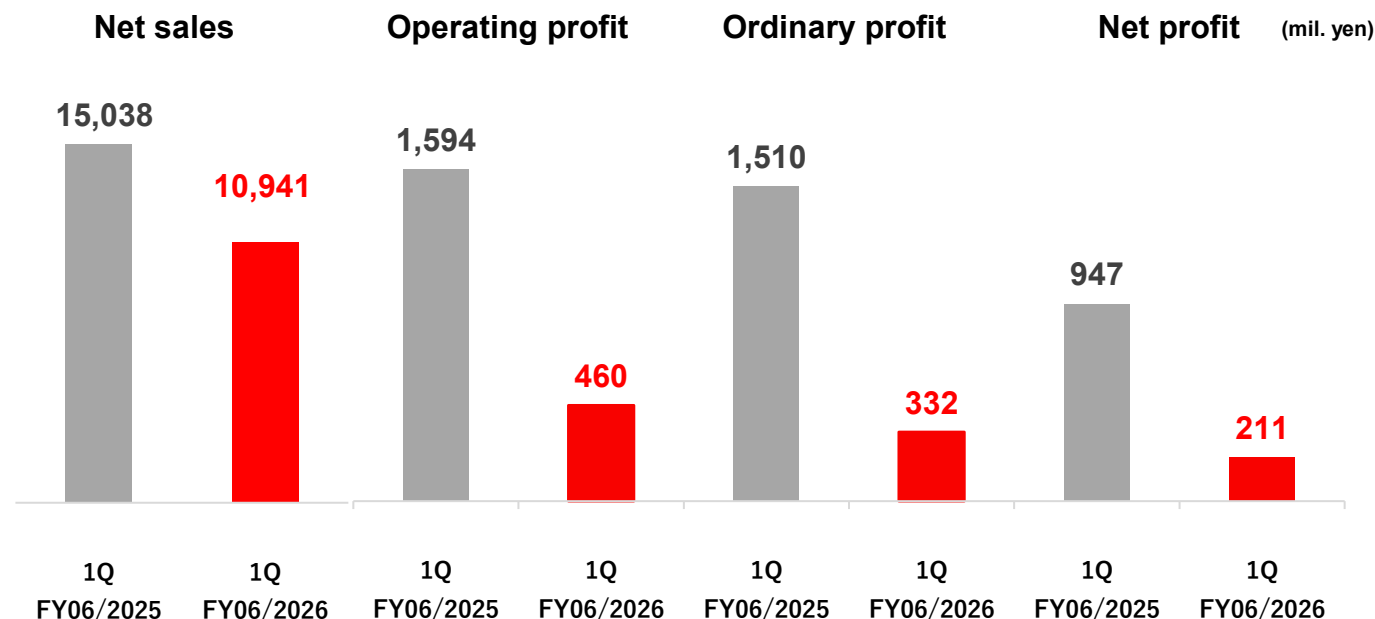
- Sales/Purchase DX Investment Business

Condominium construction progressed as planned, sales of which will be recorded in the 2nd half

- Managed units: 27,391 (+1,567)**

- Subleased units: 15,775 (+1,465)**

- Occupancy rate: 98.0% (industry average: 90.1%)**



# News Highlights

Major news in 1Q of FY06/2026

## News 1

### Utilization of AI-OCR

Automation of invoice processing  
Digitalization of contract documents

Automation of invoice processing and  
significant reduction in working time for  
item extraction from contracts

(2025/08/26)

## News 2

### Subscription service for leased residence

Introduction of “noiful”

“Rich lifestyle without owning” realized in  
collaboration with Panasonic

(2025/09/29)

## News 3

### Turning tacit knowledge into explicit knowledge

Presentation materials  
produced by AI

Automated creation of presentation materials  
using generative AI

(2025/10/03)

# Financial Results Overview (company-wide)

# Financial Results Overview

## Progressing as planned

(company-wide)

Lower revenues & earnings, but progressing as planned; Condominium construction/completion are scheduled to be recorded in the 2nd half (Sales/Purchase DX Investment)

(Leasing DX Property Management Business)

**Significant profit increase; Segment profit increased by 41.2% (YoY)**

(mil. yen)

| company-wide     | FY06/2025, 1Q | FY06/2026, 1Q | +/- %  | +/-amount |
|------------------|---------------|---------------|--------|-----------|
| Net sales        | 15,038        | 10,941        | -27.2% | -4,097    |
| Operating profit | 1,594         | 460           | -71.1% | -1,134    |
| Ordinary profit  | 1,510         | 332           | -78.0% | -1,178    |
| Net profit       | 947           | 211           | -77.7% | -736      |

| Net sales (segment)                  | FY06/2025<br>1Q | FY06/2026<br>1Q | +/- %   | +/-amount |
|--------------------------------------|-----------------|-----------------|---------|-----------|
| Leasing DX Property Management       | 5,038           | 5,656           | ↑ 12.3% | ↑ 618     |
| Leasing DX Leasing Brokerage         | 177             | 199             | ↑ 12.4% | ↑ 21      |
| Sales/Purchase DX Investment         | 9,499           | 4,743           | -50.1%  | -4,756    |
| Other / Real-Estate DX<br>Incubation | 322             | 341             | ↑ 5.9%  | ↑ 19      |

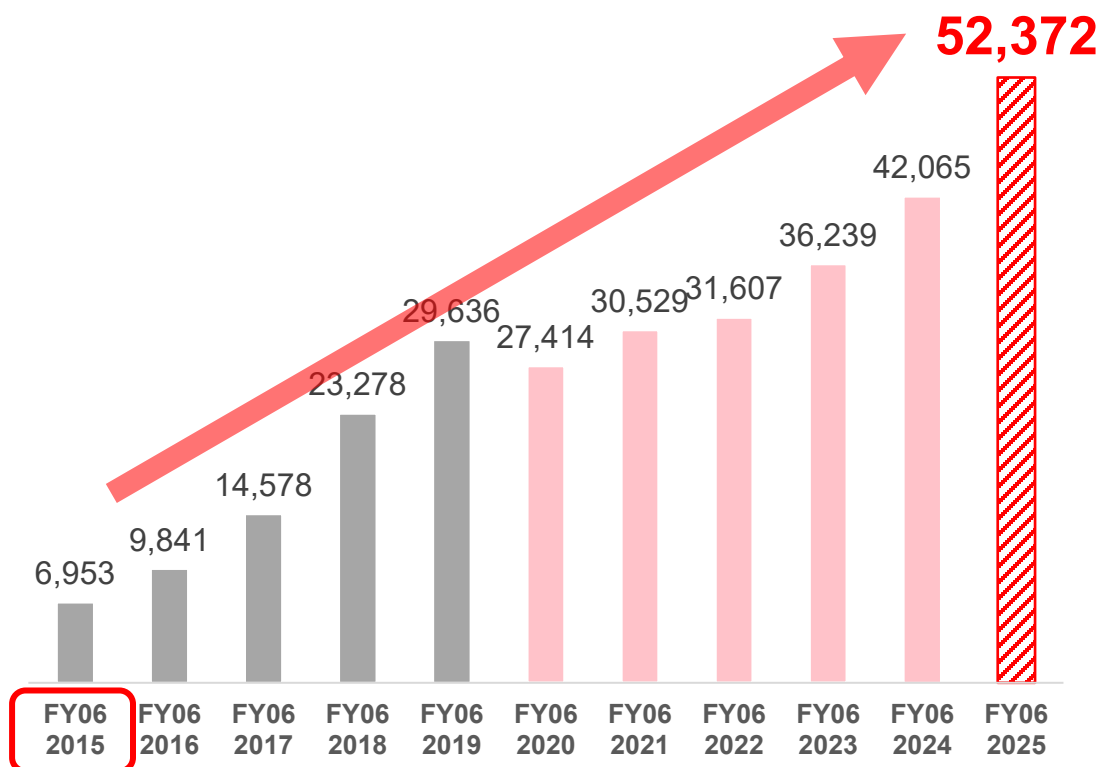
| Net sales (segment)                  | FY06/2025<br>1Q | FY06/2026<br>1Q | +/- %   | +/-amount |
|--------------------------------------|-----------------|-----------------|---------|-----------|
| Leasing DX Property Management       | 492             | 695             | ↑ 41.2% | ↑ 203     |
| Leasing DX Leasing Brokerage         | -53             | -31             | N/A     | ↑ 22      |
| Sales/Purchase DX Investment         | 1,696           | 475             | -72.0%  | -1,221    |
| Other / Real-Estate DX<br>Incubation | -13             | -61             | N/A     | -47       |

# Transition of Net Sales & Operating Profit since Listing

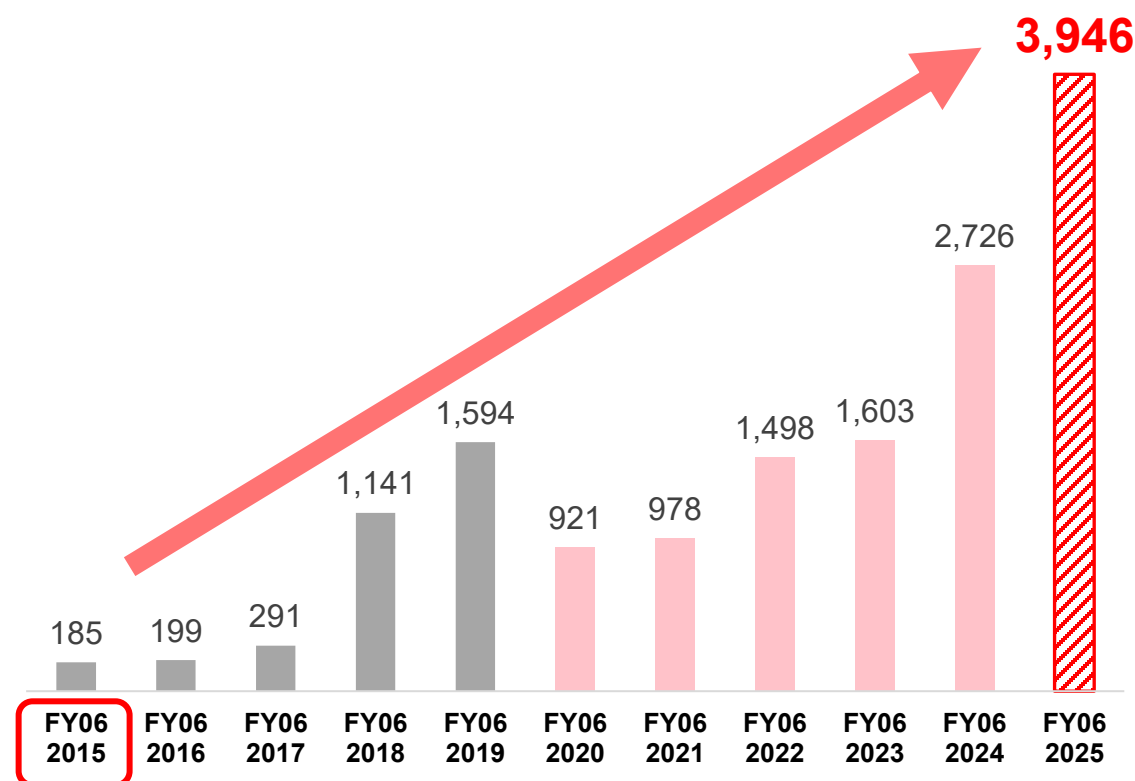
- Ongoing growth of both revenues & earnings for five consecutive terms
- Net sales and Operating profit were about 8 and 21 times higher (than FY06/2015)

(mil. yen)

**Net sales: about 8 times**

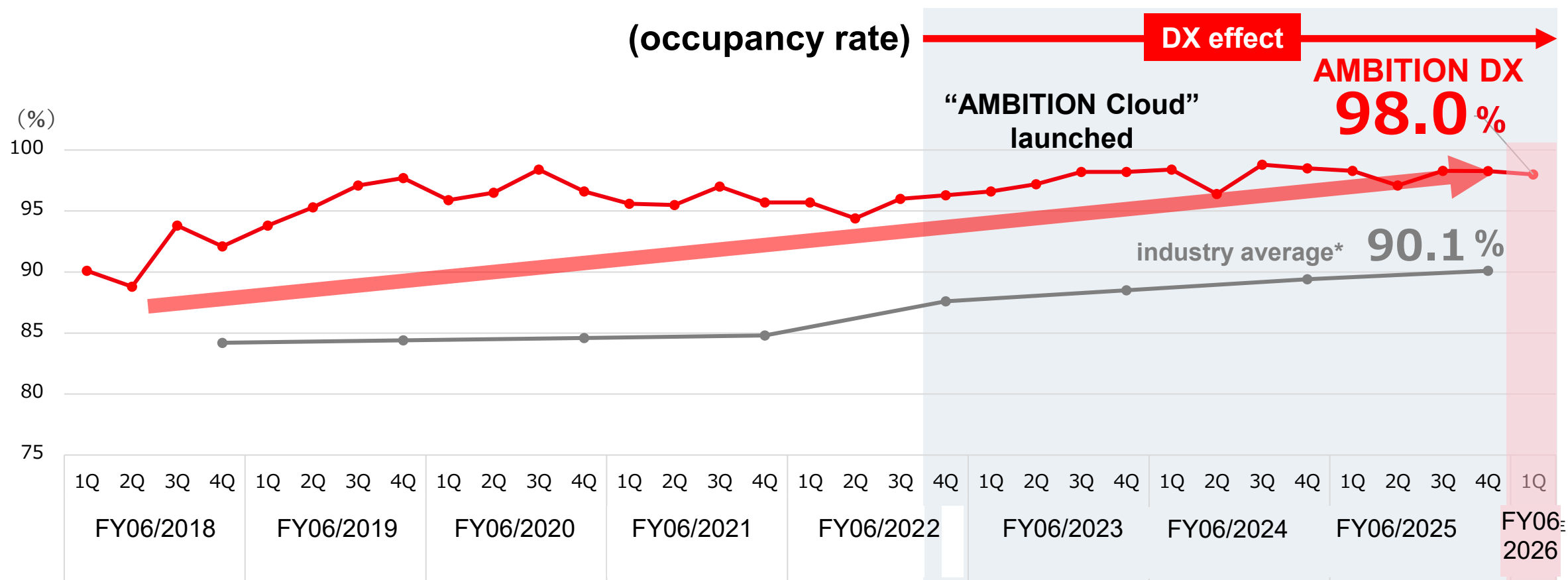


**Operating profit: about 21 times**



# Occupancy Rate

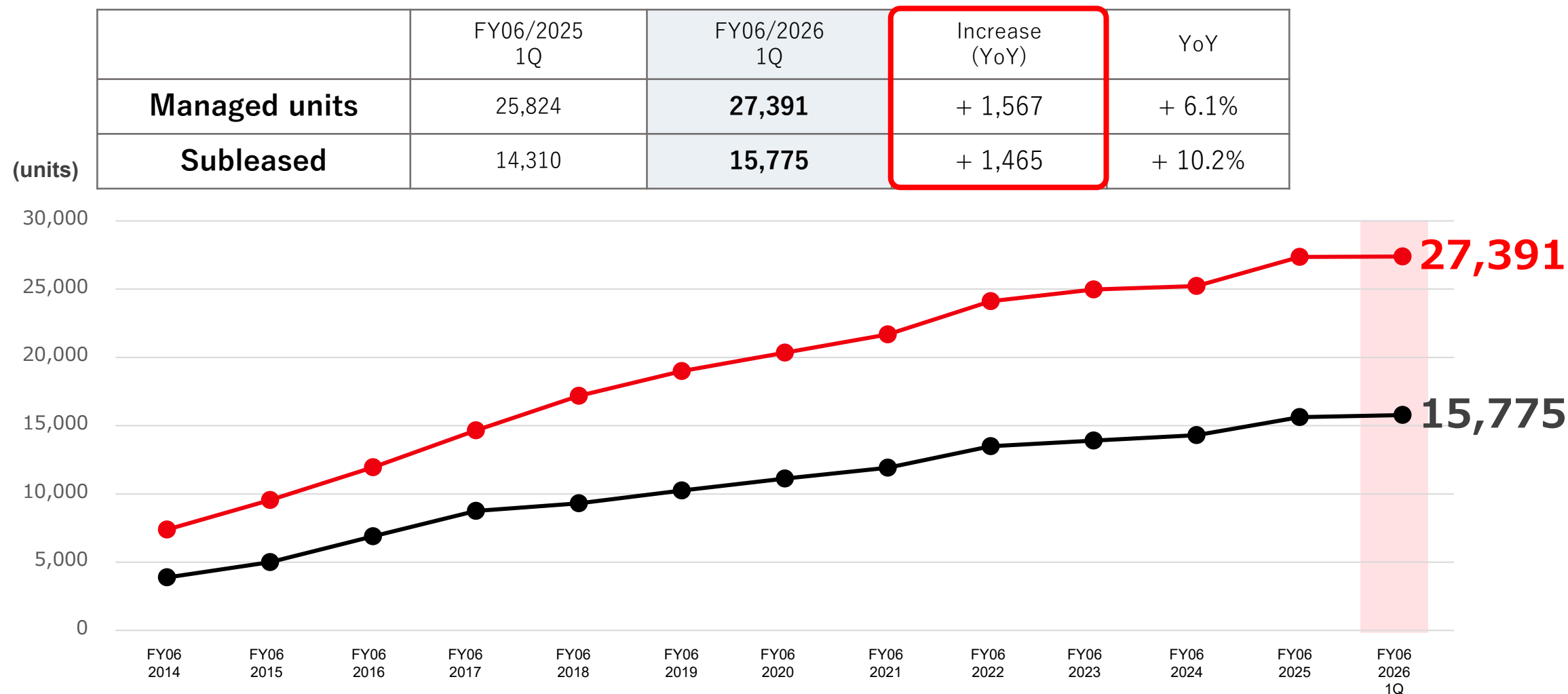
- Even though managed units increased, occupancy rate still stays at as high as 98.0%
- “AMBITION Cloud” realized higher operational efficiency and productivity since launch
- Ongoing surpassing industry average (90.1% on the latest data)



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

# Number of Managed Units

- Managed units: 27,391 (↑ 1,567); Subleased: 15,775 (↑1,465)
- Aiming at reaching 30,000



# Statement of Income

- Revenue decreased YoY, but as planned
- Leasing DX Property Management Business: **Much higher earnings**
- Sales/Purchase DX Investment Business:  
**Construction works are scheduled to be completed in the 2nd half**

| (mil. yen)              | FY06/2025, 1Q | FY06/2026, 1Q | +/- %  | +/-amount |
|-------------------------|---------------|---------------|--------|-----------|
| Net sales               | 15,038        | 10,941        | -27.2% | -4,097    |
| Gross profit            | 3,172         | 2,127         | -33.0% | -1,045    |
| SG&A expenses           | 1,577         | 1,666         | +5.6%  | + 88      |
| Operating profit        | 1,594         | 460           | -71.1% | -1,134    |
| Ordinary profit         | 1,510         | 332           | -78.0% | -1,178    |
| Net profit before taxes | 1,494         | 332           | -77.7% | -1,161    |
| Net profit              | 947           | 211           | -77.7% | -736      |

# Balance Sheet

- Procurement of real estate for sale ran smoothly
- Lead time up to sales could be shortened maintaining high level of inventory turnover rate

| (mil. yen)                              | FY06/2025     | FY06/2026, 1Q | +/-amount    |
|---|---------------|---------------|--------------|
| <b>Current assets</b>                   | <b>30,255</b> | <b>30,746</b> | <b>491</b>   |
| Real estate for sale                    | 14,147        | 16,513        | 2,365        |
| Real estate for sale in process         | 6,054         | 5,989         | -65          |
| <b>Non-current assets</b>               | <b>9,052</b>  | <b>10,828</b> | <b>1,775</b> |
| <b>Total assets</b>                     | <b>39,308</b> | <b>41,575</b> | <b>2,267</b> |
| <b>Current liabilities</b>              | <b>16,662</b> | <b>17,196</b> | <b>533</b>   |
| <b>Non-current liabilities</b>          | <b>14,282</b> | <b>16,559</b> | <b>2,276</b> |
| <b>Net assets</b>                       | <b>8,362</b>  | <b>7,819</b>  | <b>-543</b>  |
| <b>Total liabilities and net assets</b> | <b>39,308</b> | <b>41,575</b> | <b>2,267</b> |

• Procurement of real estate for sale ran smoothly

• Commodification of real estate for sale in process proceeded smoothly

# Financial Results Overview (by segment)

# Segments

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

|                   |  |   |
|-------------------|--|---|
| Leasing DX        | Property Management  | <ul style="list-style-type: none"> <li>• Builds up stable business foundation with subleasing business and leasing management business for residential properties</li> <li>• “AMBITION Cloud”, our original management system for leased properties, drives higher operational efficiency and productivity</li> <li>• Interior works (FRIEND WORKS)</li> </ul>  |
|                   | Leasing Brokerage  | <ul style="list-style-type: none"> <li>• Brokerage business for leased properties, mainly those managed by the Company</li> <li>• High leasing ability of this segment contributes to the high occupancy rates maintained by the Property Management Business</li> </ul>  |
| Sales/Purchase DX | Investment   | <ul style="list-style-type: none"> <li>• Investment Division of the Company: By means of its ability to purchase properties from diverse routes, rolls out purchase/resale and sales after renovation of condominiums with emphasis on location</li> <li>• VERITAS INVESTMENT (subsidiary): Develops its business around selling self-developed &amp; newly-built studio apartments for investment</li> </ul>   |
| Other             | Real Estate DX<br>Small Amount & Short Term Insurance<br>Utilities<br>Incubation | <ul style="list-style-type: none"> <li>• Real Estate DX Business (AMBITION) / Overseas Systems Business (AMBITION VIETNAM) / System Development Business (LiVrA)</li> <li>• Small Amount &amp; Short Term Insurance Business (HOPE)</li> <li>• Utilities Business (DRAFT)</li> <li>• 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</li> </ul> |

# 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: 4,743 mil. yen**

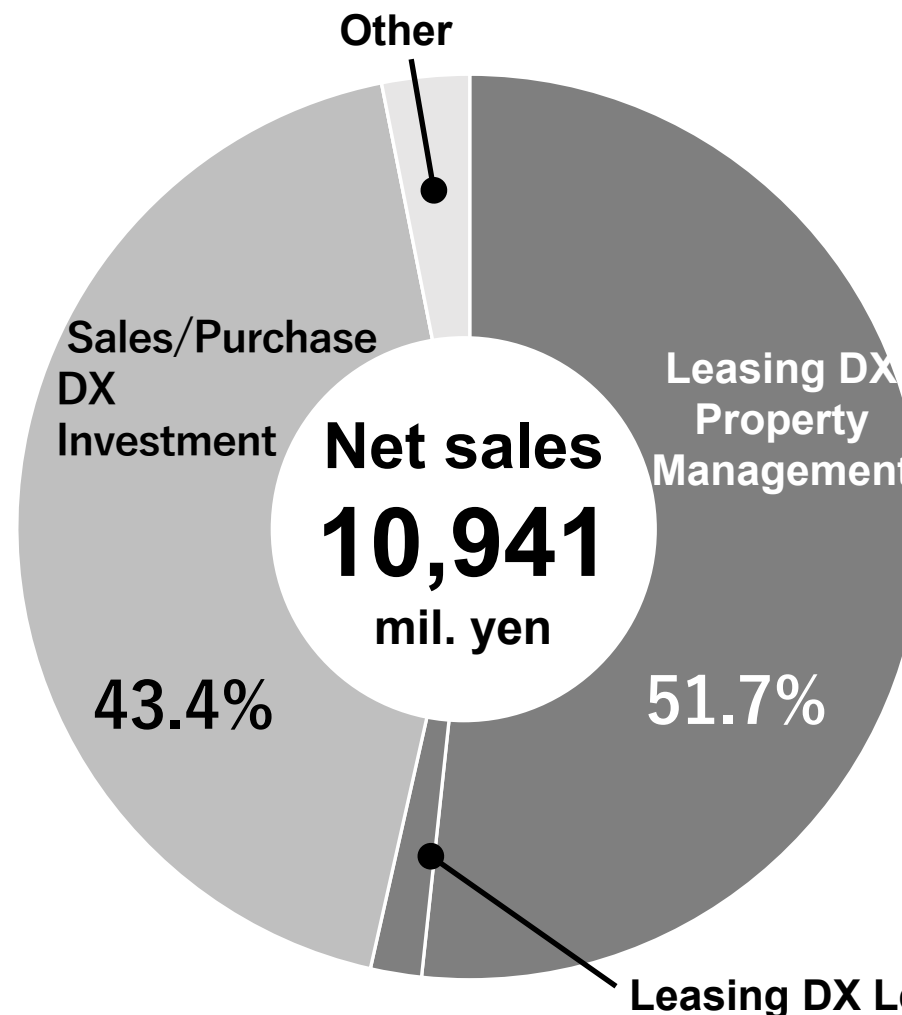
**43.4%**

**stock-type**

**Leasing DX Property  
Management**

**Net sales: 5,656 mil. yen**

**51.7%**



# Leasing DX Property Management Business

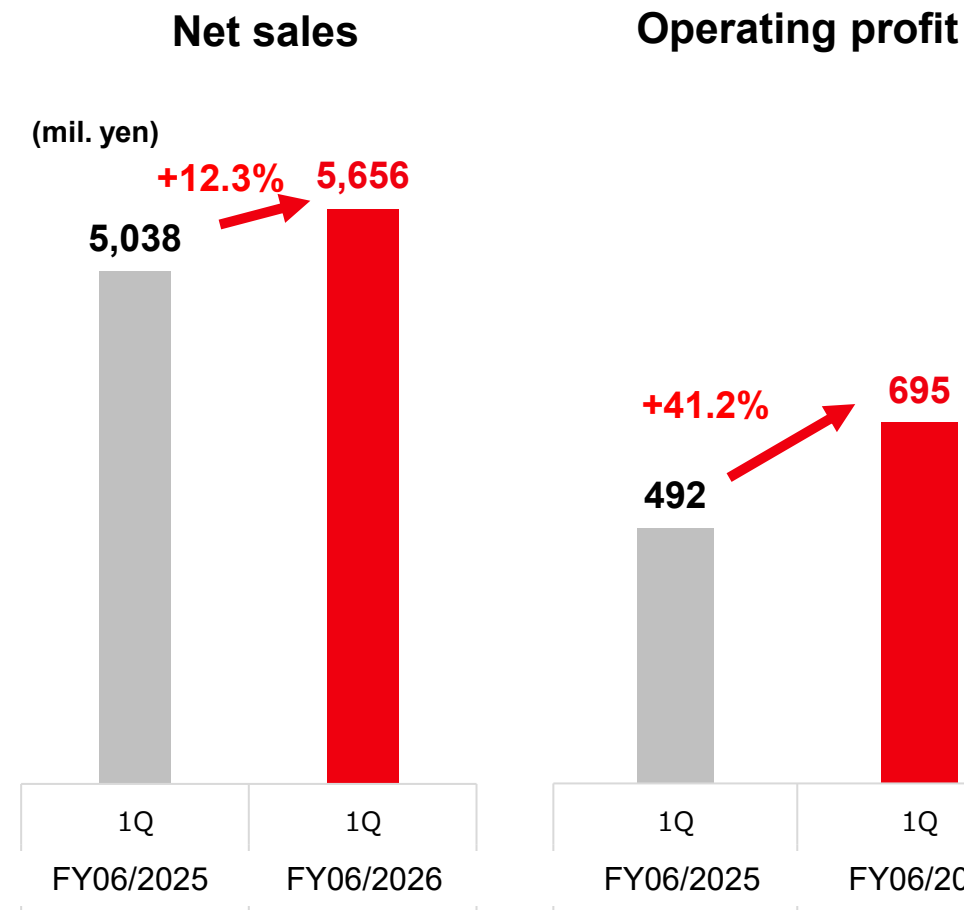
## Record-high revenue (in 1Q)

- Managed units increased favorably
- DX promotion measures realized high levels of occupancy rate and profit

| (mil. yen)       | FY06/2025<br>1Q | FY06/2026<br>1Q | +/- %   | +/-amount |
|------------------|-----------------|-----------------|---------|-----------|
| Net sales        | 5,038           | 5,656           | ↑ 12.3% | ↑ 618     |
| Operating profit | 492             | 695             | ↑ 41.2% | ↑ 203     |

### (factors)

- AMBITION Cloud helped DX promotion which contributed to higher productivity
- Increase in managed units  
**Managed units: 27,391 (+1,567); Subleased: 15,775 (+1,465)**
- High occupancy rate  
**Occupancy rate: 98.0%** (industry average: 90.1%)
- Sublease contracts maintained steady growth
- 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



**PREMIUM CUBE Mita**

**NEW** Since May 2010, 47 units



**PREMIUM CUBE G Kitashinjuku DEUX**

**NEW** Since Feb. 2021, 50 units



**PREMIUM CUBE Musashikoyama**

**NEW** Since Feb. 2023, 36 units



**PREMIUM CUBE Kaminoge #mo**

**NEW** Since Feb. 2022, 59 units



**PREMIUM CUBE G Shibuya Jinnan**

**NEW** Since Jan. 2015, 44 units

# Leasing DX Leasing Brokerage Business

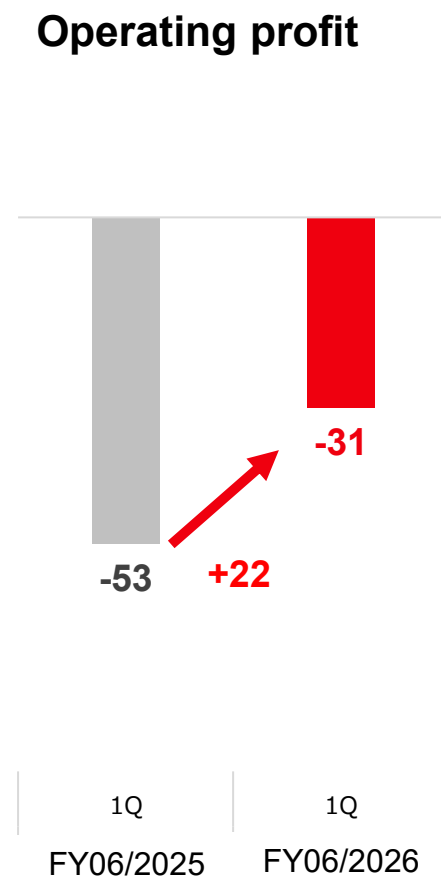
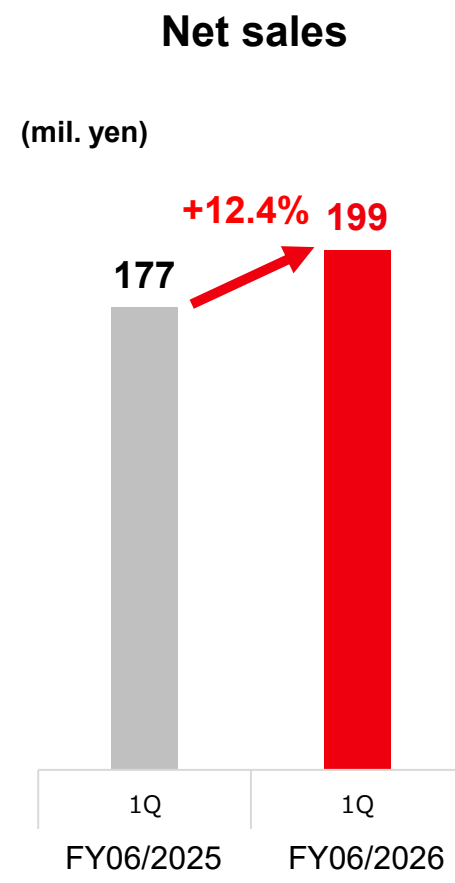
**Both sales and profit remained flat YoY**

- Contracts increased by utilizing our original DX product “RAC-TECH”
- DX promotion helped improvement in earnings structure

| (mil. yen)       | FY06/2025<br>1Q | FY06/2026<br>1Q | +/- %   | +/-amount |
|------------------|-----------------|-----------------|---------|-----------|
| Net sales        | 177             | 199             | ↑ 12.4% | ↑ 21      |
| Operating profit | -53             | -31             | N/A     | ↑ 22      |

## (factors)

- Net sales (adjusted for internal transaction) slightly decreased; Operating profit remained flat YoY
- This segment greatly contributed to leasing ability of Renal DX Property Management Business
- Leased properties in areas around Tokyo are brokered
- 15 shops: 6 in Tokyo, 8 in Kanagawa Pref., 1 in Saitama Pref.



# Sales/Purchase DX Investment Business

## As planned

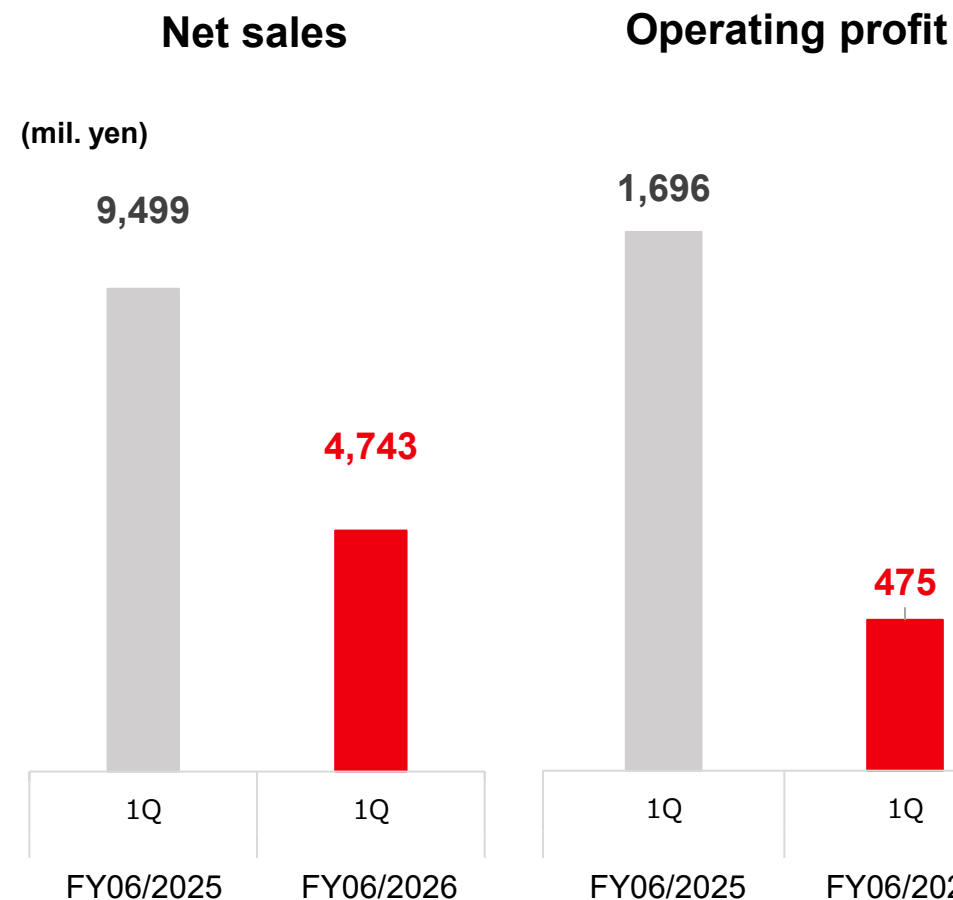
- Purchase of properties with high added values in Tokyo and metropolitan area
- Construction of new investment condominiums and sales strategies for purchase/resale business proceeded as planned

| (mil. yen)       | FY06/2025<br>1Q | FY06/2026<br>1Q | +/- %  | +/-amount |
|------------------|-----------------|-----------------|--------|-----------|
| Net sales        | 9,499           | 4,743           | -50.1% | -4,756    |
| Operating profit | 1,696           | 475             | -72.0% | -1,221    |

### (factors)

- Completion and sales of properties are expected to concentrate in the 2nd half
- Sales strategies proceeded smoothly
  - Purchase of properties with high added values in Tokyo and metropolitan area
  - Sales of properties of high unit price increased
    - Gross profit increased (per property)

Units sold (1Q): 64 (-72 YoY)



# 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**

# Other Business

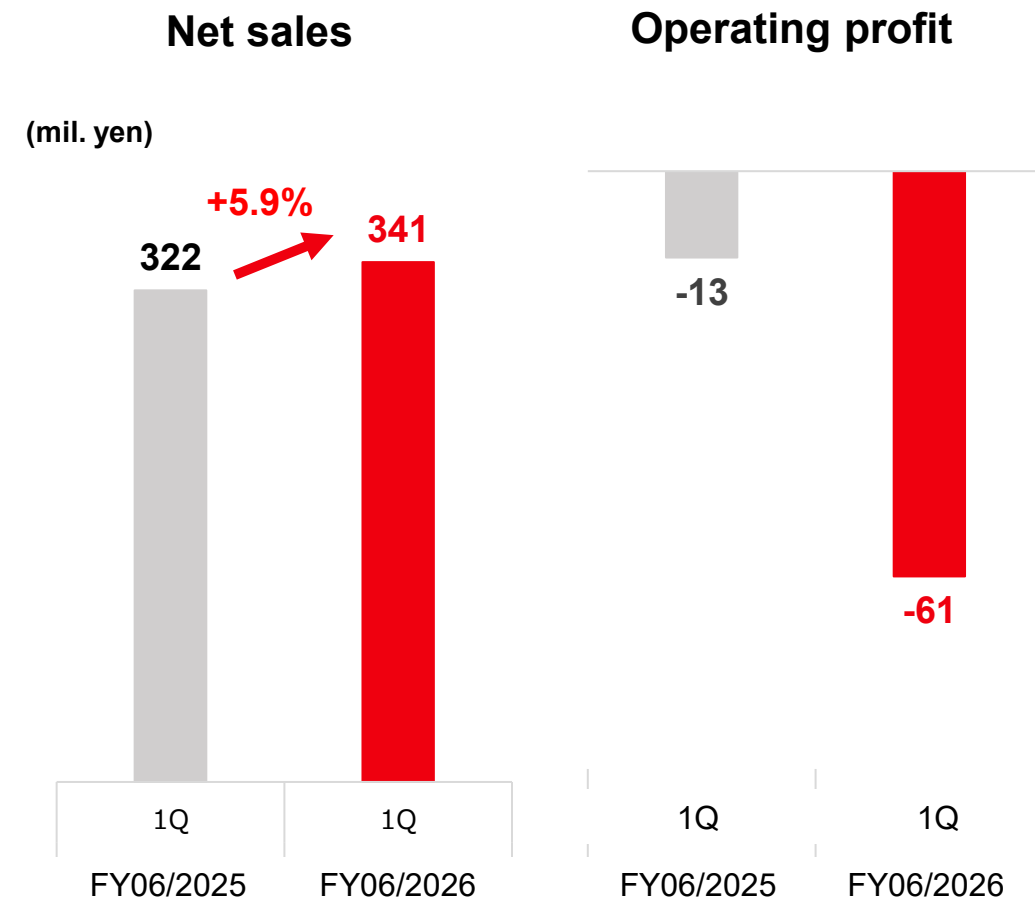
## Higher revenues but Lower earnings

- Higher Net sales
- In addition to Small Amount & Short Term Insurance Business, Utilities Business also contributed to revenues

| (mil. yen)       | FY06/2025<br>1Q | FY06/2026<br>1Q | +/- %  | +/-amount |
|------------------|-----------------|-----------------|--------|-----------|
| Net sales        | 322             | 341             | ↑ 5.9% | ↑ 19      |
| Operating profit | -13             | -61             | N/A    | -47       |

### (factors)

- 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
- DRAFT (Utilities Business)  
Utilities business has smoothly obtained external customers, in addition to its synergy with Leasing DX
- Incubation Business subsegment move to 'Other Business' from this quarter  
Investees are 32 so far, and 6 of them have got listed



# Investees

- To date, 32 venture companies relating to DX have been invested, and **6 of them are currently listed** (as of Sep. 30, 2025)

## 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】

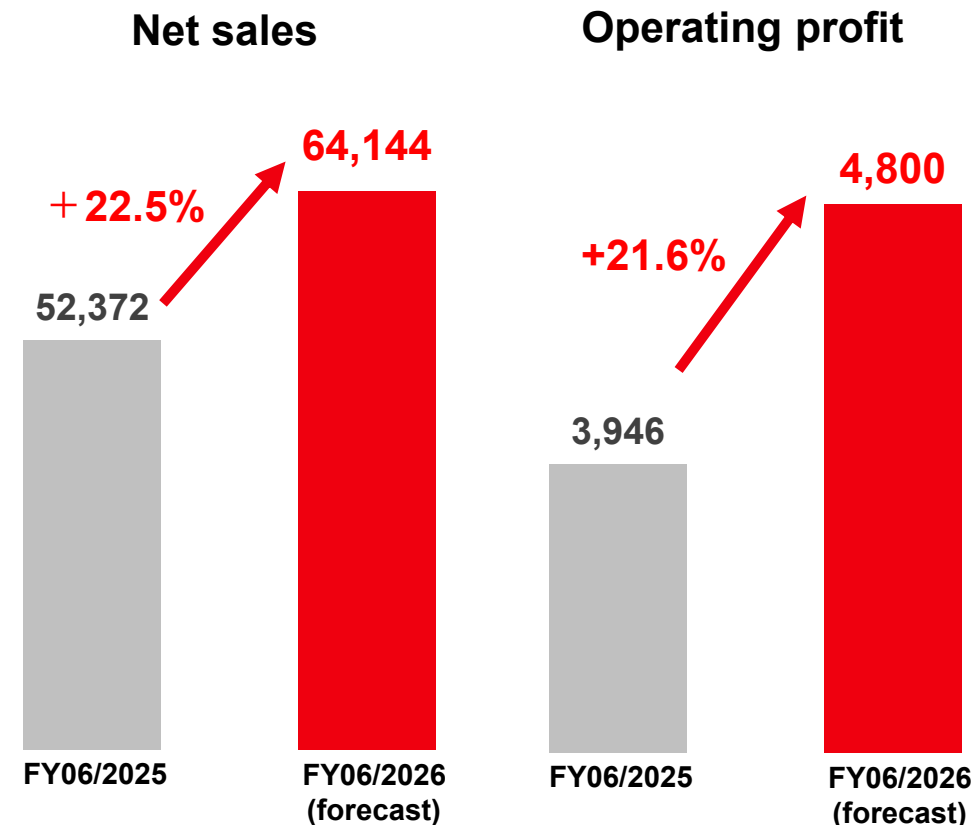
**Listed on Growth in Nov. 2023**

# 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<br>Actual | FY06/2026<br>Forecasts* | 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<br>to owners of parent | 2,350               | 2,776                   | ↑ 18.1% |

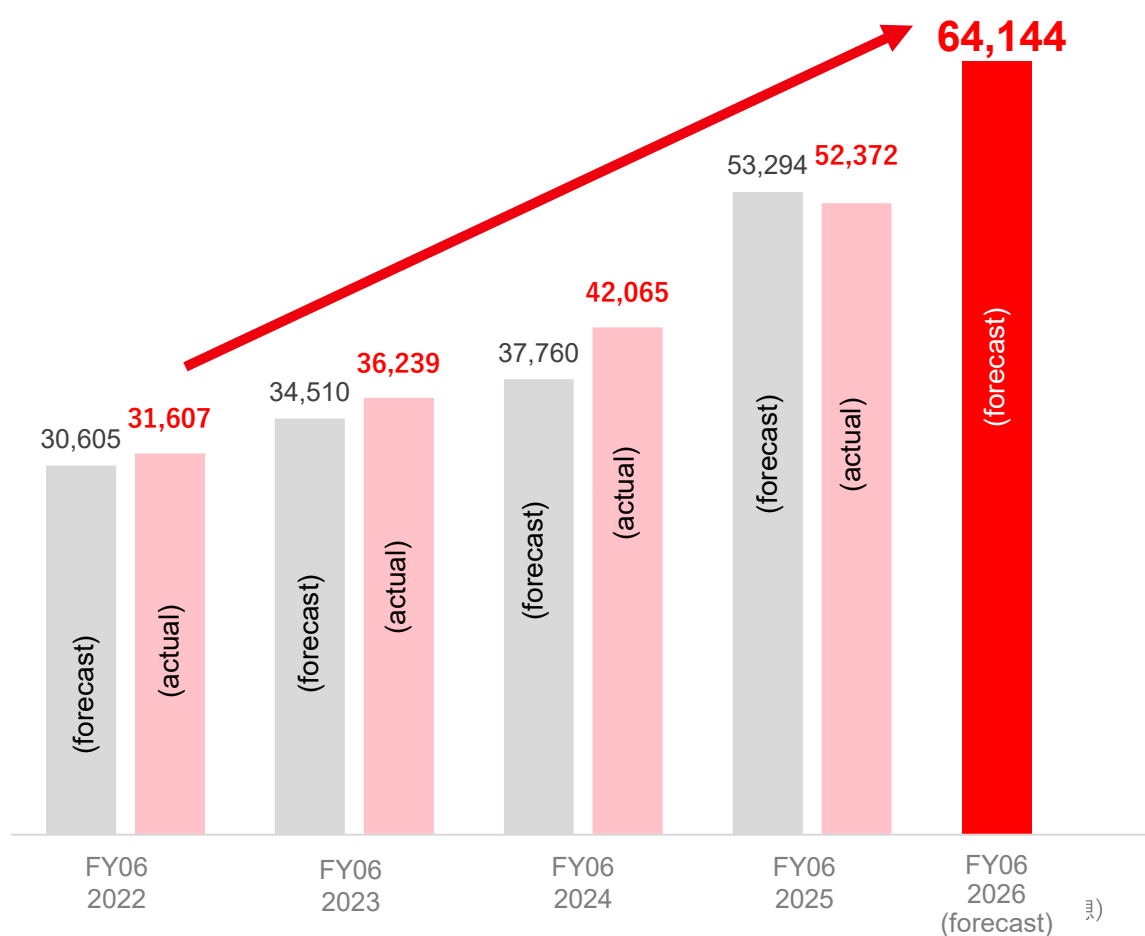


**Ongoingly better results surpassing mid-term management plan**

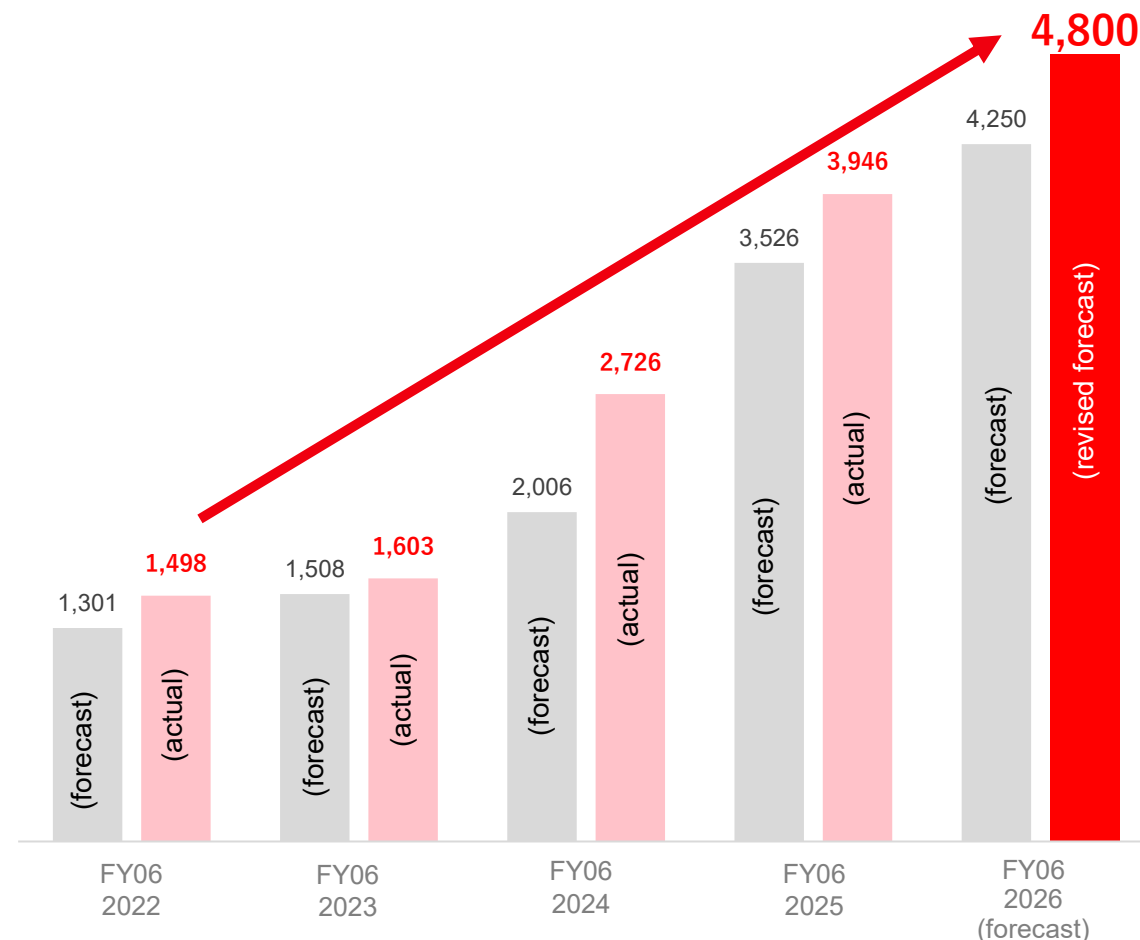
**This term, the next mid-term management plan  
(FY06/2027 - FY06/2029) is scheduled to be announced**

(mil. yen)

**Net sales**



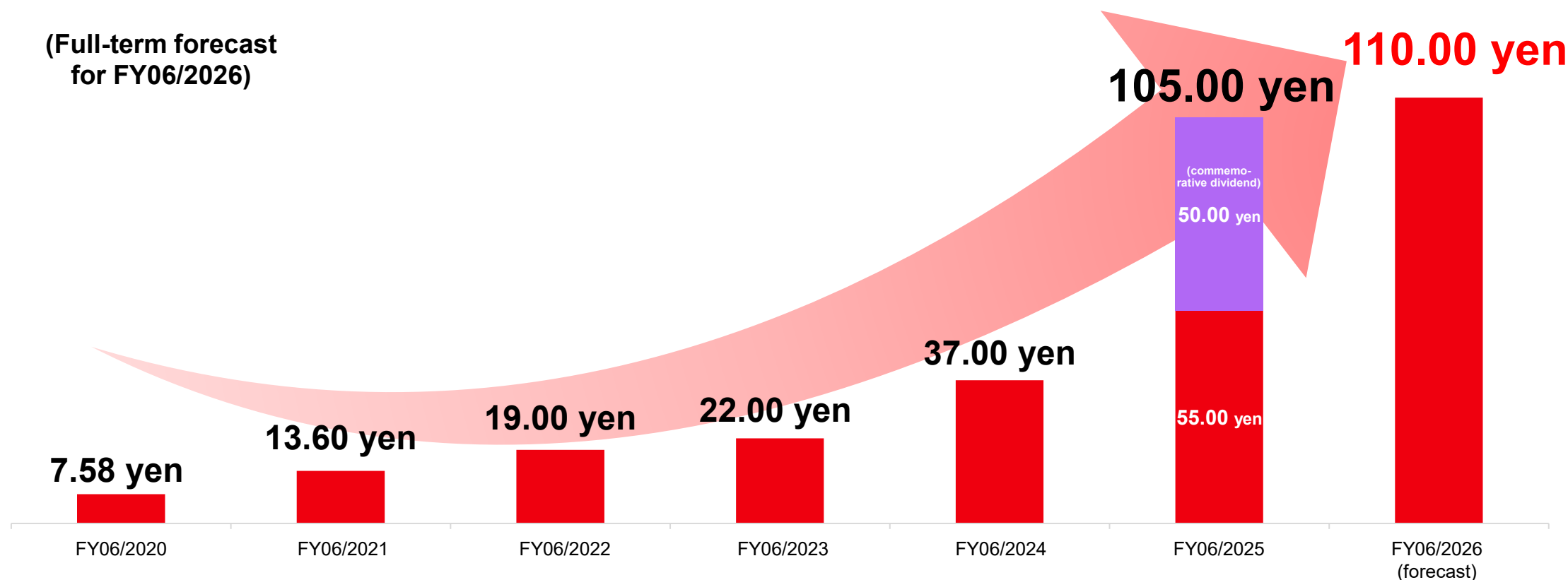
**Net sales**



# 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



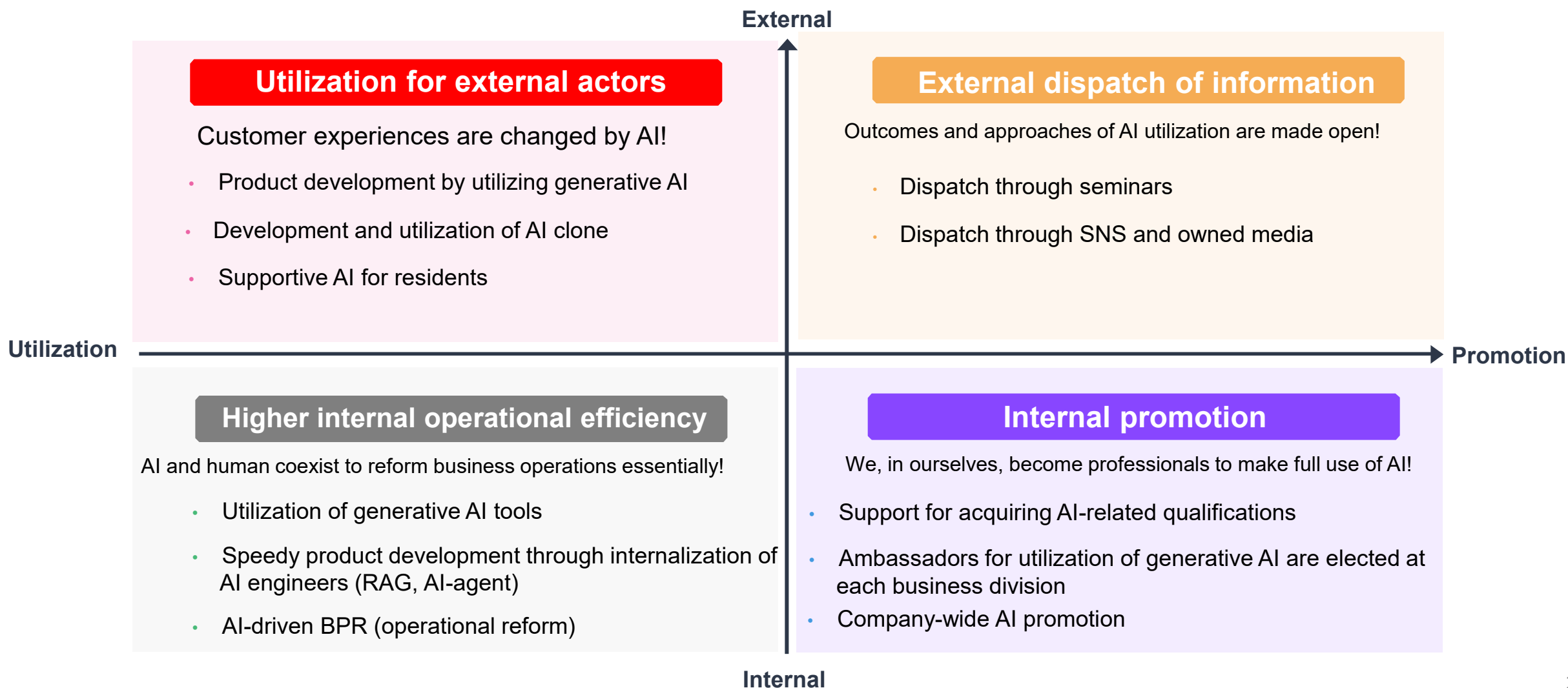
\* Dividend yield forecast is a trial calculation based on the closing stock price on August 1, 2025

# Measures for FY06/2026

| Segment                               | Measures   |
|---------------------------------------|--|
| <b>Leasing DX Property Management</b> | <ul style="list-style-type: none"> <li>• Build up premium services for inbound customers</li> <li>• Optimize business processes by utilizing DX</li> <li>• Expand business areas strategically</li> </ul>  |
| <b>Leasing DX Leasing Brokerage</b>   | <ul style="list-style-type: none"> <li>• Capture demands of corporate and inbound customers</li> <li>• Enhance DX services for residents</li> </ul>  |
| <b>Sales/Purchase DX Investment</b>   | <ul style="list-style-type: none"> <li>• Diversify sales channels and cultivate new investor segments</li> <li>• Compose new product scheme that contributes to asset formation</li> <li>• Increase number of sales/purchase brokerage transactions</li> </ul> |
| <b>Other</b>                          | <ul style="list-style-type: none"> <li>• Provide added values and establish stable revenue bases</li> <li>• Implement generative AI functions into DX platform/products</li> </ul>   |

# 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)



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

# Strength

## Straightforward workflow

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

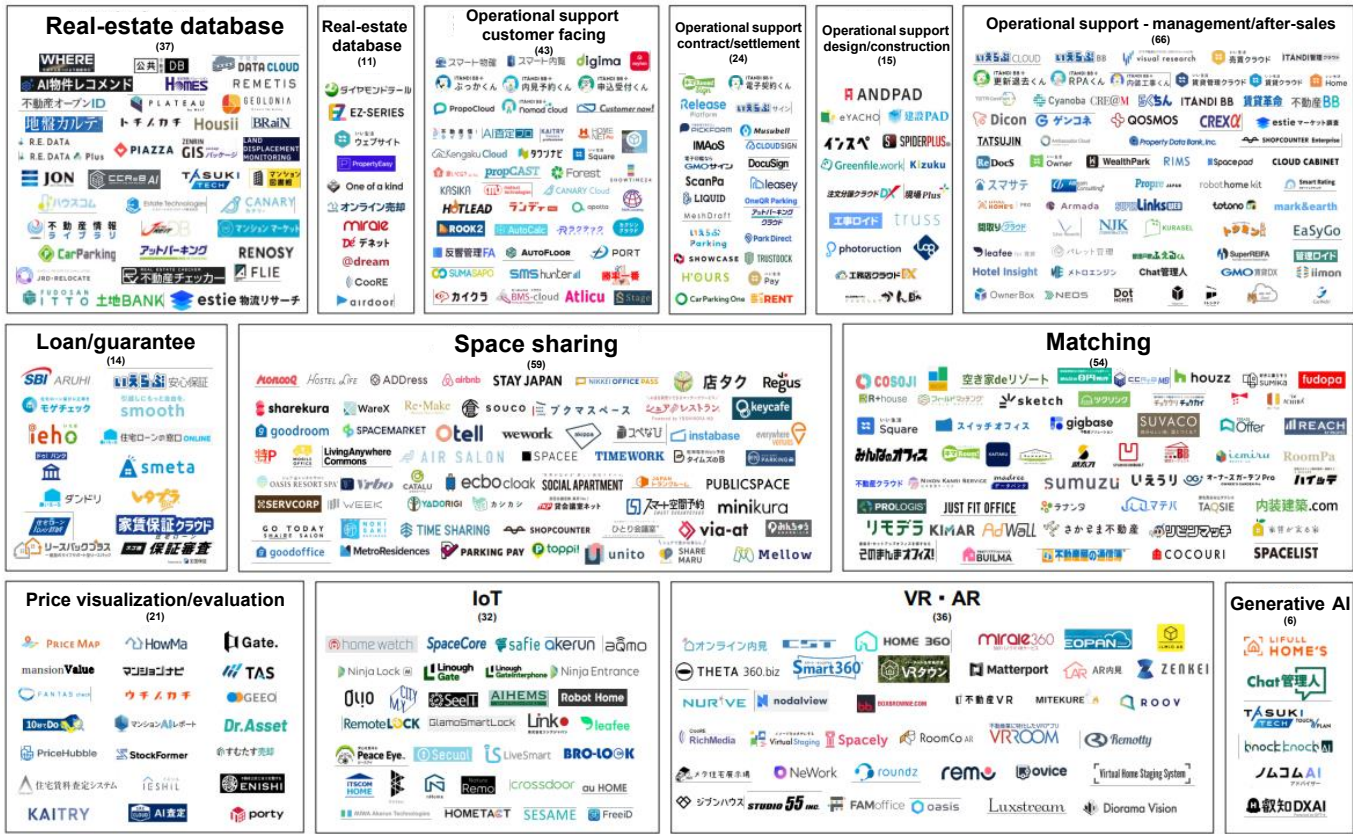
| Segment            | Category                 |                        | AMBITION DX | Leasing management company | Real estate brokerage company | Real estate development (Developer) | Real estate sales company | Purchase/Resale company | Relevant areas |
|--------------------|--------------------------|------------------------|-------------|----------------------------|-------------------------------|-------------------------------------|---------------------------|-------------------------|----------------|
| 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\*



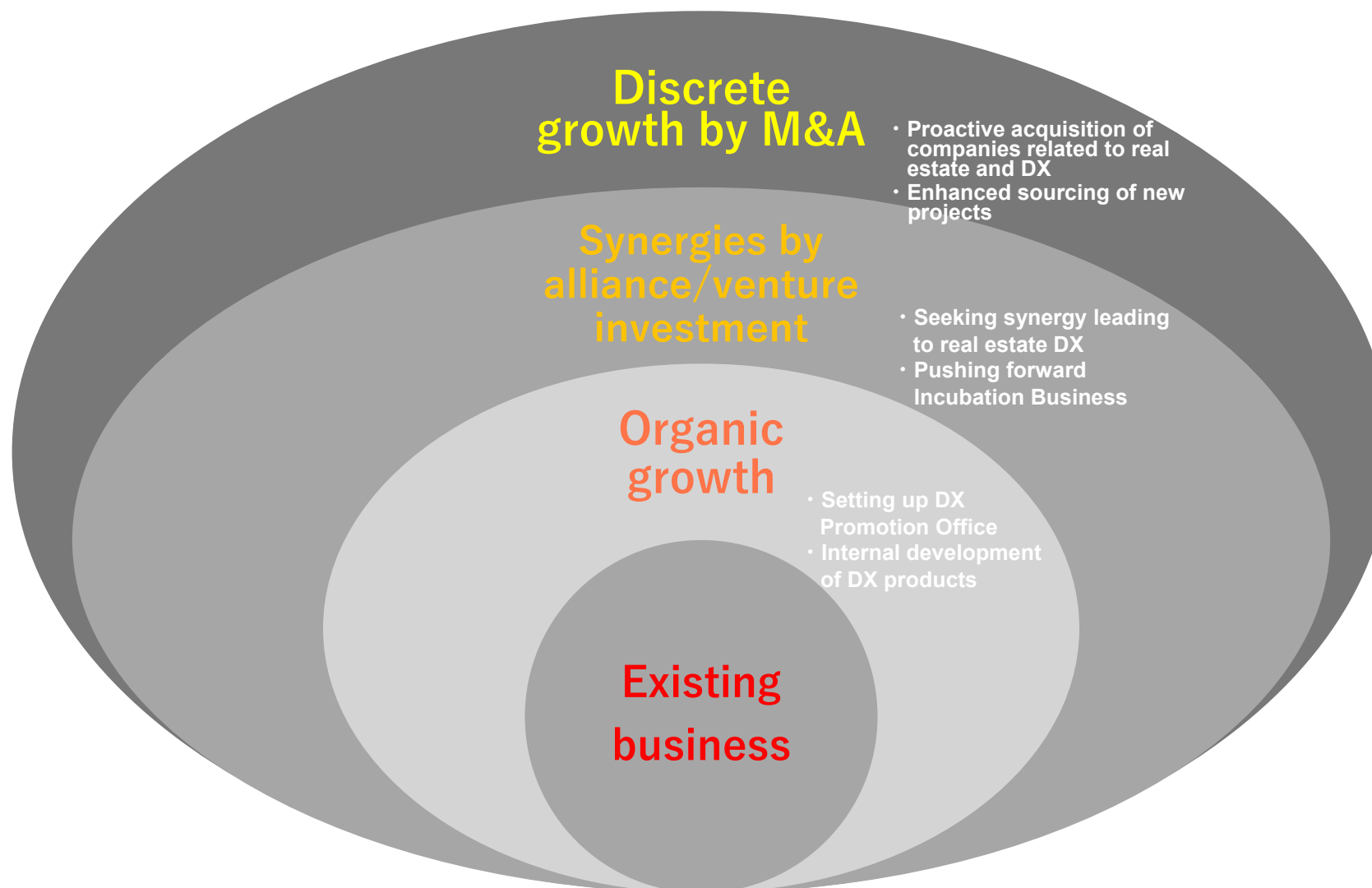
| Fields of real estate DX                     | Covered by AMBITION DX |
|--|------------------------|
| Real-estate database                         | ◎                      |
| Operational support (attracting guests)      | ◎                      |
| Operational support (customer facing)        | ◎                      |
| 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

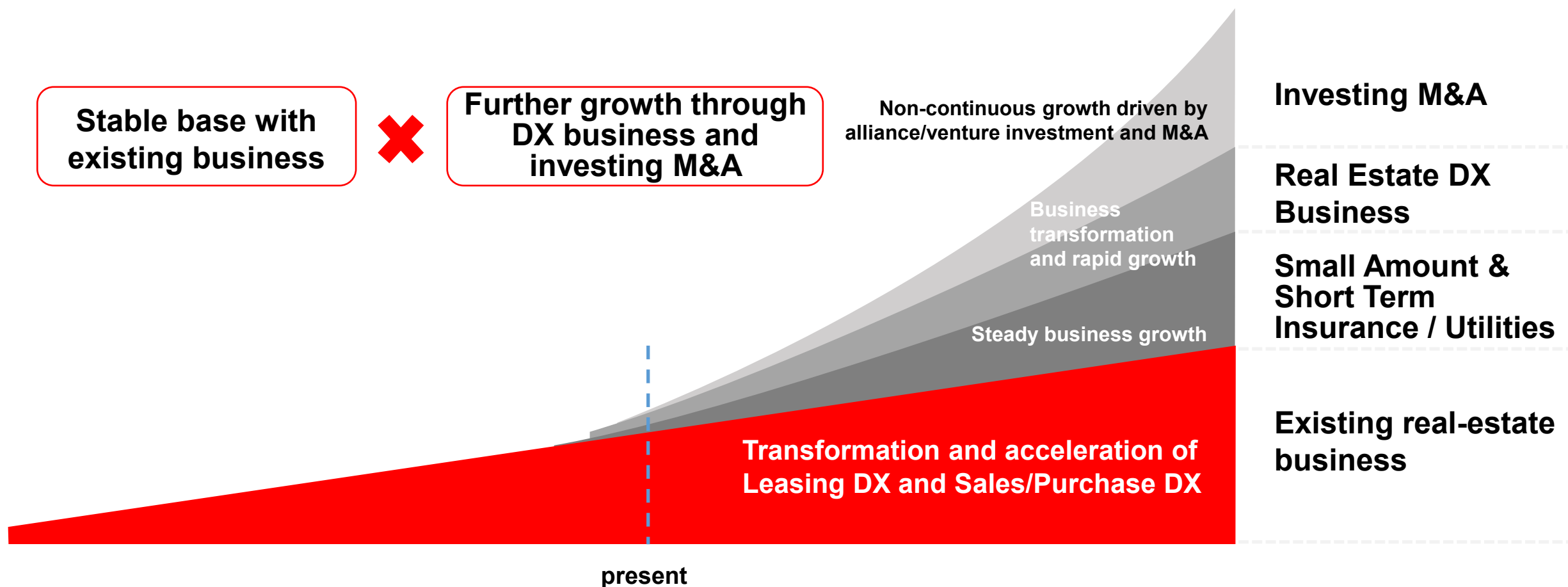
# Growth Strategies

- 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

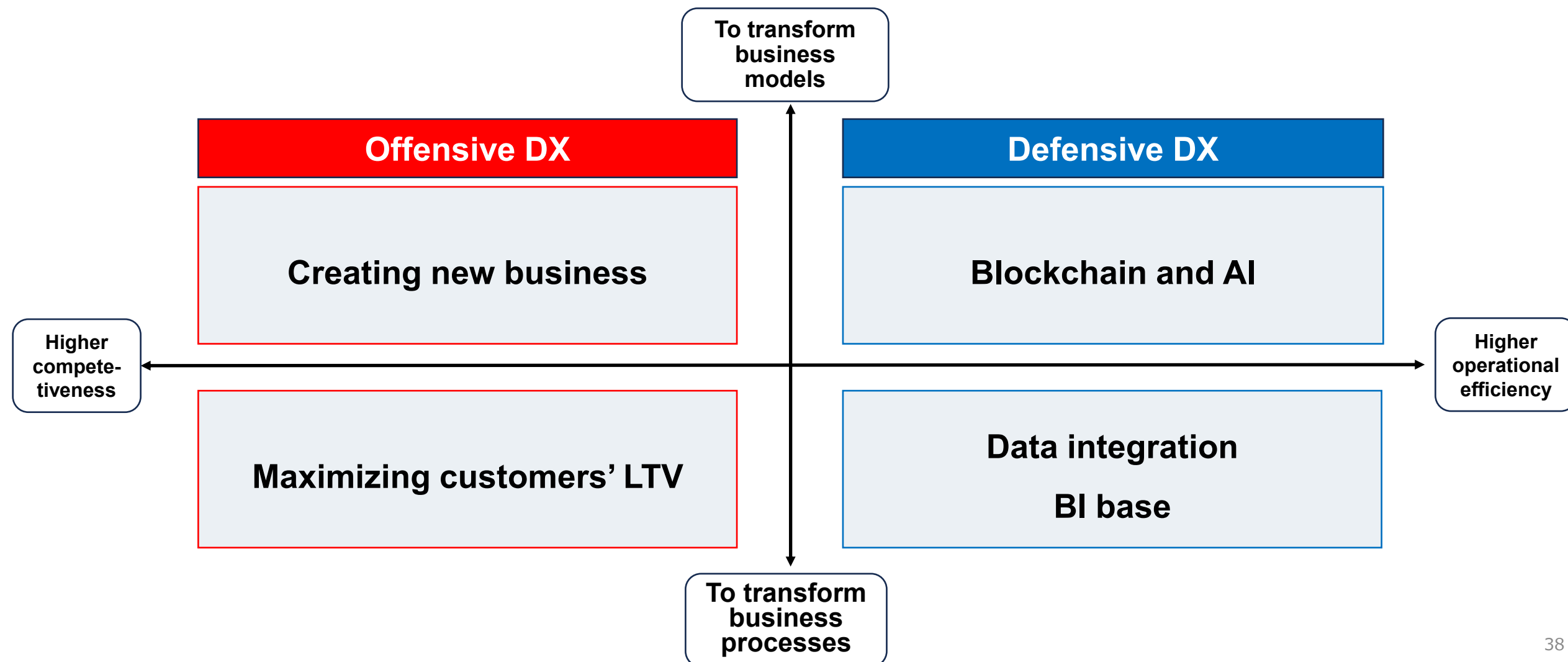
- Further growth is pursued through existing businesses, DX business, and investing M&A



# 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"> <li>• 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</li> </ul>  |
|              |                           | More value to existing businesses     | <ul style="list-style-type: none"> <li>• Process from room-finding to contracting is concluded online</li> <li>• Real-estate platform that fuses real and digital worlds together is constructed by building up a consortium linked with existing ecosystems</li> </ul>   |
|              | Maximizing customers' LTV | More values of data-driven services   | <ul style="list-style-type: none"> <li>• By utilizing data integration base CRM, services optimized for individual customers are offered</li> <li>• Through continuous digital communication with customers having any contact with us, they are reminded of us first concerning matters relating to real-estate</li> </ul> |
|              |                           | Data integration foundation           | <ul style="list-style-type: none"> <li>• CRM internalization of customer information obtained through brokerage and management</li> <li>• Developing data integration base (Ambition Core Platform) to build up BI structure and to visualize company management</li> </ul>   |

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

# DX Effects

- DX of real estate business operations **reduces** time to execute a contract by **about 70%**

## 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

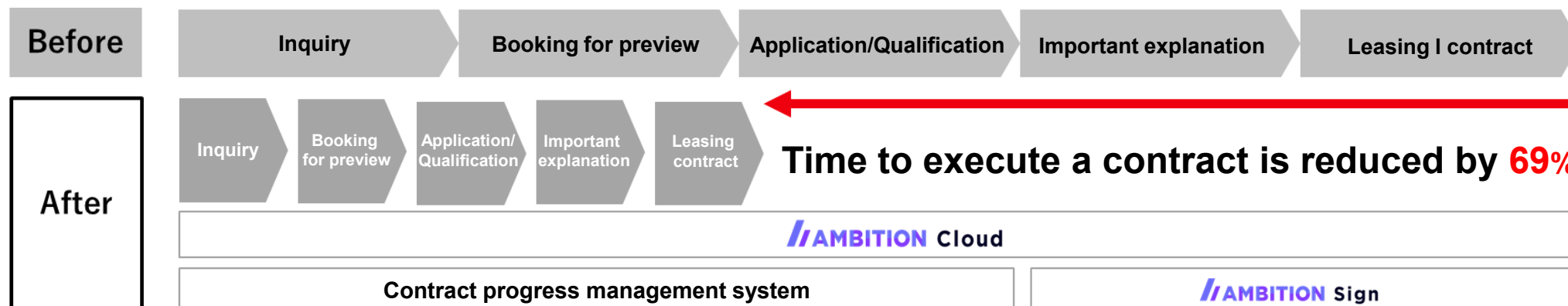
Reduced working time for handling each matter leads to improved productivity per employee

Occupancy rate surpasses  
industry average

**98.0%** (industry average)  
89.4%

Overall sales by Leasing DX sector:  
**21,152 mil. yen (FY06/2025)**

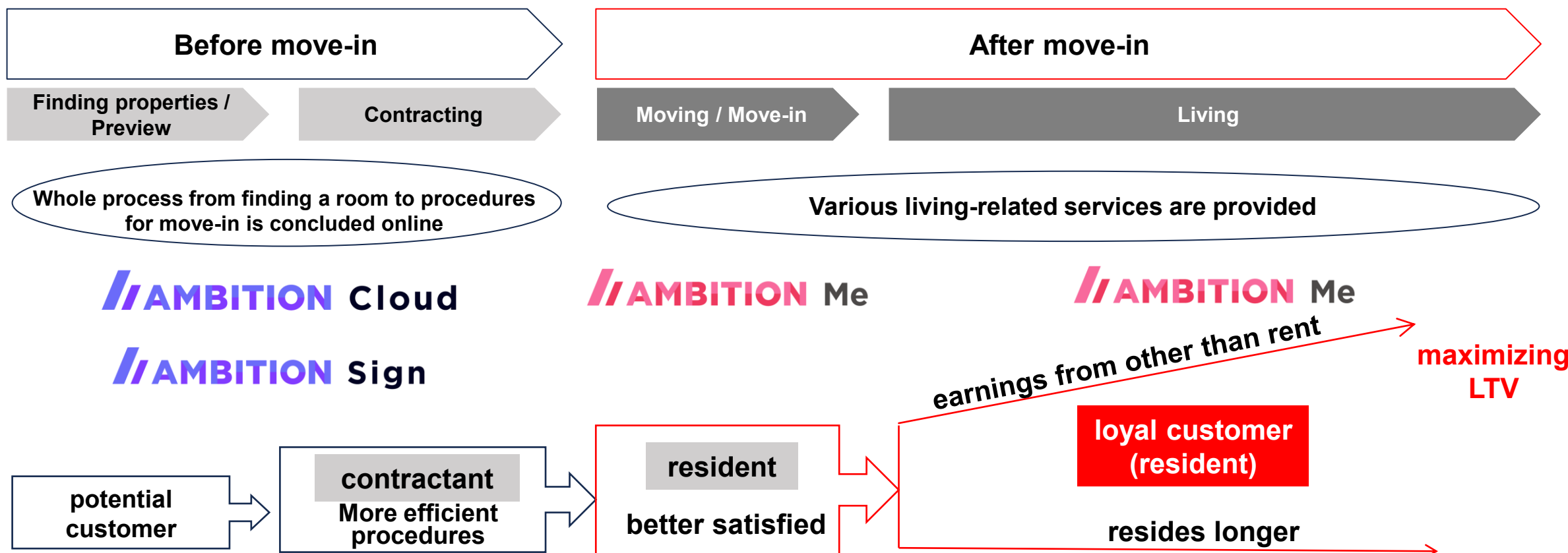
**+1,130 mil. yen YoY**



# DX for Residents

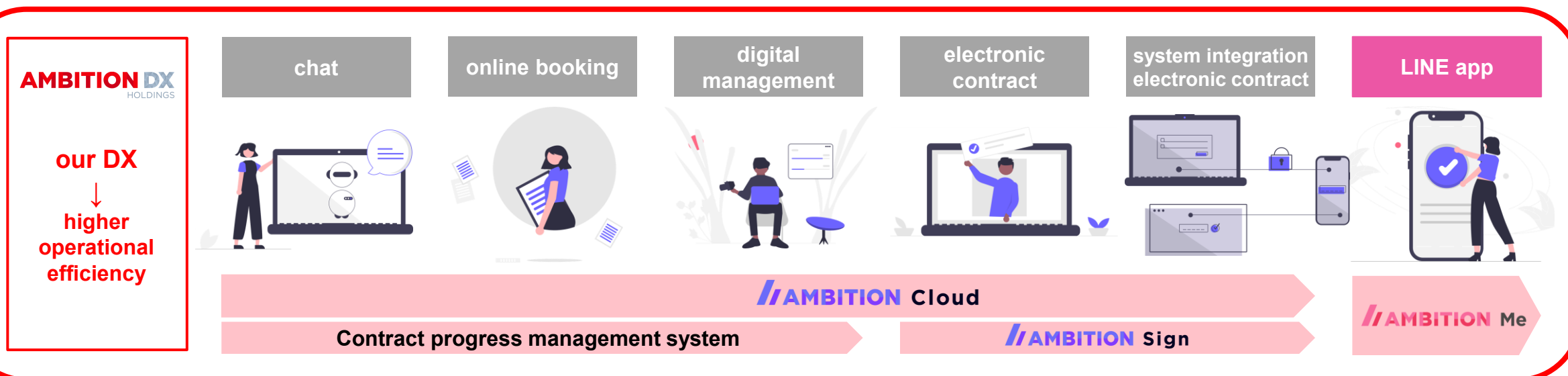
## Maximizing LTV (Lifetime Value) for customers

- 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

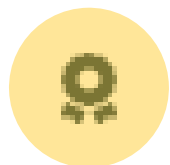
Man-hour for searching is reduced and business operations become more efficient



## 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

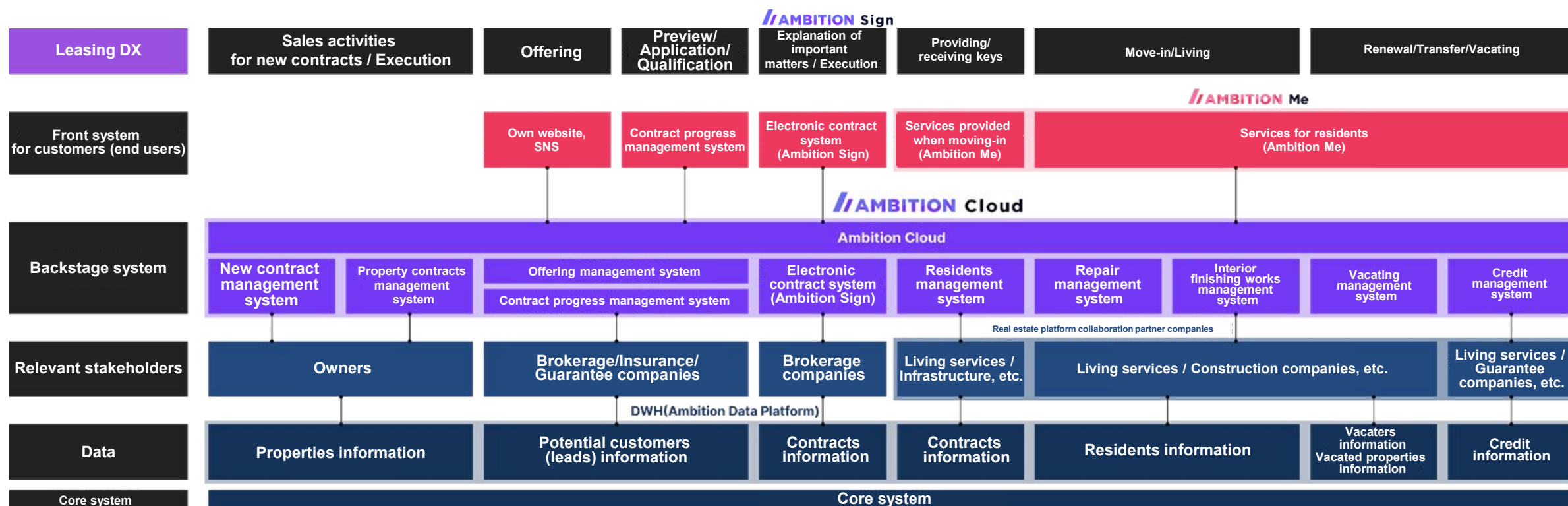


## Support for foreign staff

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

## // AMBITION Sign

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

## ラクテック RAC-TECH Auto-input

- **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 Me

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

# DX Product (AMBITION Cloud)

## AMBITION Flagship DX Model

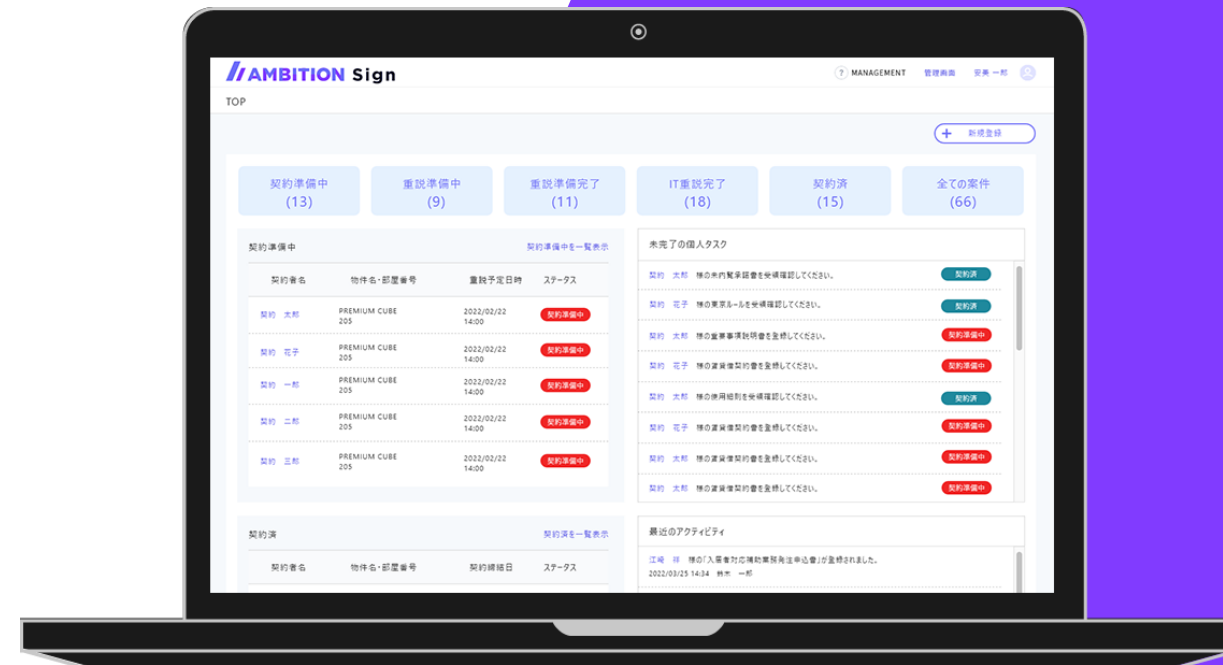


It carries out DX covering the entire leasing management operations, and realizes higher operational efficiency and productivity

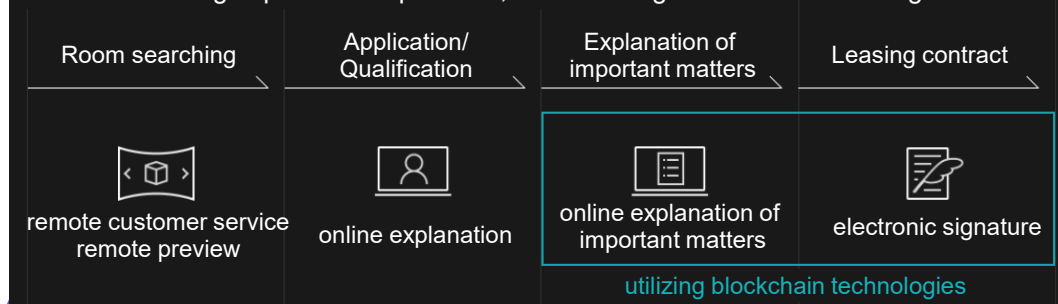
AMBITION Cloud is a service which digitally transforms (DX) every operation related to real-estate leasing management

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.



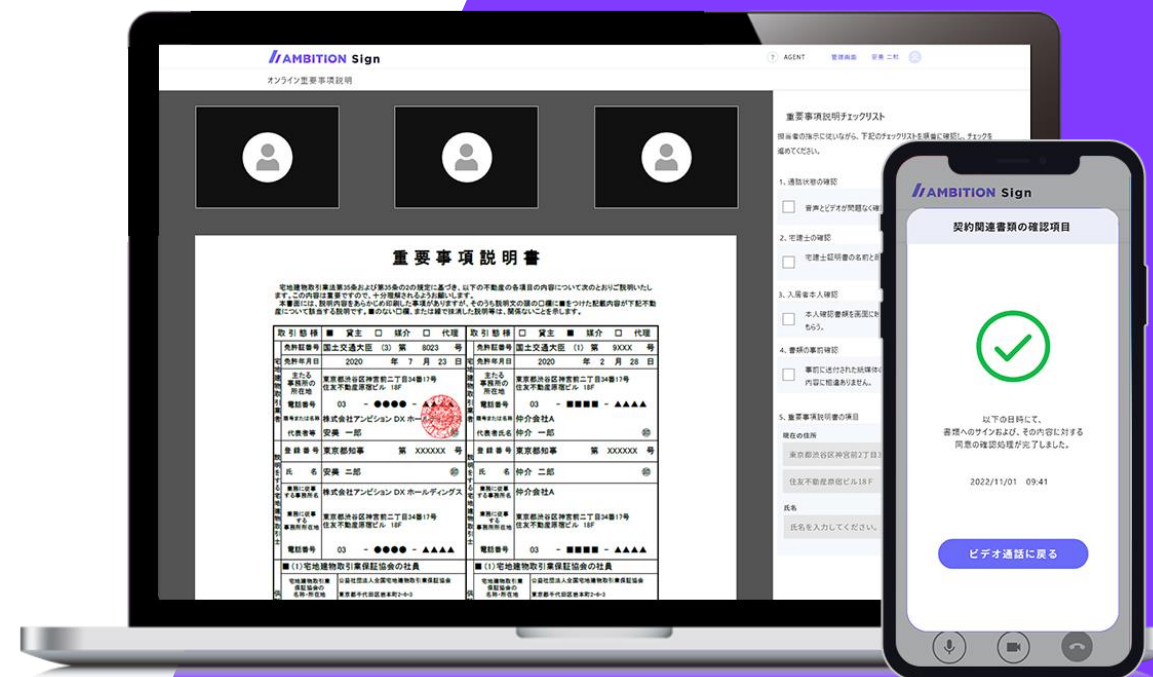
# DX Product (AMBITION Sign)

Electronic contracting system that utilizes blockchain technologies



**DX of contracting experience that realizes IT-enabled explanation of important matters and electronic signature through one-stop service**

- AMBITION Sign is one of the services which play central roles for AMBITION Cloud, and is a system that realized explanation of important matters and signing contracts done online, which were not feasible before, along with the relevant law amendment in 2021.
- Highly usable functions were realized, as an online video conference system specialized on explanation of important matters.
- Utilizing even blockchain technologies and ensuring high-level of security, customers' seamless experiences will be realized in the future, such as services for residents.



# DX Product (AMBITION Me)

It supports permanent relationship with residents



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

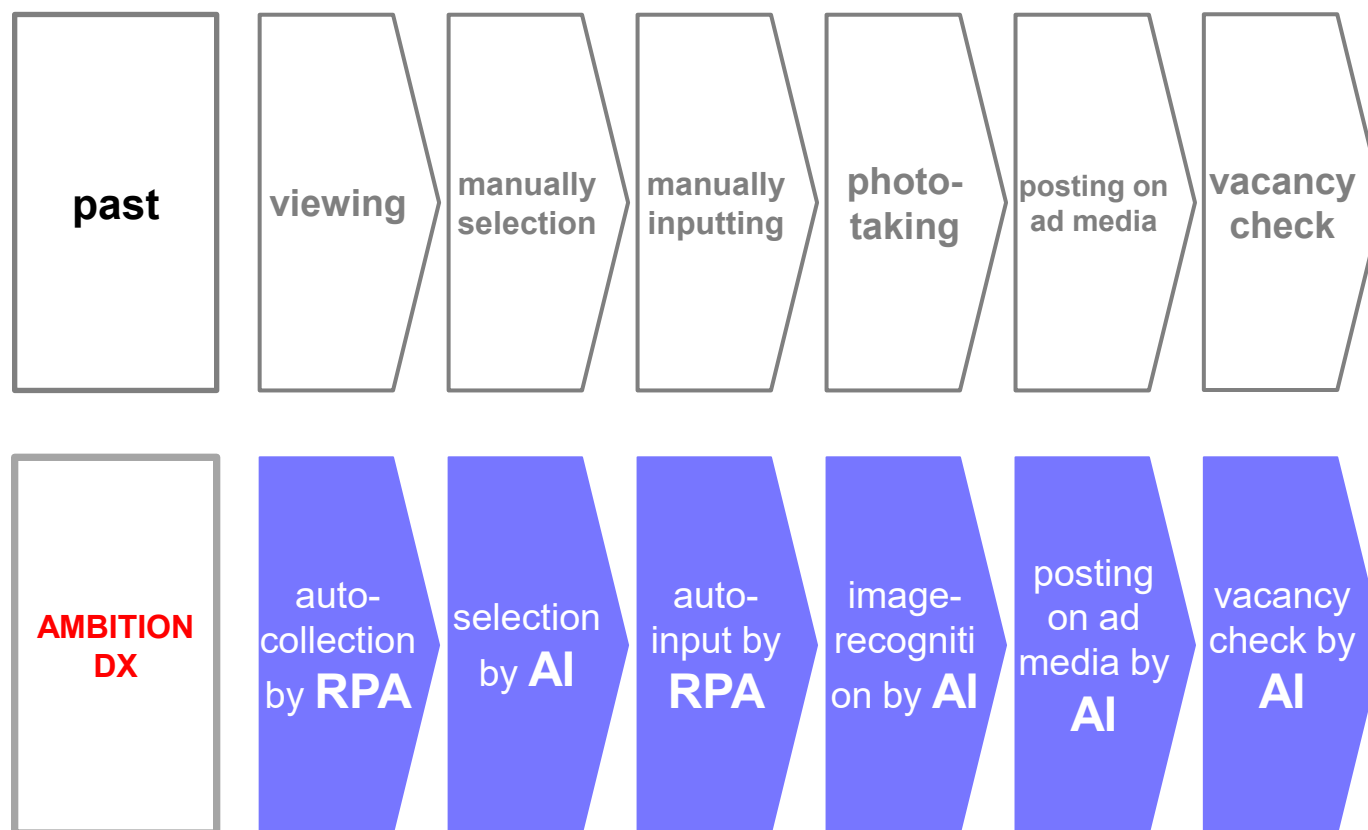
- Wide variety of services such as contract renewal, vacating, communication while living, utilities (electricity/gas/water), and insurance, are integrated into this all-in-one application. It is also a service that realizes improvement in residents' satisfaction and engagement, to lead to maximization 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)

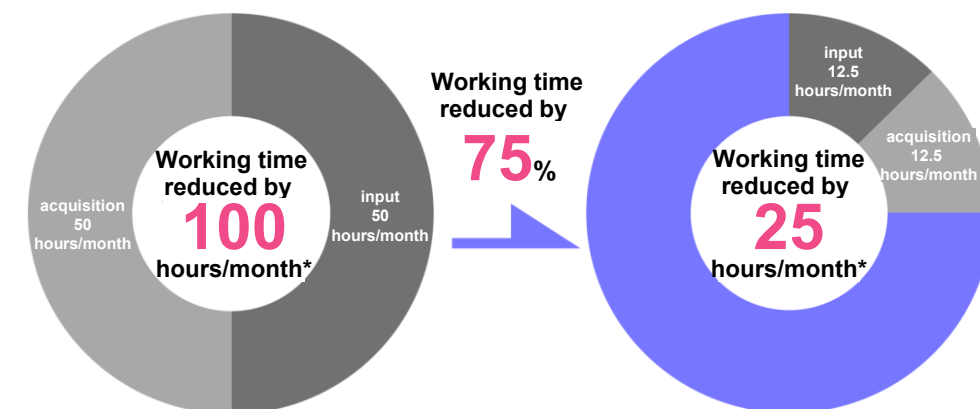
## AIxRPA tool “RAC-TECH” for Leasing DX

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

# ESG Efforts

# ESG (Goals)

- 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.

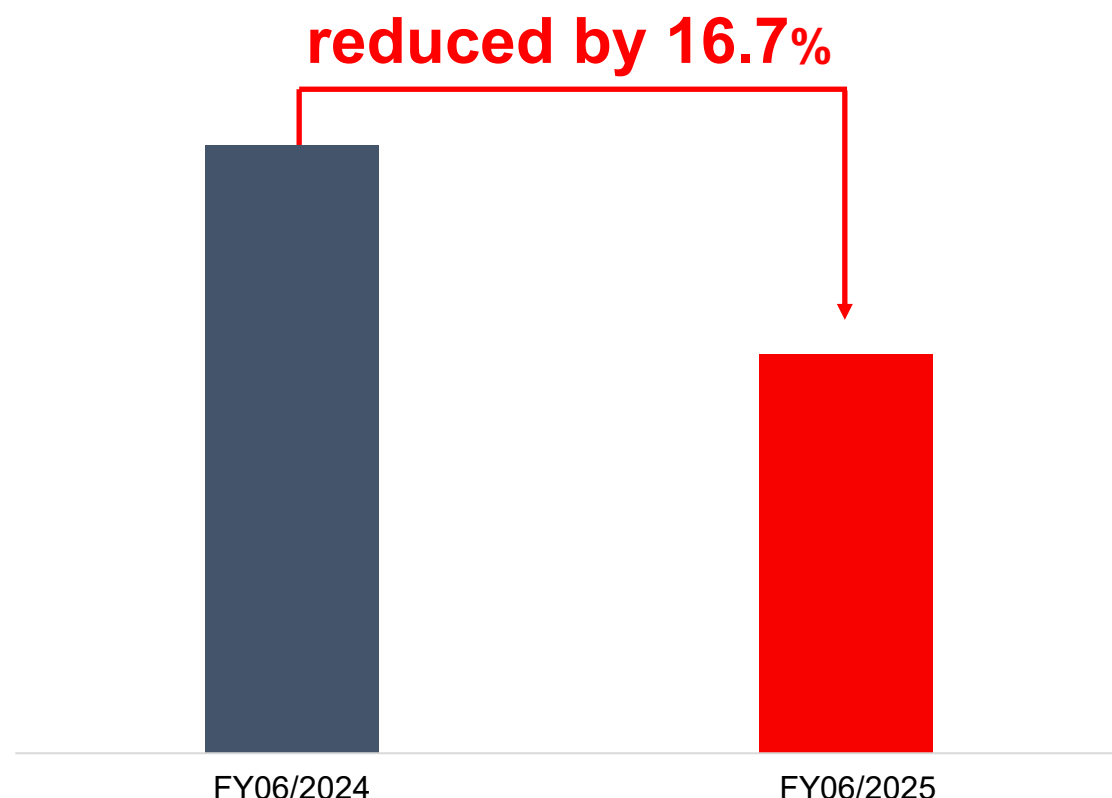
#### Human capital

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 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

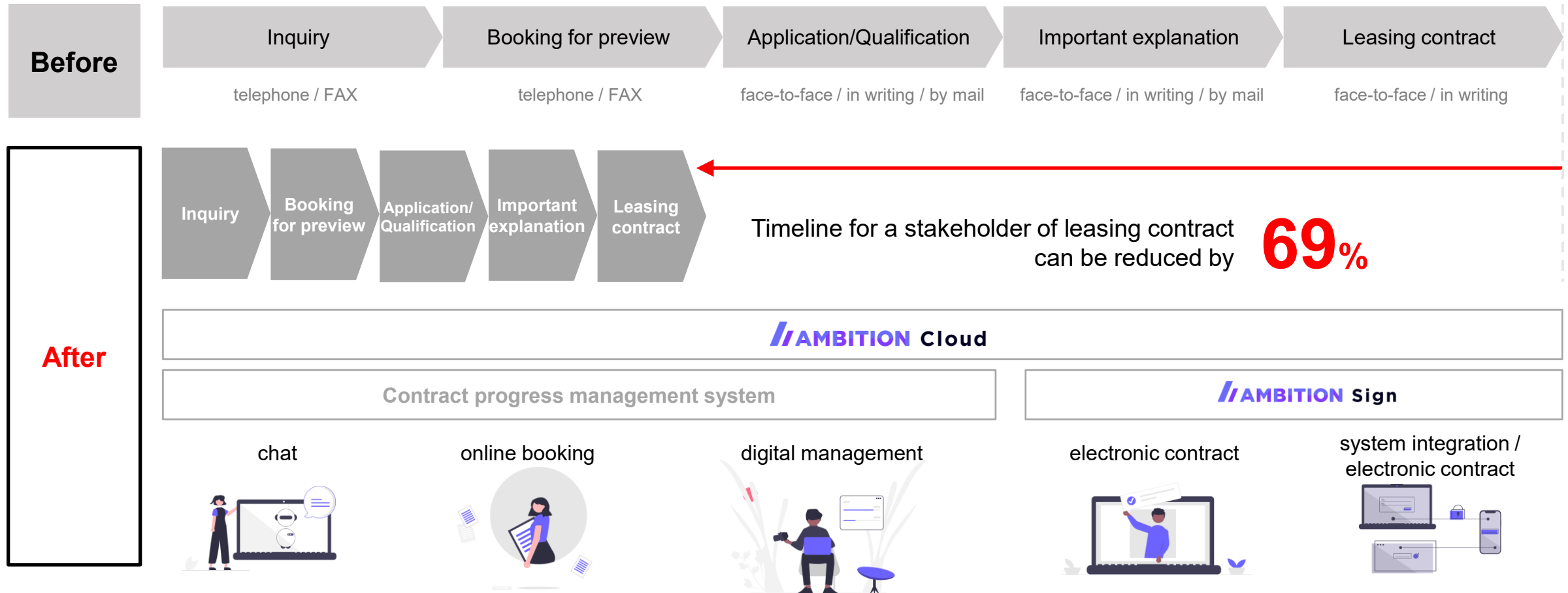
審査

契約締結

書類管理

# ESG (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.

# News

# News

## Utilizing AI-OCR realized automated invoice processing and achieved **99.6%** accuracy in contract data digitization

### Automated invoice processing and improved accuracy of item extraction from contract documents led to significant reduction in working time

By automating invoice processing, working time was reduced from about 5 hours to about 30 minutes,  
Also achieved over 99% accuracy in extracting values from contract documents, significantly reducing visual check work

AI and human coexist to reform business operations essentially!

Higher internal operational efficiency

#### AI-OCR example: Digitalized list of leasing contracts

| #    | 建物貸主 | 物件名     | 部屋番号 | 月額賃貸料  | 契約開始日   |
|------|------|---------|------|--------|---------|
| 150  |      | 東京都世田谷区 | 602  | 96,255 | 2010/2/ |
| 1180 |      | 新機      | 102  | 83,600 | 2018/9  |
| 1181 |      | 新機      | 103  | 83,600 | 2018/9  |
| 1188 |      | 新機      | 204  | 86,450 | 2018/9  |
| 1190 |      | 新機      | 205  | 86,450 | 2018/9  |
| 1191 |      | 新機      | 301  | 88,350 | 2018/9  |
| 1196 |      | 新機      | 302  | 87,400 | 2018/9  |
| 1197 |      | 新機      |      |        |         |

Each piece of contract information is extracted and entered into a spreadsheet-type list

- Effects**
- Values can be extracted with over 99% accuracy
  - Combination of AI-OCR and manual extraction will realize digitalizing information of **15,000** contracts in only 1.2 M/M

#### ■What is AI-OCR

AI-OCR (AI-Optical Character Recognition) is a technology that realized greater accuracy in character recognition by incorporating AI. Data can be extracted with high accuracy from hand-written documents which are difficult to be read by conventional OCR and from non-standard forms like invoices and contract documents produced in various formats, so working time for manual data entry and visual check can be significantly reduced, resulting in much higher operational efficiency.

#### ■Item extraction from contract documents

Conventional AI-OCR has faced challenges in extracting information from contract documents produced in various formats. However, our fine-tuning made it possible to handle such various formats and realized highly accurate digitalization. It also achieved extraction with over 99% accuracy, significantly reducing manual/visual check work.

#### ■Automation of invoice processing

New system has been introduced where AI reads an invoice and automatically organize/categorize necessary information. This system realized much higher efficiency in invoice processing previously carried out manually. By automating a series of operation from digitalizing invoices to integrating with expense processing system, conventional invoice processing work which used to take about 5 hours can be shorten substantially to about 30 minutes.

# News

## Introduction of “noiful”, a subscription service developed for leased residence ～“Rich lifestyle without owning” realized in collaboration with Panasonic～

### Subscription service for furniture and home appliances that allows “updating your lifestyle even after moving in”

“Free Choice Appliances Plan” covering wide range of big ones (e.g. washer, refrigerator) and small ones (e.g. vacuum cleaner) has been introduced to about 15,000 residences in and around Tokyo. Residents are provided with environments where they can flexibly choose Panasonic’s high-quality appliances depending on their changing lifestyle, and additionally, they have no or little burden on disposing of them when vacating. This service promotes more sustainable living where people use what they need when they need them, and thus contributes to “circular economy” in which resources circulate.

### Appliances available for 3 months (maximum) free trial

| Washer  | Refrigerator  | Microwave   | Rice cooker  | A/V  |
|---|---|---|--|--|
| <b>01 Inclined drum-type washer/dryer</b><br>洗濯容量：12kg / 乾燥容量：6kg<br>泡洗洗剤・濃乾燥・おしゅれ洗洗剤<br>トリプル自動投入 | <b>02 High-capacity refrigerator</b><br>6ドア / 625L / 幅：65cm<br>「おいしい冷凍」機能搭載               | <b>03 Steam microwave oven</b><br>出力：1000W / 容量：30L<br>「凍ったままグリル」機能                 | <b>10 Variable pressure IH rice cooker</b><br>ふか炊き<br>ヒストロロイック AIで、<br>ふっくら粘りのあるごはんへ。    | <b>14 4K organic EL television</b><br>画素数：500万画素<br>4K放送の2倍画質映像に対応                     |
| <b>02 Inclined drum-type washer/dryer</b><br>洗濯容量：7kg / 乾燥容量：3.5kg<br>インテリジェント乾燥<br>洗濯されたデザイン     | <b>04 Thin-type refrigerator</b><br>3ドア / 365L / 幅：59cm<br>野菜室が真ん中で使いやすい<br>「フルフラットガラスドア」 | <b>04 Microwave oven</b><br>出力：1000W / 容量：25L<br>自分仕様にアップグレード<br>基本はシンプルなオープンレンジ    | <b>11 Pressure IH rice cooker</b><br>5合<br>コンパクト設計なのに、<br>圧力でふっくらおいしく<br>炊飯だけでなく、調理もおまかせ | <b>15 Free-layout television</b><br>4K液晶 43インチ<br>チューナー部とモニターを分離接続<br>することで場所を自由に変えられる |
| <b>03 Inverter-type washer/dryer</b><br>洗濯容量：10kg<br>乾燥容量：5kg<br>泡洗洗剤・濃乾燥 自動投入                    | <b>07 2-doors refrigerator</b><br>2ドア / 前 160L / 幅：49cm<br>マットなデザインを採用した<br>少し大きめの2ドア冷蔵庫  | <b>04 Mono-function microwave</b><br>出力：1000W / 容量：22L<br>解凍ふっくらお肉を<br>「スクウェアンテナ」機能 | <b>12 IH rice cooker</b><br>3.5合<br>タッチキーとガラスパネルで<br>スタイリッシュ                             |  |
| <b>04 Full-auto washer</b><br>洗濯容量：6kg<br>「ビッグウォッシュ」洗剤<br>でしっかり洗                                  |   |   |  |  |

### When executing formal contract, the following items are also made available

|                                |                          |  |  |                      |                                      |                                  |                       |
|--------------------------------|--------------------------|--|--|----------------------|--------------------------------------|----------------------------------|-----------------------|
| <b>16 Blu-ray/DVD recorder</b> | <b>17 Cleaning robot</b> | <b>18 Separate cordless stick-type cleaner</b> | <b>19 Paper-pack-type canister cleaner</b> | <b>20 Hair dryer</b> | <b>21 Hair dryer</b>                 | <b>22 Facial massager</b>        | <b>23 Auto-cooker</b> |
| <b>24 Coffee maker</b>         | <b>25 Oven toaster</b>   | <b>26 Dish washer/dryer</b>                    | <b>27 Dish washer/dryer</b>                | <b>28 Steamer</b>    | <b>29 Hypochlorous air refresher</b> | <b>30 Steaming air refresher</b> |                       |

### ■noiful

A subscription service for leased residence that provides appliances with its concept of “Rich lifestyle without owning”. Concurrently with entering into leasing contracts, Panasonic’s high-quality appliances are made available to residents, so they can start new comfortable living with much less initial expenses. Moreover, new circular economy is realized through circulation of living, residence and things for the future of human, society and the earth.

### ■Offered plan

“Free Choice Appliances Plan” is offered, covering wide range of appliances from essential ones (e.g. washer, refrigerator) to small ones (e.g. vacuum cleaner, hair dryer). Residents can freely choose ones and use them in combination. After initial application for this Plan, applicants are allowed to choose among 15 pieces of appliances, mainly big ones, and try them for 3 months with no charge.

# News

## Realized automated creation of presentation materials using generative AI

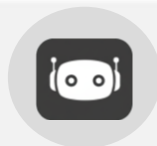
**“Be free from person-dependence, act creatively”  
for building up an environment where one can concentrate on creative proposals**

DX helped solving operational inefficiency encountered at workplaces of renovation such as backwardness of standardization/streamlining of work processes, operational burdens caused by duplicate data entry by planners, and inadequate sharing of knowledge/know-how due to person-dependence.



**Presentation materials  
produced by AI  
50% reduced**

Design specifications and sales materials are automatically produced based on historical project data. This solves duplicate work by planners and reduces working time for producing materials by 50%.



**Utilizing Chatbot  
93%reduced**

A chatbot is built up, which has learnt relevant manuals and answers to questions asked in a natural language immediately, thus reducing searching time from 15 minutes to just 1 minute.



**Renovation know-hows  
with AI  
50% solved**

AI learns knowledge and experiences about renovation, and is integrated with in-house chat tools so that experts' knowledge can be shared and accumulated as our asset. Risk of person dependence is reduced by half.



**Properties data analysis  
Over 80%  
accuracy**

Historical properties data are aggregated to build up prediction models. Decision-making based on experiences and instincts are transformed to data-driven. These prediction models realized over 80% accuracy.

**RENOVATION**

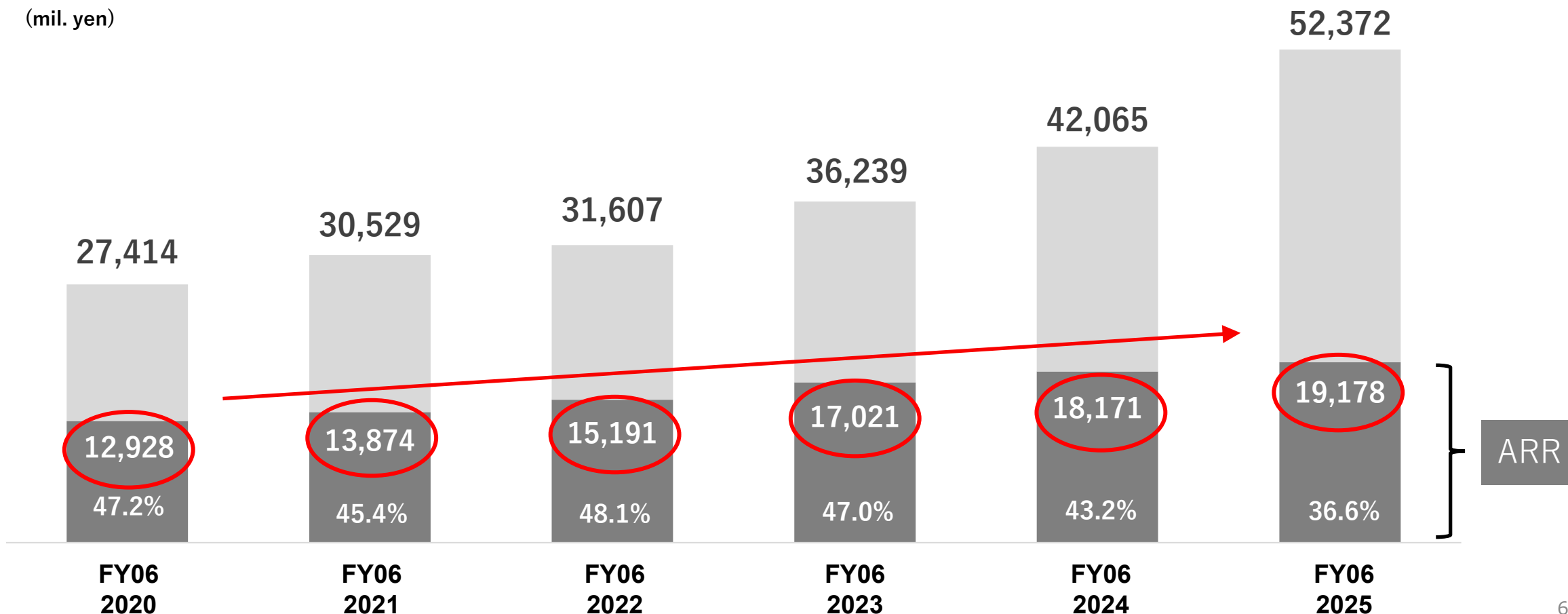
× **AI**

# APPENDIX

# ARR (Annual Recurring Revenue)

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

(mil. yen)



# 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.



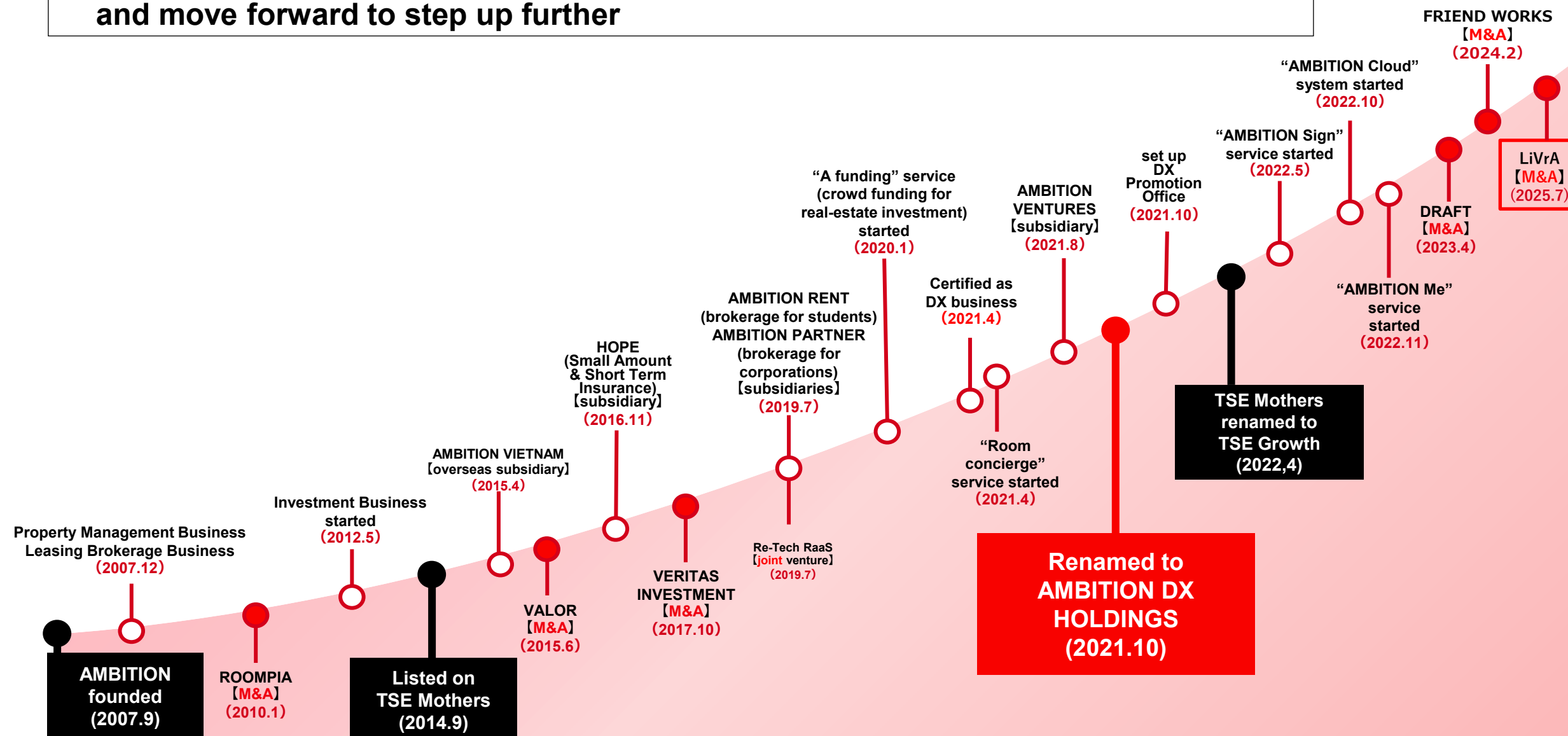
## Efforts in the future

- 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**

# History

- 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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