



Financial Results Presentation for Q2 (First Half) FY6/2026

AMBITION DX HOLDINGS Co., Ltd.
Securities Code : 3300

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Executive Summary

(Q2 FY6/26 Results)

- **Decreases in revenue and profit, but in line with expectations.**
Significant profit growth on a standalone Q2 basis (Oct–Dec).

(Consolidated) Revenue: **¥23.9 billion** (-4.7% YoY)

Operating Profit: **¥1.35 billion** (-25.2% YoY)

(Factors) In Q2 of the previous fiscal year, sales of internally developed properties were concentrated, leading to a temporary surge in units sold.

This fiscal year is progressing as planned, with completions scheduled for the second half.

(Leasing DX Property Management Business) **Record-high revenue (2Q)**

(Sales/Purchase DX Investment Business) **In line with expectations**

(FY6/26 Forecasts)

- Significant growth in both revenue and profit

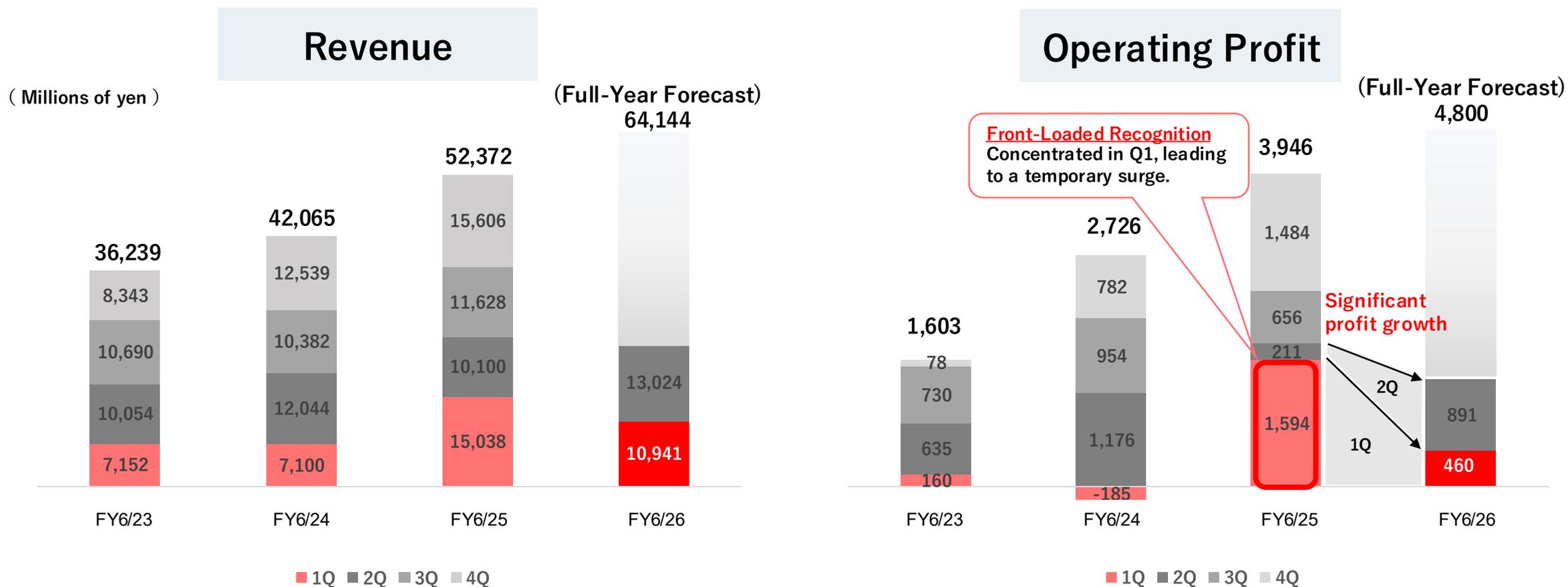
Revenue : **¥64.1 billion** (+22.5% YoY),

Operating Profit : **¥4.8 billion** (+21.6% YoY) Net Income: **¥2.7 billion** (+18.1% YoY)

- Dividend Forecast : **¥110.00** (Dividend Increase)

Financial Performance Trends (Stacked Quarterly)

- In the cumulative Q2 of the previous fiscal year (FY6/25), sales of internally developed properties were concentrated in Q1.
- Q2 of this fiscal year is progressing as expected; we forecast continued revenue and profit growth for the full year.



Financial Highlights

Progressing as Planned

Condominium constructions and completions are scheduled to be recognized in the second half (H2).

Revenue

¥23,965 million
(YoY -¥1,172 million, -4.7%)

Operating Profit

¥1,351 million
(YoY -¥454 million, -25.2%)

Ordinary Profit

¥1,078 million
(YoY -¥550 million, -33.8%)

Net Income

¥689 million
(YoY -¥322 million, -31.9%)

(Consolidated Factors) In the cumulative Q2 of the previous fiscal year, sales of internally developed properties in the Sales DX Investment Business were concentrated. This fiscal year, they are scheduled for recognition in H2.

Leasing DX Property Management Business

Record-high profit (H1)

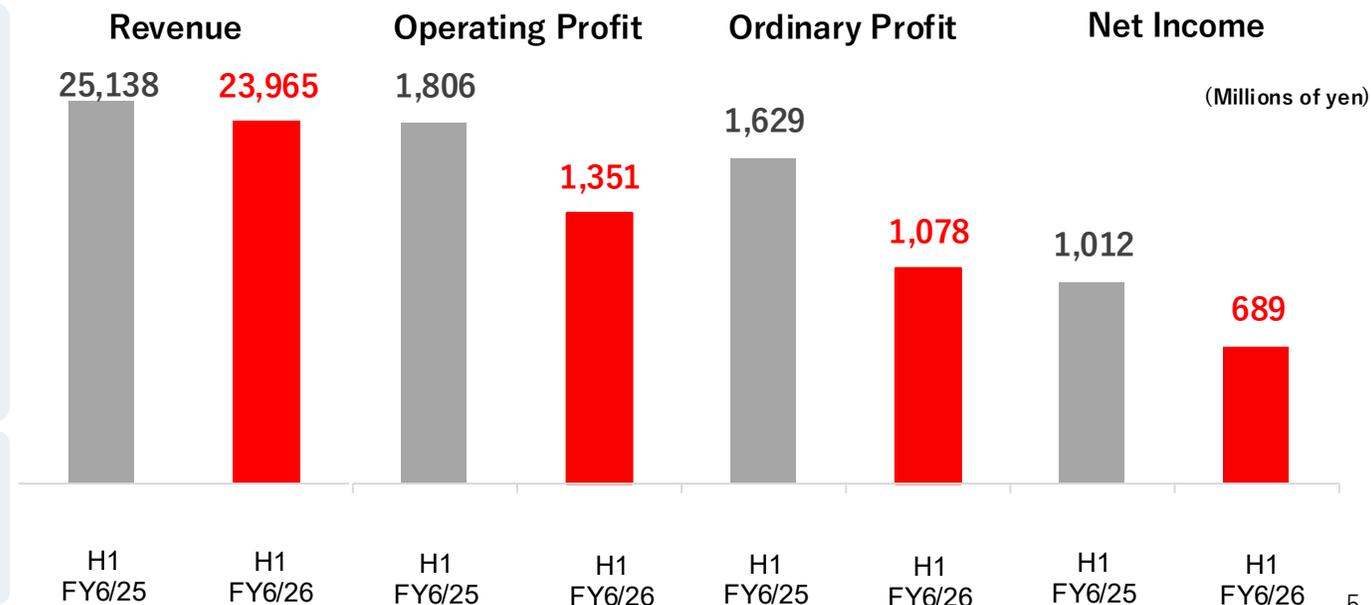
Operating Profit: : **¥1,368 million (+35.4% YoY)**

Realized productivity improvements through DX promotion, contributing to a high occupancy rate.

Sales/Purchase DX Investment Business

The decreases in revenue and profit are due to the concentration of internally developed property sales in H1 of the previous year. This fiscal year they are progressing as planned and scheduled for recognition in H2.

- **Managed units : 27,224 (+461 YoY)**
- **Subleased units : 16,050 (+883 YoY)**
- **Occupancy rate : 96.6% (Industry avg. 90.1%)**



News Highlights

Key News Highlights from Q2 FY6/26

News1

AI Clone

AMBITION Clone Studio

Developed "Clone AI," Trained on Corporate Knowledge and Speaking Styles
(Nov 26, 2025)

News2

AI x RPA Tool "RAC-TECH"

Approx. 600% YoY Growth

Dramatically reducing operational hours and manual effort in real estate brokerage operations
(Oct 28, 2025)

News 3

Grounding with Google Maps

Personalized AI Concierge Feature

Launching an AI Concierge Service Tailored to Each Tenant's Daily Life Patterns
(Oct 23, 2025)

News4

Generative AI Utilization

Automating Presentation Material Creation

Disrupting the "Status Quo" of the Inefficient Construction Sector through DX
(Oct 3, 2025)

Financial Results Overview (Consolidated)

Financial Results Overview

Progressing as Planned

(Consolidated) Decreases in revenue and profit. But progressing as planned.

Sales/Purchase Investment : Condominium construction and completions are scheduled to be recognized in H2.

Leasing DX Property Management : **Significant profit growth. Segment profit increased by 35.4% YoY.**

(Millions of yen)

Consolidated	H1 FY6/25	H1 FY6/26	YoY Change (%)	YoY Change (Amount)
Revenue	25,138	23,965	-4.7%	-1,172
Operating Profit	1,806	1,351	-25.2%	-454
Ordinary Profit	1,629	1,078	-33.8%	-550
Net Income	1,012	689	-31.9%	-322

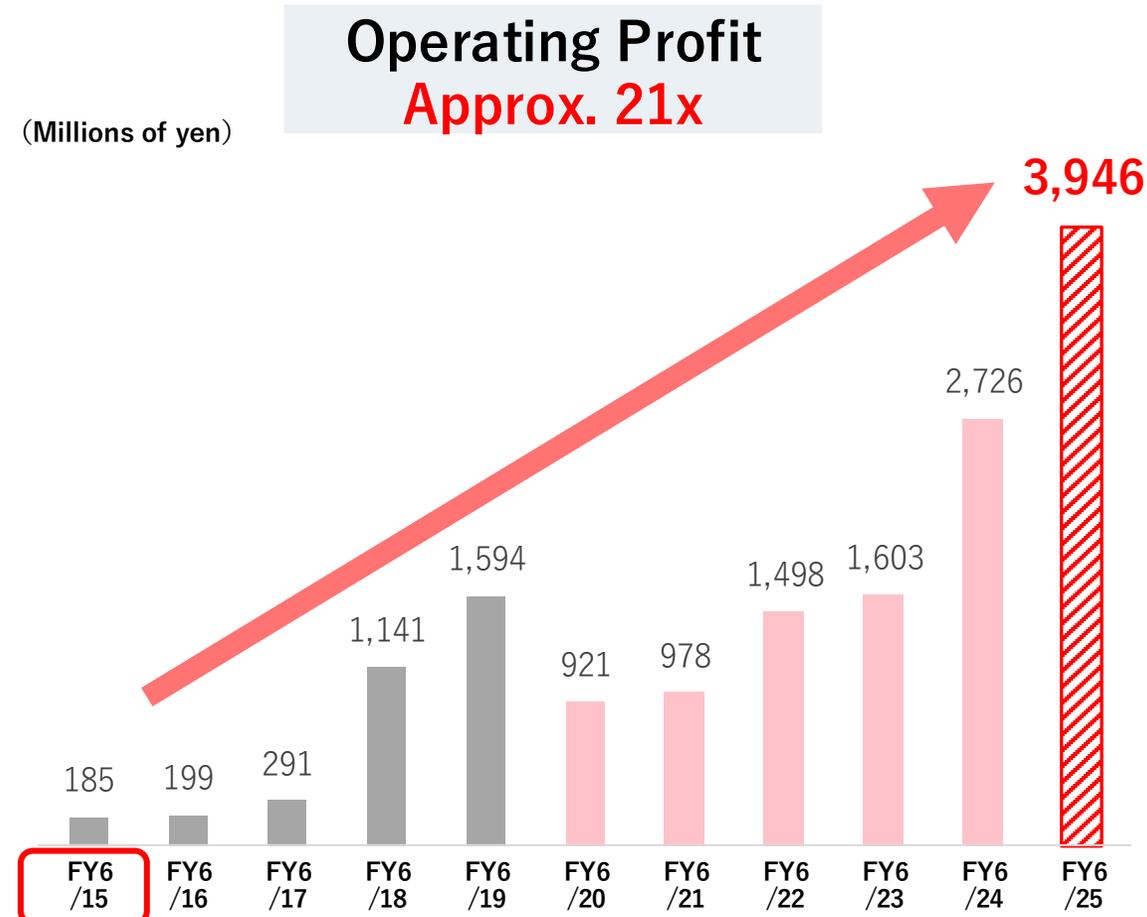
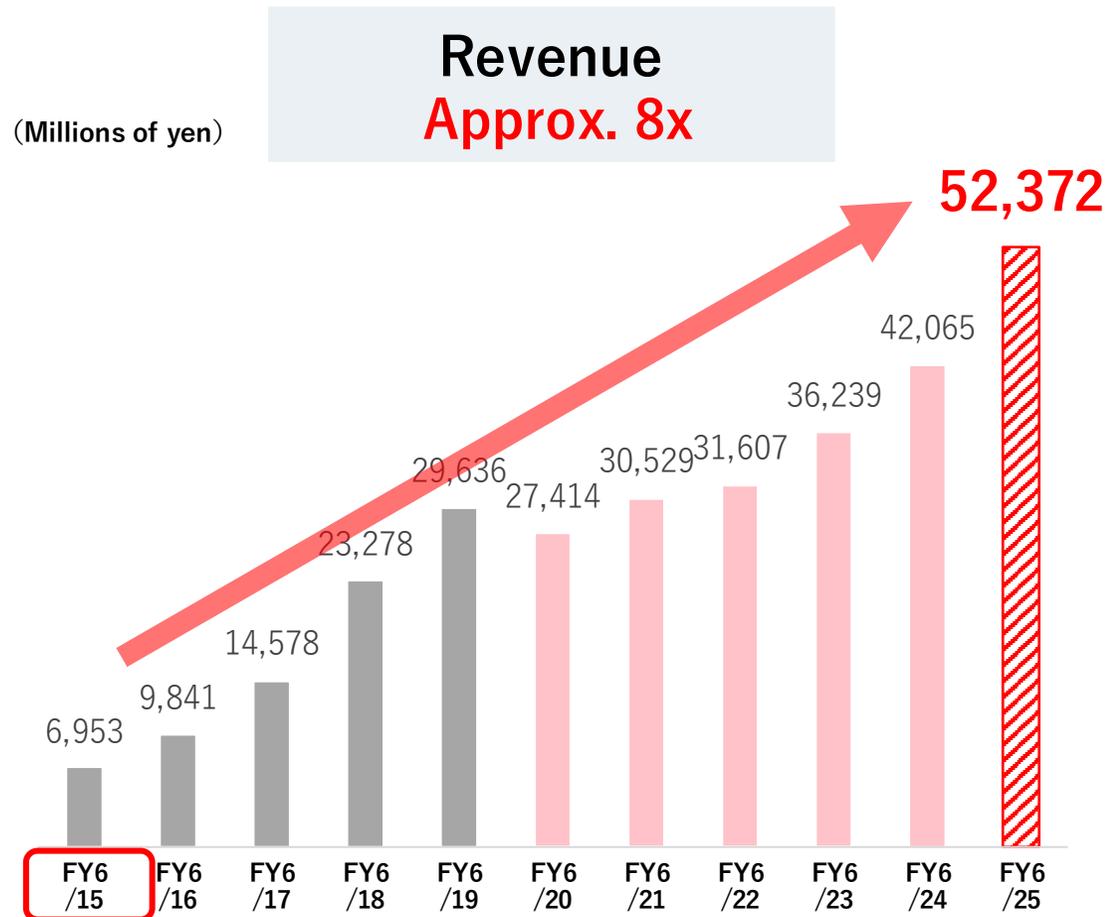
(Millions of yen)

Revenue by Segment	H1 FY6/25	H1 FY6/26	+/- (%)	+/- (Amount)
Leasing DX Property Management	10,312	11,364	+10.2%	+1,051
Leasing DX Brokerage	389	419	+7.7%	+29
Sales/Purchase DX Investment	13,785	11,548	-16.2%	-2,237
Others / Real Estate DX Incubation	650	634	-2.6%	-16

Revenue by Segment	H1 FY6/25	H1 FY6/26	+/- (%)	+/- (Amount)
Leasing DX Property Management	1,010	1,368	+35.4%	+357
Leasing DX Brokerage	-63	-40	-%	+22
Sales/Purchase DX Investment	2,013	1,489	-26.0%	-524
Others / Real Estate DX Incubation	-42	-160	-%	-117

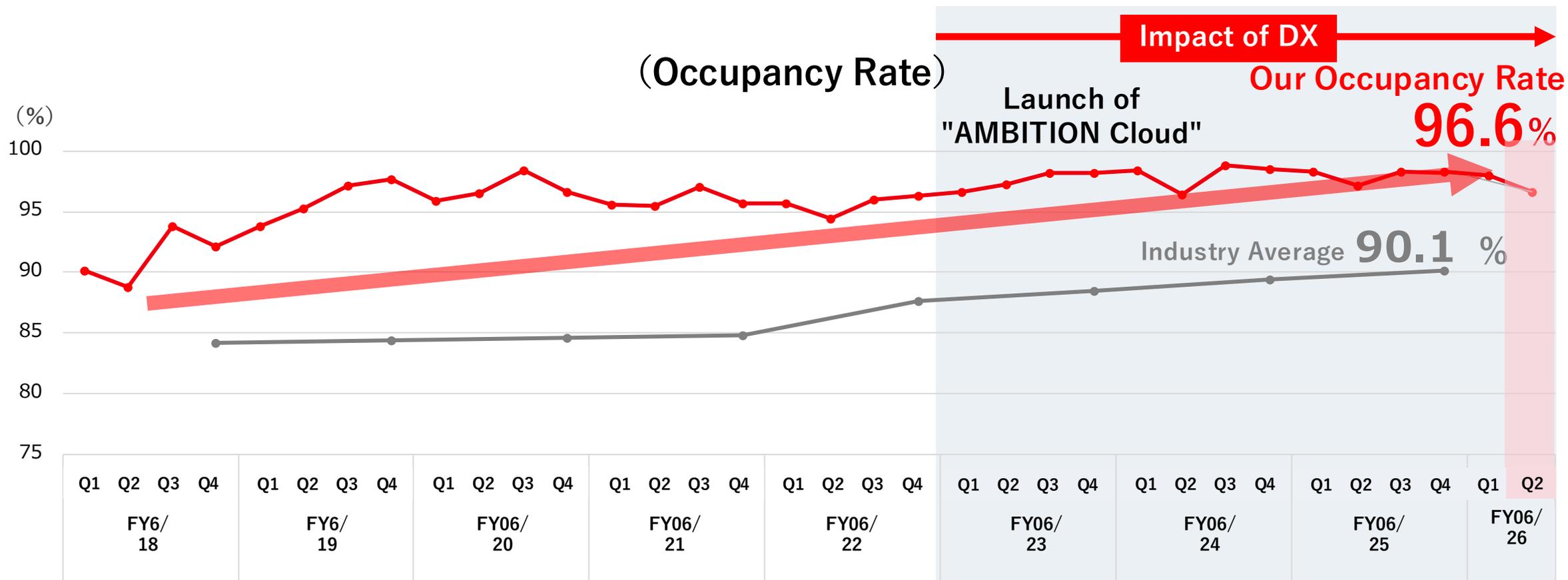
Revenue and Operating Profit Trends Since Listing

- Achieved 5 consecutive fiscal years of revenue and profit growth
- Revenue: Approx. 8x, Operating Profit: Approx. 21x (vs. FY6/15)



Occupancy Rate

- Increase in managed units: Sustaining a high **occupancy rate of 96.6%**.
- Since the launch of "AMBITION Cloud," operations have been significantly streamlined, resulting in improved productivity.
- Consistently outperforming the industry average (Latest industry average: 90.1%).



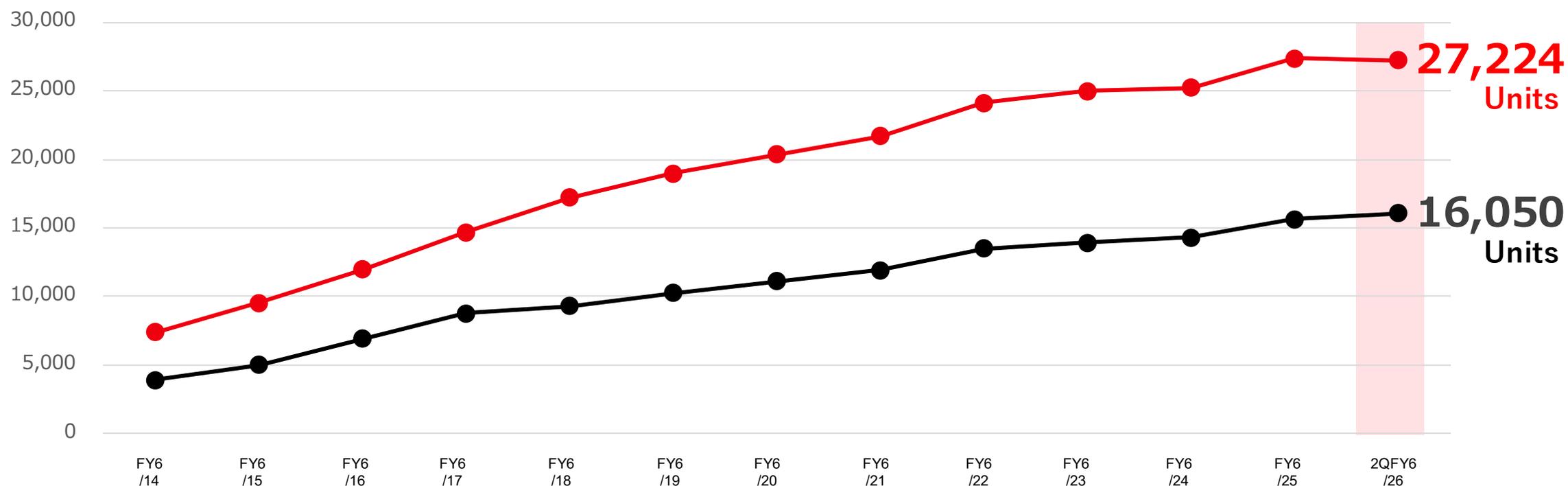
[Source for Industry Average] TAS Corp., "Rental Housing Market Report" (Vacancy rate in the Tokyo metropolitan area)

Number of Managed Units

- Managed units: 27,224 units (+461 units YoY) / Subleased units: 16,050 units (+883 units YoY)
- Aiming for 30,000 managed units.

	Q2 FY6/25	Q2 FY6/26	Increase in Units (YoY)	+/- (%)
Managed Units	26,763 units	27,224 units	+ 461 units	+ 1.7%
Subleased Units	15,167 units	16,050 units	+ 883 units	+ 5.8%

(Units)



Income Statement

- Decrease in revenue YoY is in line with expectations.
- **Significant profit** growth in the Leasing DX Property Management Business
- Completions in the Sales/Purchase Investment Business are **scheduled for H2**.

(Millions of yen)	H1 FY6/25	H1 FY6/26	+/- (%)	+/- (Amount)
Revenue	25,138	23,965	-4.7%	-1,172
Gross Profit	4,956	4,697	-5.2%	-258
SG&A Expenses	3,150	3,346	+6.2%	+195
Operating Profit	1,806	1,351	-25.2%	-454
Ordinary Profit	1,629	1,078	-33.8%	-550
Profit Before Income Taxes	1,610	1,104	-31.5%	-506
Net Income	1,012	689	-31.9%	-322

Balance Sheet

- Steady acquisition of real estate for sale.
- Shortened lead times to sales, maintaining a high inventory turnover rate.

(Millions of yen)	FY6/25	Q2 FY6/26	Change (Amount)
Current Assets	30,255	31,605	1,350
Real Estate for Sale	14,147	15,161	1,013
Real Estate for Sale in Process	6,054	7,335	1,281
Non-Current Assets	9,052	10,430	1,378
Total Assets	39,308	42,036	2,728
Current Liabilities	16,662	17,712	1,049
Non-Current Liabilities	14,282	15,924	1,641
Net Assets	8,362	8,400	37
Total Liabilities and Net Assets	39,308	42,036	2,728

• Real Estate for Sale
Steady acquisition

• Real Estate for Sale
in Process
Progressing smoothly
to commercialization

Financial Results Overview By Segment

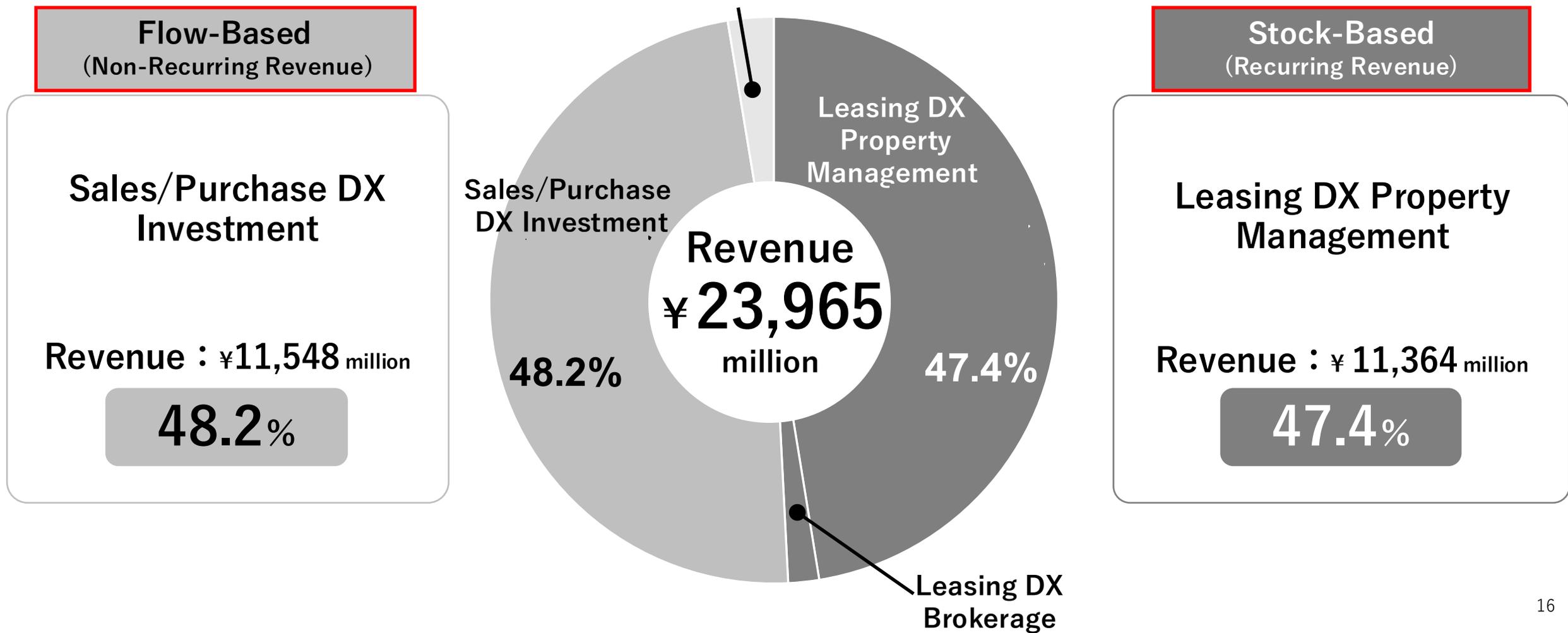
Business Segments

- Business segments **that encompass a comprehensive range of real estate services, establishing a robust business foundation.**
- Driving further growth through proactive investments in growth sectors.

Leasing DX	<div style="border: 1px solid black; padding: 5px; text-align: center; margin-bottom: 5px;"> Property Management </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Leasing Brokerage </div>	<ul style="list-style-type: none"> • Establishing a stable business foundation through residential real estate subleasing and property management operations. • Our property management system, "AMBITION Cloud," drives operational efficiency and productivity improvements. • Interior Renovation Business (Friend Works) • Leasing brokerage operations primarily focused on our managed properties. • The high leasing capability of this business contributes to maintaining high occupancy rates in property management.
Sales/Purchase DX	Investment	<ul style="list-style-type: none"> • Our Investment Dept.: Leveraging strong property sourcing capabilities from diverse channels to purchase, renovate, and resell condominiums with a focus on prime locations. • Veritas Investment (Subsidiary): Primarily focused on the sale of internally developed, new-build studio apartments for investment.
Others	Real Estate DX Small-amount Short-term Insurance Lifeline Incubation	<ul style="list-style-type: none"> • Real Estate DX Business (Parent) / Overseas Systems (AMBITION Vietnam) / System Development Business (LiVrA) • Small-amount Short-term Insurance Business (Hope) • Lifeline Business (DRAFT) • AMBITION Ventures (Subsidiary): Investing in startups with high synergy with our group, supporting portfolio companies through capital and business alliances, and generating returns from their IPOs and other exit events.

Revenue Breakdown by Segment

• Achieved a **well-balanced revenue mix** of recurring (stock-based) and non-recurring (flow-based) models, alongside the expansion of other businesses.

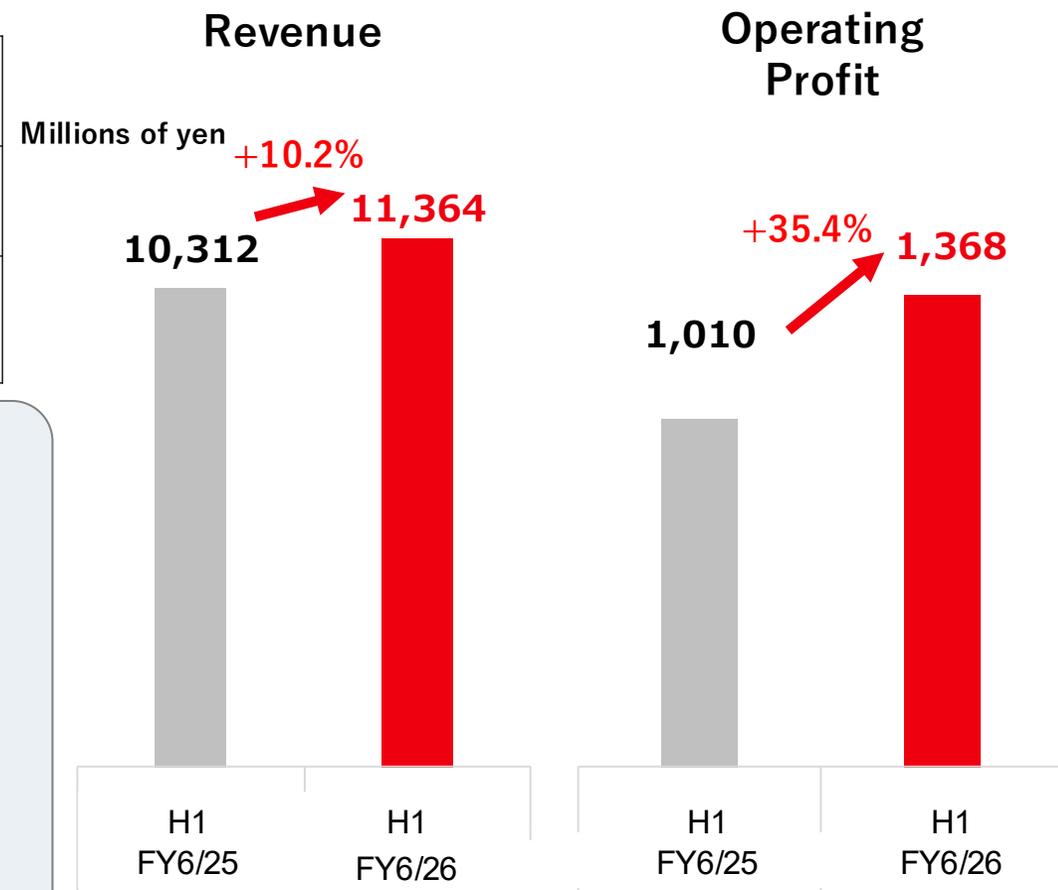


Leasing DX Property Management Business

Record-high Revenue (H1)

- Steady increase in managed units.
- High occupancy rate and profit growth driven by DX promotion.

(Millions of yen)	H1 FY6/25	H1 FY6/26	+/- (%)	+/- (Amount)
Revenue	10,312	11,364	+10.2%	+1,051
Operating Profit	1,010	1,368	+35.4%	+357



(Factors)

- DX promotion via "AMBITION Cloud," contributing to productivity improvements.
- Increase in managed units
Managed units: 27,224 units (+461 units YoY),
Subleased units: 16,050 units (+883 units YoY)
- **High occupancy rate : Occupancy rate: 96.6%** (Industry average: 90.1%)
- Solid growth in sublease contracts.
- Strengthening unit-level revenue management to achieve further revenue maximization.

Property Management : Condominiums for Rent

- Property management of condominiums for rent.
- Target properties: Newly built, luxury condominiums in prime locations with a focus on sophisticated design and high-quality amenities.



PREMIUM CUBE Mita

NEW Built : May 2010, Scale 47 units



PREMIUM CUBE G Kitashinjuku

NEW Built : Feb. 2021, Scale 50 units



PREMIUM CUBE Musashikoyama

NEW Built : Feb. 2023, Scale 36 units



PREMIUM CUBE Kaminoge #mo

NEW Built : Feb. 2022, Scale 59 units



PREMIUM CUBE G Shibuya

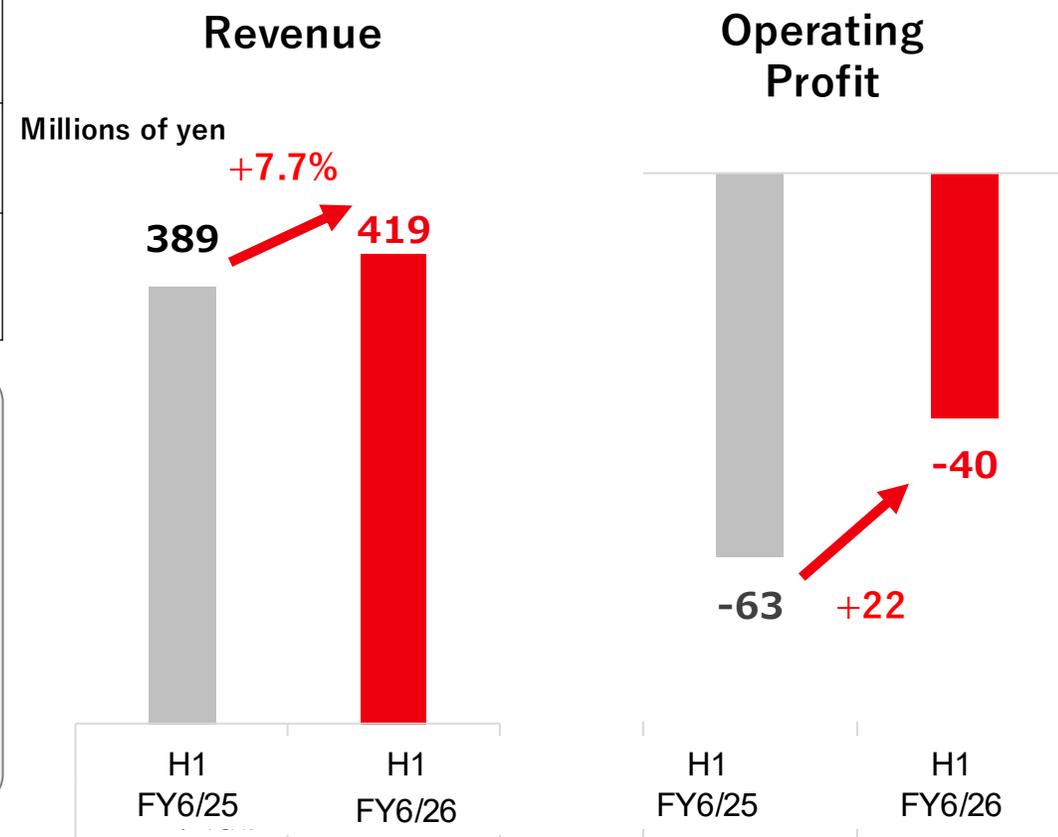
NEW Built : Jan. 2015, Scale 44 units

Leasing DX Brokerage Business

Revenue Growth and Profitability Improvement

- Increase in the number of contracts driven by the utilization of our DX product, "RAC-TECH."
- Improved profit structure through DX promotion.

(Millions of yen)	H1 FY6/25	H1 FY6/26	+/- (%)	+/- (Amount)
Revenue	389	419	+7.7%	+29
Operating Profit	-63	-40	-%	+22



(Factors)

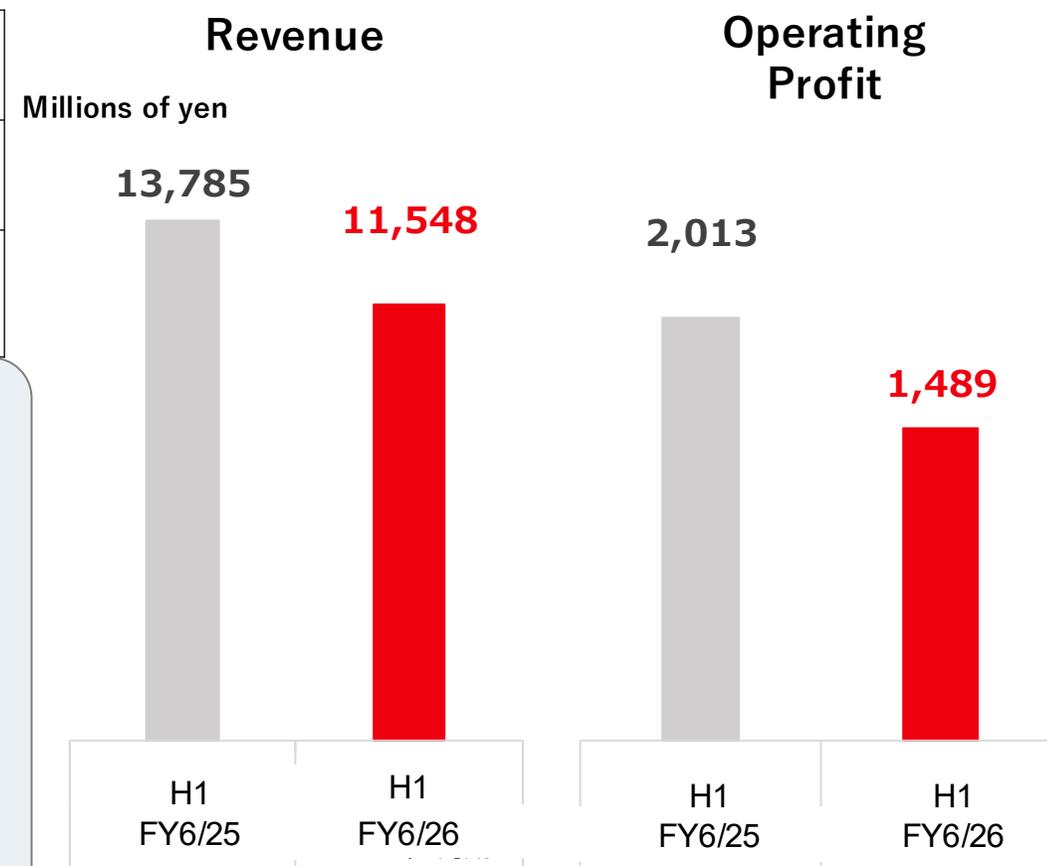
- Significantly contributing to the leasing capabilities of the Leasing DX Property Management segment.
- Brokering rental properties primarily in the Tokyo Metropolitan Area.
6 stores in Tokyo, 8 in Kanagawa, and 1 in Saitama (Total: 15 stores)

Sales/Purchase DX Investment Business

Progressing as Planned

- Acquiring high-value-added properties in Tokyo and the Greater Tokyo Area.
- Construction of new-build investment condominiums and the sales strategy for the purchase-and-resale business are both progressing as planned.

(Millions of yen)	H1 FY6/25	H1 FY6/26	+/- (%)	+/- (Amount)
Revenue	13,785	11,548	-16.2%	-2,237
Operating Profit	2,013	1,489	-26.0%	-524



(Factors)

- Property completions and sales are scheduled to **be concentrated in H2**.
- PREMIUM CUBE Nishi-Ogikubo #mo: 51 units, sales commenced in February (Announced on Feb 2).

- Sales strategy is progressing smoothly.

Acquiring high-value-added properties in Tokyo and the Greater Tokyo Area.

→ Increase in sales of high-unit-price properties.

→ Increase in gross profit (per property).

Number of units sold (H1): 120 units ('-84 units YoY)

Sales: Investment Condominium Sales, Purchase-and-Resale / Renovation Sales

- **Internally developing and selling** high-value-added properties, primarily in the Greater Tokyo Area.
- **Engaging in the purchase-and-resale and renovation sales business.**

Sales of Studio Condominiums for Investment

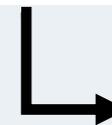


Expanding the internally **developed** "**PREMIUM CUBE**" series, characterized by prime "locations," sophisticated "design," and high-quality "amenities," primarily in the 6 central wards of Tokyo.

Purchase-and-Resale / Renovation Sales



Before



After



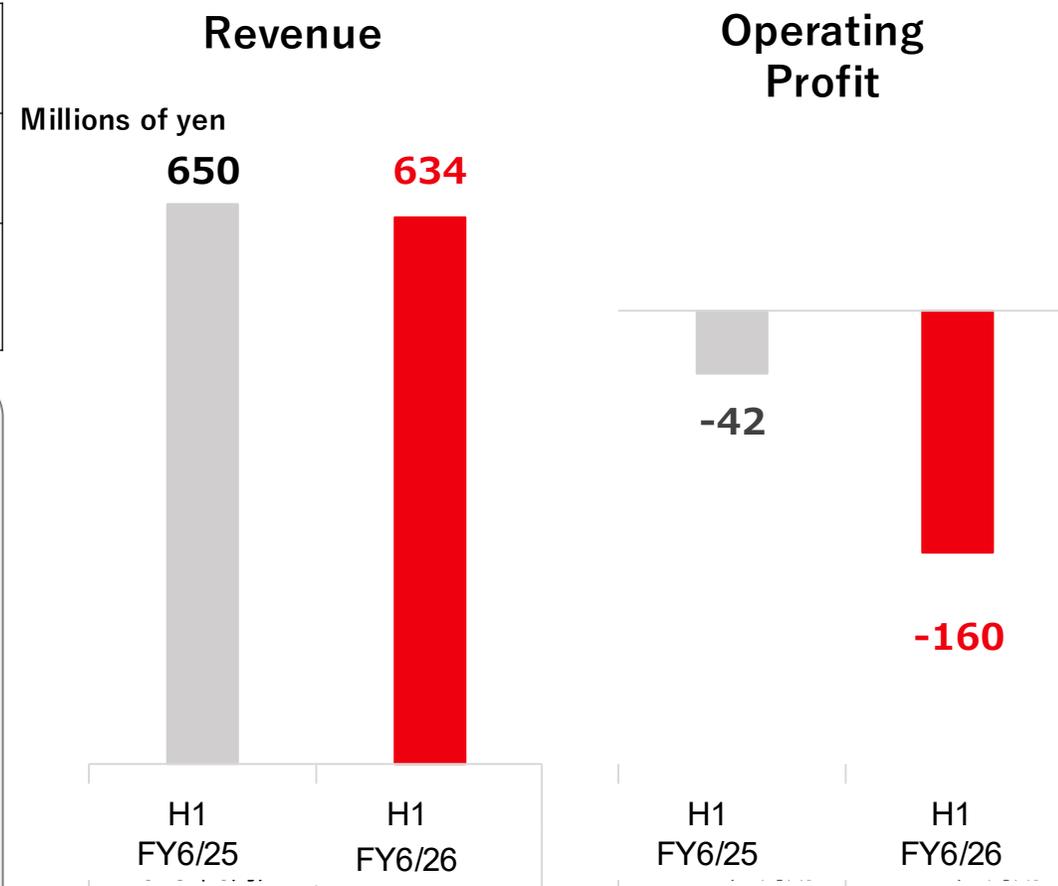
Acquiring properties through diverse channels and selling them **after value enhancement (value-add)**.

Other Businesses

Decreased Revenue and Profit

- While the small-amount short-term insurance business saw increases in revenue and profit, the number of alliances in the lifeline business decreased.
- Reviewing the customer acquisition strategy for the lifeline business ahead of the peak season.

(Millions of yen)	H1 FY6/25	H1 FY6/26	+/- (%)	+/- (Amount)
Revenue	650	634	-2.6%	-16
Operating Profit	-42	-160	-%	-117



(Factors)

- **DRAFT (Lifeline Business)**

The number of alliances in the lifeline business decreased.

- **Hope (Small-amount Short-term Insurance Business)**

Steady increase in the number of contracts driven by the promotion of alliances. Will continue to actively form alliances with real estate-related businesses.

- **Incubation Business: Reclassified to the "Other Businesses" segment from this quarter.**

Invested in 33 companies (6 companies listed in the past).

Incubation Portfolio

- Invested in 33 DX-related startups to date, **with 6 companies having gone public**
(As of September 30, 2025).

Cybersecurity



Cyber Security Cloud
<4493>
【Capital and business alliance】

**Listed on Mothers
in March 2020**

AI



Headwaters
<4011>
【Capital and business alliance】

**Listed on Mothers
in September 2020**

Online Payments



ROBOT PAYMENT
<4374>
【Capital and business alliance】

**Listed on Mothers
in September 2021**

Blockchain



Earlyworks
【Capital and business alliance】

**Listed on NASDAQ
in July 2023**

HR



HR CLOUD
【Capital and business alliance】

Digital Marketing



Value Creation
<9238>
【Capital and business alliance】

**Listed on the Growth Market
in November 2023**

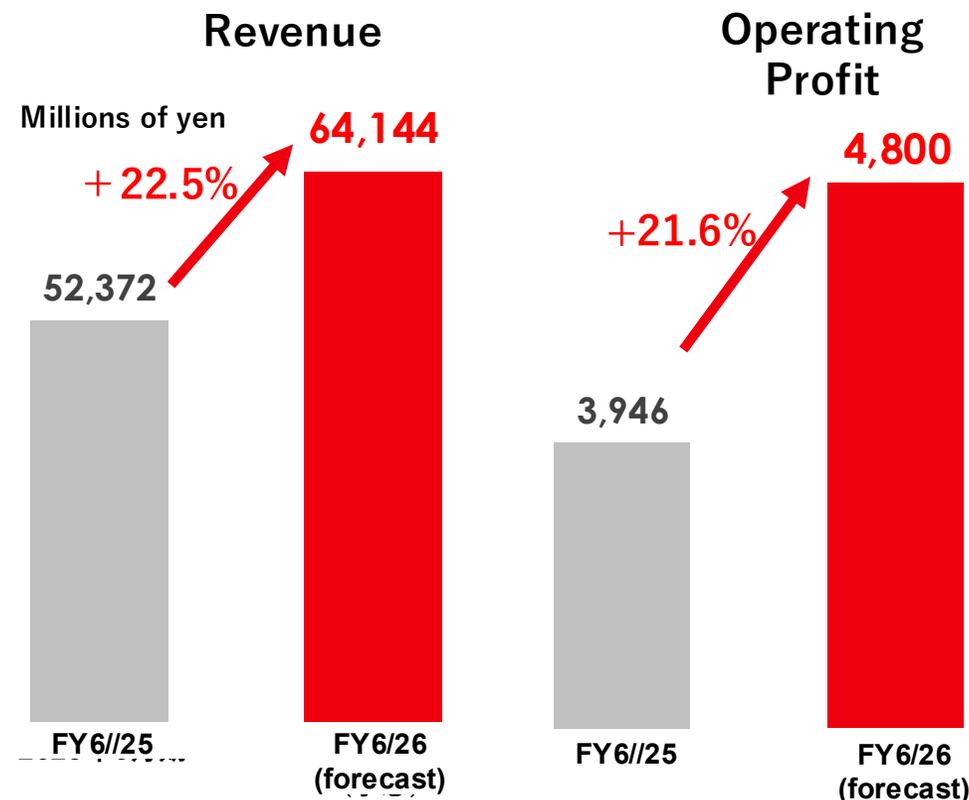
Financial Forecasts

Full-Year Financial Forecasts

Revenue and Profit Growth Record-high Revenue and Profit (Forecast)

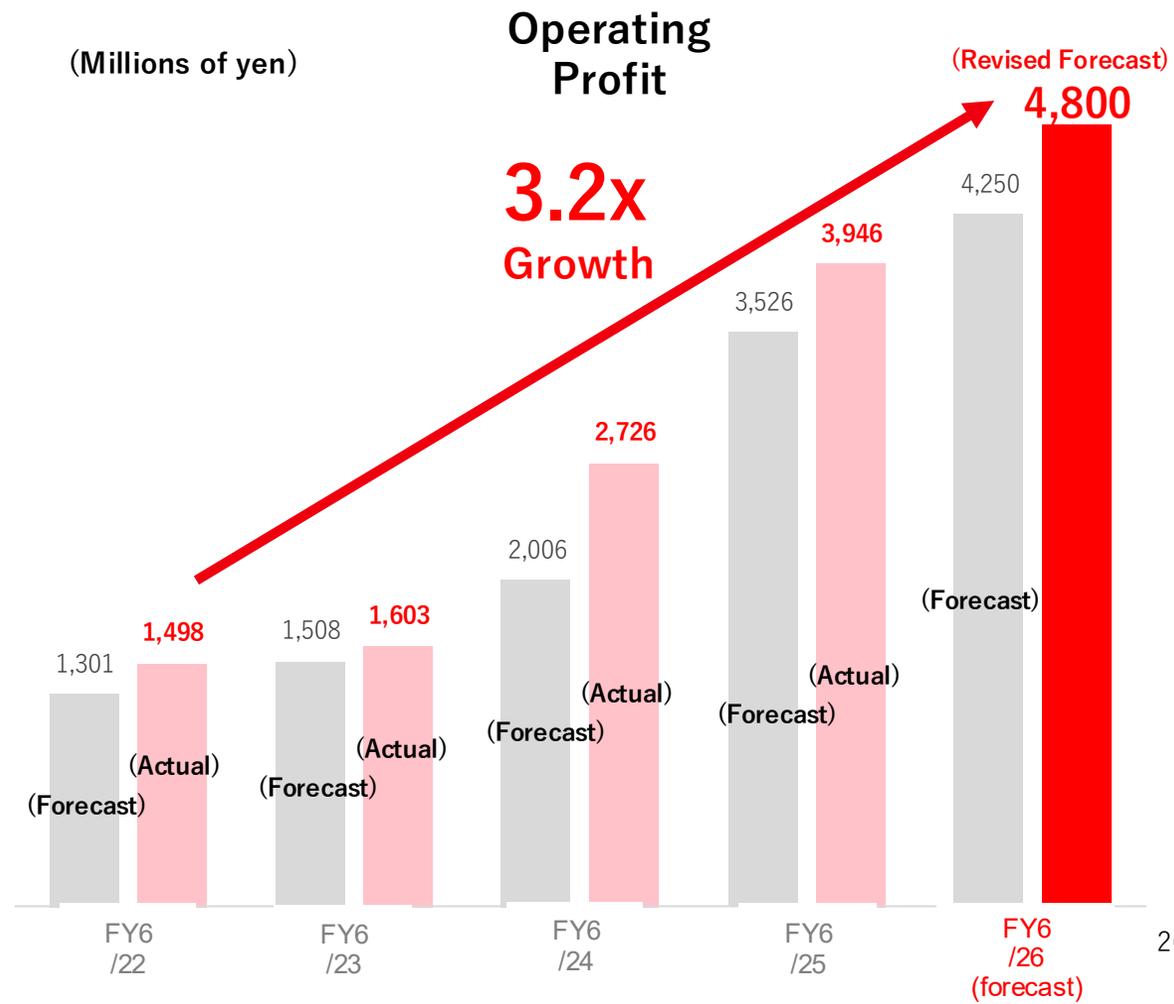
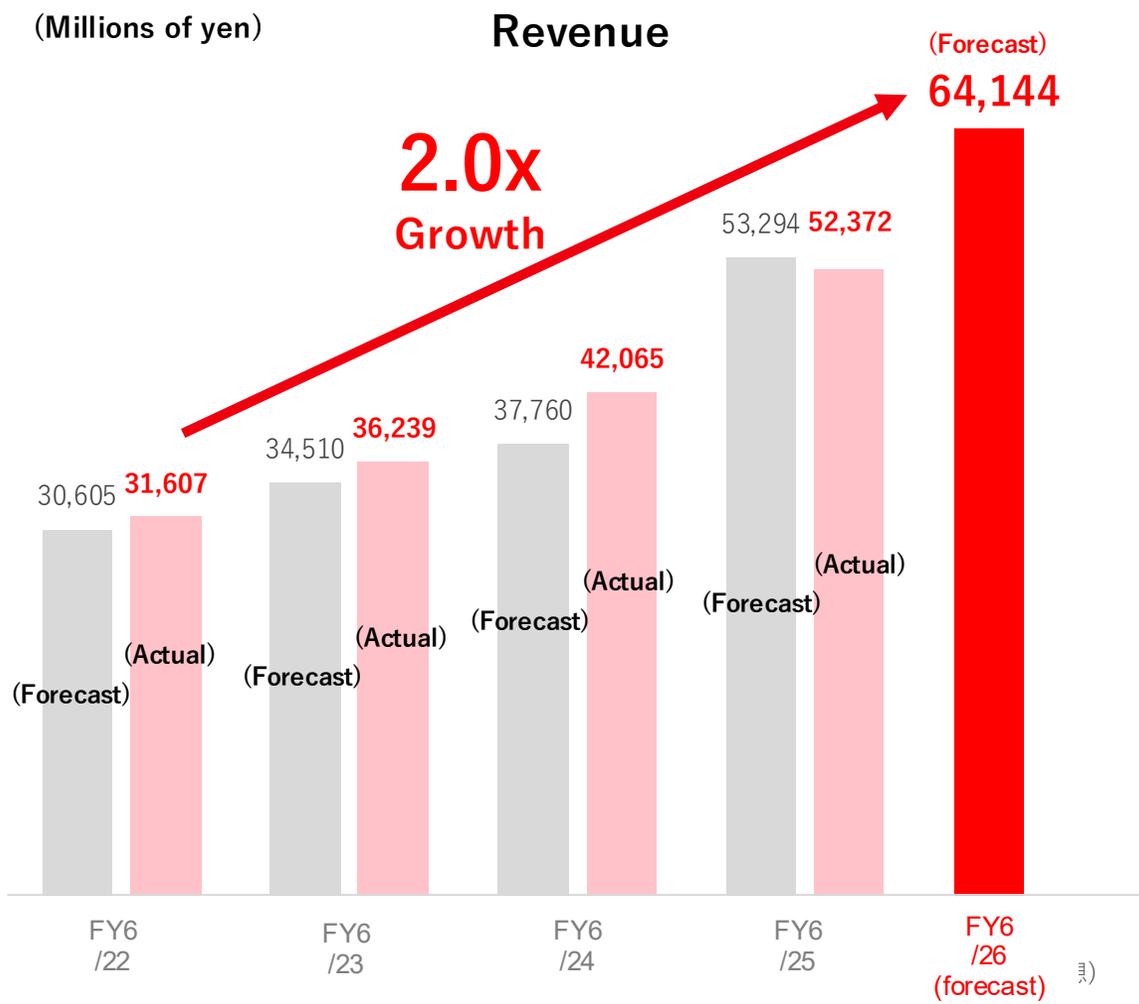
- Solid Stock-Based (Recurring Revenue) Business (Leasing DX Business): **Synergies** across businesses.
- Growing Flow-Based (Non-Recurring Revenue) Business (Sales DX Business): Significant expansion in the purchase-and-resale business.

(Millions of yen)	FY6/25 Actual	FY6/26 Forecast*	+/- (%)
Revenue	52,372	64,144	+22.5%
Operating Profit	3,946	4,800	+21.6%
Ordinary Profit	3,524	4,143	+17.6%
Net Income Attributable to Owners of Parent	2,350	2,776	+18.1%



Medium-Term Management Plan

Consistently Outperforming the Medium-Term Plan Targets
New Medium-Term Management Plan (FY6/27 – FY6/29)
Scheduled for Release This Fiscal Year

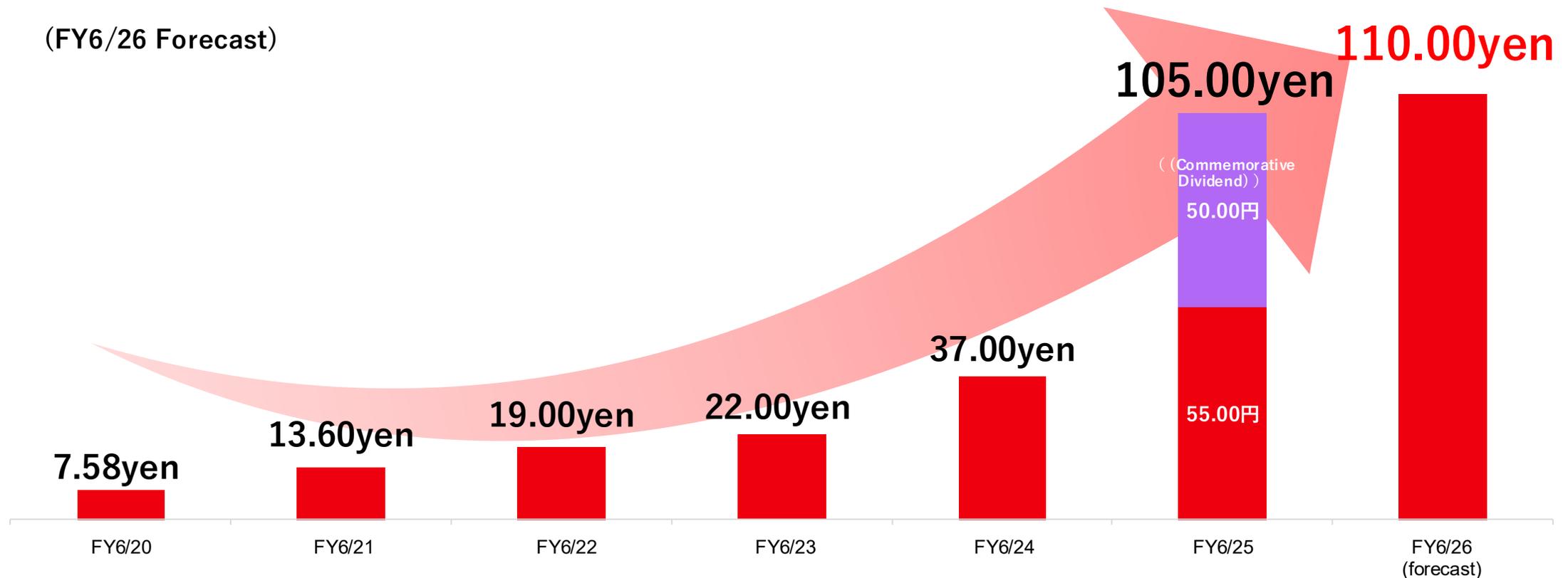


Dividend (Forecast)

Significant Dividend Increase (FY6/26 Forecast)

- **FY6/26 (Forecast): 110.00 yen**, marking the 6th consecutive year of dividend increases.
- Significant increase to an ordinary dividend of 110.00 yen, compared to the previous year's 105.00 yen (which included a 50.00 yen commemorative dividend).

(FY6/26 Forecast)

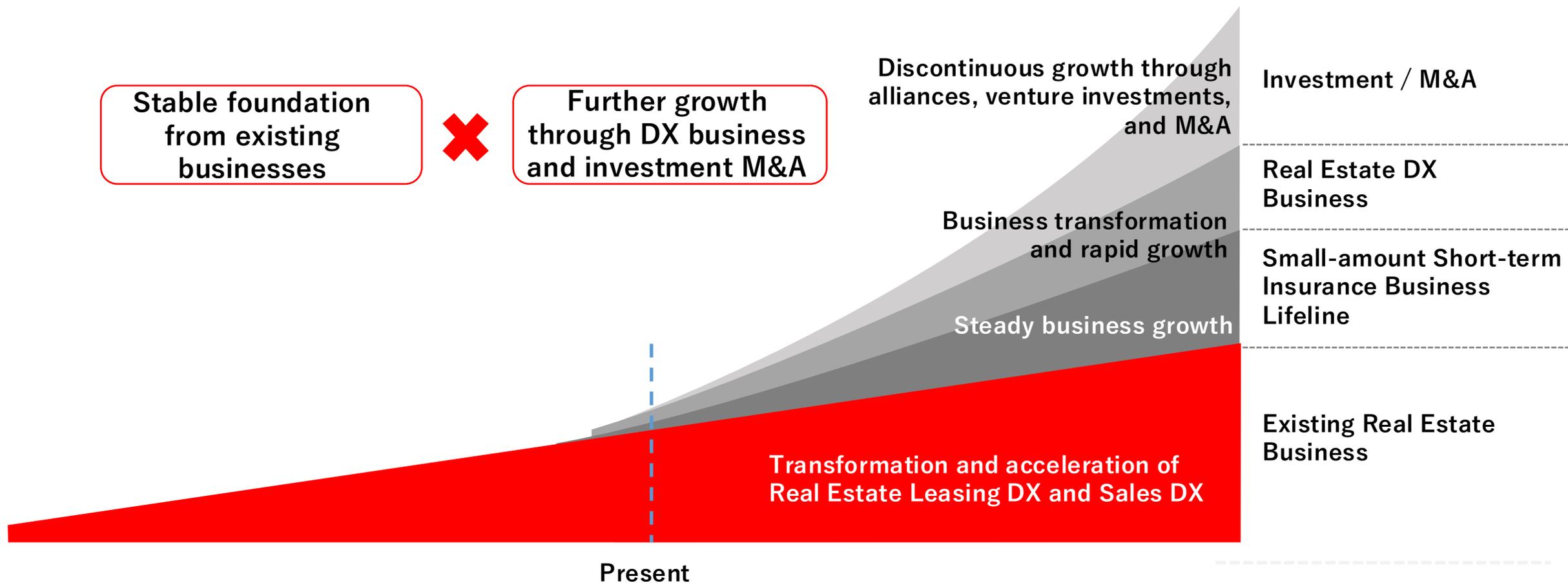


Key Initiatives for the New Fiscal Year (FY6/26)

Segment	Initiatives
Leasing DX Property Management	<ul style="list-style-type: none"> • Establishing inbound and premium services • Optimizing business processes through DX utilization • Strategic area expansion
Leasing DX Brokerage	<ul style="list-style-type: none"> • Capturing corporate and inbound demand • Expanding DX services for tenants
Sales/Purchase DX Investment	<ul style="list-style-type: none"> • Diversifying sales channels; cultivating new investor segments • Developing new product schemes that contribute to wealth building • Increasing the number of sales brokerage transactions
Others	<ul style="list-style-type: none"> • Providing added value and establishing a stable revenue base • Implementing Generative AI features into DX platforms and products

Growth Strategy & Vision

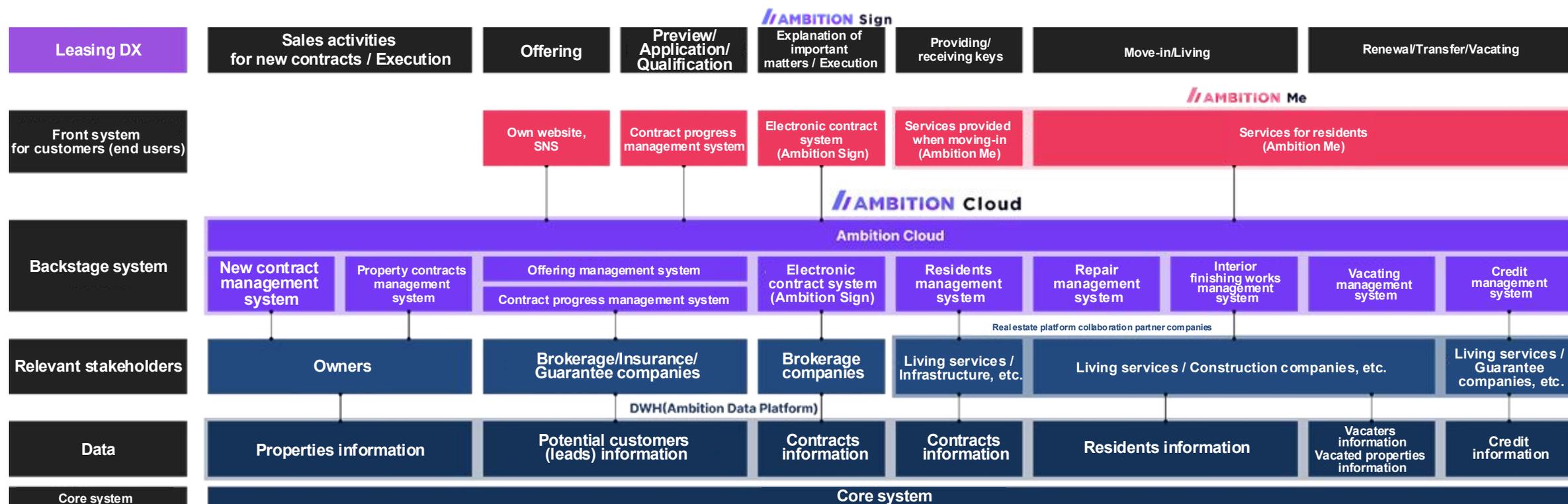
- Aiming for further growth through existing businesses, DX operations, and investment M&A.



Generative AI x DX Products

Comprehensive DX System Architecture

- Systematizing all real estate operations through DX, covering everything from B2B to B2C, and from property management to brokerage.
- Leveraging DX to systematize and foster long-term relationship management with tenants post-contract.



DX Products

• We develop proprietary DX products in-house, transforming the real estate business.

// AMBITION Cloud

- **Contract Progress Management System**
Manages the entire process from initial inquiry to contract execution.
- **Maintenance Management System**
Comprehensively manages maintenance, including quotation and execution status records.
- **Leasing Management System**
Manages the registration and publication of property listings in integration with the new mandate and move-out management systems.
- **Receivables Management System**
Comprehensively manages receivables, including creditor/debtor data and payment tracking.
- **Move-out Management System**
Manages processes such as move-out procedures and property restoration.
- **New Mandate Management System**
Manages the mandate acquisition process, including the receipt, registration, and progress tracking of mandate conditions.

// AMBITION Sign

- **Online Contracting System**
Enables online statutory disclosures and contract execution.

ラクテック RAC-TECH Automated Data Entry

- **Bulk Listing**
An automated property listing tool leveraging AI-driven inquiry prediction and reactivation data.
- **Individual Listing**
A specialized tool focusing on high-demand features (RPA: automated listing).

// AMBITION Me

- **Tenant App**
A comprehensive tenant support app offering everything from key handover to daily lifestyle services.

DX Products (AMBITION Cloud)

AMBITION Flagship DX Model

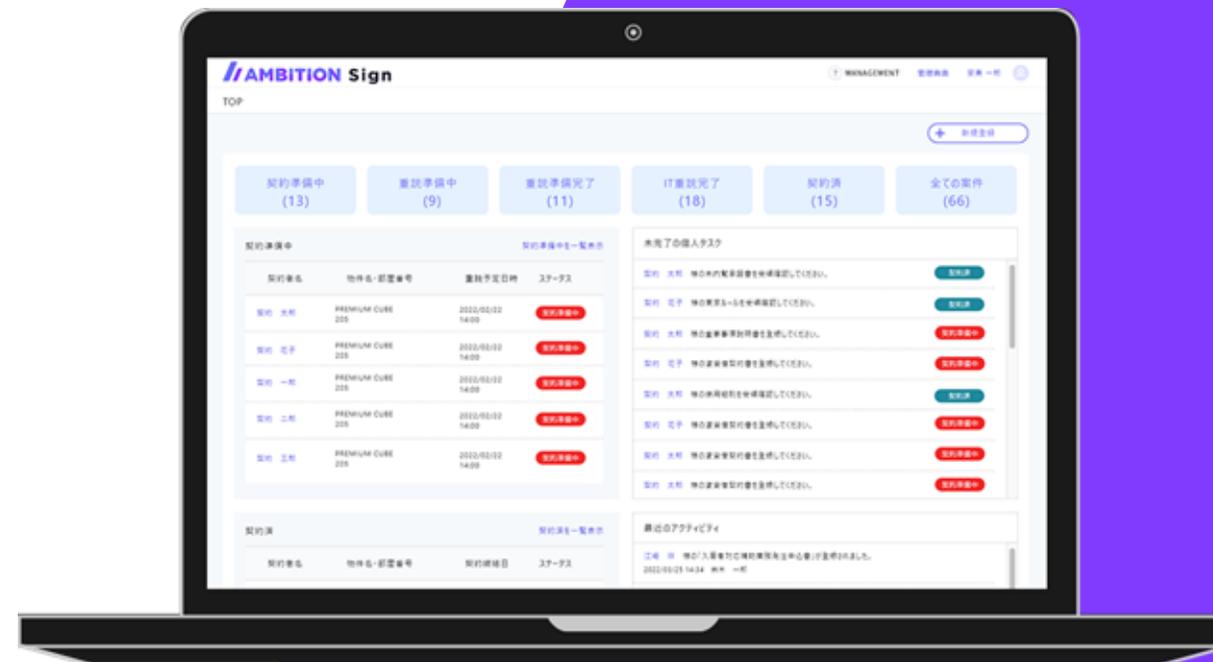


Executing comprehensive DX across property management operations to drive operational efficiency and productivity.

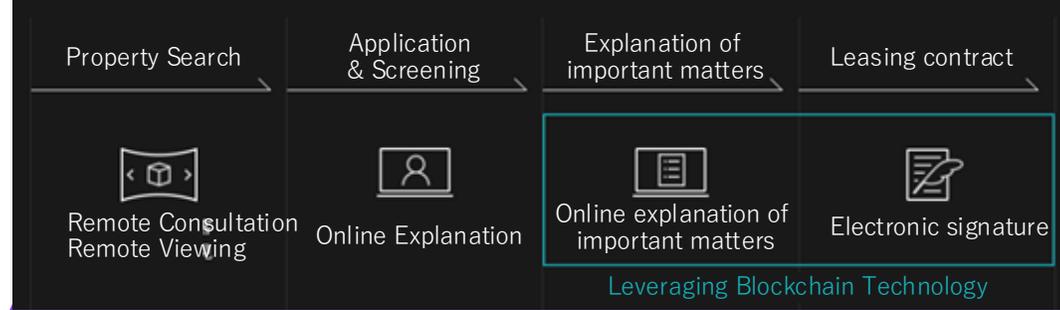
AMBITION Cloud is a comprehensive service that digitalizes all operations related to real estate property management.

Developed entirely in-house from the ground up, it seamlessly integrates with various systems via API and connects with our core systems utilizing RPA.

Through our proprietary system, it is evolving into an interconnected platform linking brokers, guarantor companies, and property owners.



Fully digitalizing the entire contracting process, from statutory disclosures to signatures. Delivering a novel contracting experience leveraging blockchain technology.



DX Products (AMBITION Sign)

Electronic Contracting System Powered by Blockchain



DXing the Contracting Experience: A One-Stop Solution for Online explanation of important matters and Electronic Signatures

- AMBITION Sign is a core component of AMBITION Cloud, enabling fully Online explanation of important matters and contract execution—previously restricted—in alignment with the 2021 regulatory reforms.
- Designed specifically for explanation of important matters, this online video conferencing system delivers exceptional usability and functionality.
- Leveraging blockchain technology ensures robust security. We will further integrate this with tenant services to provide a seamless, end-to-end customer experience.



DX Products (AMBITION Me)

Fostering Long-Term Relationships with Tenants



A LINE-based service supporting tenants end-to-end—from key handover to daily lifestyle services.

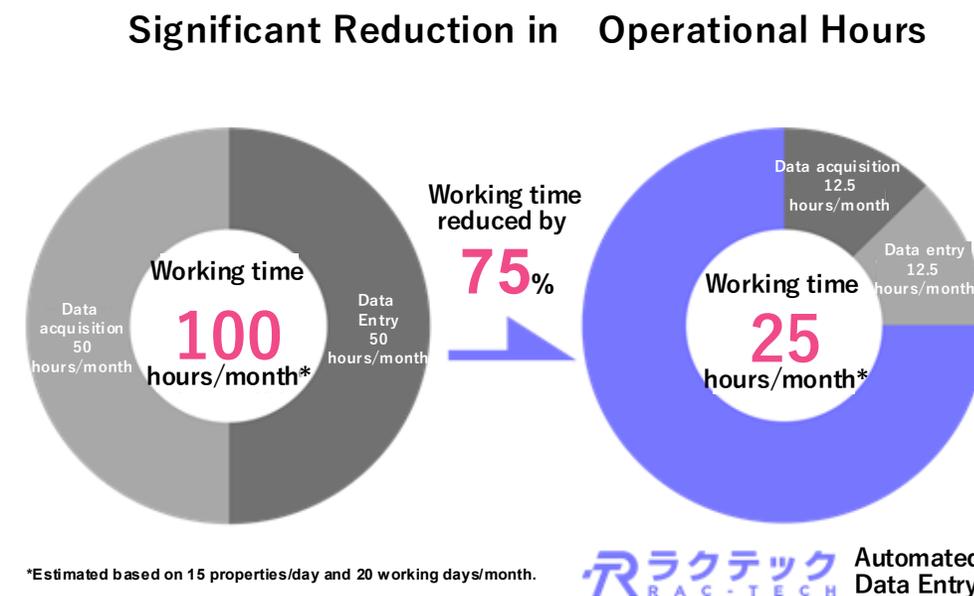
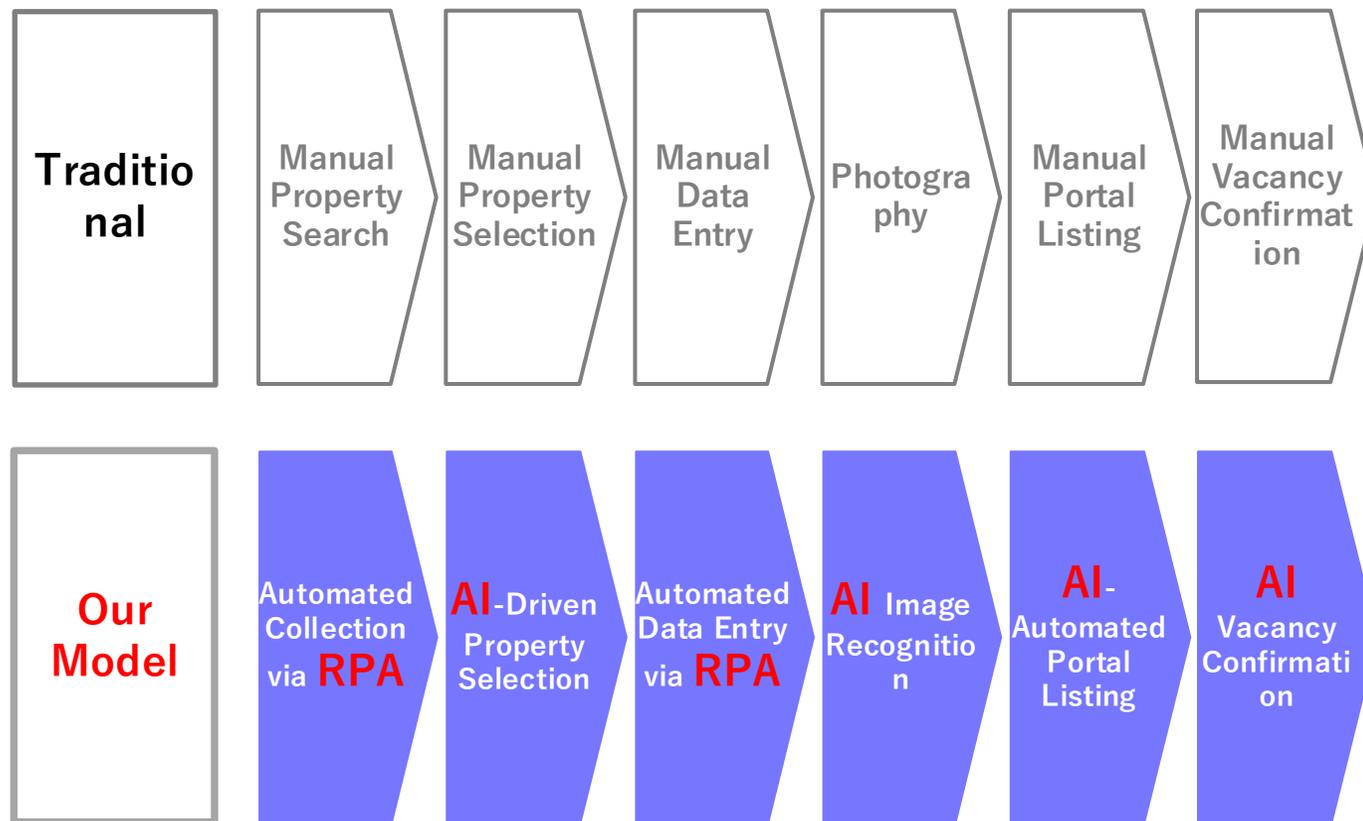
- An all-in-one platform integrating lease renewals, move-outs, tenant communications, utility services (electricity/gas/water), and insurance. Designed to enhance tenant satisfaction and engagement while maximizing LTV (Life-Time Value).
- Deploying services that boost tenant engagement by building a proprietary digital ecosystem in collaboration with partners across lifestyle services, utilities, and financial institutions.
- Online telemedicine services, enabling seamless medical appointments directly via LINE.
- Value-added housing services, offering cost-effective utility optimization and streamlined administrative procedures.
- Generative AI-powered FAQ service providing 24/7 automated responses to tenant inquiries. Elevating the customer support experience with support for 75 languages.



DX Products (RAC-TECH)

"RAC-TECH": AI x RPA Tool for Leasing DX

Business Process for Property Listings



【RPA】 Robotic Process Automation. Software robots.

Human Capital DX: Employee Training

Driving operational efficiency by leveraging Generative AI (Gemini) across various facets of employee training.



Deploying Generative AI Training Programs

Rolling out AI training for all employees and establishing a robust human capital development framework.



Automated Manual Generation

Automating the documentation of real estate expertise. Reducing search time and boosting operational efficiency.



Continuous Learning and Skill Enhancement

Formulating personalized learning plans necessary for upskilling, tailored to individual employees.



Acquisition of AI-Related Certifications

Supporting the acquisition of AI-related certifications to elevate employees' comprehension and practical application of AI technologies.



New Hire Onboarding

Streamlining onboarding and the acquisition of specialized knowledge through AI-driven role-playing.



Global Workforce Support

Leveraging AI to accelerate the assimilation of global talent by facilitating their understanding of Japanese business practices and corporate culture.

AMBITION DX HOLDINGS

(Strategic Roadmap 2026)

Real Estate DX Platform Strategy

(Toward Exponential and Transformative Growth)

Redefining the real estate business through AI integration and the pursuit of DX.
By commercializing DX tools and our "Industry OS" refined through our core operations, we target non-linear, rapid profit growth.

00. Equity Story

Equity Story

Toward Exponential and Transformative Growth

We are currently undergoing a major strategic pivot to become a "**Real Estate DX Platform Provider**," digitally redefining the entire real estate value chain.

To date, we have developed proprietary DX systems and products, notably "AMBITION Cloud." Through rigorous internal deployment and optimization, we have achieved industry-leading productivity and **growth: a 70% reduction in operational hours, a 98.0% occupancy rate, and a 21x increase in profit.**

Going forward, we will commercialize these innovative "**Generative AI x DX solutions**" across the broader industry and deliver a comprehensive Real Estate OS.

Through this, we target **exponential growth** as a **leading Real Estate DX Platform Provider**.

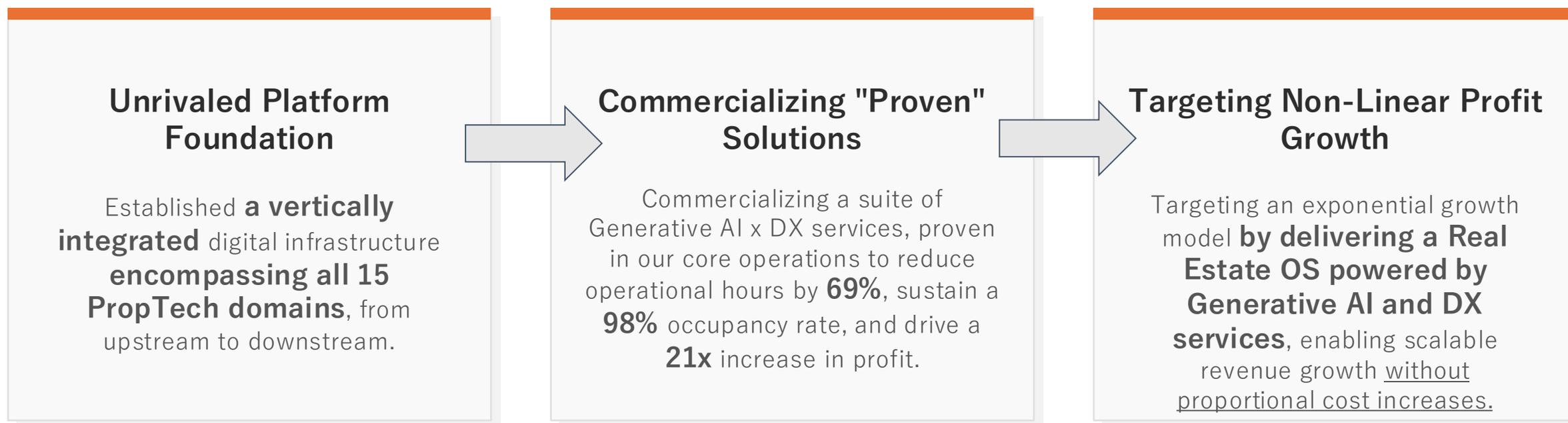
By building a unique digital ecosystem rooted in real estate, we will leverage technology to transform the entire industry's structure.

This is the future AMBITION DX HOLDINGS is committed to delivering.

01. THE INVESTMENT THESIS

Strategic Highlights

Driving leapfrog growth by commercializing proprietary, **proven** Real Estate DX services and delivering a **Real Estate OS**. Digitally **redefining** the profit structure of the real estate business.



02. MARKET OPPORTUNITY & STRUCTURAL DOMINANCE

Capturing Market Opportunities through Comprehensive Coverage and Value Chain Integration

Serving a massive ¥2.6 trillion* legacy market through a vertically integrated DX platform.

■ Structural Challenges in the Real Estate Sector

Information silos caused by outdated business practices and a low-productivity model heavily reliant on human capital.

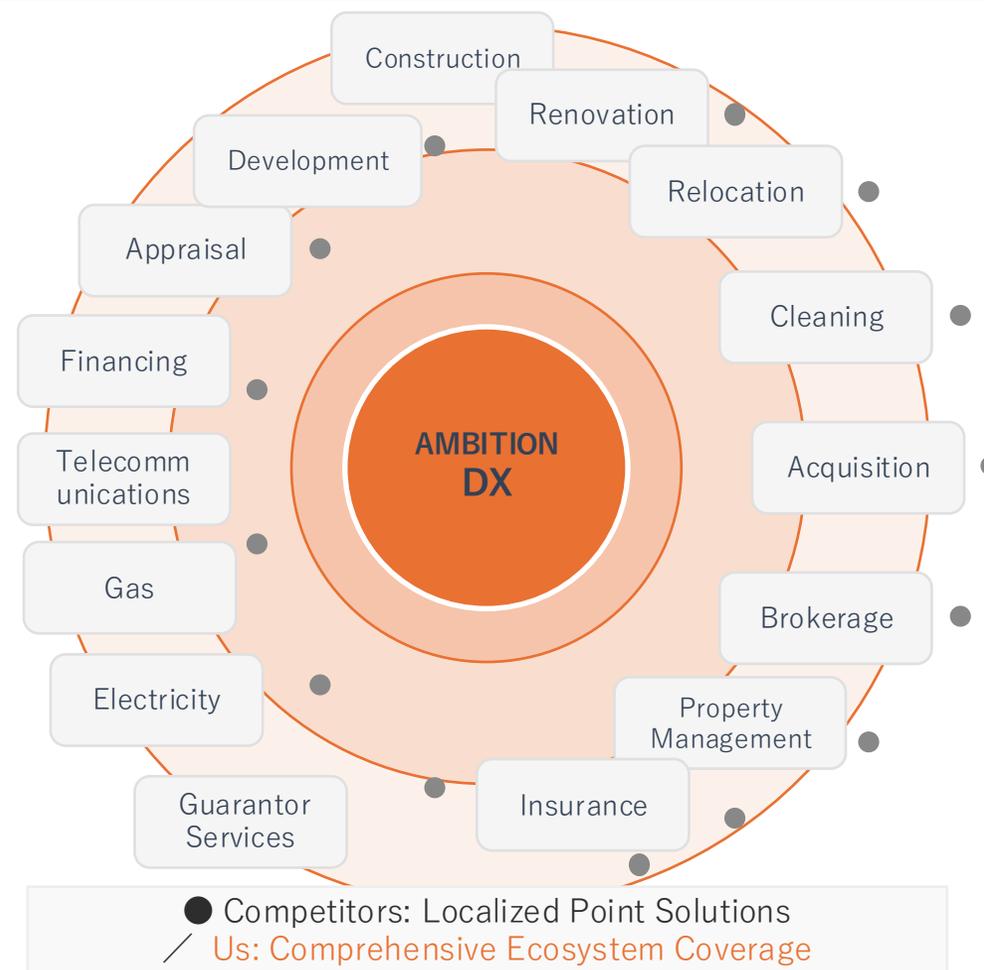
■ Target Model: Value Chain Integration

Seamless, end-to-end digital integration—from land acquisition to brokerage, property management, insurance, and utility services. While competitors offer fragmented "point" solutions, we provide **comprehensive coverage** across the entire service ecosystem.

■ Accumulation of Granular Data

Accumulating highly granular lifecycle data—unmatched by competitors—by covering **all 15 sectors** of the PropTech industry. Leveraging this data to build our vertically integrated DX platform and deliver the Real Estate OS.

Source: Yano Research Institute, "Survey on Housing Management Market" 2023-2024, estimating the rental housing management market at approx. ¥2.4-¥2.6 trillion. Ministry of Land, Infrastructure, Transport and Tourism, materials upon enforcement of the "Act on the Optimization of Rental Housing Management Business", etc.



03. PRODUCT STRATEGY – AMBITION Cloud

AMBITION Cloud : Elevating from an Internal System to an Industry-Standard Infrastructure

Initiating full-scale rollout: transitioning from an internal support tool to an indispensable industry infrastructure.

■ AMBITION Cloud (Core OS)

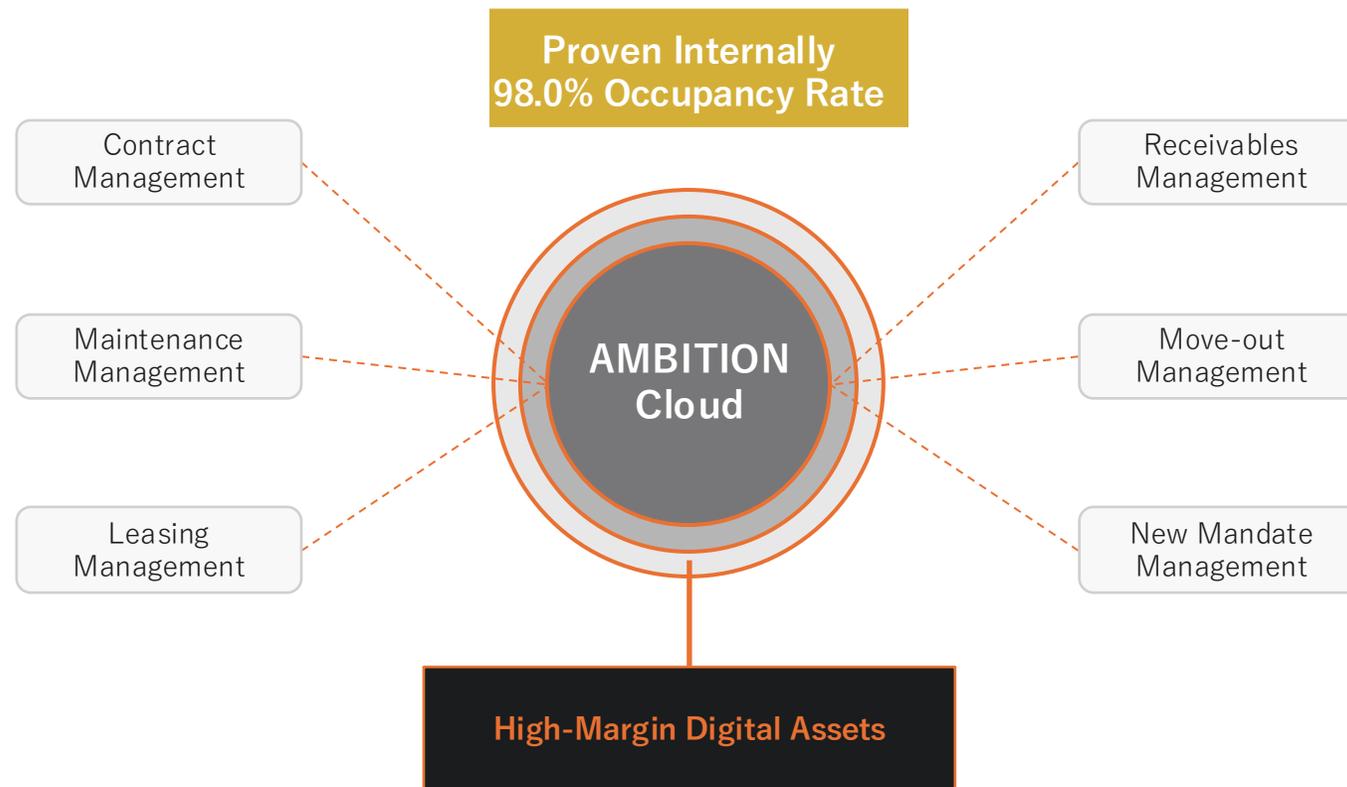
The core property management system integrating the entire process—from contracting, leasing, and maintenance to receivables, move-outs, and new mandates. Eliminating industry inefficiencies.

■ Accelerating Growth through Commercialization

Commercializing our "AI x DX services," refined through internal operations to achieve a **98.0%** occupancy rate. Maximizing recurring revenue to establish our next pillar of growth.

■ Establishing Ecosystem Dominance

Connecting brokers, guarantors, and property owners via API integration, aiming to become the de facto industry standard.



04. TRANSACTION & RETENTION STRATEGY

Digitalization of Contracts and Customer Retention Strategy

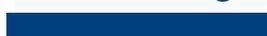
Significantly reducing contract lead times through AI x DX, while maximizing LTV and tenant satisfaction.

■ AMBITION Sign (End-to-End Digitalization of the Contracting Process)

Traditional Analog Contracts (Several Days)



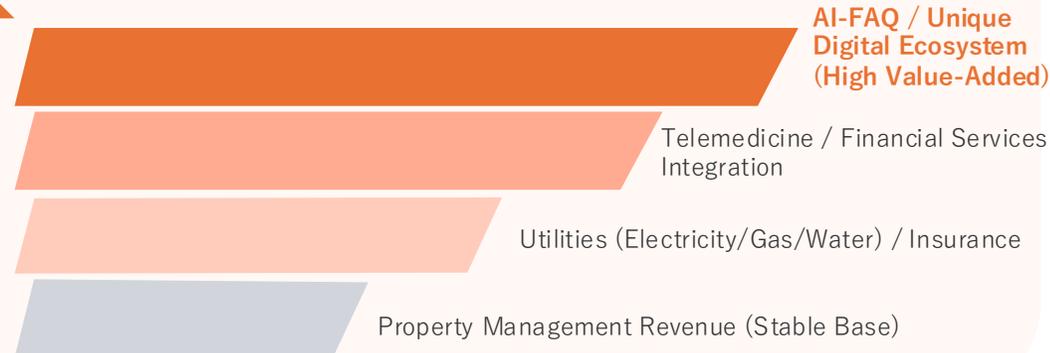
AMBITION Sign (Instantaneous)



**69% Reduction
in Contract Lead Time**

■ AMBITION Me (Maximizing LTV)

Maximizing LTV
(Lifetime Value)



- Integrated a 75-language Generative AI FAQ into our LINE interface. 24/7 support simultaneously boosts tenant satisfaction and LTV.
- Monetizing every life event during the tenancy period, transitioning from traditional "point-based" transactions to "comprehensive ecosystem-based" revenue.

■ Enhancing Tenant Satisfaction and Building a Digital Ecosystem

"Accelerating Transactions" and "Maximizing LTV" Driven by AI x DX

05. THE AI PROFIT MULTIPLIER – RAC-TECH

The AI Margin Revolution: "RAC-TECH," the AI-Driven Profit Multiplier Engine

Achieving "Scalability" through Commercialization Enabling Revenue Growth without Proportional Cost Increases → **Complete Transition from a Labor-Intensive Model**

■ Traditional Analog Flow



■ RAC-TECH Automated Pipeline



[RPA] Robotic Process Automation. Software robots.

75%
Reduction in
Operational
Hours (100h
→ 25h)

Transition from a "Labor-Intensive" to a "Knowledge-Intensive" Model



Exponential Growth
in Revenue and Profit



"Liberation from Manual Labor: Driving Margin Expansion"
Eliminating human error and establishing true scalability, where expansion in scale translates directly into increased profits.

06. ORGANIZATIONAL CAPABILITY MOAT

Making Organizational Capability Itself the Ultimate Competitive Moat

Internalizing Technology and an AI-Empowered Workforce: Sustainable Advantage Free from External Dependencies

IN-HOUSE DEV

Accelerating In-House Development

Bringing AI engineering in-house to deploy RAG and AI agents at frontline speed. Continuously accumulating proprietary Intellectual Property (IP) while eliminating reliance on external vendors.

RAG (Retrieval-Augmented Generation): A technique that enhances generative AI by retrieving and utilizing relevant information from external databases when generating responses.

AI-PROFESSIONAL

Transforming the Value of Human Capital

Providing organizational support for acquiring AI certifications. Transforming all employees into AI professionals and transitioning human resources into technological assets.

KNOWLEDGE OS

Transforming Knowledge into Digital Assets

Promoting automated knowledge management and AI role-playing utilizing Generative AI, establishing a framework to instantaneously systemize the expertise of veterans.

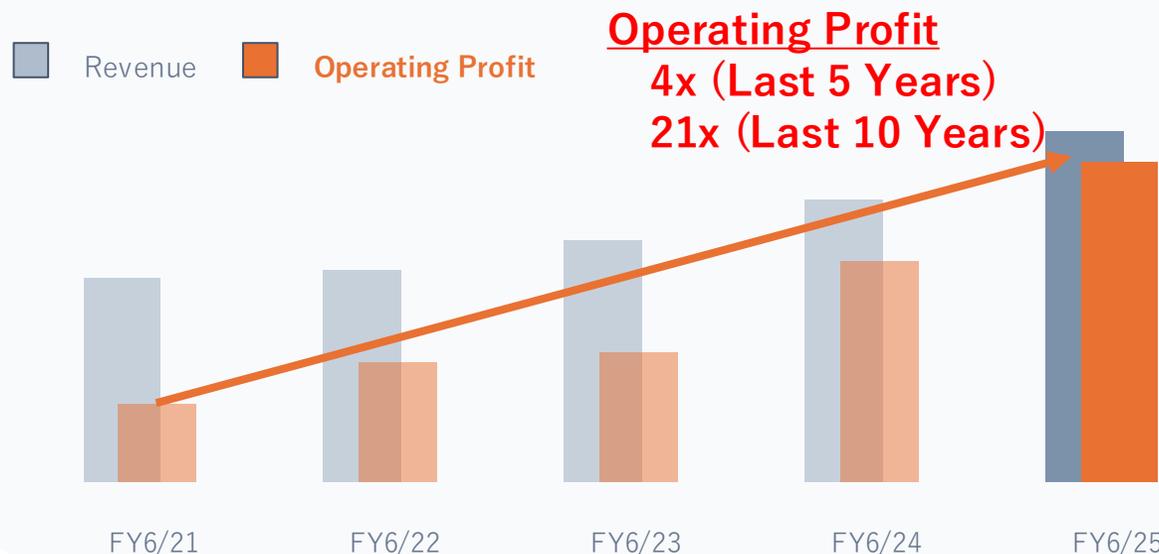
**"Systems can be replicated, but organizational capabilities cannot."
The "People" and "Culture" that master technology constitute AMBITION DX's true competitive advantage.**

07. STRATEGY REALIZATION – QUANTITATIVE EVIDENCE

Full-Scale Strategy Execution: Continuous Profit Evolution Driven by DX

DX has already transitioned from a "Cost Center" to a "Profit Driver." Proven and overwhelming competitive advantage.

Consolidated Revenue & Operating Profit Trends



MARKET LEADERSHIP

Occupancy Rate
98.0%

Significantly outperforming the industry average of 90.1%

PRODUCTIVITY SHIFT

69% Reduction in
Operational Man-Hours

Dramatic increase in properties managed per employee

Established growth trajectory and valuation as a high-margin tech company.
DX-driven evolution is entering an "Acceleration Phase," projecting further high growth.
Economies of scale combined with deepening AI integration will realize a growth spiral that drives further margin expansion.

Our Identity

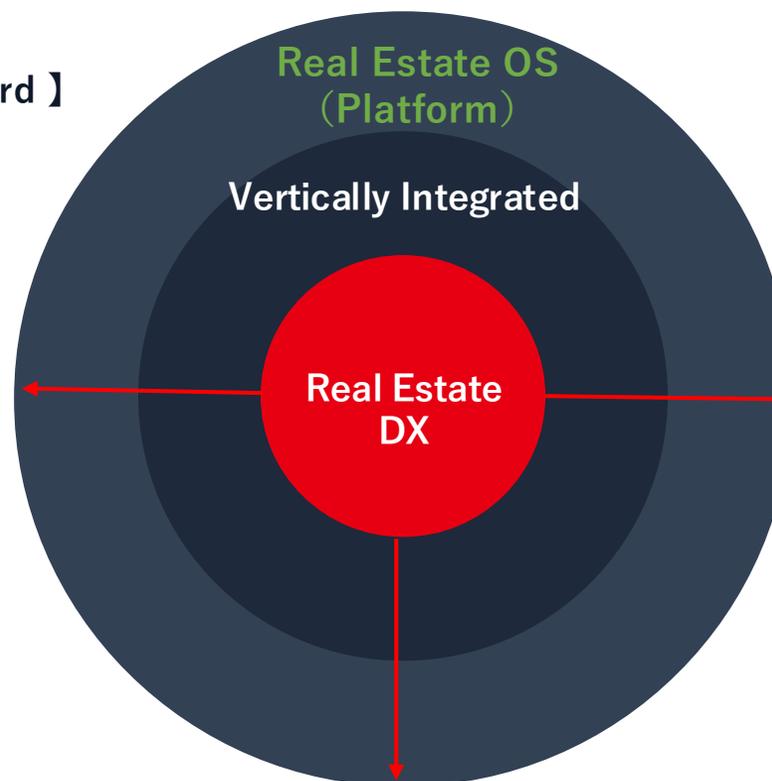
Accelerating growth by commercializing AI products.
Aiming for further leapfrog growth by delivering a "Real Estate OS."

【 Compelling Operational Track Record 】

- Non-linear growth track record: approx. 21x increase in operating profit
- 69% reduction in operational hours
- Sustained high occupancy rate of 98.0%
- Consistent annual growth in managed properties, reaching 27,224 units

【 Rapid Revenue Expansion via Commercialization 】

- Core system: "AMBITION Cloud"
- Electronic contracting: "AMBITION Sign"
- Tenant-exclusive app: "AMBITION ME"
- AI implementation: "RAC-TECH"



【 AI Talent & Advanced Technology 】

- Cultivating and securing "AI Talent" as the core of our DX promotion
- Accumulating "proprietary data" based on frontline insights in Property Management (PM) and Building Management (BM)
- An "AI x Real Estate" professional group that instantaneously resolves frontline pain points

【 Pathway to Exponential Growth 】

- Delivering an "Industry OS" as the real estate sector's infrastructure
- Comprehensive lifestyle support infrastructure to maximize LTV
- The one and only "Real Estate DX Platform Provider"

Transforming the real estate business through AI and DX,
aiming to become the unrivaled Real Estate DX Platform Provider.

ESG Initiatives

ESG (Goals)

- We aim to achieve operational efficiency by driving business innovation through DX, actively contributing to the realization of a sustainable society.

Governance

Environment

Contribution to Paperless Operations

Contributing to waste reduction as part of mitigation measures to reduce greenhouse gas emissions in response to climate change. Our core business activities themselves exert a positive impact on environmental sustainability.

Social

Technological Innovation in Property Management

Establishing a foundation for technological innovation in property management and shortening operational timelines. Contributing to the building of a sustainable industry through innovation.

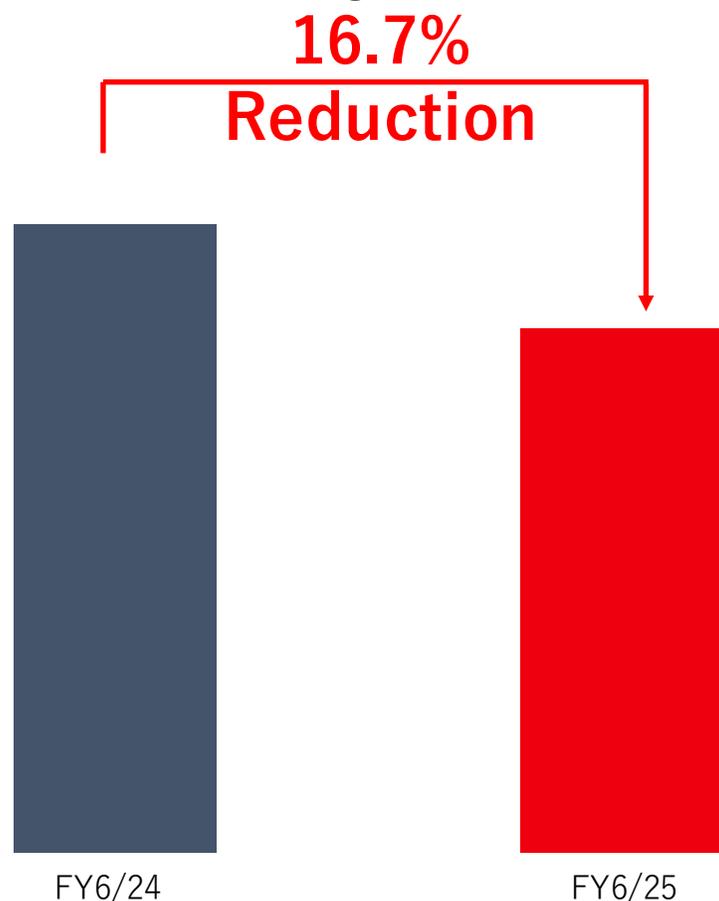
Human Capital

Driving corporate growth through employee health and individual development to provide value to customers. Furthermore, making continuous contributions to society at large.

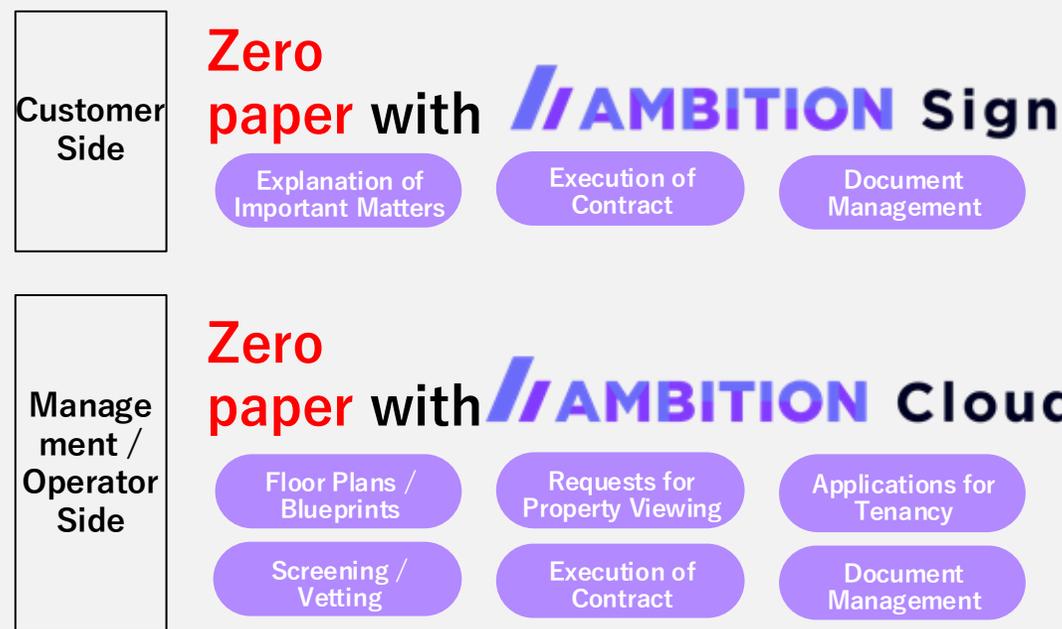
ESG (Environment)

- Promoting paperless operations through our DX strategy, achieving a 16.7% reduction in paper printing compared to the same period in FY6/25.

Number of Printed Pages

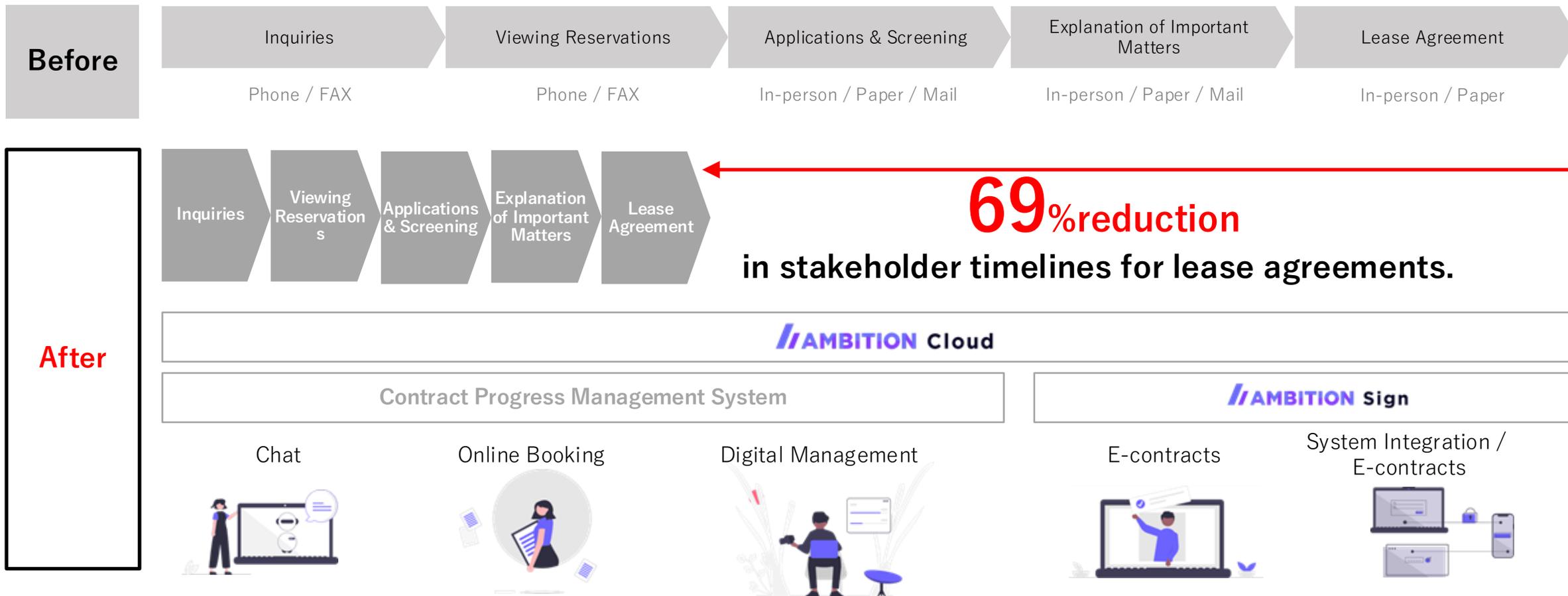


Achieving Virtually **Zero Paper** Documents for Contracts



ESG (Social)

• Establishing a foundation for technological innovation in property management, significantly shortening the time required to complete contracts.



ESG (Social)

- Cultivating a new corporate culture by supporting individual growth.
Also strengthening initiatives for healthy and safe working styles.

Expertise

Registered Real Estate
Broker License Rate

45.6%

(As of June 30, 2025)

- Subsidizing costs for obtaining the license
- Creating an environment for qualification through testing and counting study time as working hours
- Providing qualification allowances after acquisition
- License rate exceeding the industry average

Health



Excellent Health Company

In 2024, following the previous year, made the "Health Company Declaration" and actively implemented health and productivity management initiatives, earning the "Silver Certification" as an Excellent Health Company.

Health



Health & Productivity
Management Outstanding
Organization

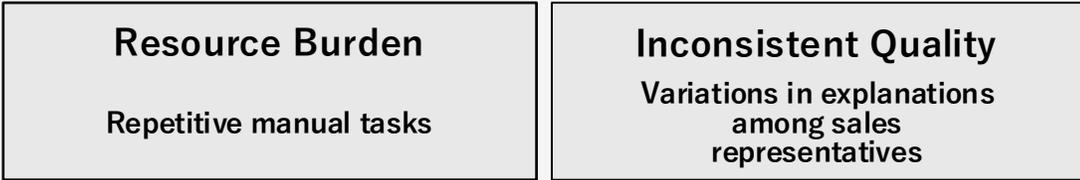
Certified again in 2025 in recognition of strategic efforts to manage employee health from a management perspective. We will continue to integrate health and productivity management into our business strategy, pursuing both employee well-being and organizational sustainability.

News

AMBITION Clone Studio

Developed "Clone AI", Trained on Corporate Knowledge and Speaking Styles

Challenges



Clone AI Solution

AI avatars, trained on the knowledge and speaking styles of our top employees, execute field sales.
Standardizing information to ensure the delivery of accurate and consistent messages.

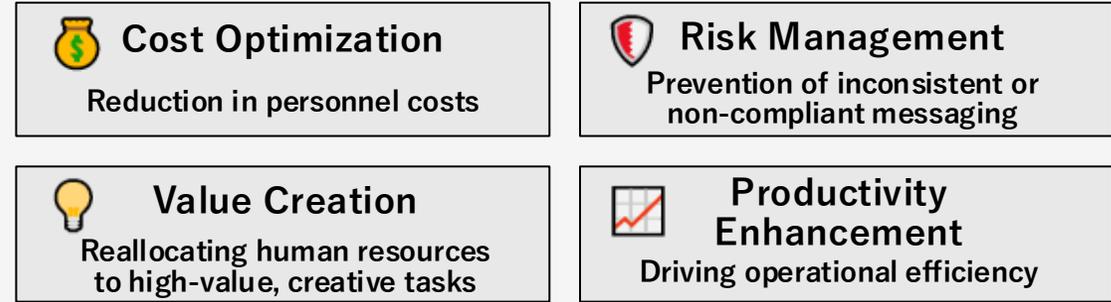


Proprietary AI Platform



Securing a competitive advantage through proprietary, in-house developed technology, independent of external tools.

Benefits of Implementation



Technical Features



Commercialization Strategy



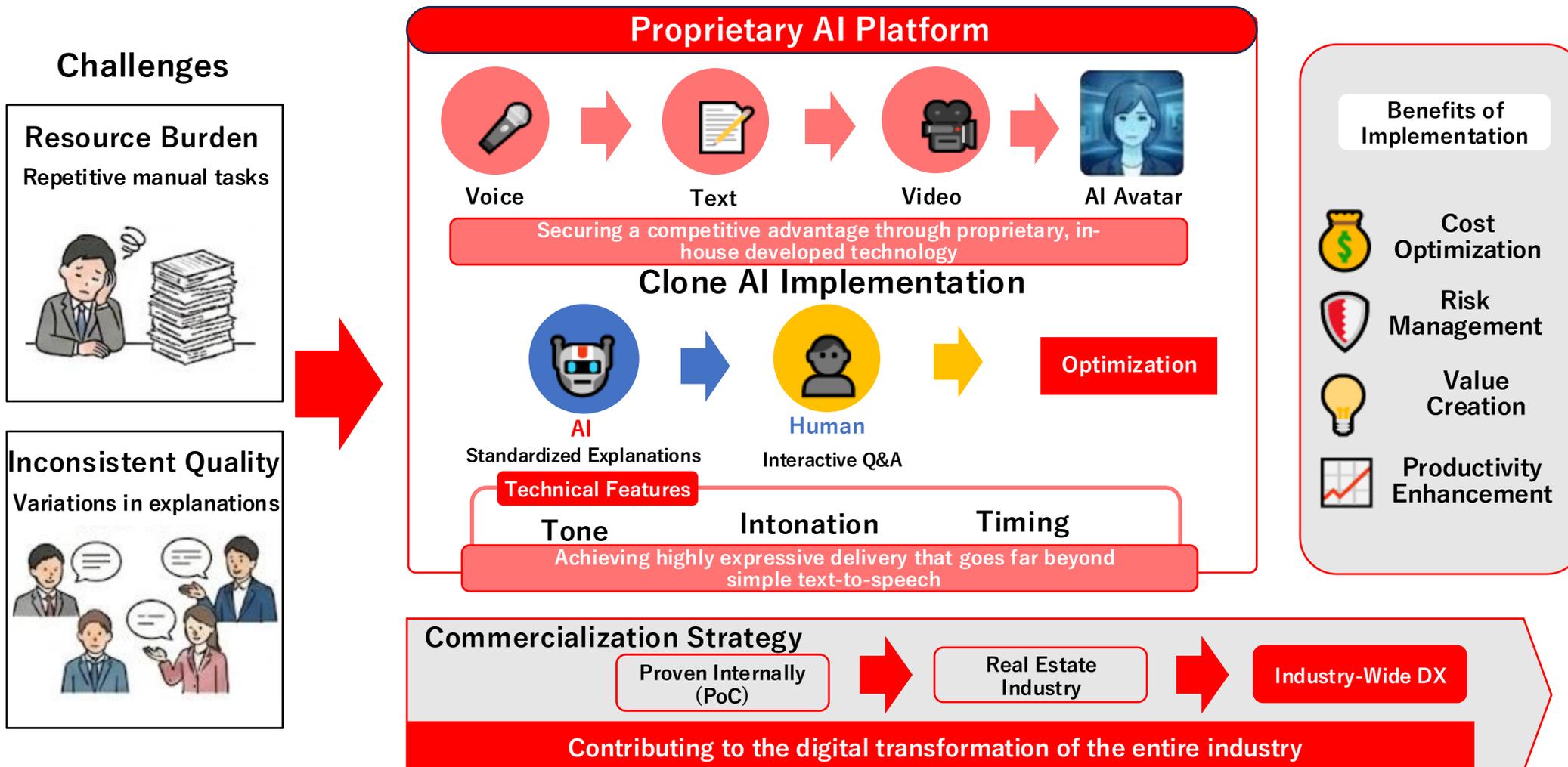
Contributing to the digital transformation of the entire industry, which still relies heavily on legacy practices.

News

"Clone AI" Executing Sales Operations

Resolving challenges such as resource burdens and inconsistent quality through a proprietary platform integrating voice, video, and AI avatars.

Leveraging "Clone AI" to drive DX—starting with the real estate industry—and optimize costs and productivity.



Personalized AI Concierge Feature

【 Grounding with Google Maps 】

Launching an AI Concierge Service Tailored to Each Tenant's Daily Life Patterns

(HERO VISUAL)

NEWS: Early Domestic Adoption of Google's Latest Technology

Integrated Google's latest technology, "Grounding with Google Maps" (announced on September 26), into our tenant app, "AMBITION Me." Resolves the hallucinations and lack of localized information inherent in conventional LLMs.

Technology Comparison

Grounding with Search



Source: Public websites

Strengths: General knowledge & news

Grounding with Maps



Source: Geographic & store data

Strengths: Accurate locations, operating hours, & inventory

A Real-Time Concierge Centered Around the "Home"



Distance & Route

Calculates accurate travel times from the "home" rather than the current location.



Real-Time Availability

Determines if a location is "open right now," rather than just providing general business hours.

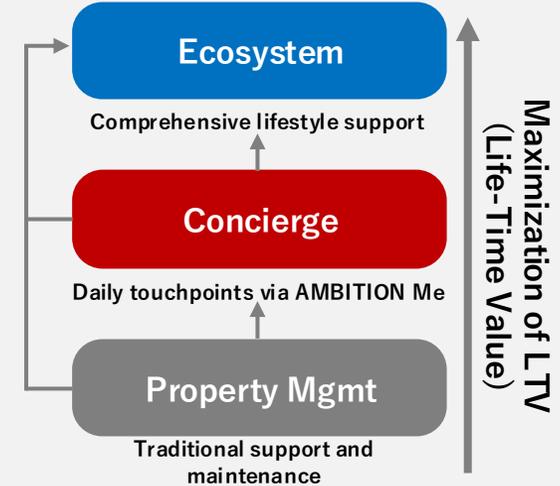


Qualitative Search

Extracts sentiments such as "quiet" or "good selection" through review analysis.

"XX Drugstore," a 6-minute walk from your home, is currently open. Reviews indicate they have a great selection of baby products.

Strategic Roadmap for Maximizing LTV

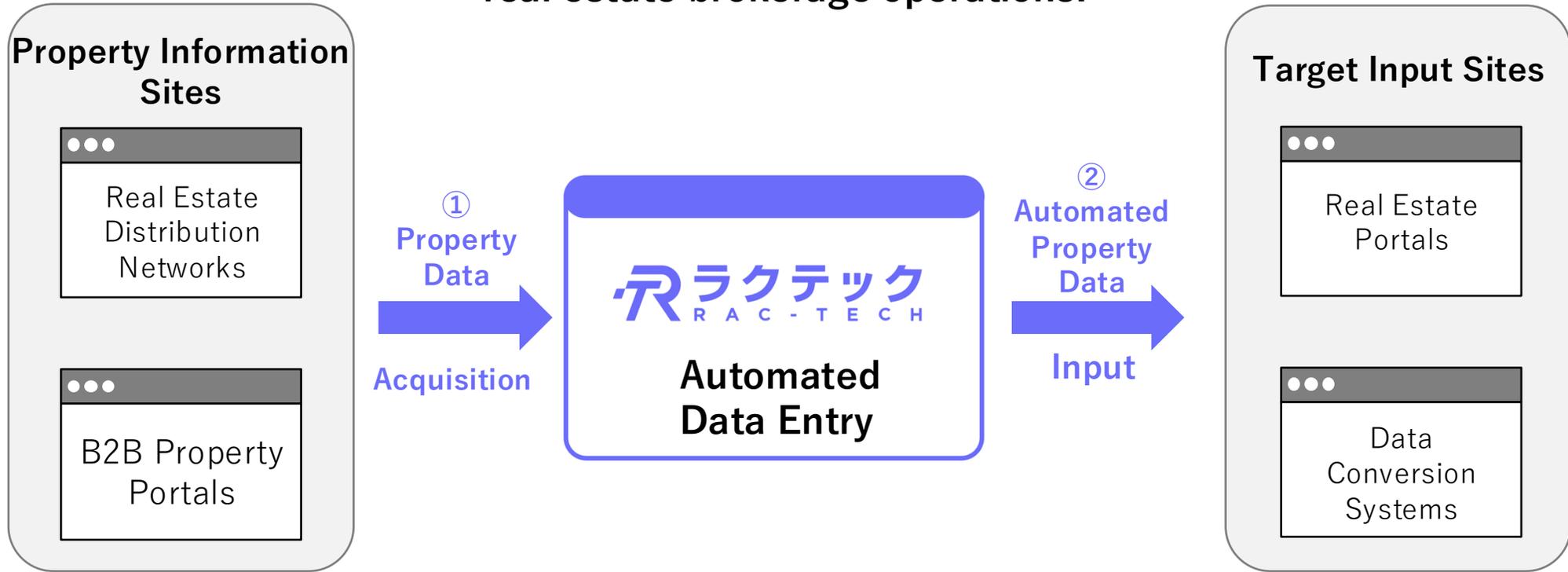


- ☑ **Smart Contracts**
Automation of electricity, gas, and insurance
- ☑ **Loyalty Program**
Points awarded for rent payments
- ☑ **Integration with Payment and Financial Services**

AI x RPA Tool "RAC-TECH"

【Approx. 600% YoY Growth】

Dramatically reducing operational hours and manual effort in real estate brokerage operations.

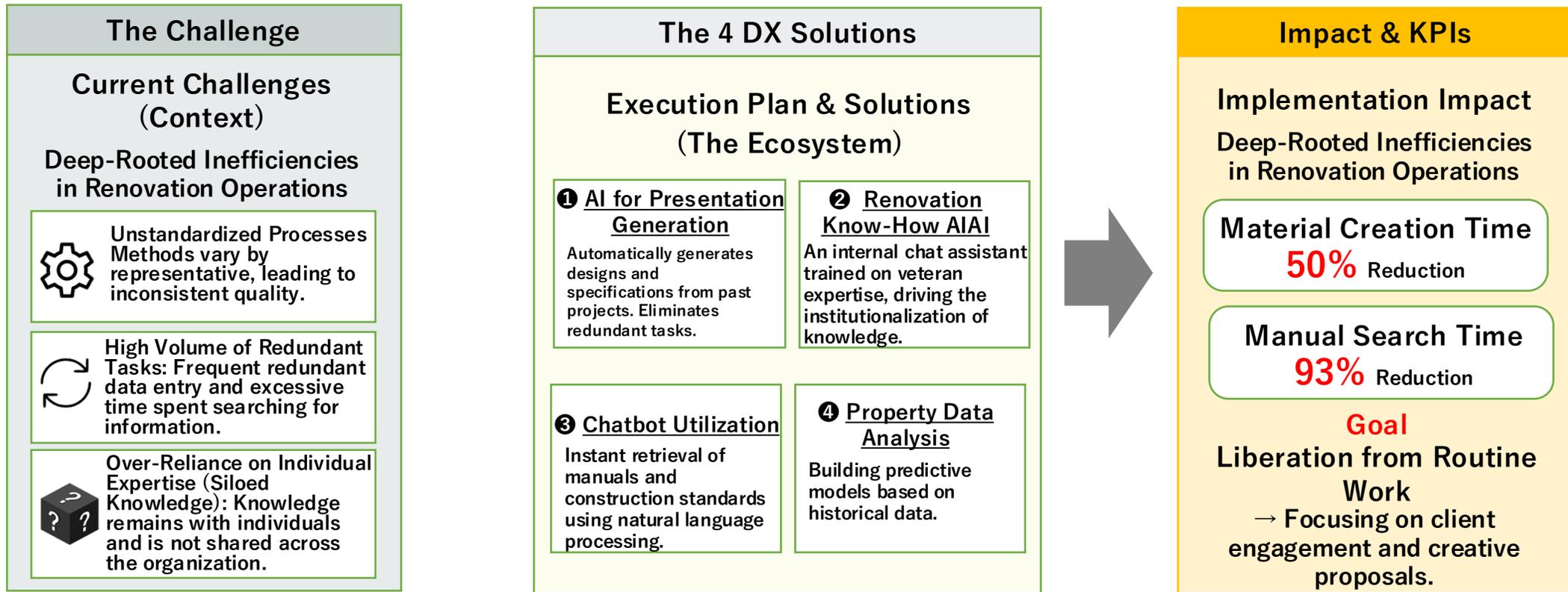


Operational Workflow



Automating Presentation Material Creation via Generative AI

~ Disrupting the "Status Quo" of the Inefficient Construction Sector through DX ~



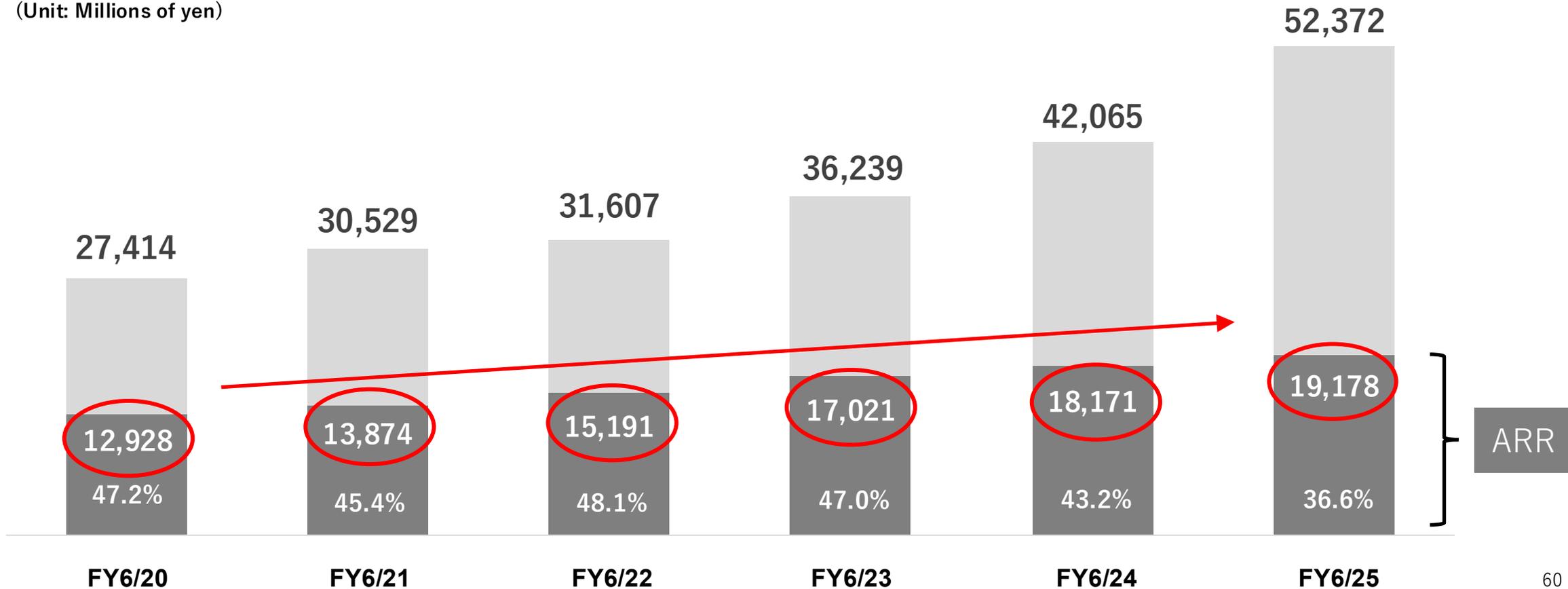
APPENDIX

ARR (Annual Recurring Revenue)

- ARR Revenue Ratio: Accounts for approx. **40%** of total revenue, **forming a stable revenue base.**
- **ARR Revenue Amount: Increasing annually.**

Annual Recurring Revenue: Revenue generated consistently throughout the year.

(Unit: Millions of yen)



DX Certified Business Operator

- Certified as a "DX Certified Business Operator" in recognition of our commitment to promoting digital transformation (DX).



The DX Certification System is a Japanese government program that evaluates and certifies companies based on their strategies, organizational structures, human resource development, and technological capabilities for promoting digitalization.

Pre-certification Initiatives

Active digitalization, development of new business models, and operational efficiency improvements.

↓ DX Certification

Ongoing Initiatives

- Developing new services utilizing cutting-edge technologies such as blockchain, generative AI, IoT, and RPA.
- Formulating business strategies through data analysis.
- Enhancing employees' digital skills, etc.



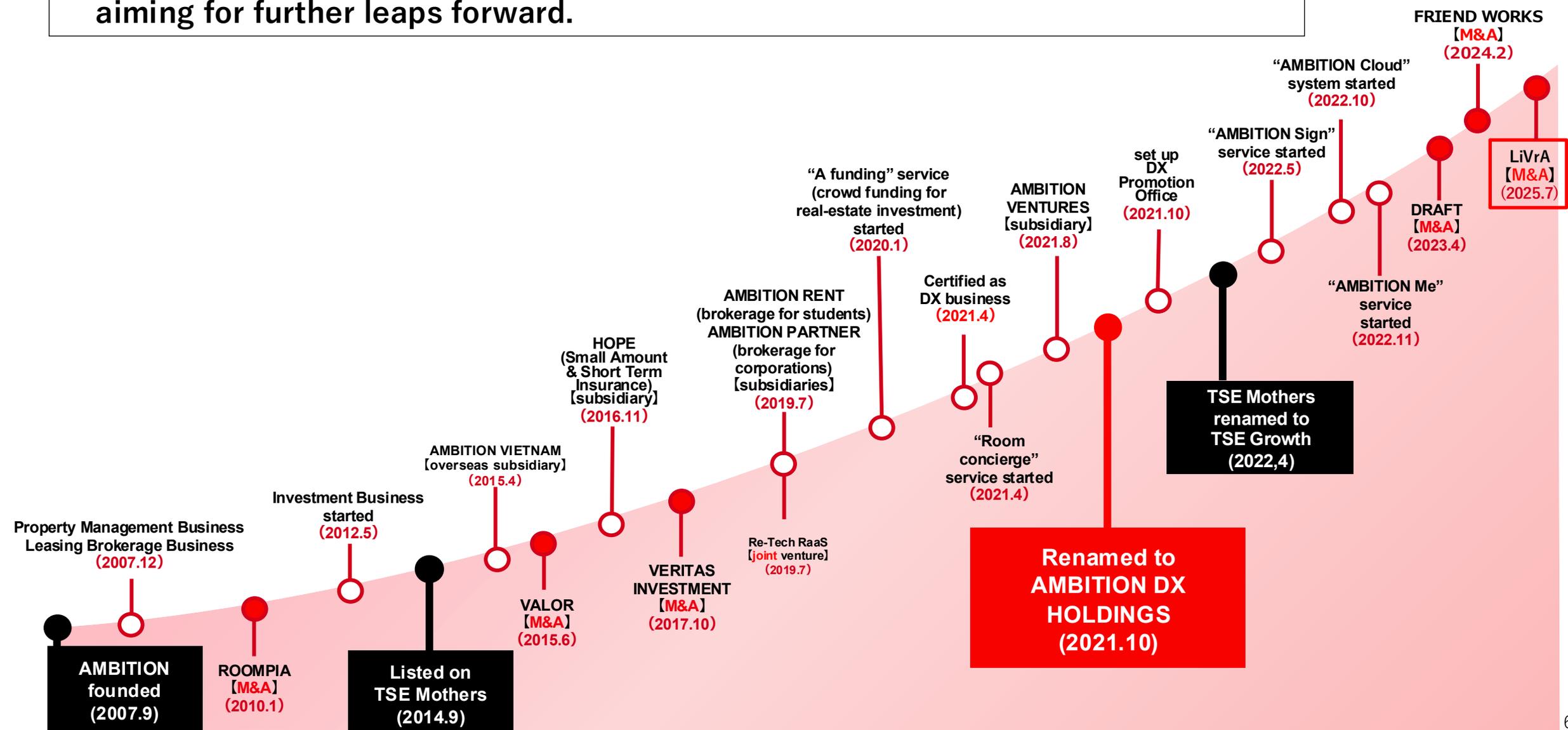
Future Initiatives

- Enhancing service quality and creating new value propositions for customers.
- Operational efficiency through digitalization.
- Deepening customer understanding through data analysis, etc.

Aiming to provide even more valuable services to our customers.

Company History

• Achieving discontinuous growth through aggressive M&A and DX investments, aiming for further leaps forward.



Contact Information

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