



Financial Results Presentation for Q1-Q3 FY6/2026

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

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Executive Summary

(Q1-Q3 FY6/26 Results)

- Revenue increase and profit decrease were in line with expectations (Q1-Q3 period)

Significant profit growth in Q3 (Jan-Mar)

(Consolidated) Revenue: ¥38.2 billion (+4.1% YoY), Operating Profit: ¥2.38 billion (-3.1% YoY)

(Factors) In Q1-Q3 of the previous fiscal year, sales of internally developed properties were concentrated, leading to a temporary surge in units sold. Property handovers are scheduled for the Q4.

(Leasing DX Property Management) **Record-high revenue for the Q1-Q3.**

(Sales/Purchase DX Investment) **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)

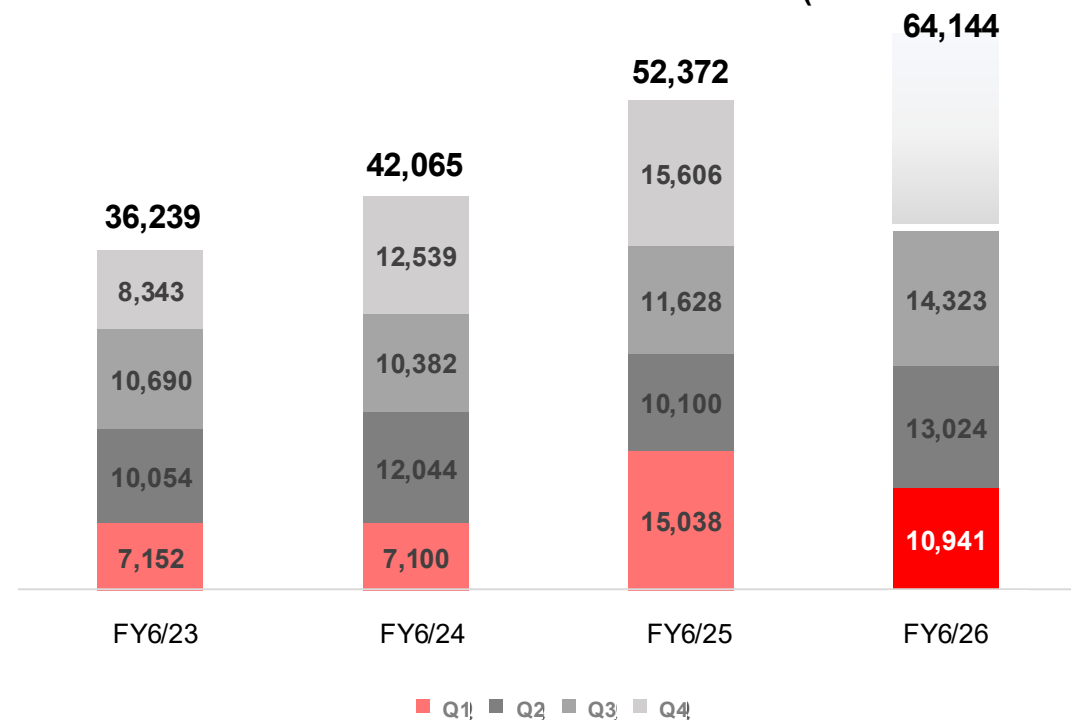
Financial Performance Trends (Stacked Quarterly)

- In the cumulative Q3 (FY6/25), the timing of sales of internally developed properties were concentrated in Q1.
- In the current Q3, the increase in revenue and decrease in profit are in line. We forecast full-year increases in both revenue and profit, driven by property handovers in Q4.

Revenue

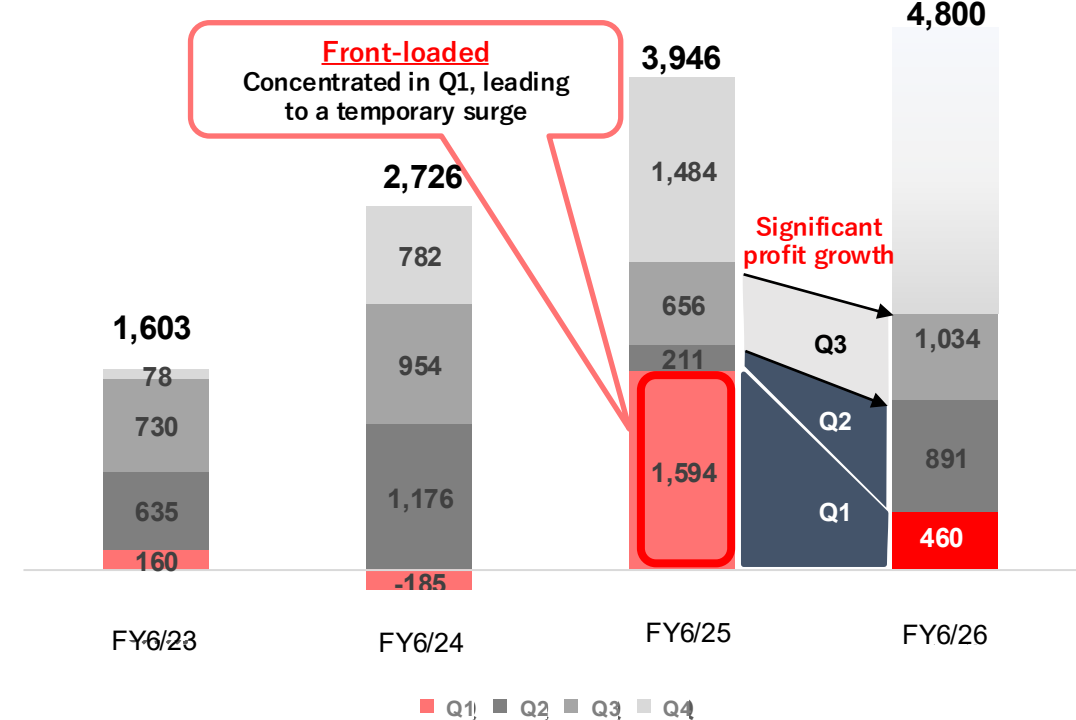
(million yen)

(Full-Year Forecast)



Operating Profit

(Full-Year Forecast)



Financial Highlights

Progressing as Planned (Q1-Q3)

Property Handovers Concentrated in H2 (Sales DX Invest Business)

Revenue

Operating Profit

Ordinary Profit

Quarterly Net Income

¥ **38,288** million

(YoY + ¥1,522million, +4.1%)

¥ **2,385** million

(YoY - ¥76million, -3.1%)

¥ **1,954** million

(YoY - ¥209million, -9.7%)

¥ **1,247** million

(YoY - ¥152million, -10.9%)

(Consolidated) In the previous cumulative Q3, sales of internally developed properties in the Sales DX Invest Business were concentrated. For the current fiscal year, they are scheduled to be recorded in Q4.

Leasing DX Property Management Business

Record-high profit (Q1-Q3)

Operating Profit: **¥2,211million(+31.8% YoY)**

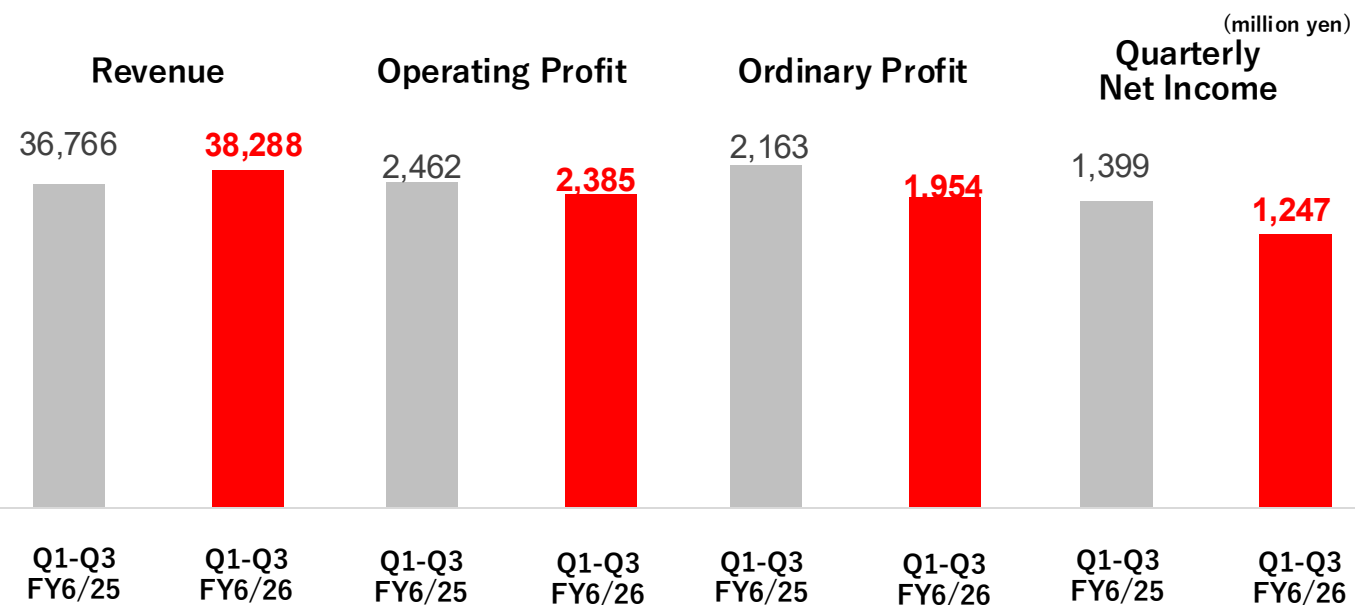
Realized productivity improvements through DX promotion, contributing to a high occupancy rate.

Sales/Purchase DX Investment Business

In the previous fiscal year, sales of internally developed properties were concentrated in H1.

In the current fiscal year, property handovers are scheduled for Q4.

- **Managed units : 28,524 (+1,164 YoY)**
- **Subleased units : 16,687 (+1,274 YoY)**
- **Occupancy rate : 97.5% (Industry avg. 90.1%)**



News Highlights

Key News Highlights from Q3 FY6/26

News 1

Launch of External Sales

Property AI STUDIO

Decision to launch external sales of an AI agent specialized in real estate operations starting April 2026.

(2026/3/19)

News 2

Next-Generation AI Inside Sales

Identifying "Priority Actions for Deal Closures" through LLM-based call analysis

Accelerating the development of next-generation AI inside sales

(2026/2/13)

News 3

Asset Value Named "Authenticity"

Yoshimasa Hoshiba × Premium Designer Residences Launch of YouTube Room Tours

Fostering ownership desire and property affinity through branded content

(Planning in progress)

Financial Results Overview (Consolidated)

Financial Results Overview

Progressing as Planned

(Consolidated) In the current Q1-Q3, the increase in revenue and decrease in profit are in line. Condominium construction and completion are scheduled to be recorded in Q4 (Sales/Purchase DX Investment).

Leasing DX Property Management : Significant profit growth. Segment profit increased by 31.8%(YoY).

(million yen)

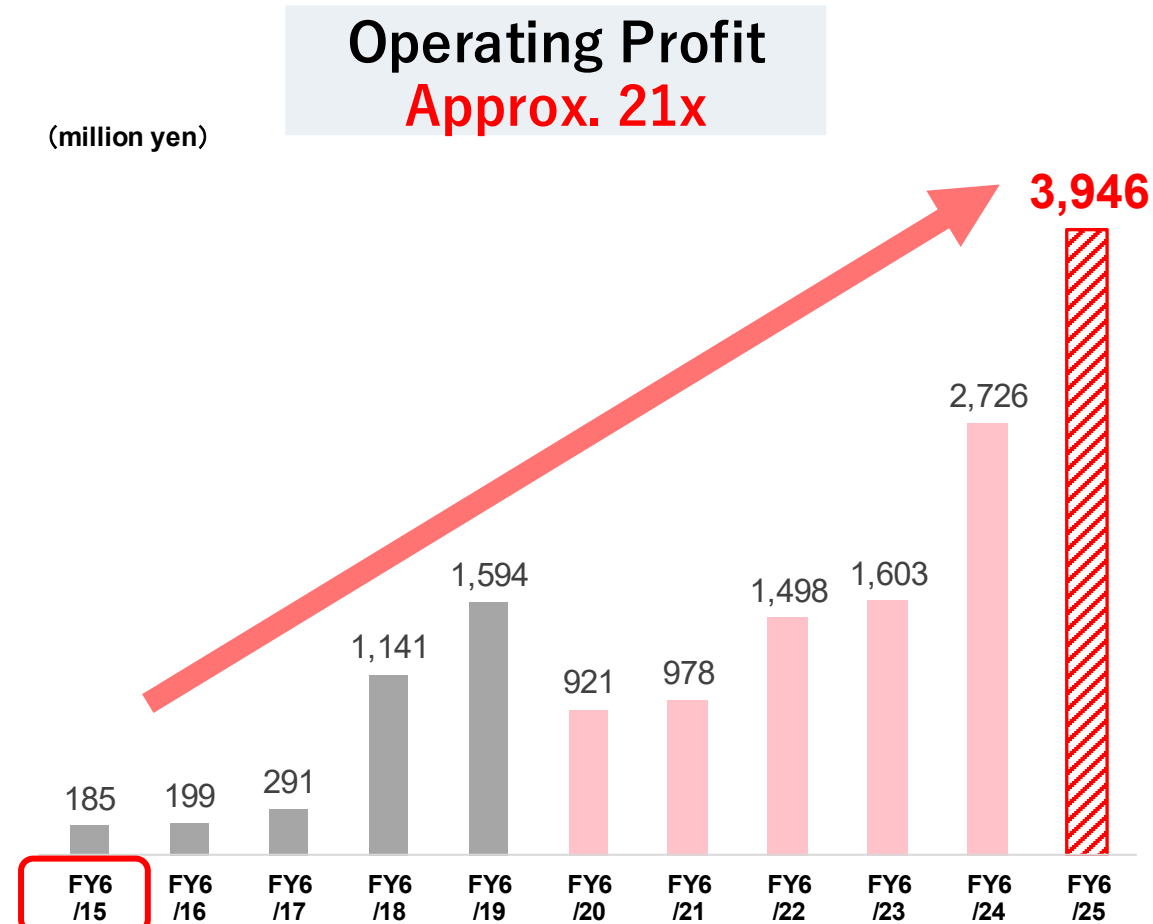
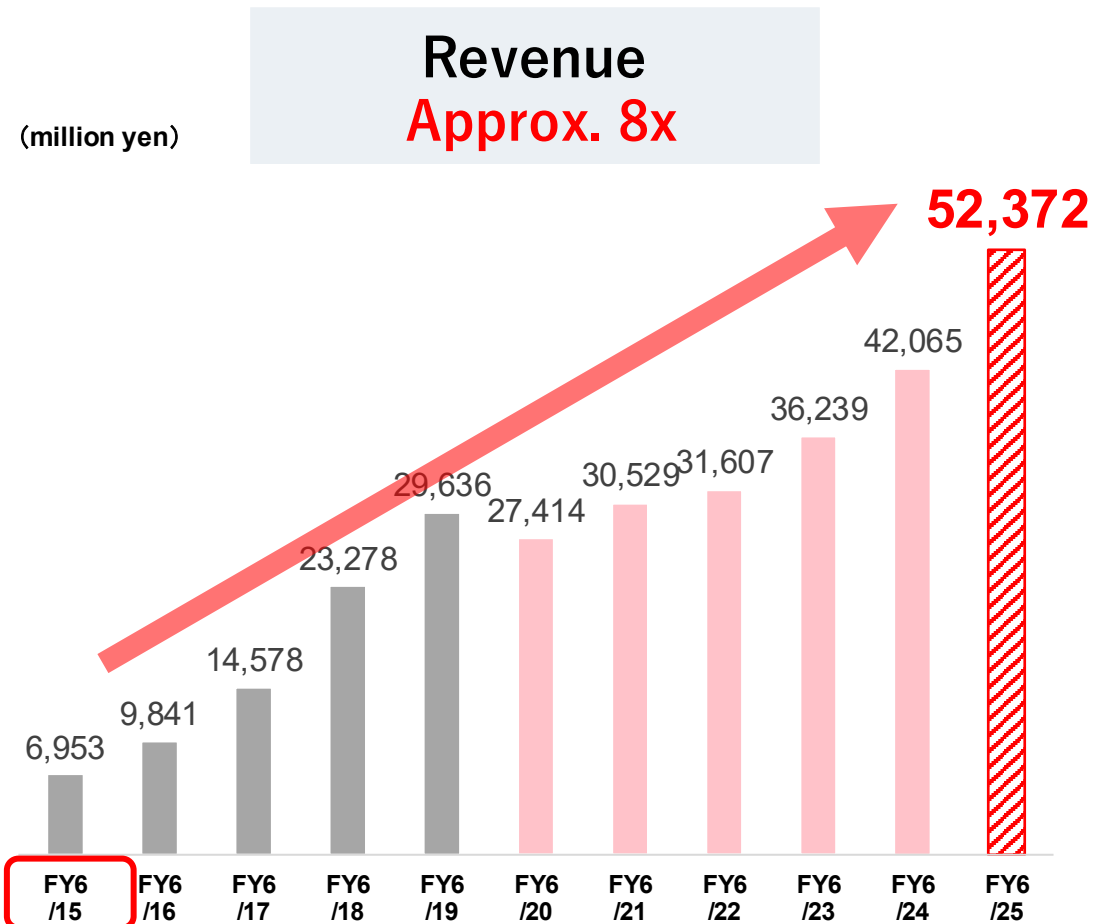
Consolidated	Q1-Q3 FY6/25	Q1-Q3 FY6/26	+/- (%)	+/- (Amount)
Revenue	36,766	38,288	+4.1%	+1,522
Operating Profit	2,462	2,385	-3.1%	-76
Ordinary Profit	2,163	1,954	-9.7%	-209
Quarterly Net Income	1,399	1,247	-10.9%	-152

Revenue by Segment	Q1-Q3 FY6/25	Q1-Q3 FY6/26	+/- (%)	+/- (Amount)
Leasing DX Property Management	15,938	17,434	+9.4%	+1,496
Leasing DX Brokerage	770	828	+7.6%	+58
Sales/Purchase DX Investment	18,965	18,967	+0.0%	+2
Others/ Real Estate DX Incubation	1,092	1,057	-3.2%	-34

Operating Profit by Segment	Q1-Q3 FY6/25	Q1-Q3 FY6/26	+/- (%)	+/- (Amount)
Leasing DX Property Management	1,678	2,211	+31.8%	+532
Leasing DX Brokerage	56	106	+87.0%	+49
Sales/Purchase DX Investment	2,474	2,170	-12.3%	-304
Others/ Real Estate DX Incubation	-26	-147	-%	-122

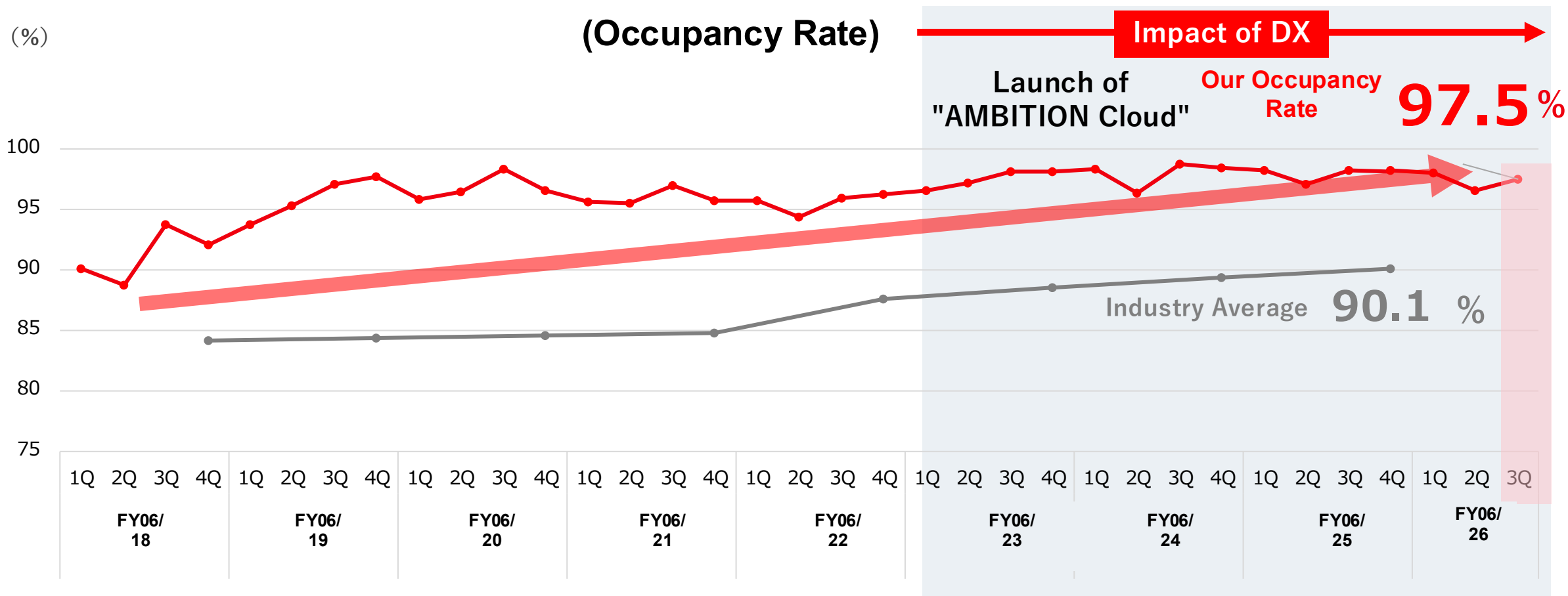
Revenue and Operating Profit Trends Since Listing

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



Occupancy Rate

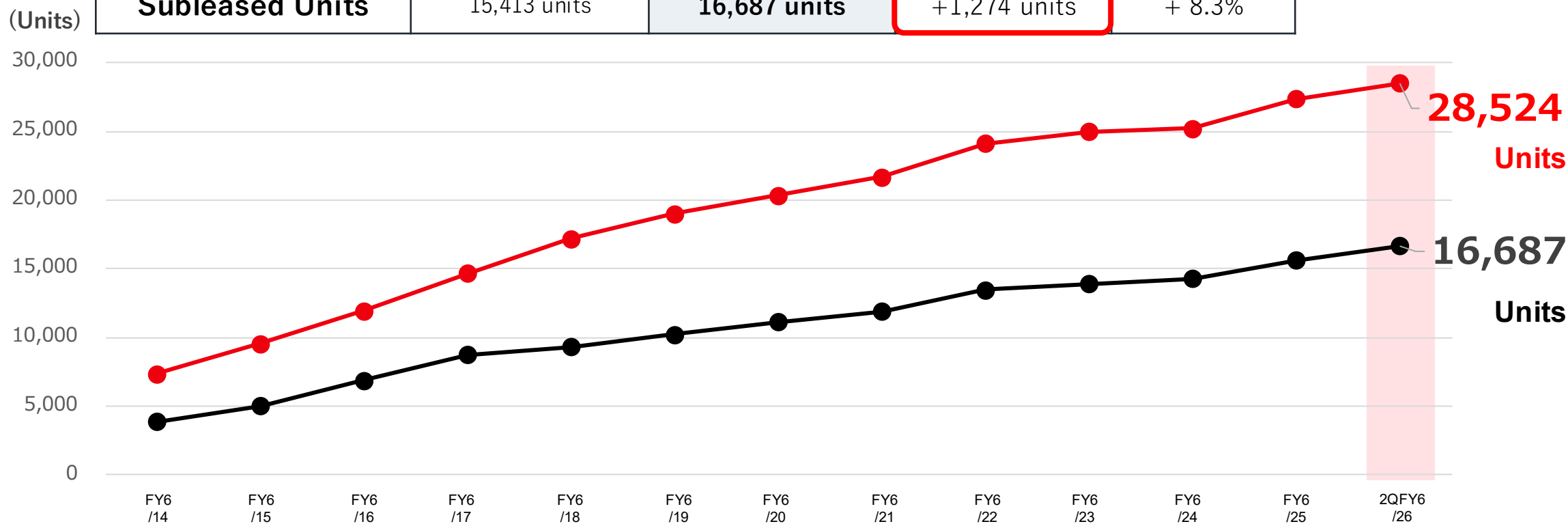
- Increase in managed units: Sustaining a high **occupancy rate of 97.5%**.
- Since the launch of "AMBITION Cloud," operations have been significantly streamlined, resulting in improved productivity.
- Consistently outperforming the industry average (Latest industry average: 90.1%).



Managed Units

- Managed units: 28,524 units (+1,164 units YoY) / Subleased units: 16,687 units (+1,274 units YoY)
- Aiming for 30,000 managed units.

	Q3 FY6/25	Q3 FY6/26	YoY Change (Units)	YoY Change (%)
Managed Units	27,360 units	28,524 units	+1,164 units	+ 4.3%
Subleased Units	15,413 units	16,687 units	+1,274 units	+ 8.3%



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 Q4**.

(million yen)	Q1-Q3 FY6/25	Q1-Q3 FY6/26	+/- (%)	+/- (Amount)
Revenue	36,766	38,288	+4.1%	+1,522
Gross Profit	7,360	7,467	+1.5%	+107
SG&A Expenses	4,898	5,082	+3.8%	+183
Operating Profit	2,462	2,385	-3.1%	-76
Ordinary Profit	2,163	1,954	-9.7%	-209
Quarterly Net Income Before Income Taxes	2,145	1,979	-7.7%	-165
Quarterly Net Income	1,399	1,247	-10.9%	-152

Balance Sheet

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

(million yen)	FY6/25	Q3 FY6/2026	+/- (Amount)
Current Assets	30,255	35,767	5,511
Real Estate for Sale	14,147	20,001	5,853
Real Estate for Sale in Process	6,054	4,939	-1,115
Non-Current Assets	9,052	10,950	1,897
Total Assets	39,308	46,717	7,409
Current Liabilities	16,662	20,617	3,954
Non-Current Liabilities	14,282	17,146	2,863
Net Assets	8,362	8,954	591
Total Liabilities and Net Assets	39,308	46,717	7,409

• Real Estate for Sale
Steady. acquisition

• Real Estate for Sale
in Process :
Progressing smoothly
to commercialization.

Financial Results Overview by Segment

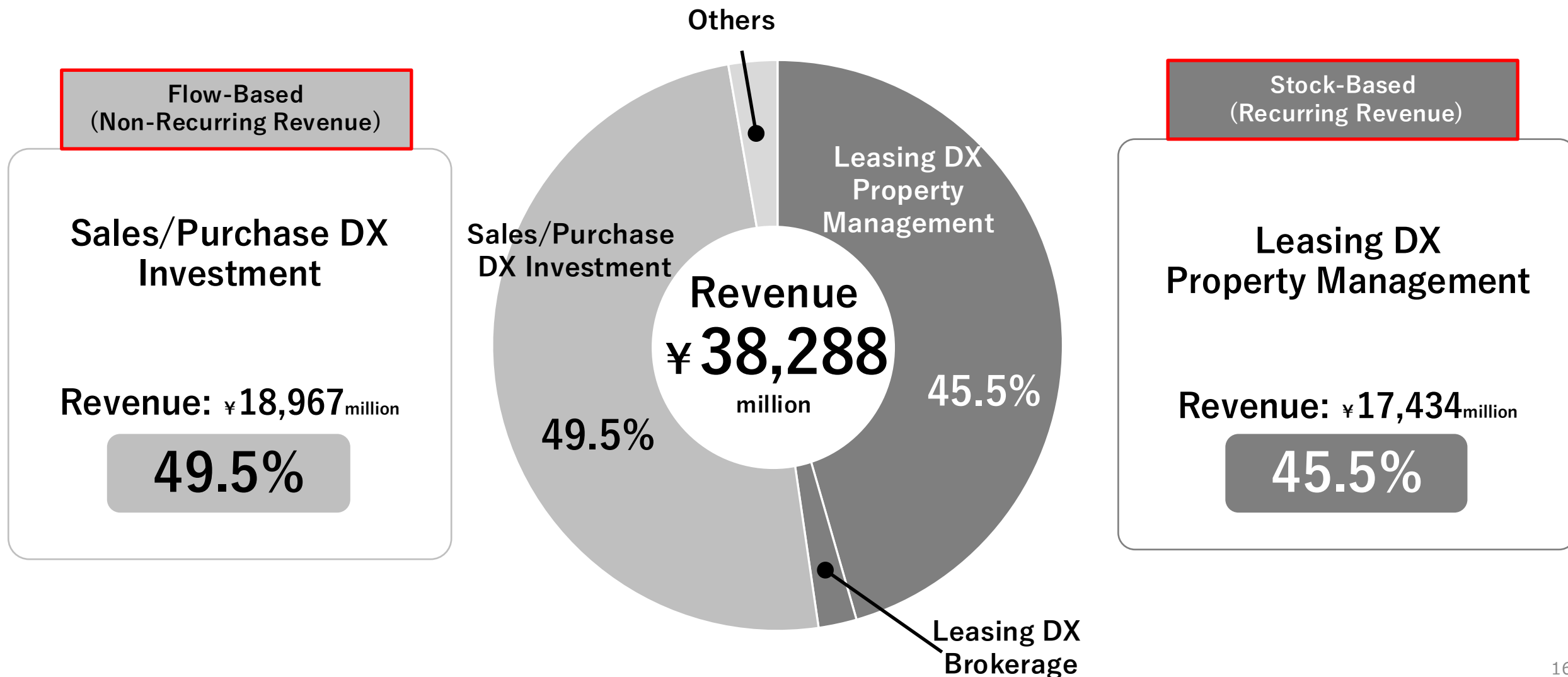
Business Segments

- 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.**

<p>Leasing DX</p>	<p>Property Management</p>	<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)
	<p>Leasing Brokerage</p>	<ul style="list-style-type: none"> • 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.
<p>Sales/Purchase DX</p>	<p>Investment</p>	<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.
<p>Others</p>	<p>Real Estate DX Small-amount Short-term Insurance Lifeline Incubation</p>	<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

A well-balanced revenue mix of recurring (stock-based) and non-recurring (flow-based) models.

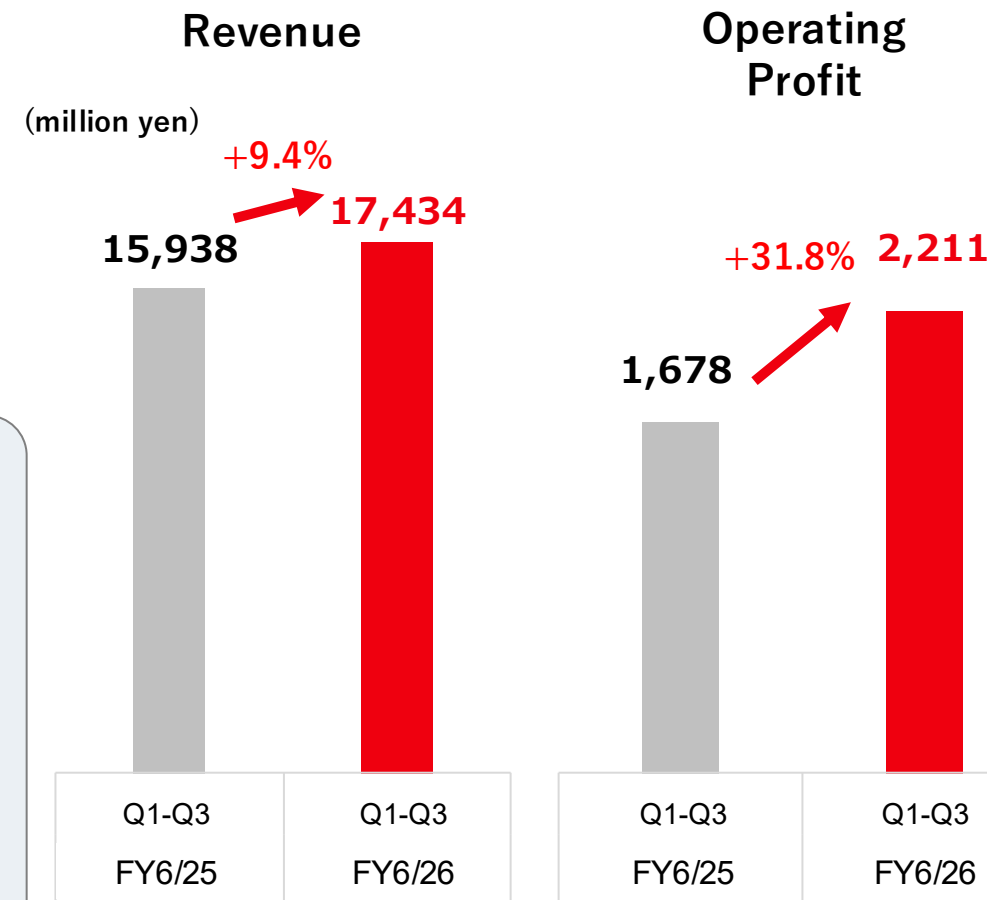


Leasing DX Property Management Business

Record-high Revenue (Q1-Q3)

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

(million yen)	Q1-Q3 FY6/25	Q1-Q3 FY6/26	+/- (%)	+/- (Amount)
Revenue	15,938	17,434	+9.4%	+1,496
Operating Profit	1,678	2,211	+31.8%	+532



(Factors)

- DX promotion via "AMBITION Cloud," contributing to productivity improvements.
- Increase in managed units
Managed units: 28,524 units (+1,164 units YoY)
Subleased units: 16,687 units (+1,274 units YoY)
- **High occupancy rate : Occupancy rate: 97.5%** (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 DEUX

NEW

Built : Feb. 2021, Scale 50 units



PREMIUM CUBE Musashikoyama

NEW

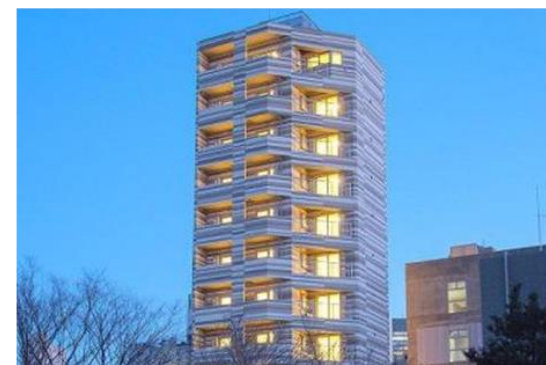
Built : Feb. 2023, Scale 36 units



PREMIUM CUBE Kaminoge #mo

NEW

Built : Feb. 2022, Scale 59 units



PREMIUM CUBE G Shibuya Jinnan

NEW

Built : Jan. 2015, Scale 44 units

Leasing DX Brokerage Business

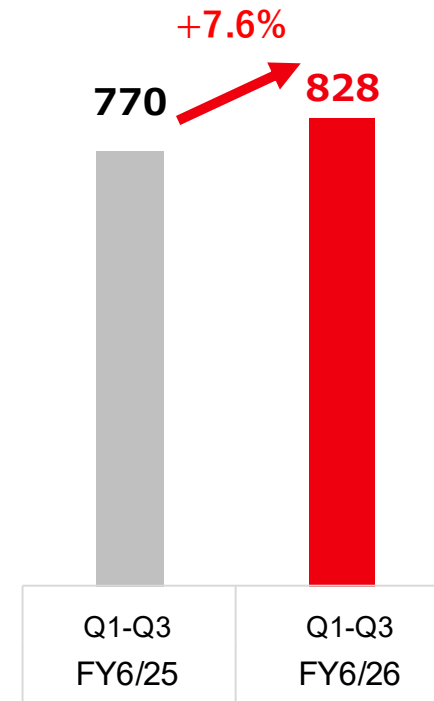
Revenue and Profit Growth

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

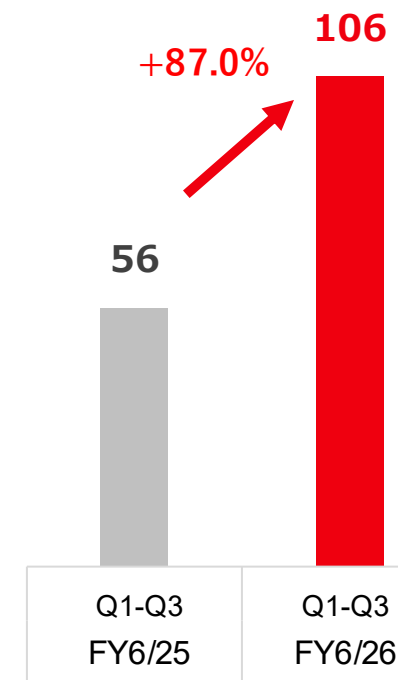
(million yen)	Q1-Q3 FY6/25	Q1-Q3 FY6/26	+/- (%)	+/- (Amount)
Revenue	770	828	+7.6%	+58
Operating Profit	56	106	+87.0%	+49

Revenue

(million yen)



Operating Profit



(Factors)

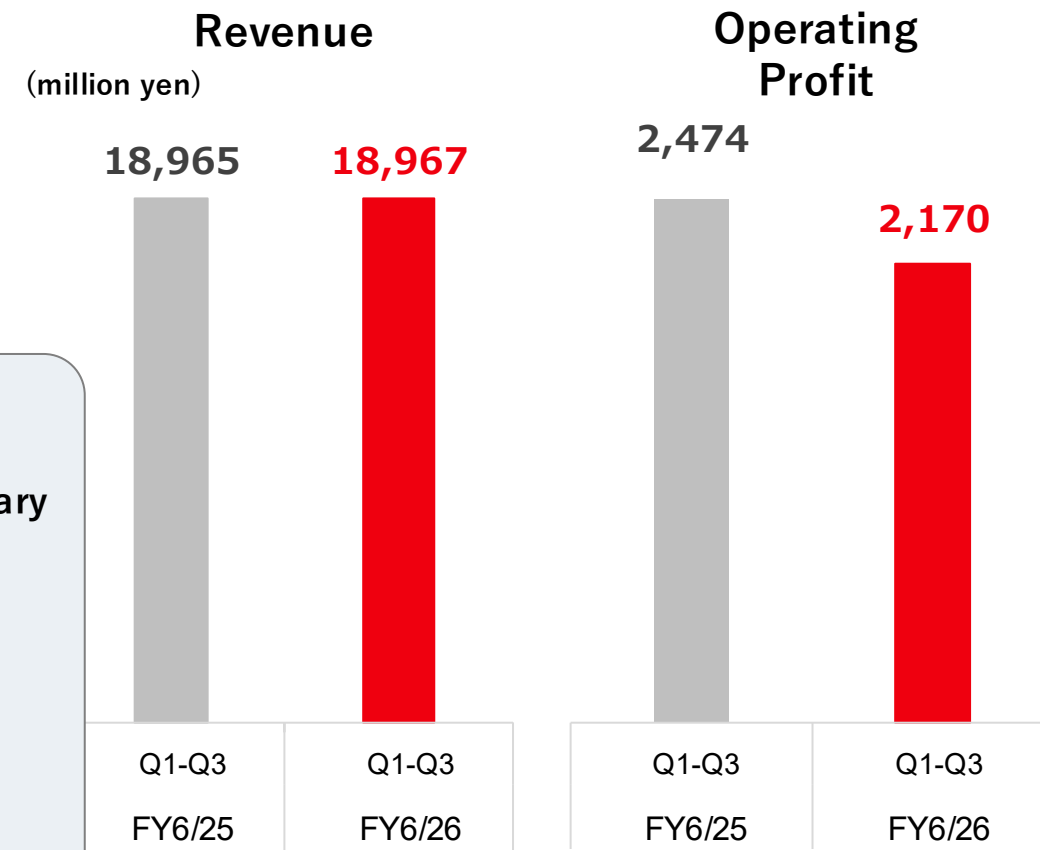
- Significantly contributing to the leasing capabilities of the Leasing DX Property Management segment.
- Brokering rental properties primarily in the Tokyo Metropolitan Area.
6 stores in Tokyo, 8 in Kanagawa, and 2 in Saitama (Total: 16 stores)

Sales/Purchase DX Investment Business

Progressing as Planned
(Property handovers scheduled for Q4)

- 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.

(million yen)	Q1-Q3 FY6/25	Q1-Q3 FY6/26	+/- (%)	+/- (Amount)
Revenue	18,965	18,967	+0.0%	+2
Operating Profit	2,474	2,170	-12.3%	-304



(Factors)

- Property completions and sales are scheduled to **be concentrated in Q4**.
- 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 (1-Q3): 188 units (-79 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



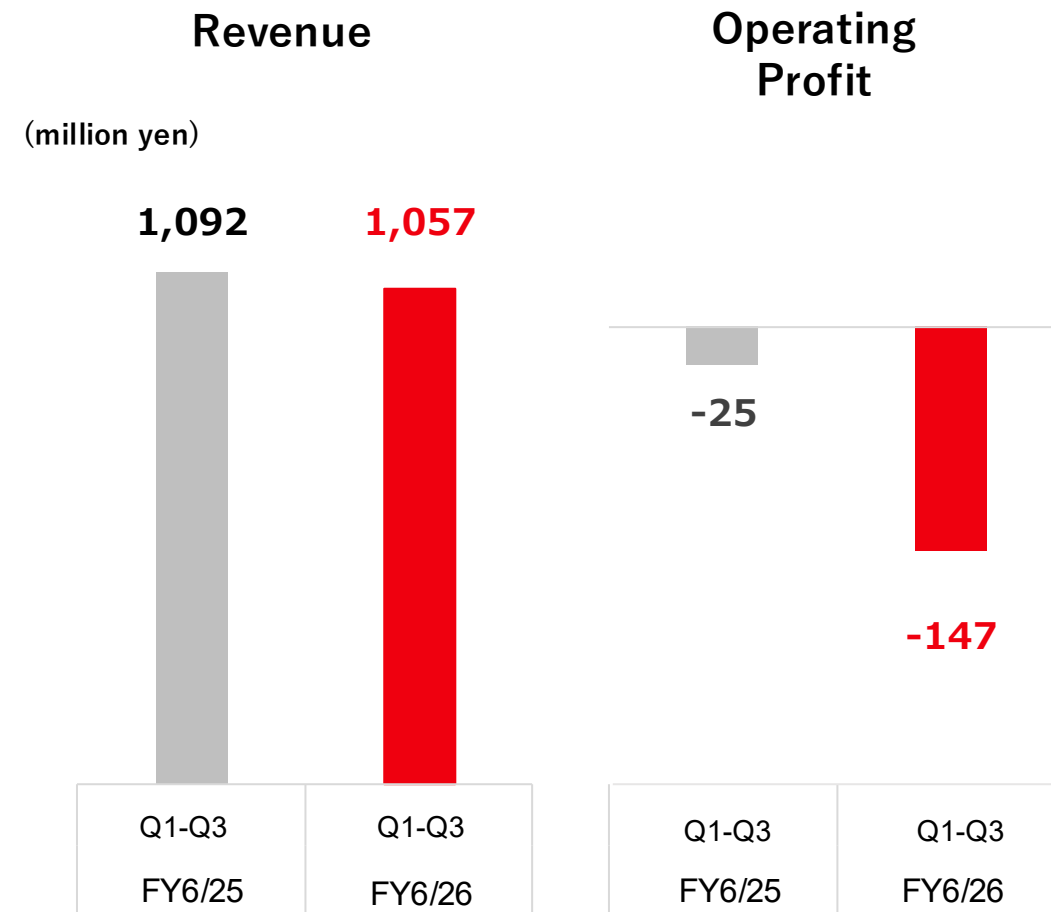
Acquiring properties through diverse channels and selling them **after value enhancement (value-add)**.

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.

(million yen)	Q1-Q3 FY6/25	Q1-Q3 FY6/26	+/- (%)	+/- (Amount)
Revenue	1,092	1,057	-3.2%	-34
Operating Profit	-25	-147	-%	-122



(Factors)

- **DRAFT (Lifeline Business):** Lifeline business: Decreased alliances, but showing a trend toward earnings improvement.
- **Hope (Small-amount Short-term Insurance Business)** Steady increase in the number of contracts driven by the promotion of alliances. Will continue actively form alliances with real estate-related businesses.
- **Incubation Business:** Reclassified to the "Other Businesses" segment from this 1Q. 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 March 31, 2026).

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**

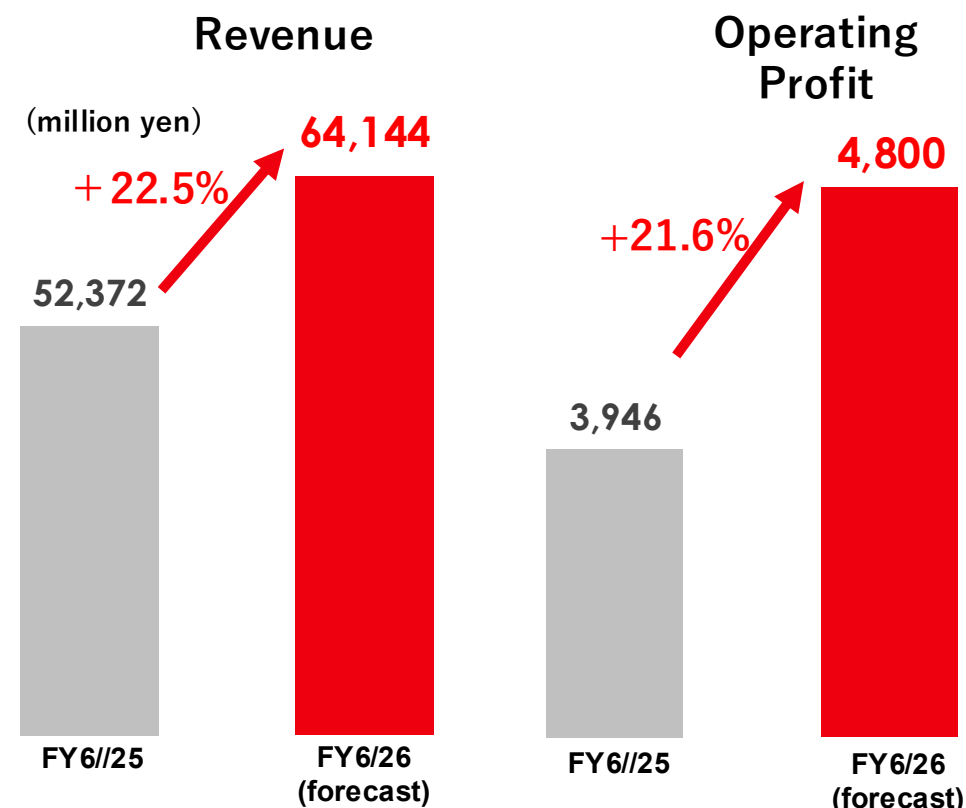
Financial Forecasts

Full-Year Financial Forecasts

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

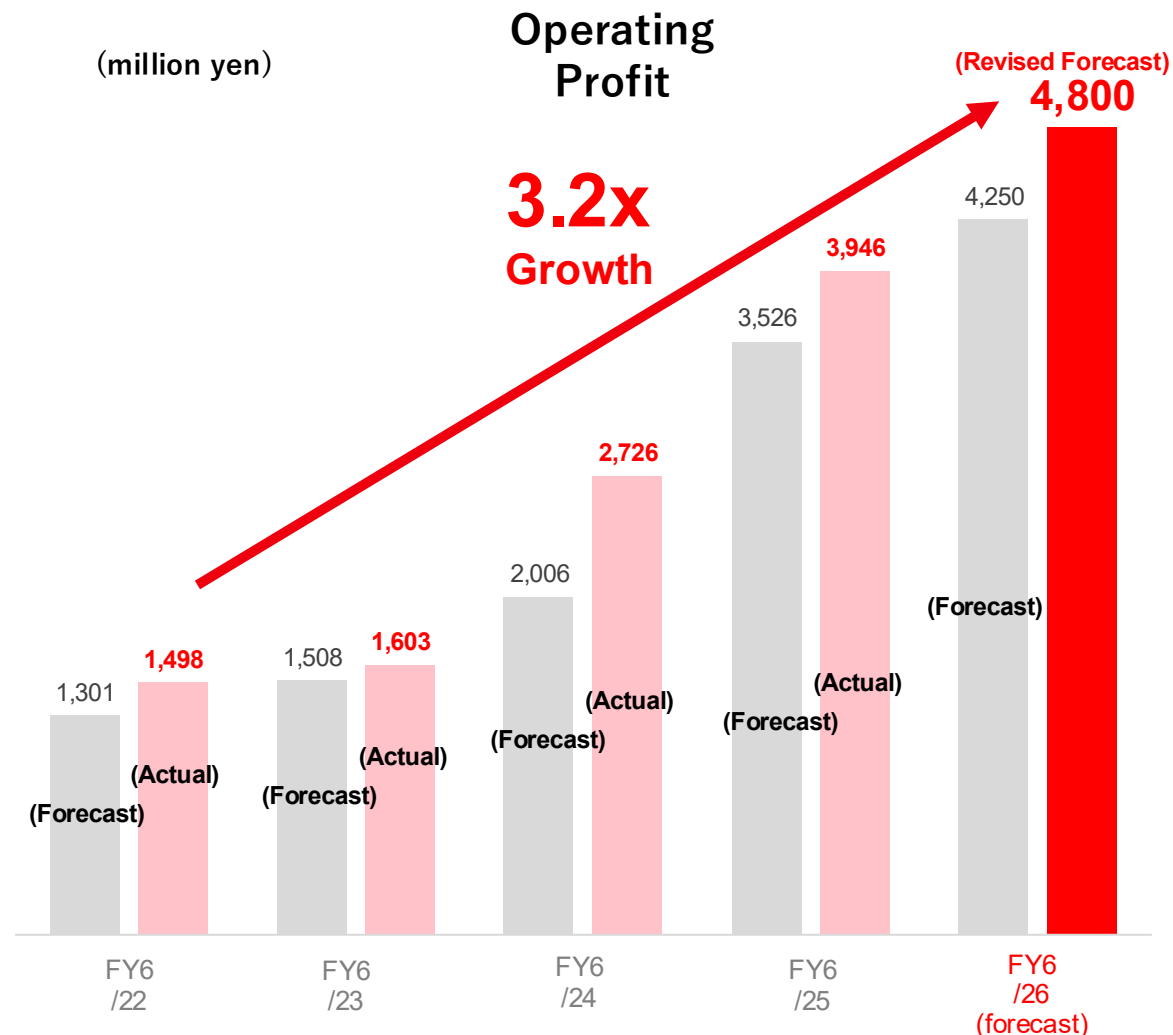
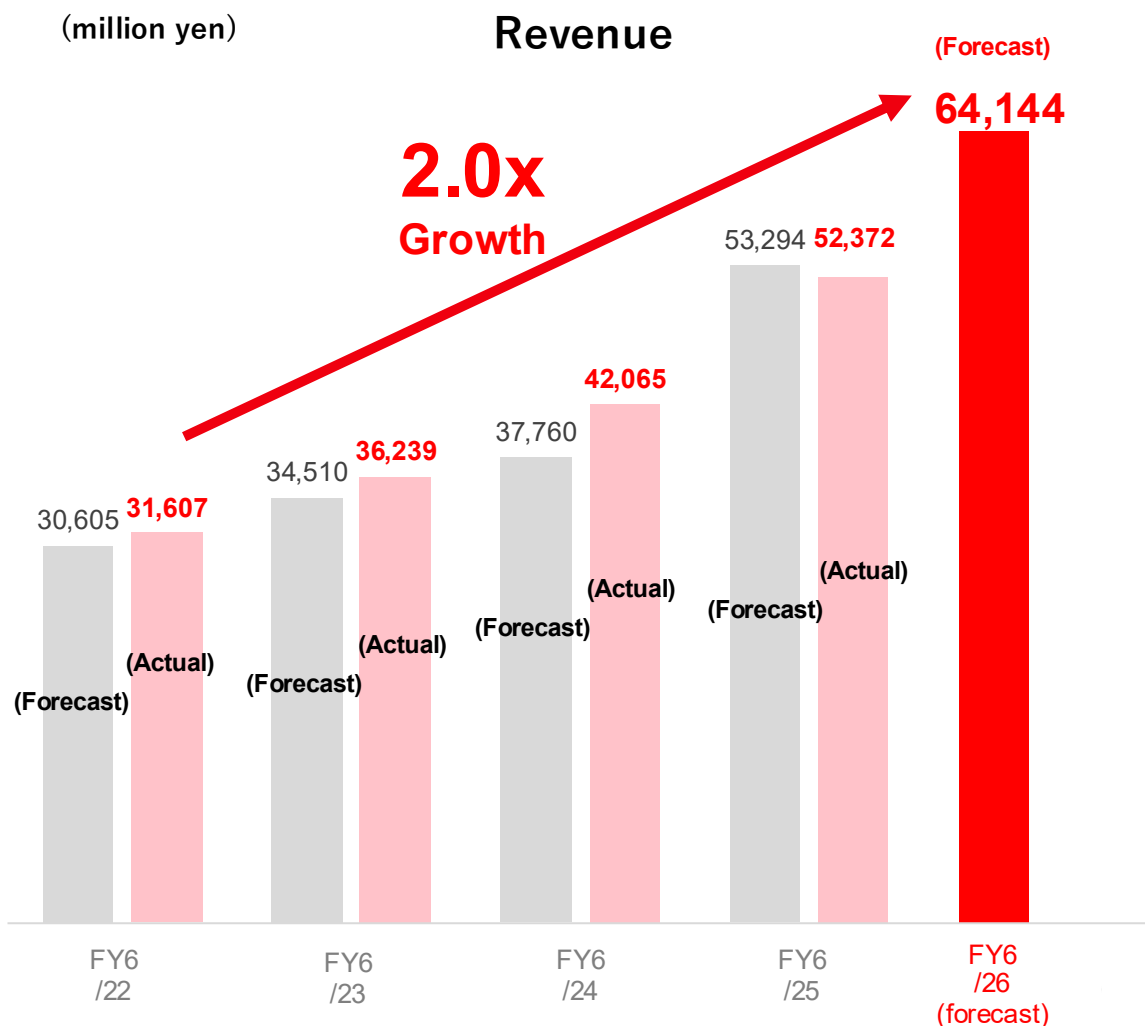
- Solid Stock-Based (Recurring Revenue) Business (Leasing DX Business): **Synergies** across businesses.
- Growing Flow-Based (Non-Recurring Revenue) Business (Sales DX Business): Significant expansion in the purchase-and-resale business.

(million 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

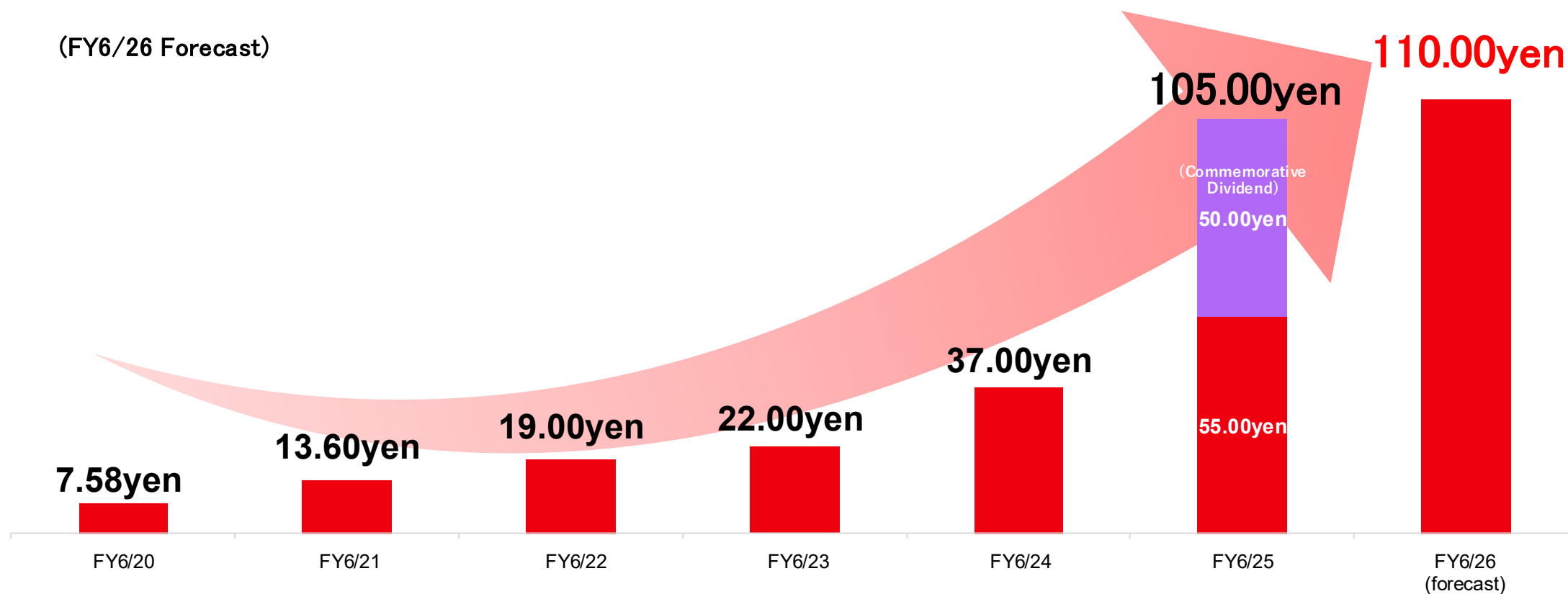
Consistently Outperforming the Medium-Term Plan Targets
New Medium-Term Management Plan (FY6/27 – FY6/29)
Scheduled for Release This Fiscal Year



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).

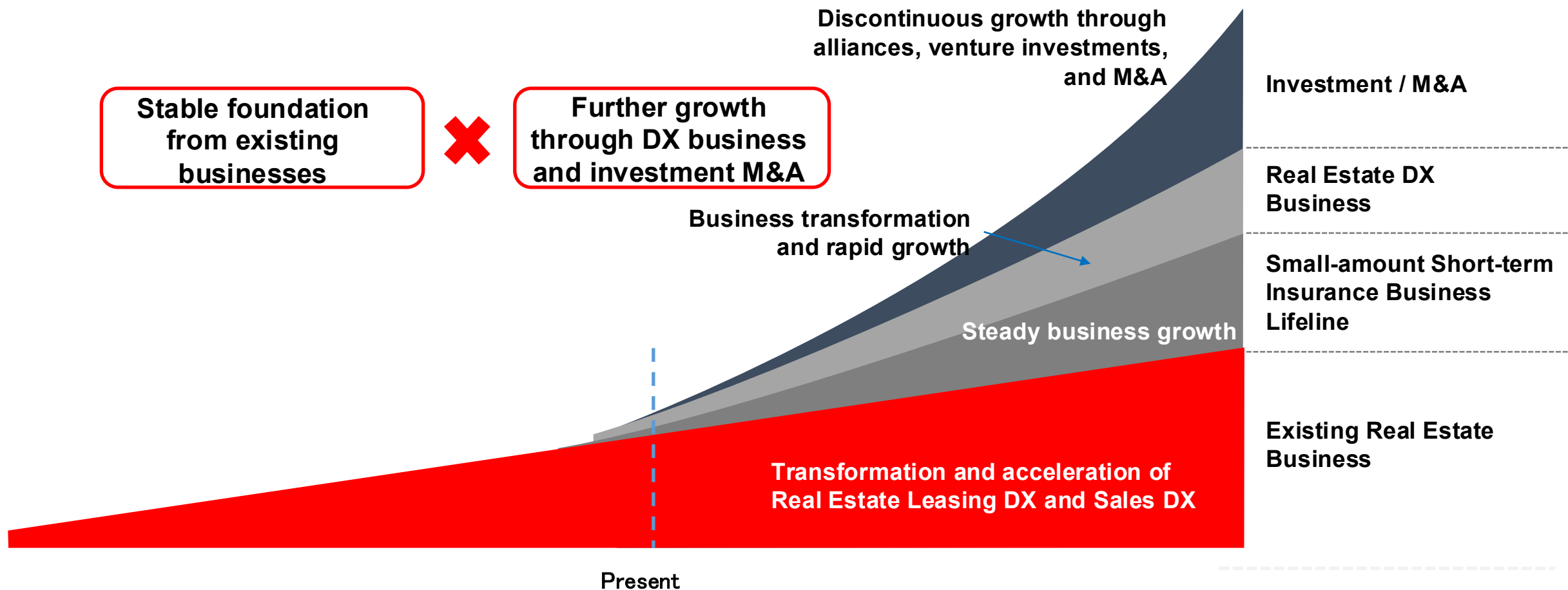


Key Initiatives for the New Fiscal Year (FY6/26)

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

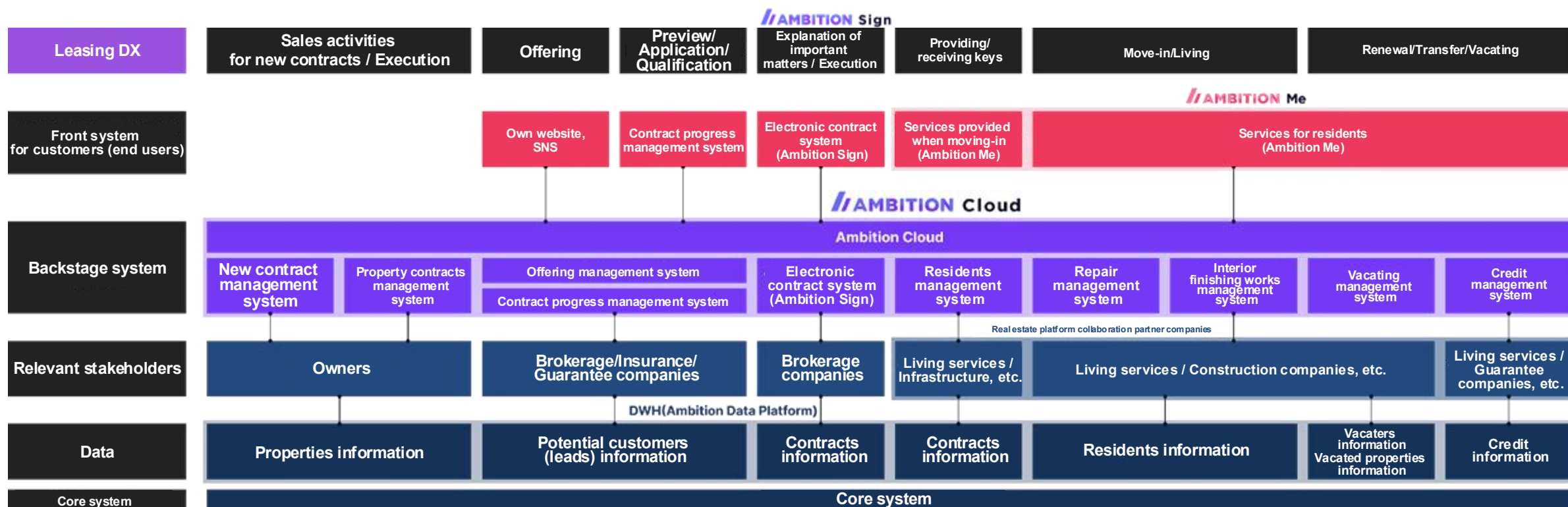
- Aiming for further growth through existing businesses, DX operations, and investment M&A.



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.



AI X DXProducts (Property AI STUDIO)

Property AI STUDIO

Launch of External Sales / Toward Stock-Type Revenues

LAUNCH

2026.04

Pre-orders Now Accepted

80%

Proven man-hour reduction effect in internal clerical processing

6 Features

Covering business categories from OCR to Generative AI

SaaS

Stock-type / Subscription billing model

3 Core Features

SERVICE MODULES

01

AI OCR

High-precision digitization of application forms, registry certificates, etc.

03

Autonomous Matching

AI cross-checks the consistency of multiple documents

05

AI Custom Employee

Learns internal knowledge through RAG to provide instant answers

02 Data Structuring

04 Format Conversion

06 Creative Generation

Transformation of Revenue Structure

GROWTH STRATEGY

CURRENT

Real Estate Business

TARGET

Existing Businesses

DX Stock Revenues

Establishing a stable stock-type revenue base by expanding the number of adopting companies. Contributing to business expansion and maximization of corporate value.

DX Products (AMBITION Cloud)

AMBITION Flagship DX Model

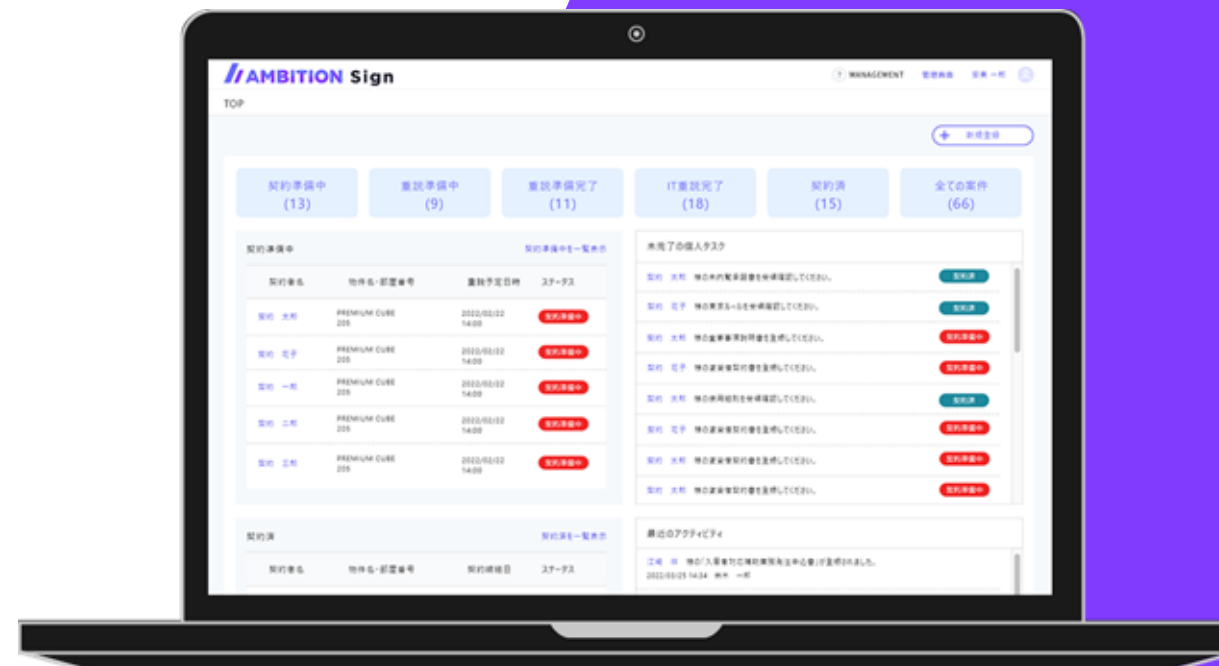


Executing comprehensive DX across property management operations to drive operational efficiency and productivity.

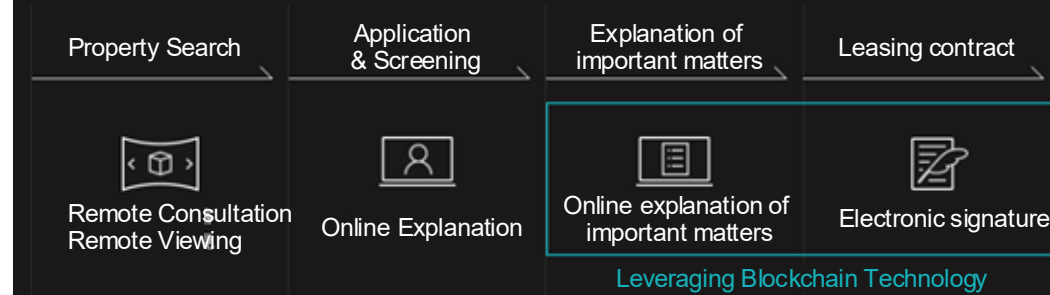
AMBITION Cloud is a comprehensive service that digitalizes all operations related to real estate property management.

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.



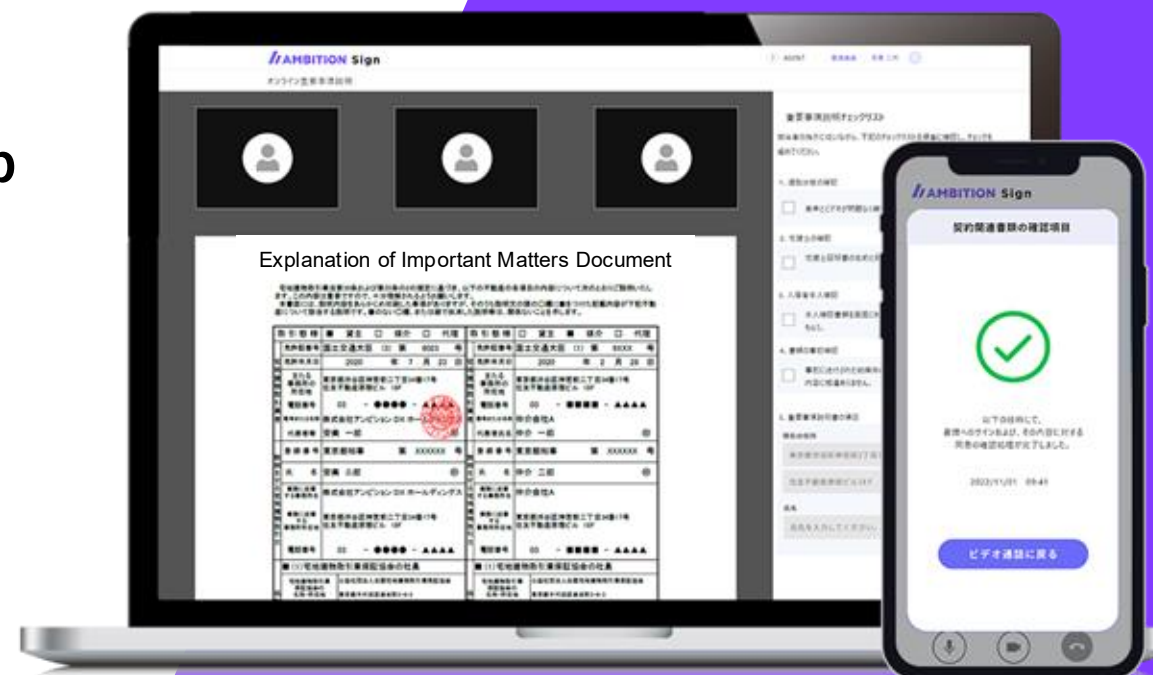
DX Products (AMBITION Sign)

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.

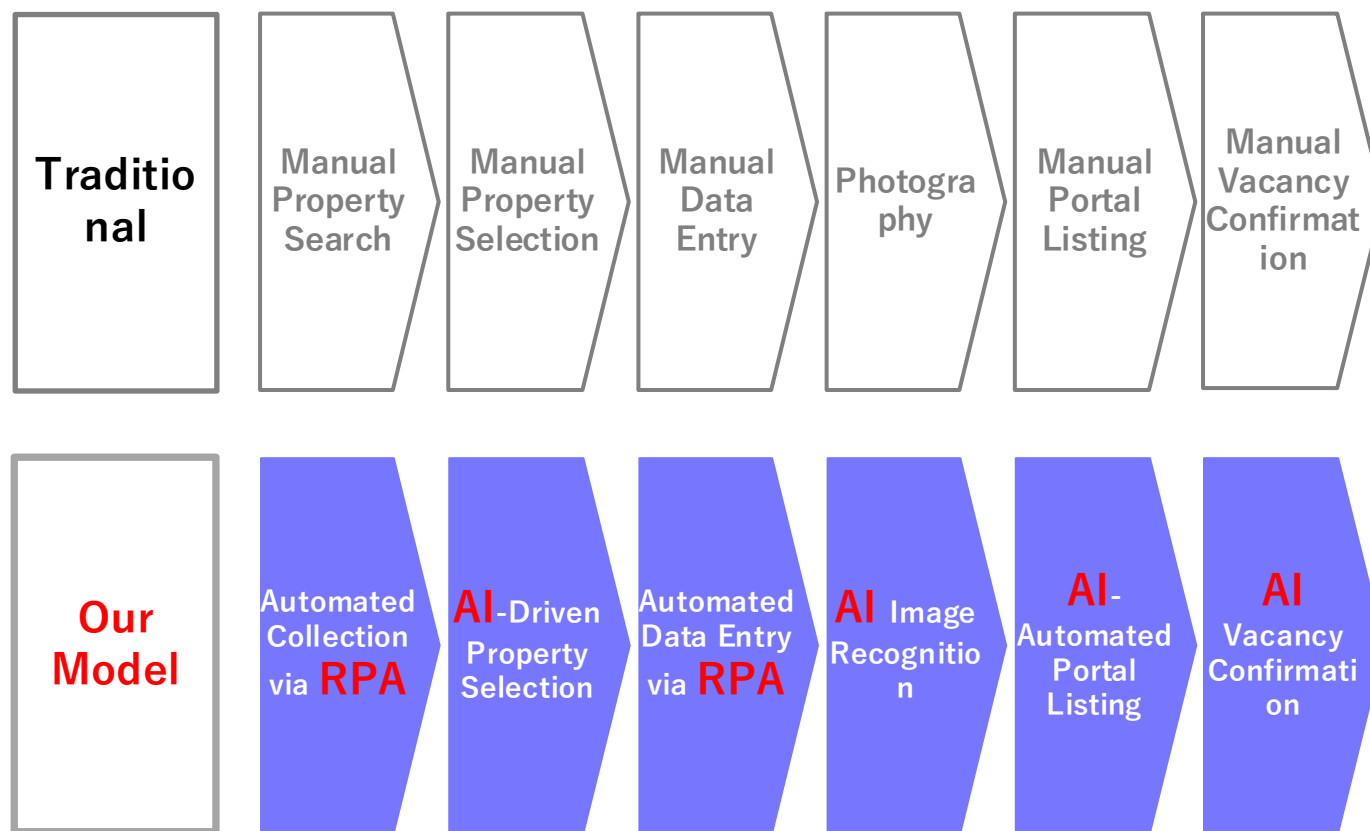
- An all-in-one platform integrating lease renewals, move-outs, tenant communications, utility services (electricity/gas/water), and insurance. Designed to enhance tenant satisfaction and engagement while maximizing LTV (Life-Time Value).
- Deploying services that boost tenant engagement by building 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)

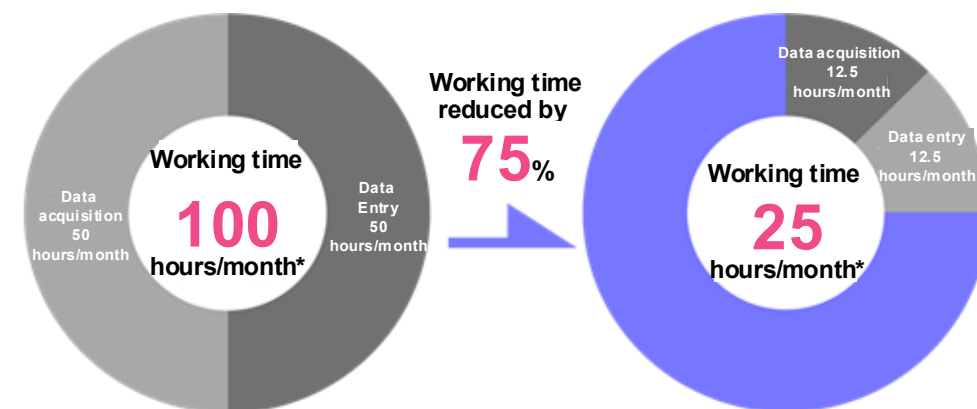
"RAC-TECH": AI x RPA Tool for Leasing DX

Business Process for Property Listings



【RPA】 Robotic Process Automation. Software robots.

Significant Reduction in Operational Hours



*Estimated based on 15 properties/day and 20 working days/month.

ラックテック
RAC-TECH Automated Data Entry

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.



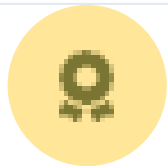
Automated Manual Generation

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.**

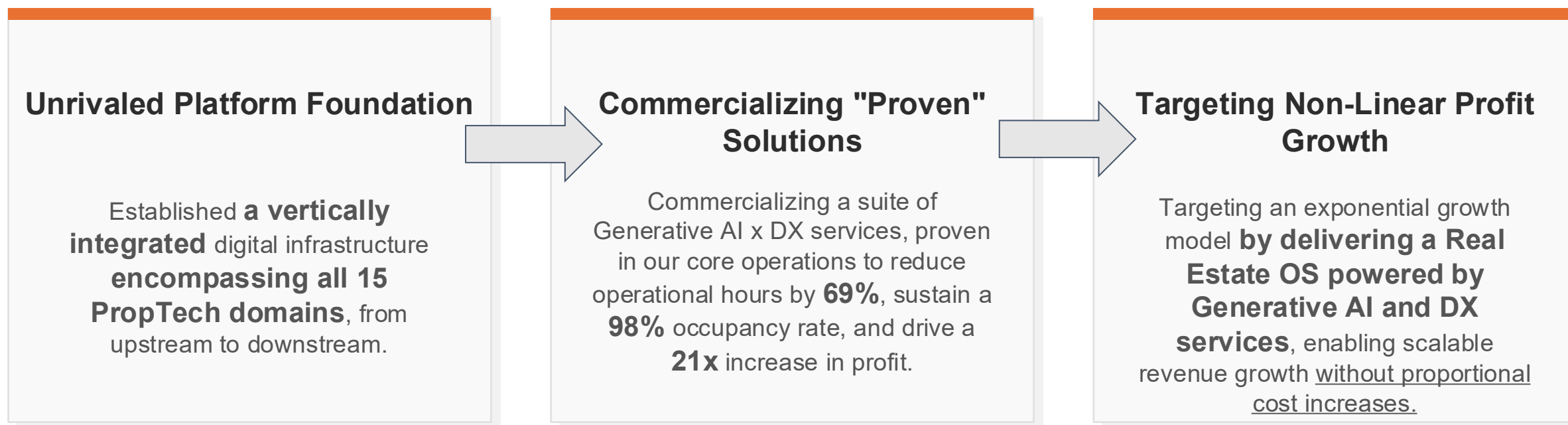
By building a unique digital ecosystem rooted in real estate, we will leverage technology to transform the entire industry's structure.

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.

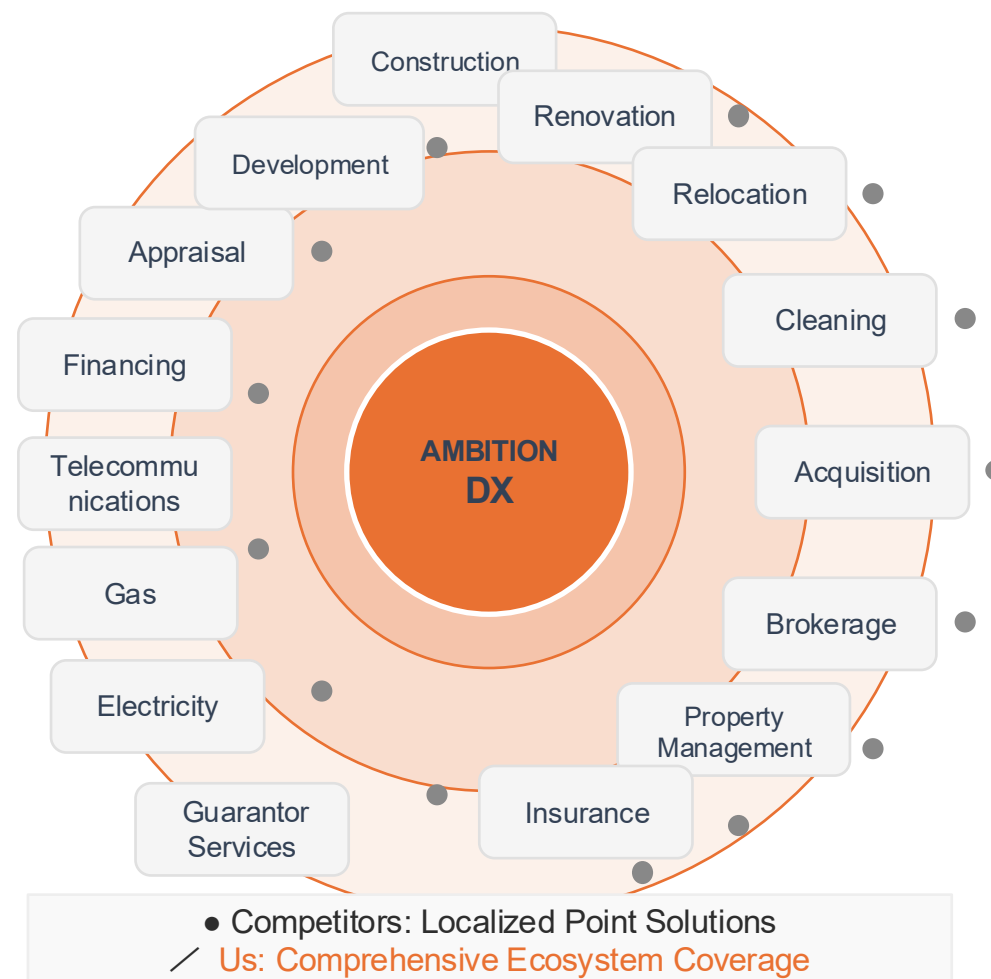
■ Target Model: Value Chain Integration

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)**

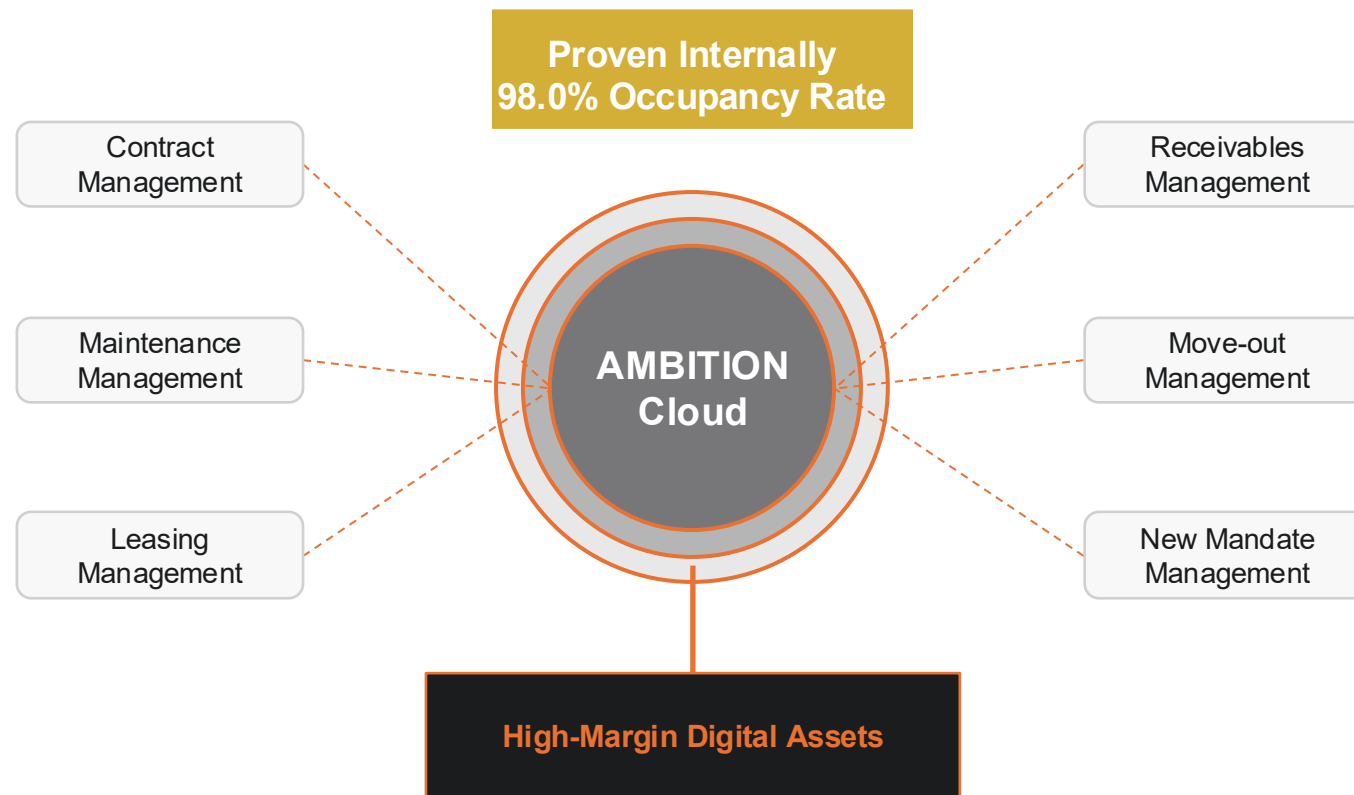
The core property management system integrating the entire process—from contracting, leasing, and maintenance to receivables, move-outs, and new mandates. Eliminating industry inefficiencies.

■ **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)



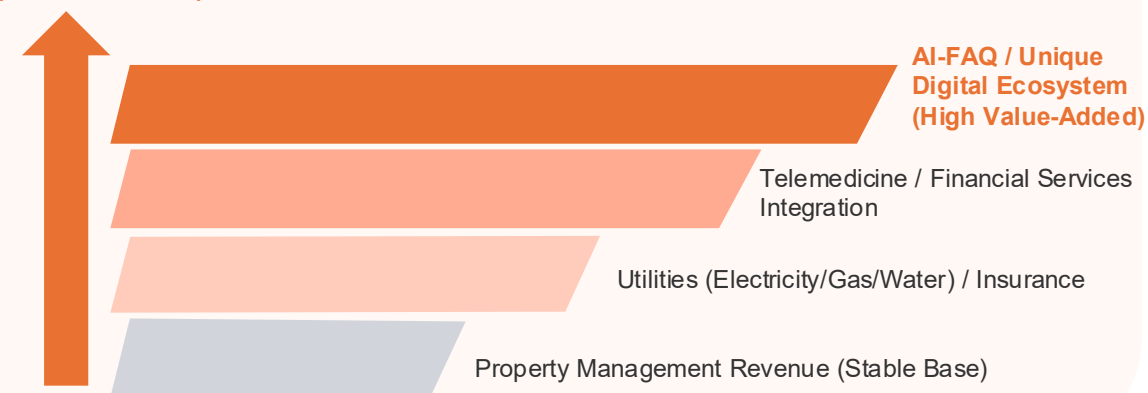
AMBITION Sign (Instantaneous)



**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.

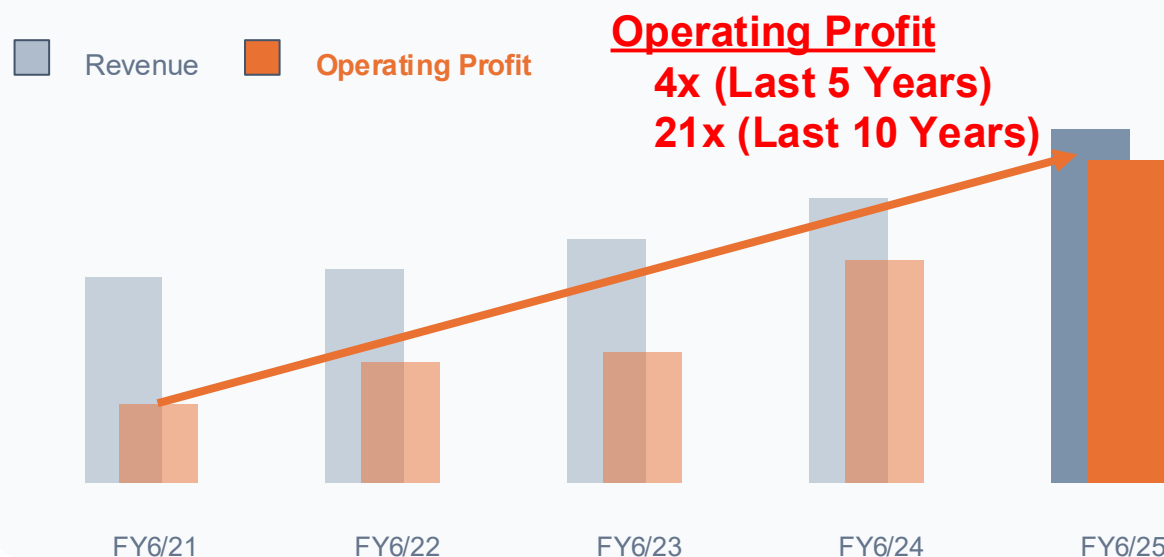
**"Systems can be replicated, but organizational capabilities cannot."
The "People" and "Culture" that master technology constitute AMBITION DX's true competitive advantage.**

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.

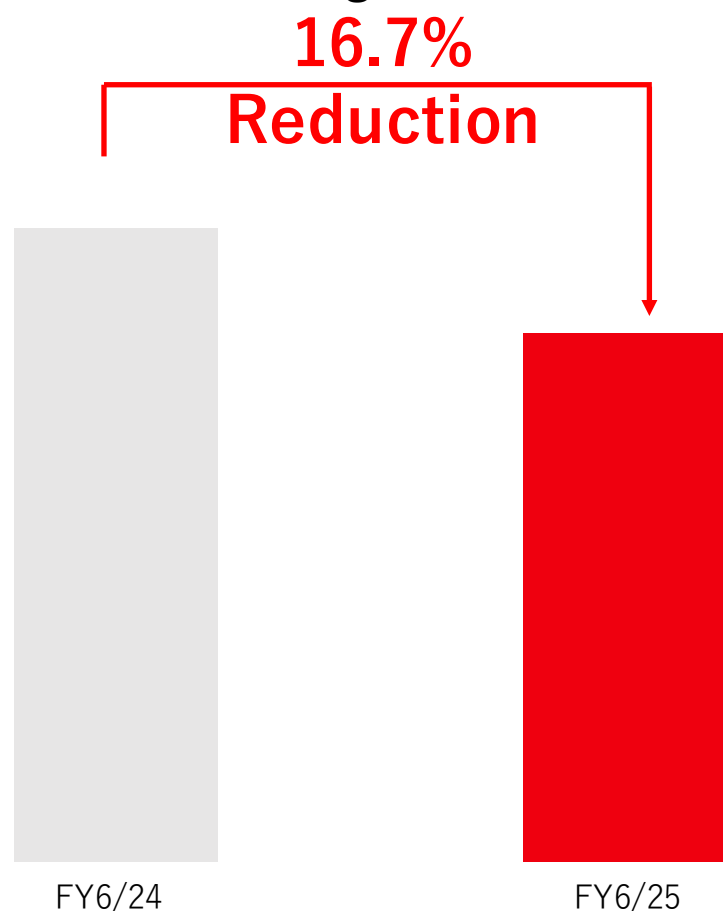
Human Capital

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

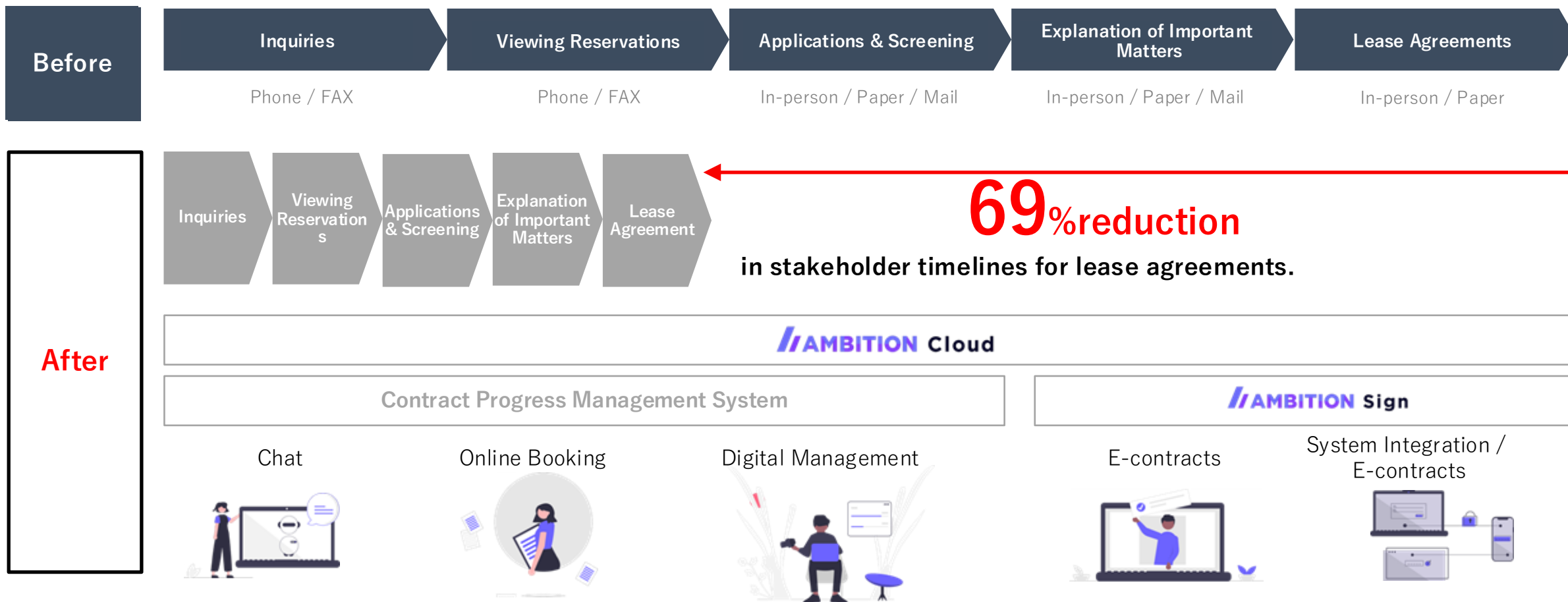


Achieving Virtually **Zero Paper** Documents for Contracts

Customer Side	<p>Zero paper with AMBITION Sign</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid purple; border-radius: 15px; padding: 5px; background-color: #e6e6ff;">Explanation of Important Matters</div> <div style="border: 1px solid purple; border-radius: 15px; padding: 5px; background-color: #e6e6ff;">Execution of Contract</div> <div style="border: 1px solid purple; border-radius: 15px; padding: 5px; background-color: #e6e6ff;">Document Management</div> </div>
Management / Operator Side	<p>Zero paper with AMBITION Cloud</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid purple; border-radius: 15px; padding: 5px; background-color: #e6e6ff; width: 30%;">Floor Plans / Blueprints</div> <div style="border: 1px solid purple; border-radius: 15px; padding: 5px; background-color: #e6e6ff; width: 30%;">Requests for Property Viewing</div> <div style="border: 1px solid purple; border-radius: 15px; padding: 5px; background-color: #e6e6ff; width: 30%;">Applications for Tenancy</div> <div style="border: 1px solid purple; border-radius: 15px; padding: 5px; background-color: #e6e6ff; width: 30%;">Screening / Vetting</div> <div style="border: 1px solid purple; border-radius: 15px; padding: 5px; background-color: #e6e6ff; width: 30%;">Execution of Contract</div> <div style="border: 1px solid purple; border-radius: 15px; padding: 5px; background-color: #e6e6ff; width: 30%;">Document Management</div> </div>

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



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



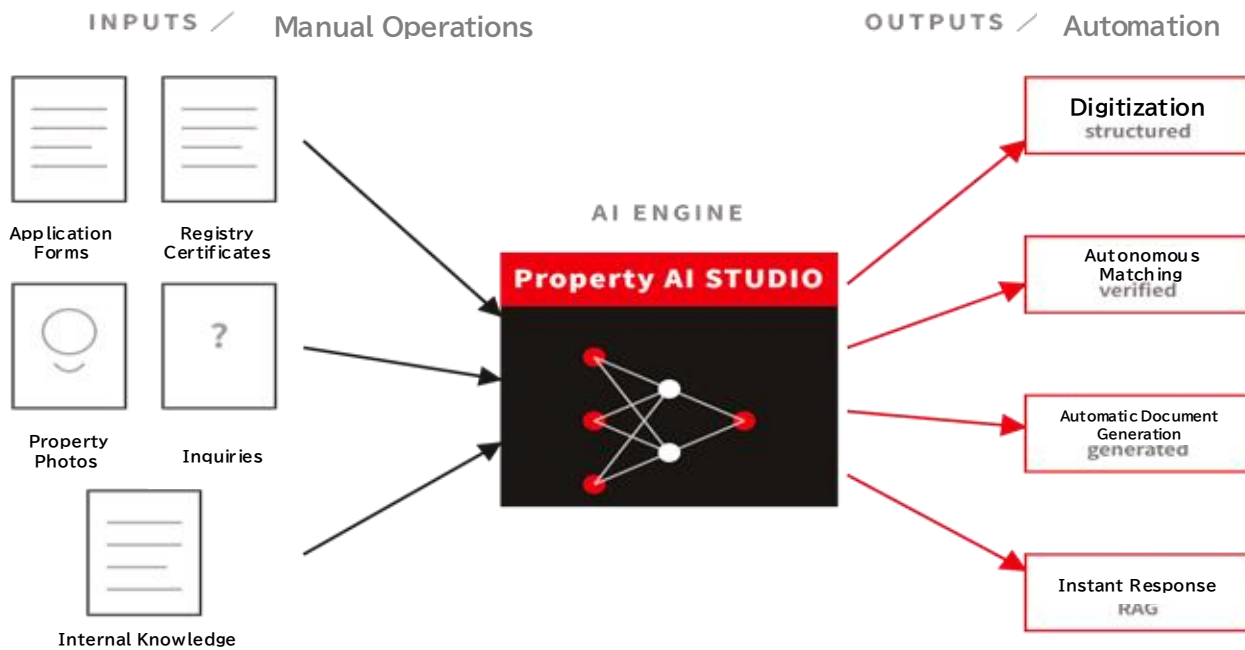
Certified again in 2025 in recognition of strategic efforts to manage employee health from a management perspective. We will continue to integrate health and productivity management into our business strategy, pursuing both employee well-being and organizational sustainability.

News

Property AI STUDIO

Launch of External Sales of an AI Agent Specialized in Real Estate Operations Starting April 2026

Delivering 6 features via SaaS (stock-type/subscription billing model) with a proven **80% man-hour reduction effect** in internal clerical processing



3 Core Features

SERVICE MODULES

01 / AI OCR

Automatic Document Reading

High-precision digitization of text information from application forms, registry certificates, etc.

03 / Autonomous Matching

Consistency Checking Between Documents

AI cross-checks multiple documents.

05 / AI Custom Employee

Instant Answers on Internal Knowledge via RAG

AI that has learned internal information answers questions.

02 Data Structuring

04 Format Conversion

06 Creative Generation

RESULT

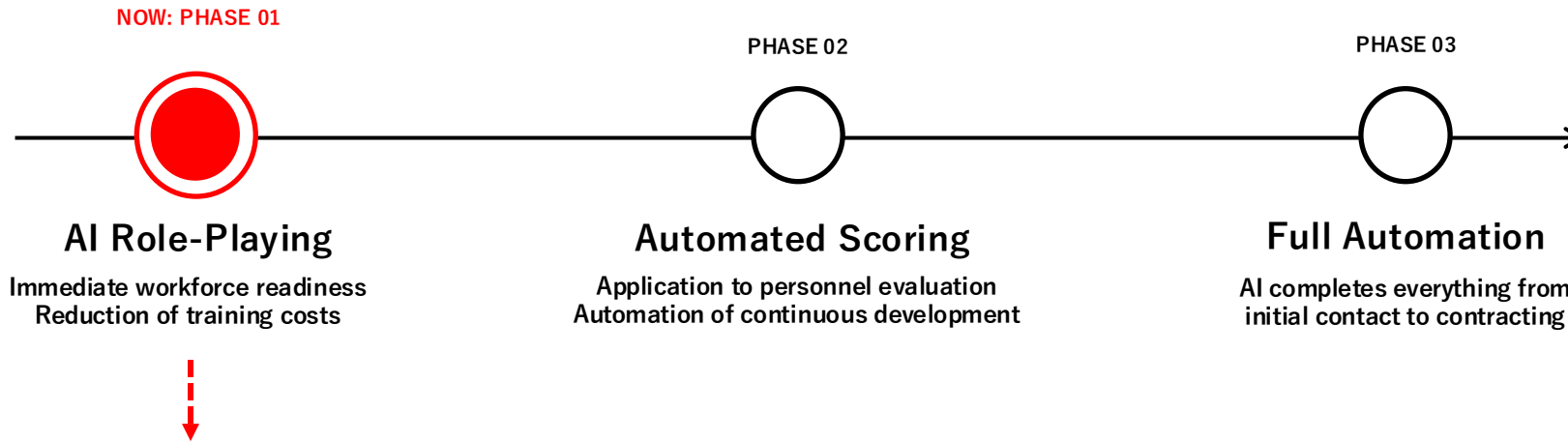
Proven **80% reduction** in internal man-hours / Covering business categories with 6 features

AI × Sales Transformation

Accelerating the Development of Next-Generation AI Inside Sales

Quantitatively identifying "Priority Actions" correlated with closure rates through LLM (Large Language Model) call analysis.
Applying results to the Q4 FY6/2026 peak season.

3-Stage Sophistication Roadmap



PHASE 01 / Call Data Analysis



Asset Value Named "Authenticity." Premium Designer Residences Selected by Yoshimasa Hoshiba, a Man Who Knows Authenticity

Broadcasting as branded content via YouTube room tour videos. Fostering ownership desire and affinity for property value.



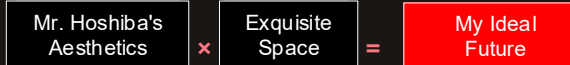
Project Concept



Yoshimasa Hoshiba

Editor-in-Chief of "FORZA STYLE" /
Fashion Journalist /
Creative Director /
Representative Director of Style Clinic Co., Ltd.

CONTENT FORMULA



Expected Effects

EFFECT 01

Arousing Ownership Desire

Rapidly fostering affinity for the property

EFFECT 02

Maximizing Property Value

Broadcasting as branded content

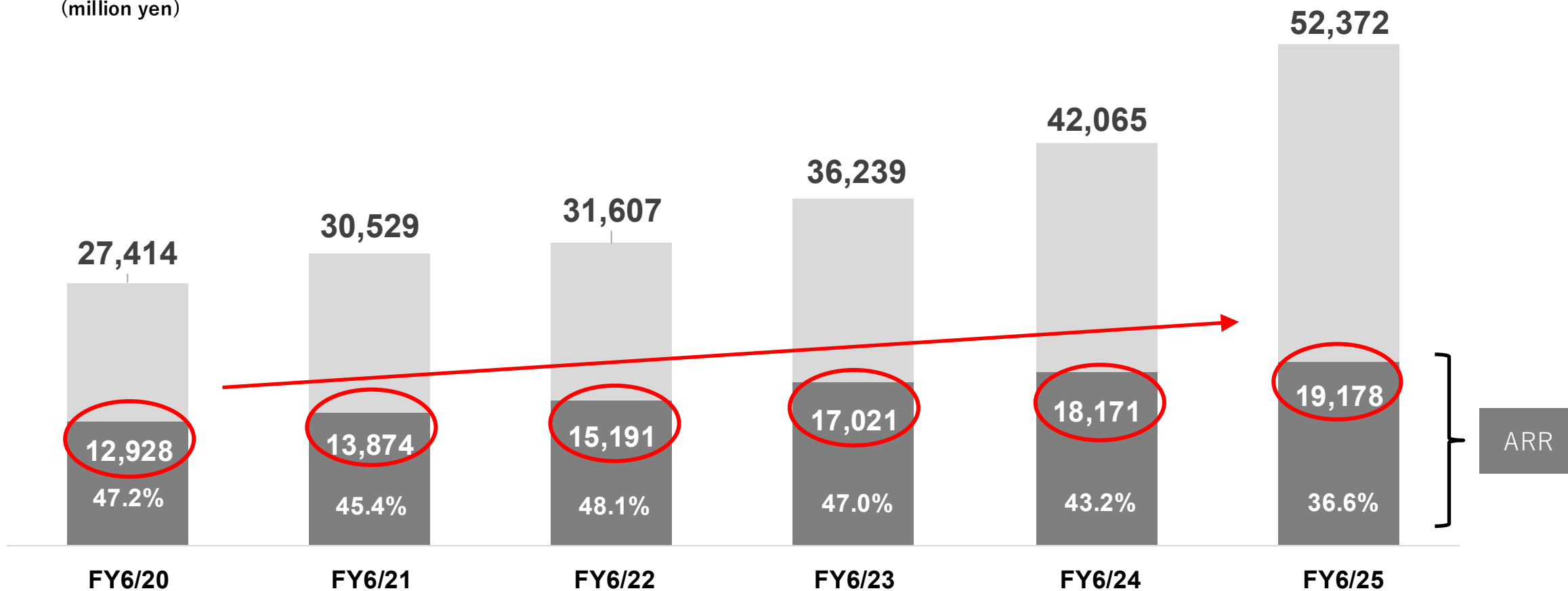
APPENDIX

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.

(million yen)



DX Certified Business Operator

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



DX Certification

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.



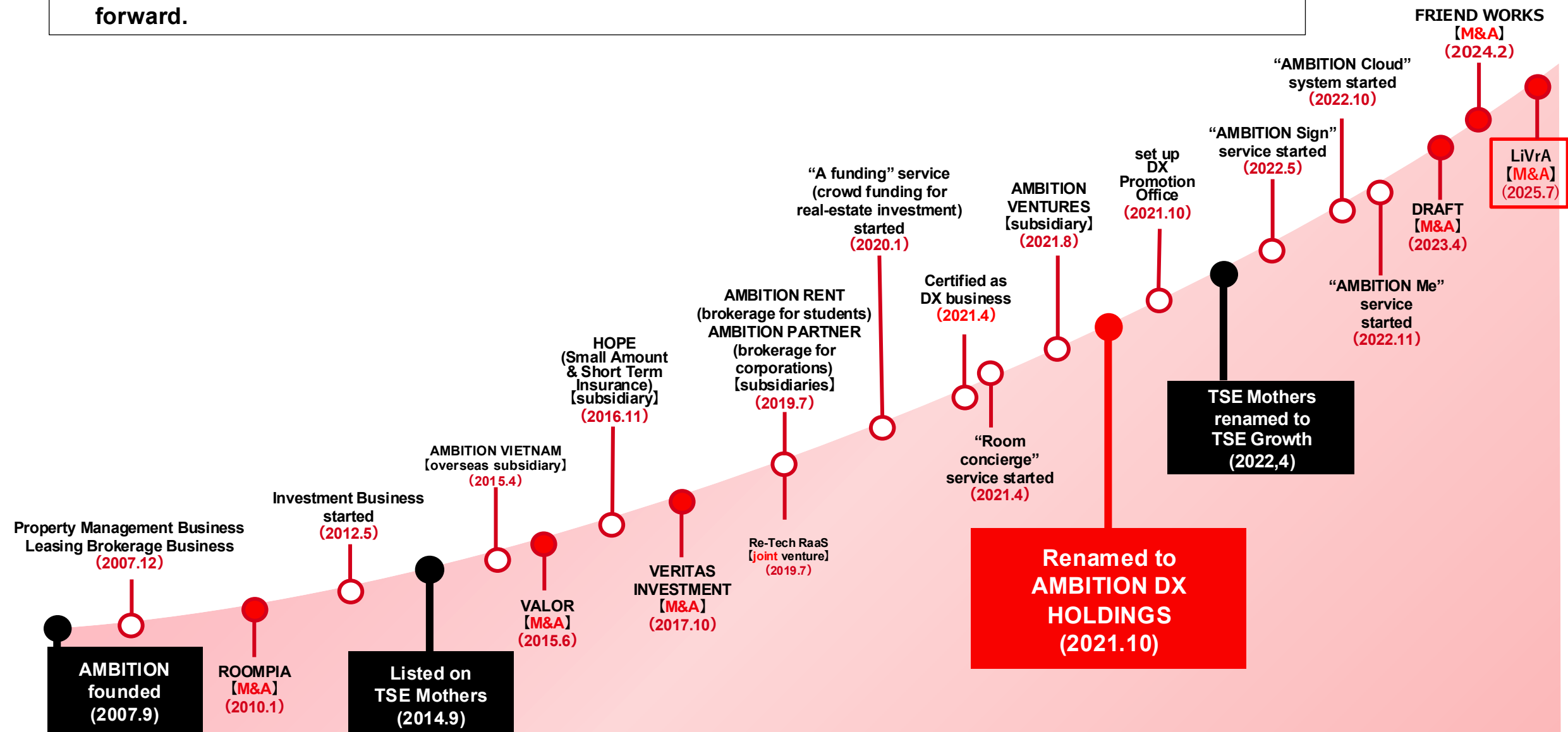
Future Initiatives

- 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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