Financial Results Presentation
Fiscal Year Ended June 2026

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

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Executive Summary

(FY6/26 Results)

- Revenue: 54.1 billion yen, Operating profit: 4.1 billion yen, both hitting record highs.

  Despite a slight decrease in Ordinary profit and Net income due to increased interest expenses from rising interest rates, both Revenue and Operating profit increased for 6 consecutive terms.

(FY6/27 Forecasts)

- Forecasts for FY6/27 indicate continued revenue and profit growth, with a planned dividend of 112 yen, marking the 7th consecutive term of dividend increases.

  Revenue: 60.0 billion yen (+10.8% YoY), Operating profit: 5.1 billion yen (+23.6% YoY)

  Net income: 2.6 billion yen (+12.4% YoY)

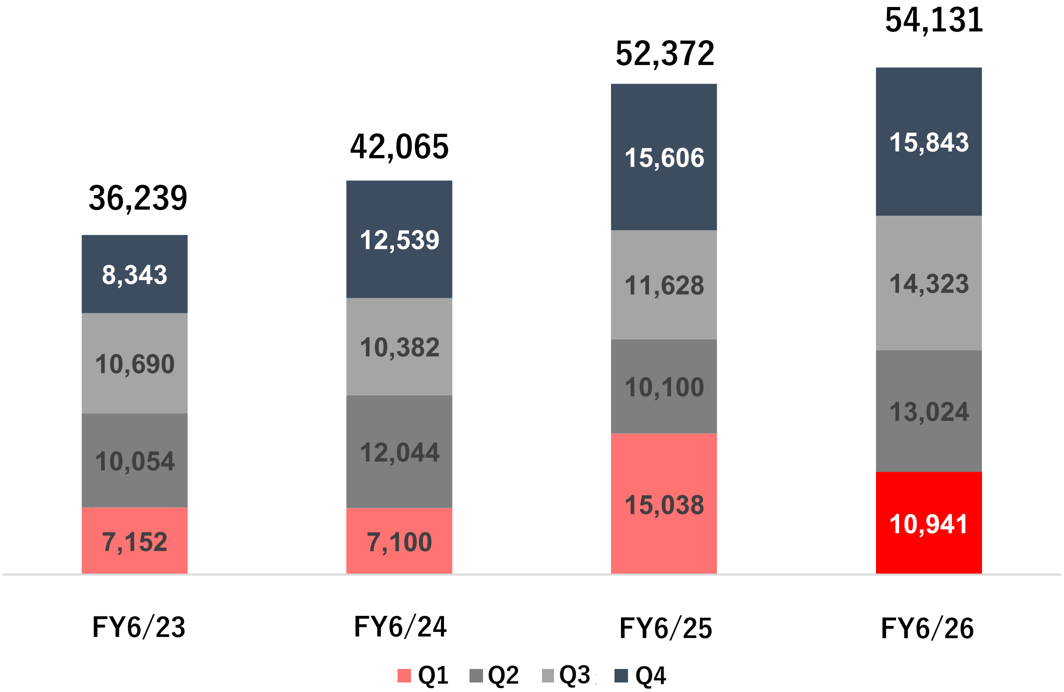
  Dividend Forecast: 112 yen

Financial Performance Trends (Stacked Quarterly)

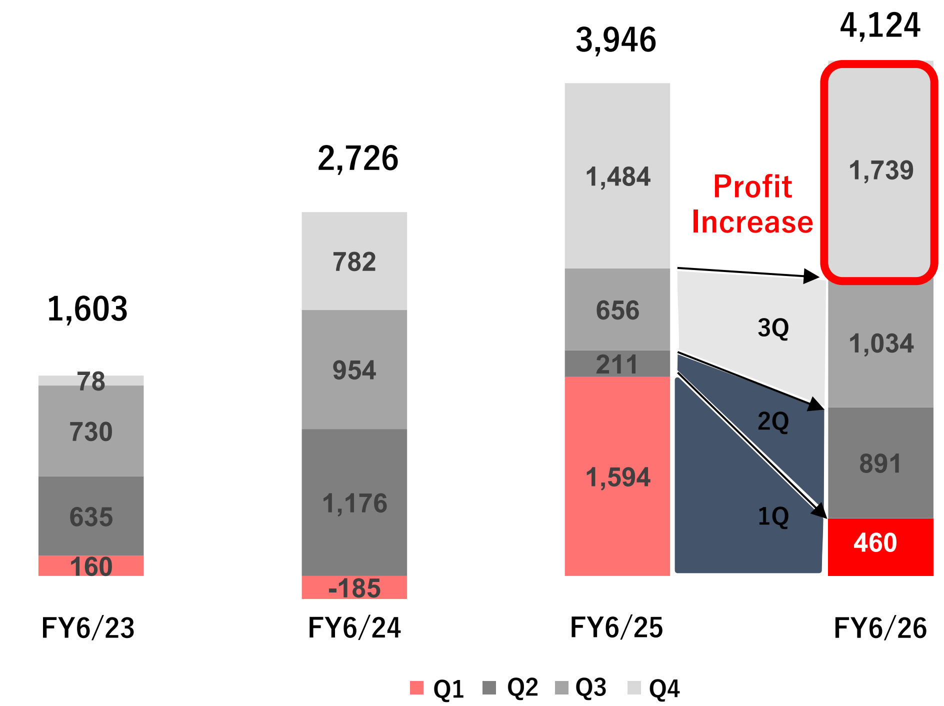
- In Q4 alone, Revenue reached 15,843 million yen and Operating profit 1,739 million yen, both record highs on a quarterly basis, **achieving increases in Revenue and Operating profit.**

Revenue

(million yen)



Operating Profit



Financial Highlights

Increase in Revenue and Operating Profit (6 consecutive terms)

Revenue

¥54,131million
(YoY +¥1,758 million, +3.4%)

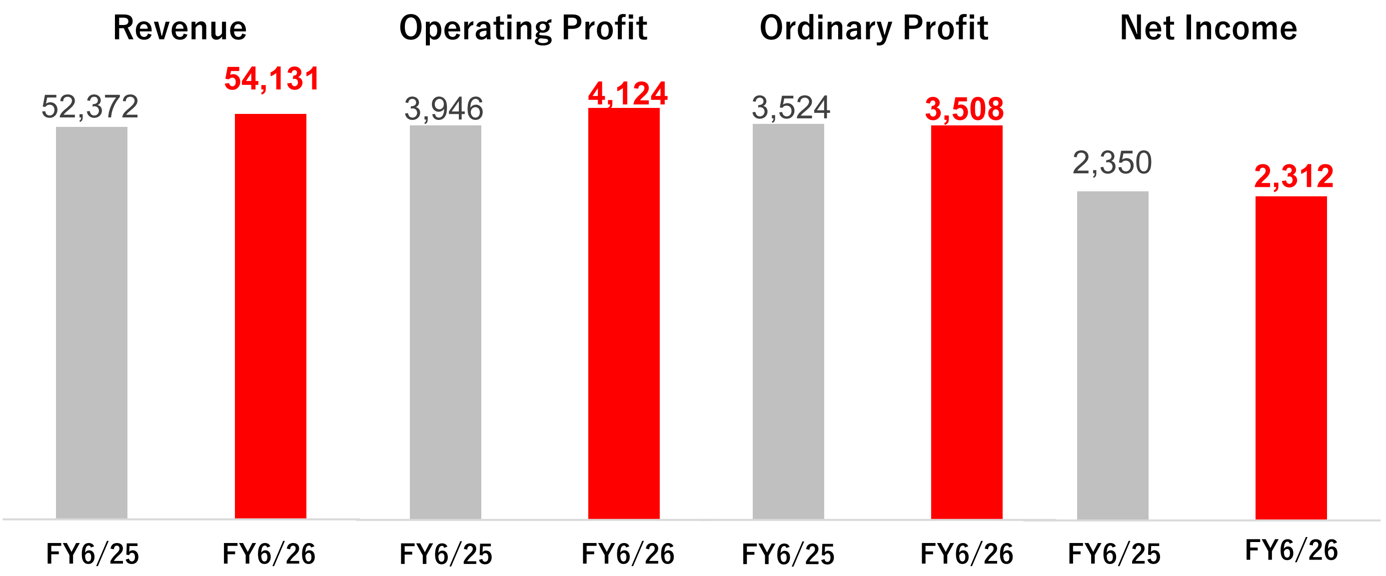
Operating Profit

¥4,124million
(YoY +¥178 million, +4.5%)

- Leasing DX Property Management Business
  Record-high revenue
  Operating profit: 3,169 million yen (+31.4%YoY)
  Realized productivity improvements through DX promotion, contributing to a high occupancy rate.
- Sales/Purchase DX Investment Business
  Revenue remained on par with the previous year, despite a delay in large-scale projects in the purchase and resale business.

- Managed units: 28,427 (+1,073 YoY)
- Subleased units: 16,437 (+816 YoY)
- Occupancy rate: 98.4% (Industry avg.: 90.5%)

(million yen)



News Highlights

Introduction of major news in Q4 FY6/26

News 1

**AI x DX
for further operational efficiency**

"Site Exclusively for Brokerage Agents“ Completely revamped for process automation

Promoting a complete revamp of the "Site Exclusively for Brokerage Agents".
Shifting the process from application to contract towards AI and automation.

(2026/08/13)

News 2

Asset Value Named "Authenticity"

**Launch of Official YouTube Channel
" Tokyo Luxury Condos "**

Yoshimasa Hoshiba x Designer Residence: Starting YouTube room tours to foster a desire for ownership and empathy with properties

(2026/05/15)

News 3

Opening a new base outside the Tokyo metropolitan area

**Leasing DX Brokerage Business
AMBITION AGENCY
Opened "Fukuoka Branch"**

Opened a strategic base, the first outside the Tokyo metropolitan area,
to build a two-way network between regional areas and the metropolitan area.
Aiming to create new revenue sources.

(2026/05/01)

Financial Results Overview (Consolidated)

Financial Results Overview

Increased revenue and profit (6 consecutive terms)

(Consolidated) Revenue and Operating profit increased. Ordinary profit and Net income slightly decreased (due to an increase in interest expenses).

(Leasing DX Property Management) Significant profit increase. Segment profit increased by 31.4% (YoY).

(Sales/Purchase DX Investment) Sales of some large-scale projects were delayed.

(million yen)

Consolidated	FY6/25	FY6/26	+/− (%)	+/− (Amount)
Revenue	52,372	54,131	+3.4%	+1,758
Operating Profit	3,946	4,124	+4.5%	+178
Ordinary Profit	3,524	3,508	-0.5%	-16
Net Income	2,350	2,312	-1.6%	-38

Revenue by Segment	FY6/25	FY6/26	+/− (%)	+/− (Amount)
Leasing DX Property Management	21,649	23,656	⬆9.3%	⬆2,006
Leasing DX Brokerage	1,020	1,083	⬆6.2%	⬆62
Sales/Purchase DX Investment	28,061	27,916	-0.5%	-145
Others / Real Estate DX Incubation	1,640	1,475	-10.1%	-164

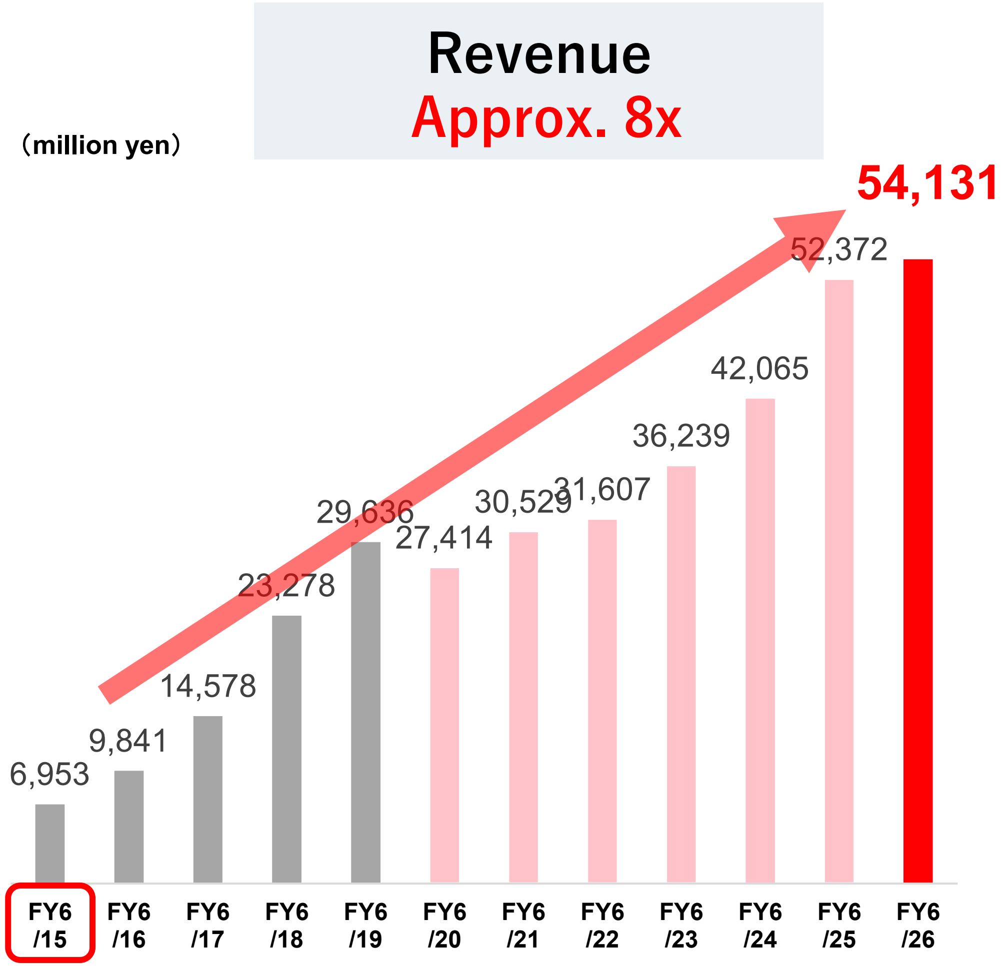
Operating Profit by Segment	FY6/25	FY6/26	+/− (%)	+/− (Amount)
Leasing DX Property Management	2,411	3,169	⬆31.4%	⬆758
Leasing DX Brokerage	54	78	⬆44.2%	⬆24
Sales/Purchase DX Investment	3,833	3,629	-5.3%	-204
Others / Real Estate DX Incubation	12	-147	-%	-159

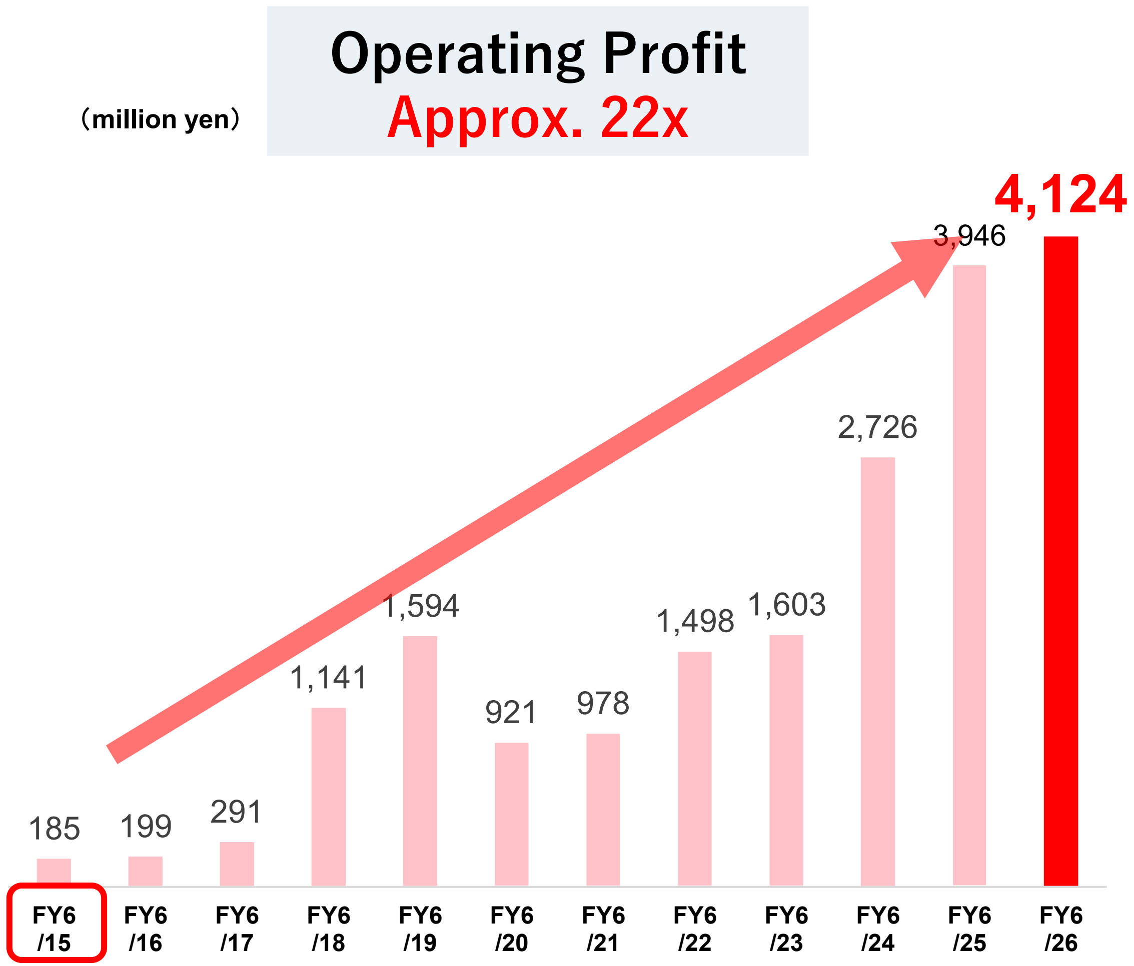
Trends in Revenue and Operating Profit since Listing

AMBITION DX HOLDINGS

FY6/26

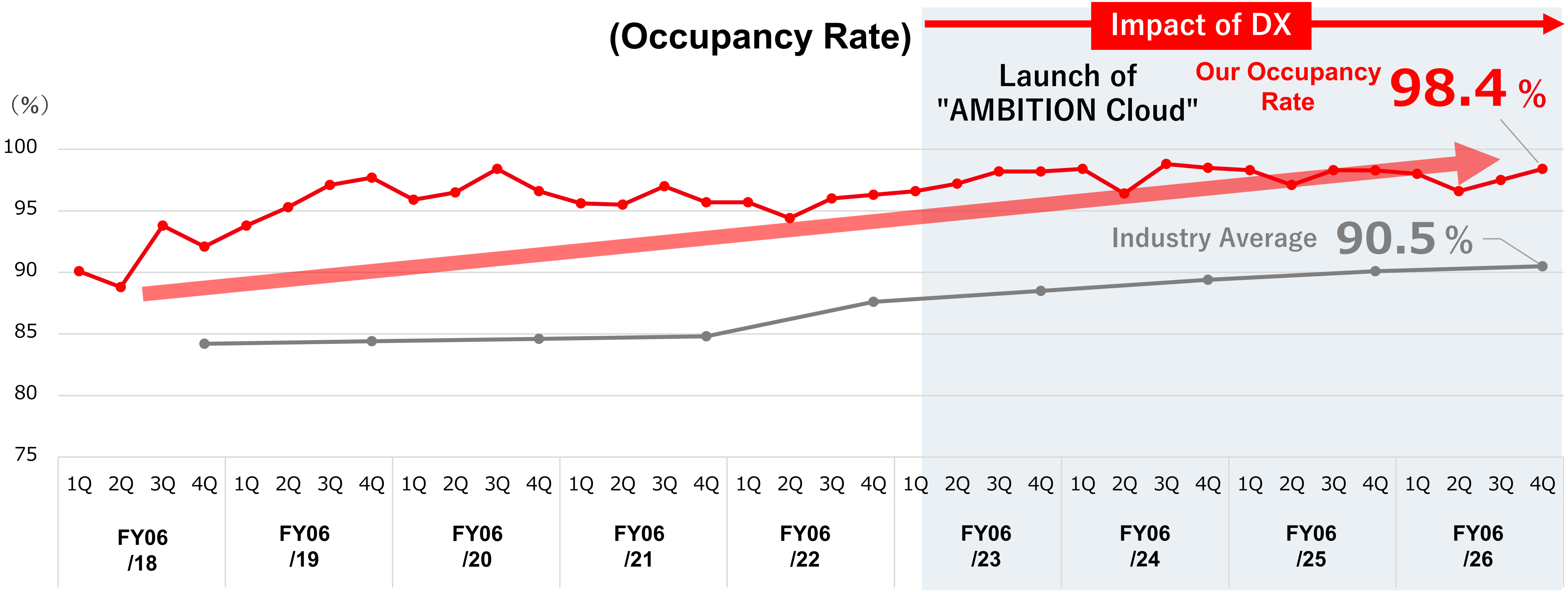
- Achieved increased revenue and profit for 6 consecutive terms
- Revenue: approx. 8x, Operating Profit: approx. 22x (vs. FY6/15)





Occupancy Rate

- Increase in managed units: Occupancy rate remains high at 98.4%.
- Since the launch of "AMBITION Cloud," operations have been significantly streamlined, resulting in improved productivity.
- Consistently exceeding the industry average (Latest industry average: 90.5%)

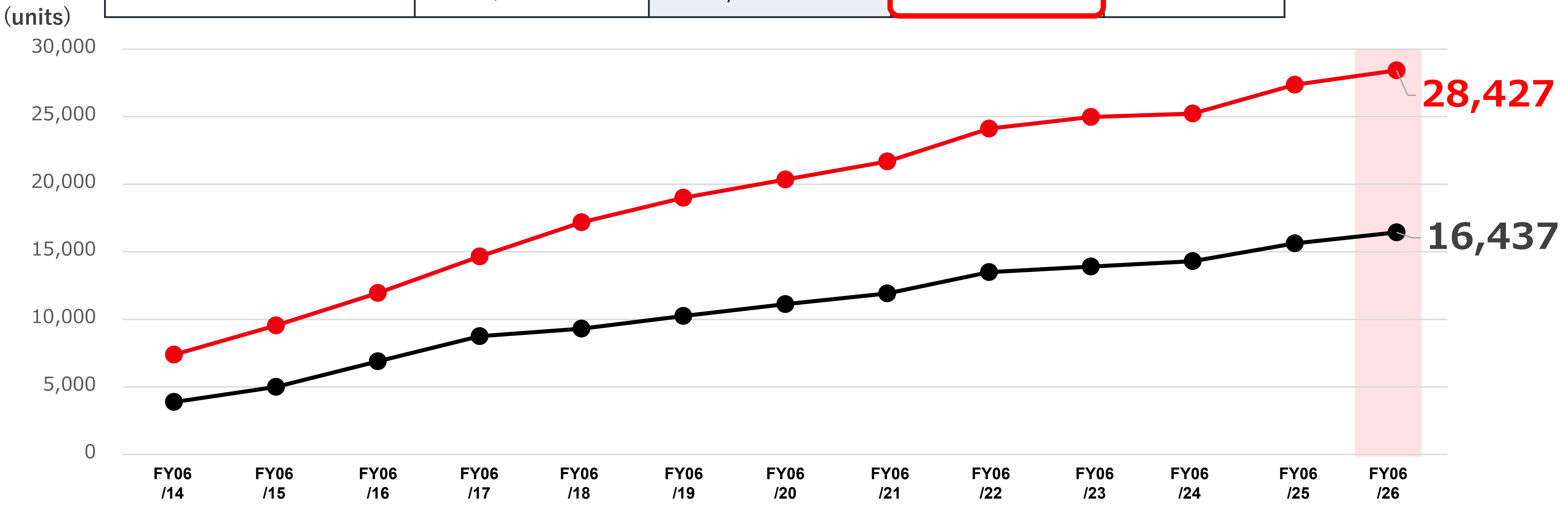


【Source for Industry Average】 TAS Corp., "Rental Housing Market Report" (Vacancy rate in Tokyo)

Managed Units

- Managed units: 28,427 units (+1,073 units YoY) / Subleased units: 16,437 units (+816 units YoY)
- Aiming for 30,000 managed units.

	FY6/25	FY6/26	YoY Change (units)	YoY Change (%)
Managed Units	27,354 units	28,427 units	+ 1,073 units	+ 3.9%
Subleased Units	15,621 units	16,437 units	+ 816 units	+ 5.2%



Income Statement

- Increased Revenue and Operating Profit for 6 consecutive terms. Slight decrease in Ordinary Profit and Net Income due to a slight increase in interest expenses
- Leasing DX Property Management Business: Significant profit increase
- Sales/Purchase DX Investment Business: On par with the previous year due to project delays

(million yen)	FY6/25	FY6/26	+/− (%)	+/− (Amount)
Revenue	52,372	54,131	+3.4%	+1,758
Gross Profit	10,647	10,967	+3.0%	+320
SG&A Expenses	6,701	6,842	+2.1%	+141
Operating Profit	3,946	4,124	+4.5%	+178
Non-operating Expenses (of which, interest expenses)	449 (335)	652 (564)	+45.3% (+68.2%)	+203 (+228)
Ordinary Profit	3,524	3,508	-0.5%	-16
Net Income Before Income Taxes	3,425	3,551	+3.7%	+126
Net Income	2,350	2,312	-1.6%	-38

Balance Sheet

- Increase in real estate for sale. Steady purchasing/inventory for FYE June 2027.
- Reduced lead time to sales, achieving a high inventory turnover rate.

(million yen)	FY6/25	FY6/26	+/− (Amount)
Current Assets	30,255	37,306	7,050
Real Estate for Sale	14,147	21,018	6,871
Real Estate for Sale in Process	6,054	4,997	-1,056
Non-Current Assets	9,052	8,821	-231
Total Assets	39,308	46,127	6,819
Current Liabilities	16,662	21,182	4,519
Non-Current Liabilities	14,282	14,907	624
Net Assets	8,362	10,037	1,674
Total Liabilities and Net Assets	39,308	46,127	6,819

- Steady purchasing/inventory of real estate for sale.

- Steady commercialization of real estate for sale in process.

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	Property Management	• 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	• 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	• 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 / Utilities Incubation	• Real Estate DX Business (Parent) / Overseas Systems (AMBITION Vietnam) / System Development Business (LiVrA) • Small-Amount & Short-Term Insurance Business (HOPE) • Utilities 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

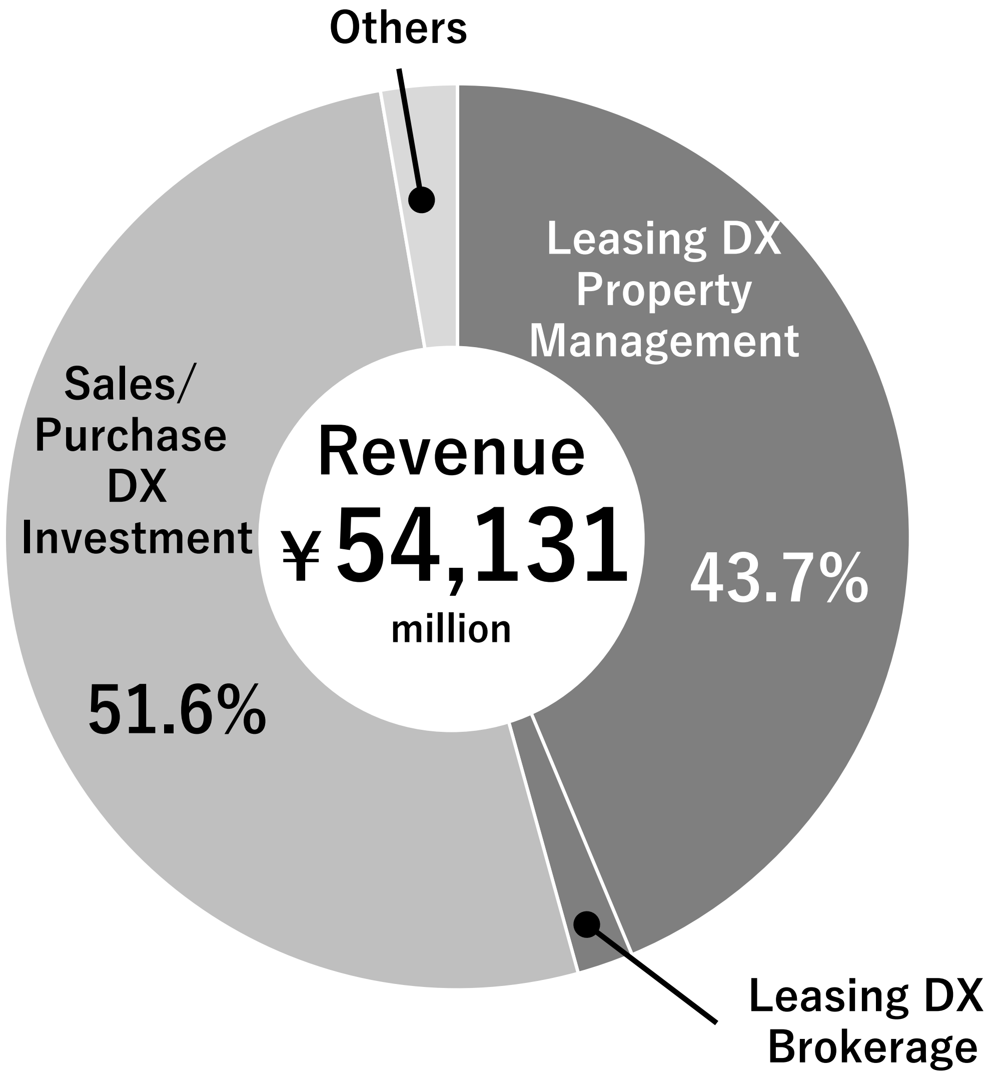
・**Balanced sales composition** of stock-type and flow-type.
The stock side supports company-wide revenue stability.

Flow-Based
(Non-Recurring Revenue)

Sales/Purchase DX Investment

Revenue: ¥27,916 million

51.6%



Stock-Based
(Recurring Revenue)

Leasing DX Property Management

Revenue: ¥23,656 million

43.7%

Leasing DX Property Management Business

AMBITION DX HOLDINGS

FY6/26

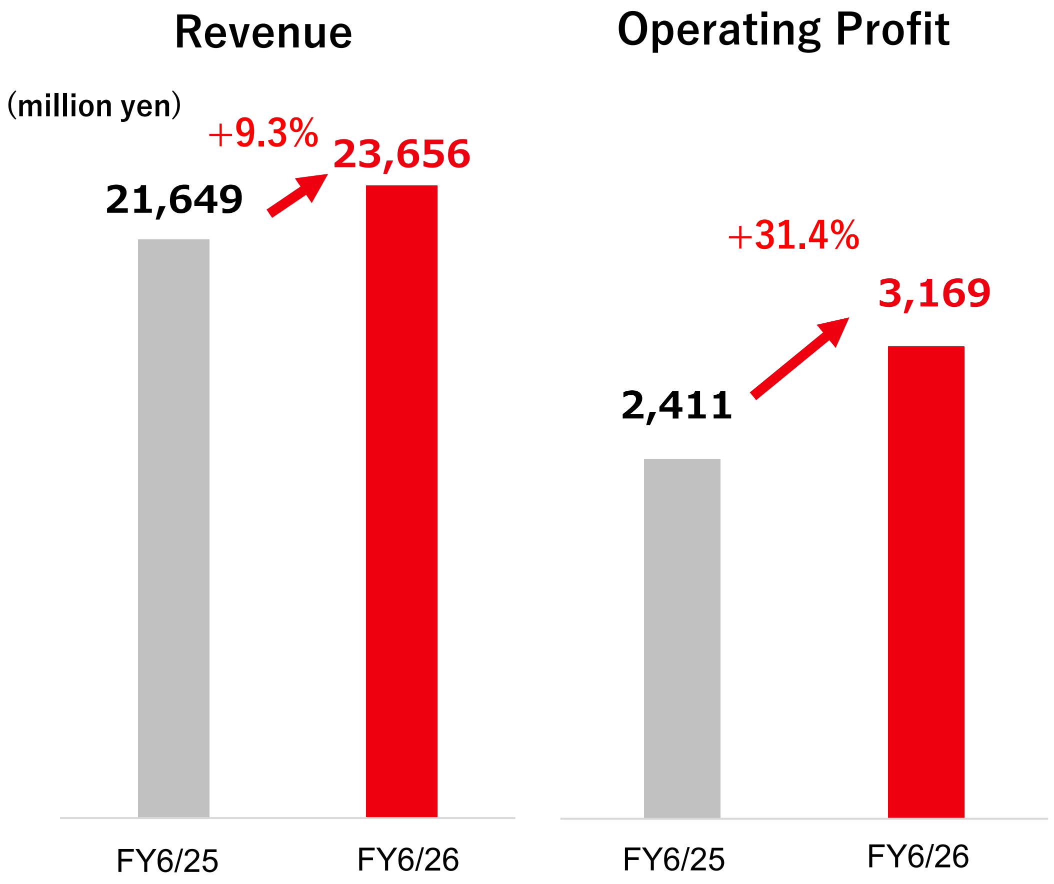
Significant increase in revenue and profit (4 consecutive terms). Achieved record-high revenue.

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

(million yen)	FY6/25	FY6/26	+/− (%)	+/− (Amount)
Revenue	21,649	23,656	+9.3%	+2,006
Operating Profit	2,411	3,169	+31.4%	+758

(Factors)

- DX promotion via "AMBITION Cloud," contributing to productivity improvements.
- Increase in managed units
- Managed units: 28,427 units (+1,073 units YoY), Sublease units: 16,437 units (+816 units YoY)
- High occupancy rate
- Occupancy rate: 98.4% (Industry average: 90.5%)
- 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

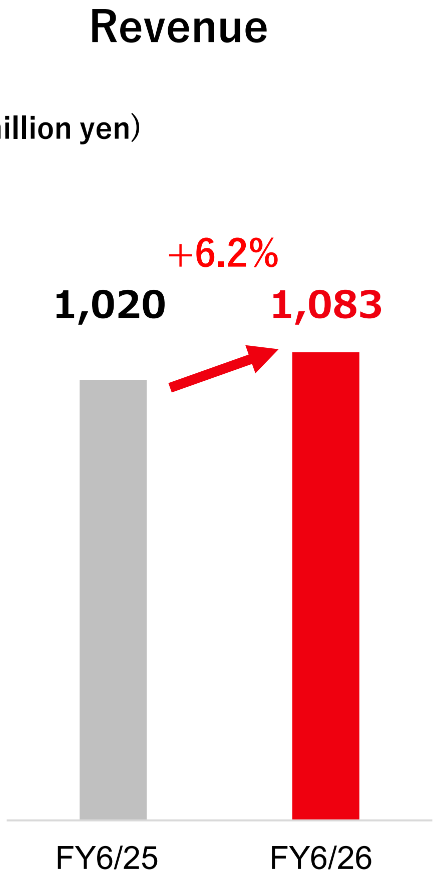
- Increased number of contracts through the use of our DX product "RAC-TECH"
- Improved revenue structure through DX promotion

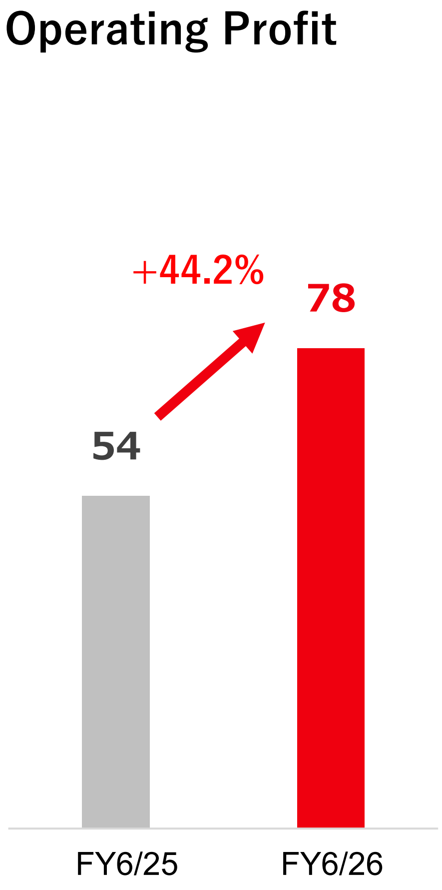
(million yen)	FY6/25	FY6/26	+/– (%)	+/– (Amount)
Revenue	1,020	1,083	+6.2%	+62
Operating Profit	54	78	+44.2%	+24

(Factors)

- Greatly contributes to the leasing capability of the Leasing DX Property Management segment.
- Brokerage of rental properties primarily in the Tokyo metropolitan area.
  6 stores in Tokyo, 8 in Kanagawa, 2 in Saitama, 1 in Fukuoka (17 stores in total)

(million yen)





Sales/Purchase DX Investment Business

Secured revenue roughly on par with the previous year.

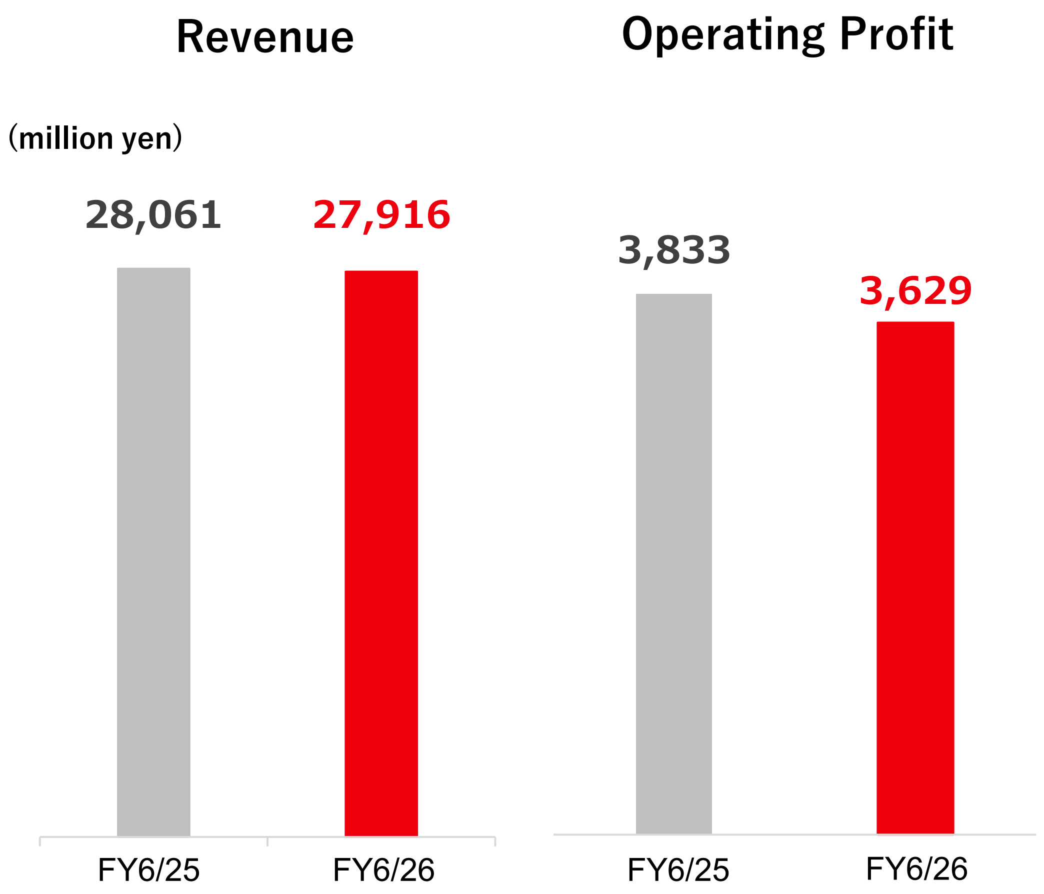
- Acquiring high-value-added properties in Tokyo and the Greater Tokyo Area.
- Delay in sales of large-scale projects in the purchase and resale business.

(million yen)	FY6/25	FY6/26	+/− (%)	+/− (Amount)
Revenue	28,061	27,916	-0.5%	-145
Operating Profit	3,833	3,629	-5.3%	-204

(Factors)

- Delay in sales of large-scale projects in the purchase and resale business as compared to initial plans.
- 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).

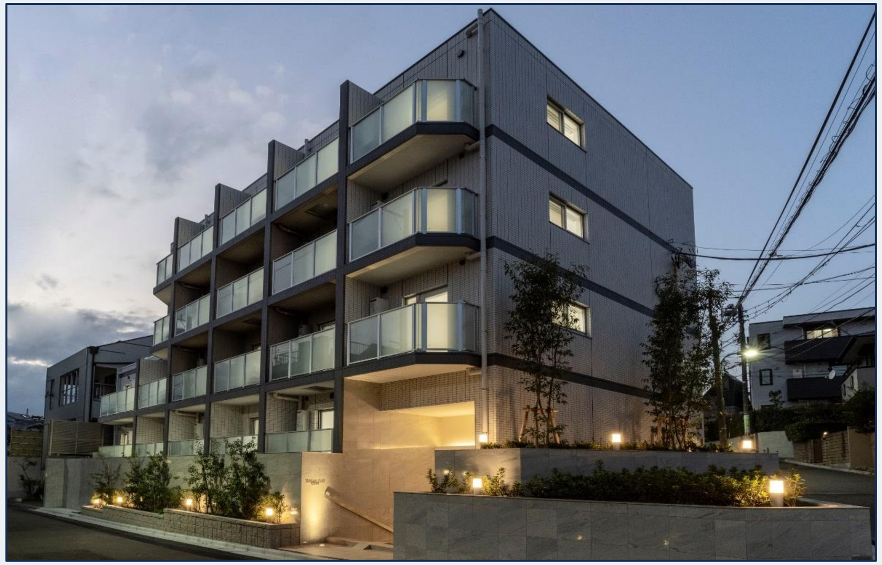
Number of units sold: 267 units (YoY -93 units)



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

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

Other Businesses

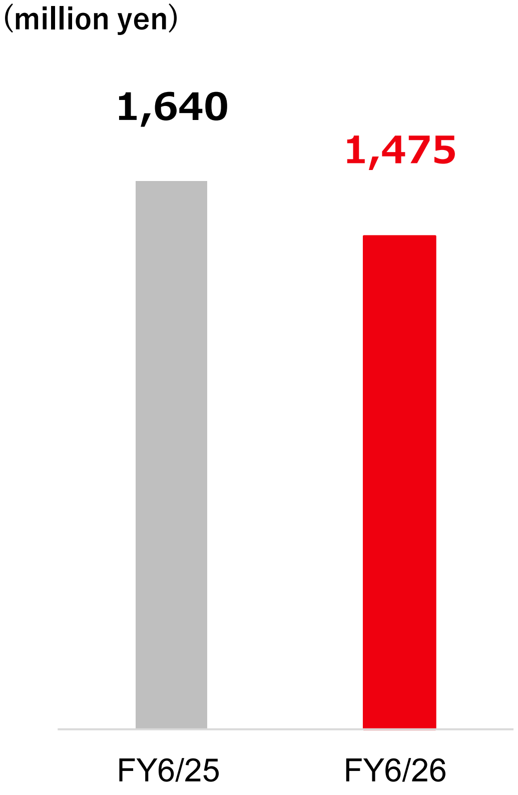
- Small-Amount & Short-Term Insurance Business saw increased revenue and profit, but alliances and investments in the Utilities Business only led to a slight increase in cases.
- Re-examining the customer acquisition strategy for the Utilities Business.

(million yen)	FY6/25	FY6/26	+/– (%)	+/– (Amount)
Revenue	1,640	1,475	-10.1%	-164
Operating Profit	12	-147	-%	-159

(Factors)

- 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.
- DRAFT (Utilities Business)
  Utilities Business: Focused on alliances, but cases increased only slightly.
- Incubation Business: Segment changed to Other Businesses starting from Q1.
  Invested in 32 companies (6 listed in the past).

Revenue



Operating Profit

Incubation Portfolio

- Invested in 32 DX-related venture companies (as of June 2026), 6 of which have gone public.

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

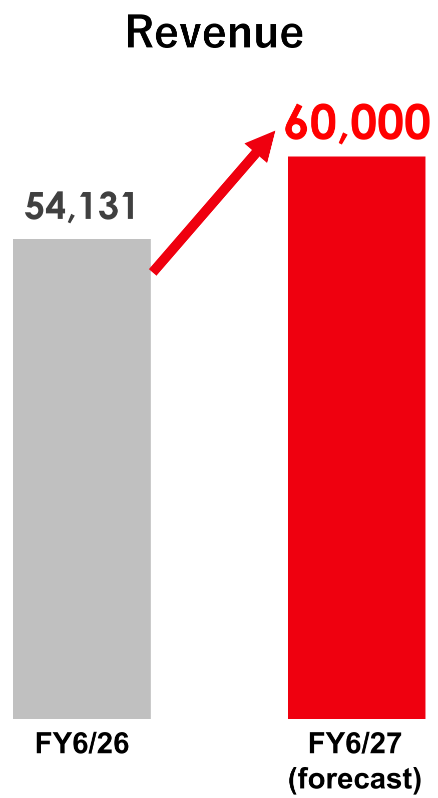
Financial Forecasts

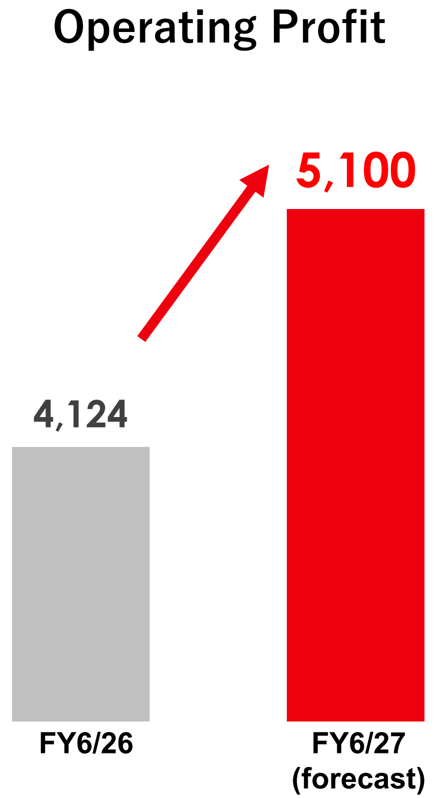
Full-Year Financial Forecasts

Revenue of 60 billion yen / Operating Profit over 5 billion yen 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/Purchase DX Business): Significant expansion in the purchase-and-resale business.

(million yen)	FY6/26 Actual	FY6/27 Forecast*	+/− (%)
Revenue	54,131	60,000	+10.8%
Operating Profit	4,124	5,100	+23.6%
Ordinary Profit	3,508	4,200	+19.7%
Net Income Attributable to Owners of Parent	2,312	2,600	+12.4%

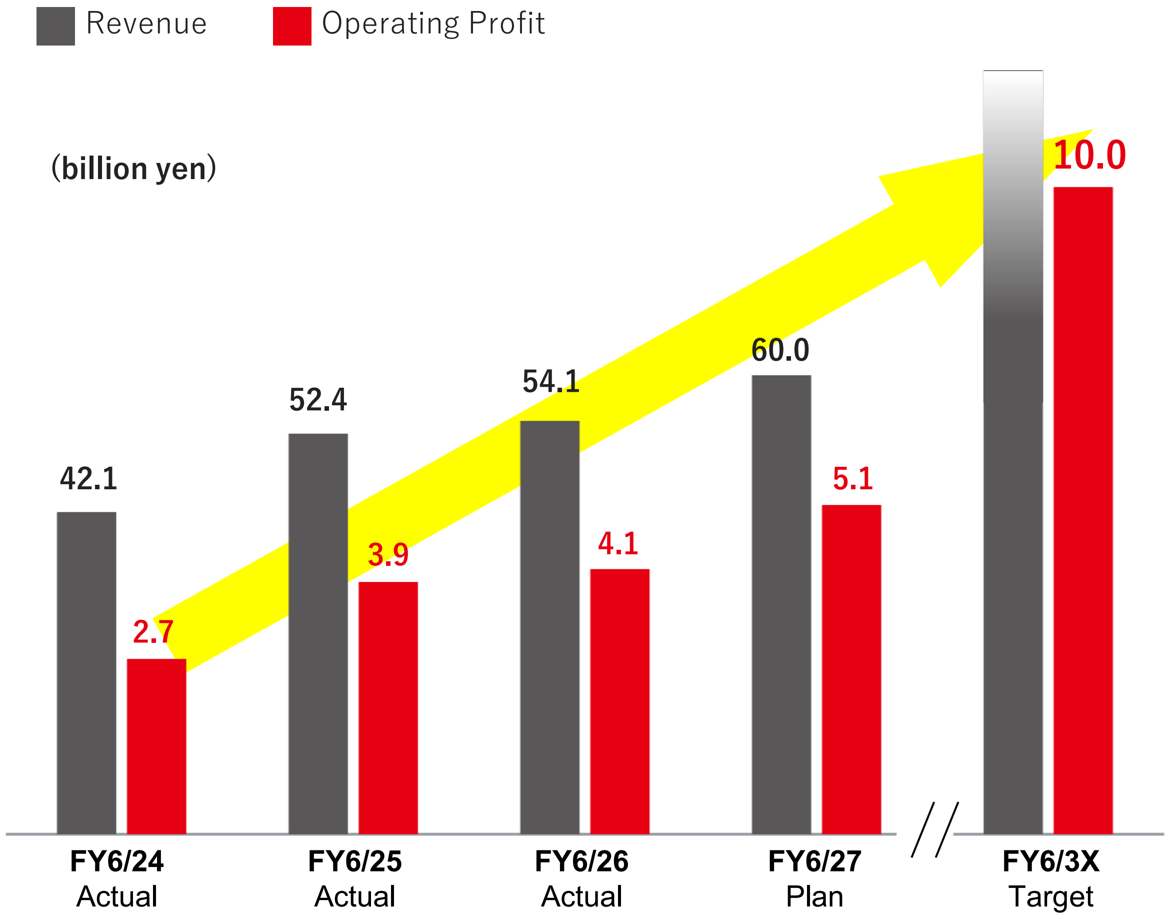




Medium-Term Management Plan

Aiming for an Operating Profit of 10 billion yen in FY6/3X

Revenue / Operating Profit (Growth Image)



【Transition from Fixed Medium-Term Numerical Plans to "Management Focused on Capital Efficiency and Shareholder Returns"】

Until now, the Company has disclosed financial targets through a 3-year Medium-Term Management Plan.

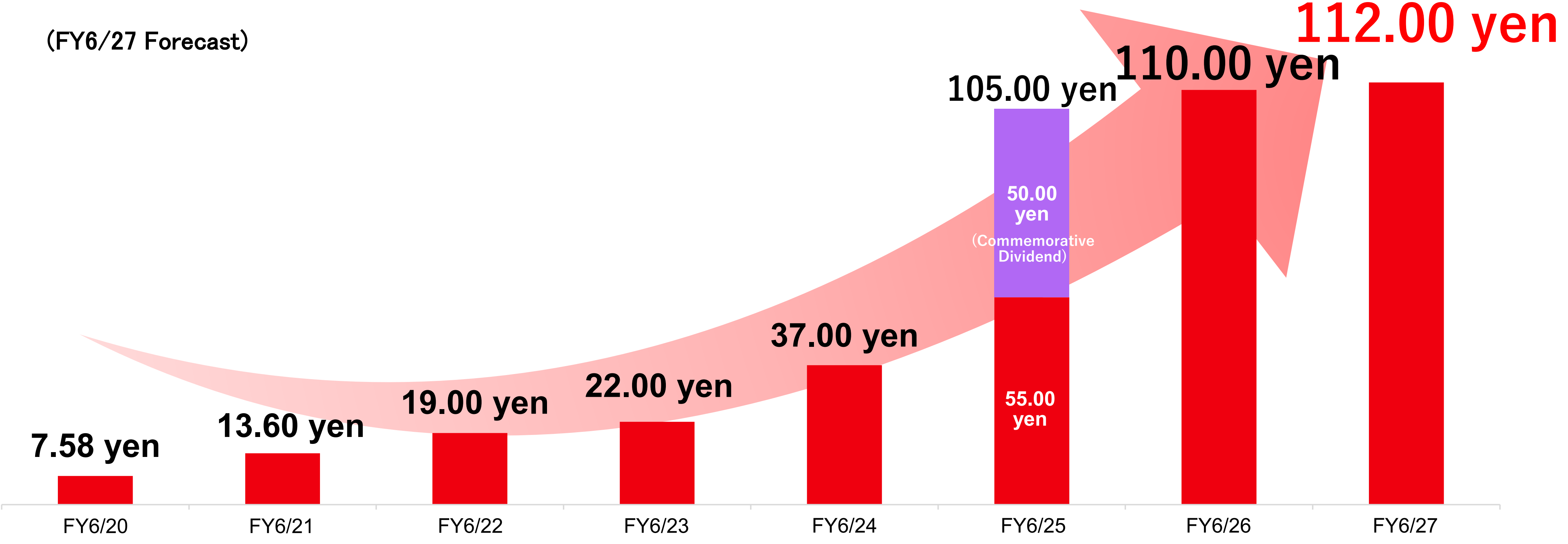
However, in the rapidly changing real estate and DX markets, the conventional setting of numerical targets chasing fixed quantitative scales of Revenue and Profits could hinder agile business expansion and structural reform.

Therefore, we have shifted our management focus from "scale expansion" to "pursuit of capital efficiency (maintaining high ROE)" to maximize value per share, and "expansion of stable shareholder returns (introduction of DOE)."

Dividend (Forecast)

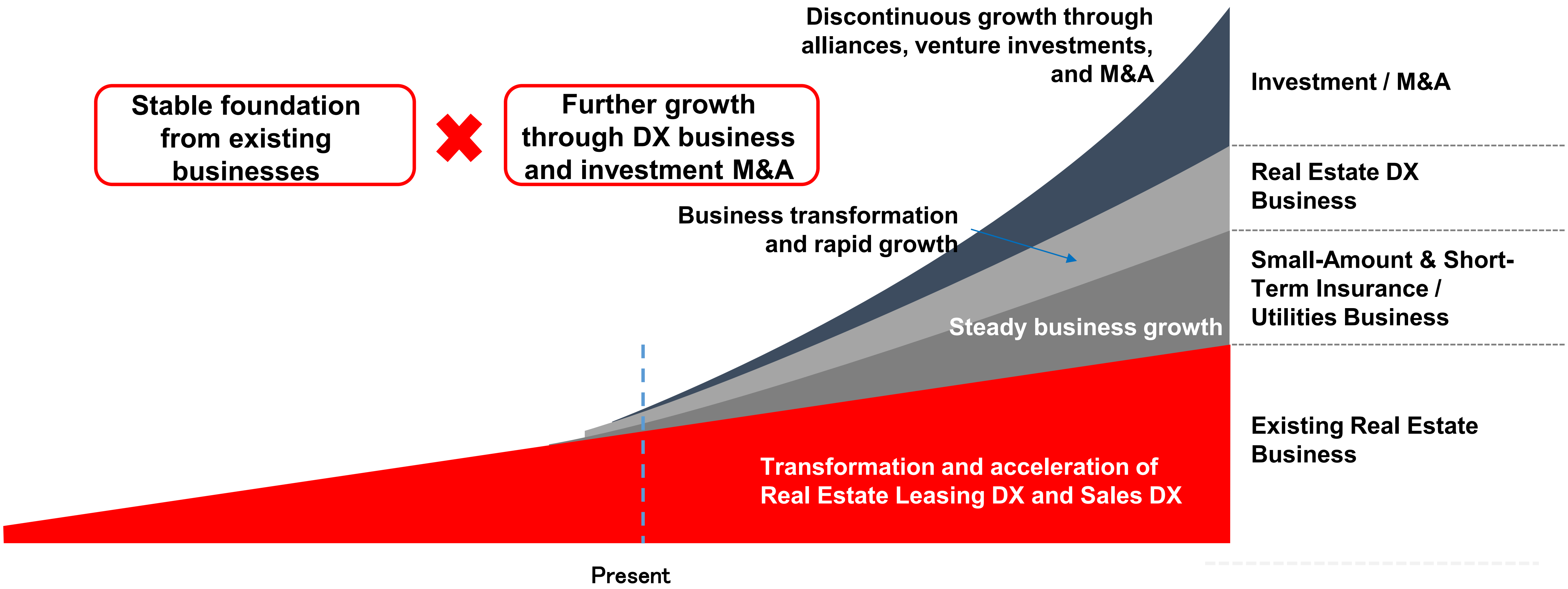
Significant Dividend Increase (FY6/27 Forecast)

- FY6/27: 112.00 yen, 7th consecutive term of dividend increase
- Dividend is expected to increase from 110.00 yen in FY6/26 to 112.00 yen



Growth Strategy & Vision

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



New Fiscal Year Measures (FY6/27)

Revenue and Profit Growth

Revenue	Operating Profit
60.0 billion yen	**5.1 billion yen**
+10.8% YoY	+23.6% YoY

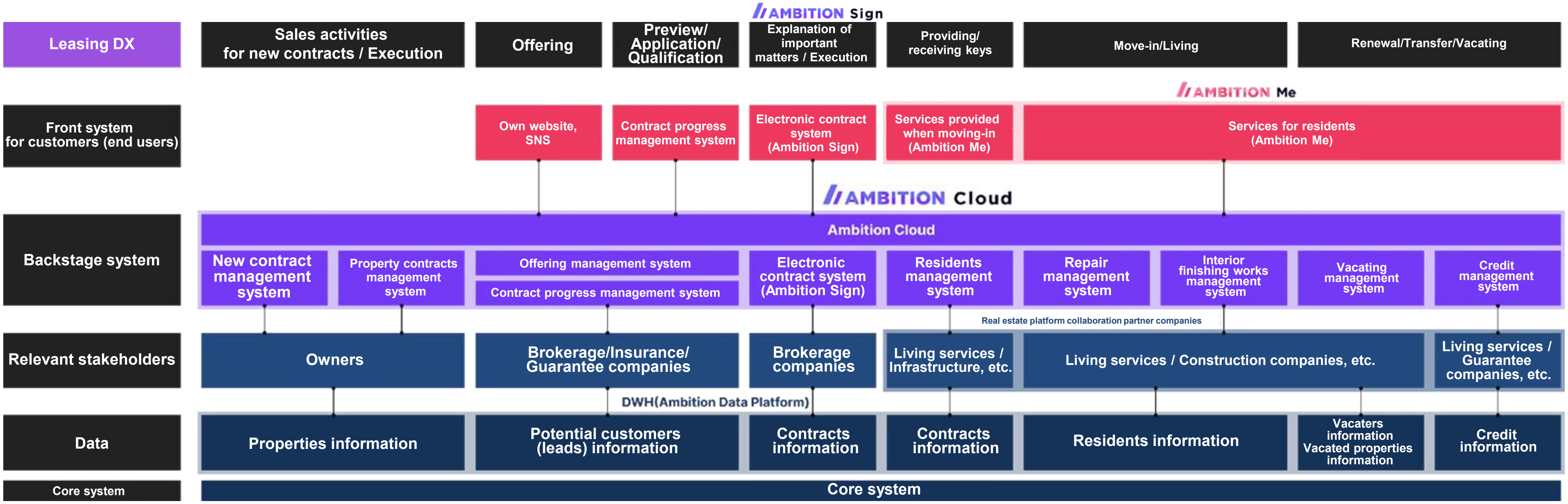
Segment	Key Measures
Leasing DX Property Management	**Improve units managed per person** through operational efficiency with AMBITION Cloud. Improve revenue per unit by steadily increasing net managed units and maintaining an **occupancy rate in the 98% range**.
Leasing DX Brokerage	Expand the number of contracts through store network expansion and the **application of AI (RAC-TECH)** for inquiry response. Strengthen its position as a **leasing function** that supports the high occupancy rate of Property Management.
Sales/Purchase DX Investment	Accumulate sales revenue **based on the feasibility** of sales. **Emphasize inventory turnover and financial soundness** in light of persistently high purchase prices.
Others (New Businesses, DX, Insurance, etc.)	Company-wide deployment of Generative AI and RPA. Launch **new businesses: paid services for residents (AMBITION Me), real estate investment crowdfunding (A funding), and corporate housing management outsourcing**. Prioritize productivity improvements through the internal application of DX systems within the group.

Generative AI x DX Products

Comprehensive DX System Architecture

AMBITION DX HOLDINGS
FY6/26

- 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 DX Products (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

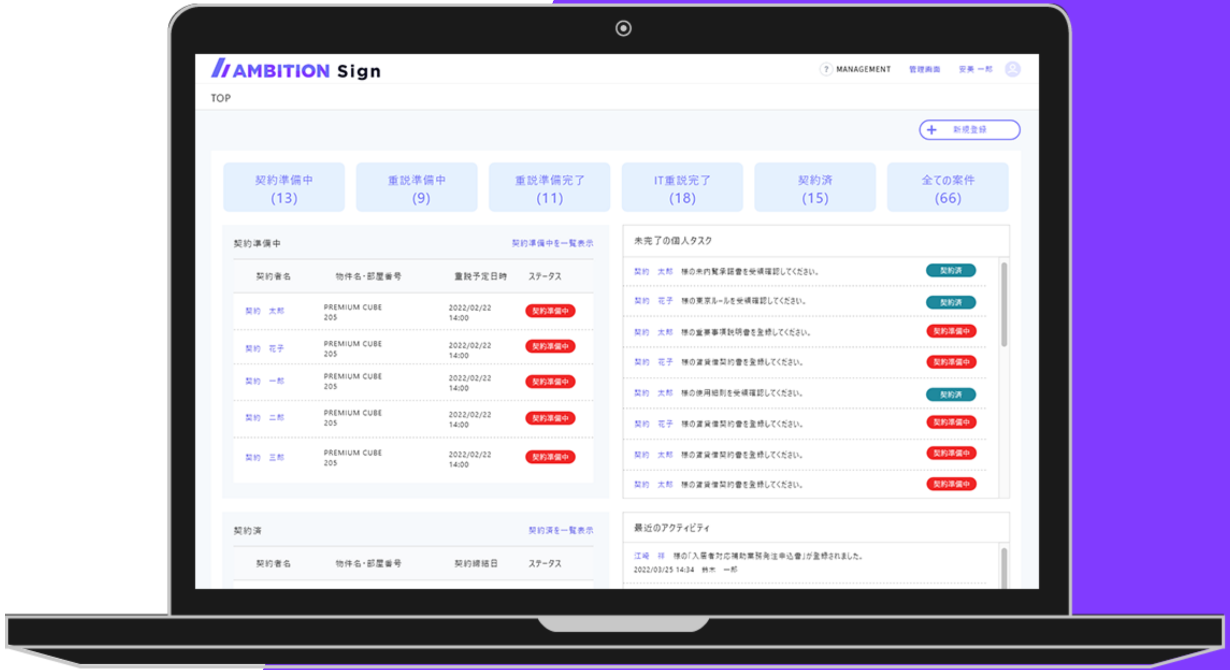
AMBITION Cloud

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.

Property Search	Application & Screening	Explanation of important matters	Leasing contract
Remote Consultation Remote Viewing	Online Explanation	Online explanation of important matters	Electronic signature

Leveraging Blockchain Technology

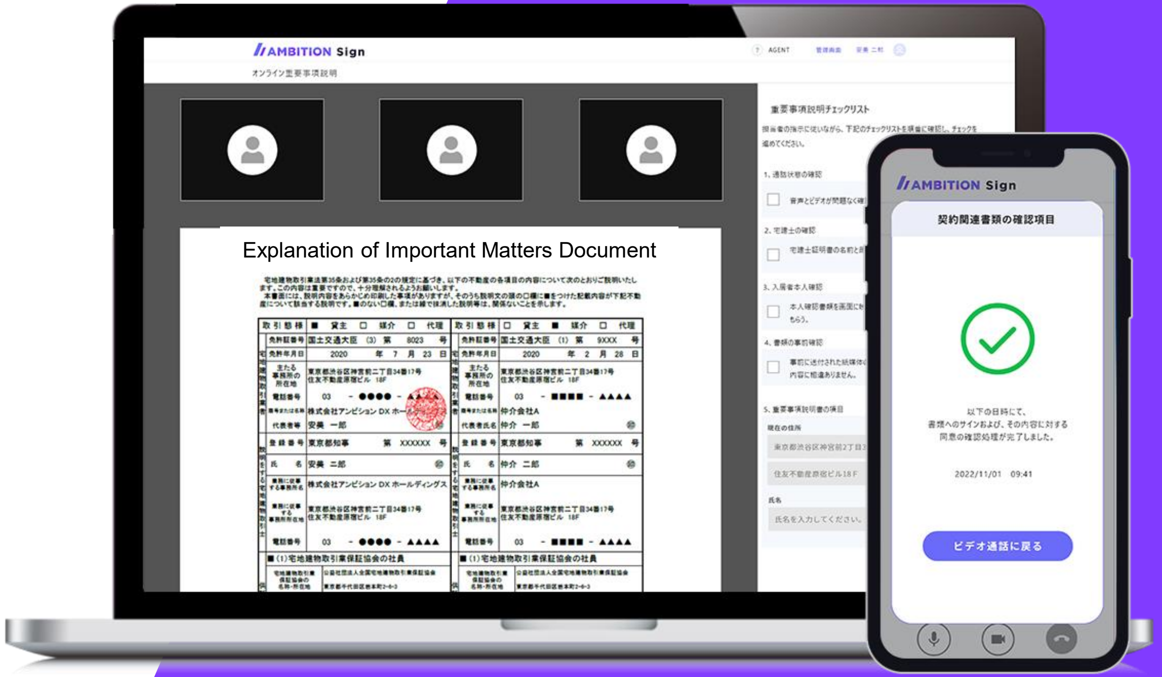
DX Products (AMBITION Sign)

Electronic Contracting System Powered by Blockchain

AMBITION Sign

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

AMBITION Me

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)

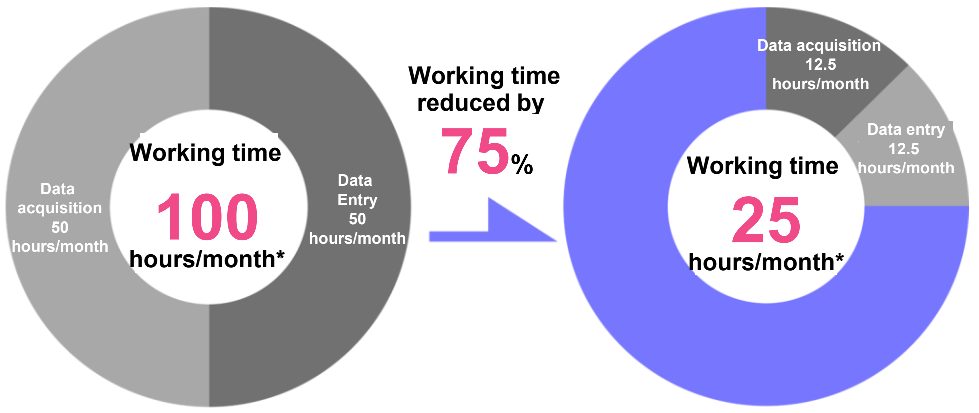
"RAC-TECH": AI x RPA Tool for Leasing DX

Business Process for Property Listings

Traditional	Manual Property Search	Manual Property Selection	Manual Data Entry	Photography	Manual Portal Listing	Manual Vacancy Confirmation
Our Model	Automated Collection via RPA	AI-Driven Property Selection	Automated Data Entry via RPA	AI Image Recognition	AI-Automated Portal Listing	AI Vacancy Confirmation

【RPA】Robotic Process Automation. Software robots.

Significant Reduction in Operational Hours



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

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.

From scale expansion to the pursuit of overwhelming capital efficiency (High ROE/DOE)

"Real Estate x DX" supporting consecutive record profits and the transition to a new phase of shareholder returns

Our Management Policy for Medium- to Long-Term Corporate Value Enhancement

Shifting management focus from the conventional "expansion of sales scale (top line)“ to "improvement of profit quality (high ROE)" and "expansion of shareholder returns (DOE)."

Concentrating management resources on areas where we can most effectively utilize our greatest strengths—a solid stock foundation and productivity through DX—we will enhance essential corporate value under strict capital discipline.

High-operation stock revenue → Productivity improvement / fixed cost suppression through DX → High profit margin / High ROE → Shareholder returns based on DOE → Enhancement of corporate value and trust

← Continuously expanding the virtuous cycle by reinvesting profits and DX investments

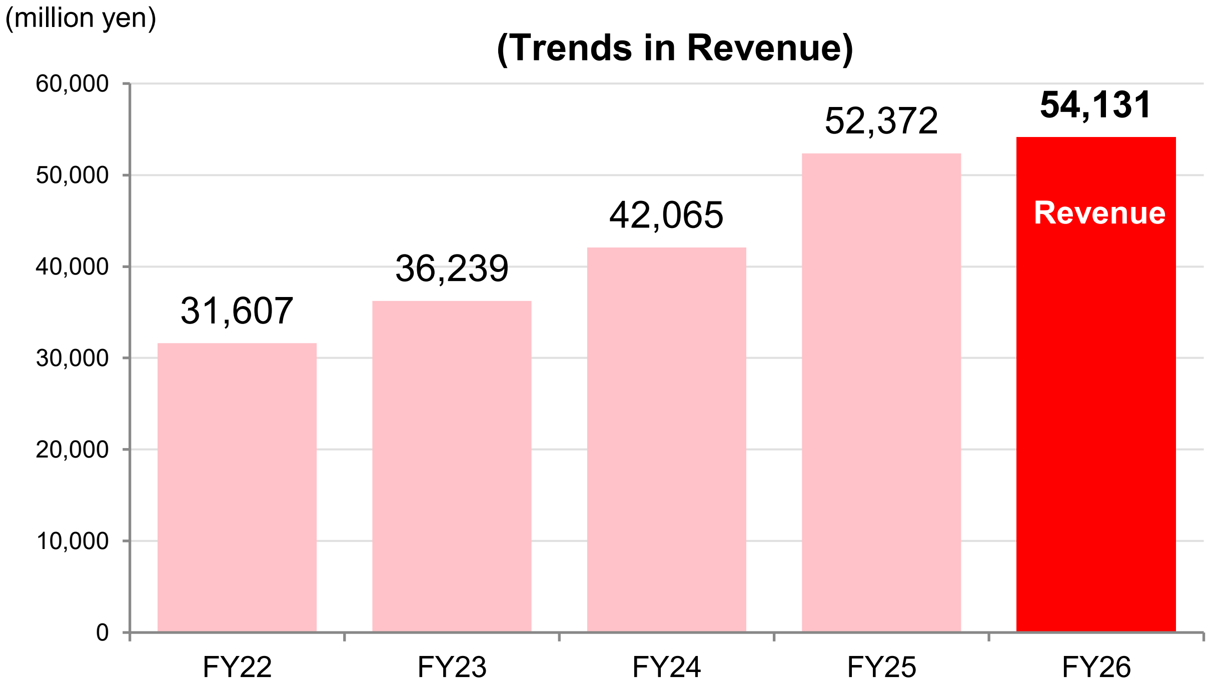
Long-Term Perspective (Direction)

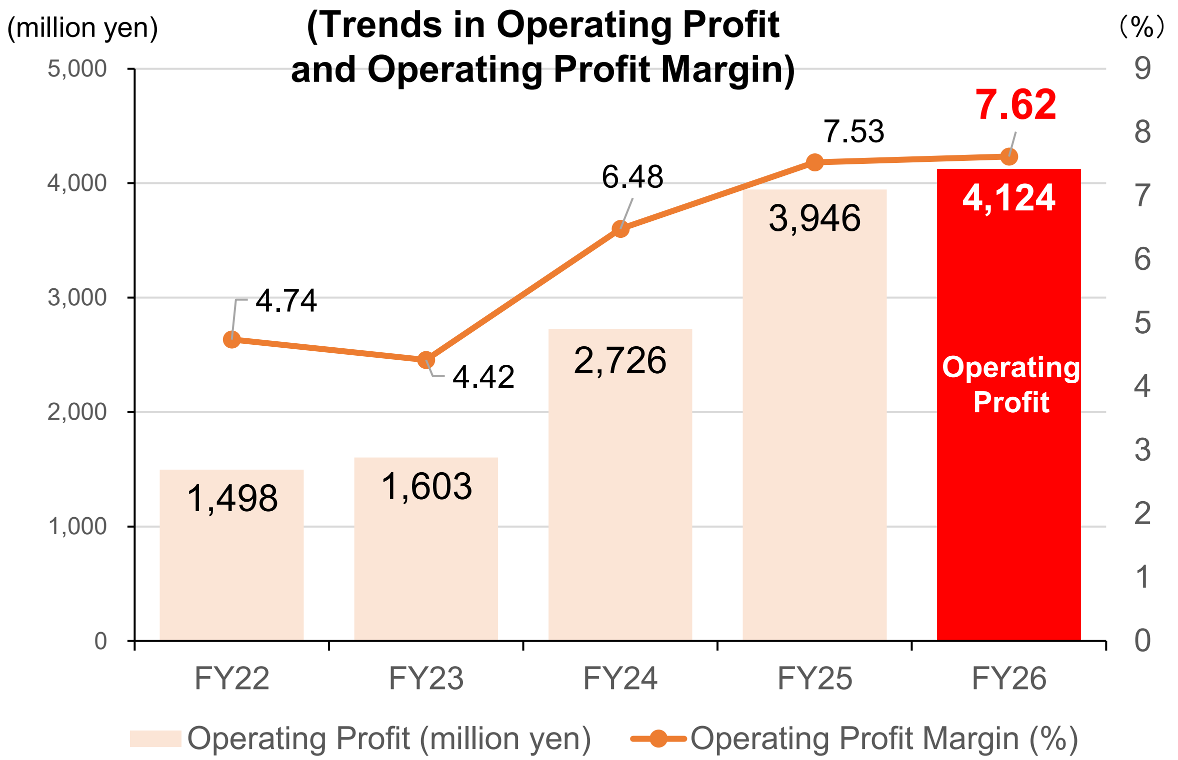
Aiming to achieve Operating Profit of 10 billion yen in FY6/3X

**This is not a medium-term management plan showing specific definitive revenue/fiscal years, but rather a direction indicating the future of management centered on capital efficiency and shareholder returns.*

【Proof of Results】Consecutive revenue and profit increases over the past 5 years and "improvement of profit margin"

In addition to consecutive revenue and profit growth over the past 5 years, the operating profit margin has significantly improved at a pace exceeding net sales growth.





6 consecutive terms of increase in revenue and profit

Operating profit margin 4.7% → 7.6% (+2.9pt vs. FY22)

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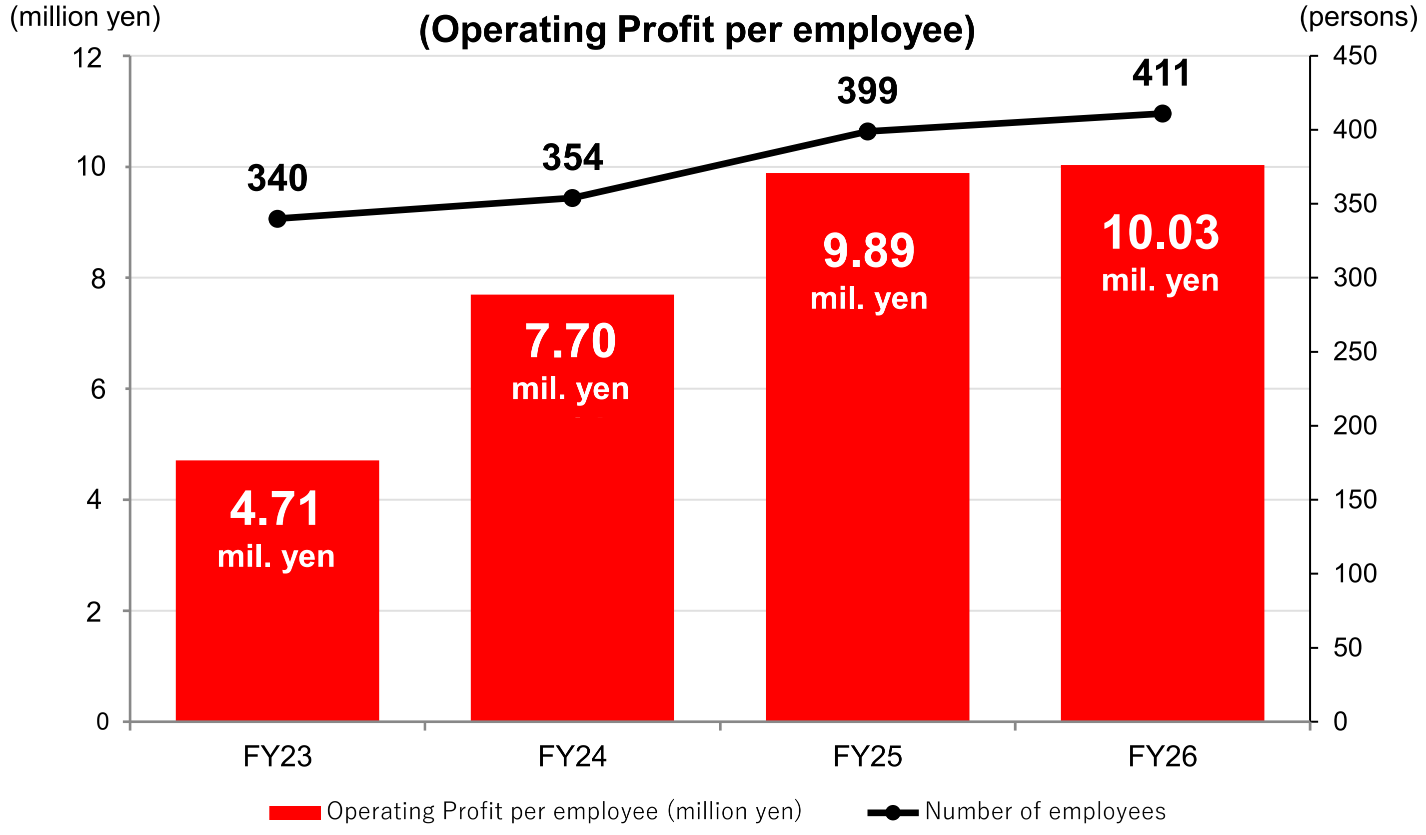
【Core】Establishing "Operating Profit per employee of approx. 10 million yen" that generates record profits

The biggest factor in improving the profit margin is the dramatic improvement in labor productivity through self-developed AI tools, etc.

Despite being a labor-intensive business, working hours have been significantly reduced, establishing an extremely high level of "approx. 10 million yen" in operating profit per employee.



Reduction in working hours (RAC-TECH / Property information collection tasks)

75% reduction

FY26 Operating Profit per employee

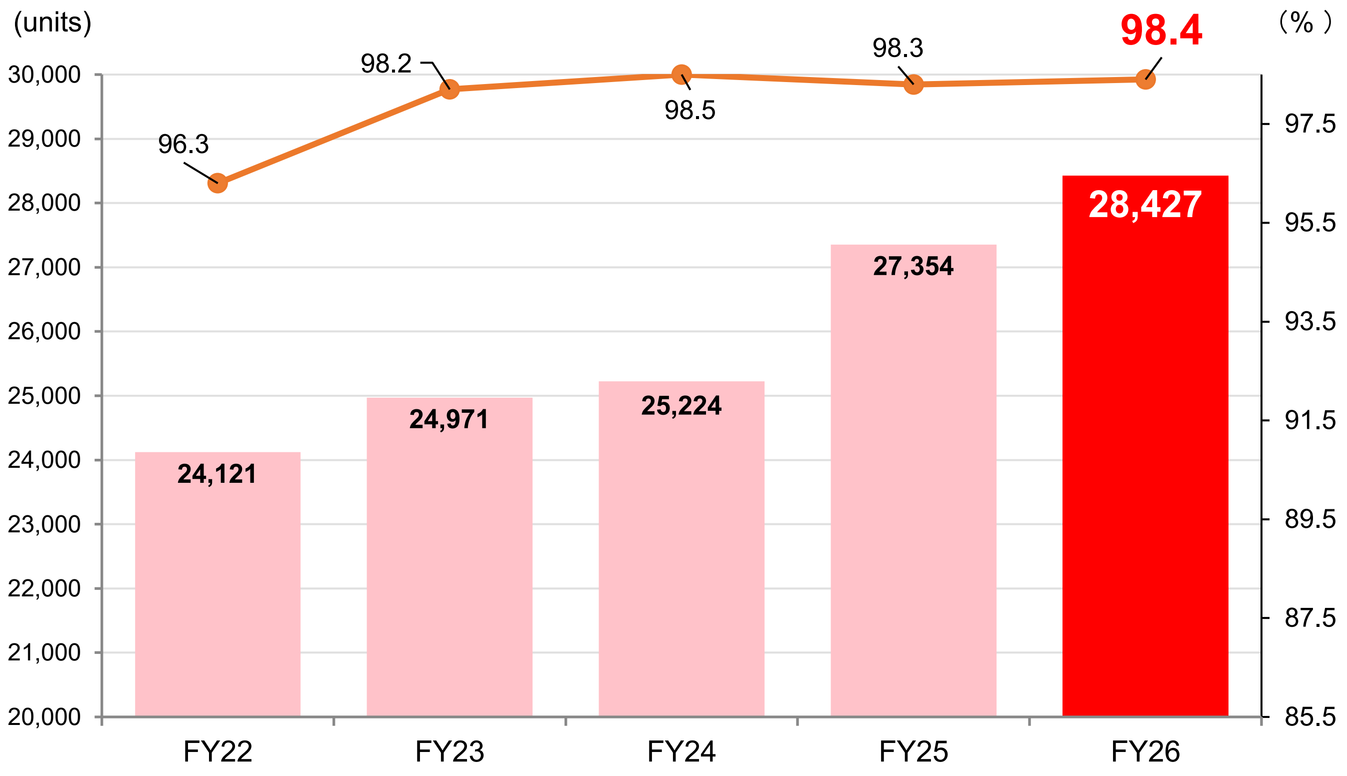
10.03 million yen

* Calculated as FY26 Operating Profit of 4,124 million yen / 411 employees at the end of the term. The number of employees is based on disclosed information such as the Annual Securities Report (as of the end of the term).

【Defense】 "Stock foundation x High operation“ absorbing inflation and high costs

The high profit margin is supported by solid rental management (stock revenue) centered in the Tokyo metropolitan area. This stable revenue and high productivity through DX absorb societal cost increases.

(Trends in units under management and occupancy rate)



Occupancy rate (FY6/26)

98.4%

Consistently exceeding the industry average of 90.5%

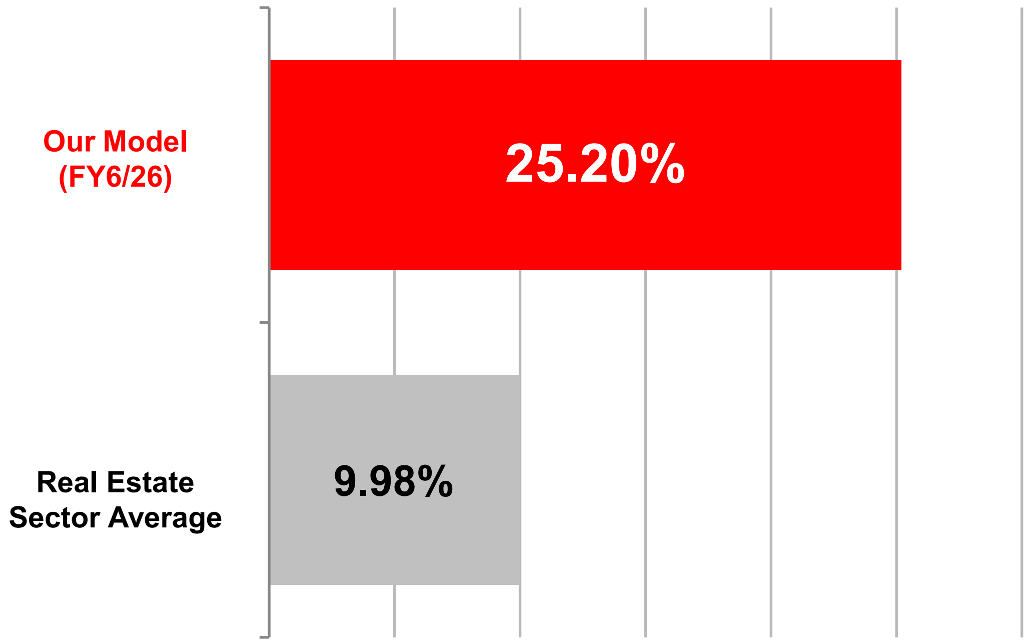
- **Significant operational efficiency and productivity improvements through the rental management system "AMBITION Cloud“**
- **Increase in managed units and steady trend in sublease contracts contributed to maintaining a high occupancy rate**

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

【Capital Efficiency】The source of "High ROE" that surpasses the real estate sector

**Our high ROE is generated by a solid foundation of "rental management boasting a high occupancy rate (stock revenue)" combined with "thorough suppression of personnel and fixed costs through DX."
This structure realizes a resilient revenue base capable of withstanding market changes.**

(ROE Comparison)



Solid Stock Revenue + **Reduced fixed cost through DX**

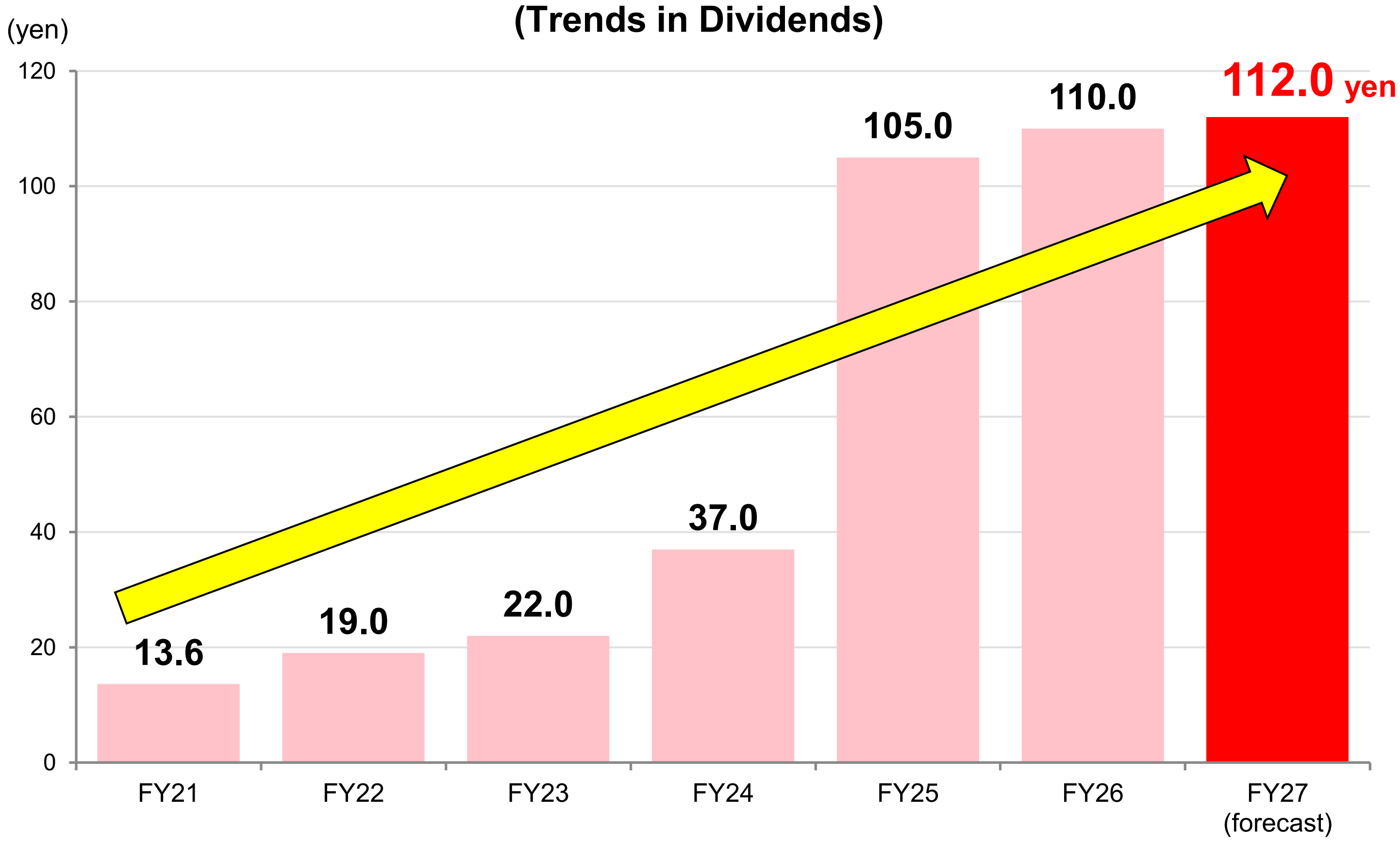
↓

High ROE and Resilient revenue structure

* Our ROE = Trial calculation based on net income attributable to owners of parent / equity capital (average of beginning and end of term) (FY6/26 actual).
* The real estate sector average is the ROE of the TSE 33 sector index "Real Estate" (as of June 30, 2026, data published by Japan Exchange Group).
* Quantitative analysis of the break-even point (breakdown of variable and fixed costs) is scheduled to be disclosed separately upon careful examination.

Walking the talk with "7 consecutive terms of dividend increases" and introduction of a new return policy "DOE"

Backed by solid results and a resilient revenue structure, with a track record of consecutive dividend increases over the past 6 terms, we anticipate a 7th consecutive dividend increase based on the FY6/27 forecast.



* The FY25 dividend actual (105.0 yen) includes a commemorative dividend of 50 yen. FY27 is a forecast.

7 consecutive terms of dividend increase

FY27 Forecast: 112.00 yen (FY21-FY27 Forecast)

New Shareholder Return Rule: DOE (Dividend on Equity ratio)

By introducing a progressive dividend policy based on "DOE (Dividend on Equity ratio)," we clarify our stance of "maintaining and improving the raised dividend level in principle," thereby increasing the stability of shareholder returns.

We will achieve solid and certain shareholder returns that are not affected by short-term fluctuations in performance.

** The specific target DOE level will be disclosed separately after a decision is made at a future management meeting.*

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.

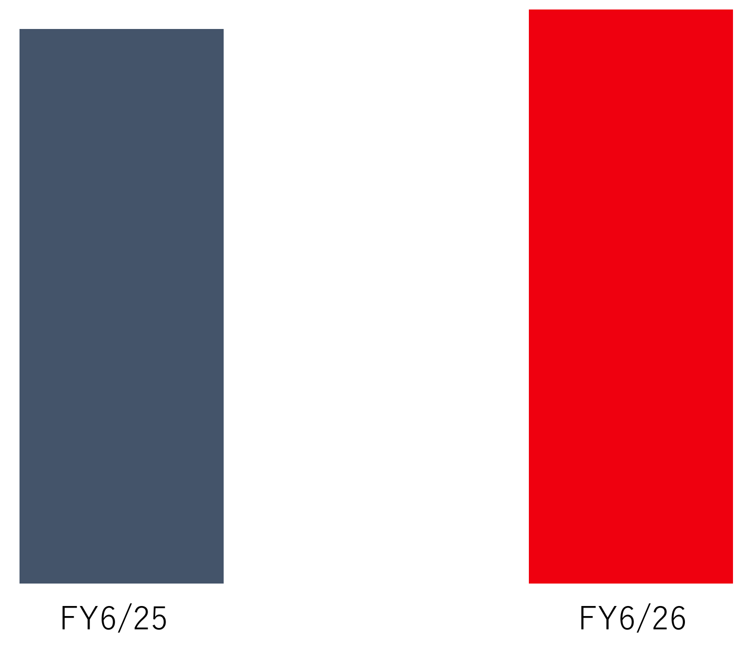
Human Capital

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, Paper printing stayed level as compared to FY6/25, despite an increase in the number of contracts

Number of Printed Pages



Achieving Virtually Zero Paper Documents for Contracts

Customer Side

Zero paper with AMBITION Sign

- Explanation of Important Matters
- Execution of Contract
- Document Management

Management / Operator Side

Zero paper with AMBITION Cloud

- Floor Plans / Blueprints
- Requests for Property Viewing
- Applications for Tenancy
- Screening / Vetting
- Execution of Contract
- Document Management

ESG (Social)

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

Before

Inquiries	Viewing Reservations	Applications & Screening	Explanation of Important Matters	Lease Agreements
Phone / FAX	Phone / FAX	In-person / Paper / Mail	In-person / Paper / Mail	In-person / Paper

After

Inquiries → Viewing Reservations → Applications & Screening → Explanation of Important Matters → Lease Agreement

69%reduction

in stakeholder timelines for lease agreements.

AMBITION Cloud

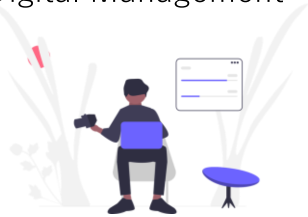
Contract Progress Management System

AMBITION Sign

Chat

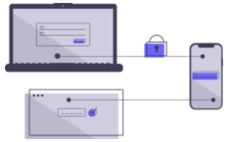
Online Booking

Digital Management



E-contracts

System Integration / E-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

健康優良企業

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

2025
健康経営優良法人
KENKO Investment for Health

Health & Productivity Management Outstanding Organization

Certified again in 2026 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

Further operational efficiency through AI x DX

Complete revamp of the "Site Exclusively for Brokerage Agents"

Developing a next-generation system to automate the entire business process from application to contract

Challenges in the Property Management Division

- Check incomplete document
- Reminder response
- Status management

Brokerage agent

Application form

Identity verification documents

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Site Exclusively for Brokerage Agents

AI x DX
Automate business processes / Significantly improve operational efficiency

Check incomplete document by AI
Instant judgment and indication via AI-OCR

AI response and automatic reminder
Automatic response via chatbot

Automatic status management
Automatically updates status from application to contract

Growth and Future Prospects

- Shifting the saved time to higher value-added operations.
- From individual tool development phases to "AI integration into core systems"

News

Asset Value Named "Authenticity."

Yoshimasa Hoshiba x Supreme Designer Residence
Launch of Official YouTube Channel "Tokyo Luxury Condos"

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

Project Concept

Mr. Hoshiba's Aesthetics × Exquisite Space

Yoshimasa Hoshiba

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

Expected Effects

EFFECT 01

Arousing Ownership Desire

Rapidly fostering affinity for the property

EFFECT 02

Maximizing Property Value

Broadcasting as branded content

Sequentially broadcasting long-form room tour videos and short videos

News

Opening the first physical base outside the Tokyo metropolitan area

Establishing a new "Fukuoka Branch" of AMBITION AGENCY Co., Ltd.

Creating new revenue sources by building a new customer referral network between regional areas and the metropolitan area

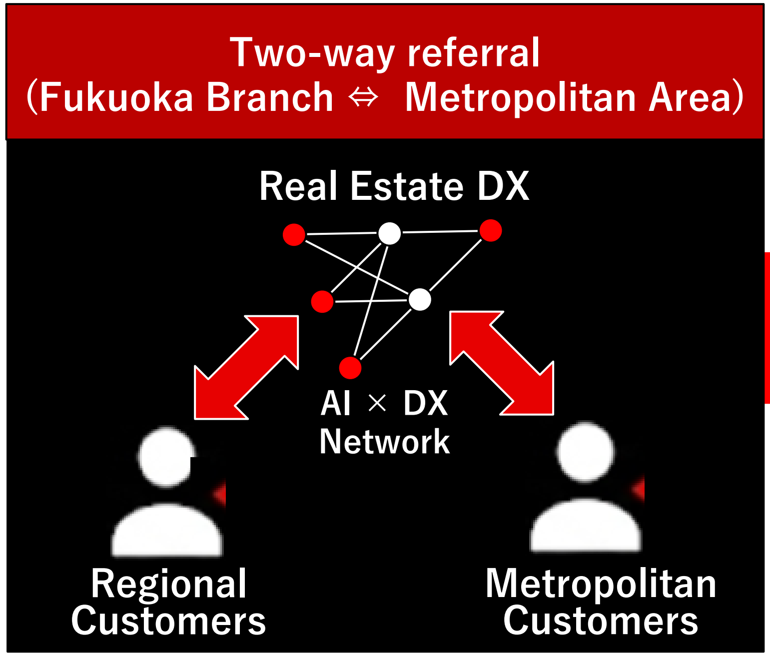
Capturing relocation needs from regional areas

- Relocation needs of students, transferred employees, etc.
- Active Fukuoka market
- Strengthening regional touchpoints

Brokerage agents

Students

Transferred employees



- Referral from Regional → Metropolitan Area
- Support from Metropolitan Area → Regional
- Acquisition of new revenue sources

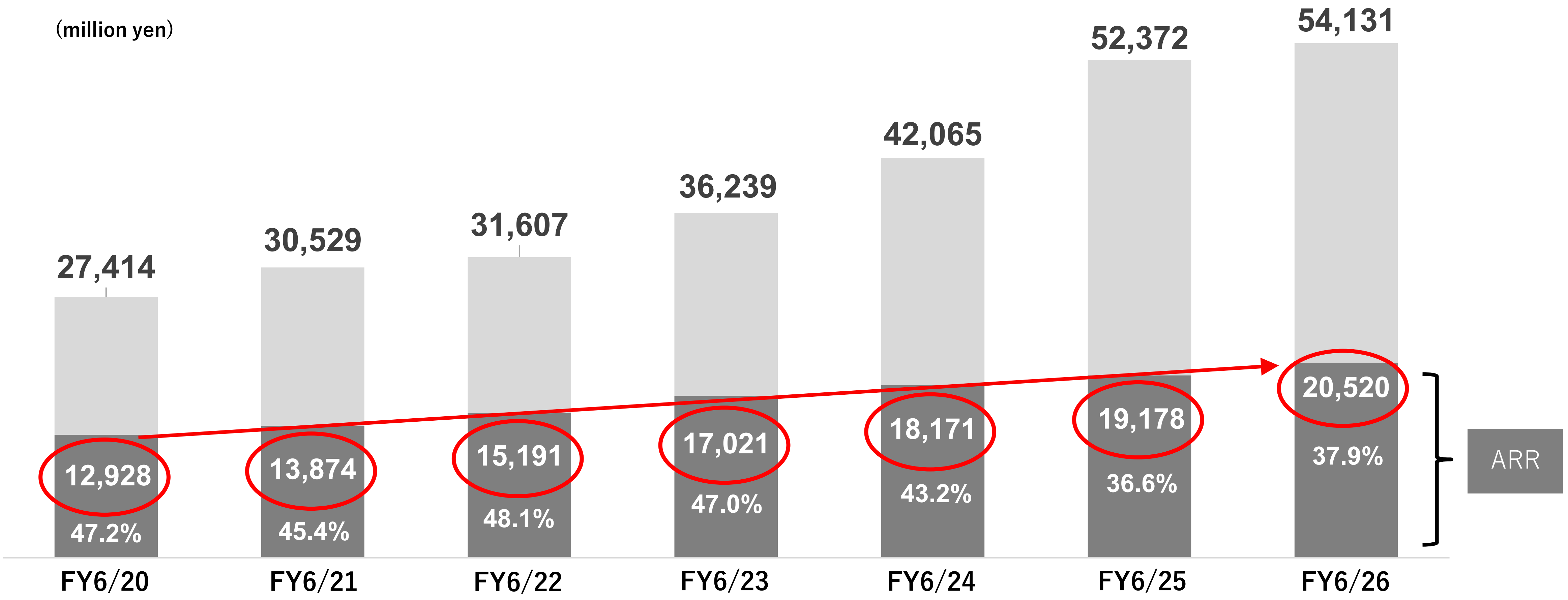
Establishment of a customer referral network	Economic zone expansion and synergy
Improving referral capability, market share, and corporate value	Establishment of success model / DX synergy

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.



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.

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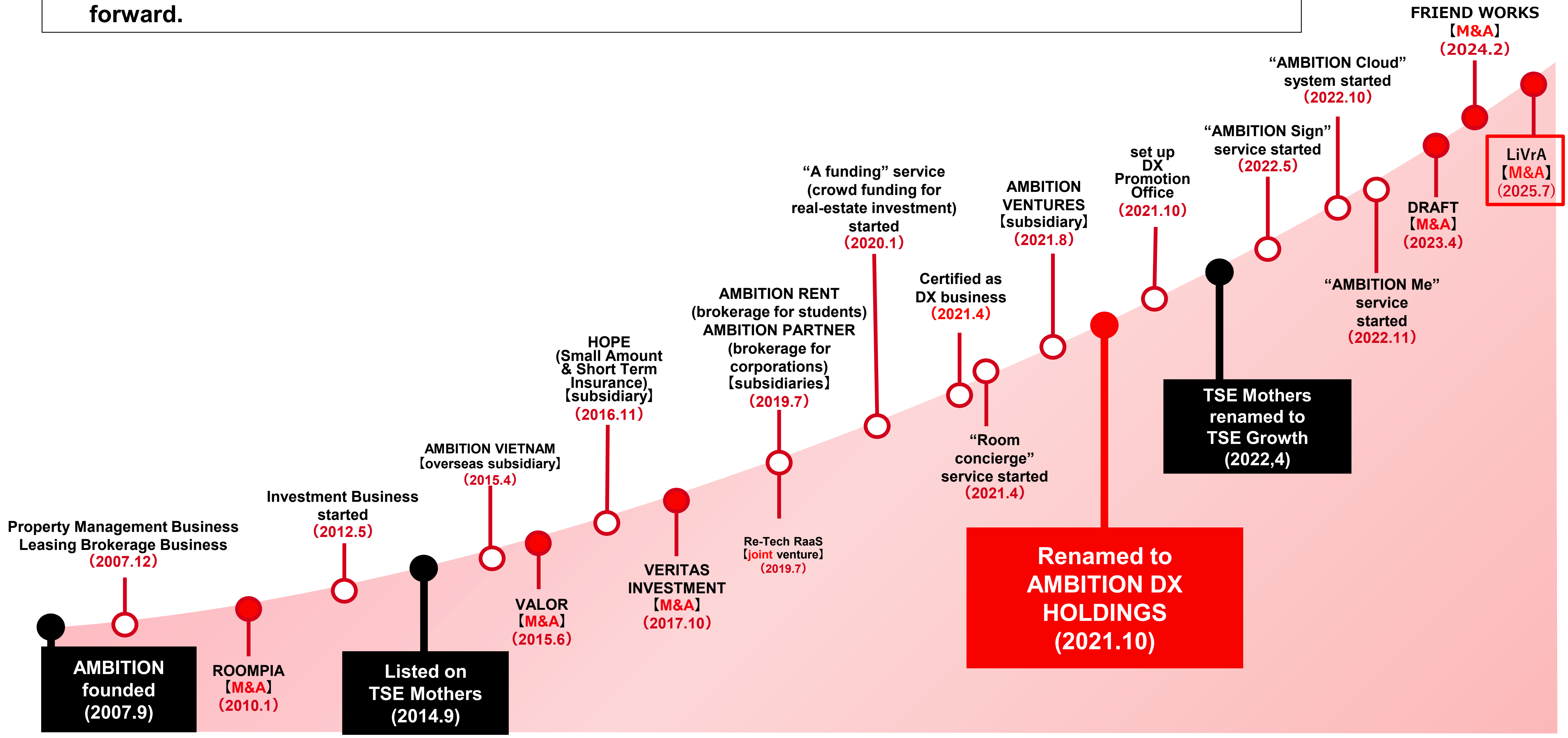
FY6/26

Company History

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



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