Third Quarter of FY06/2025
Materials for Financial Results Briefing

AMBITION DX HOLDINGS Co., Ltd.

Stock code: 3300

Table of Contents

1. Executive Summary
2. Financial results overview
3. Performance forecasts
4. Philosophy / Strength / Growth potential
5. DX strategies / approaches
6. M&A strategies
7. ESG efforts
8. News
9. APPENDIX

Executive Summary

(3Q/FY2025 Actual achievement)

- **3Q/FY2025: Much higher revenues & earnings**

  Net sales: 24.5% UP Operating profit: 26.6%UP (YoY)

  Progress (vs full-term forecasts): Both sales and profit have been in progress as planned

(Full-term forecasts)

- **FY06/2025 (full-term forecasts): Much higher revenues & earnings**

  Net sales: 5,320 mil. yen, Operating profit: 350 mil. yen (increase by about 30%)

  Net profit: 220 mil. yen (increase by about 40%) (YoY)

  Dividend forecast: 105.00 yen (+68 yen), Dividend yield: 5.1%

  (based on the stock price as of May 2, 2025)

Performance highlights

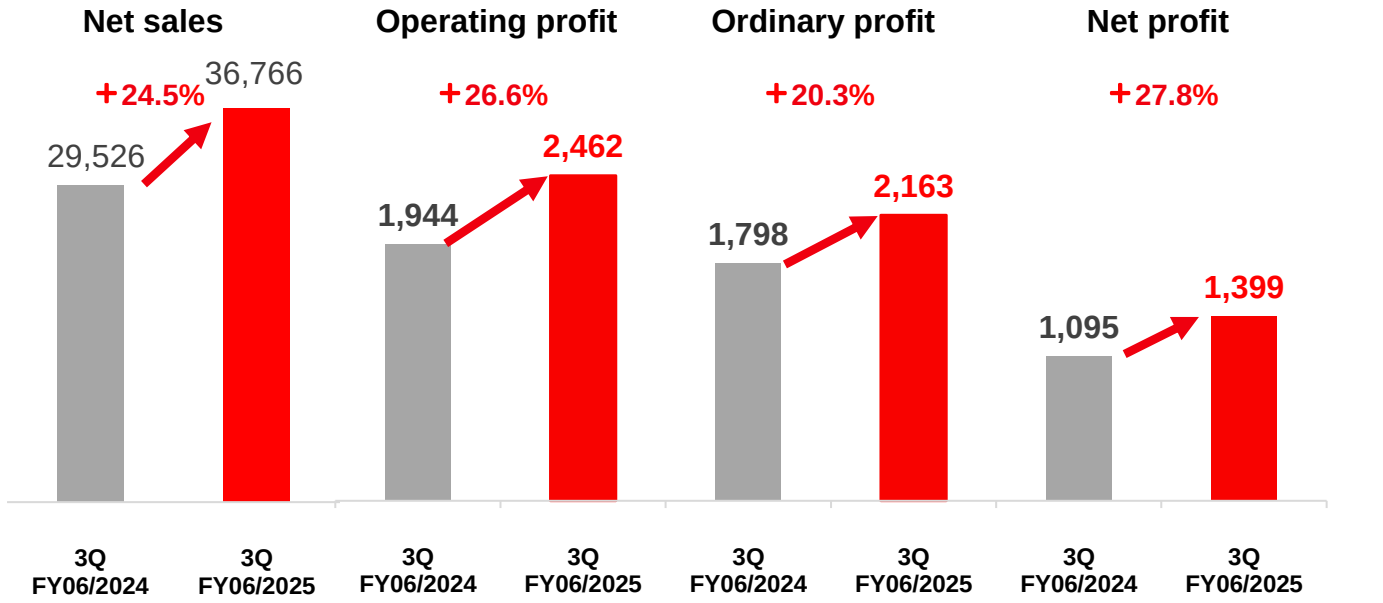
Much higher revenues & earnings
Record-high sales & profit (in 3Q)

Net sales	Operating profit	Ordinary profit	Net profit
36,766 mil. yen	2,462 mil. yen	2,163 mil. yen	1,399 mil. yen
YoY↑24.5%	YoY ↑ 26.6%	YoY ↑ 20.3%	YoY ↑ 27.8%

- Much higher revenues & earnings
- Record-high sales & profit (in 3Q)
- Profits increased by more than 26% YoY

- Leasing DX Property Management Business
  Record-high profit (in 3Q)
  Operating profit: 1,678 mil. yen↑ 21.4% UP
  DX promotion contributed to higher productivity and occupancy rate
  Occupancy rate: 98.3% (industry average: 89.9%)
- Sales/Purchase DX Investment Business
  Record-high profit as 3Q
  Operating profit: 2,474 mil. yen↑ 30.3% UP
  Purchase & resale of second-hand properties proceeded as planned

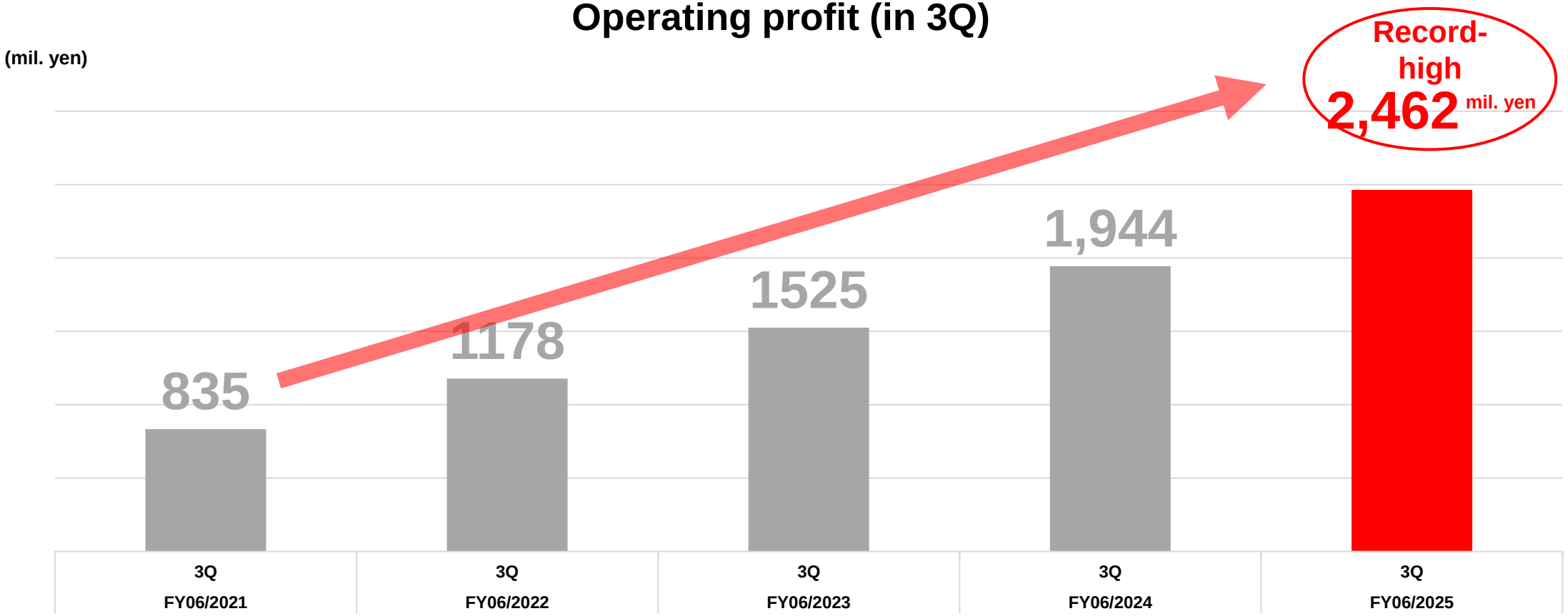
(mil. yen)



Operating profit (comparison with historical 3Qs)

- Operating profit was the **highest among historical 3Qs**
- Record-high: **Operating profit in 3Q: 2,462 mil. yen**

Operating profit (in 3Q)



News highlights

Major news in 3Q of FY06/2025

News 1

New core system

Fundamental reform of leasing management operations

Development of a next-gen core system started

（2025/2/14）

News 2

Better experiences for residents

Generative AI

“AMBITION Me”, a DX app for residents
Development of AI-agent functions started
（2025/3/3）

News 3

For stronger generative AI business

Advisory on generative AI

Mr. Tsuyoshi Hashiguchi former Executive Director and Chief AI Business Manager of Google Cloud
（2025/5/7）

News 4

Run Ri*

Taking in demands from abroad

Demands from Run Ri people are captured in every aspect, realizing remarkable outcome in our major business
（2025/5/15）

* Wealthy Chinese immigrants to Japan

News 5

Strengthening AI technologies and development capability

DX strategies

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

Financial results overview (company-wide)

Financial results overview

Much higher revenues & earnings

- **Both sales and profit substantially increased. Operating profit increased by more than 26% (YoY)**
- **Every profit item achieved record-high in 3Q**

(mil. yen)

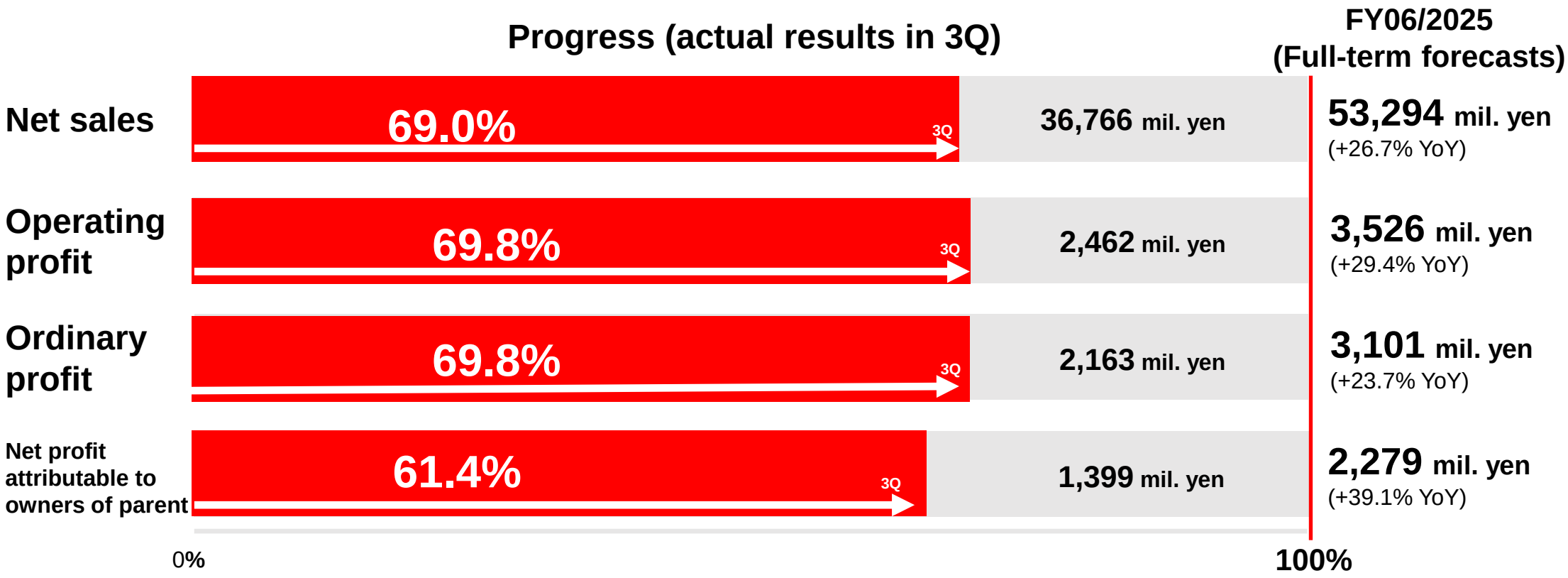
company-wide	FY06/2024 3Q	FY06/2025 3Q	+/– %	+/–amount
Net sales	29,526	**36,766**	**↑24.5%**	**↑7,239**
Operating profit	1,944	**2,462**	**↑26.6%**	**↑517**
Ordinary profit	1,798	**2,163**	**↑20.3%**	**↑364**
Net profit	1,095	**1,399**	**↑27.8%**	**↑304**

Net sales (segment)	FY06/2024 3Q	FY06/2025 3Q	+/– %	+/–amount
Leasing DX Property Management	15,035	**15,938**	**↑6.0%**	**↑902**
Leasing DX Leasing Brokerage	705	**770**	**↑9.1%**	**↑64**
Sales/Purchase DX Investment	12,802	**18,965**	**↑48.1%**	**↑6,162**
Incubation	145	**N/A**	N/A%	**–145**
Others / Real-Estate DX	837	**1,092**	**↑30.5%**	**↑255**

Profit (segment)	FY06/2024 3Q	FY06/2025 3Q	+/– %	+/–amount
Leasing DX Property Management	1,382	**1,678**	**↑21.4%**	**↑295**
Leasing DX Leasing Brokerage	32	**56**	**↑76.7%**	**↑24**
Sales/Purchase DX Investment	1,899	**2,474**	**↑30.3%**	**↑575**
Incubation	39	**–36**	**N/A%**	**–76**
Others / Real-Estate DX	13	**10**	**↓20.7%**	**–2**

Progress (vs full-term forecasts)

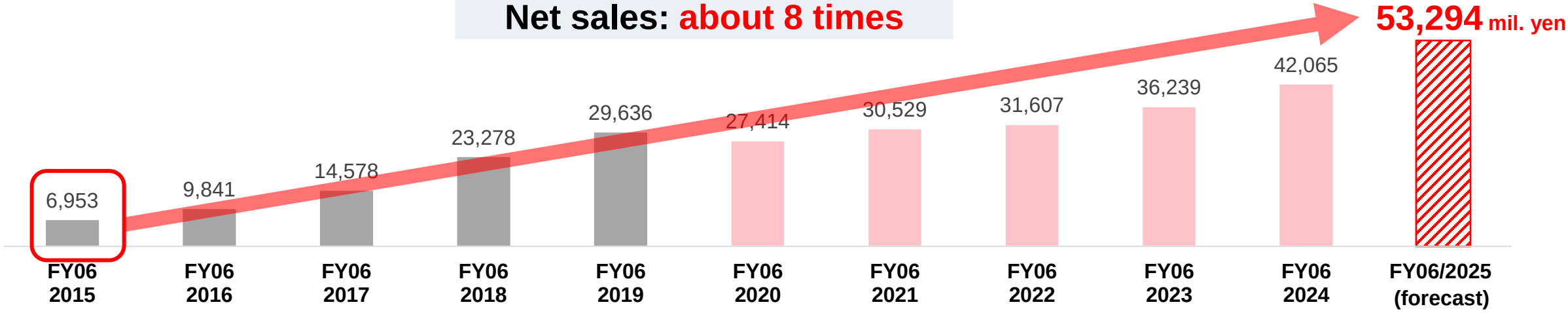
- **Settled sales/purchase and income from leasing during peak season will be allocated in 4Q**
- **Both sales and profit have been achieved as planned**



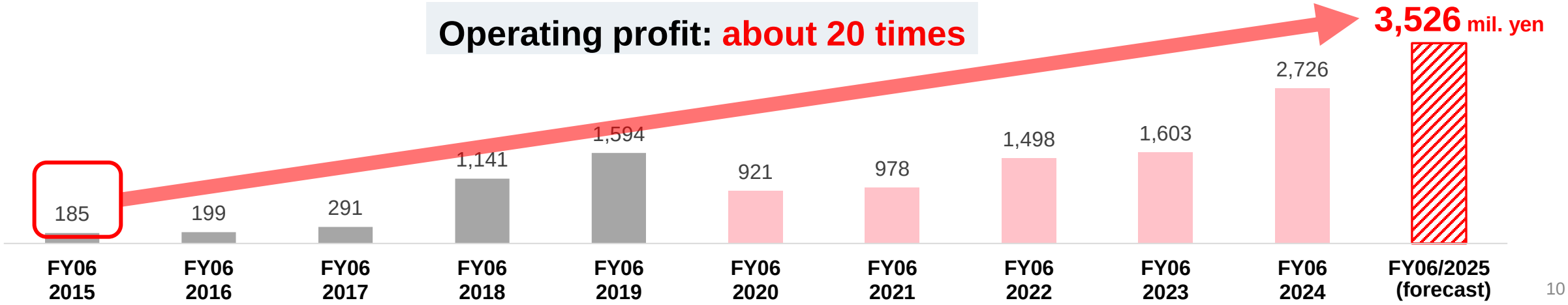
Transition of Net sales & Operating profit since getting listed

- **Ongoing growth of revenues & earnings for 5 consecutive terms (forecast)**
- **Net sales and Operating profit are expected to be about 8 times and 20 times higher (vs FY06/2015)**

Net sales: about 8 times

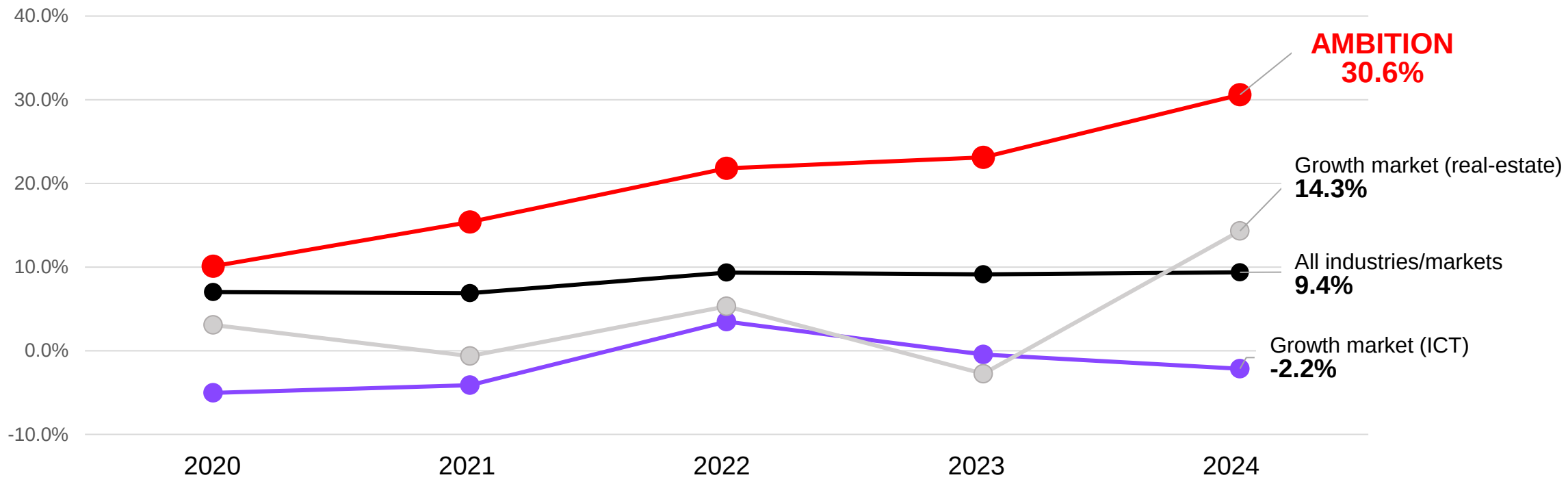


Operating profit: about 20 times



Ratio of net income to equity (ROE)

- **30.6% (FY06/2024 actual) & 37.2% (FY06/2025 forecast)**
- **Overwhelmingly higher profit efficiency as compared to All industries, IT & Real-estate sectors, and Growth market***

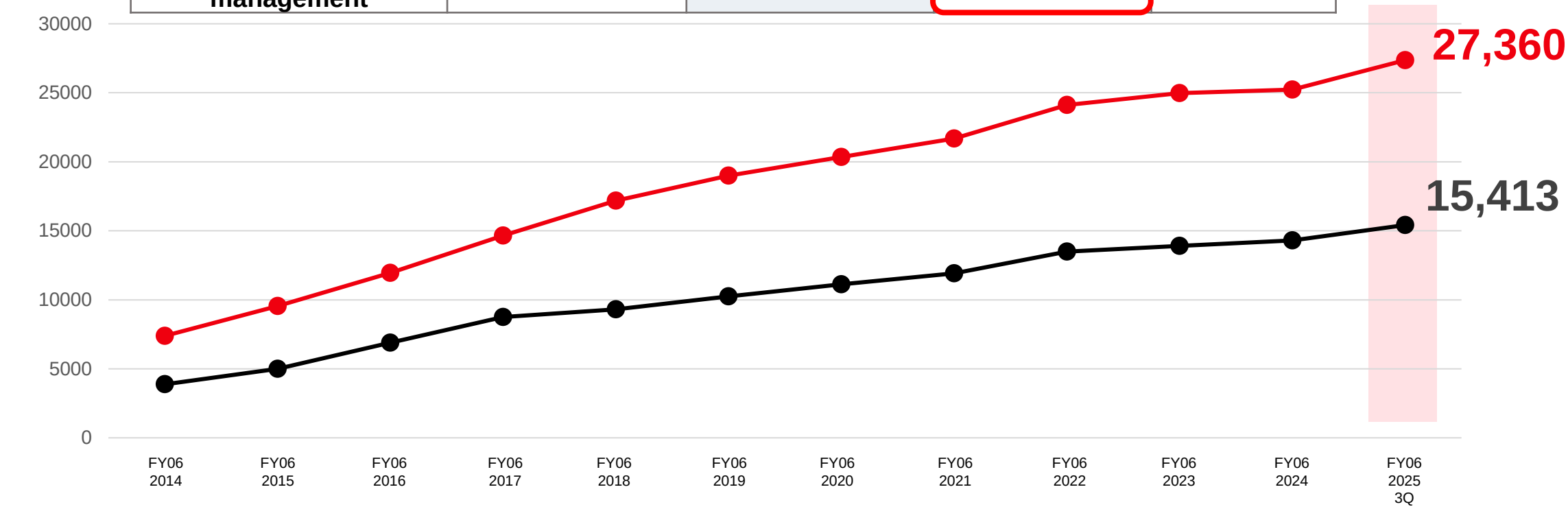


* With reference to survey by TSE covering every April to the next March
* Our data were computed as of every June end

Number of houses under management

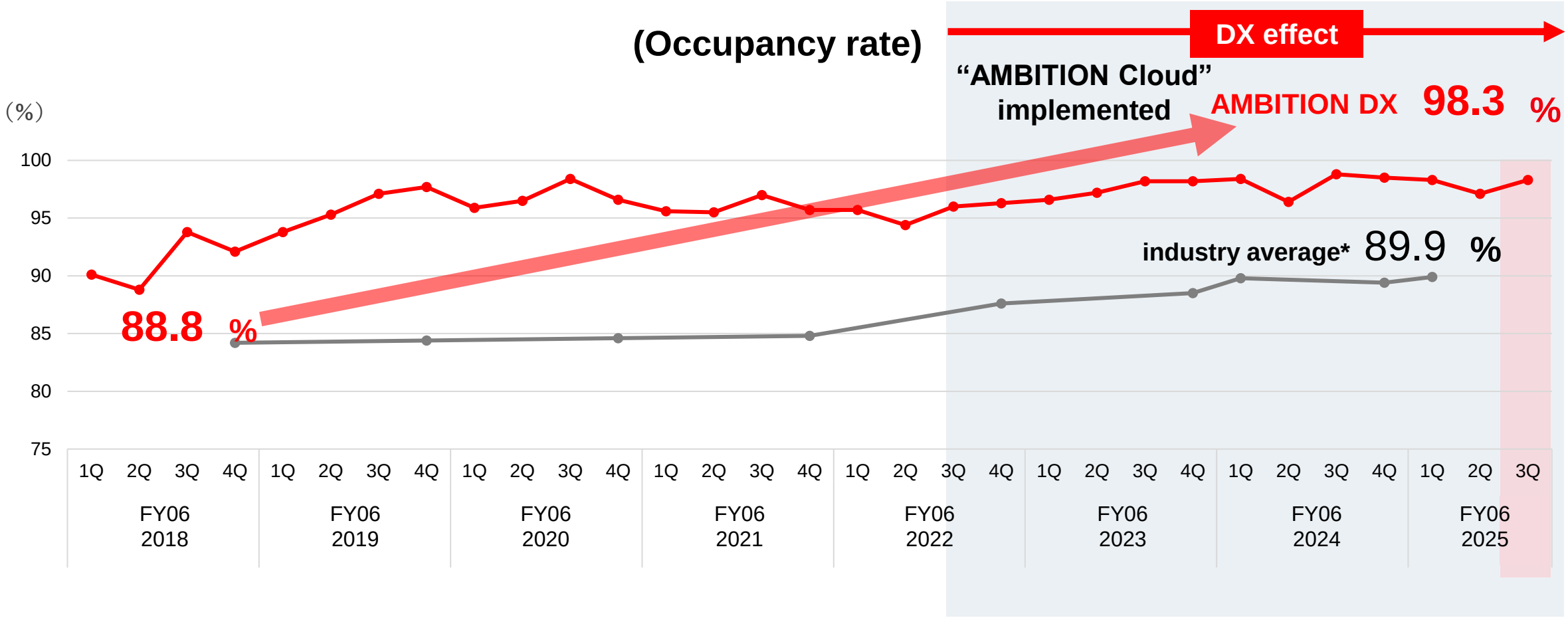
- **Number of houses under management: 27,360 (⬆2,185) ; Subleased: 15,413 (⬆964)**
- **Increase in houses under management leads to higher revenues/earnings**

	FY06/2024 3Q	FY06/2025 3Q	increase (YoY)	YoY
Number of houses under management	25,175	**27,360**	+ 2,185	+ 8.7%
Number of subleased houses under management	14,449	**15,413**	+ 964	+ 6.7%



Occupancy rate

- **Even though houses under management increased, occupancy rate still stays at as high as 98.3%**
  "AMBITION Cloud" realized higher operational efficiency and productivity
- **Ongoingly surpassing industry average (89.9% on the latest data)**

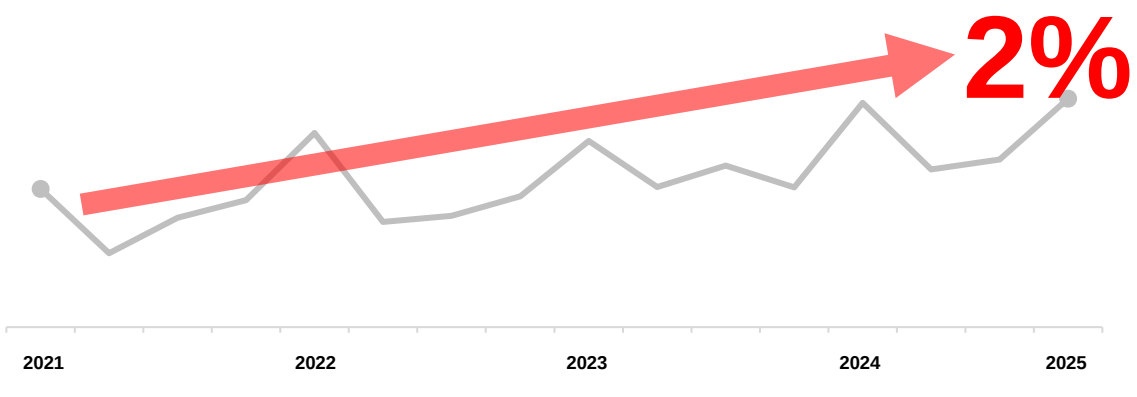


* Source: TAS Corp., "Rental Housing Market Report" (calculated from vacancy rate in Tokyo)

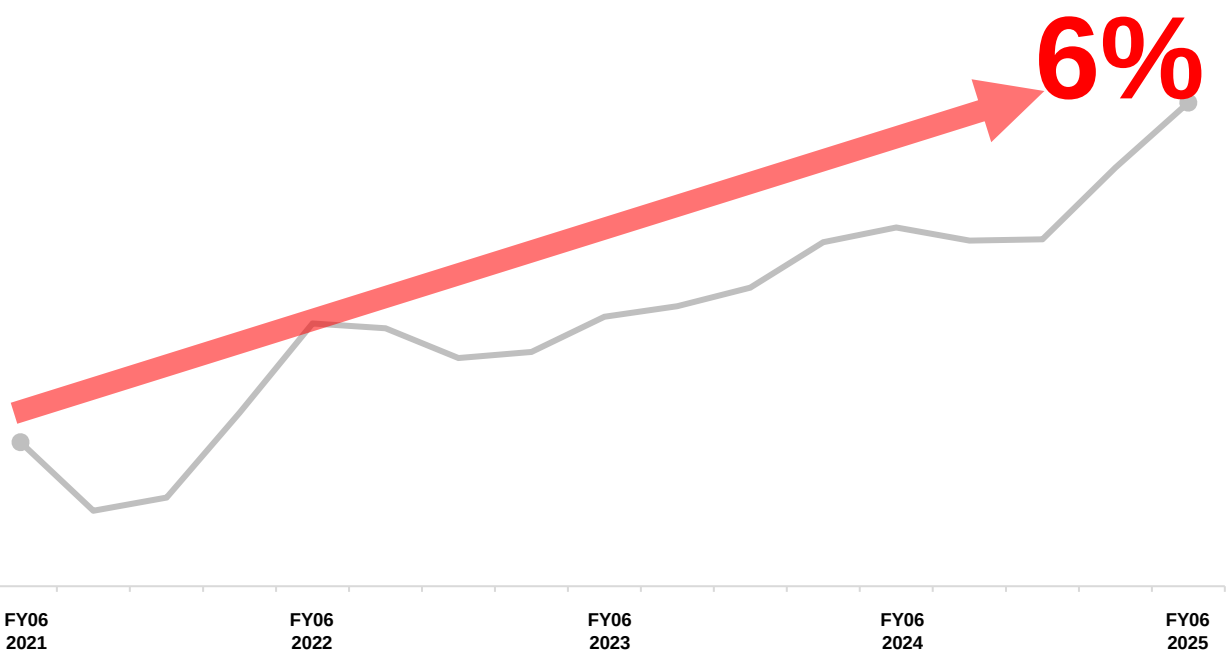
Comparison of transition of rent levels in the entire market and AMBITION DX alone

- Rent level of us rose by 6%, substantially higher than 2% in the entire market
- Stability of revenue base; House rents in general do not tend to drop so much
- Revenue is an indicator of growth potential (rise in ARR), and foundation of profit growth is reinforced

entire market



AMBITION DX



【Source】“contracted rental price”
(At Home Co., Ltd. and Sumitomo Mitsui Trust Research Institute Co., Ltd.)
These plots were created by AMBITION DX based on transition of rental price indices of single rooms in Tokyo

Statements of income

- Both sales and profit increased
- Especially, every profit item substantially increased by more than 20%

(mil. yen)	FY06/2024 3Q	FY06/2025 3Q	+/– %	+/–amount
Net sales	29,526	36,766	24.5%	7,239
Gross profit	6,113	7,360	20.4%	1,247
SG&A expenses	4,168	4,898	17.5%	729
Operating profit	1,944	2,462	26.6%	517
Ordinary profit	1,798	2,163	20.3%	364
Net profit before taxes	1,733	2,145	23.7%	411
Net profit	1,095	1,399	27.8%	304

Balance sheet

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

(mil. yen)	FY06/2024	FY06/2025 3Q	+/–amount
Current assets	20,654	27,545	6,891
Real estate for sale	9,291	13,892	4,600
Real estate for sale in process	4,656	5,786	1,130
Non-current assets	6,237	9,171	2,933
Total assets	26,892	36,716	9,824
Current liabilities	8,344	16,594	8,250
Non-current liabilities	12,397	12,788	391
Net assets	6,150	7,333	1,182
Total liabilities and net assets	26,892	36,716	9,824

- Procurement of real estate for sale ran smoothly

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

Financial results overview (by segment)

Segments

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

Leasing DX	**Property Management**	• Builds up stable business foundation with subleasing business and leasing management business for residential properties • Next-generation management system “AMBITION Cloud” drives higher operational efficiency and productivity • Interior works (FRIEND WORKS)
	Leasing Brokerage	• Brokerage business for leased properties, mainly those managed by the Company; • High leasing ability of this segment contributes to the high occupancy rates maintained by the Property Management Business1
Sales/ Purchase DX	**Investment**	• VERITAS INVESTMENT (subsidiary): Develops its business around selling self-developed studio apartments for investment in new building • Investment Division of the Company: By means of its ability to purchase properties from diverse routes, rolls out purchase/resale of and sales after renovation of condominium apartments with emphasis on location
Incubation		• AMBITION VENTURES (subsidiary): Invests in venture companies which carry out businesses highly compatible with those of the Group • Provides support to invested companies through capital tie-up, leading to earnings via IPO of investees or other means
Others / Real-Estate DX		• “AMBITION Me” (app for residents) contributes to maximization of LTV (Life Time Value) in Leasing DX • Real Estate DX Business, Overseas Systems Business, Small Amount Short-term Insurance Business (HOPE) • ZEH/Utilities Business (DRAFT)

Net sales proportions (by segment)

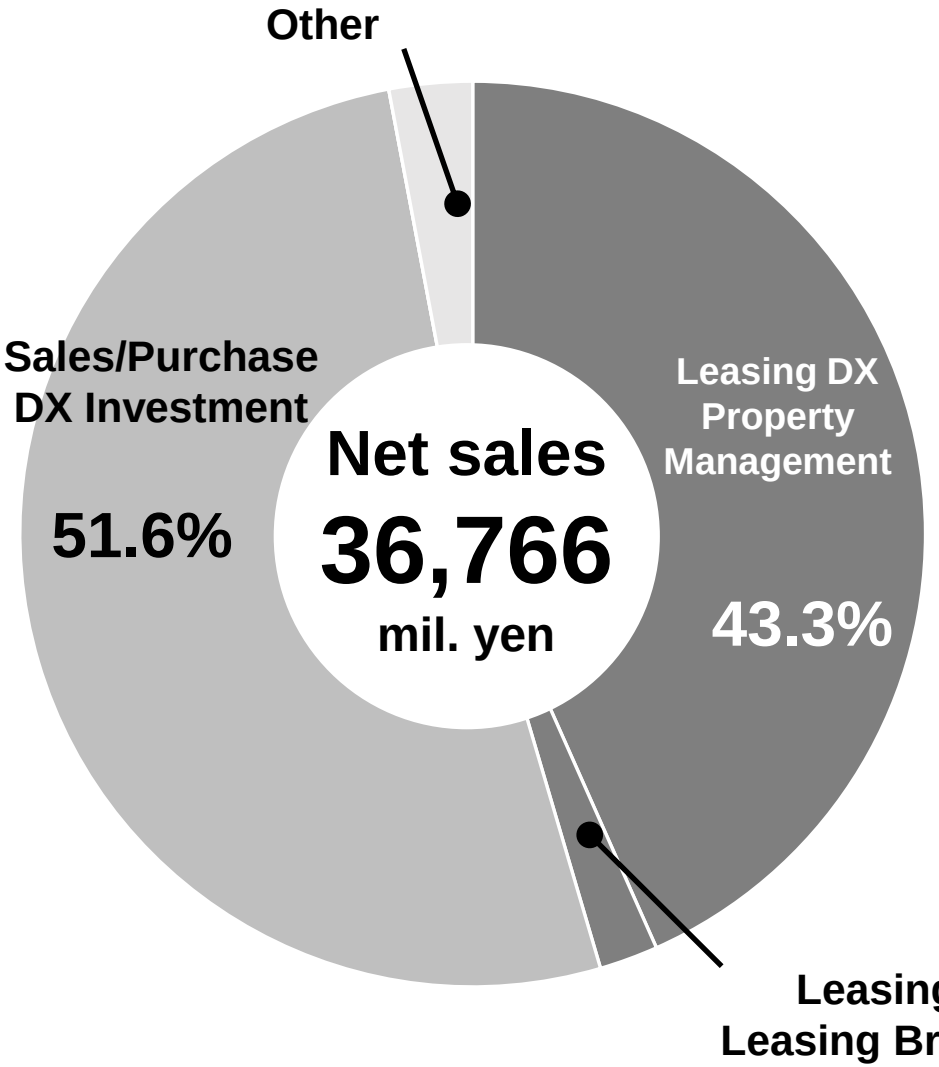
- Current 3Q – stock-type: 43.3%; flow-type: 51.6%
- In addition to well-balanced sales proportions of stock-type and flow-type, Other Business segment has grown

flow-type

Sales/Purchase DX Investment

Net sales: 18,965 mil. yen

51.6%



stock-type

Leasing DX Property Management

Net sales: 15,938 mil. yen

43.3%

Leasing DX Property Management Business

Record-high sales & profit (in 3Q)

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

(mil. yen)	FY06/2024 3Q	FY06/2025 3Q	+/– %	+/–amount
Net sales	15,035	15,938	↑6.0%	↑902
Operating profit	1,382	1,678	↑21.4%	↑295

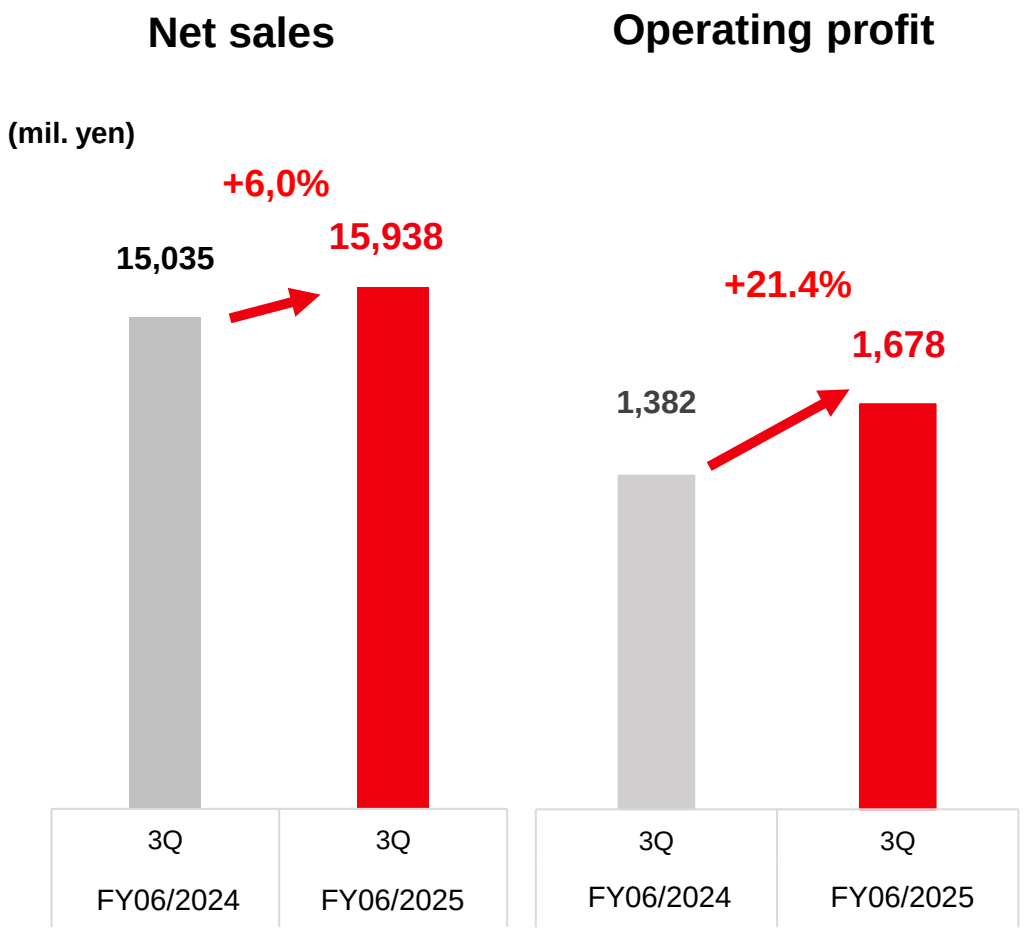
(factors)

- AMBITION Cloud helped DX promotion which contributed to higher productivity
- Increase in houses under management

  Houses under management: 27,360 (+2,185)

  Subleased: 15,413 (+964)
- High occupancy rate

  Occupancy rate: 98.3% (industry average: 89.9%)
- Strict management of revenues/earnings from each property to realize further maximization of them



Management of owned condominiums for rent

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



THE PREMIUM CUBE G Higashinakano

NEW Since Nov. 2023; 151 units



PREMIUM CUBE Ikebukuro Honcho

NEW Since Sep. 2023; 36 units



PREMIUM CUBE Setagaya #mo

NEW Since Sep. 2020; 42 units



PREMIUM CUBE Kaminoge #mo

NEW Since Feb. 2022; 60 units



PREMIUM CUBE G Shirokanedai

NEW Since Dec. 2022; 43 units



PREMIUM CUBE Yoyogi Uehara

NEW Since Jan. 2020; 25 units

Leasing DX Leasing Brokerage Business

Higher revenues & earnings

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

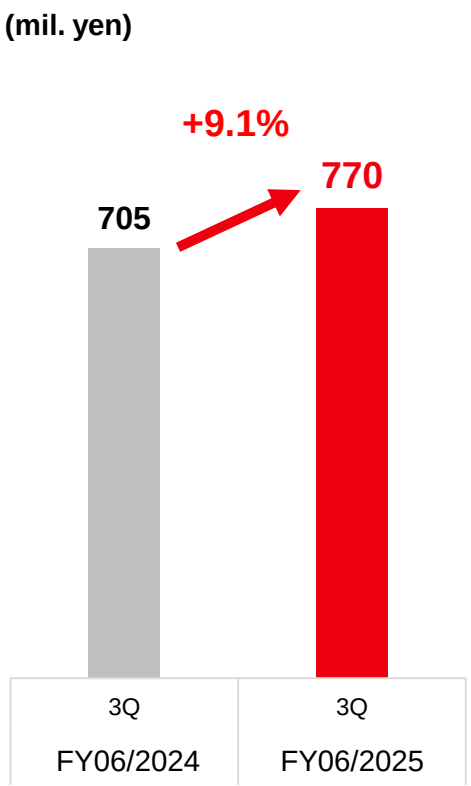
(mil. yen)	FY06/2024 3Q	FY06/2025 3Q	+/– %	+/–amount
Net sales	705	770	↑9.1%	↑64
Operating profit	32	56	↑76.7%	↑24

(factors)

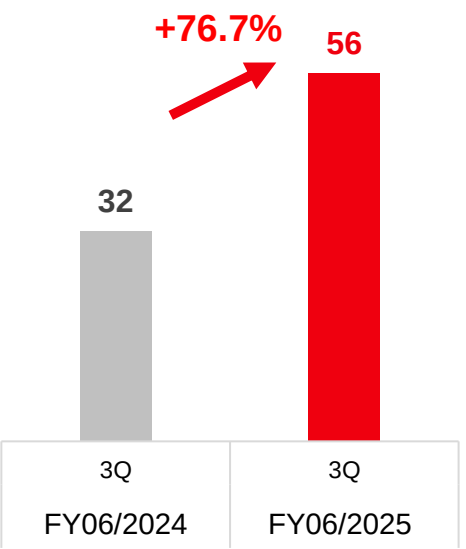
- Higher sales and improvement in earnings structure
- This segment greatly contributed to leasing ability of Leasing DX Property Management Business
- Leased properties in areas around Tokyo are brokered

  16 shops: 7 in Tokyo, 8 in Kanagawa Pref., 1 in Saitama Pref.

Net sales



Operating profit



Sales/Purchase DX Investment Business

Much higher revenues & earnings

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

(mil. yen)	FY06/2024 3Q	FY06/2025 3Q	+/– %	+/–amount
Net sales	12,802	18,965	↑48.1%	↑6,162
Operating profit	1,899	2,474	↑30.3%	↑575

(factors)

- 267 houses in total were sold in 3Q as follows:

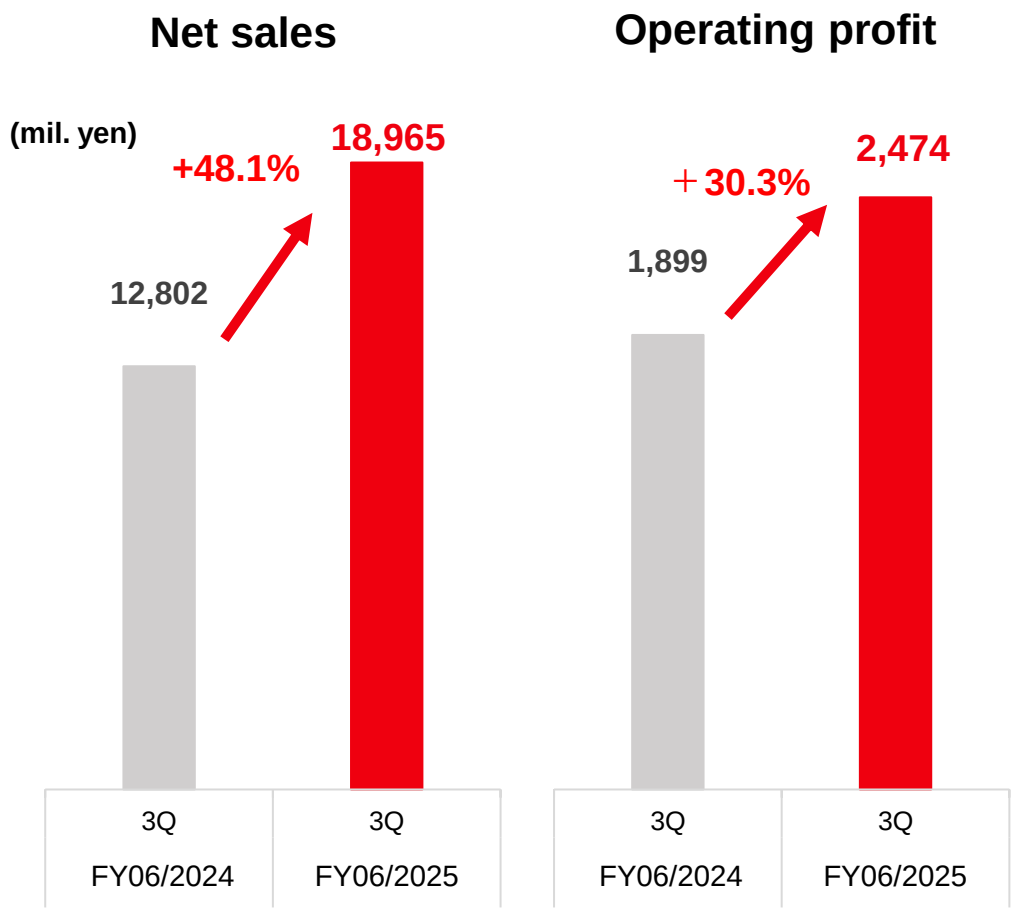
  Investment Division of AMBITION DX HD sold 49 houses by purchase/resale, etc.

  VERITAS sold 218 compartments of newly built condominiums, etc.
- Sales strategies proceeded smoothly; As planned, contracts concentrate in 4Q

  Purchase of properties with high added values in Tokyo and metropolitan area ran smoothly

  →Sales of properties of high unit price increased

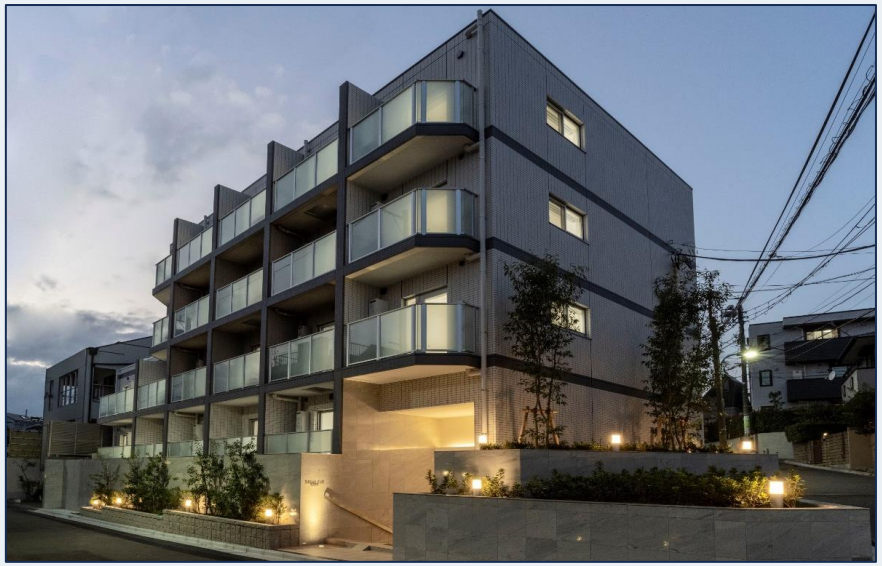
  →Gross profit increased (per property)



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

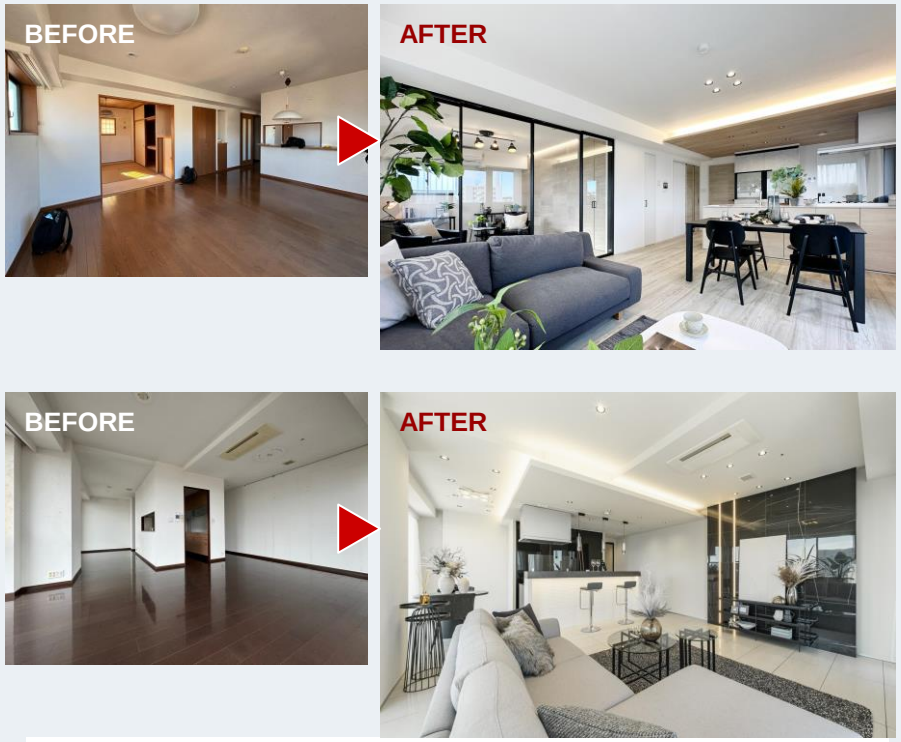
- Properties with high added values are **developed and offered on our own** mainly around Tokyo
- We also engage in **purchase/resale and sales after renovation**

Sales of studio apartments for investment



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

Purchase/resale and sales after renovation



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

Incubation Business

- **Status quo in 3Q**
- **In total, 33 venture companies have been invested, and 6 of them are currently listed**

(mil. yen)	FY06/2024 3Q	FY06/2025 3Q	+/– %	+/–amount
Net sales	145	N/A	N/A	145
Operating profit	39	–36	N/A	76

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

Investees

- **One company was newly invested**
- **To date, 33 venture companies relating to DX have been invested, and**
  6 of them are currently listed (as of Mar. 31, 2025)

Cybersecurity

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

Listed on Mothers in Mar. 2020

AI

Headwaters
<4011>
【capital tie-up】

Listed on Mothers in Sep. 2020

Online settlement

ROBOT PAYMENT
<4374>
【capital tie-up】

Listed on Mothers in Sep. 2021

Blockchain

Earlyworks
【capital tie-up】

Listed on NASDAQ in Jul. 2023

HR

HR CLOUD
【capital tie-up】

Digital marketing

VALUE CREATION
<9238>
【capital tie-up】

Listed on Growth in Nov. 2023

Other Business

Much higher revenues

- In addition to Small Amount Short-term Insurance Business, ZEH/Utilities Business also contributed to higher sales & profit
- SG&A expenses increased due to strengthening development structure of a subsidiary in Vietnam

(mil. yen)	FY06/2024 3Q	FY06/2025 3Q	+/– %	+/–amount
Net sales	837	1,092	↑30.5%	↑255
Operating profit	13	10	↓20.7%	↓2

(factors)

- **DRAFT (ZEH/Utilities Business)**

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

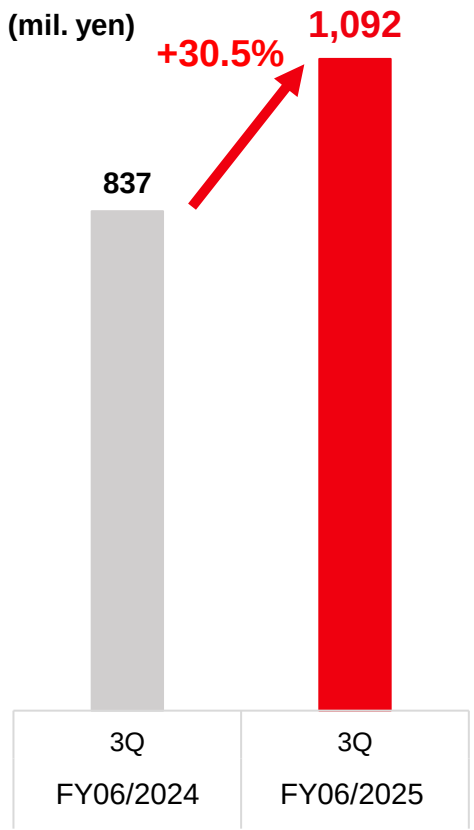
  Up-selling by ZEH business is going strong

- **HOPE (Small Amount Short-term Insurance Business)**

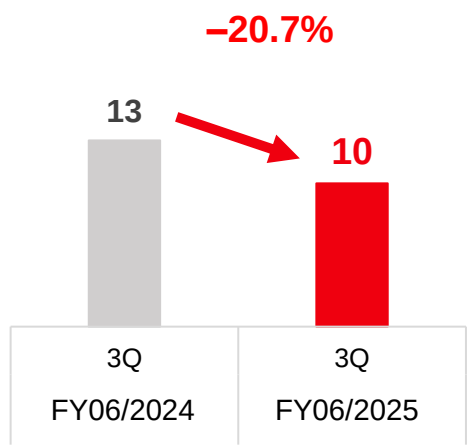
  By promoting alliance, contracts smoothly increased

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

Net sales



Operating profit



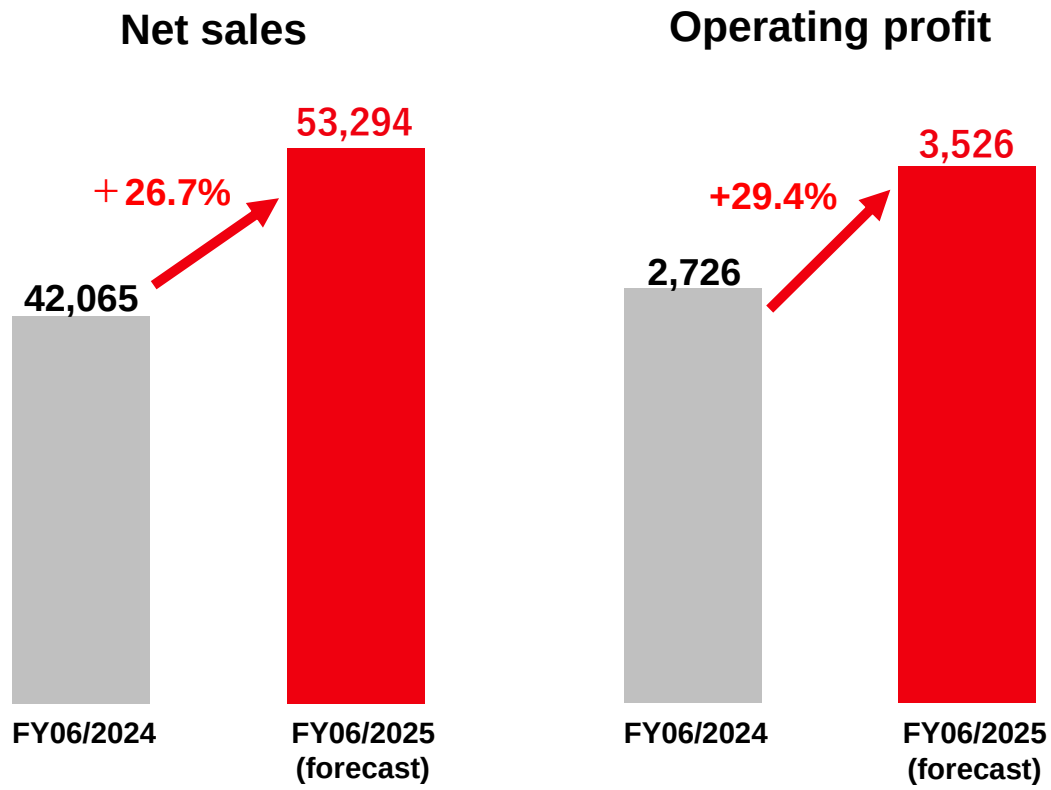
Performance forecasts

Full-term performance forecasts

Record-high sales and profit are anticipated

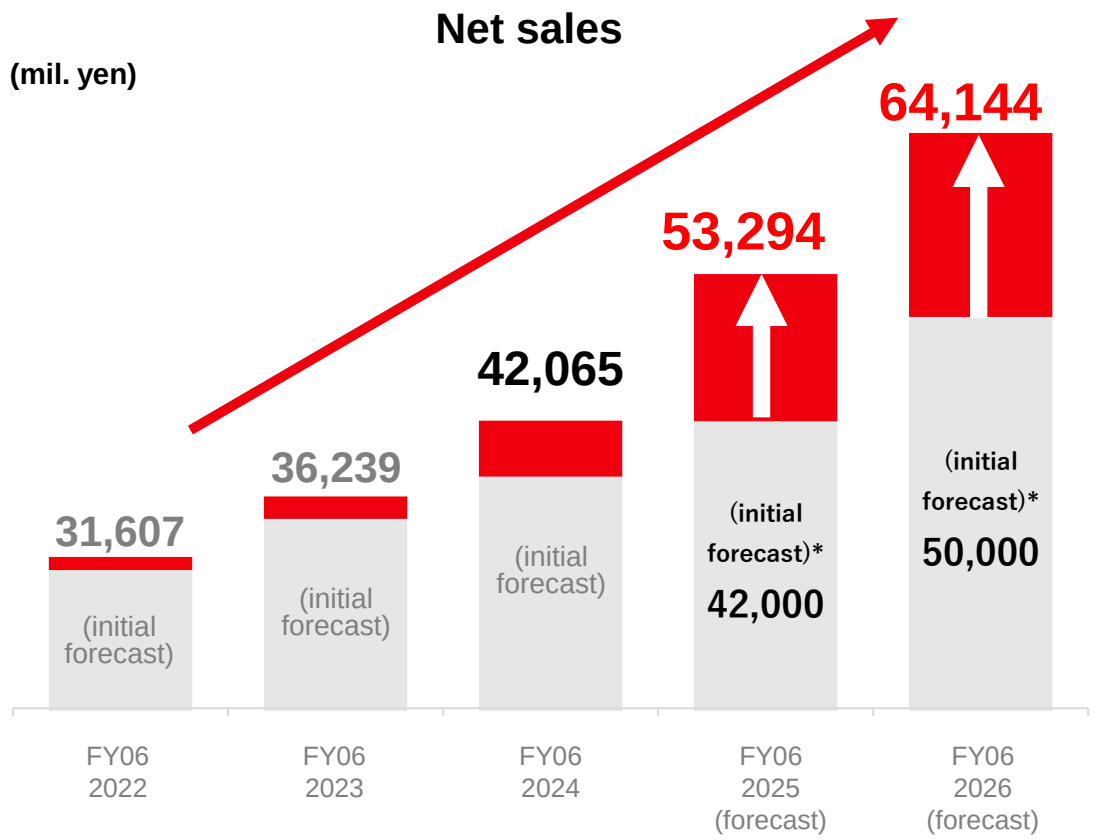
- **Settled sales/purchase** and **income from leasing** during peak season will be **allocated in 4Q; Smoothly proceeding**
- Steady stock-type business (Leasing DX): **Synergies** among segments
- Growing flow-type business (Sales/Purchase DX): Significant growth of purchase/resale

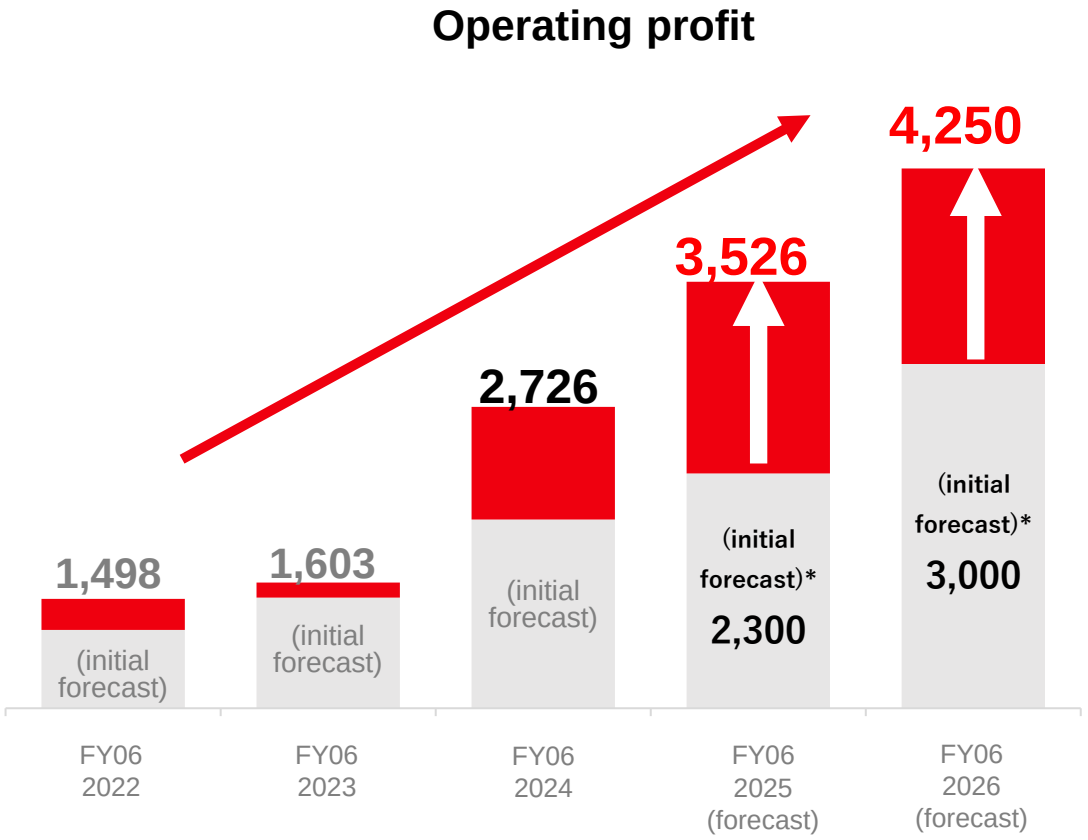
(mil. yen)	FY06/2024 actual	FY06/2025 forecast	YoY
Net sales	42,065	53,294	↑26.7%
Operating profit	2,726	3,526	↑29.4%
Ordinary profit	2,507	3,101	↑23.7%
Net profit attributable to owners of parent	1,638	2,279	↑39.1%



Mid-term management plan

Substantial upward revision

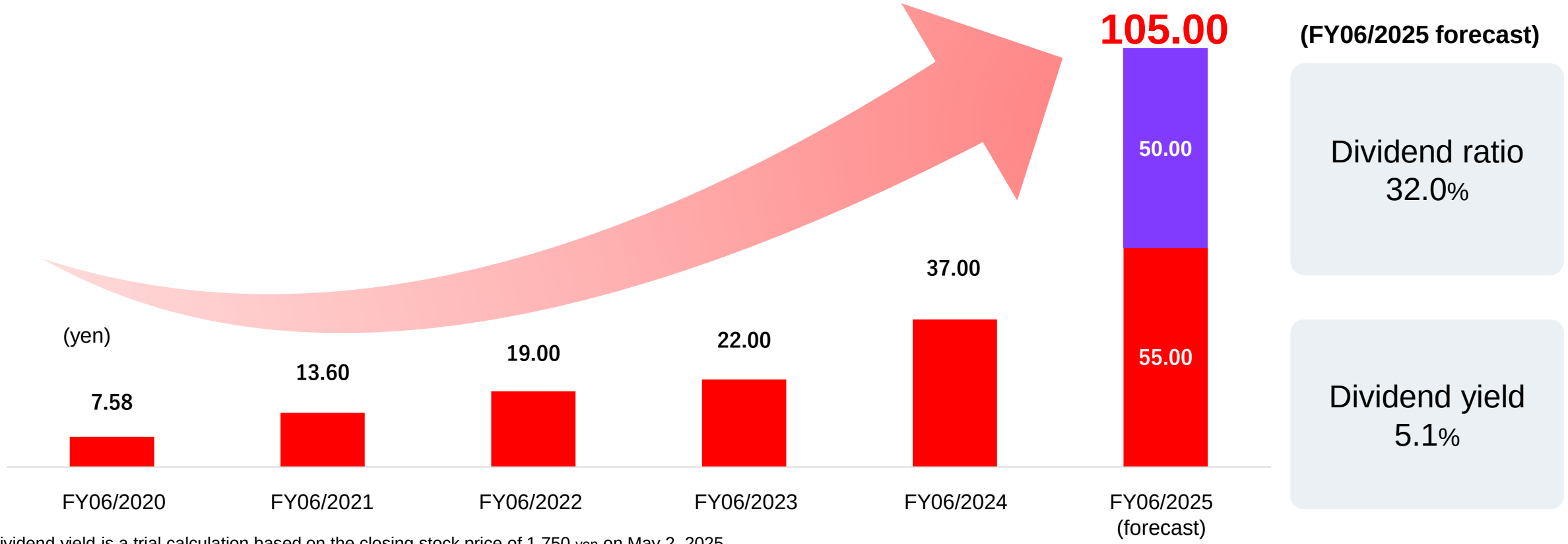




Dividend (forecast)

Much increase in dividend (forecast for FY06/2025)

- **FY06/2025 (forecast): 105.00 yen**
  (ordinary dividend of 55.00 yen plus commemorative[10th anniversary of getting listed] dividend of 50.00 yen)
- **Dividend yield: 5.1% (trial calculation based on the closing stock price of 1,750 yen on May 2, 2025)**



Dividend yield is a trial calculation based on the closing stock price of 1,750 yen on May 2, 2025

Measures for FY06/2025

Segment	Measures
Leasing DX Property Management	・To enhance acquisition of properties in Kansai/Chubu regions ・To strengthen management of individual properties ・To upgrade DX services
Leasing DX Leasing Brokerage	・To increase corporate contracts ・To enhance incidental services ・To increase number of sales/purchase brokerage ・To further promote DX
Sales/Purchase DX Investment	・To increase unit selling price ・To strengthen purchase of properties with high added values
Other	(DRAFT) ・To utilize call center (telemarketing alliance) (HOPE) ・To develop tie-up commodities with partner companies ・To expand sales channels

News

Feb. 14, 2025

Development of a next-gen core system started

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



■Features of the new core system

This is system, unlike conventional leasing management systems, by employing microservice architecture, **exponentially improves flexibility and extensibility of the entire system**. Individual services can be independently developed/operated and therefore swift response to changes, addition of new functions, and step-by-step system extension can be easily carried out. Also, by using this architecture, system aging is suppressed and stable operation is realized for a longer period.

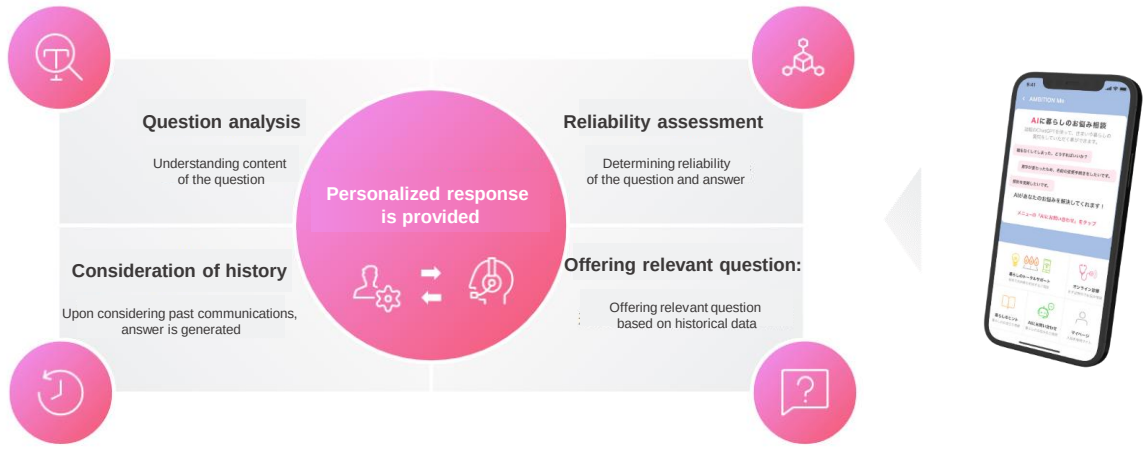
In addition, by proactively utilizing cutting-edge generative AI technologies, we pursue **higher efficiency and level of leasing management operations**. For example, generation of properties information, customer support, preparation of contract documents, and market trend analysis can be automated by AI. This realizes not only automation of business operations, reduction in human errors, and more speedy decision-making, but also effective sales promotion activities. And even in a small organization with fewer staff higher level of operation can be realized without need for expensive system investment, and eventually greater added values in the industry of leasing management will be pursued.

Moreover, through open API, **seamless linkage with external services** is realized. This will facilitate creation of new services and expansion of business chances.

Mar. 3, 2025

Our original DX app for residents “AMBITION Me” Development of AI agent* functions started

Autonomous AI realizes personalized support, aiming at superior experiences for residents



■Overview of functions

1. Recommendation to a question

If a user ask a question, an answer is generated by using RAG (Retrieval-Augmented Generation). In doing so, AI determines credibility of the question and answer, and recommends relevant questions as required.

[Features of the function]

AI analyzes question from the user and answer to it from RAG, and then offers optimum relevant question

- If proper information is lacking, additional question is automatically recommended

2. Personalized support based on history

AI considers past communications of each user, and automatically chooses proper response. For example, if a user complains “My AC is out of condition.”, AI first responses “If your AC does not perform well, please try cleaning its filter. And if it still does not recover, please contact your management company.”, and subsequent answer is like “The last time you told me your AC was out of condition. Is it the same this time? Or do you have another problem?”, so more familiar support taking past history into consideration is realized.

[Features of the function]

- By changing concrete responses from the first to the second and onward, closer support for users is realized
- AI learns past history of inquiries, and provides more personalized responses

* AI agent: Program and system which achieve goals set by humans by utilizing artificial intelligence (AI) technologies and acting autonomously

Mar. 1, 2025

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

Joined AMBITION DX HOLDNGS as Advisory on generative AI



■Background and purposes of appointment

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

In recent years, rapid technological advancement of generative AI has suggested its potential for bringing about big changes to the real-estate industry as well. To be a forerunner to incorporate this technological innovation and accelerate further growth of our business and contribution to our industry, we invited Mr. Tsuyoshi Hashiguchi who has led AI business at Google to be our advisory on generative AI.

■Roles of Mr. Tsuyoshi Hashiguchi

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

We hope he will engage deeply in our management strategies and product development, and through specific suggestions based on his abundant knowledge and experiences, strongly push forward our generative AI business.

News

May 15, 2025

Run Ri*

Acceleration of immigration to Japan by Chinese wealthy people
- Demands from Run Ri people are captured in every aspect,
realizing remarkable outcome in our major business of sales/purchase brokerage, sales, and leasing -



■Major outcome in each business

【Sales/purchase brokerage business】
Inquiries and contracts of real-estates for investment and luxury condominiums in central Tokyo **significantly increased**. Especially, deals of **high-priced ones** have become more active.

【Sales business】**Percentage of foreign purchasers increased by 17%**
Designers' condominiums and premium residences planned/developed/sold by us are highly evaluated by "Run Ri" people. They emphasize "sophisticated design and Japanese high-quality construction ", "asset value of good location in central Tokyo" and other aspects, and in growing number of cases they mostly designate one and execute contracts. Our structure for management and support is also a factor of their trust.

【Leasing business】**Percentage of foreign residents increased by 50%**
Wider demand for **luxury leased properties under our management.** We have built up know-hows on flexible resident eligibility examination in harmony with unique situations of individual foreigners, and became able to accept them smoothly. In addition, our multilingual staff provide consistent support ranging from contracting process to smooth communication and trouble management. Further, utilizing our robust network with domestic/overseas agents who support immigration and with corporate customers (to B business) leads to ensuring new residents stably. These efforts helped us to maintain utilization rate of our leased properties at as high as **98%**.

* "Run Ri" means Chinese wealthy people who immigrate to Japan for various purposes such as improving life environment, ensuring high-quality education, and retaining assets

May 15, 2025

Letter of intent regarding share purchase was executed with LiVrA Inc. developing its business that utilizes generative AI

Strengthening AI technologies and development capability to accelerate DX growth strategies

LiVrA INC.

×

AMBITION DX HOLDINGS

■Background and objectives of this M&A

The Group takes promotion of digital transformation (DX) and creation of new values for society as its corporate mission. In recent years, generative AI has so huge potential as to fundamentally reform industrial structure and re-define the way our society ought to be, so it is increasingly of strategic impoetance.

Capturing this tide, the Group views generative AI as one of its most important managerial strategies and speeds up proactive investment and business development. LiVrA has a high level of expertise in this field of generative AI and leads the industry with its own capabilities of development and implementation. Specifically, by utilizing AI technologies that generate wide variety of data such as text, image and voice, it contributes to creatively solving issues and raising efficiency in business.

This M&A will be an important instrument to realize further acceleration of DX strategies of the Group and to establish our overwhelming competitive advantages in the field of generative AI. By joining LiVrA's elite engineering team to us, the Company aims at dramatically improving its development capabilities for AI technologies, creating innovative services/products, and thus contributing to society.

APPENDIX

Philosophy / Strength / Growth potential

Philosophy & Vision

Philosophy

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

Vision

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

Policy & Aspiration

Policy

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

(Business domain)		(Approaches)	What we aspire is:
Leasing DX	**Leasing management** Property Management Business	• Advanced leasing management by higher operational efficiency on a paperless basis, such as electronic contract • More houses managed by individual staff • Stably continued high occupancy rate • Maximization of LTV (Lifetime Value) through a loyalty program	**Safe and seamless data linkage utilizing blockchain and AI realizes experiences of comfort living**
	Leasing Brokerage	• Enhanced remote customer service, VR preview and electronic contract • AIxRPA tool “RAC·TECH” reduces inputting work • Data linkage from searching for properties, contract, through to vacating procedures	
Sales/ Purchase DX	**Sales/Purchase of real estate** Investment Business	• Non-face-to-face sales/purchase contract • Data management on cloud, such as land prices • Offering properties via crowdfunding	
In relation to real-estate DX	**Real-estate DX, utilities, insurance**	• Digitally integrated customers bases • Data linkage in line with workflow • Paperless operations such as executing electronic contracts	

Strength

Straightforward workflow

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

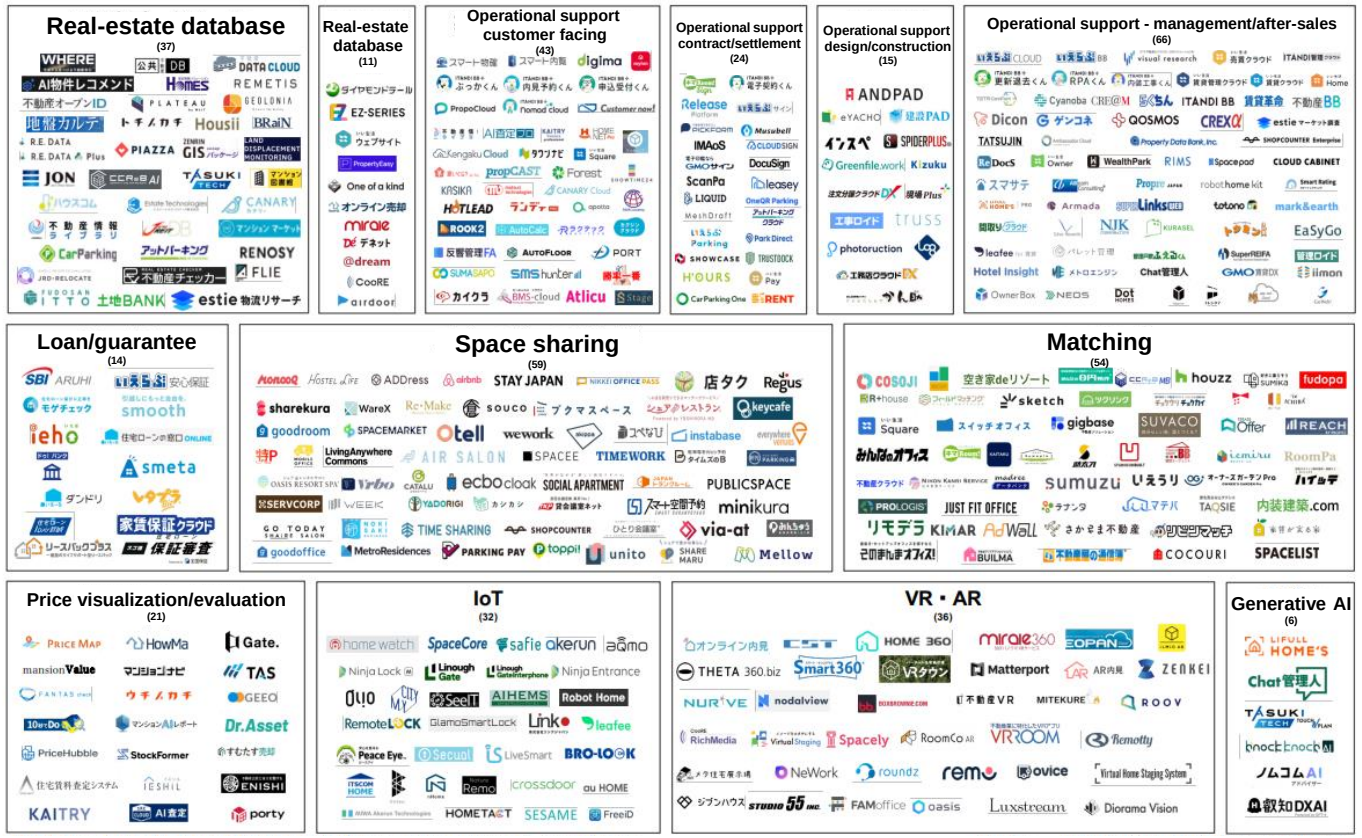
Segment	Category		AMBITION DX	Leasing management company	Real estate brokerage company	Real estate development (Developer)	Real estate sales company	Purchase/Resale company	Relevant areas
Leasing DX	Ownership business	Leasing management	◎	○					
	Brokerage business	Leasing brokerage	◎		○				
Sales/ Purchase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

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

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

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

Real estate chaos map*



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

Created by Real Estate Tech Association for Japan

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

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

Growth strategies

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

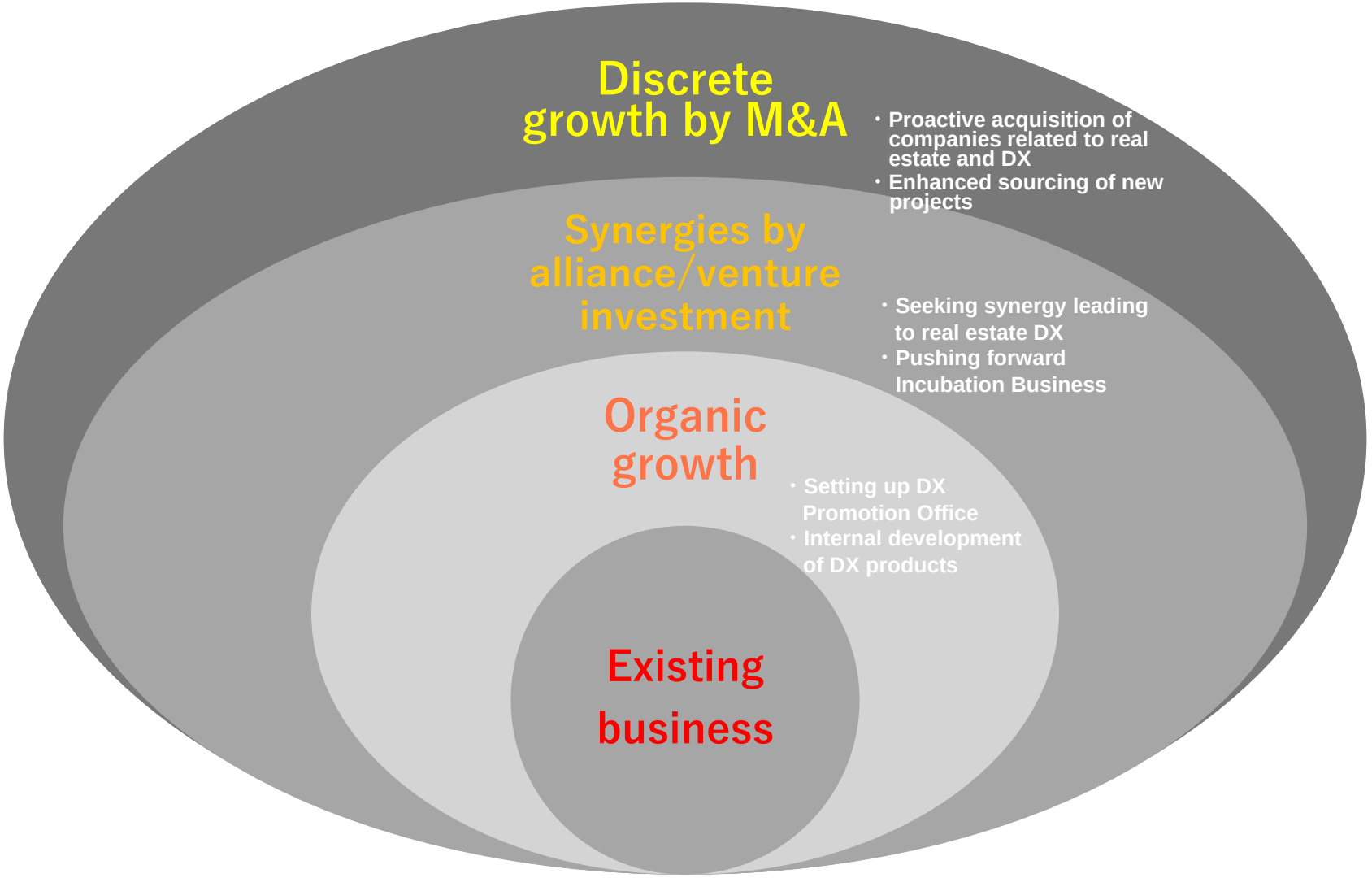
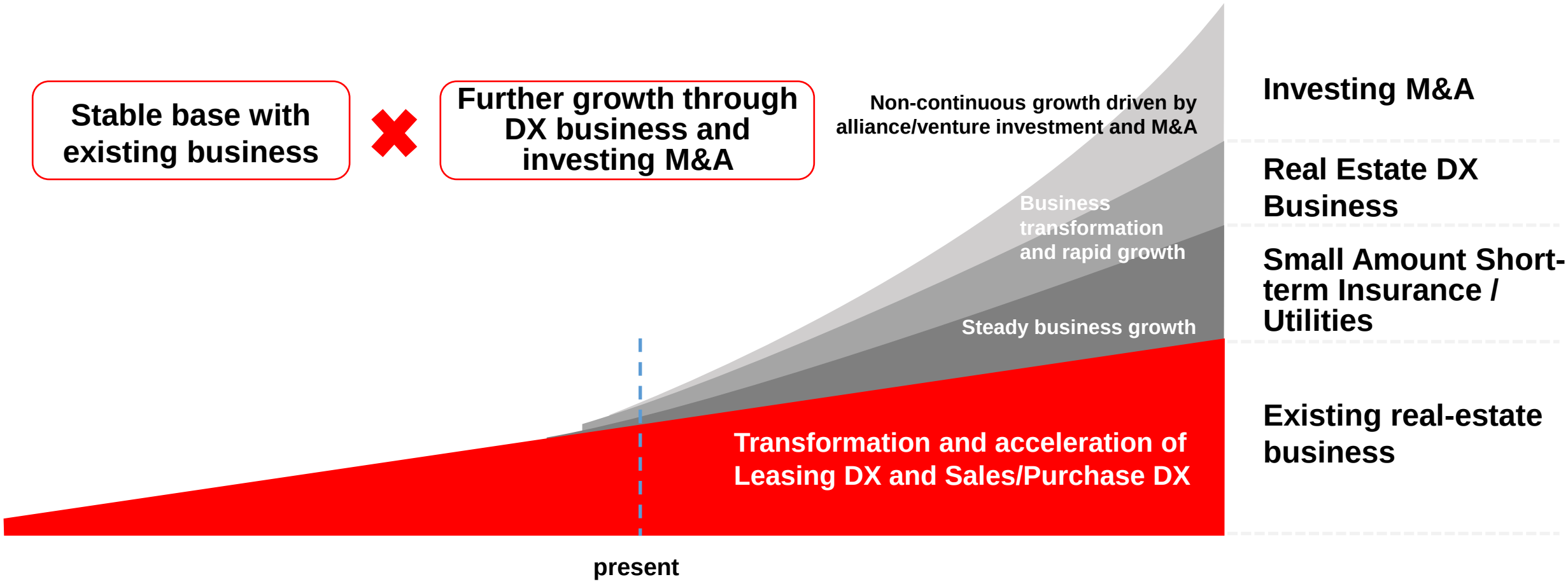


Image of business growth

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

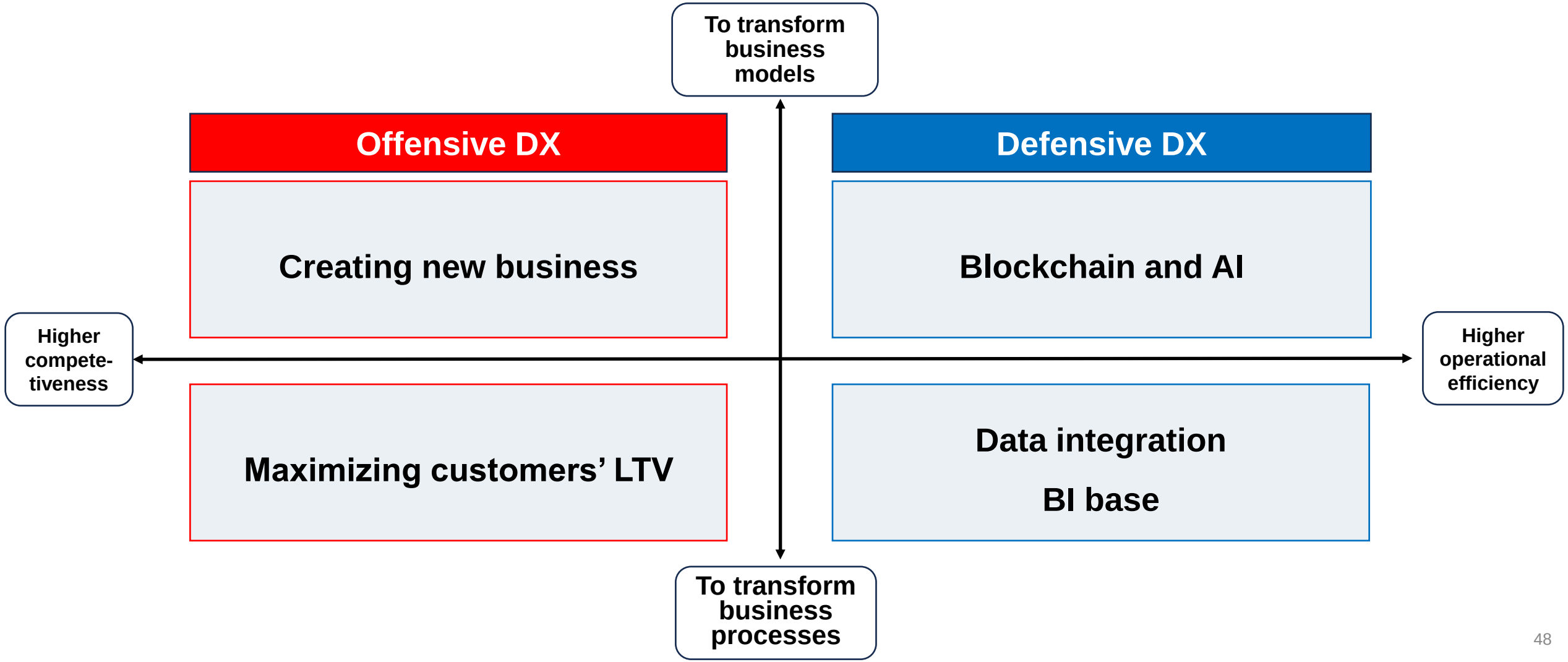
Stable base with existing business ✖ **Further growth through DX business and investing M&A**



DX strategies / approaches

DX strategies (offensive DX and defensive DX)

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



DX strategies (offensive DX)

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

			(Strategy in detail)
Offensive DX	Creating new business	Fundamental reform of business models	• Systems which have been highly effective for internal use are upgraded to SaaS • And new business models are created, which not only change delayed digitalization in our industry as a whole but also realize market expansion
		More value to existing businesses	• Process from room-finding to contracting is concluded online • Real-estate platform that fuses real and digital worlds together is constructed by building up a consortium linked with existing ecosystems
	Maximizing customers' LTV	More values of data-driven services	• By utilizing data integration base CRM, services optimized for individual customers are offered • Through continuous digital communication with customers having any contact with us, they are reminded of us first concerning matters relating to real-estate
		Data integration foundation	• CRM internalization of customer information obtained through brokerage and management • Developing data integration base (Ambition Core Platform) to build up BI structure and to visualize company management

DX strategies (defensive DX)

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

(Strategy in detail)

Defensive DX	Blockchain and AI	Building up systems for IT explanation of important matters and electronic contracting	• Realizing IT explanation of important matters and electronic contracting on our business system (AMBITION Cloud; and management of contract documents with blockchain
		Utilization of generative AI technologies	• Inquiries are handled by AI within our service for residents (AMBITION Me) • Higher operational efficiency by utilizing generative AI, such as producing creative things • Utilization for marketing of virtual human / virtual persona and for education
	Data integration BI base	Reforming/redesigning business processes	• Higher operational efficiency and automation by renovating business processes along with building up AMBITION Cloud
		Renovation of core system	• Higher efficiency in data consolidation by API integration of core system and AMBITION Cloud

DX effects

- **DX of real estate business operations reduces time to execute a contract by about 70%**
  (as of June 30, 2024)

Reduced working time

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

Working time for brokerage of one leased property

reduced by 44%

Working time for managing one leased property

reduced by 7%

Improved productivity

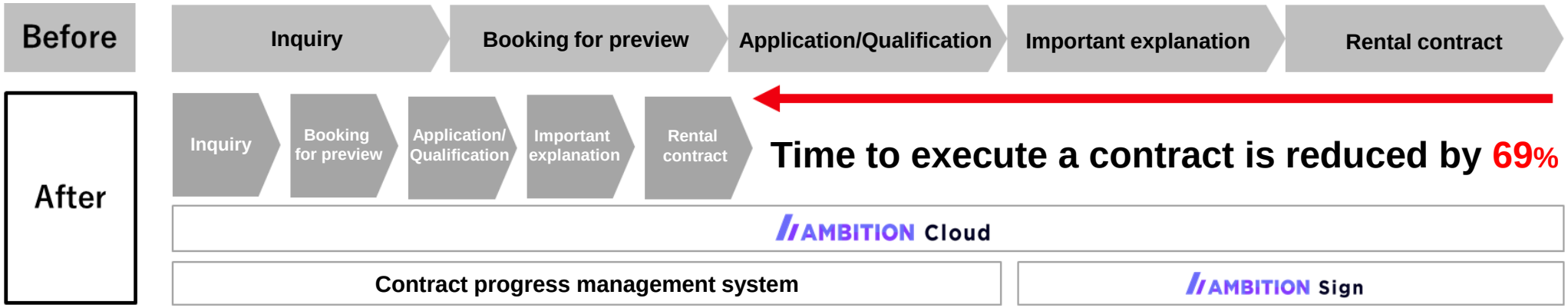
Reduced working time for handling each matter leads to improved productivity per employee

Occupancy rate surpasses industry average

98.5% (industry average) 89.4%

Overall sales by Leasing DX sector:
21,152 mil. yen (FY06/2024)

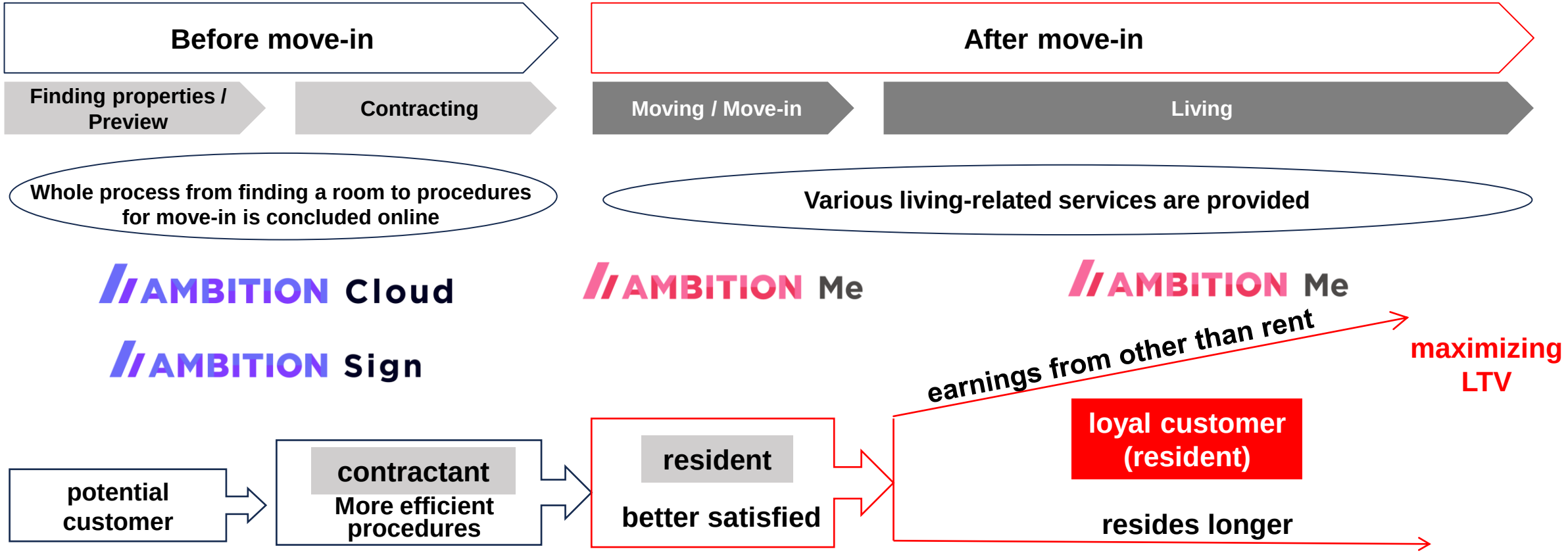
1,130 mil. yen YoY



DX for residents

Maximizing LTV (Lifetime Value) for customers

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



DX for operational reform

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

past

Inquiry	Booking for preview	Application/ Qualification	Explanation of important matters	Guarantee company Rental contract	Procedures for moving in / living
telephone / FAX		face-to-face / in writing FAX / telephone	face-to-face / in writing / by mail		face-to-face / In writing

AMBITION DX HOLDINGS

our DX
↓
higher operational efficiency

chat	online booking	digital management	electronic contract	system integration electronic contract	LINE app

AMBITION Cloud

Contract progress management system

AMBITION Sign

AMBITION Me

DX for staff education

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

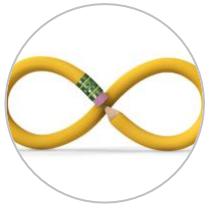
Utilization of AI in staff education (examples)

ChatGPT



Automated creation of manuals

Knowledge required for real estate business can be organized into manuals. It is useful not only for reducing steps of searching but also for solving problems with labor shortage and advancement of knowledge.



Continuous learning and skill improvement

It becomes possible to develop and automate learning plans required for upskilling. Self-updating information about the trade and products is also possible.



Training new employees

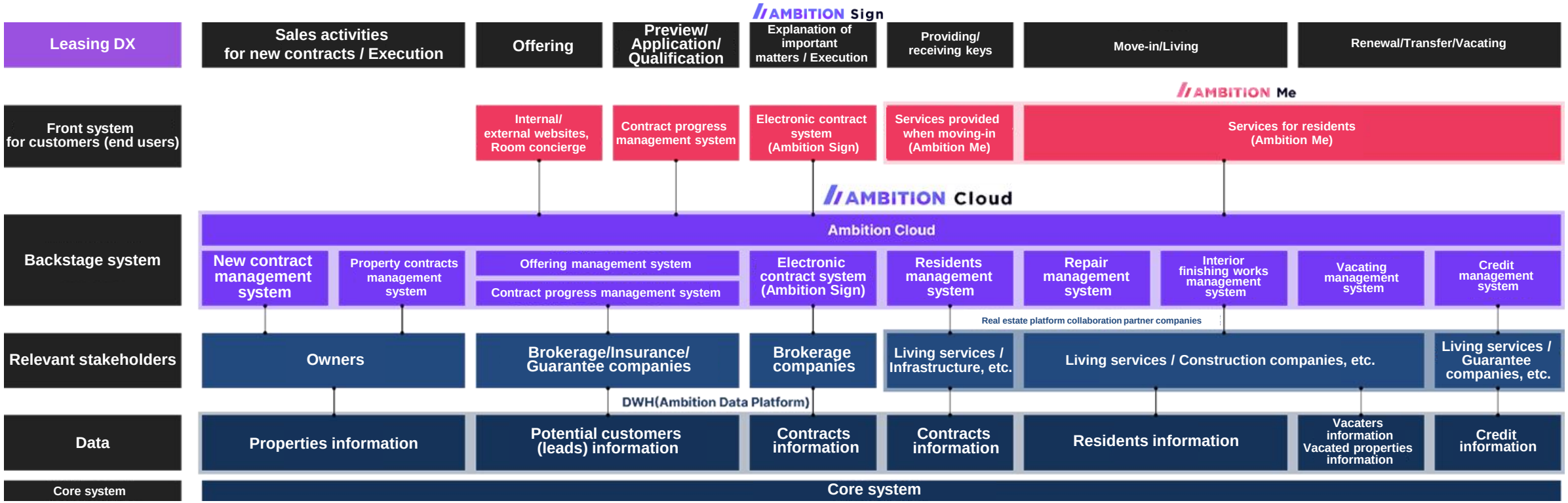
It is used for educating new employees about corporate basic principles and policies promptly.
It is also used for training in expertise of real estate.

AI is utilized in role-playing

【role-playing】A kind of training where various scenes which may be encountered in sales activities and customer services are simulated

Global image of DX system

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



DX products

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

AMBITION Cloud

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

AMBITION Sign

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

ラクテック RAC-TECH Auto-input

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

AMBITION Me

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

Room Concierge

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

DX product (AMBITION Cloud)

AMBITION Flagship DX Model

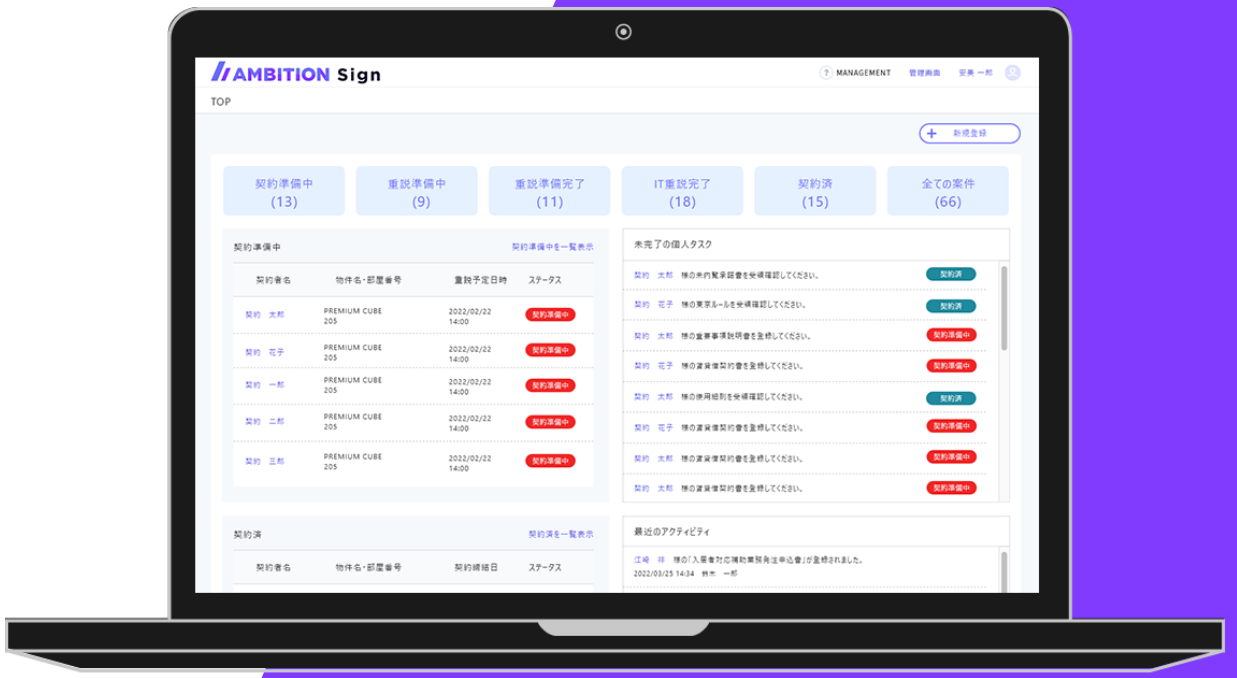
AMBITION Cloud

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

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

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

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



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

Room searching	Application/ Qualification	Explanation of important matters	Rental contract
remote customer service remote preview	online explanation	online explanation of important matters	electronic signature

utilizing blockchain technologies

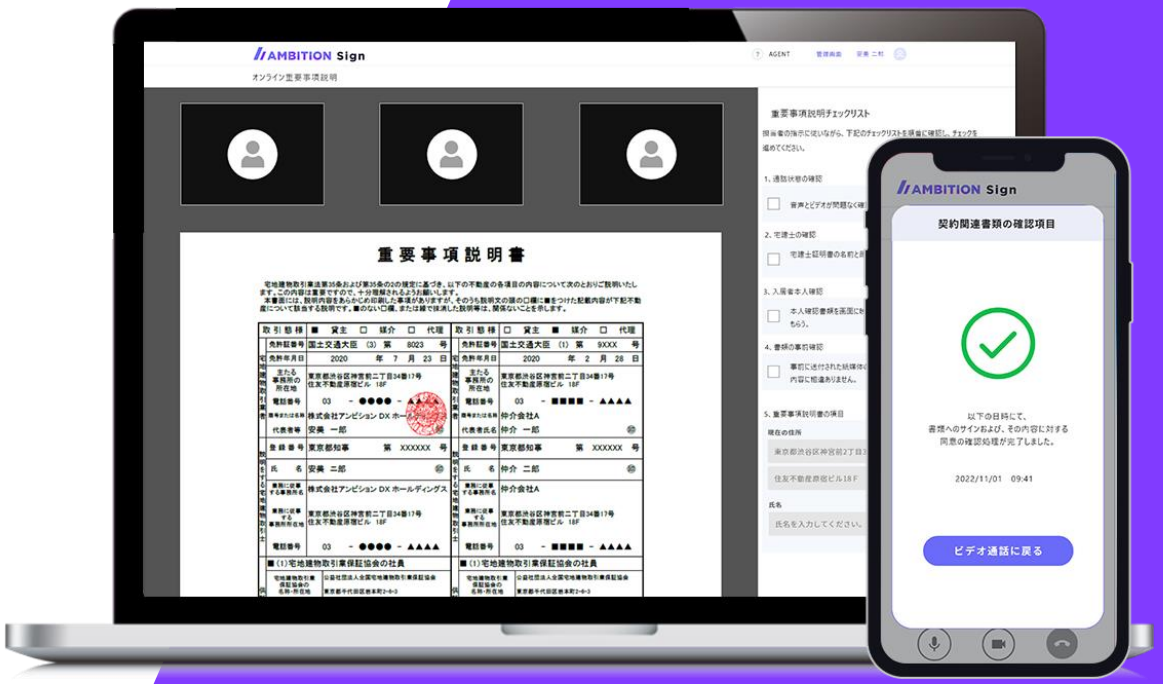
DX product (AMBITION Sign)

Electronic contracting system that utilizes blockchain technologies

AMBITION Sign

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

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



DX product (AMBITION Me)

It supports permanent relationship with residents

AMBITION Me

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



- Wide variety of services such as contract renewal, vacating, communication while living, utilities (electricity/gas/water), and insurance, are integrated into this all-in-one application. It is also a service that realizes improvement in residents' satisfaction and engagement, to lead to maximization of their LTV (Lifetime Value).
- For the future, we will collaborate with partner companies ranging from various life services, infrastructure through to finance, and deploy services which would upgrade engagement of residents having established their own economic circles.

Jul. 2023 Online healthcare services started

Reservation for medical examination can be made seamlessly via LINE app

Oct. 2023 Useful services for living

You can reexamine and take procedures for utilities at lower cost

Dec. 2023 FAQ service incorporating ChatGPT

Jul. 2024 Multi-language function was added

Consultation with AI about living; answers can be given anytime; as many as 75 languages are supported

DX product (RAC･TECH)

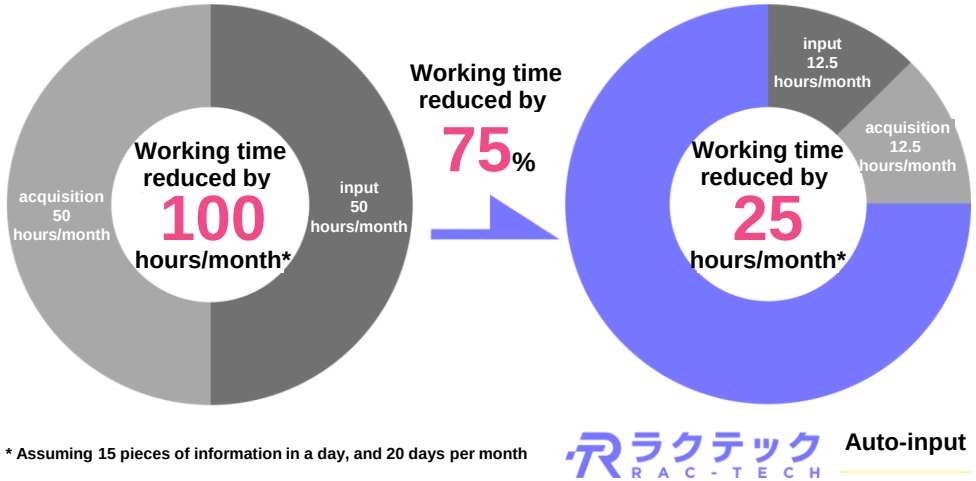
AIxRPA tool “RAC･TECH” for Leasing DX

Operational process through to posting properties information

past	viewing	manually selection	manually inputting	photo-taking	posting on ad media	vacancy check
AMBITION DX	auto-collection by **RPA**	selection by **AI**	auto-input by **RPA**	image-recognition by **AI**	posting on ad media by **AI**	vacancy check by **AI**

【RPA】Robotic Process Automation (software robot)

Substantial reduction in working hours

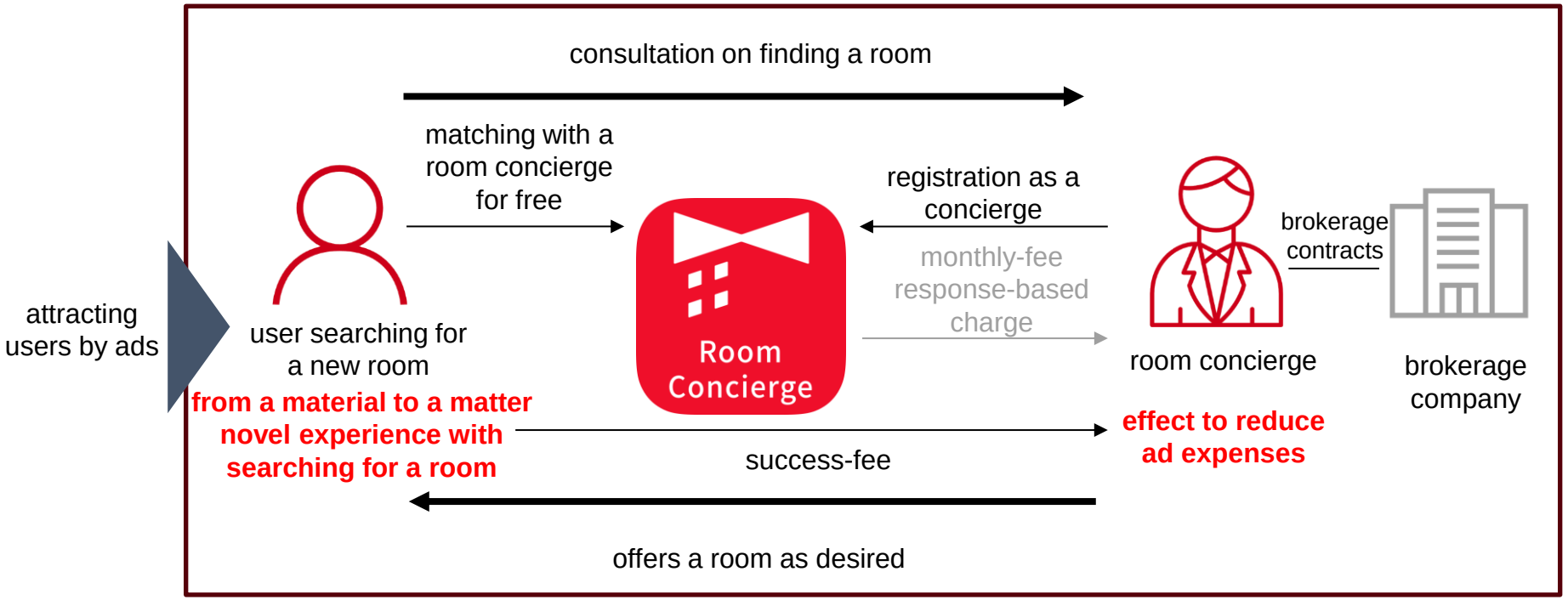


DX product (Room Concierge)

“Room Concierge” (a service for general consumers)

Matching application which connects users searching for new rooms with a room concierge (salesperson for real estate brokerage)
Users are increasing, and this will further be expanded to nationwide areas and to the leasing brokerage industry as a whole

Overview



improved UI/UX

Before

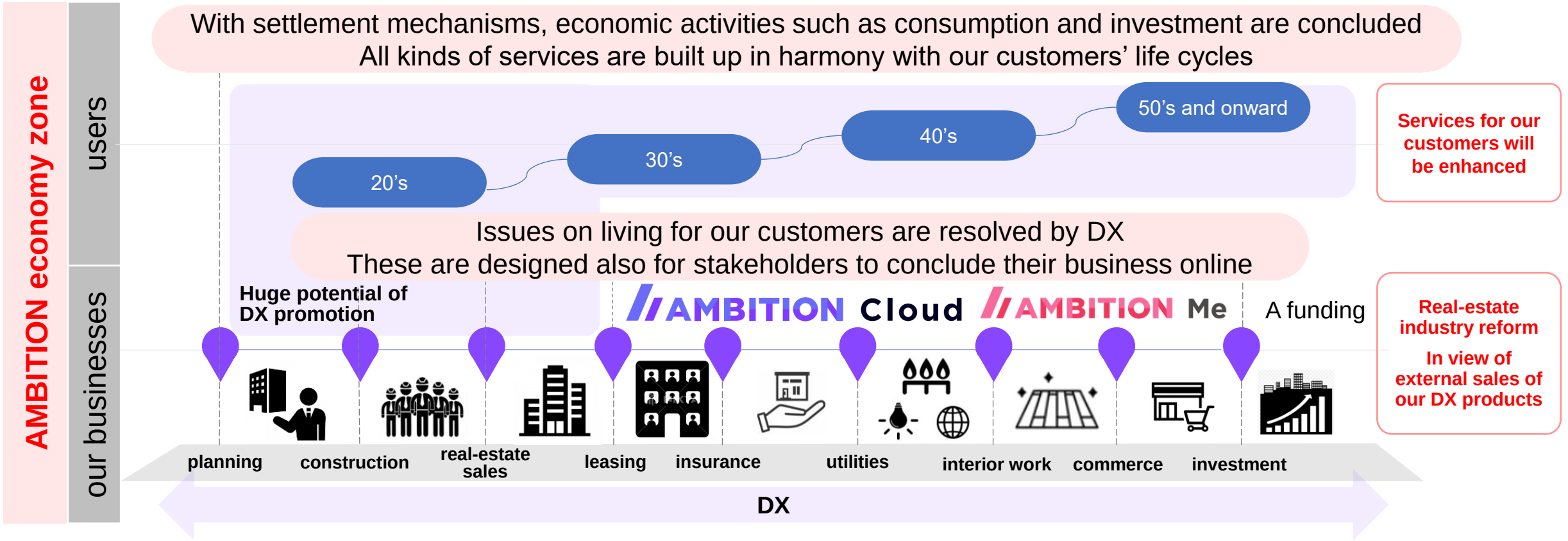


After



DX - strategies

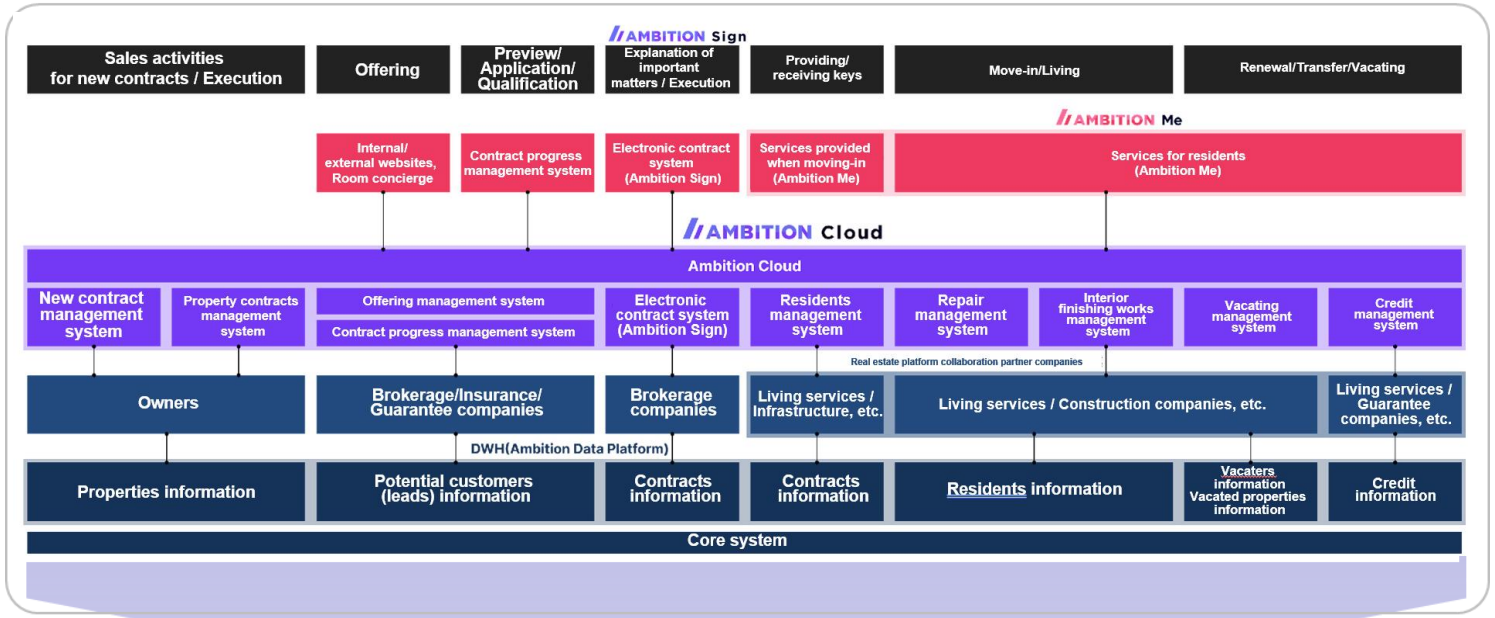
- **Optimum things are offered at optimum timings; DX strategies for realizing experiences with comfortable living**
- **On our platform, an environment is built up where users can receive all kinds of services**



DX – strategies

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

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



Higher values of customers' experiences

Reinforcing data analysis base and correctly capturing market trends and customers' needs will lead to development of strategies and new services.

Enhanced information-related services

Dependence on external venders is reduced and more granular information can be obtained quickly and precisely.

Complete user-friendliness

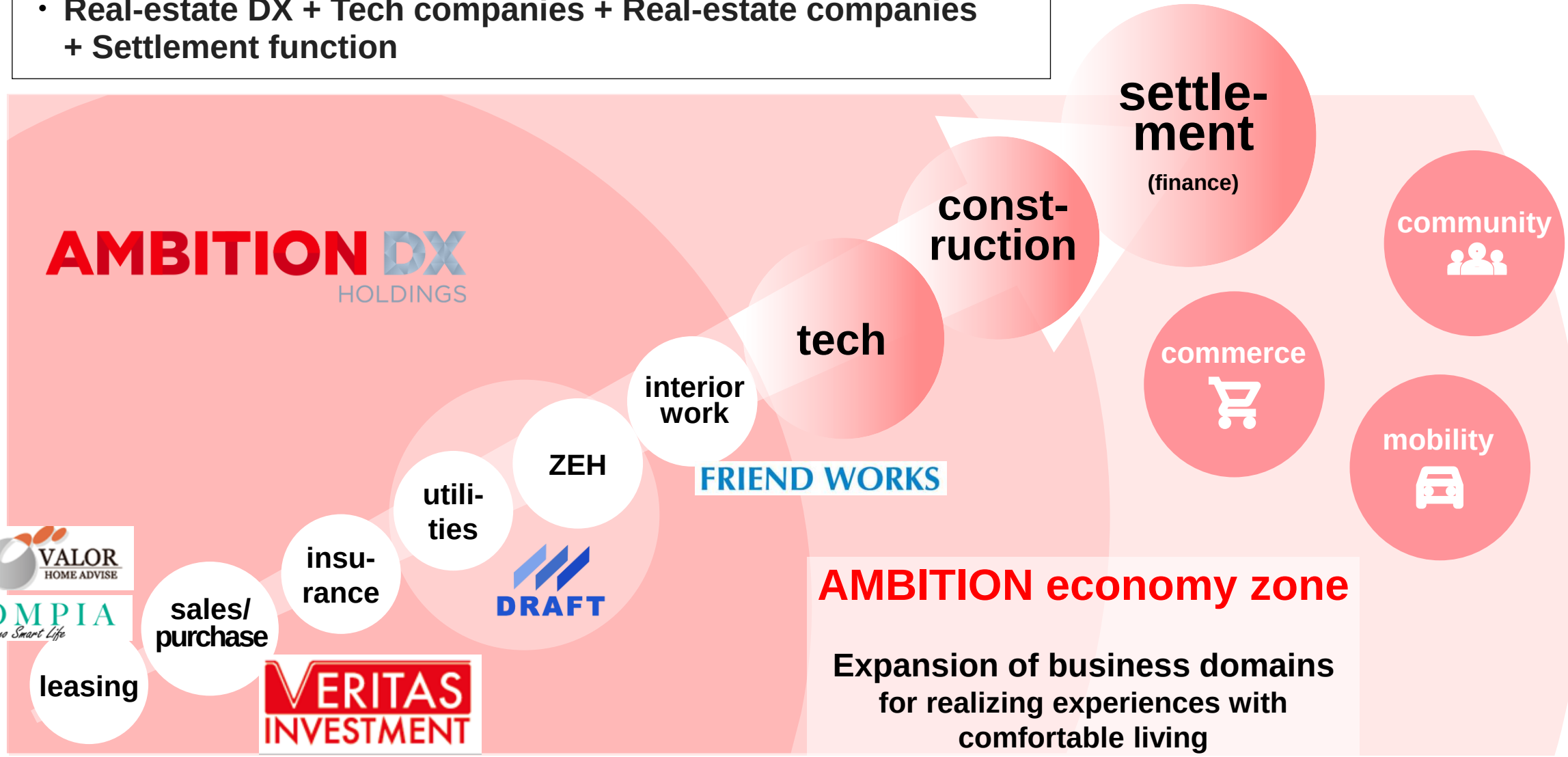
It becomes possible to build up a system optimized for business flows and to substantially improve operational efficiency.

New technologies

It will be a basis for adopting new technologies flexibly and utilizing them.

M&A strategies should expand AMBITION economy zone

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



ESG efforts

ESG (goal)

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

Governance

Environment

Contribution to paperless operations

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

Social

Innovation in the field of real-estate leasing management

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

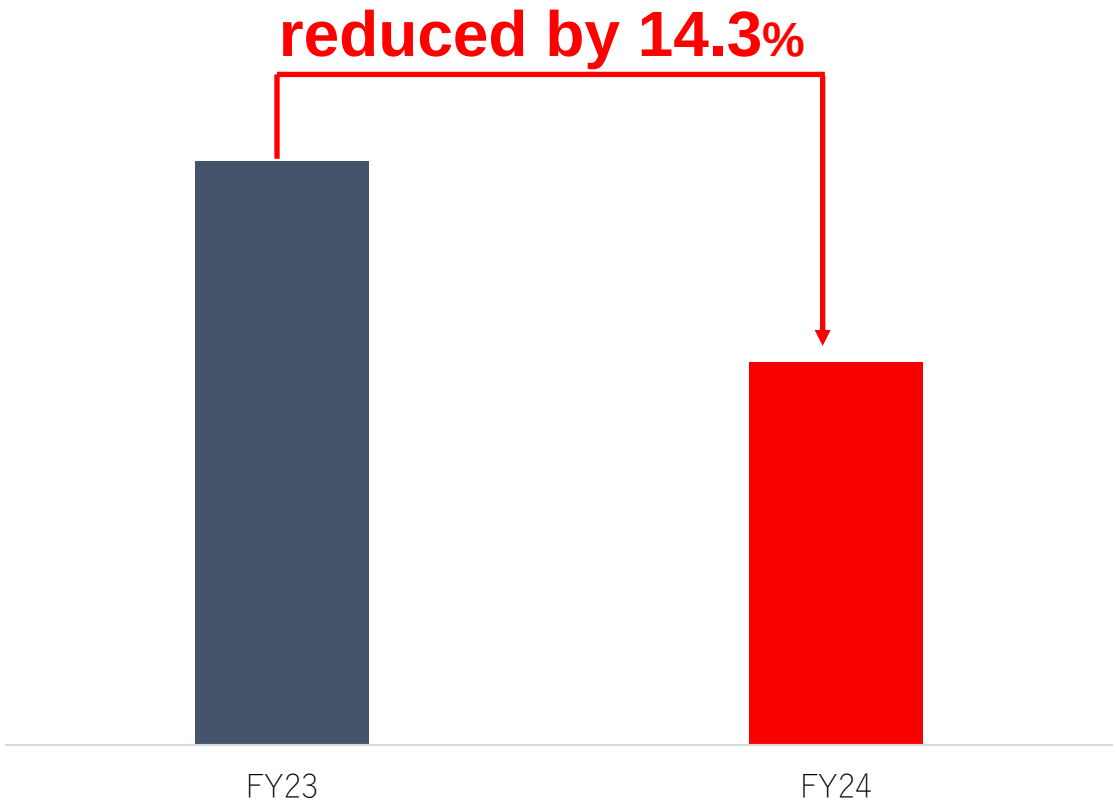
Human capital

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

ESG (Environment)

- **In FY2024, we have promoted paperless operations through DX strategies, resulting in reducing paper prints by 14.3% as compared to the same period of the previous FY2023.**

number of prints



Virtually NO paper is required for contract

Customer side

0 paper with AMBITION Sign

- Important explanation
- Contract execution
- Document management

Manage-ment/ business side

0 paper with AMBITION Cloud

- Drawings
- Apply for preview
- Apply for occupation
- Qualification
- Contract execution
- Document management

ESG (Social)

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

Before

Inquiry	Booking for preview	Application/Qualification	Important explanation	Rental contract
telephone / FAX	telephone / FAX	face-to-face / in writing / by mail	face-to-face / in writing / by mail	face-to-face / in writing

After

Inquiry → Booking for preview → Application/ Qualification → Important explanation → Rental contract

Timeline for a stakeholder of rental contract can be reduced by **69%**

AMBITION Cloud

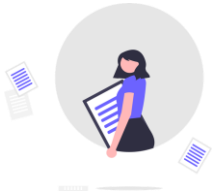
Contract progress management system

AMBITION Sign

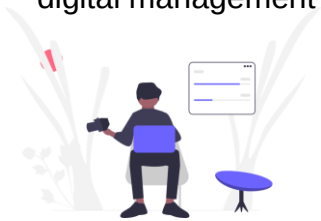
chat



online booking



digital management



electronic contract



system integration / electronic contract



ESG (Social)

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

Expertness

Employees qualified as real-estate transaction specialists: **51%** (Jan. 31. 2025)

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

Health

健康優良企業
Excellent Healthy Company

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

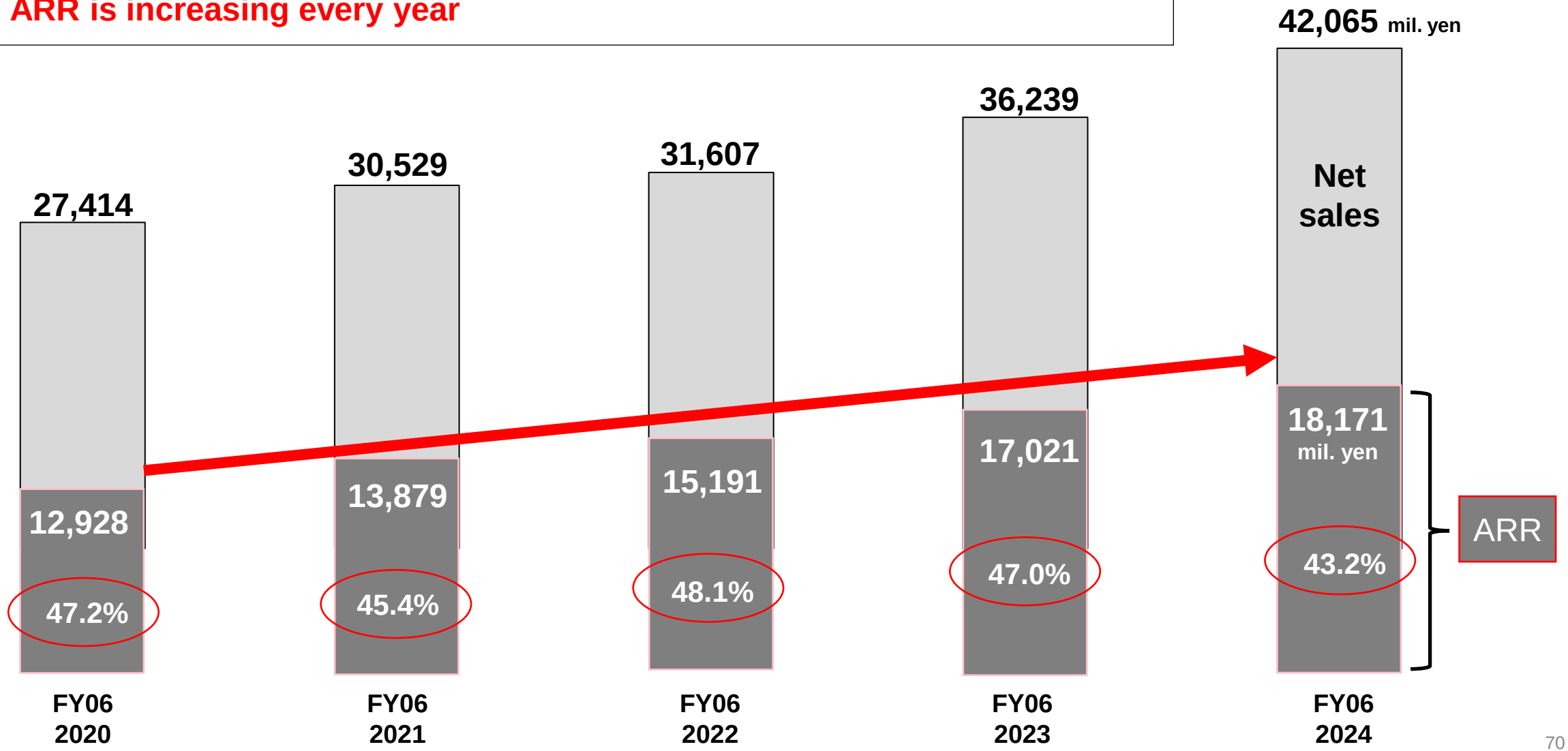
Health

2024 健康経営優良法人
Health & Productivity Management Outstanding Organization

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

ARR (Annual Recurring Revenue)

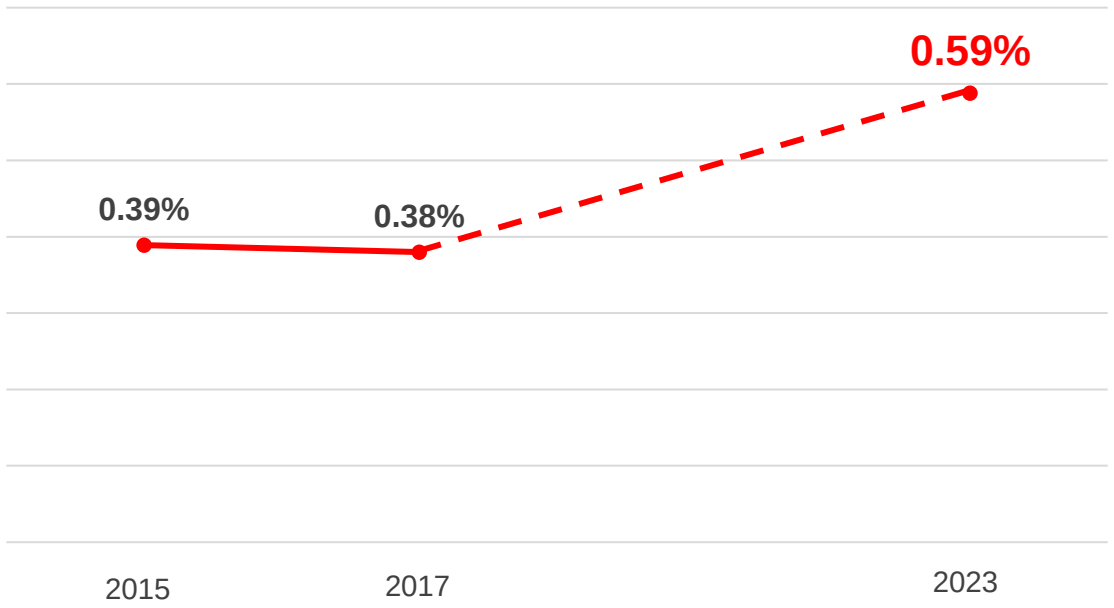
- ARR to sales ratio is **over 40%, forming a stable revenue base**
- **ARR is increasing every year**



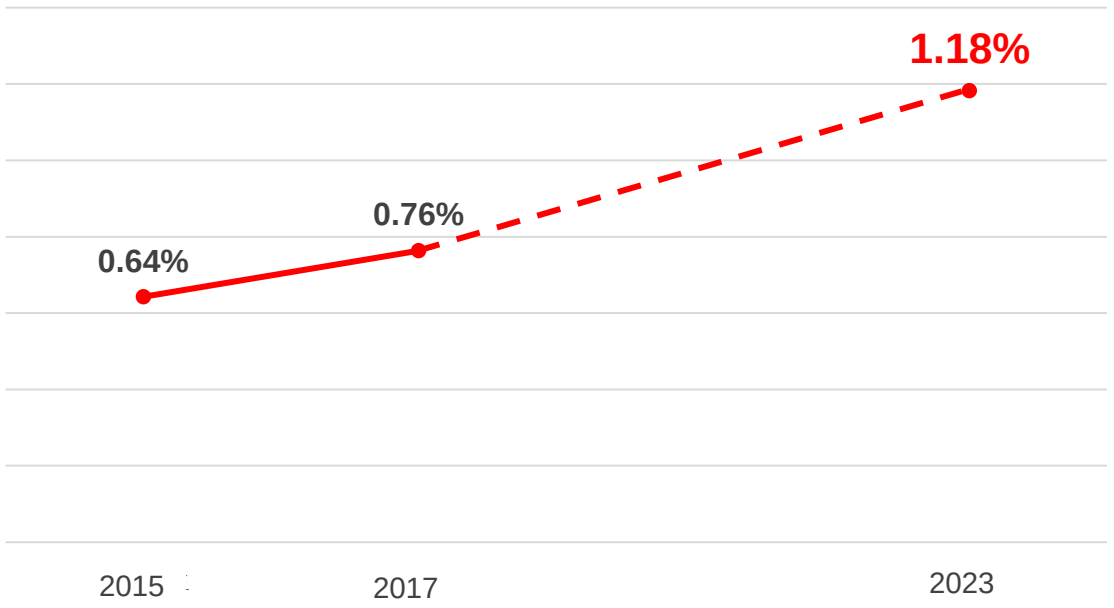
【Leasing DX】Our growth potential

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

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



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



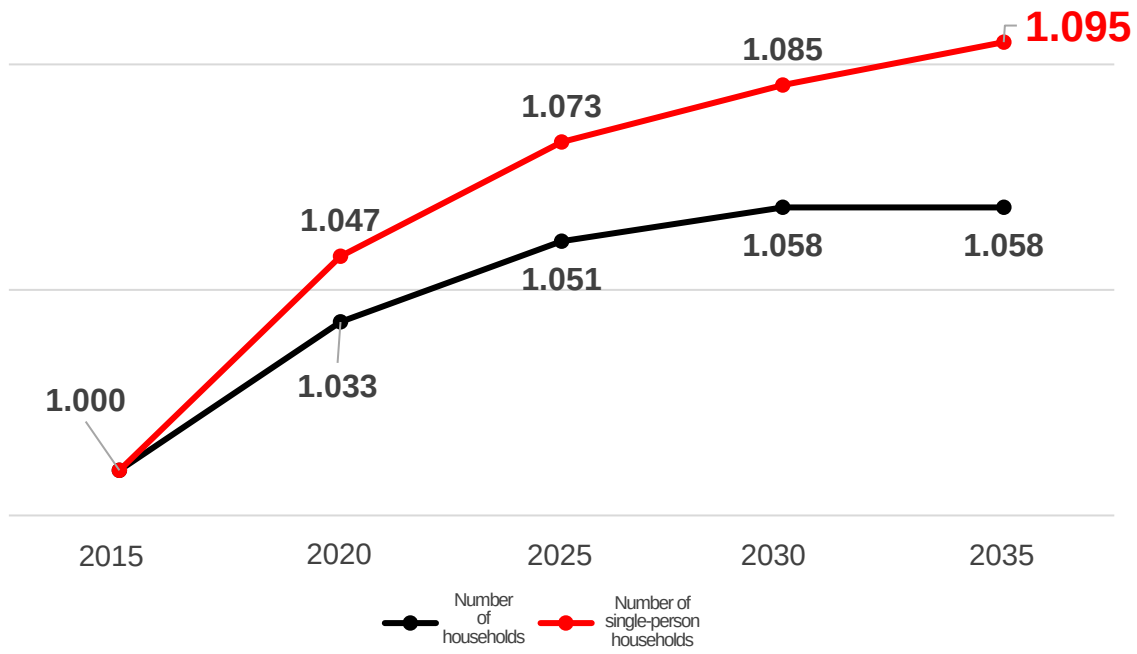
*1 MLIT: Suggestions for the future of rental housing management industry (draft)【Related materials】
*2 MLIT: Suggestions for the future of rental housing management industry (draft), calculated based on the percentages of registered business entities in Tokyo and surrounding three prefectures

Environment surrounding our target markets

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

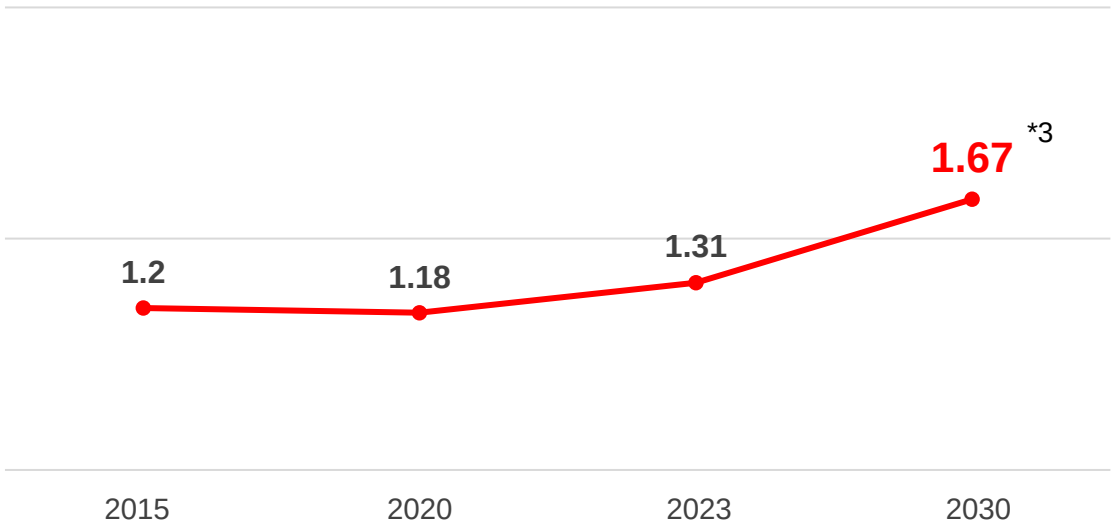
In Tokyo, single-person households will continue to increase

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



Jobs-to-applicants ratio in Tokyo[*2] is high, so population influx will continue

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



*1 Tokyo Metropolitan Government, "Future Tokyo", Strategies/Appendix, Future Population of Tokyo (Oct. 2023)
*2 The Japan Institute for Labour Policy and Training

Certified DX Business Operator

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



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

Efforts before certification

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

DX Certification

Further efforts

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

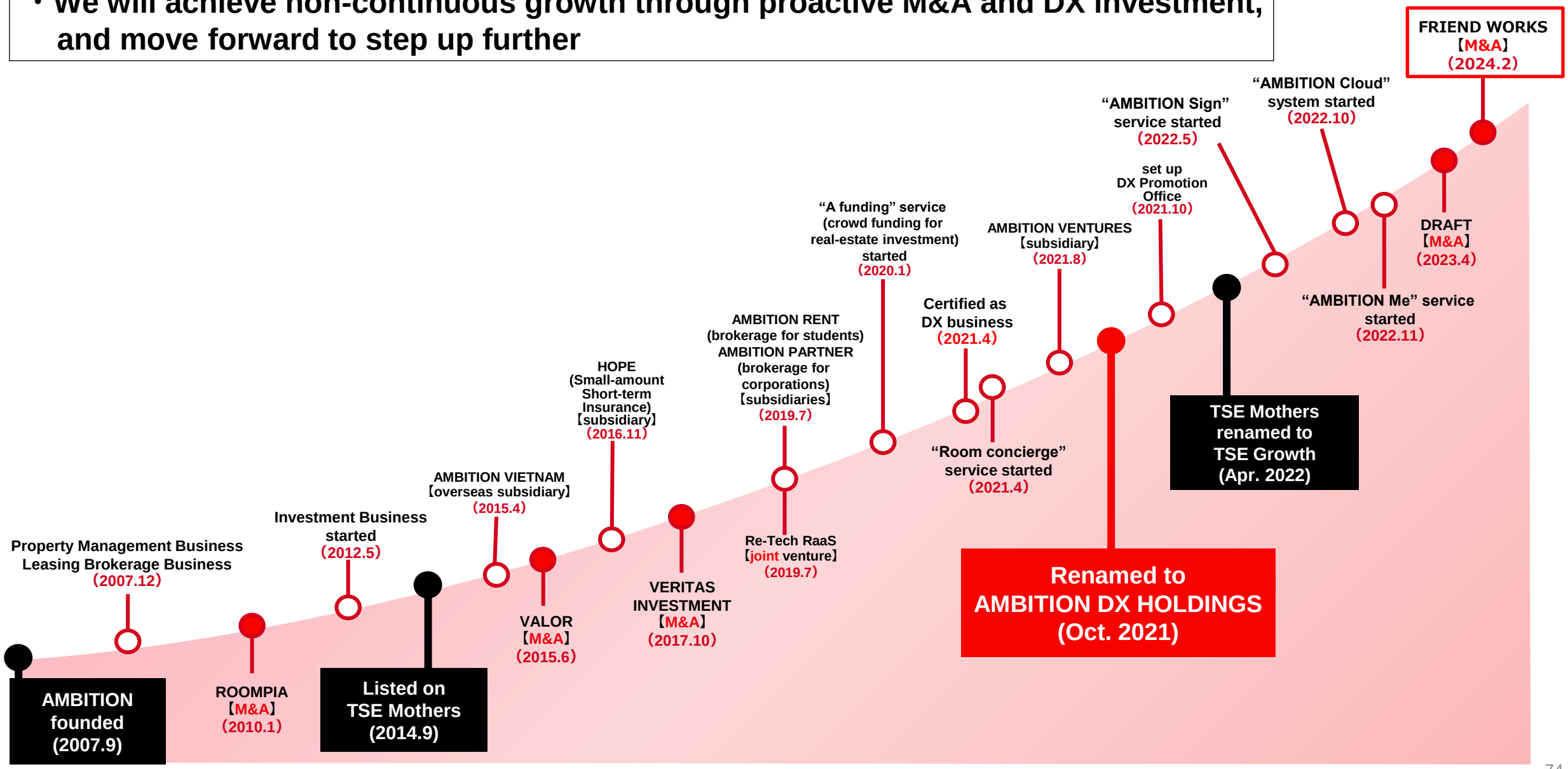
Efforts in the future

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

Aiming at providing services with even greater values for customers

Future outlook

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



Contact

AMBITION DX HOLDINGS Co., Ltd.

Email: ir@am-bition.jp

Tel: (81) 3-6632-3701

- This material has been prepared by AMBITION DX HOLDINGS Co., Ltd. (“the Company”) only for purpose of providing corporate information on the Company and its affiliated group companies (“the Group”) and it does not, whether domestically or overseas, constitute inducement of any shares and/or securities issued by the Company.
- Performance forecasts and future projections such as prospects, plans and targets related to the Company and the Group as presented in this material have been determined by the Company based on such information as practically available at this point.
- Forecasts inherently include wide variety of uncertainty, and therefore actual performance may differ substantially from these future prospects.