AMBITION DX HOLDINGS

Financial Results Presentation
Q1 of the Fiscal Year Ending June 2027

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

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Executive Summary

(Q1 FY6/27 Results)

- Revenue: 11.4 billion yen (+4.5%), Operating profit: 515 million yen (+12.0%), both up YoY, achieving increases in Revenue and Operating profit.

- Leasing DX Property Management Business achieved record-high profit for a first quarter.

(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 increase.

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

  Net income: 2.6 billion yen (+27.1% YoY)

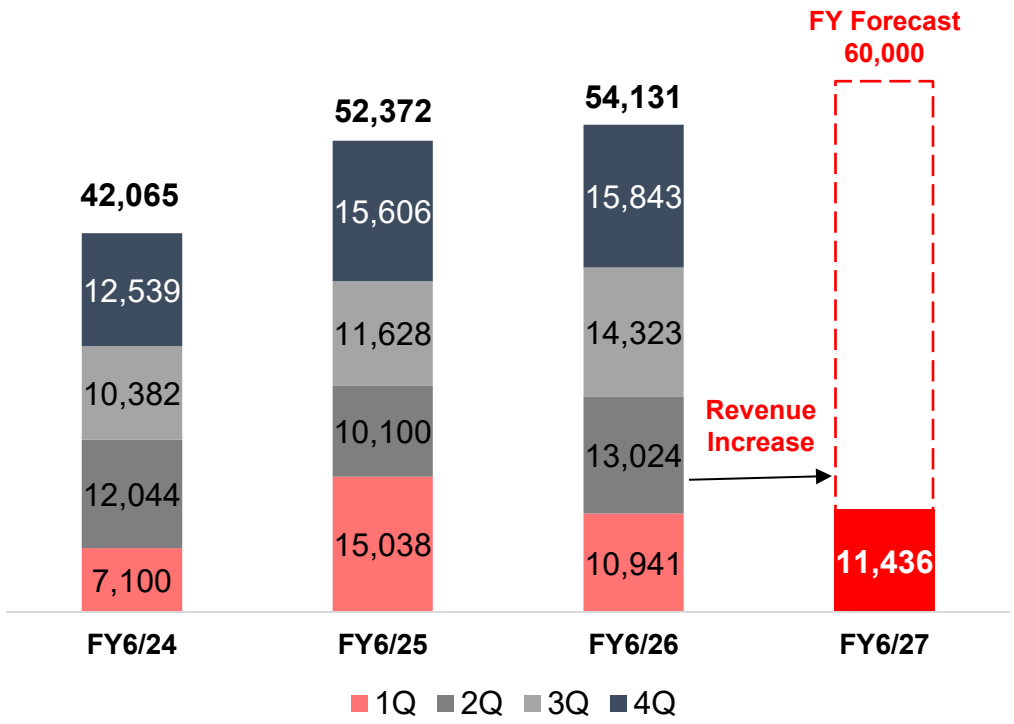
  Dividend Forecast: 112 yen (FY6/26: 110 yen) Dividend yield: 6.94% (as of November 6, 2026)

Financial Performance Trends (Stacked Quarterly)

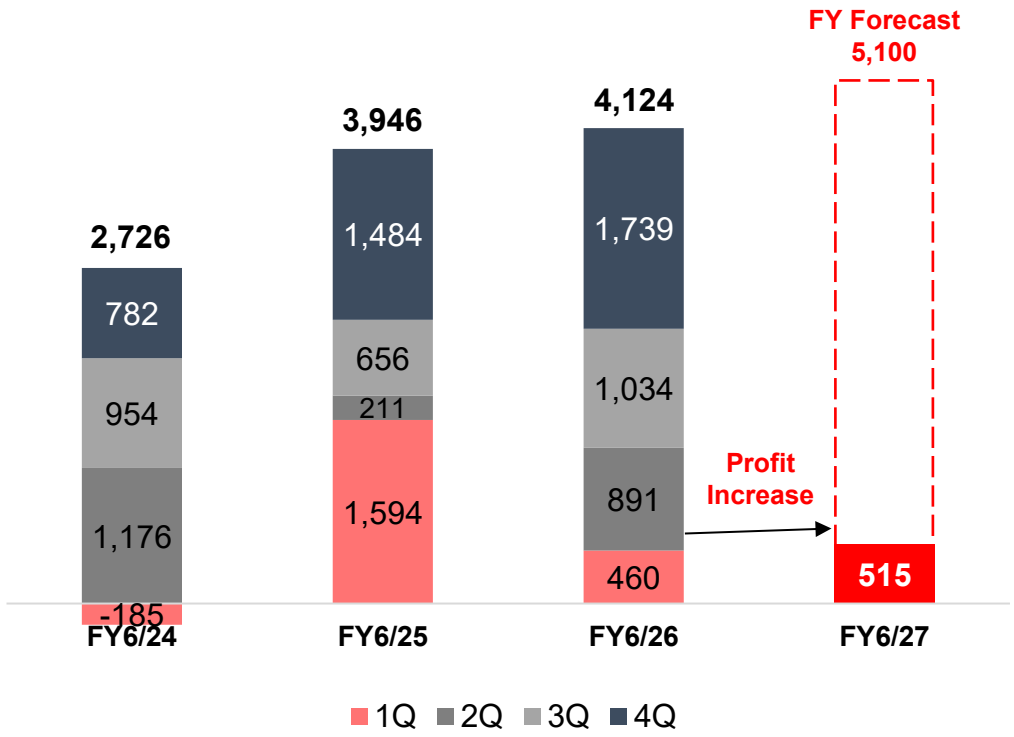
・In Q1 alone, Revenue was 11,436 million yen (+4.5%) and Operating profit 515 million yen (+12.0%),
achieving increases in Revenue and Operating profit.

Revenue

(million yen)



Operating Profit



Financial Highlights

Increase in Revenue and Operating Profit (YoY)

Revenue

¥11,436million
(YoY +¥495 million, +4.5%)

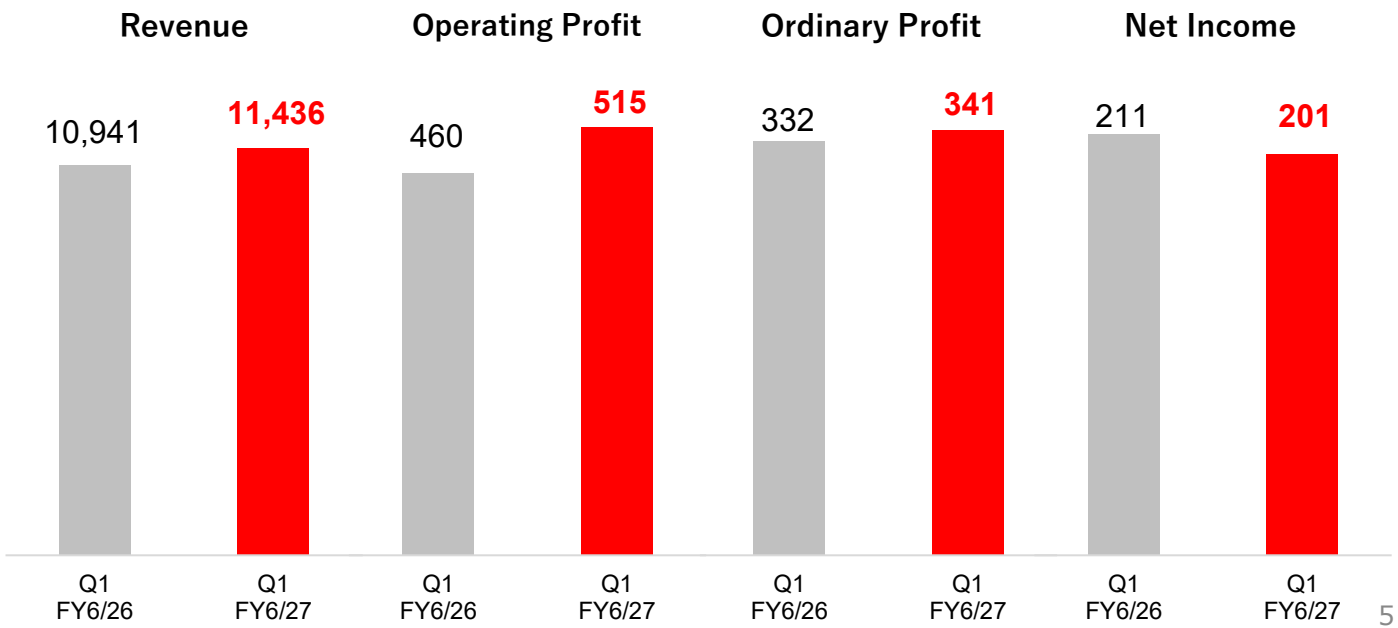
Operating Profit

¥515million
(YoY +¥55 million, +12.0%)

- Leasing DX Property Management Business
  - Record-high revenue (Q1)
  - Operating profit: 869 million yen (+25.0% YoY)
  - Realized productivity improvements through DX promotion, contributing to a high occupancy rate.
- Sales/Purchase DX Investment Business
  - Revenue increased, but profit decreased.
  - Building up inventory for sales from Q2 onward.

- Managed units: 28,838 (+1,447 YoY)
- Subleased units: 16,436 (+661 YoY)
- Occupancy rate: 98.4% (Industry avg.: 90.5%)

(million yen)



News Highlights

Introduction of major news in Q1 FY6/27

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

AI x DX: Advanced Tenant Support

Started a trial of "AI First-Response Call Handling"

in rental management

AI provides the first response to inquiry calls from tenants. Required information, such as repair requests, is gathered without omission and passed to staff.

(2026/09/30)

News 3

Accumulating Stock Revenue

Managed units: 28,838
Expanding management of new properties in the Tokyo metropolitan area, Kansai, and Sendai

+1,447 units YoY.
This fiscal year, tenant recruitment started for 8 new properties in Greater Tokyo, Kansai, and Sendai, advancing toward 30,000 managed units.

(2026/07~)

Financial Results Overview (Consolidated)

Financial Results Overview

Increased Revenue and Operating Profit

AMBITION DX HOLDINGS

Q1 FY6/27

(Consolidated) Revenue and Operating profit increased. Net income slightly decreased (due to an increase in tax expenses).
(Leasing DX Property Management) Significant profit increase. Segment profit increased by 25.0% (YoY).

(Sales/Purchase DX Investment) Revenue increased, but profit decreased. Building up inventory for sales from Q2 onward.

(million yen)

Consolidated	FY6/26 Q1	FY6/27 Q1	+/– (%)	+/– (Amount)
Revenue	10,941	11,436	+4.5%	+495
Operating Profit	460	515	+12.0%	+55
Ordinary Profit	332	341	+2.6%	+8
Net Income	211	201	-4.4%	-9

Revenue by Segment	FY6/26 Q1	FY6/27 Q1	+/– (%)	+/– (Amount)
Leasing DX Property Management	5,656	6,051	⬆7.0%	⬆394
Leasing DX Brokerage	199	199	-0.3%	-0
Sales/Purchase DX Investment	4,743	4,870	⬆2.7%	⬆127
Others / Real Estate DX Incubation	341	315	-7.7%	-26

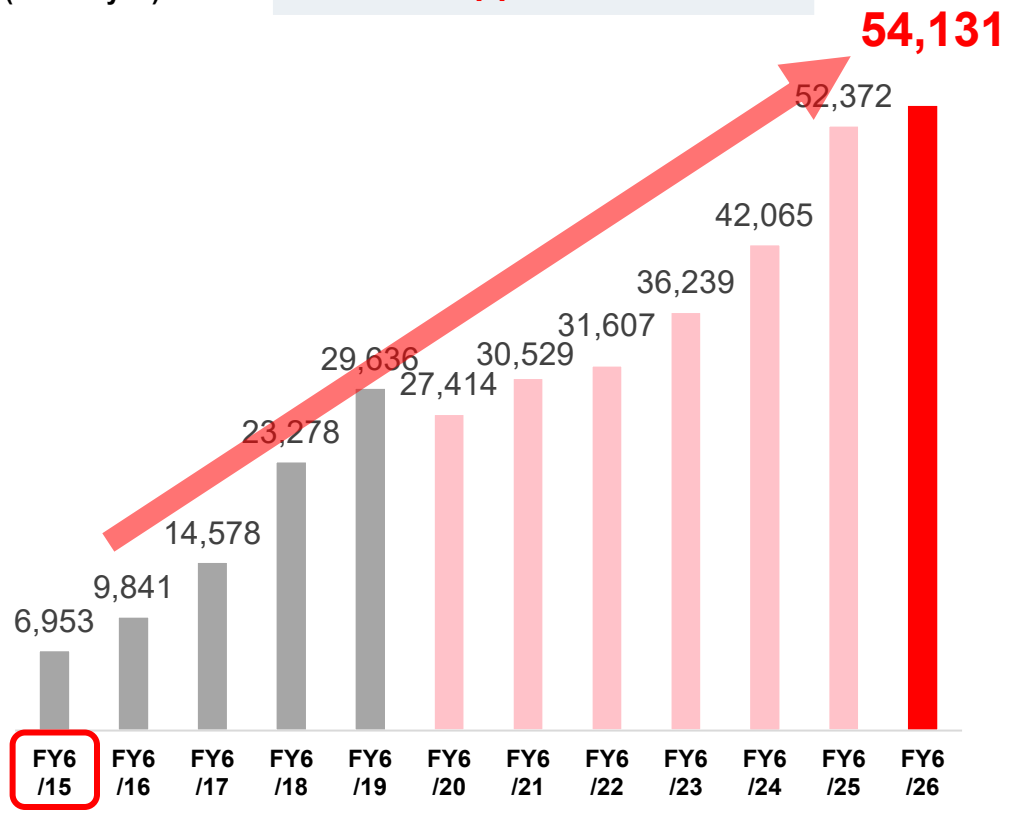
Operating Profit by Segment	FY6/26 Q1	FY6/27 Q1	+/– (%)	+/– (Amount)
Leasing DX Property Management	695	869	⬆25.0%	⬆174
Leasing DX Brokerage	-31	-56	-%	-25
Sales/Purchase DX Investment	475	334	-29.6%	-140
Others / Real Estate DX Incubation	-61	-3	-%	⬆57

Trends in Revenue and Operating Profit since Listing

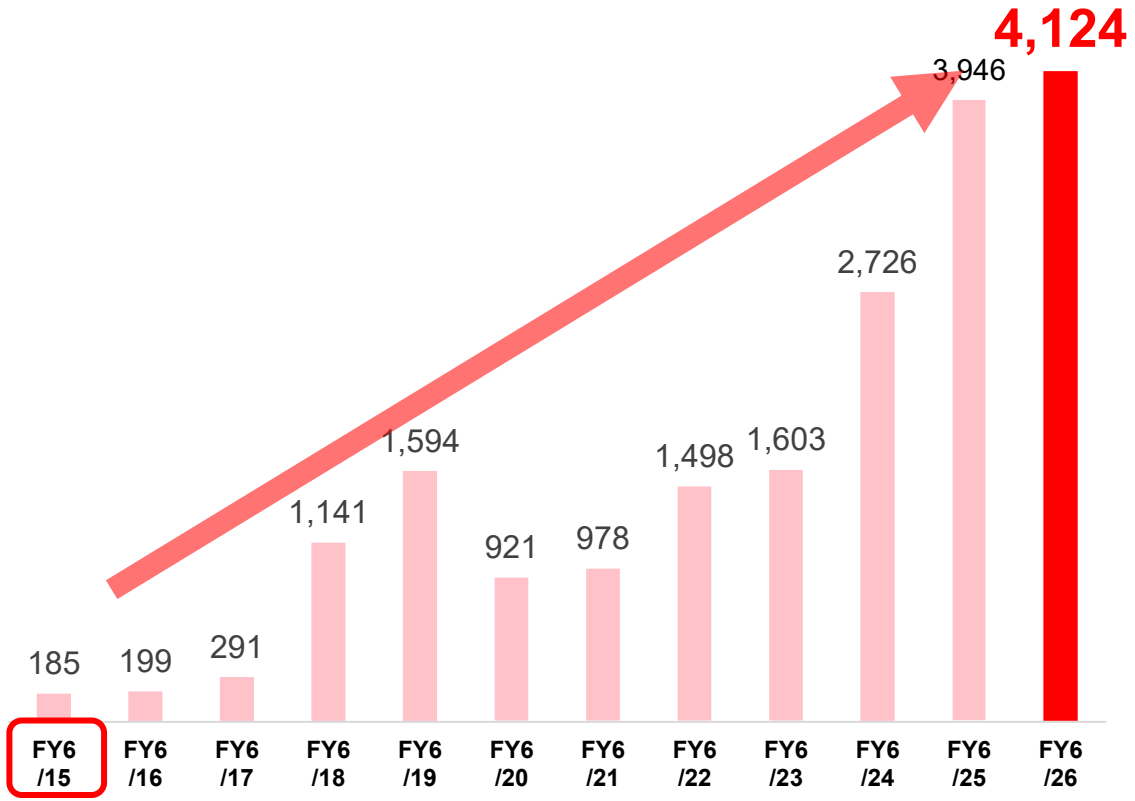
- Achieved increased revenue and profit for 6 consecutive terms
- Revenue: approx. 8x, Operating Profit: approx. 22x (vs. FY6/15)

(million yen)

Revenue
Approx. 8x

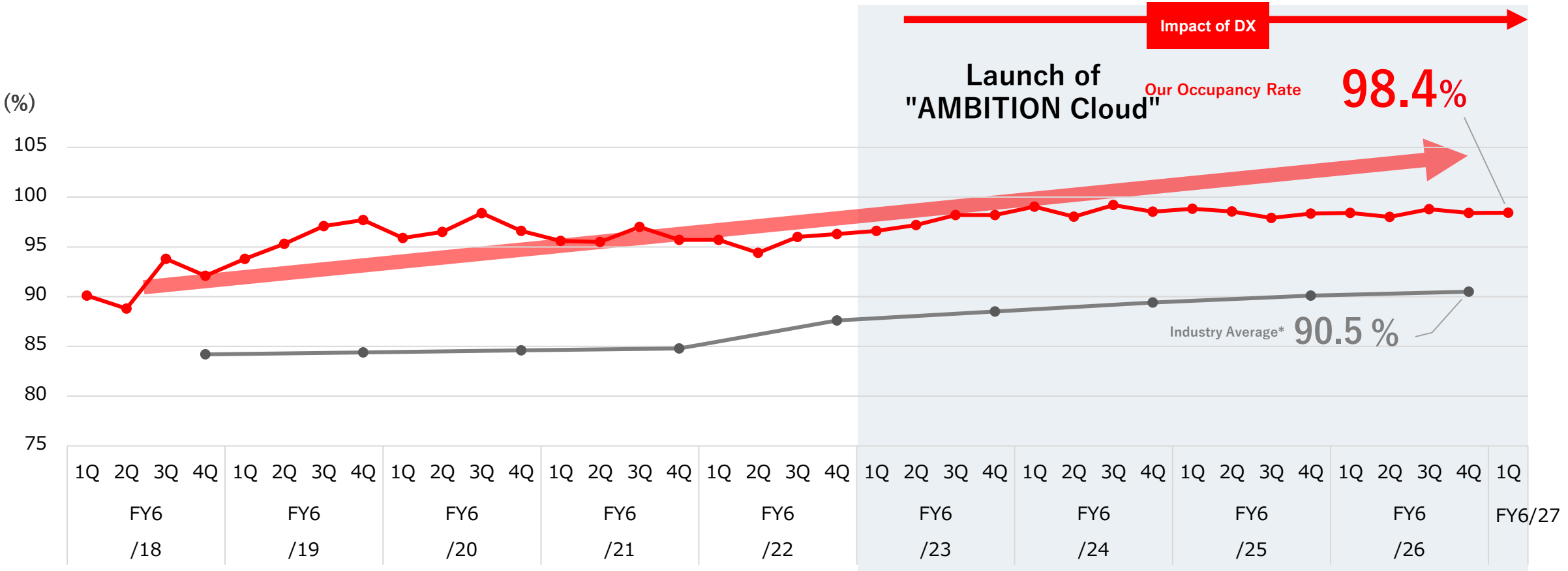


Operating Profit
Approx. 22x



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%)

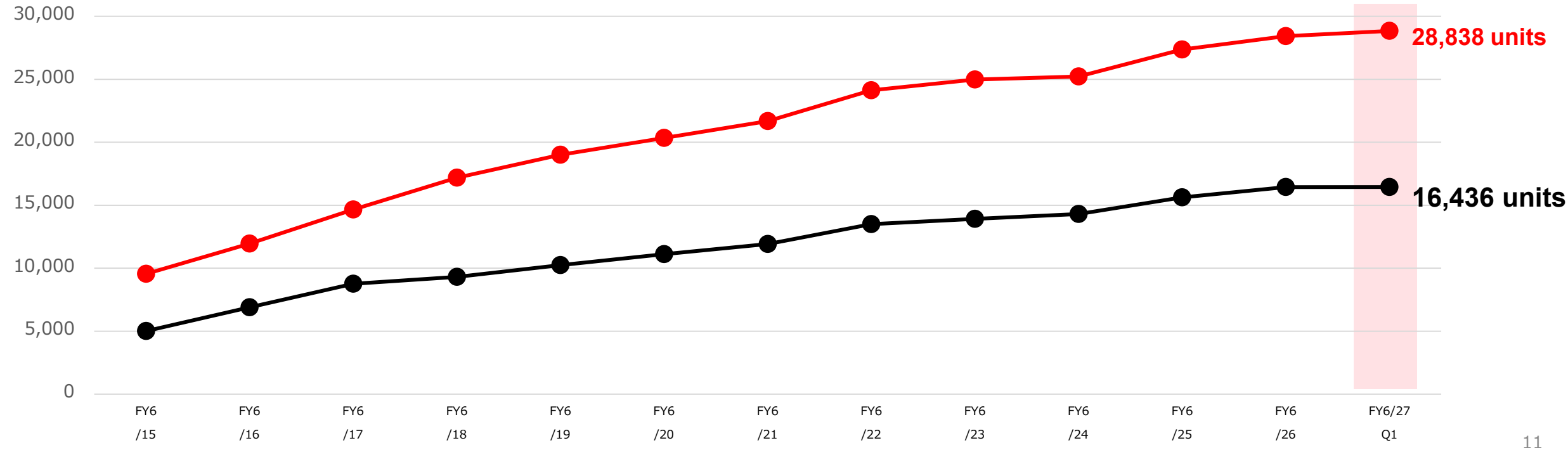


【Source for Industry Average】 TAS Corp., "Rental Housing Market Report" (Vacancy rate in Tokyo)
* From FY6/24 onward, our occupancy rate is shown as "1 − (guaranteed rent for vacant units ÷ total rental income)" (amount basis).

Managed Units

- Managed units: 28,838 units (↑1,447 units YoY) / Subleased units: 16,436 units (↑661 units YoY)
- Aiming for 30,000 managed units.

	FY6/26 Q1	FY6/27 Q1	YoY Change	YoY Change (%)
Managed Units	27,391 units	28,838 units	+ 1,447 units	+ 5.3%
Subleased Units	15,775 units	16,436 units	+ 661 units	+ 4.2%



Income Statement

- Revenue and Operating profit increased. Net income decreased slightly due to an increase in tax expenses.
- Leasing DX Property Management Business: Significant profit increase
- Sales/Purchase DX Investment Business: Revenue increased, but profit decreased. Building up inventory for sales from Q2 onward.

(million yen)	FY6/26 Q1	FY6/27 Q1	+/– (%)	+/– (Amount)
Revenue	10,941	11,436	+4.5%	+495
Gross Profit	2,127	2,134	+0.3%	+7
SG&A Expenses	1,666	1,618	-2.9%	-47
Operating Profit	460	515	+12.0%	+55
Non-operating Expenses	141	192	+35.8%	+50
Ordinary Profit	332	341	+2.6%	+8
Net Income Before Income Taxes	332	340	+2.5%	+8
Net Income Attributable to Owners of Parent	211	201	-4.4%	-9

Balance Sheet

- Real estate for sale remained at the level of the end of the previous fiscal year. Steady purchasing/inventory for sales in the second half.
- Reduced lead time to sales, achieving a high inventory turnover rate.

(million yen)	FY6/26	FY6/27 Q1	+/− (Amount)
Current Assets	37,306	36,465	-840
Real Estate for Sale	21,018	21,022	+3
Real Estate for Sale in Process	4,997	5,020	+22
Non-Current Assets	8,554	8,876	+322
Total Assets	45,860	45,342	-518
Current Liabilities	21,182	22,258	+1,075
Non-Current Liabilities	14,907	13,927	-980
Net Assets	9,770	9,157	-613
Total Liabilities and Net Assets	45,860	45,342	-518

- Real estate for sale
  Steady purchasing/inventory

- Real estate for sale in process
  Steady commercialization

Financial Results Overview by Segment

Segment

- 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)
	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

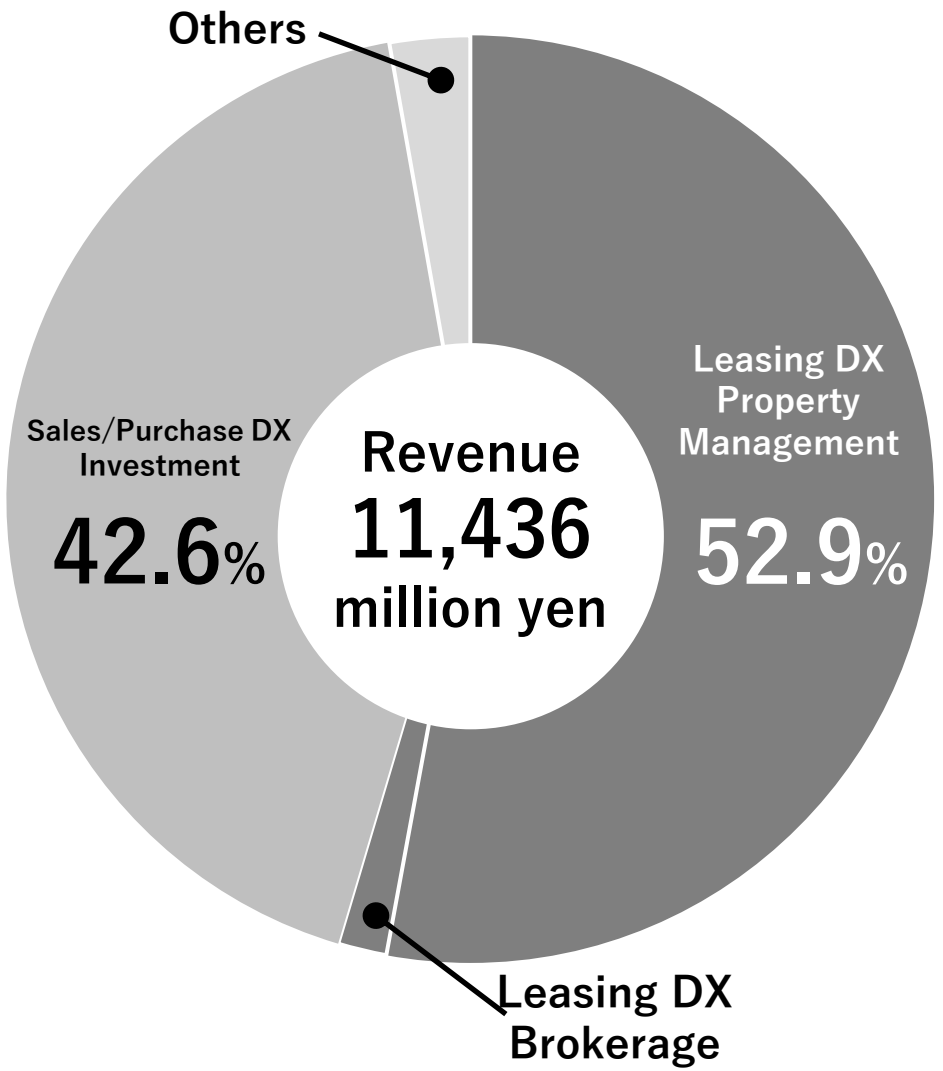
- **Balanced sales composition** of stock-type and flow-type.
  The stock side supports company-wide revenue stability.

Flow-Based

Sales/Purchase DX Investment

Revenue: 4,870 million yen

42.6%



Stock-Based

Leasing DX Property Management

Revenue: 6,051 million yen

52.9%

Leasing DX Property Management Business

Significant increase in revenue and profit. Record-high revenue for a first quarter.

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

(million yen)	FY6/26 Q1	FY6/27 Q1	+/– (%)	+/– (Amount)
Revenue	5,656	6,051	⬆7.0%	⬆394
Operating Profit	695	869	⬆25.0%	⬆174

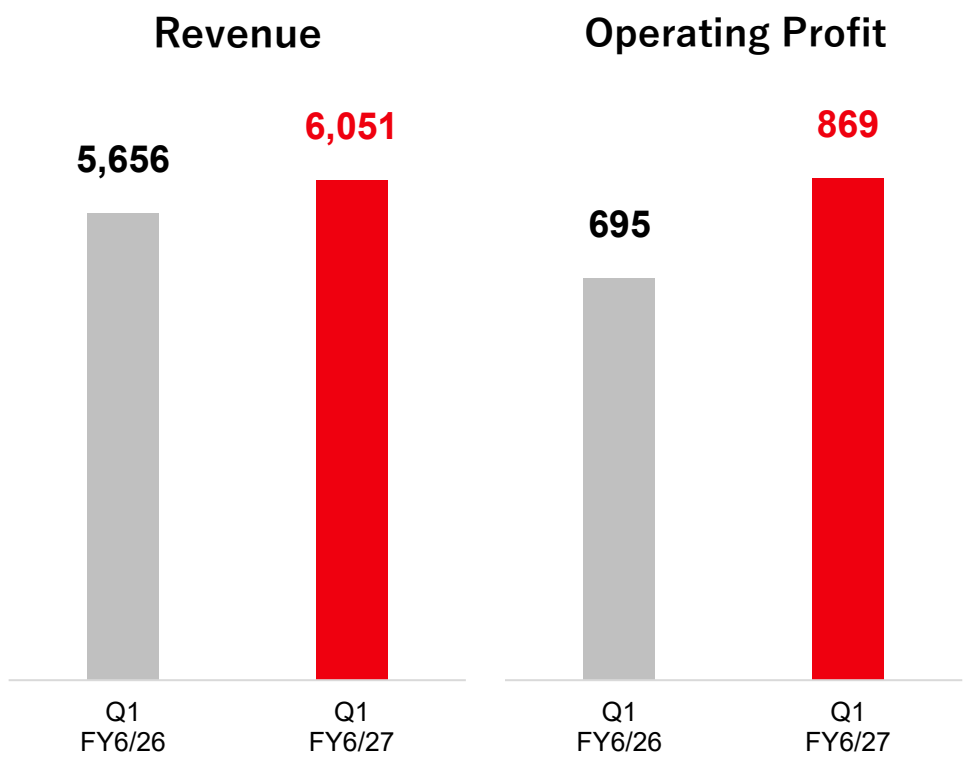
(Factors)

- DX promotion via "AMBITION Cloud," contributing to productivity improvements.
- Increase in managed units

  Managed units: 28,838 units (+1,447 units YoY), Sublease units: 16,436 units (+661 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.

(million yen)



Property Management: Condominiums for Rent

- Property management of condominiums for rent.
- Target properties (criteria): Newly built, luxury condominiums in prime locations with carefully designed features and specifications.



PREMIUM CUBE Mita

NEW Built: May 2010, Scale 47 units



PREMIUM CUBE G Kitashinjuku DEUX

NEW Built: Feb. 2021, Scale 50 units



PREMIUM CUBE Kaminoge #mo

NEW Built: Feb. 2022, Scale 59 units



PREMIUM CUBE Musashikoyama

NEW Built: Feb. 2023, Scale 36 units



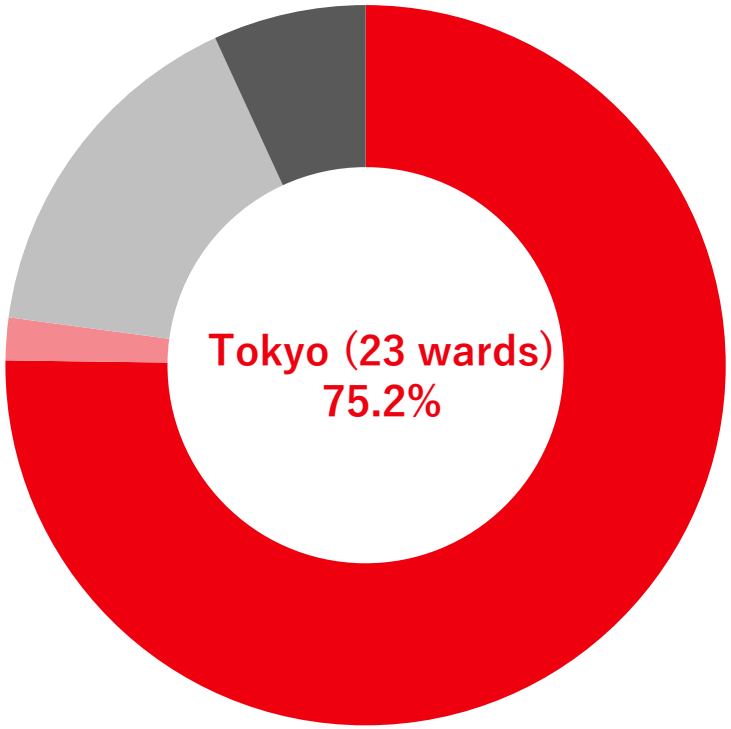
PREMIUM CUBE G Shibuya Jinnan

NEW Built: Jan. 2015, Scale 44 units

Leasing DX Property Management: Locations of Subleased Properties

- **75.2% of subleased properties are located in Tokyo's 23 wards** (as of the end of September 2026)
- Expanding managed units mainly in Tokyo's 23 wards, where rental demand is solid
- Maintaining an occupancy rate of 98.4% (Industry average: 90.5%, based on the vacancy rate in Tokyo)

Breakdown of Subleased Units by Location (as of the end of September 2026)



Share of Tokyo's 23 wards in subleased units

75.2%

(as of the end of September 2026)

- Tokyo (23 wards)
- Tokyo (outside 23 wards)
- Greater Tokyo outside Tokyo (Kanagawa, Saitama, Chiba, etc.)
- Others (Kinki, Chubu, Tohoku)

* Breakdown of subleased units by location, based on internal data. Source for industry average: TAS Corp., "Rental Housing Market Report" (Vacancy rate in Tokyo).

Leasing DX Brokerage Business

Secured revenue on par with the same period of the previous year.

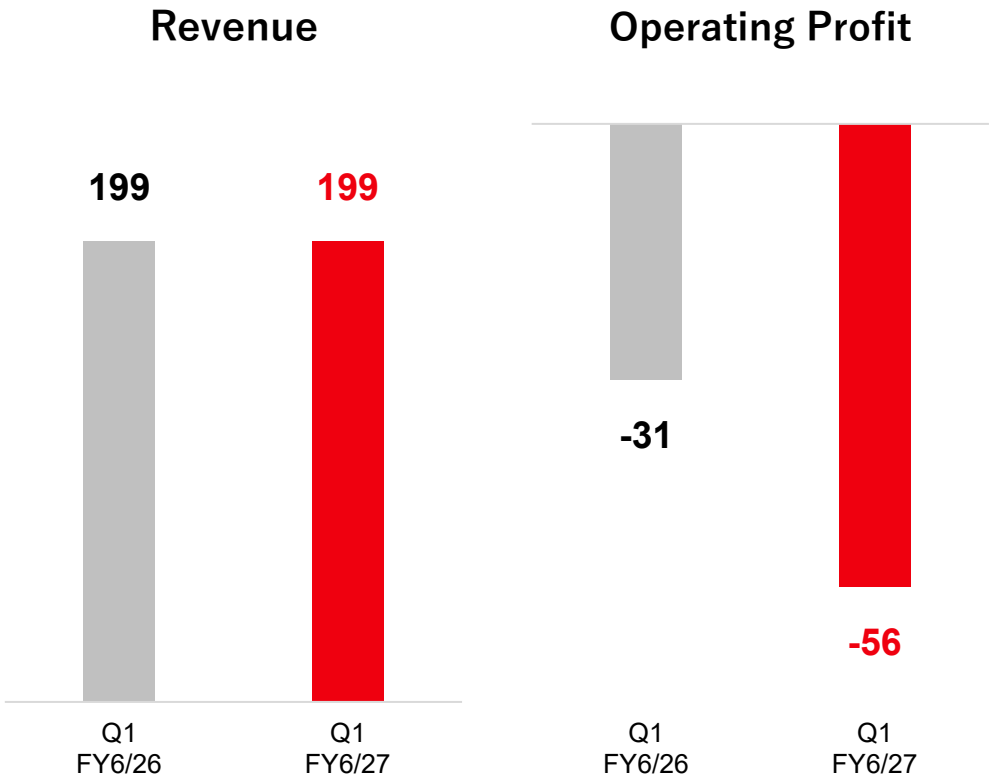
- Continued operational efficiency through the use of our DX product "RAC-TECH"
- In addition to DX promotion and enhanced contactless services, strengthened sales to corporate clients and students

(million yen)	FY6/26 Q1	FY6/27 Q1	+/– (%)	+/– (Amount)
Revenue	199	199	-0.3%	-0
Operating Profit	-31	-56	-%	-25

(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
Revenue increased YoY.

- Acquiring high-value-added properties in Tokyo and the Greater Tokyo Area.
- Strengthened purchasing of pre-owned properties and built up inventory for sales from Q2 onward.

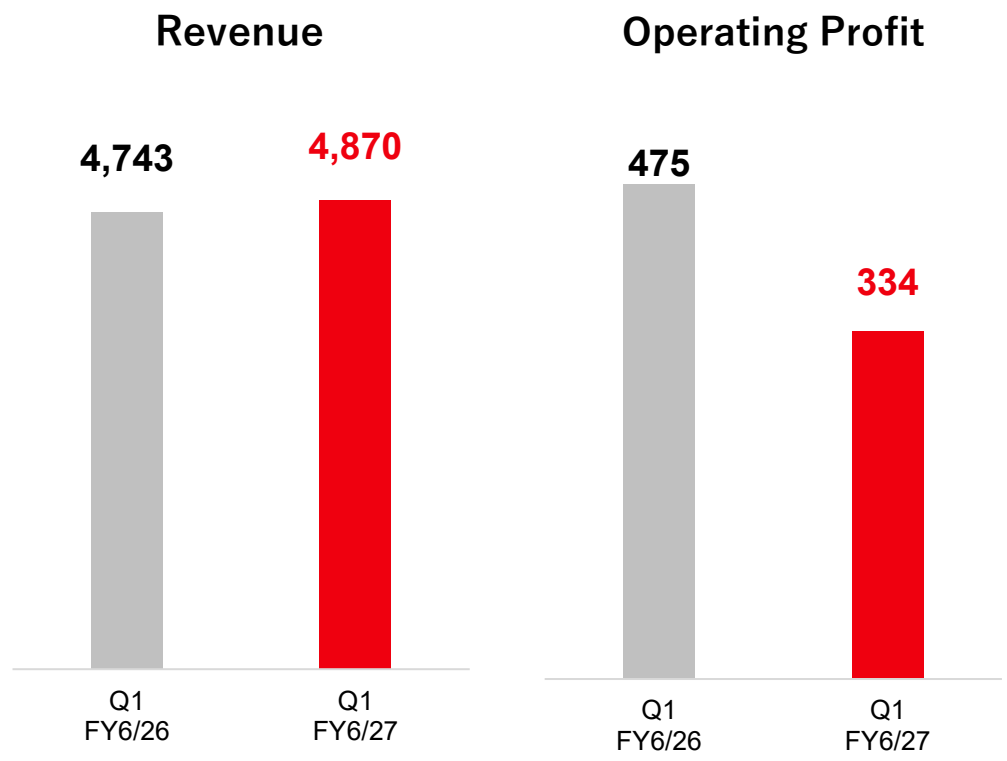
(million yen)	FY6/26 Q1	FY6/27 Q1	+/– (%)	+/– (Amount)
Revenue	4,743	4,870	⬆2.7%	⬆127
Operating Profit	475	334	-29.6%	-140

(Factors)

- In light of rising unit prices of properties handled, strengthened prudent, risk-conscious purchasing.
- Acquiring high-value-added properties in Tokyo and the Greater Tokyo Area.
  - → Increase in sales of high-unit-price properties.
  - → Steady inventory purchasing for sales in the second half (Real estate for sale: 21,022 million yen)

Number of units sold: 48 units (YoY -16 units)

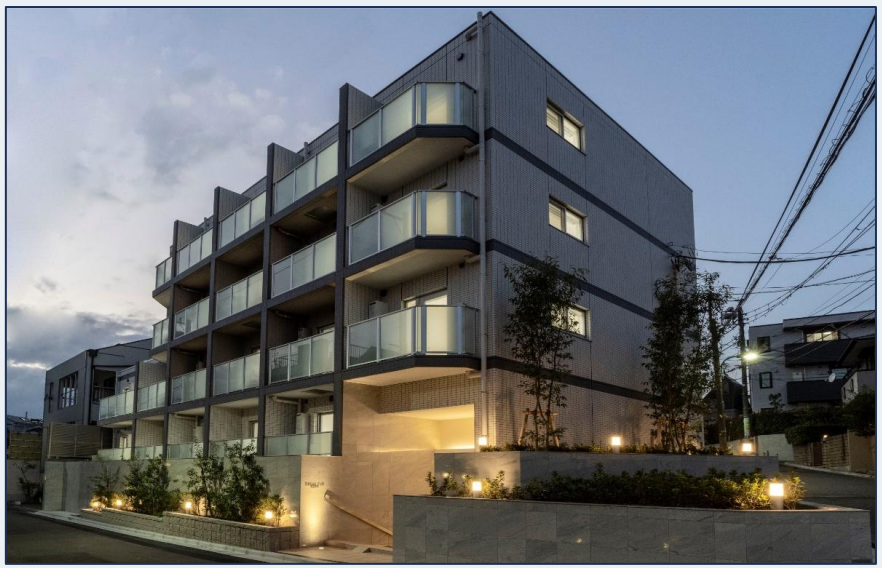
(million yen)



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

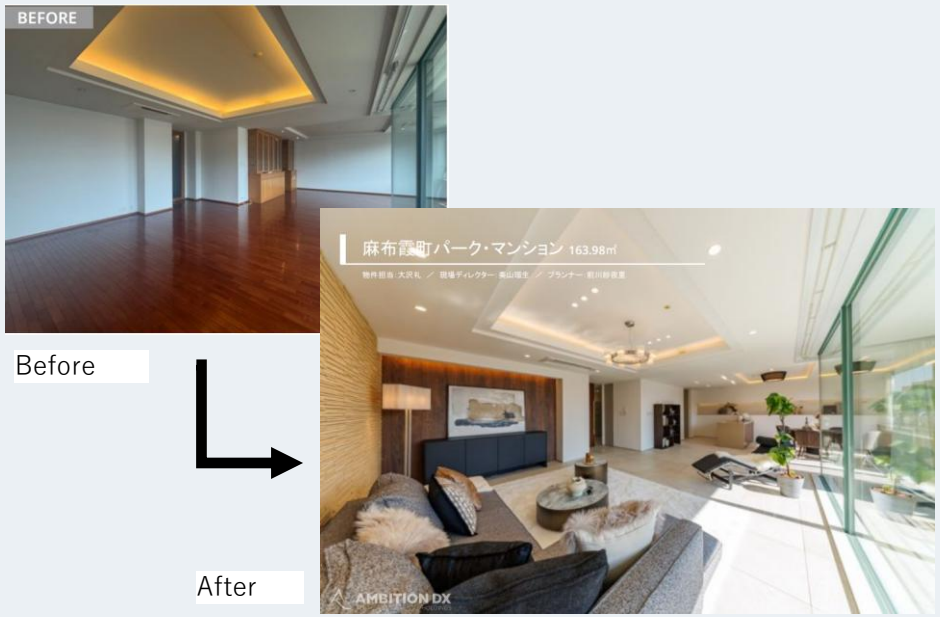
- Internally developing and selling high-value-added properties, primarily in the Greater Tokyo Area.
- Engaging in the purchase-and-resale and renovation sales business.

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 6 central wards of Tokyo.

Purchase-and-Resale / Renovation Sales

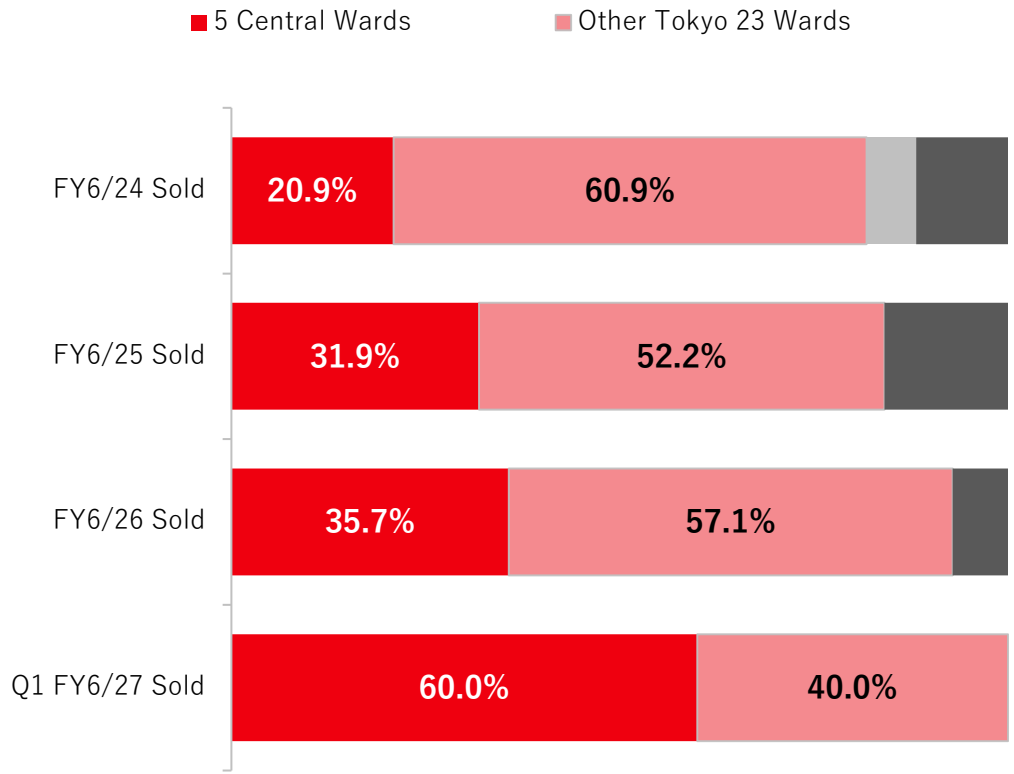


Acquiring properties through diverse channels and selling them after value enhancement (value-add).

Investment Dept.: Properties Sold

- Properties sold are mainly in Tokyo's 23 wards. In FY6/26, 92.9% were in Tokyo's 23 wards.

Breakdown of Properties Sold by Location



Share of Tokyo's 23 wards in properties sold in FY6/26

92.9%

(FY6/26)

- 5 Central Wards
- Other Tokyo 23 Wards
- Tokyo (outside 23 wards)
- Kanagawa, etc.

* Calculated by number of units/properties based on the locations of properties sold (purchase/sales count) and properties held (list of net realizable values of real estate for sale) by the Investment Dept. (the Company). 5 central wards = Chiyoda, Chuo, Minato, Shinjuku, and Shibuya.

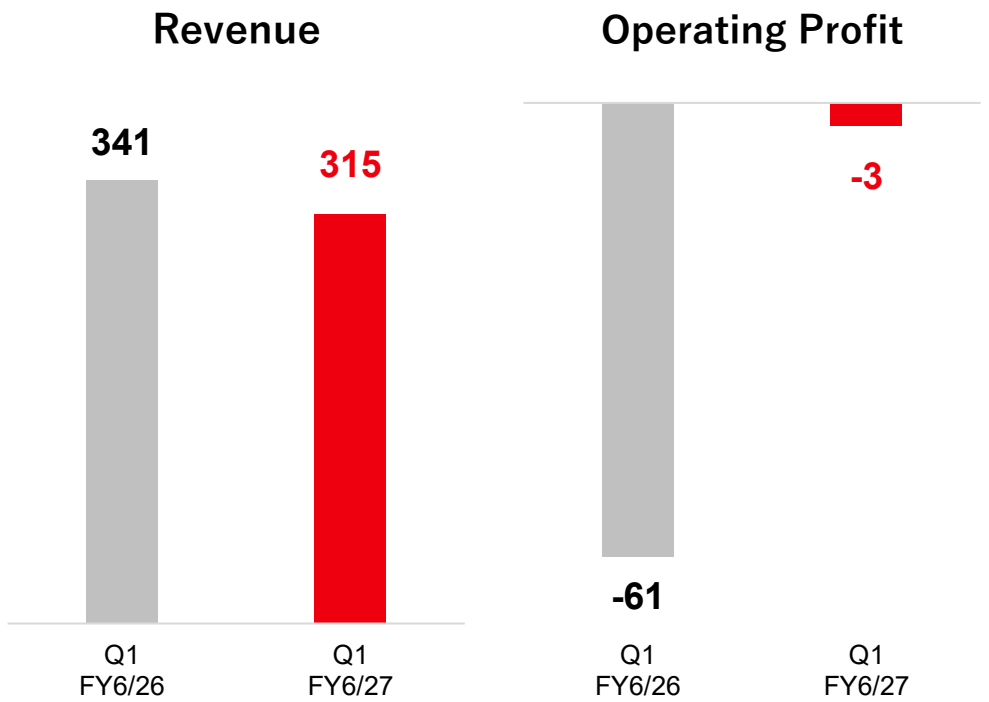
Other Businesses

- The Small-Amount & Short-Term Insurance Business drove profit, significantly narrowing the segment loss.
- Improved the customer acquisition strategy for the Utilities Business.

(million yen)	FY6/26 Q1	FY6/27 Q1	+/– (%)	+/– (Amount)
Revenue	341	315	-7.7%	-26
Operating Profit	-61	-3	-%	⬆57

(Factors)
- HOPE (Small-Amount & Short-Term Insurance Business)
  Drove improvement in segment profit/loss through 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
  Invested in 30 companies (6 listed in the past).

(million yen)



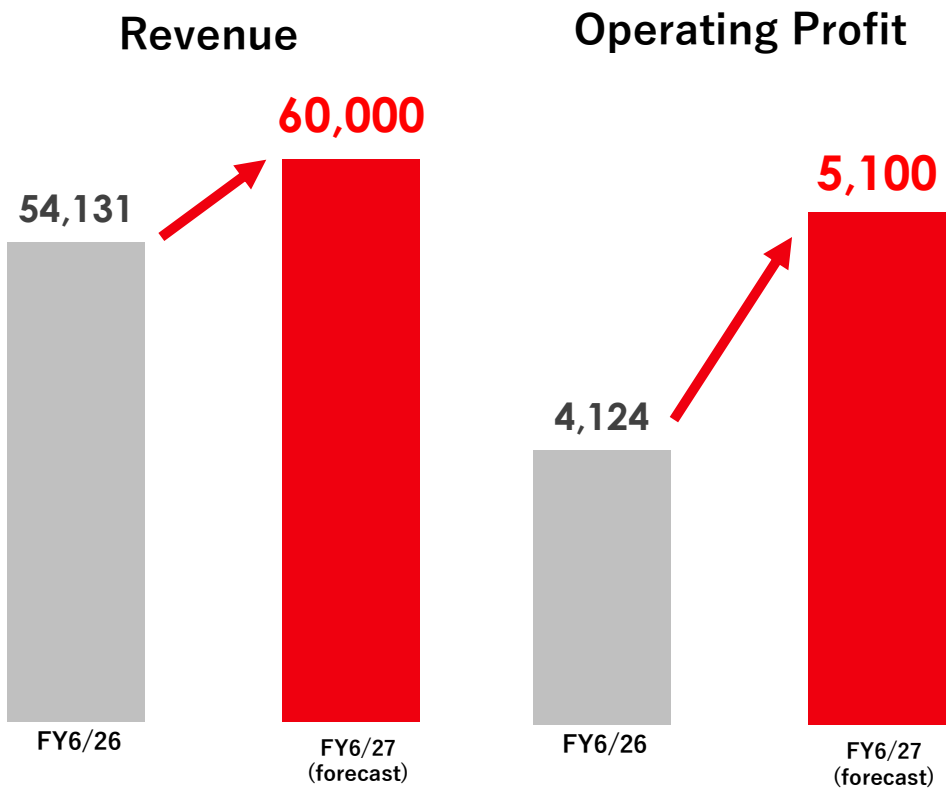
Financial Forecasts

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.

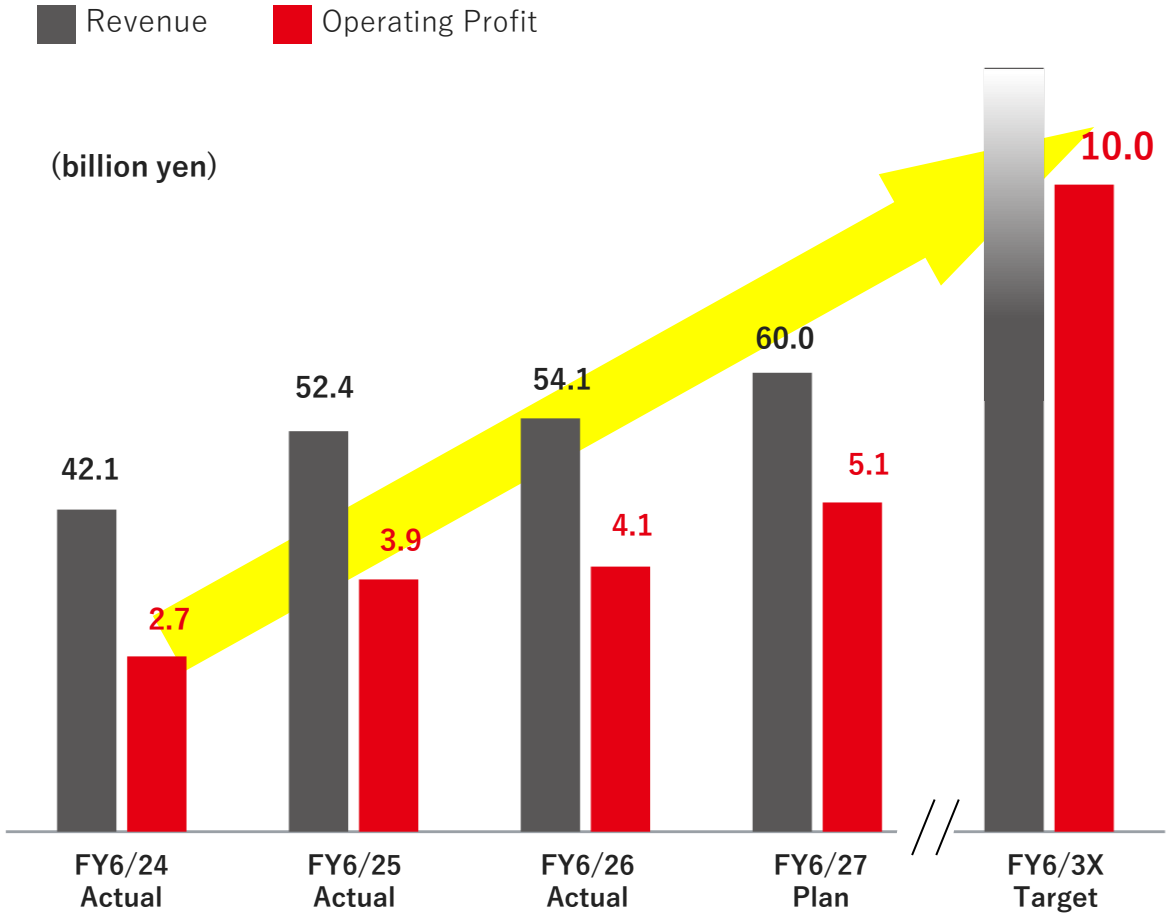
(million yen)	FY6/26 Actual	FY6/27 Forecast	+/– (%)
Revenue	54,131	60,000	+10.8%
Operating Profit	4,124	5,100	+23.6%
Ordinary Profit	3,508	4,200	+19.7%
Net Income Attributable to Owners of Parent	2,045	2,600	+27.1%



Long-Term Direction

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.

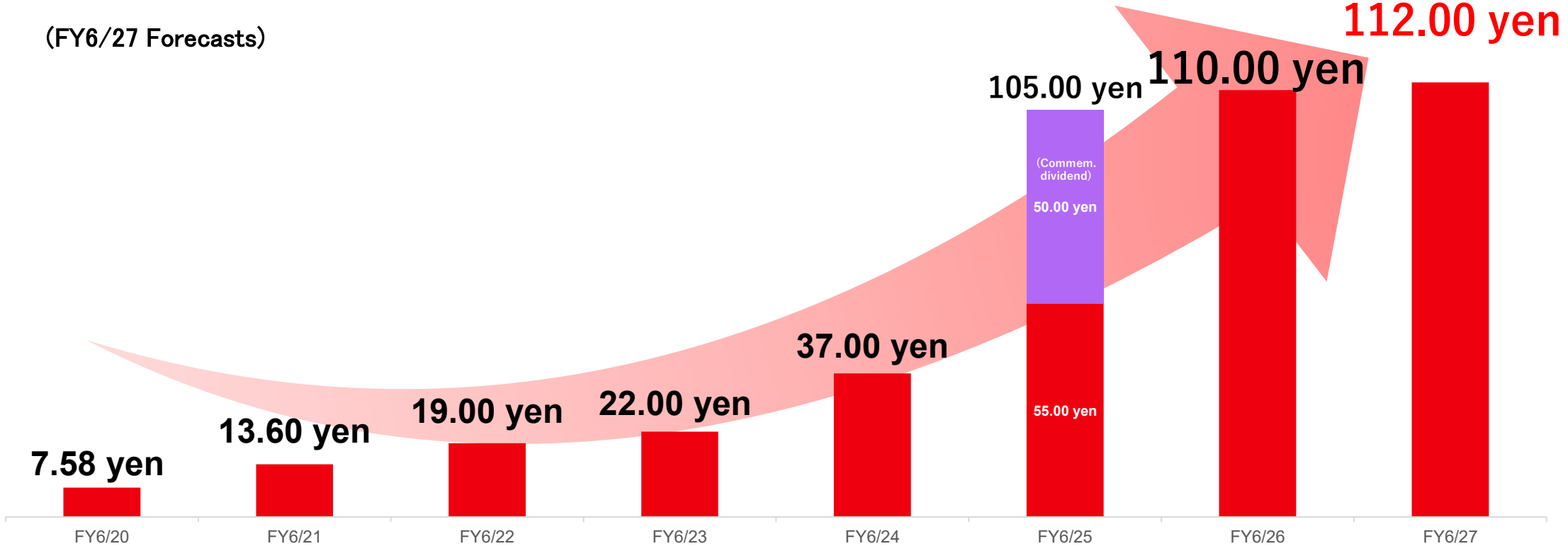
However, in the rapidly changing real estate and DX markets, the conventional setting of numerical targets chasing fixed quantitative scales of Revenue and Profits could hinder agile business expansion and structural reform.

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)

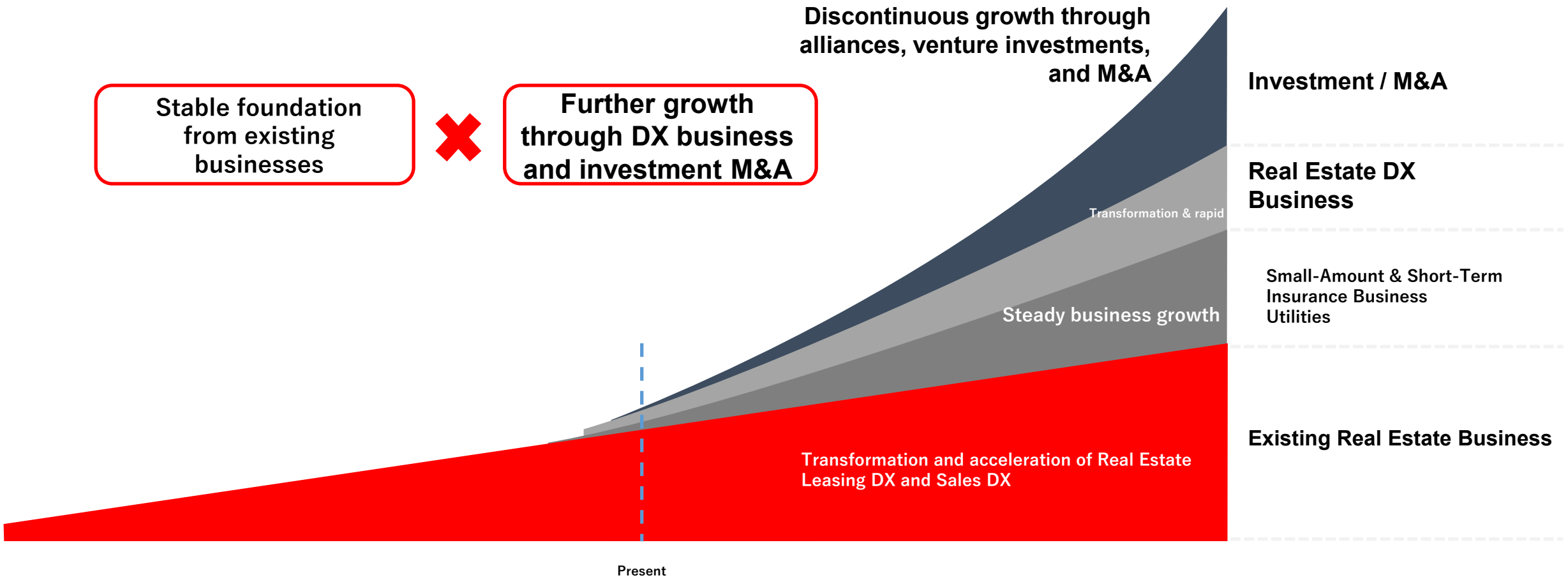
7th Consecutive Dividend Increase (FY6/27 Forecast)

- 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

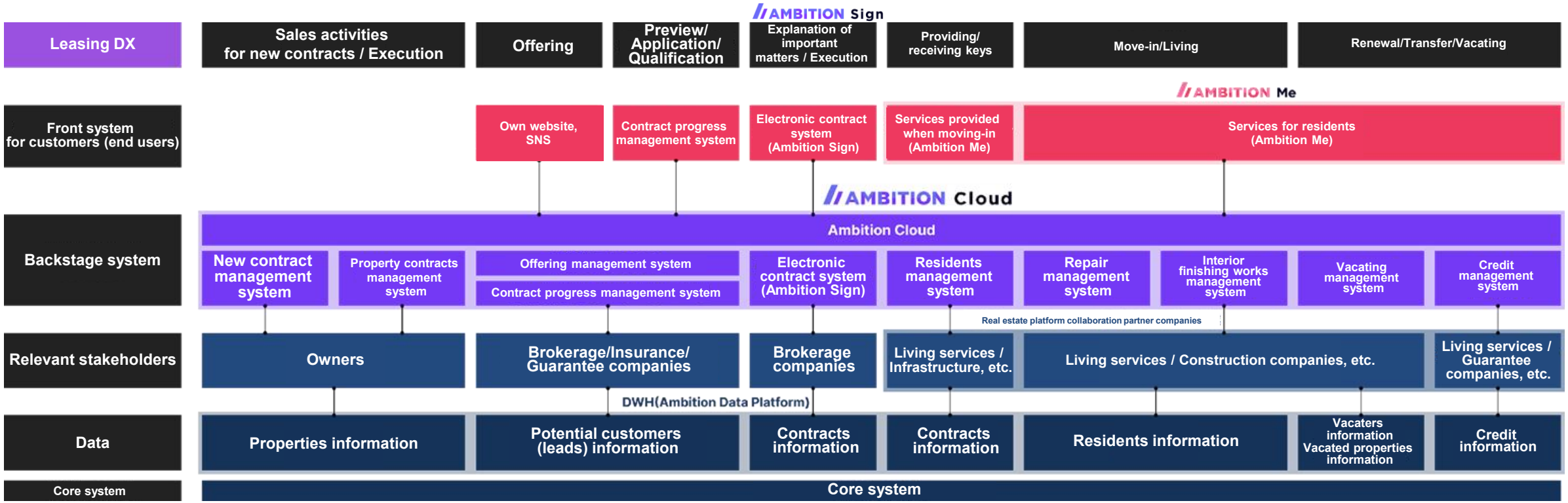
・Aiming for further growth through existing businesses, DX operations, and investment M&A.



Generative AI x DX Products

Comprehensive DX System Architecture

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



AI x DX Products (Property AI STUDIO)

Property AI STUDIO

Launch of External Sales / Toward Stock-Type Revenues

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.

02 Data Structuring

03 **Autonomous Matching**
AI cross-checks the consistency of multiple documents

04 Format Conversion

05 **AI Custom Employee**
Learns internal knowledge through RAG to provide instant answers

06 Creative Generation

Transformation of Revenue Structure

GROWTH STRATEGY



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

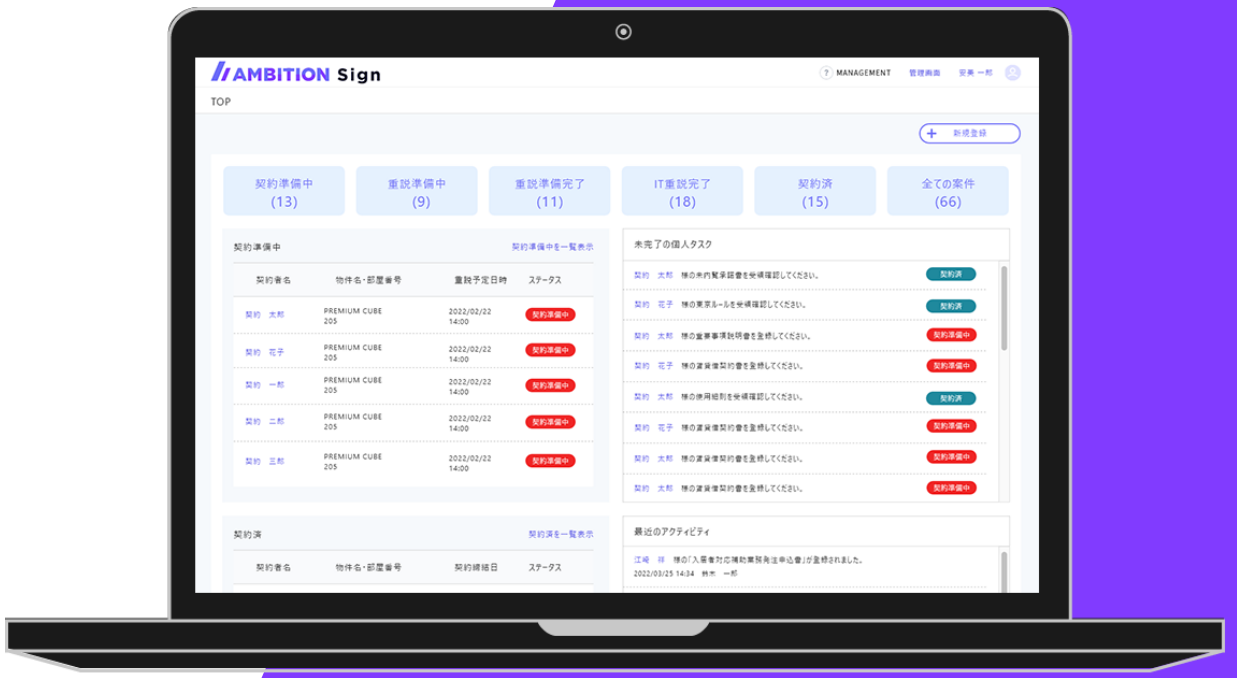
AMBITION Cloud

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

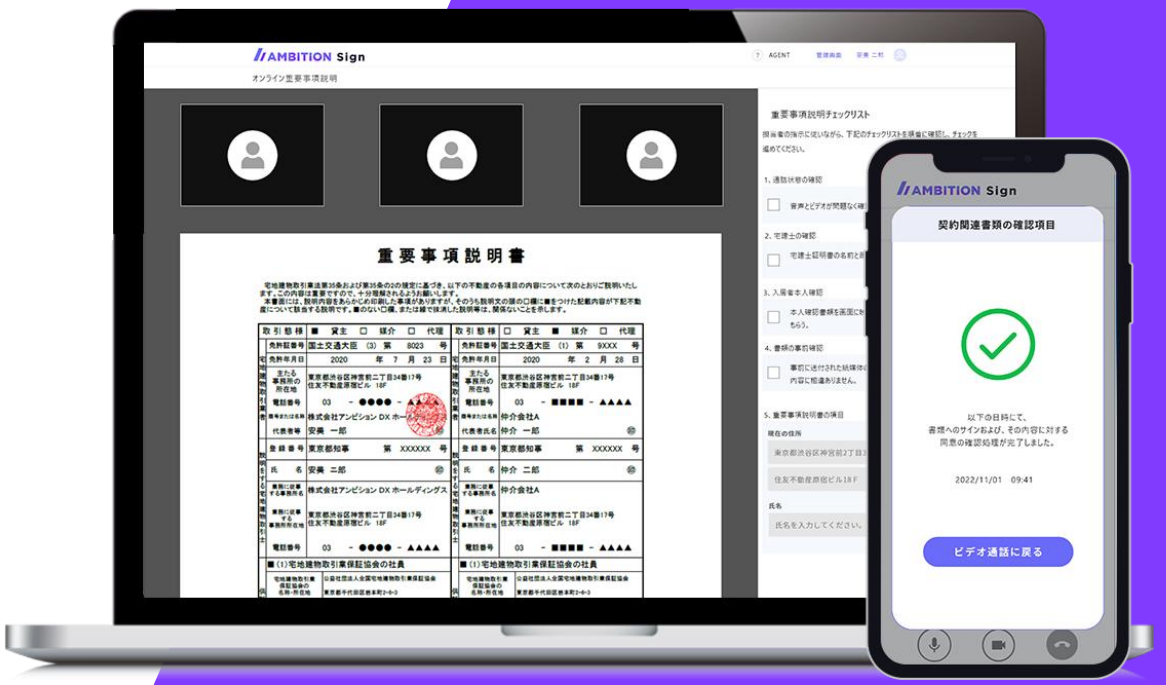
DX Products (AMBITION Sign)

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)

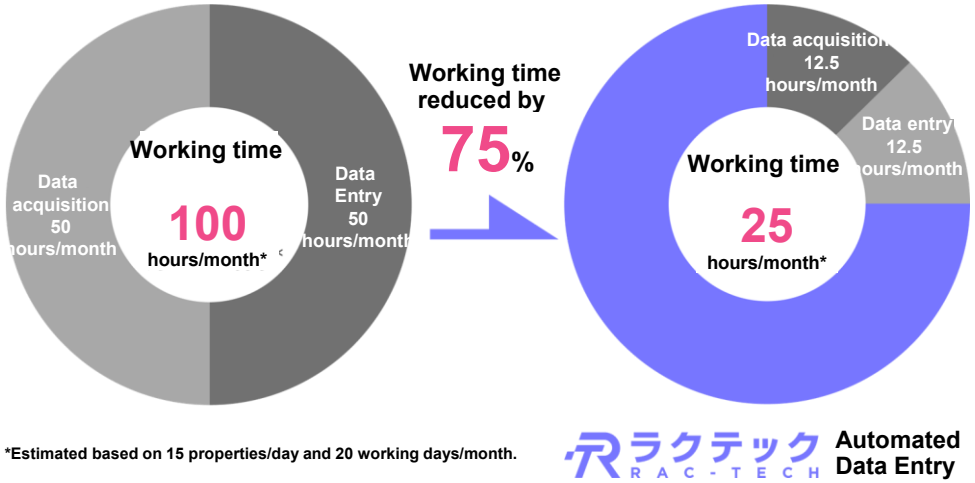
"RAC-TECH": AI x RPA Tool for Leasing DX

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.

Human Capital DX: Employee Training

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



Deploying Generative AI Training Programs

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



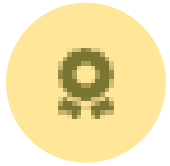
Automated Manual Generation

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



Continuous Learning and Skill Enhancement

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



Acquisition of AI-Related Certifications

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



New Hire Onboarding

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



Global Workforce Support

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

AMBITION DX HOLDINGS

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.



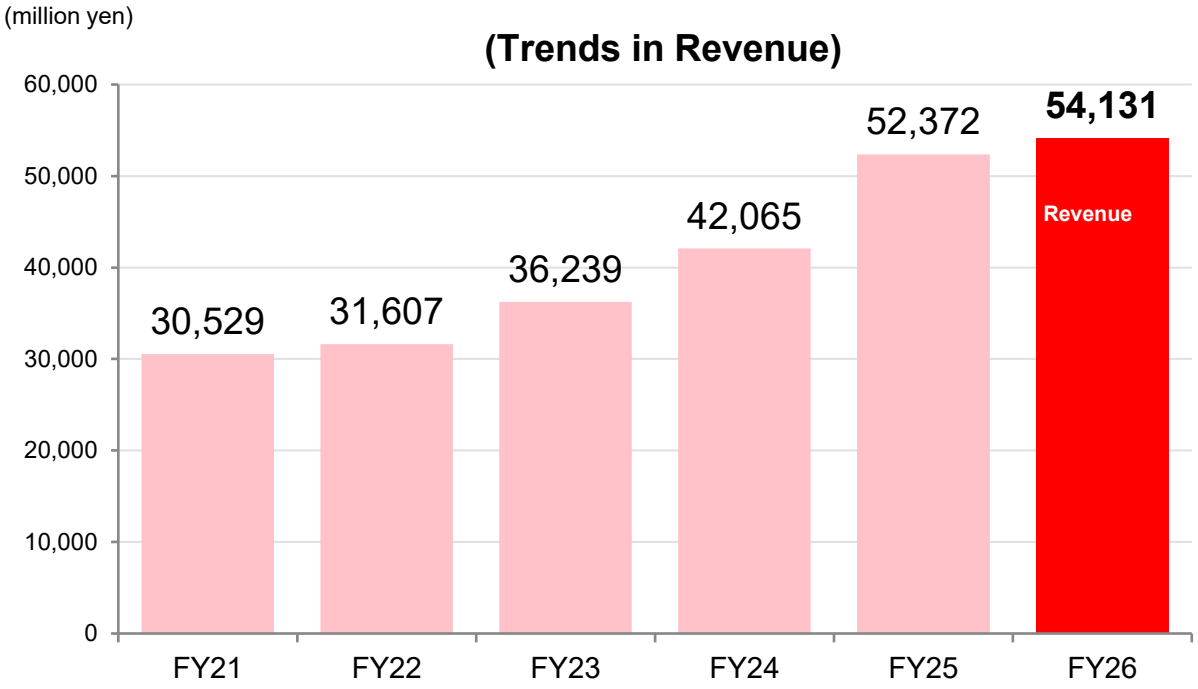
Long-Term Perspective (Direction)

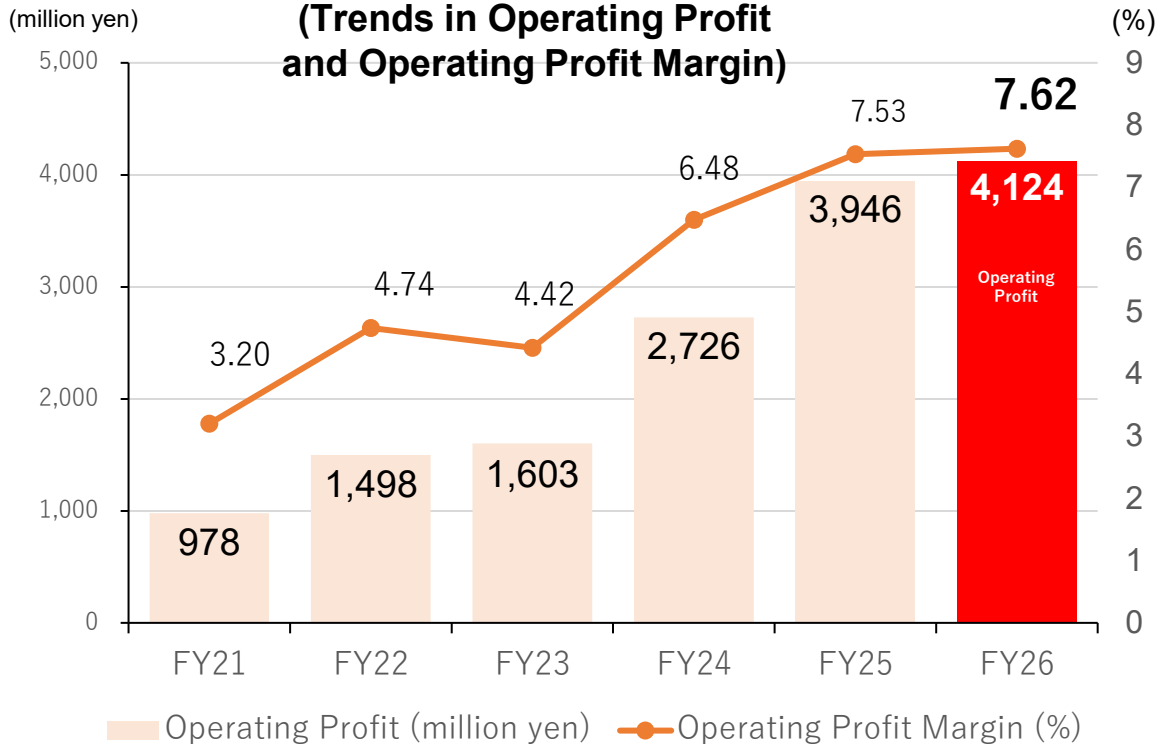
Aiming to achieve Operating Profit of 10 billion yen in FY6/3X

**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 6 years and "improvement of profit margin"

In addition to consecutive revenue and profit growth over the past 6 years, the operating profit margin has significantly improved at a pace exceeding net sales growth.





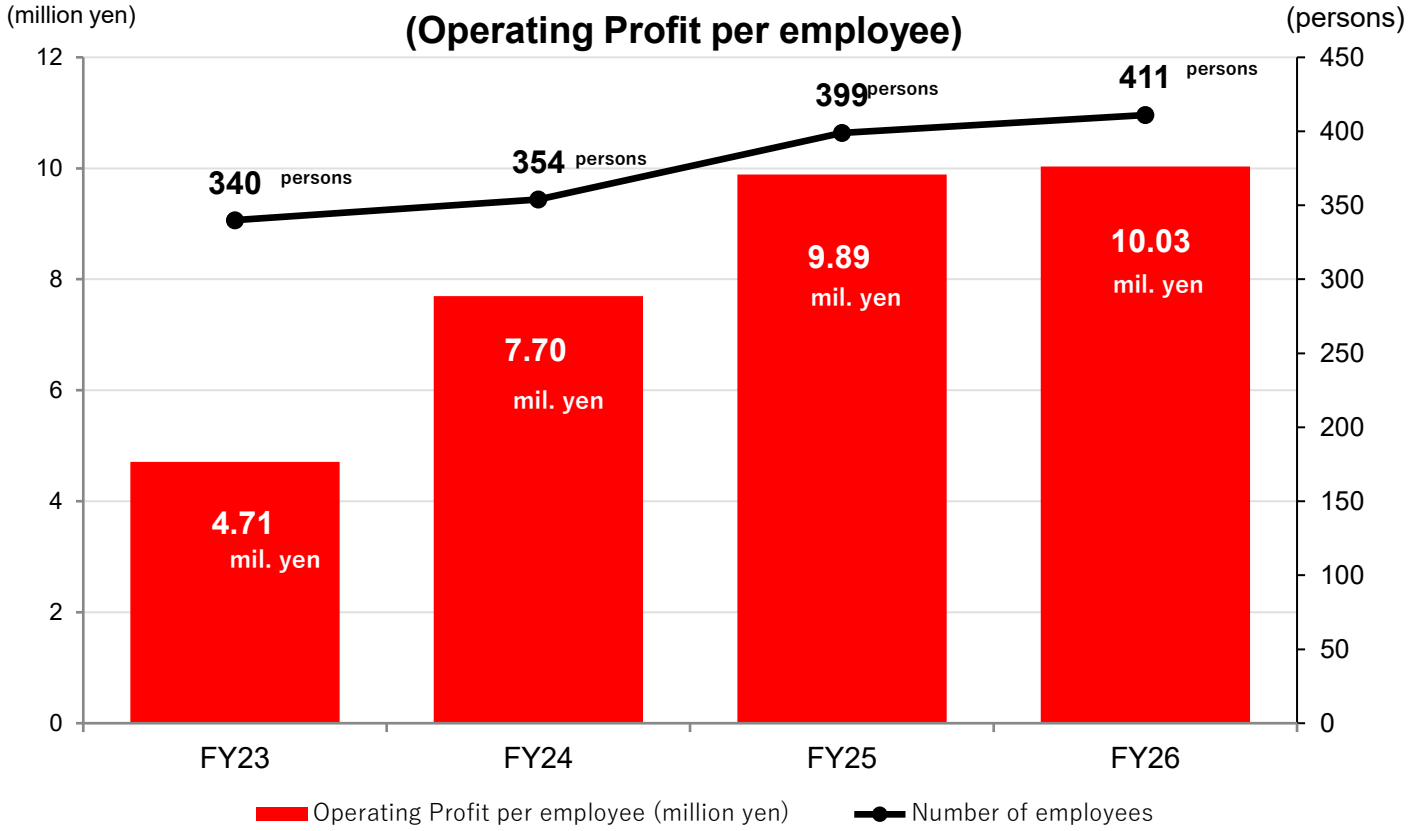
6 consecutive terms of increase in revenue and profit

Operating profit margin 3.2% → 7.6% (+4.4pt vs. FY21)

【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

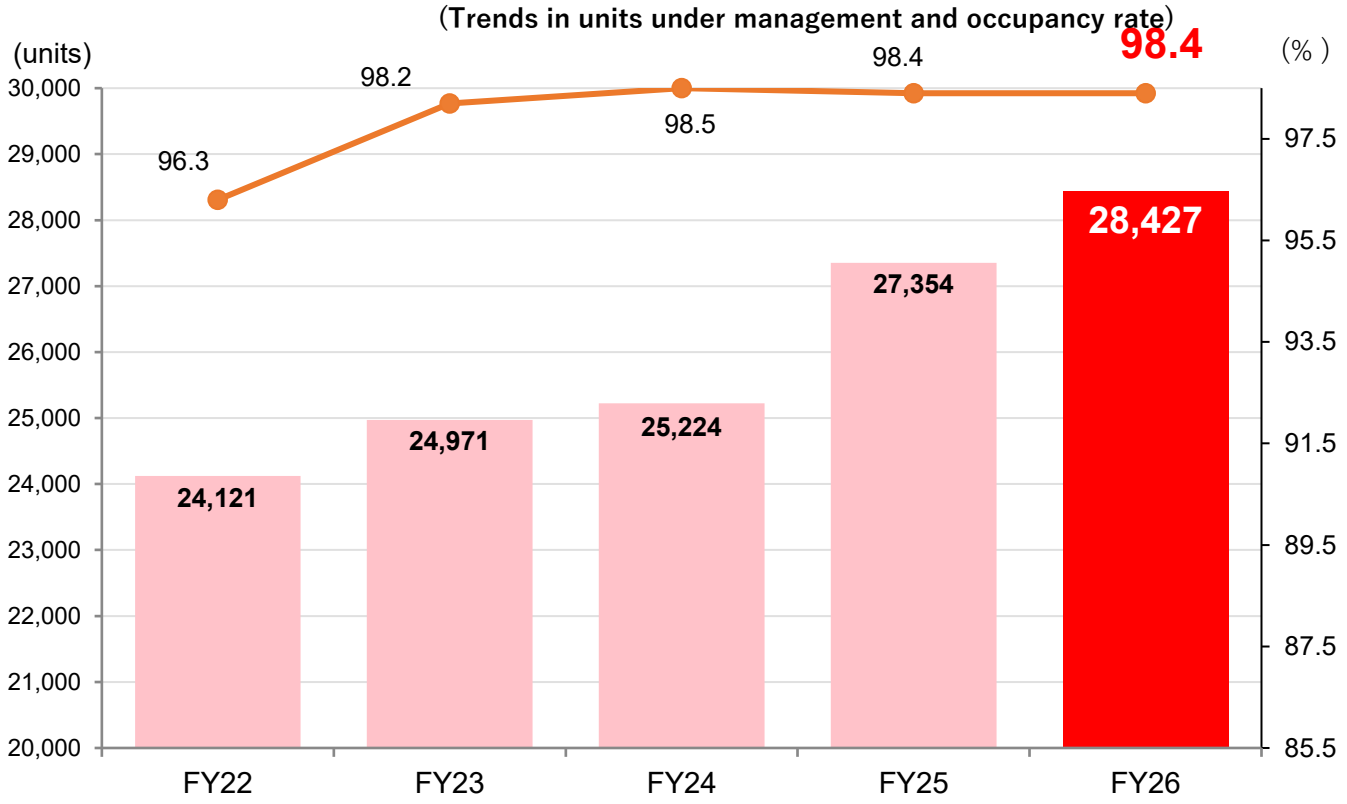
FY26 Operating Profit per employee

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.



Occupancy rate (FY6/26)

98.4%

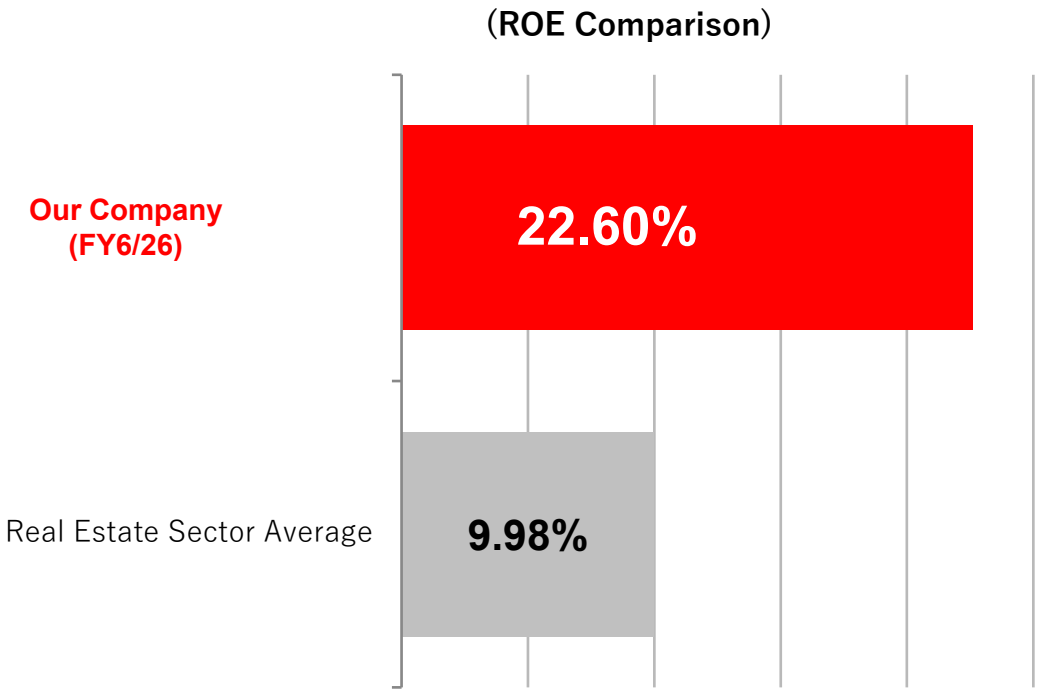
Consistently exceeding the industry average of 90.5%

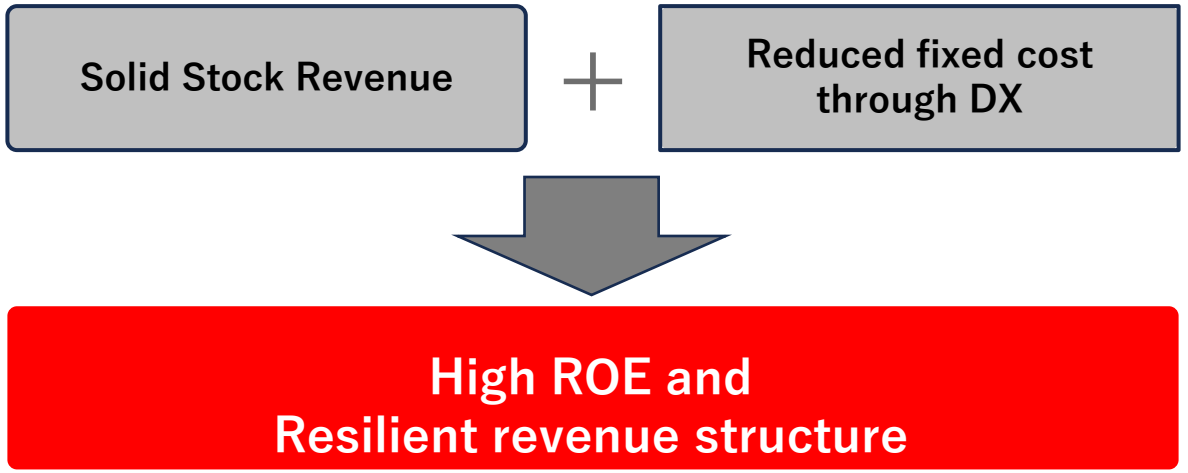
- **Significant operational efficiency and productivity improvements through the rental management system "AMBITION Cloud"**
- **Increase in managed units and steady trend in sublease contracts contributed to maintaining a high occupancy rate**

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

【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.**

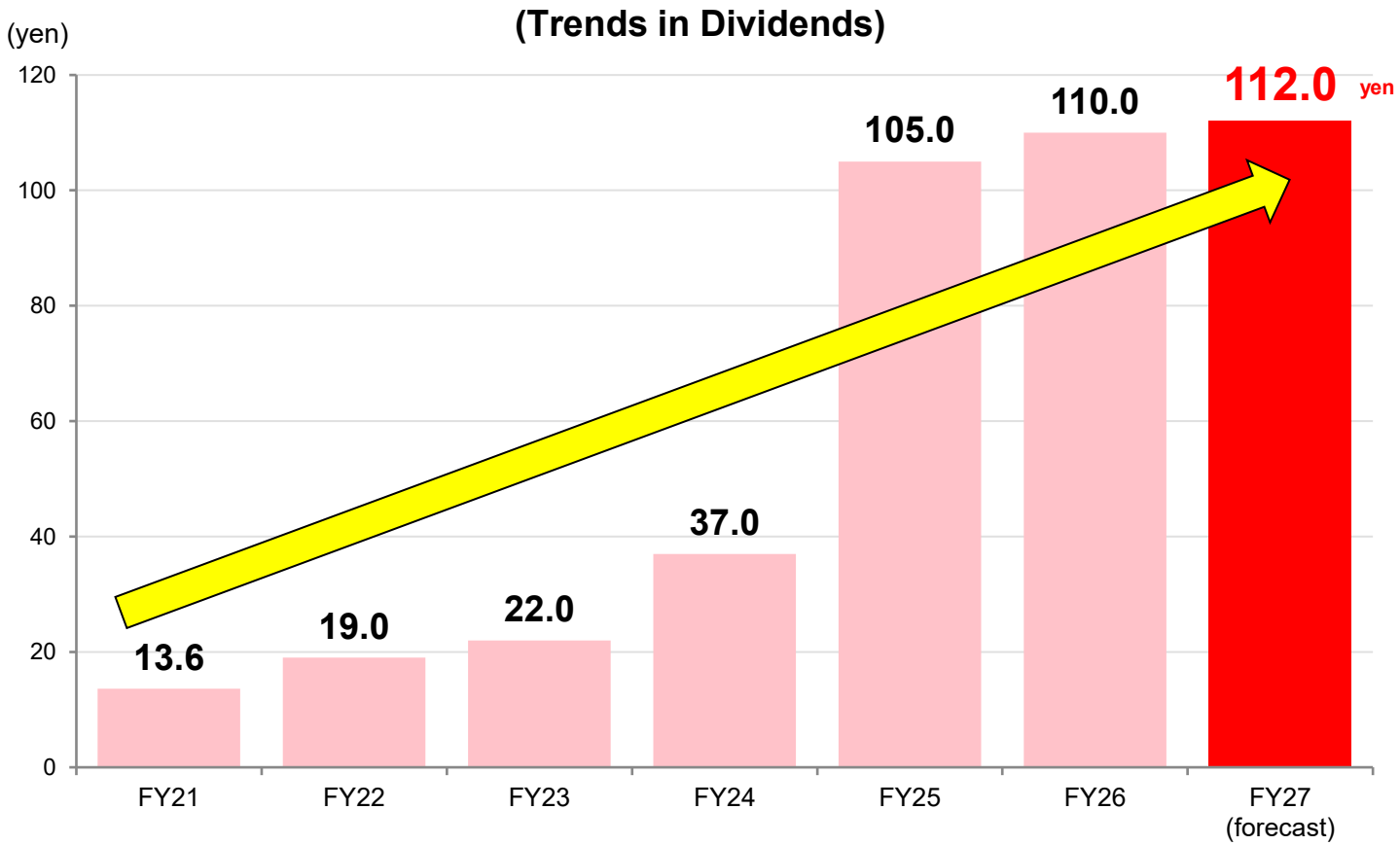




* Our ROE = Trial calculation based on net income attributable to owners of parent / equity capital (average of beginning and end of term) (FY6/26 actual).
* The real estate sector average is the ROE of the TSE 33 sector index "Real Estate" (as of June 30, 2026, data published by Japan Exchange Group).
* 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.

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.

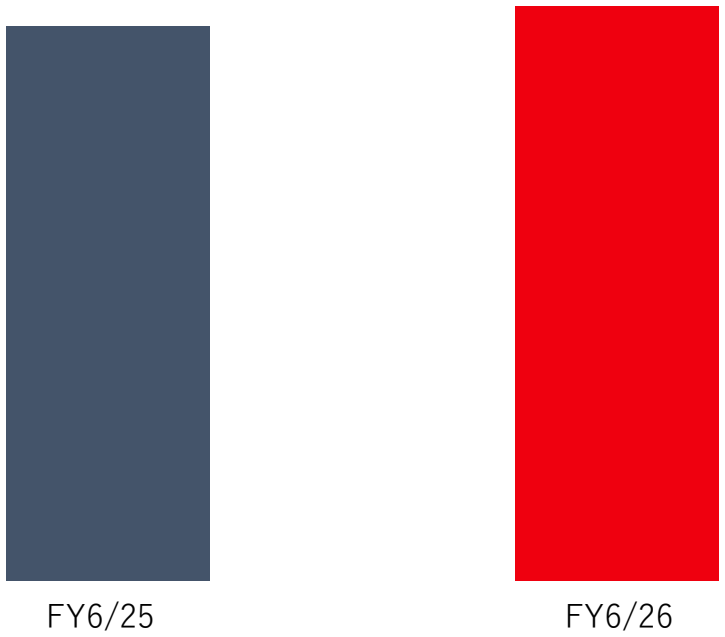
Human Capital

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 almost 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

AMBITION Sign Zero paper with

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

Management / Operator Side

AMBITION Cloud Zero paper with

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

ESG (Social)

・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 Agreement
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

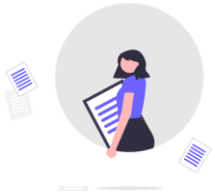
Contract Progress Management System

AMBITION Sign

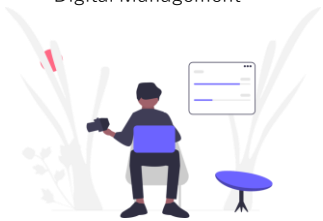
Chat



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

54.3% (As of June 30, 2026)

- 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

In 2025, 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

2026 健康経営優良法人
KENKO Investment for Health
中小規模法人部門

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

News

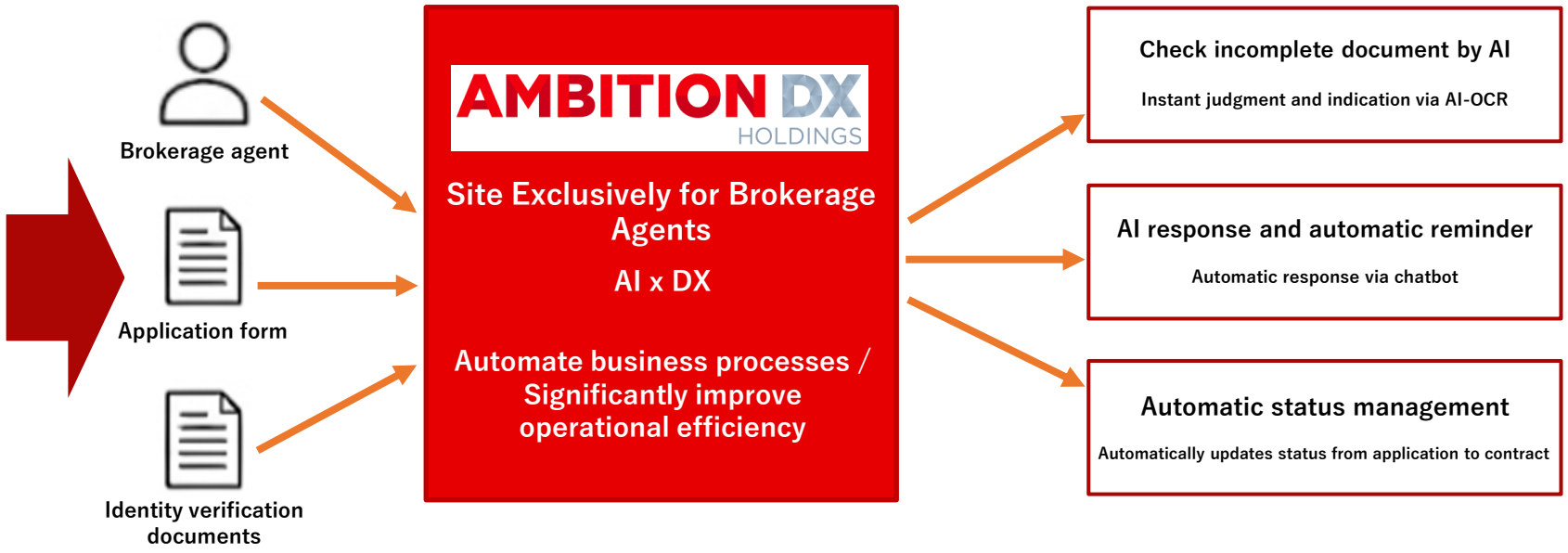
Further operational efficiency through AI x DX

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



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

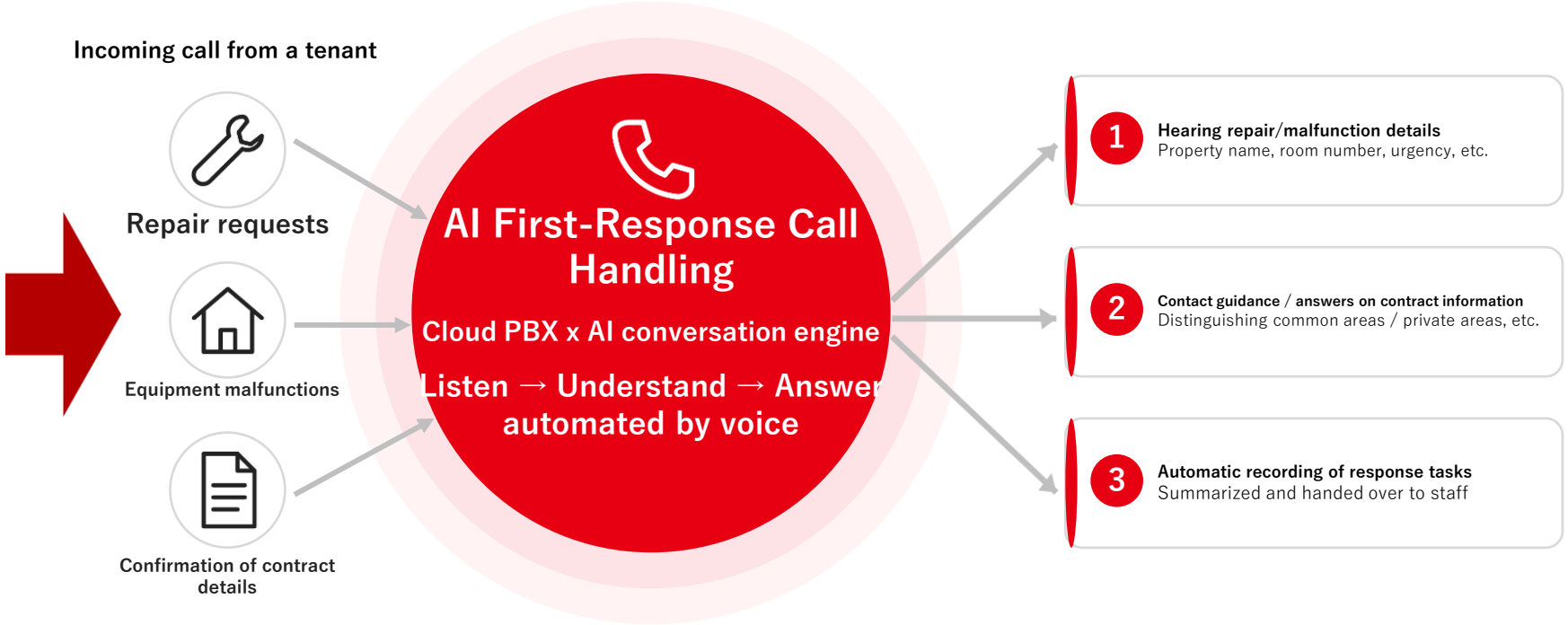
Advanced Tenant Support through AI x DX

Started a trial of "AI First-Response Call Handling" in rental management

AI provides the first response to calls from tenants, gathers the necessary information without omission, and passes it to staff

Challenges in Rental Management

- Waiting for a response when inquiries are concentrated
- Missed details when taking repair requests
- Effort of callbacks / delayed responses



Future Prospects

Tenants
Shorter waiting times / less effort to explain

Our Company
Lighter phone workload / faster repair arrangements

Next steps
Considering full-scale introduction / rollout to management companies

News

Accumulating Stock Revenue

Managed units: 28,838, approaching 30,000

+1,447 units YoY. This fiscal year, tenant recruitment started for 8 newly built properties in the Tokyo metropolitan area, the Kansai area, and the Sendai area.

Trends in Managed Units

Stock Revenue × Area Expansion

Managed units (as of the end of September 2026)

28,838 units

30,000

Progress: 96.1%

YoY	vs. end of June	To 30,000 units
+ 1,447 units	+411 units	1,162 units

POINT 01

Expansion of Stock Revenue

Steady accumulation of management income

Occupancy rate maintained at a high 98.4%

POINT 02

Expansion to Major Regional Cities

Applying know-how cultivated in the Tokyo metropolitan area to major regional cities



VERXEED STAIR Omori Kita
Ota-ku, Tokyo



AXIA M-City Osaka Zuiko
Higashiyodogawa-ku, Osaka



MAXIV Amagasaki
Amagasaki, Hyogo



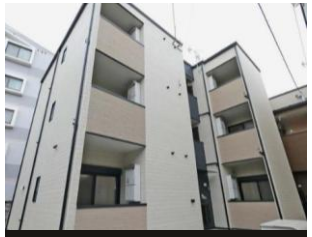
Green Hills Dainohara
Aoba-ku, Sendai



GOLAI Yakushido
Wakabayashi-ku, Sendai



Iris Garden
Katsushika-ku, Tokyo



Harmony Terrace Tatamiyacho
Wakabayashi-ku, Sendai



COURT Tsukishiro
Wakabayashi-ku, Sendai

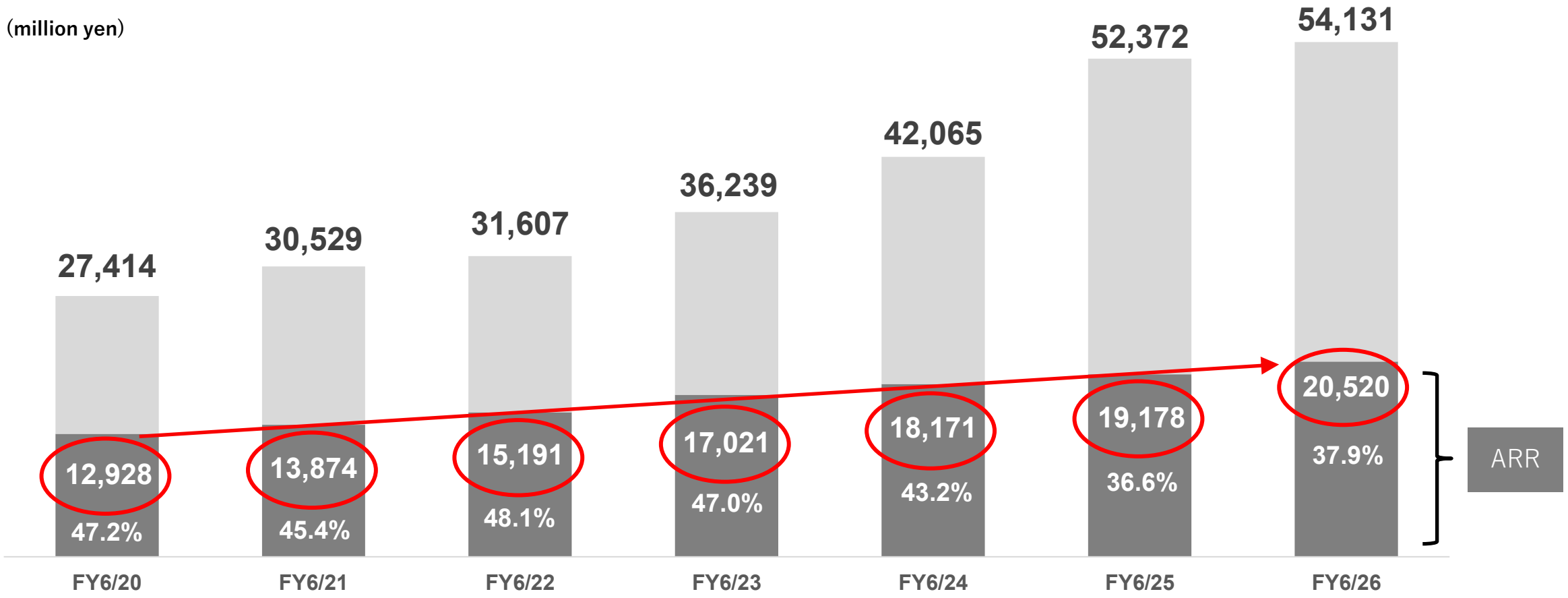
Tenant recruitment started for 8 newly built properties this fiscal year, expanding beyond the Tokyo metropolitan area into the Kansai and Sendai areas.

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.

Incubation Portfolio

・Invested in 30 DX-related venture companies (as of September 30, 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】

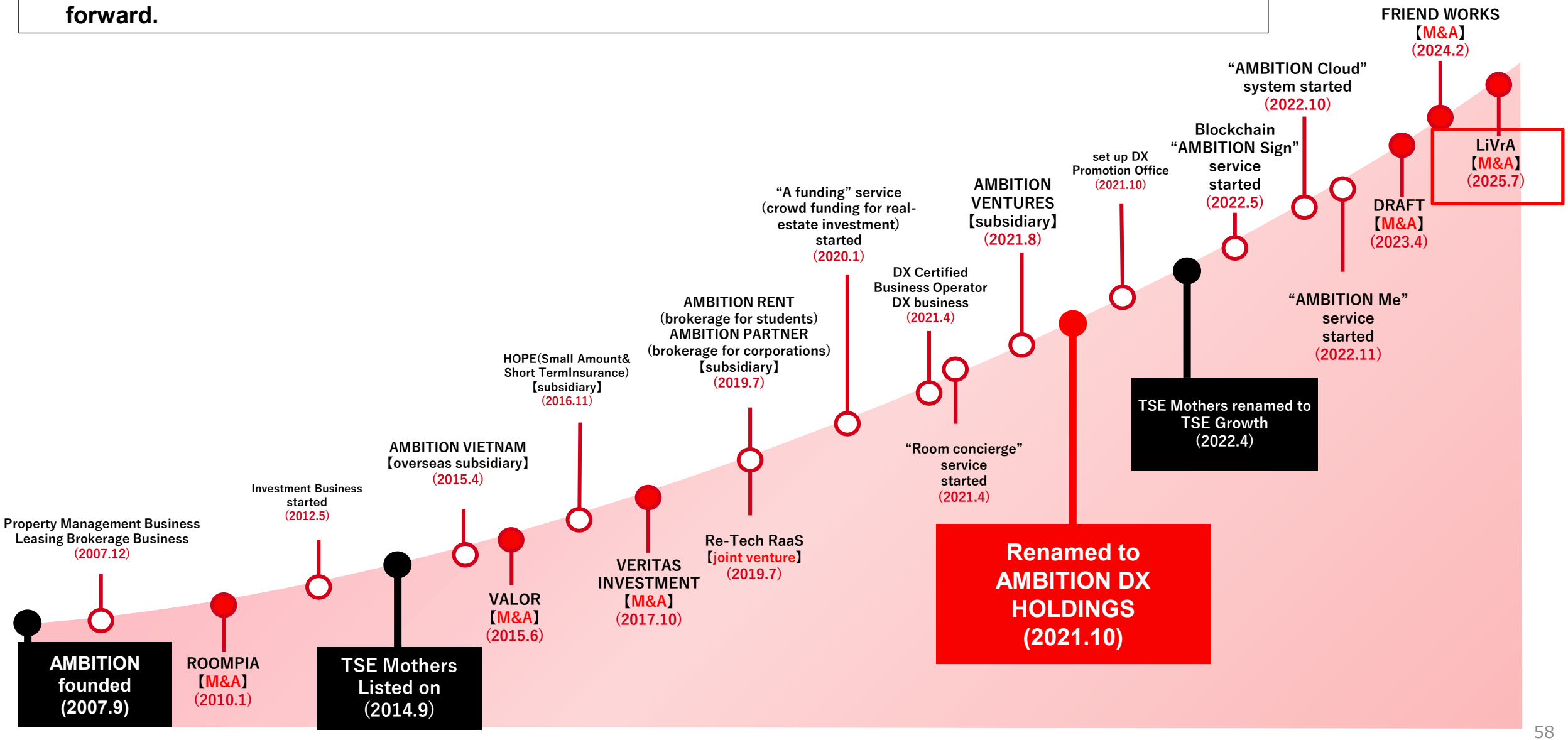
Digital Marketing

Value Creation
<9238>
【Capital and business alliance】

Listed on the Growth Market in November 2023

Company History

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



Contact Information

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- Financial forecasts and other forward-looking statements regarding the Company and the Group, such as outlooks, plans, and targets contained in this document, are based on information currently available to the Company and represent the Company's judgment at the time of preparation.
- These forecasts involve various uncertainties and risks, and actual results may differ materially from these forward-looking statements.