

AMBITION DX HOLDINGS Co., Ltd.

Third Quarter of FY06/2024 Materials for Financial Results Briefing

May 14, 2024

TSE Growth:

3300

AMBITION DX HOLDINGS has:

its corporate philosophy that remains unchanged since foundation as

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

+

while embodying transformation by real and digital world

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

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FY06/2024 (full-term)**

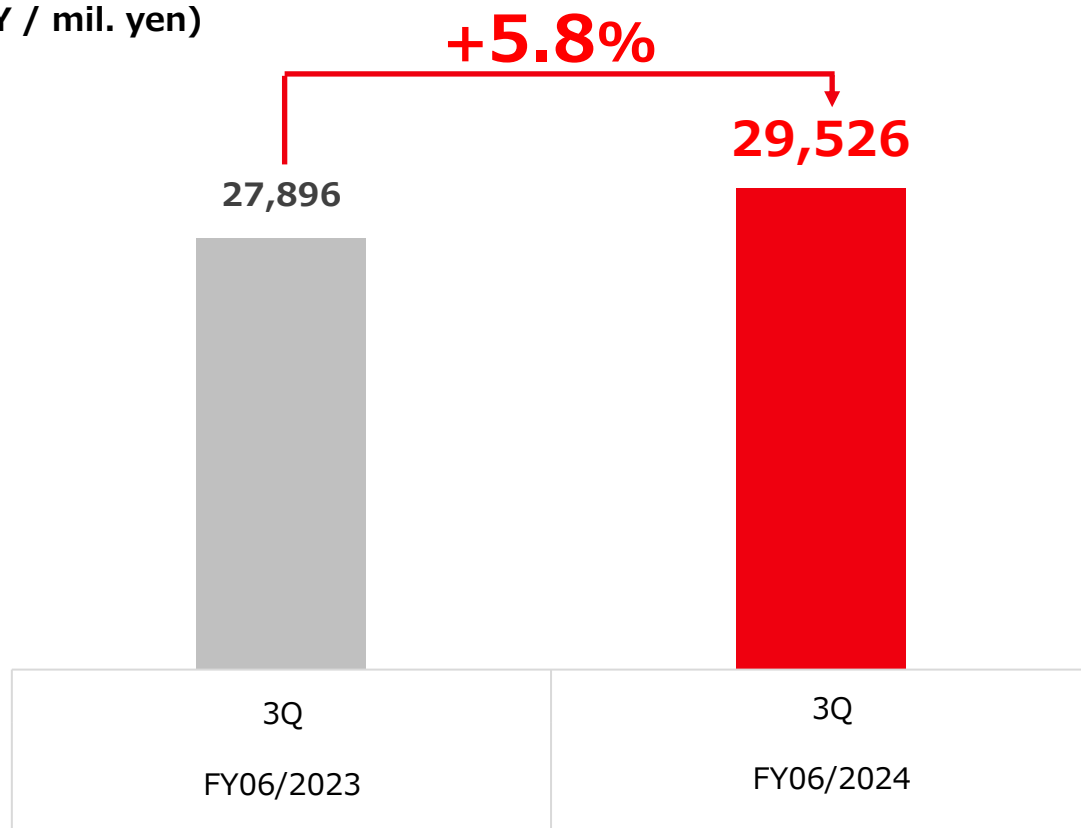
Financial results overview

3Q of FY06/2024

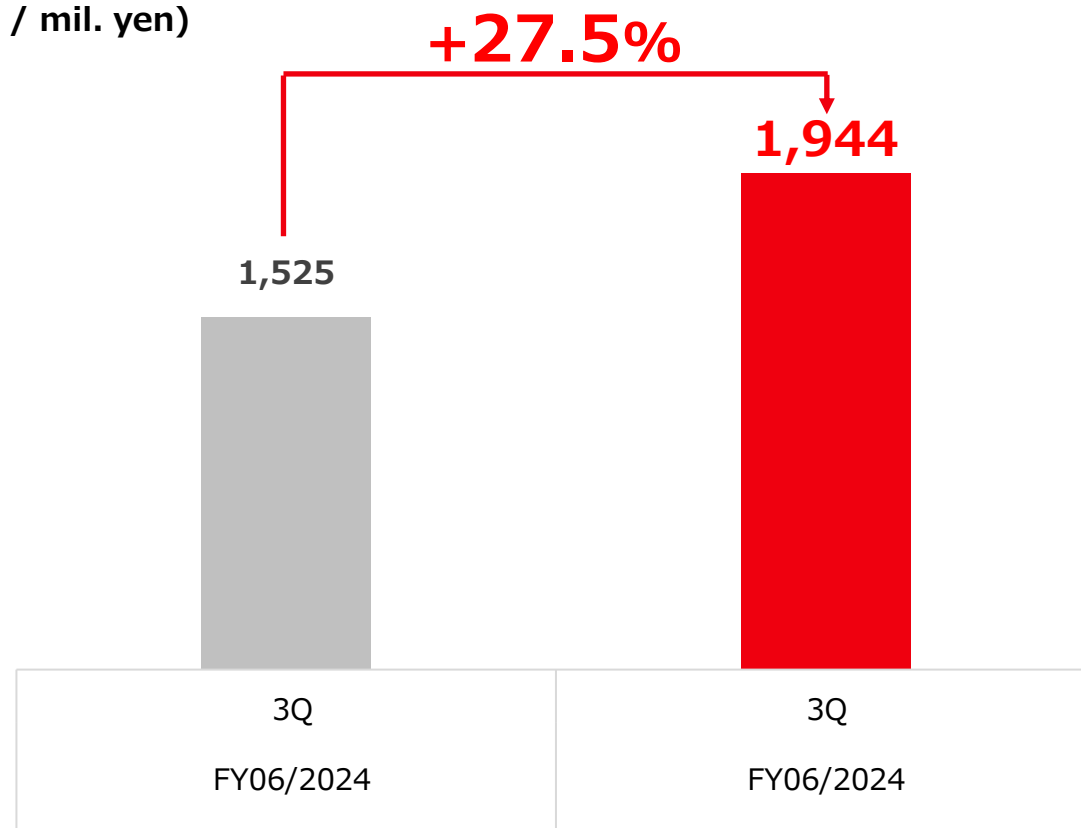
3Q of FY06/2024: Higher revenues & earnings

Net sales & Operating profit were the highest ever in 3Q

Net sales
(YoY / mil. yen)



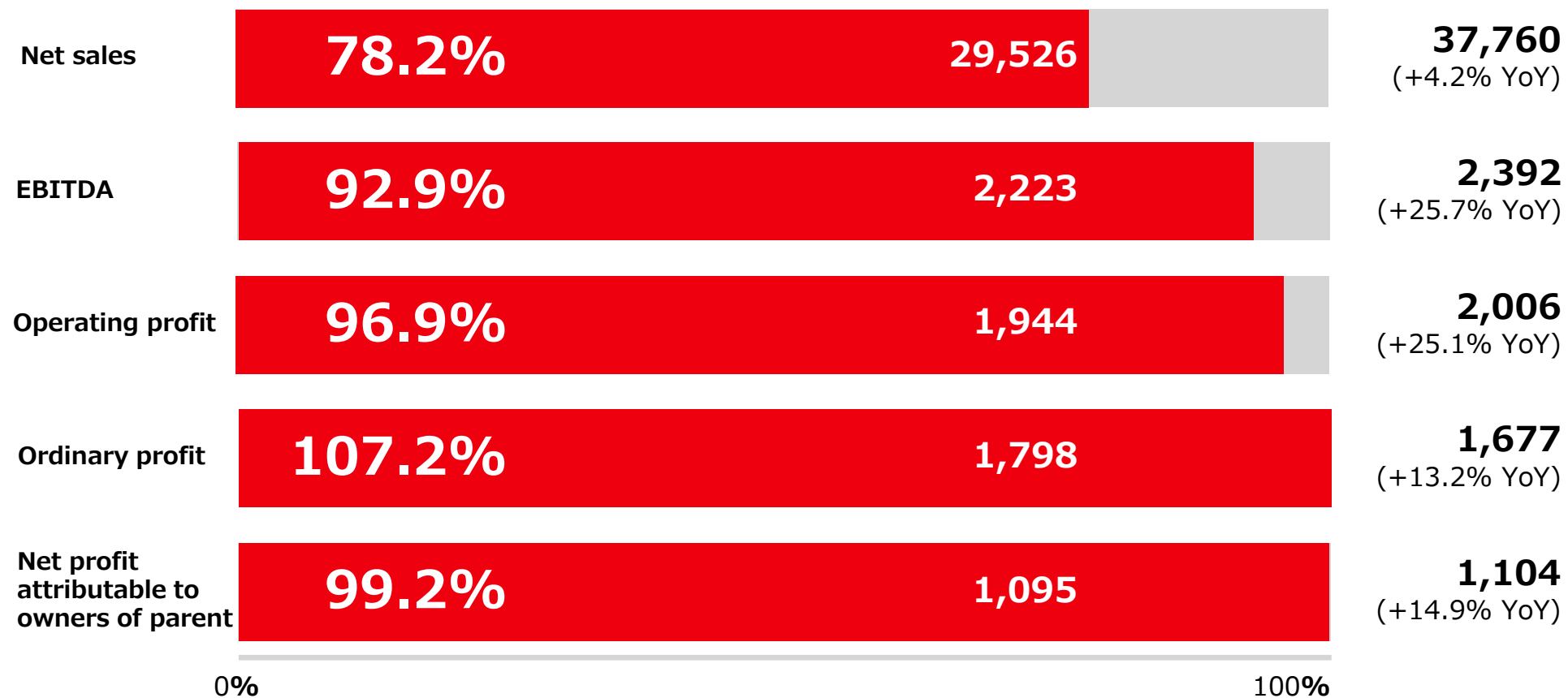
Operating profit
(YoY / mil. yen)



Progress relative to full-term forecasts

Progress as planned realized successful transition to 4Q

(mil. yen)



- Strong stock business and growth of Leasing DX contributed to enhancement of synergies across the entire business

- Number of houses sold by Sales/Purchase DX Investment Business during 3Q was as planned

[Forecasts for FY06/2024 (full-term)]
 Descriptions about the future such as performance forecasts contained in this document are based on information currently available to the Company and certain presumptions considered to be reasonable, and therefore actual business performance and other elements may differ substantially due to various factors.

Performance highlights

Company-wide

Net sales
29,526 mil. yen
(5.8% Up YoY)

Operating profit
1,944 mil. yen
(27.5% Up YoY)

Ordinary profit
1,798 mil. yen
(23.9% Up YoY)

Net profit
1,095 mil. yen
(20.0% Up YoY)

Leasing DX

Property Management Business
Segment profit
1,382 mil. yen
(35.8% Up YoY)

Number of houses under management
25,175
(+256 YoY)
(subleased: 506)

Occupancy rate
98.8
(98.2% YoY)

Sales/Purchase DX

Segment profit
1,899 mil. yen
(9.5% Up YoY)

Houses sold
272
(-45 YoY)

Houses purchased & resold
69
(-3 YoY)

Performance topics

① Company-wide

- Net sales & Operating profit were the **highest ever** in 3Q
- Net sales: **29,526 mil. yen** (**5.8% Up** YoY); Operating profit: **1,944 mil. yen** (**27.5% Up** YoY)
- Operating profit of Leasing DX Property Management Business **increased by 35.8%** YoY
- Sales of a newly built condominium for investment proceeded as planned

② Leasing DX

- Property Management Business
- Net sales: **15,035 mil. yen** (**5.6%** Up YoY)
- Operating profit: **1,382 mil. yen** (**35.8% Up** YoY)
- **Highest profit ever** in 3Q

③ Sales/Purchase DX

- Houses sold slightly decreased, but sales strategies contributed to **higher revenues & earnings**
- Net sales: **12,802 mil. yen** (**2.3% Up** YoY)
- Operating profit: **1,899 mil. yen** (**9.5% Up** YoY)
- **272 houses** were sold (**-45** YoY)

④ Incubation Business

- Two companies were newly invested and one of them has been listed.
- 30 venture companies have been invested.
- All of 15 fields of real-estate technologies are covered, including our own services

⑤ Others / Real-Estate DX

- Achieved surplus for the first time (**+84 mil. yen** YoY)
Net sales: **837 mil. yen** (**103.2% Up** YoY)
- HOPE (Small Amount Short-term Insurance) and DRAFT (ZEH/Utilities) contributed

Statements of Income

Both Net sales & Operating profit increased, achieving the highest ever in 3Q. Investment in HR and DX had company-wide effects, and mainly Leading DX segments generated outcome.

Item	3Q of FY06/2023	3Q of FY06/2024	+/- %	+/-amount	(mil. yen)
Net sales	27,896	29,526	5.8%	+1,630	
Gross profit	5,210	6,113	17.3%	+903	
SG&A expenses	3,685	4,168	13.1%	+483	
EBITDA	1,735	2,223	28.1%	+487	
Operating profit	1,525	1,944	27.5%	+419	
Ordinary profit	1,451	1,798	23.9%	+347	
Net profit before taxes	1,455	1,733	19.1%	+278	
Net profit	912	1,095	20.0%	+182	

- DX Property Management Business segment achieved the highest profit ever also in 3Q.

- Sales strategies of Sales/Purchase DX Business worked smoothly

- Investment in HR and DX measures

* EBITDA = Operating profit + increased Depreciation + increased Software depreciation + Goodwill depreciation

Balance Sheet

Procurement of real estate for sale ran smoothly.

Lead time up to sales could be shortened, maintaining high level of inventory turnover rate

Item	FY06/2023	3Q of FY06/2024	+/-amount
Current assets	14,902	18,748	+3,846
Real estate for sale	2,817	8,181	+5,364
Non-current assets	5,612	6,985	+1,373
Total assets	20,516	25,734	+5,218
Current liabilities	8,521	9,771	+1,249
Non-current liabilities	7,393	10,406	+3,012
Net assets	4,600	5,556	+955
Total liabilities and net assets	20,516	25,734	+5,218

(mil. yen)



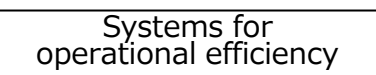
- Increased by 5,364 mil. yen for procurement of real estate for sale

- Steady sales helped decrease in real estate for sale in process by 2,145 mil. yen

- Increased due to short-term/long-term borrowings and procurement

Real-estate DX products developed by AMBITION

DX products which reform real-estate business are developed/promoted

Leasing DX	Property Management			<ul style="list-style-type: none"> 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
				<ul style="list-style-type: none"> System which enables explanation of important matters and execution of contracts online
	Leasing Brokerage	B2B		<ul style="list-style-type: none"> App for residents which realizes improved living experiences through services provided by the consortium Collective proposal of properties: Auto-posting tool for properties information which utilizes response prediction by AI and leasing business data
		B2C		<ul style="list-style-type: none"> Individual proposal of properties: A tool limited to highly-demanded functions (RPA: auto-post) Matching application which connects users searching for new rooms with a concierge (sales person for real estate brokerage)
Sales /Purchase DX	Investment			<ul style="list-style-type: none"> Services/systems for Sales/Purchase DX domain are also planned and under development

Performance overview by segment

3Q of FY06/2024

Business segments

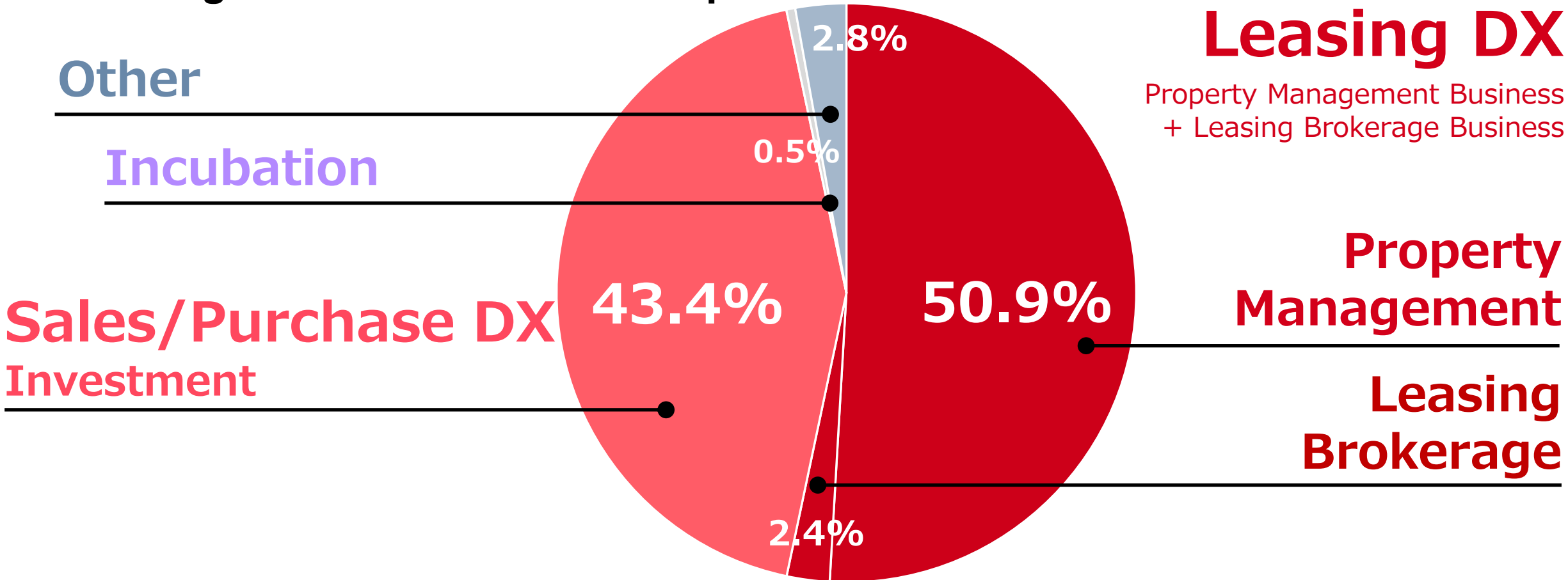
**For the five different business segments, robust business bases have been built up
Proactive investments in growing fields are possible, realizing further growth**

Leasing DX	Property Management	<ul style="list-style-type: none">• 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
	Leasing Brokerage	<ul style="list-style-type: none">• 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 Business
Sales/ Purchase DX	Investment	<ul style="list-style-type: none">• 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		<ul style="list-style-type: none">• 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
Other/ Real-Estate DX		<ul style="list-style-type: none">• “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), and ZEH/Utilities Business (DRAFT)

Sales share by segment

In addition to stable stock business of Leasing DX, Sales/Purchase DX segment has also grown together.

Realizing well-balanced business portfolio



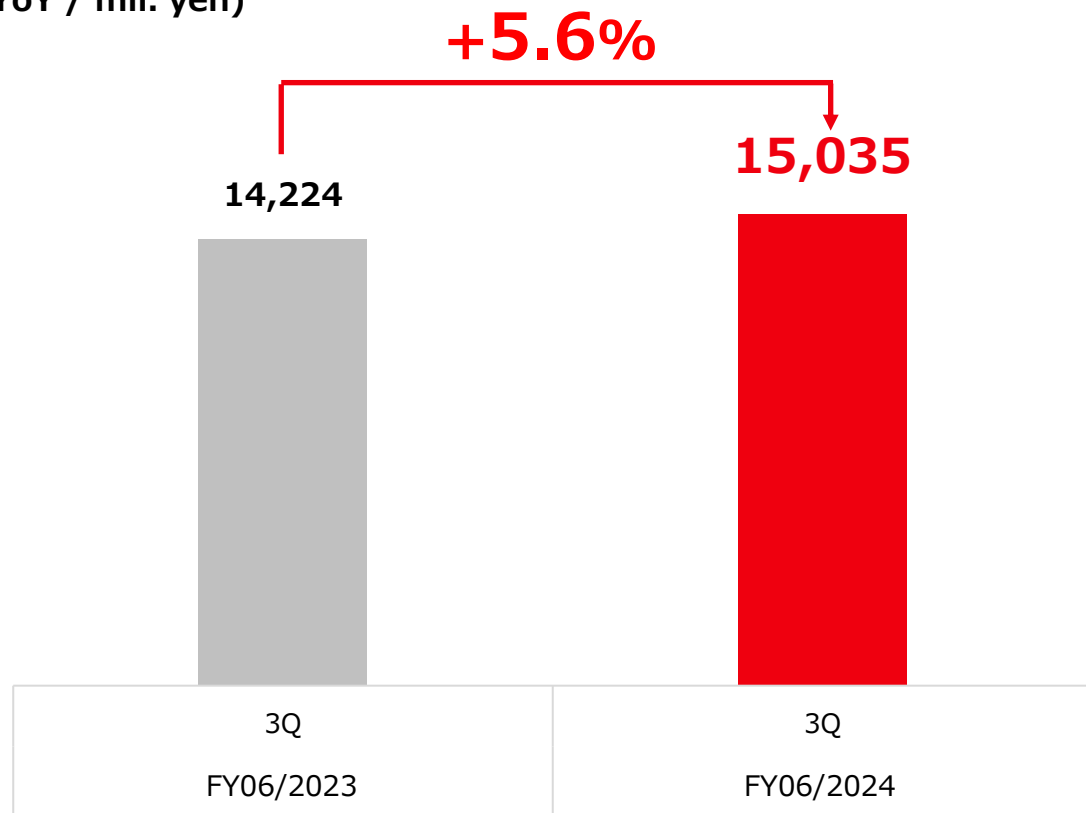
Leasing DX

Property Management Business

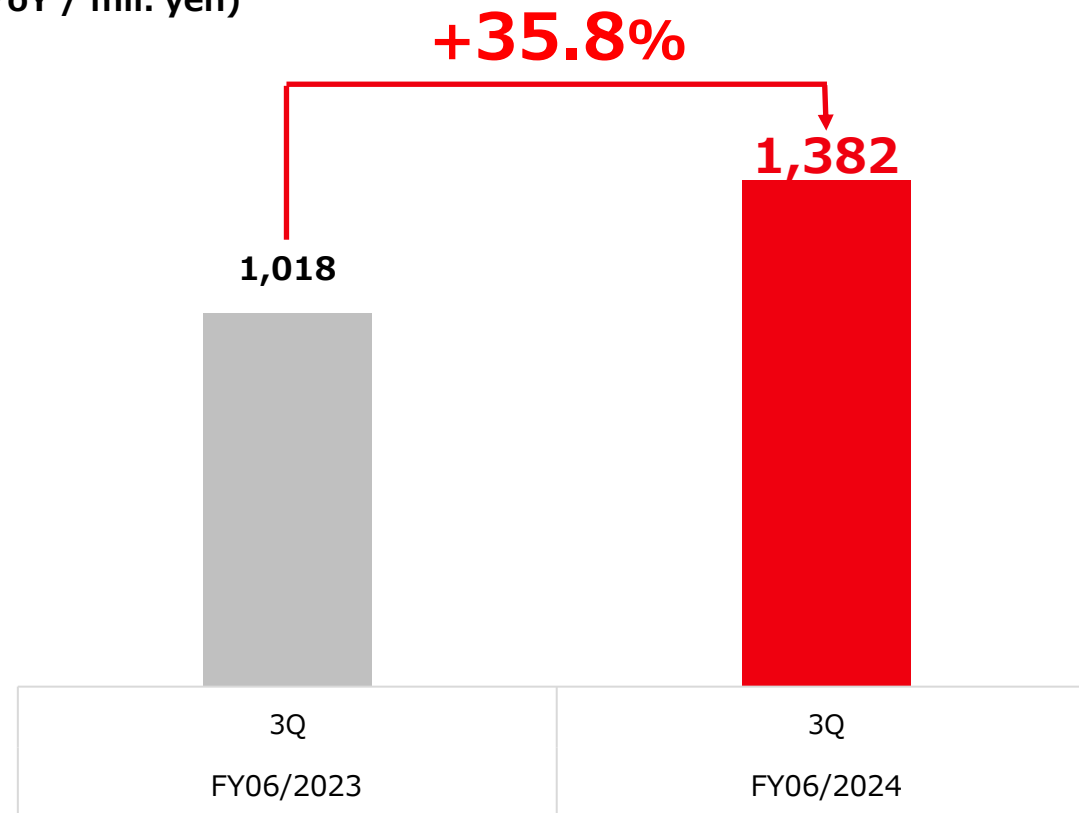
Performance of Leasing DX Property Management Business

**DX promotion improved productivity and created outcome.
Net sales & Operating profit were the highest ever in 3Q.**

Net sales
(YoY / mil. yen)



Operating profit
(YoY / mil. yen)



Leasing DX Property Management Business

Manages newly-built high-class condominium apartments for sale/rent, with emphasis on good location, good design and superior equipment specification.



THE PREMIUM CUBE G Shiomi

NEW Since Nov. 2023; 158 units



PREMIUM CUBE Musashikoyama

NEW Since Feb. 2023; 36 units



PREMIUM CUBE Setagaya #mo

NEW Since Sep. 2020; 42 units



THE PREMIUM CUBE G Higashinakano

NEW Since Nov. 2023; 151 units



PREMIUM CUBE G Shirokanedai

NEW Since Dec. 2022; 43 units

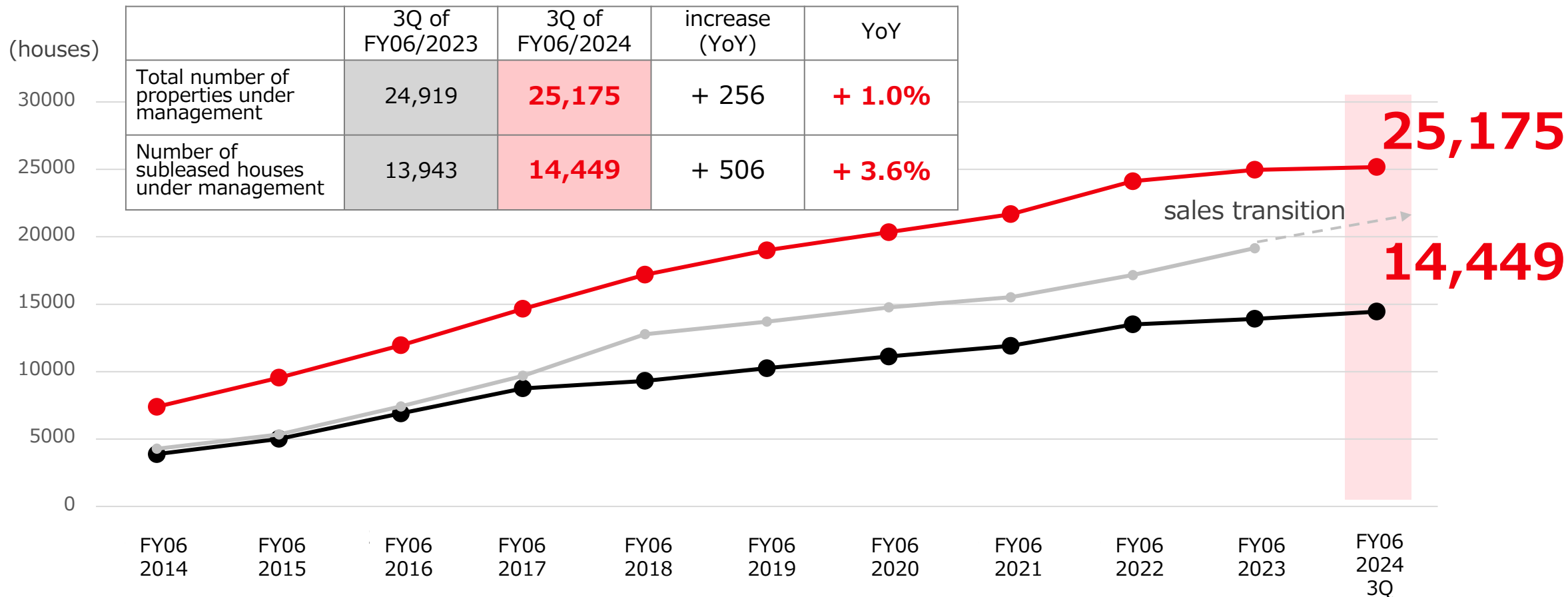


PREMIUM CUBE Nakano

NEW Since Dec. 2020; 39 units

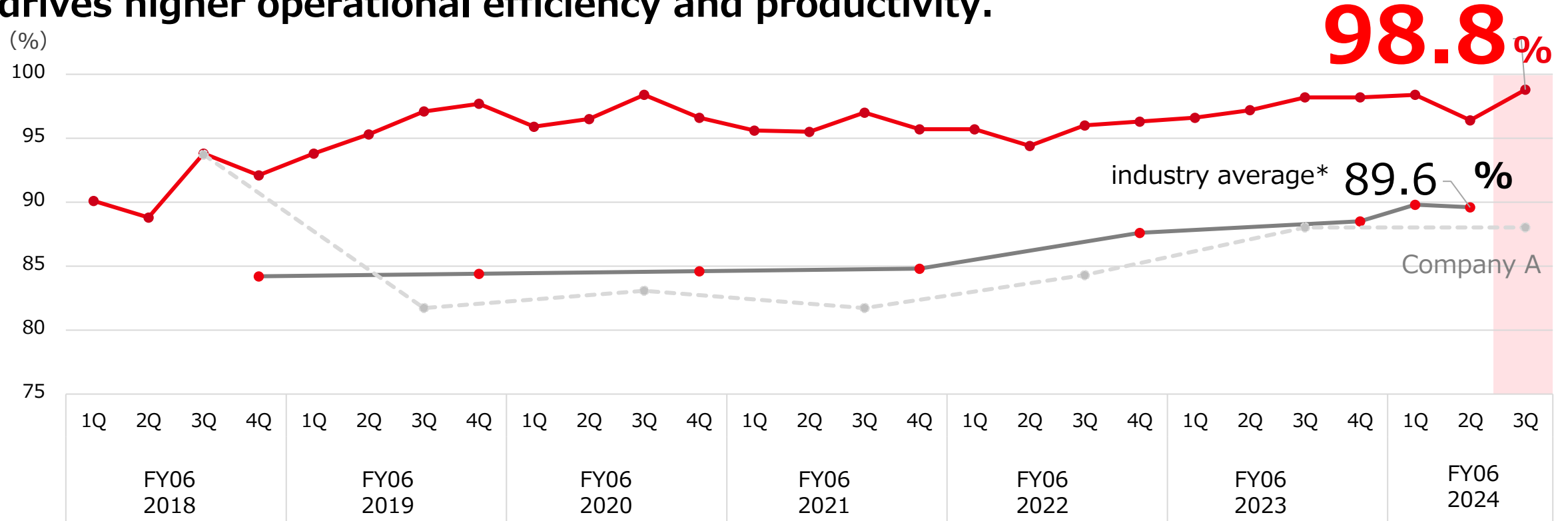
Leasing DX: Trend in number of houses under management

Growing sustainably, increase in houses under our management has contributed to both sales and profit.



Leasing DX: Quarterly trend in occupancy rate

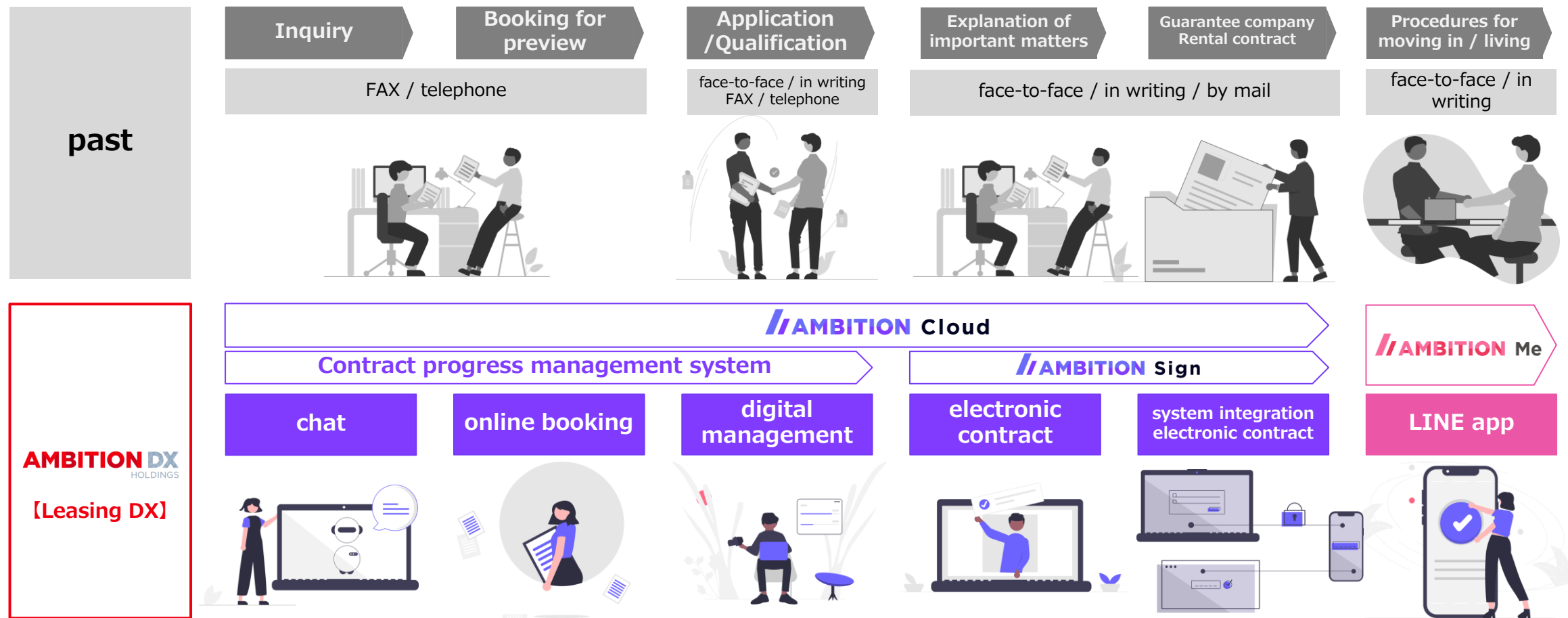
Houses under our management increased, and occupancy rate still continues to exceed industry average. Our original management system “AMBITION Cloud” drives higher operational efficiency and productivity.



【Feature of the properties under our management】
 High-quality studio apartments such as designer’s brand Areas: Concentrated in Tokyo (mainly 23 wards) & Kanagawa/Chiba/Saitama Prefectures
 Target: Mainly single-person households
 * Source: TAS Corp., “Rental Housing Market Report” (calculated from vacancy rate in Tokyo)

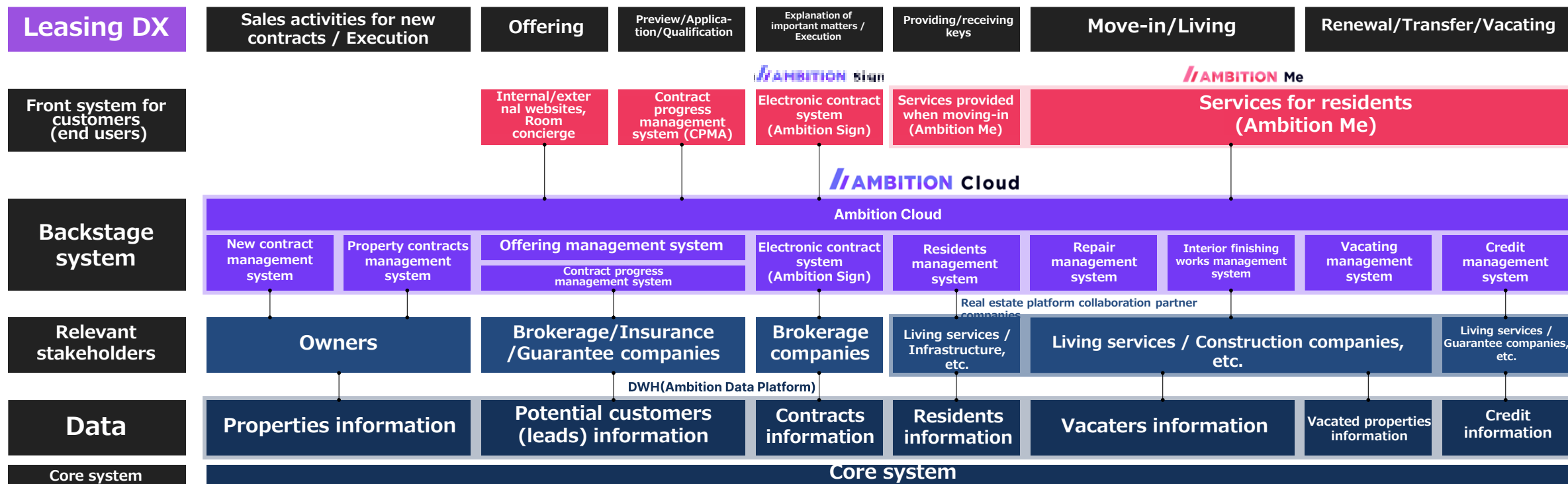
Experience reform by Leasing DX for customers/employees

Every process from inquiry through to move-in is digitalized, realizing overwhelming customers' experiences. It provides higher operational efficiency on a paperless basis, also contributing to a sustainable society.



Global image of the Leasing DX system

From B2B to B2C, from real-estate management to brokerage, and eventually up to permanent relationship with residents after contracting, a whole series of customers' experiences is entirely covered



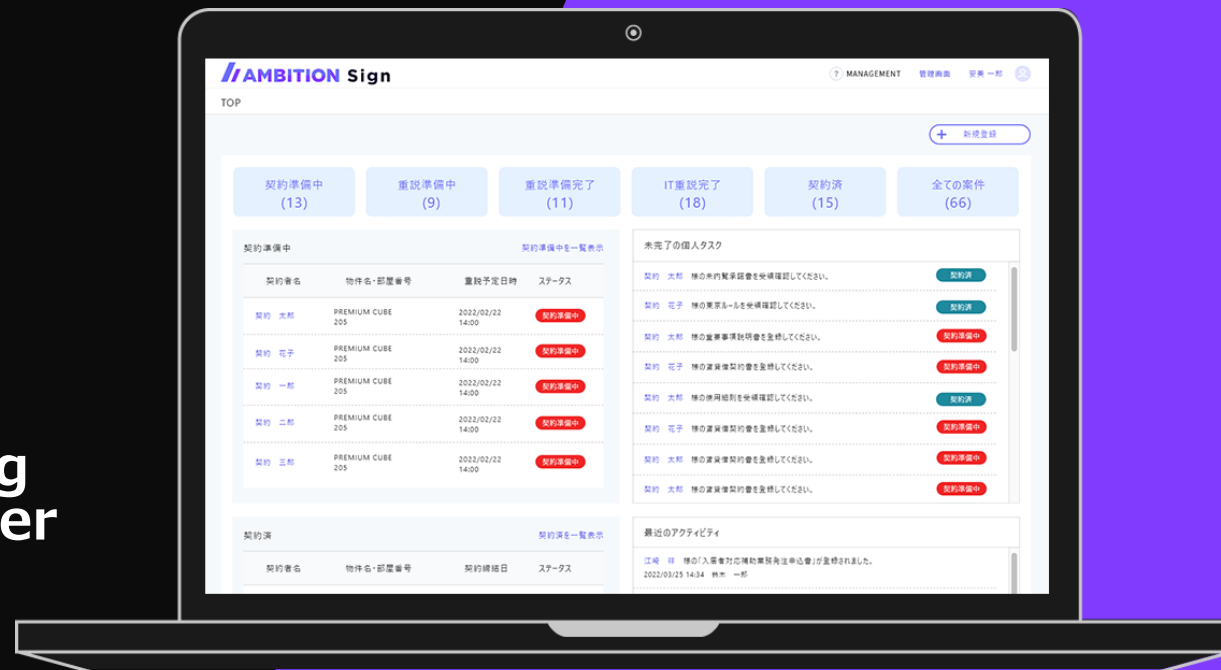
Leasing DX product: AMBITION Cloud

AMBITION Flagship DX Model

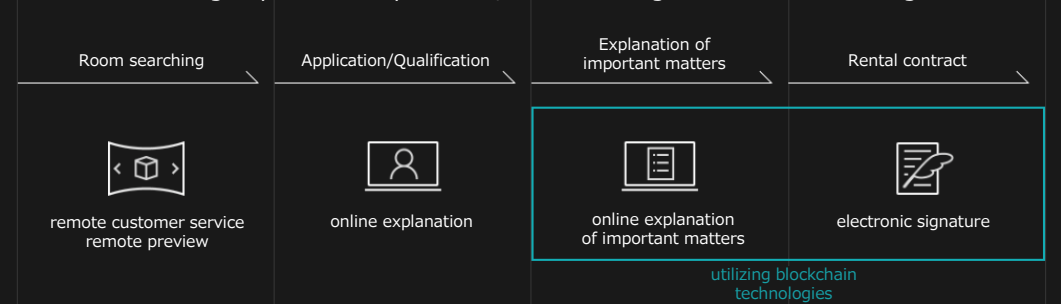
AMBITION Cloud

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.



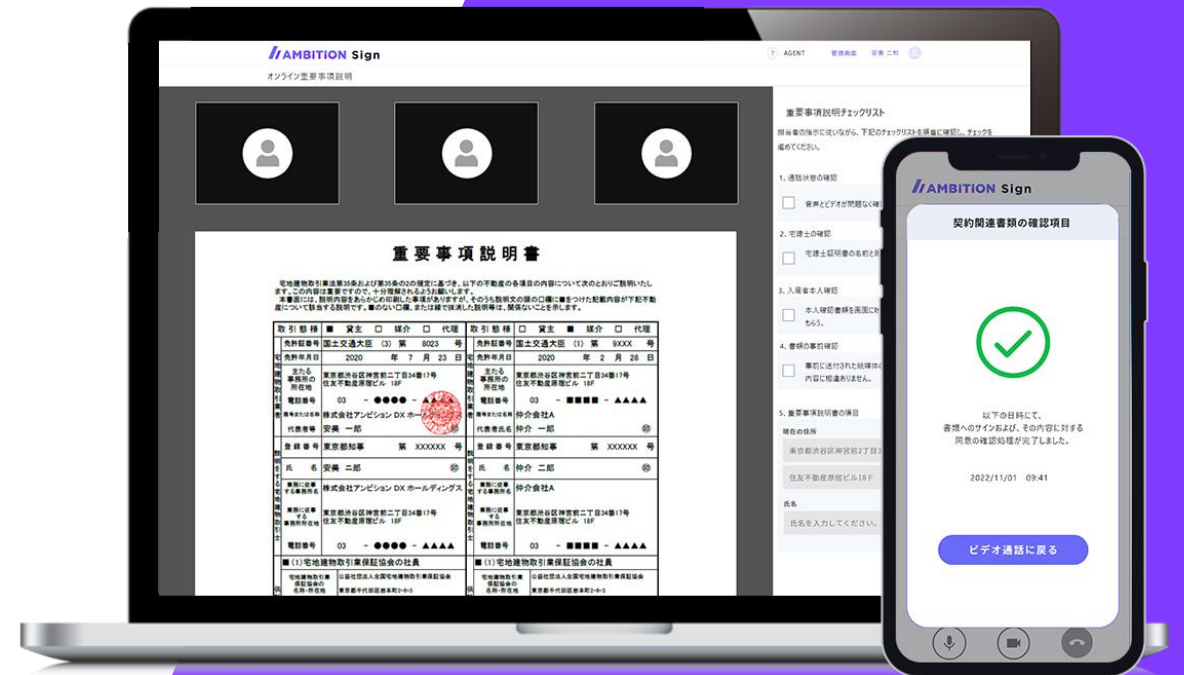
Leasing DX product: AMBITION Sign

Electronic contracting system that utilizes blockchain technologies



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.



Leasing 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.
- Online healthcare services started in July 2023.
- In October 2023, useful services in collaboration with DRAFT started.



New services available on AMBITION Me (1/2)

To improve quality of life of for residents, healthcare services and services for reexamination/procedures related to utilities started

Jul. 2023~: Online healthcare services

Reservation for medical examination can be made seamlessly via LINE app



- Seamless linkage with clinics providing common medical services to self-pay patients has been established, such that it is possible to reserve medical checkups within “AMBITION Me” app easily, and then it is also possible to receive online healthcare services easily by making use of LINE app.
- Thereafter, the doctor who has professional knowledge hears about the resident’s conditions in detail, and offer necessary advices and treatments. Moreover, fast and convenient medical services are realized, which support residents’ health.

Oct. 2023~: Useful services for living

You can reexamine and take procedures for utilities at lower cost



- For many electricity services made available with electricity deregulation, DRAFT’s knowledge is utilized to provide utilities services deemed best for our customers.
- For the future, wide variety of products/services for which there would be chances to use as utilities ranging from gas, Internet, to water-servers, are now on the anvil.
- For these services of electricity, gas, water and Internet which are essential from the perspective of reducing fixed expenses, best contents are offered depending on each customer’s lifestyle.

New services available on AMBITION Me (2/2)

ChatGPT was incorporated in FAQ function where AI could answer to questions from residents anytime, improving experiences with inquiries.

Dec. 2023~: FAQ service incorporating ChatGPT



Consultation with AI about living; answers can be given anytime

AI supports residents on a real-time basis

Since AI answers, residents can ask questions anytime and get answers immediately.

Wide variety of topics about living are covered

AI answers for any topics such as about paying rent, how to use facilities, and contacts for emergencies.

AI learns and improves accuracy in answering

Based on feedbacks from residents, highly-referenced items of FAQ are updated/added.

Future outlook Leasing DX products

From building up interfaces with customers before move-in to living support thereafter, we aim at maximizing their LTV (Life Time Value) by building up residents' satisfaction and longer-term engagement with us

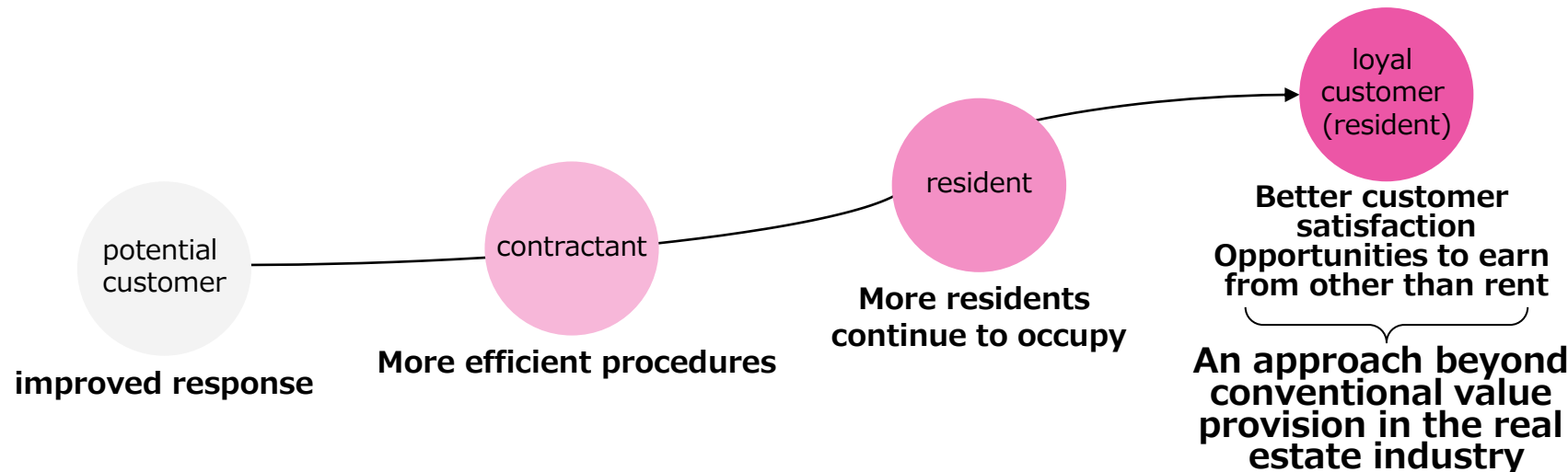


AMBITION Cloud
AMBITION Sign

From finding properties to contracting, whole process is concluded online, improving experience with room searching

AMBITION Me

Services provided by the consortium realize better living experiences



Increasing interfaces and building up longer-term engagement with residents lead to maximization of LTV

Leasing DX

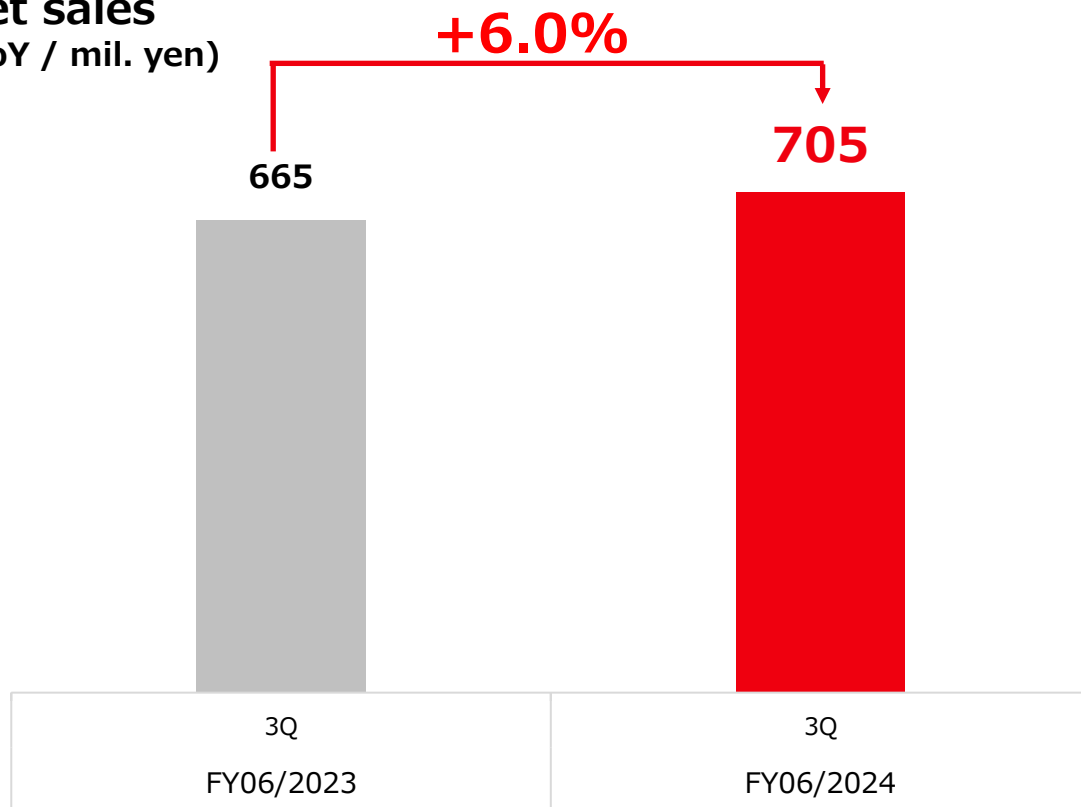
Leasing Brokerage Business

Performance of Leasing DX Leasing Brokerage Business

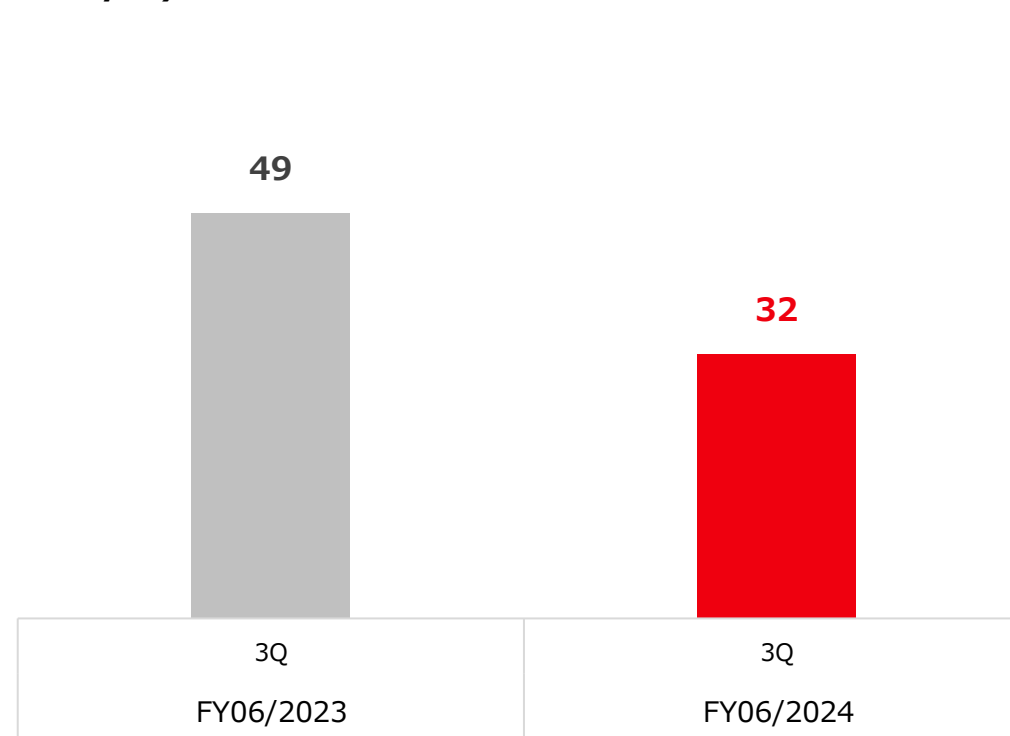
Augmented sales staff and utilization of our original service of “RAC·TECH” led to increase in contracts YoY.

Net sales increased but Operating profit slightly decreased.

Net sales
(YoY / mil. yen)



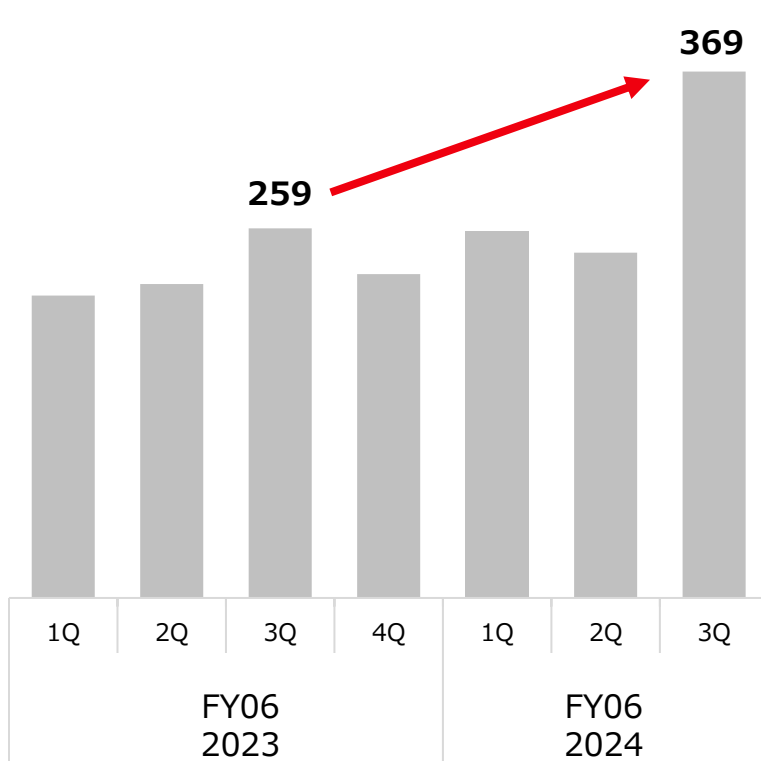
Operating profit
(YoY / mil. yen)



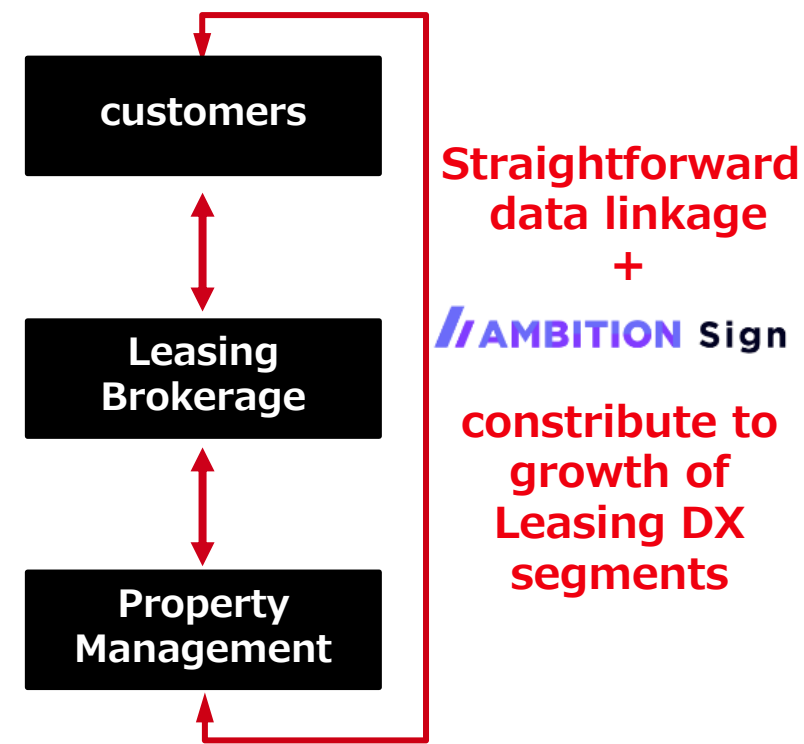
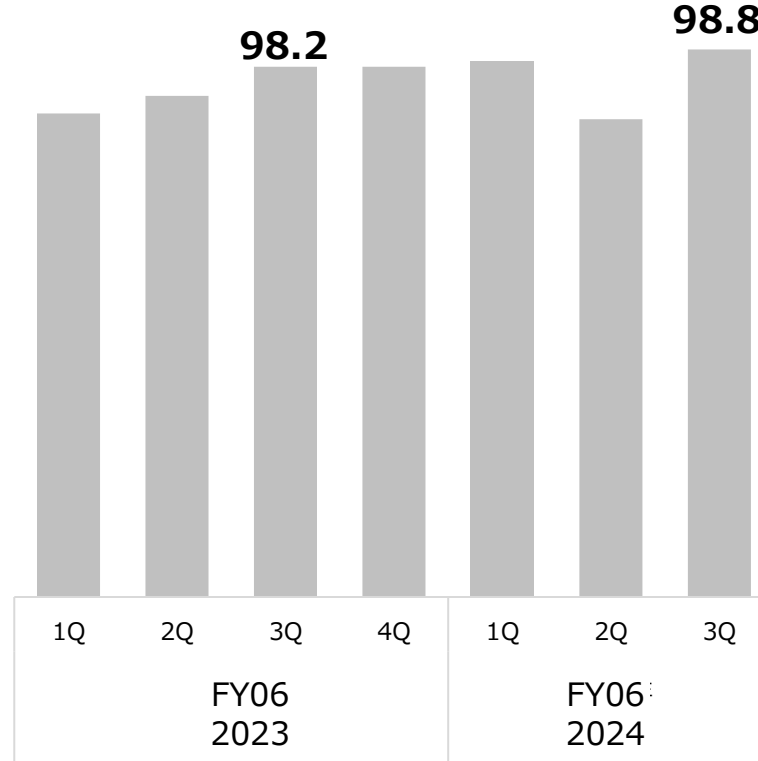
Leasing Brokerage Business contributes to leasing of houses under our management

From Property Management to Leasing Brokerage, DX is promoted throughout Leasing DX segments.

Number of brokerages for properties under our management



Occupancy rate: under Property Management Business (%)

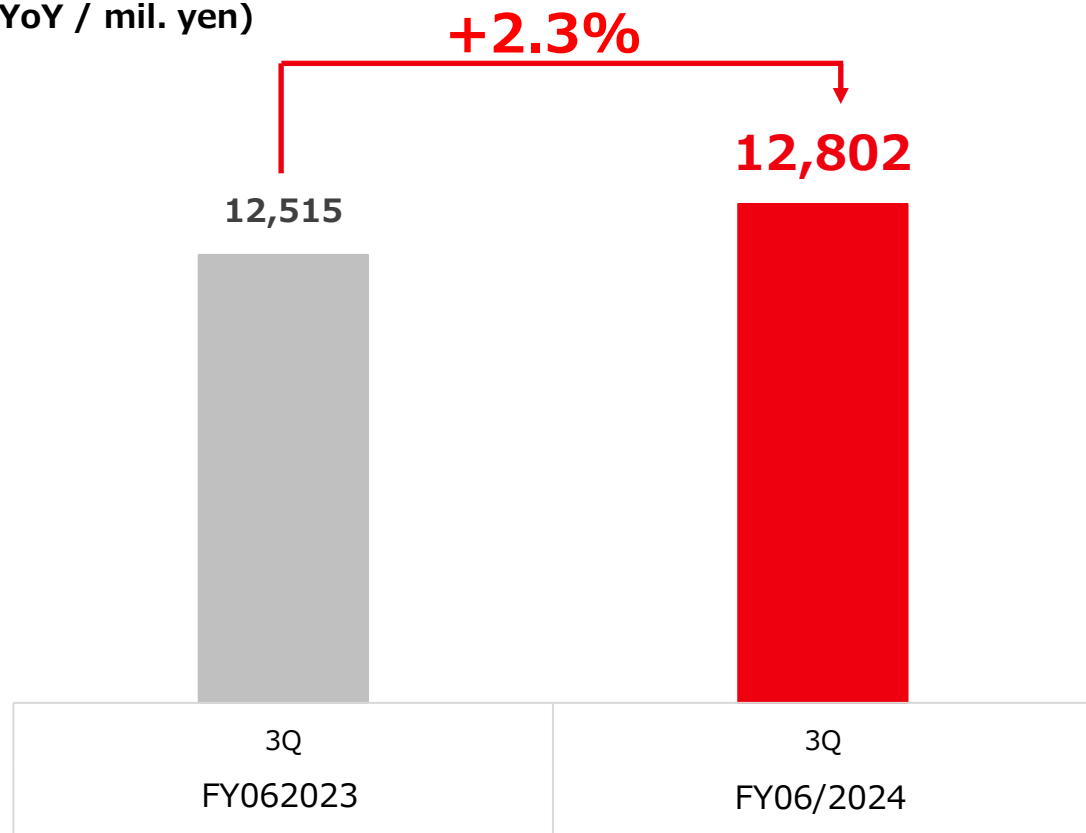


Sales/Purchase DX Investment Business

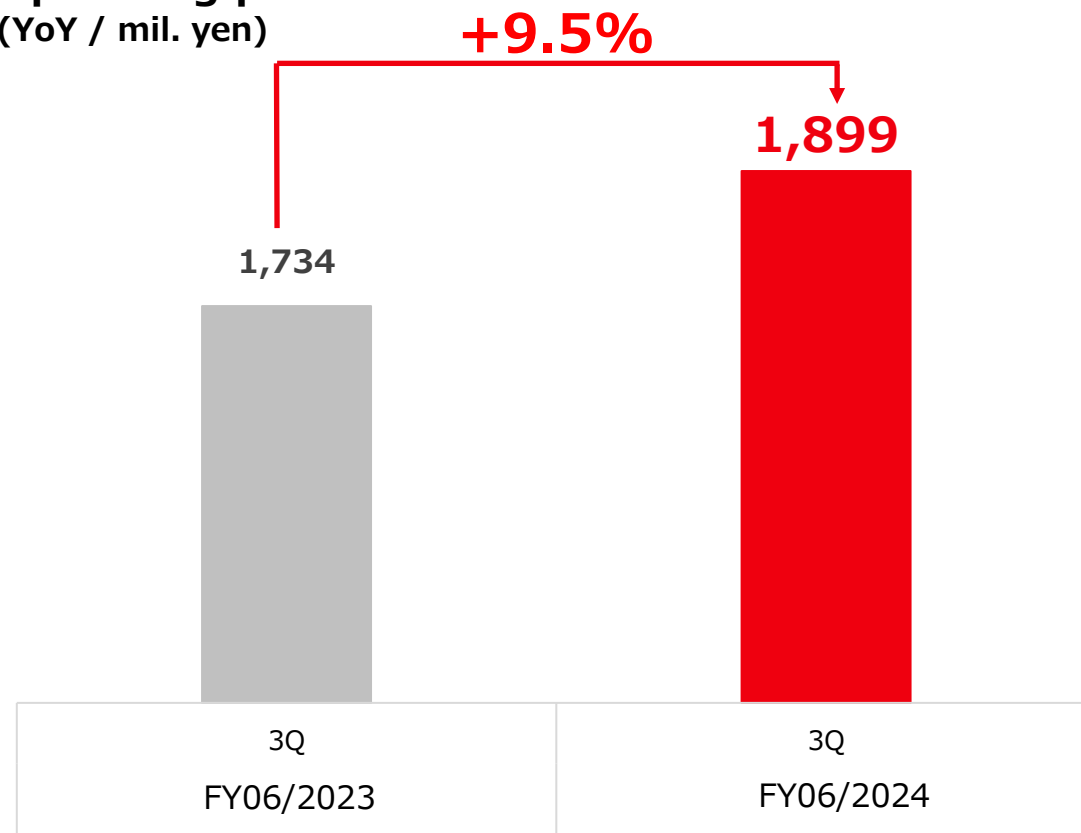
Performance of Sales/Purchase DX Investment Business

Sales of a newly built condominium for investment and sales strategies for purchase/resale business proceeded as planned

Net sales
(YoY / mil. yen)



Operating profit
(YoY / mil. yen)



Elements of Sales/Purchase DX Investment Business

**Two elements enable stable procurement/sales:
Sales of studio apartments for investment; and Purchase/resale**

Sales of studio apartments for investment

Purchase/resale and sales after renovation



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

**Creation of premium assets
value is realized**



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

Progress relative to plans of net sales and number of houses sold

Although cumulative number of houses sold in 3Q slightly decreased, higher revenues/earnings could be achieved by selling more properties of higher unit price. Proportion of purchase/resale was raised strategically. Wider sales channels led to increase in contracts with foreigners

Cumulative number of houses sold (YoY)

317



272



3Q

FY06/2023

3Q

FY06/2024

Cumulative number of houses purchased/resold (YoY)

72



69



3Q

FY06/2023

3Q

FY06/2024

Number of contracts with foreigners

+135 %

20



27



3Q

FY06/2023

3Q

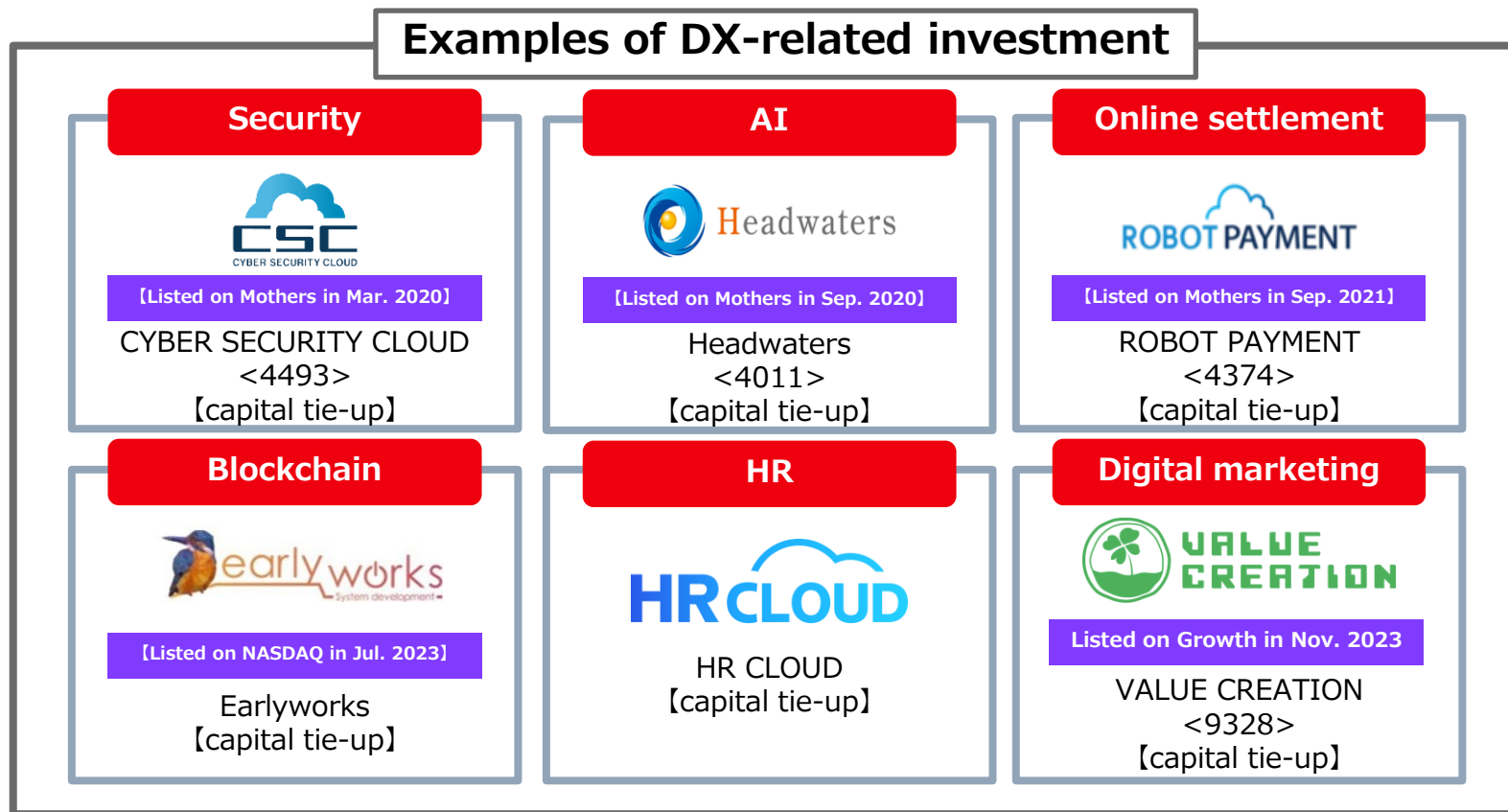
FY06/2024

Incubation Business

Performance of Incubation Business

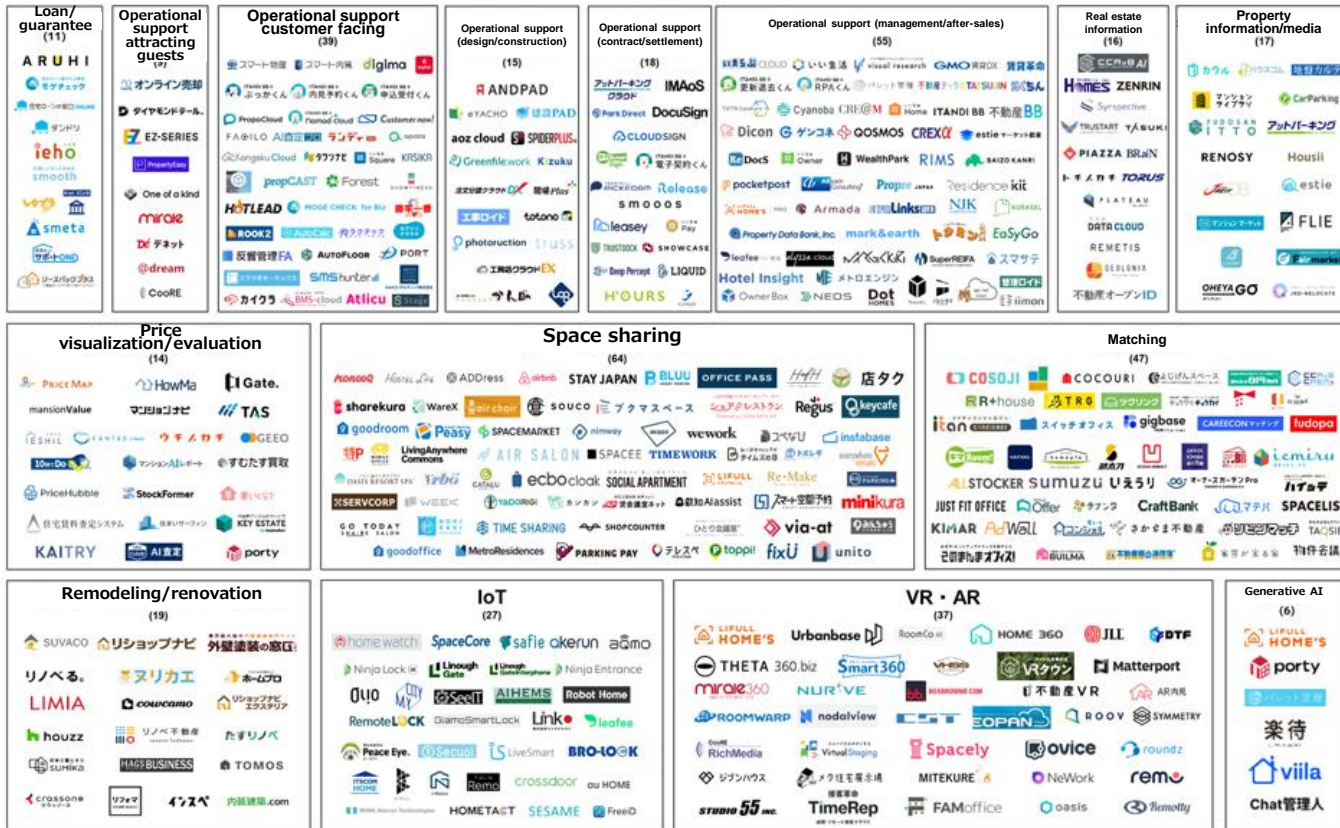
Four companies were newly invested, and VALUE CREATION has been listed. So far 31 venture companies have been invested, of which 6 have got listed (as of Mar. 31, 2024).

Net sales **145 mil. yen**
Operating profit **39 mil. yen**



Real Estate Tech's chaos map and fields covered by AMBITION DX

All of 15 fields in the real-estate DX domain are covered by our own services and investment



9th edition: August 2023 (463 services)

Created by Real Estate Tech Association for Japan

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

[chaos map] A map that shows landscape of real estate industry

Business tie-up with DEA developing GameFi business

Demonstration experiment of “NFT gaming condominium” started in Nov. 2023
Through this tie-up, we aim at growth driven by synergies

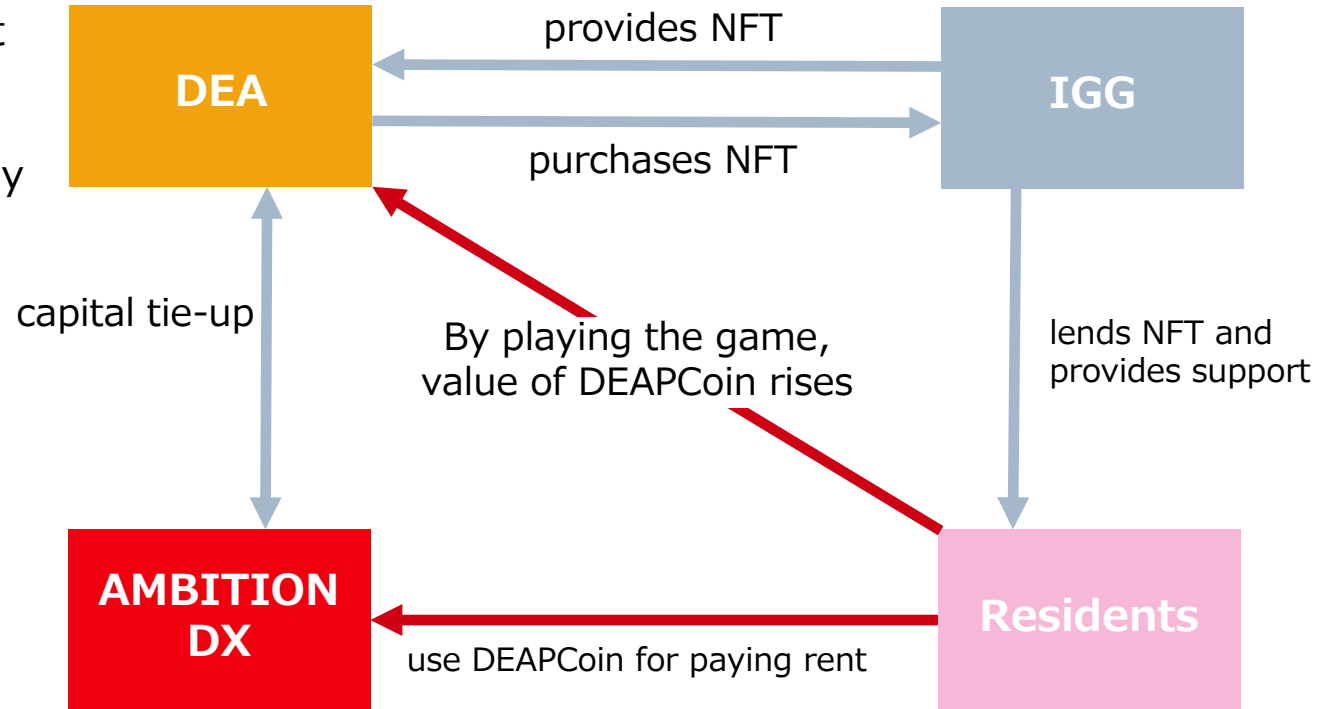
New business through tie-up with DEA Digital Entertainment Asset Pte.Ltd.

We entered into business tie-up with Digital Entertainment Asset Pte. Ltd. (DEA), and started a demonstration experiment of “NFT gaming condominium” in Nov. 2023, where residents have chances to make their rent practically free by playing NFT games.

What is NFT gaming condominium?



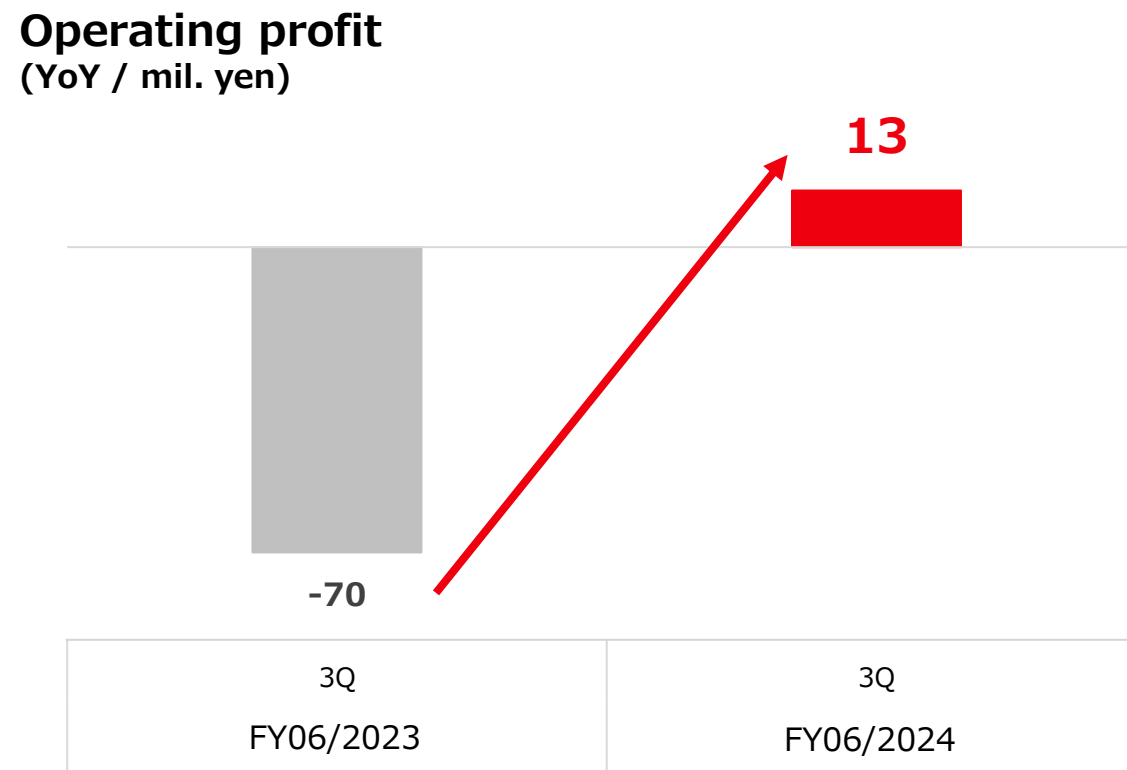
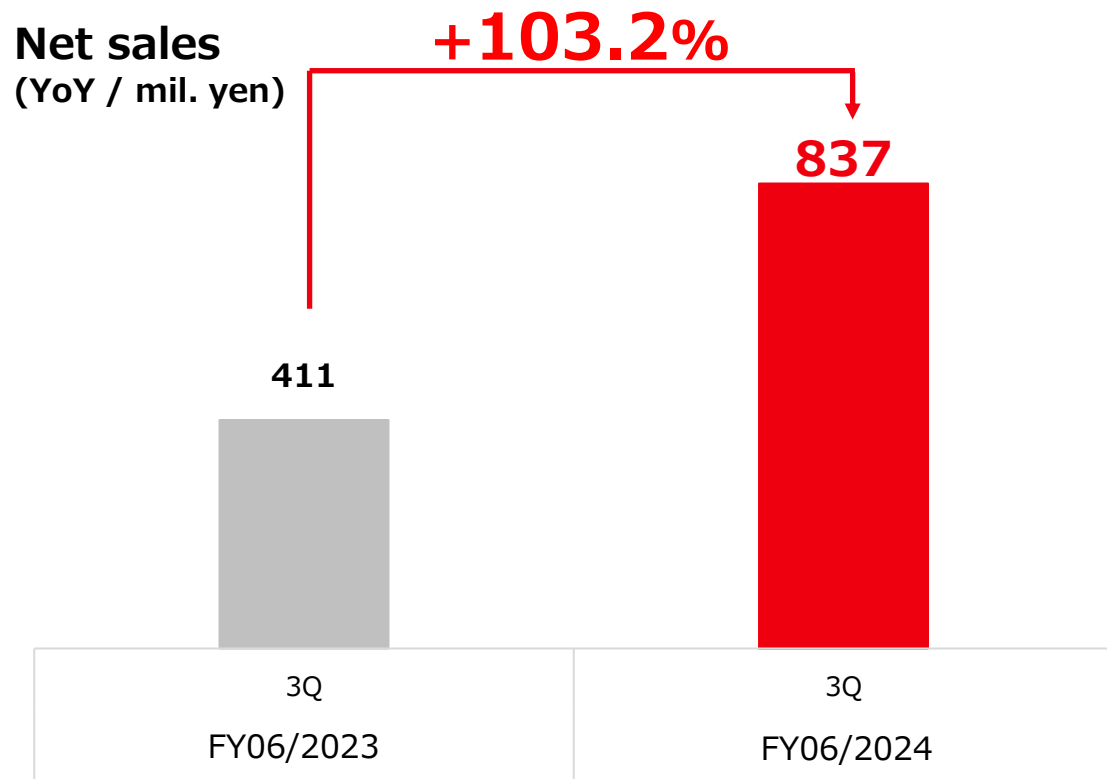
Residences provided by AMBITION DX are utilized, where residents play NFT games made available from DEA with support by IGG. If residents get earnings with virtual currency, they can use them for paying rent and make it possible to live effectively for free. By fusing “Living” and “Game” together, NFT becomes more familiar and then a new lifestyle of “play and live” is realized and proposed.



Other Business

Performance of Other Business

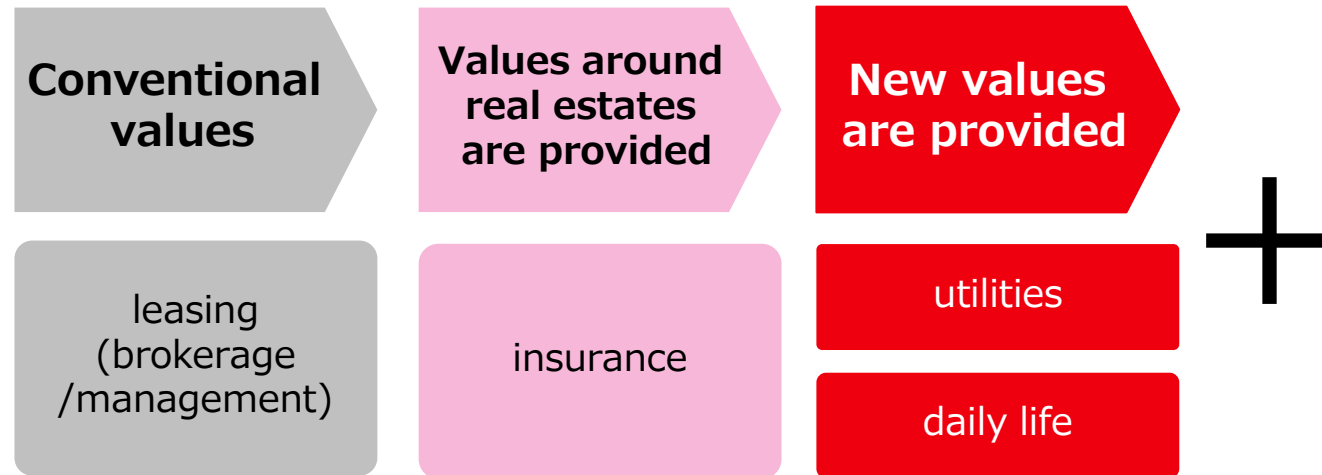
Other Business achieved surplus. Stock business of Small Amount Short-term Insurance dealt by HOPE and Overseas Systems Business contributed to overall revenues, and also DRAFT (ZEH/Utilities Business) played a role as a driving force of sales.



Creating synergies with our value chain

An interior work company was acquired through M&A. From repair work to renovation at the time of moving-in & vacating, new business opportunities can be created.

Process of a series of experiences in leasing residence



- Utilities are provided to residents of our rental housing.
- A series of services is provided consistently from searching for a rental housing, through insurance to utilities, which increases interfaces with residents, leading to their improved engagement and maximized LTV.

New business opportunities created by interior work



- Renovation work on purchased/resold properties and restoration work at the time of vacating leased properties are carried out.
- Added values provided by interior/renovation work bring about new business opportunities, regardless sales/purchase or leasing.

Utilization of AI in our real-estate DX

We started to utilize ChatGPT, so that efficient education and support for role playing would be realized



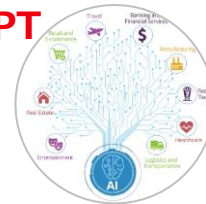
AI technology

ChatGPT is a kind of AI technology based on natural language processing



Feature and ability of ChatGPT

One of the features of ChatGPT is that, not following artificially created manuals and rules, it can understand new information and topic successively in order to update its database by self-learning.



General usage examples

ChatGPT is used for a wide range of purposes such as customer support and negotiation work. By adopting ChatGPT, effects of higher operational efficiency and improved customer satisfaction can be anticipated.



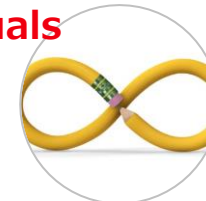
Training new employees

Using ChatGPT, basic principles and policies of a company can be taught to new employees promptly. In addition, it can be used for training in expertise of real estate.



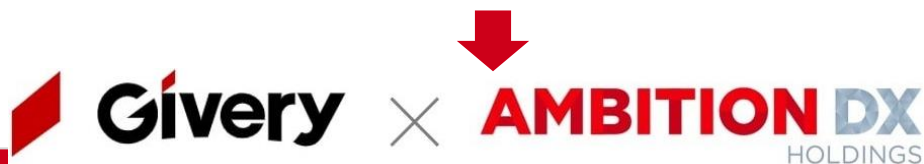
Automatic creation of manuals

By utilizing ChatGPT, 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

By utilizing ChatGPT, it becomes possible to develop and automate learning plans required for upskilling. Self-updating information about the trade and products is also possible.



Large-scale language models combined with real-estate DX:
Researches for development of services and products started in May 2023 in collaboration with "Givery, Inc. which promotes DX using large-scale language models"

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

About ESG

**Through business activities,
we contribute to realizing sustainable society**

How we consider ESG

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

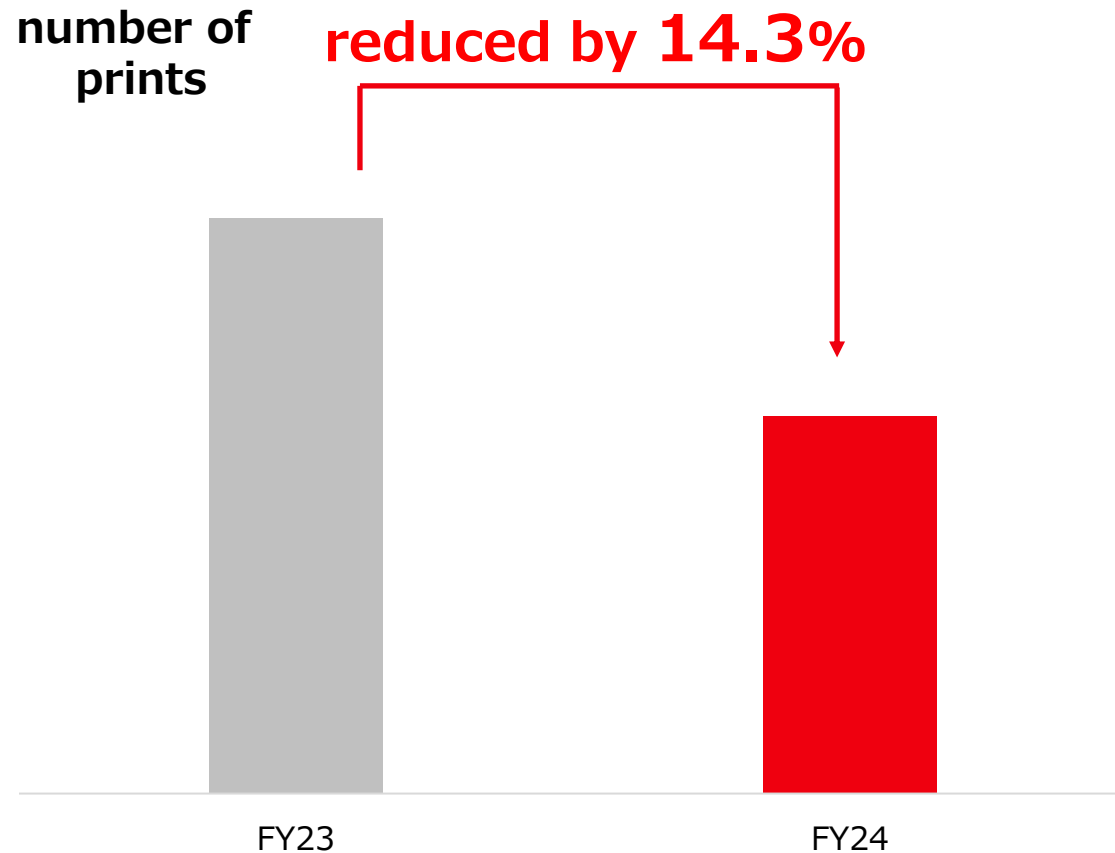
Innovation base in the field of real-estate leasing management is built up, leading to shorter timeline. Innovation contributes to building up sustainable industries.

Human capital

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

Approach to Environment

We have promoted paperless operations through DX, resulting in reducing paper prints by 14.3% YoY.



Virtually **NO paper** is required for contract

Customer side

0 paper with **//AMBITION Sign**

Important explanation

Contract execution

Document management

Management/business side

0 paper with **//AMBITION Cloud**

Drawings

Apply for preview

Apply for occupation

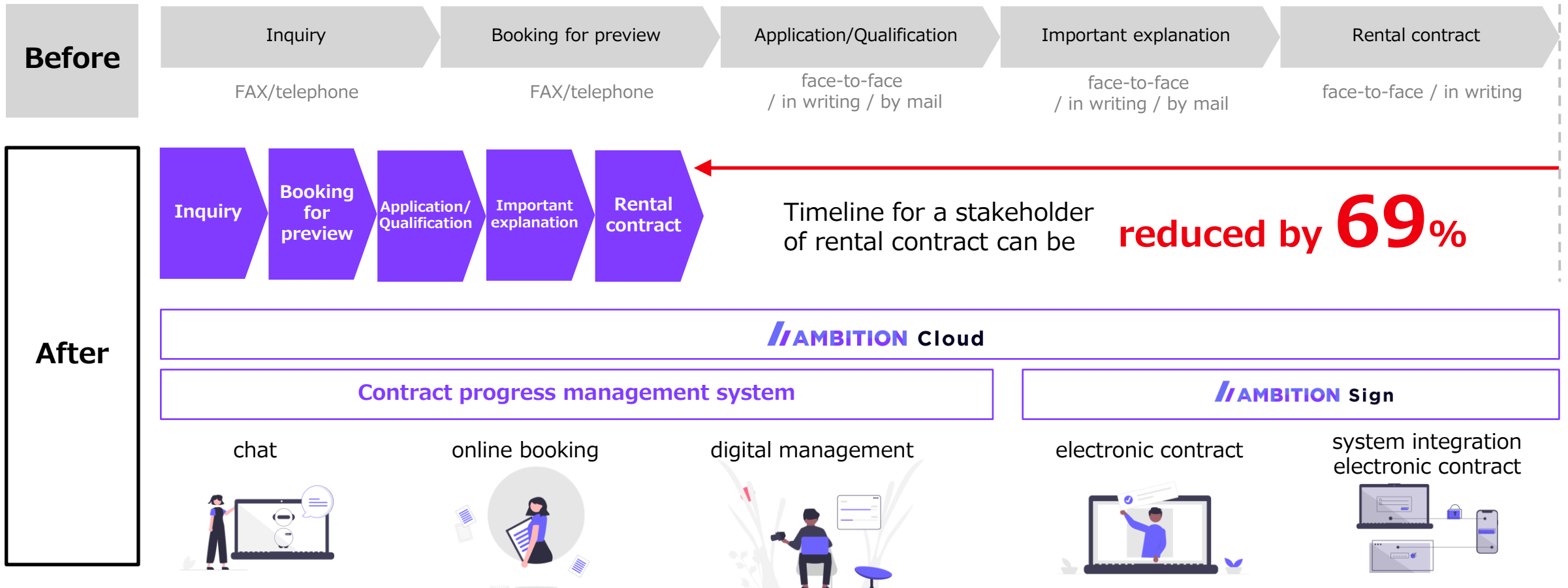
Qualification

Contract execution

Document management

Approach to Social

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



Approach to 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: **54%**

- 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



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



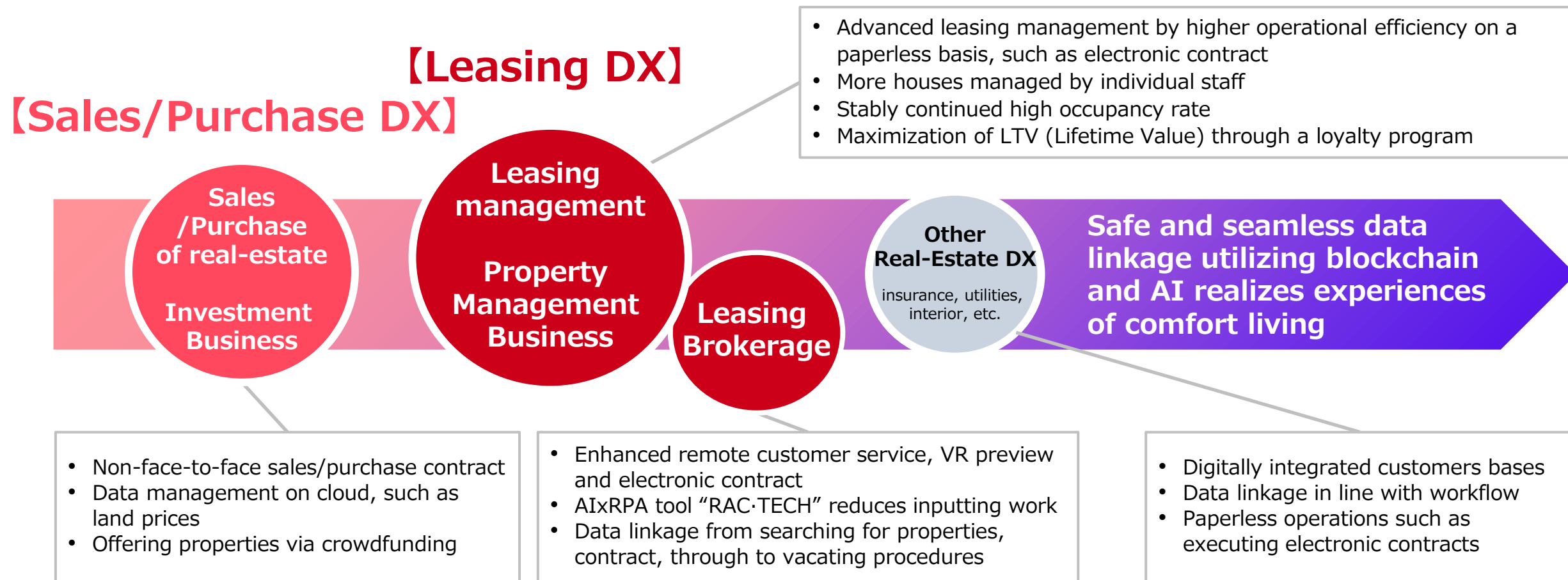
In 2024, the Company was evaluated and accredited as the one that considered its employees’ health management from managerial viewpoints and worked on it strategically. For the future as well, the Company will incorporate viewpoints of healthy management into its management strategies and pursue its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

Strategies and future outlook of AMBITION DX HOLDINGS

A real company that, under its corporate philosophy, has achieved transformation by fusing digital and real world together, in line with changes in society and environment

What we aspire is:

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



Real Estate DX Our strength

DX of every operation of real-estate business from leasing to sales/purchase and other relevant areas is promoted in a straightforward fashion, and a unique business foundation like no other in this industry is built up

Straight-forward
DX
promotion

Segment	Category		AMBITION DX HOLDINGS	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	○						○

Out real-estate DX strategies

We categorize DX as “offensive” and “defensive”, for every real-estate business

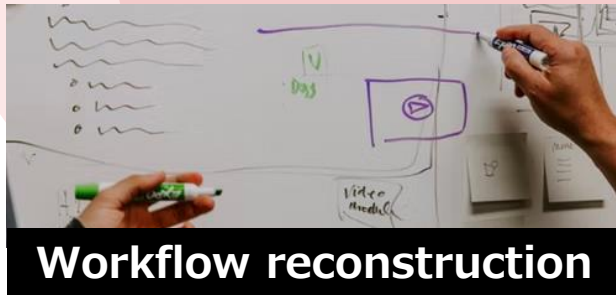
Higher competitiveness

Offensive DX



To transform business processes

To transform business models



Defensive DX

Higher operational efficiency


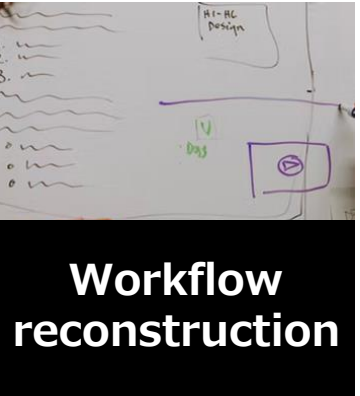
Out real-estate DX strategy: Offensive DX

In offensive DX we try innovative approaches which even overcome traditional barriers in this industry

Offensive DX		Fundamental reform of business models	<ul style="list-style-type: none">• Making a platform for real-estate by building up a consortium integrated with ecosystems(cross-selling)	<ul style="list-style-type: none">• 2023/07: Online healthcare services started• 2023/11: Integration with ecosystem• 2023/12: Incorporating ChatGPT in FAQ function	
		Fundamental reform of interfaces with customers	More value to existing businesses	<ul style="list-style-type: none">• Process completely online from room searching to contracting• Improved engagement (LTV) to facilitate communication with residents after move-in	<ul style="list-style-type: none">• 2021/04: "Room concierge", a matching application for room-searching• 2022/11: AMBITION Me started (LINE services for residents)
		Data integration BI base	More value of data-driven services	<ul style="list-style-type: none">• Utilizing data integration base (Ambition Core Platform) to offer services optimized for individual customers	<ul style="list-style-type: none">• 2022/10: Data analyses across systems and services• 2023/10: Distribution of service recommendation for individual residents started via AMBITION Me
			Data integration foundation	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 2022/09: BI structure was organized• 2023/01: Construction of master DB started• 2023/10: CRM internalization

Out real-estate DX strategy: Defensive DX

In defensive DX, we try different approaches which make conventional core businesses more robust with the help of technologies

		Strategy in detail	Major milestones	
Defensive DX	 <p>Blockchain and AI</p>	<ul style="list-style-type: none">Building up systems for IT explanation of important matters and electronic contractingUtilizing blockchain technologies for ecosystems	<ul style="list-style-type: none">Realizing IT explanation of important matters and electronic contracting on our business system (AMBITION Cloud); and management of contract documents with blockchainFacilitating contracts for third-party services by smart contract systems within services for residents	<ul style="list-style-type: none">2022/05: Service of AMBITION Sign started2022/09: Internal utilization of IT explanation of important matters and electronic contractingFuture vision: Implementation of smart contract system on a platform integrated with other ecosystems
	 <p>Workflow reconstruction</p>	<ul style="list-style-type: none">Reforming/re designing business processesHigher operational efficiency	<ul style="list-style-type: none">Higher operational efficiency and automation by renovating business processes along with building up AMBITION CloudHigher efficiency in data consolidation by API integration of core system and AMBITION Cloud	<ul style="list-style-type: none">2022/09: Workflow renovation by internal adoption of AMBITION Cloud2023/09: Automation utilizing API2023/09: API integration of AMBITION Cloud and Core Platform

Future outlook

We will accelerate M&A and investment in alliance and ventures, to realize non-continuous growth



Existing business

Organic growth

- Setting up DX Promotion Office
- Internal development of DX products

Growth boosted by synergy of alliance and venture investment

- Seeking synergy leading to real estate DX
- Pushing forward Incubation Business

Discrete growth by M&A

- Proactive acquisition of companies related to real estate and DX
- Enhanced sourcing of new projects

Future outlook

To date we have achieved non-continuous growth through proactive M&A and DX investment, but we set out to step up further

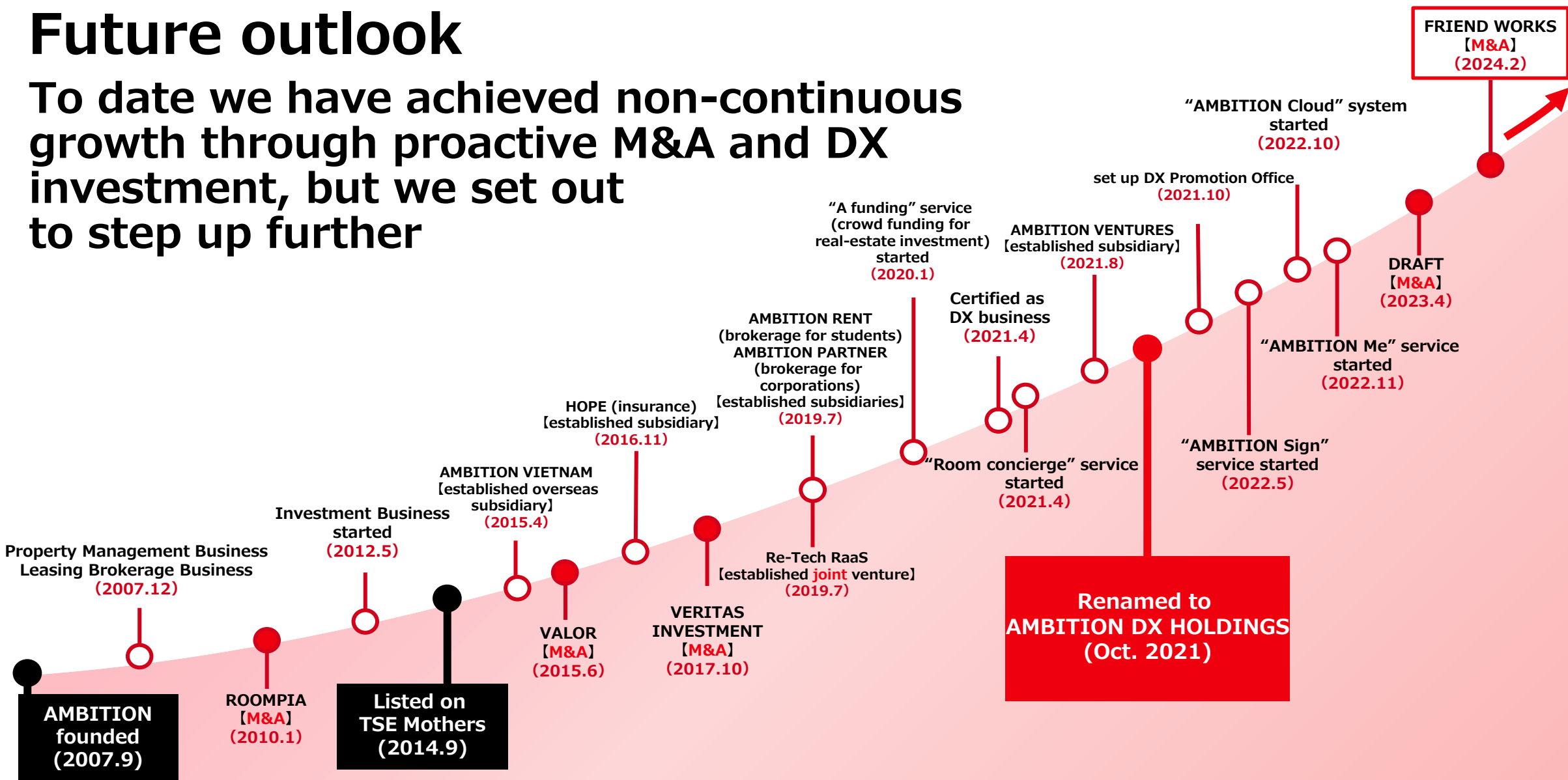
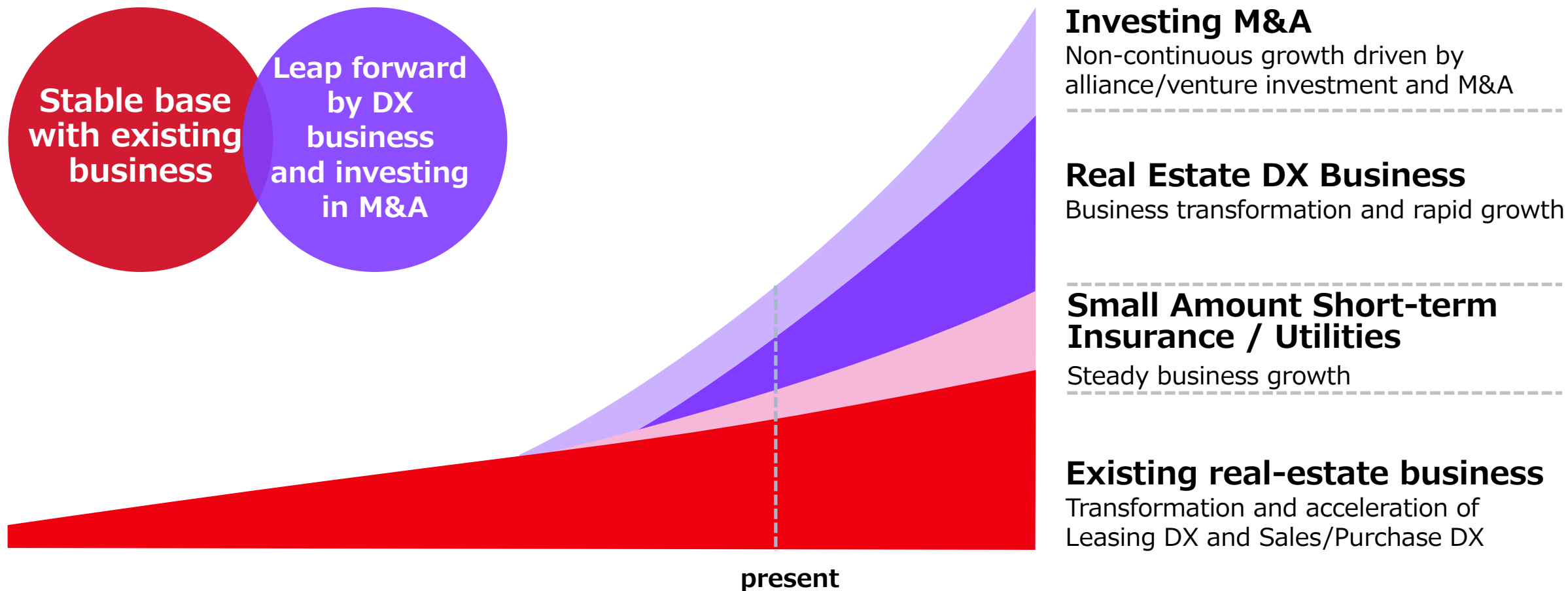


Image of our business growth for the future

Crossing multiple growth curves towards further steep business expansion

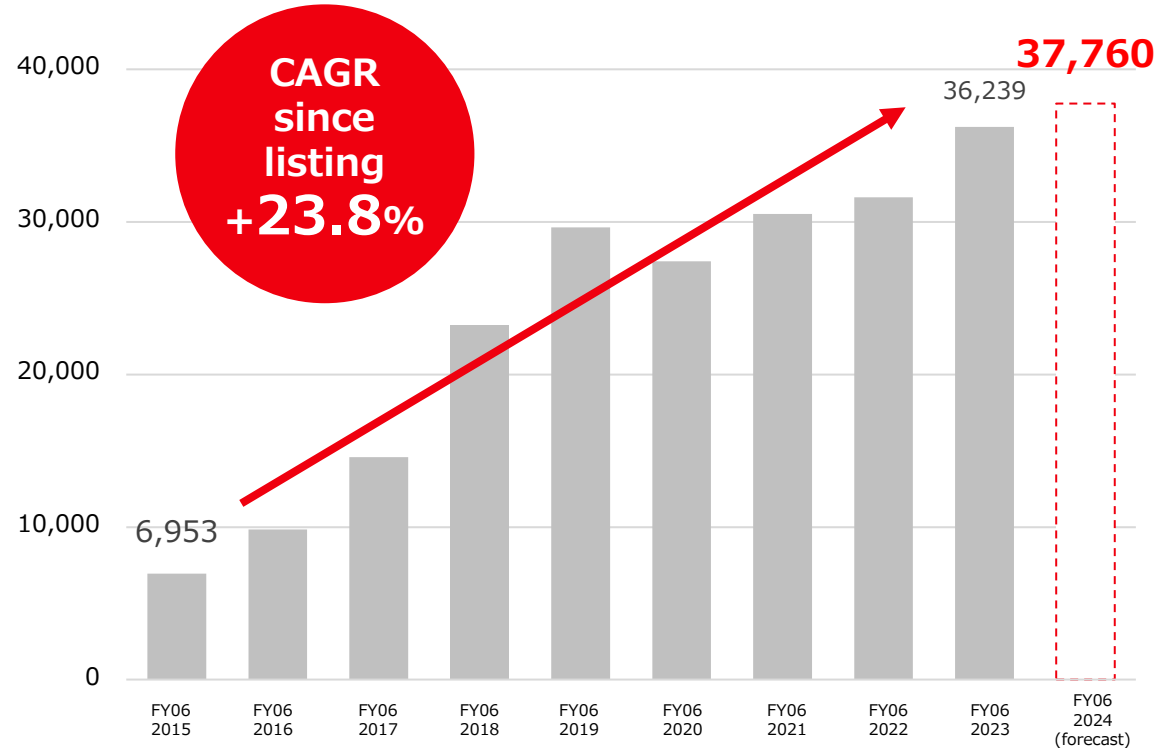


FY06/2024 (full-term) Performance forecasts / Dividend forecasts

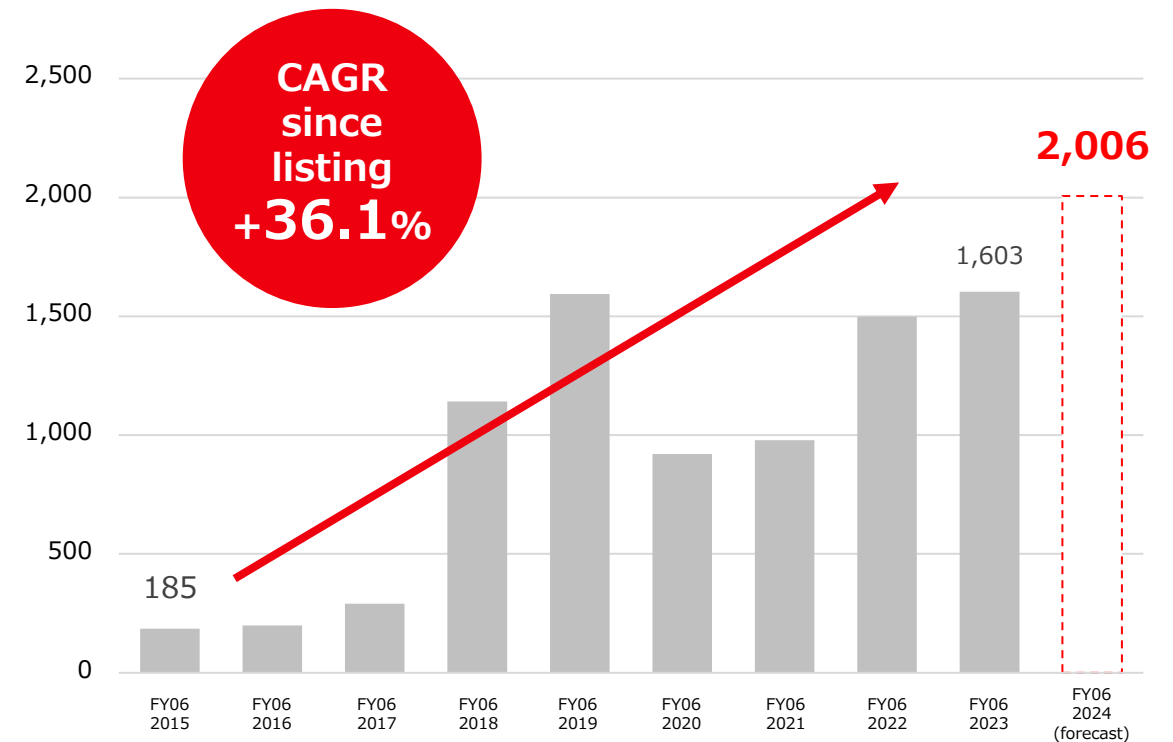
Transition of company-wide Net sales & Operating profit

CAGRs of Net sales & Operating profit to date are +23.8% & +36.1%, respectively evidencing substantial growth

Net sales (mil. yen)



Operating profit (mil. yen)



【CAGR】 Compound Annual Growth Rate

Full-term performance forecasts

Expecting higher revenues and earnings
Still record-high sales and profit are expected

(mil. yen)

Item	FY06/2023 actual	FY06/2024 forecast*	YoY
Net sales	36,239	37,760	+4.2%
EBITDA (for reference)	1,901	2,392	+25.7%
Operating profit	1,603	2,006	+25.1%
Ordinary profit	1,482	1,677	+13.2%
Net profit attributable to owners of parent	961	1,104	+14.9%

- Strong stock business and growth of Leasing DX contributed to enhancement of synergies across the entire business

- Significant extension of Sales/Purchase DX Investment Business and purchase/resale business

- M&A and investment in alliance and ventures

【Forecasts for FY06/2024 (full-term)】 * Descriptions about the future such as performance forecasts contained in this document are based on information currently available to the Company and certain presumptions considered to be reasonable, and therefore actual business performance and other elements may differ substantially due to various factors.

Full-term performance forecasts

Operating profit is expected to increase by 25.1%. With our principal Leasing DX Property Management Business growing further, we are going to maximize synergies for every business.

Net sales

(YoY / mil. yen)

36,239

37,760

YoY
+4.2%

actual
FY06/2023

forecast
FY06/2024

Operating profit

(YoY / mil. yen)

1,603

2,006

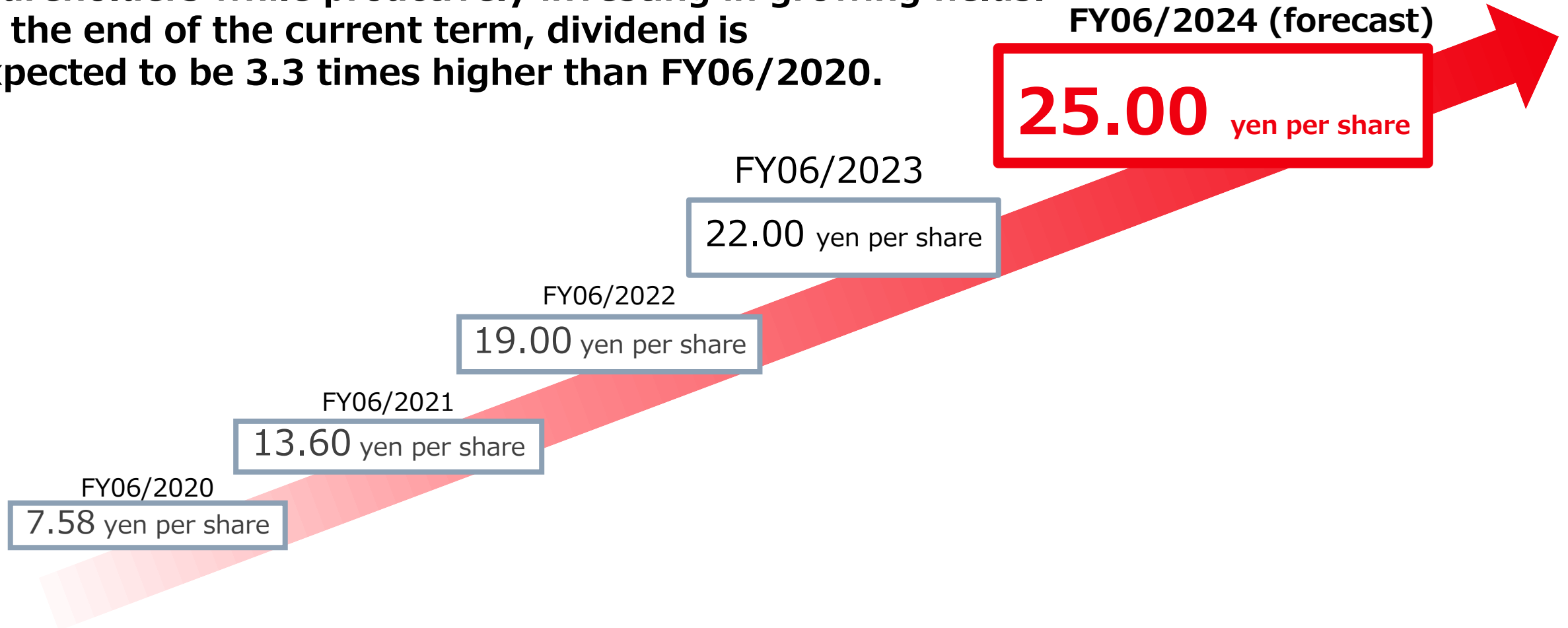
YoY
+25.1%

actual
FY06/2023

forecast
FY06/2024

Dividend forecasts

The Company intends to continue stable return to shareholders while proactively investing in growing fields. At the end of the current term, dividend is expected to be 3.3 times higher than FY06/2020.



Disclaimer

- 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.

We design experiences of comfort living.

To become a sole real estate digital platformer which fuses digital and real world together

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