

Earnings Results for the Fiscal Year Ended June 2025

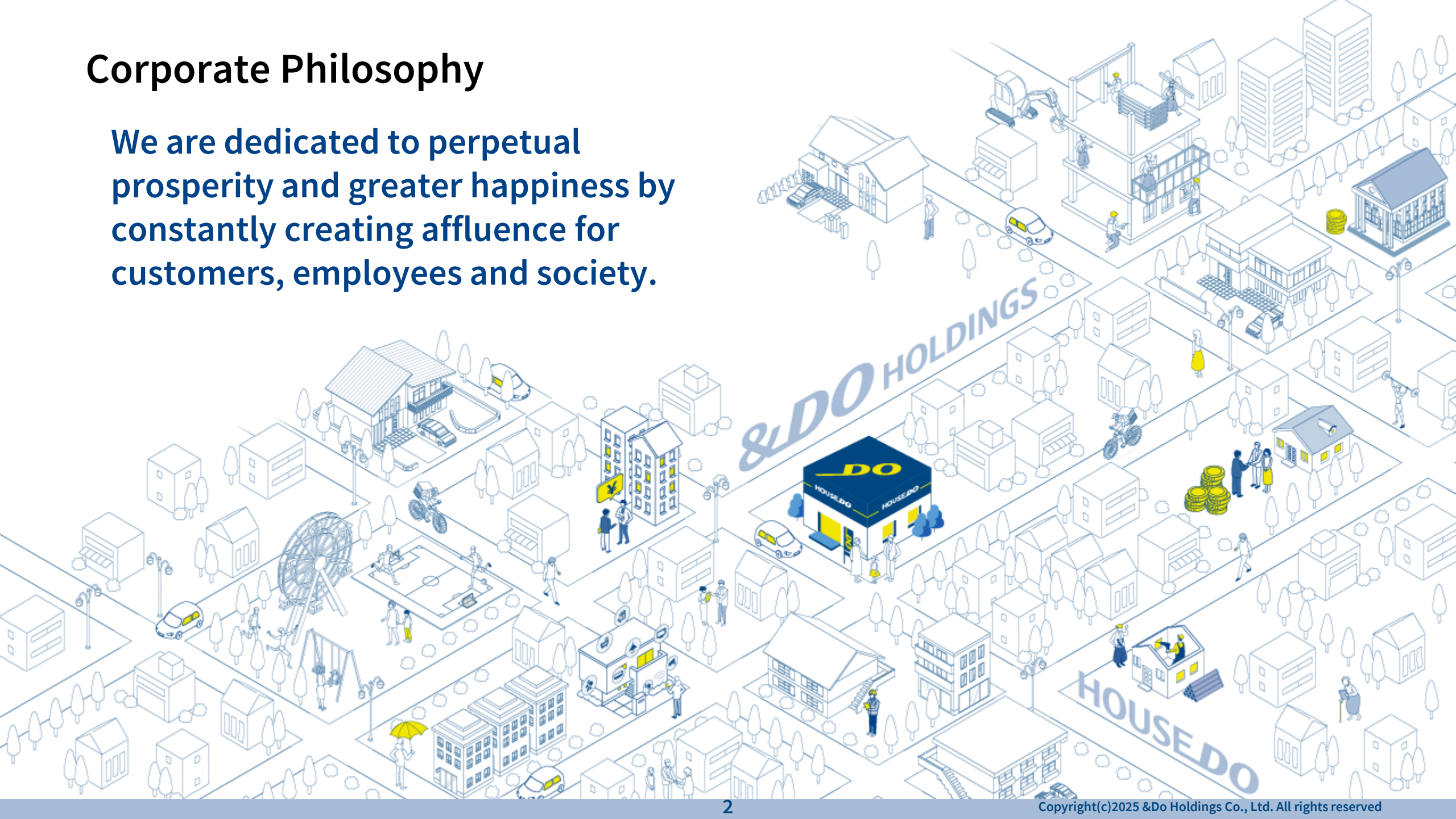
August 14, 2025

&Do Holdings Co., Ltd
【3457】



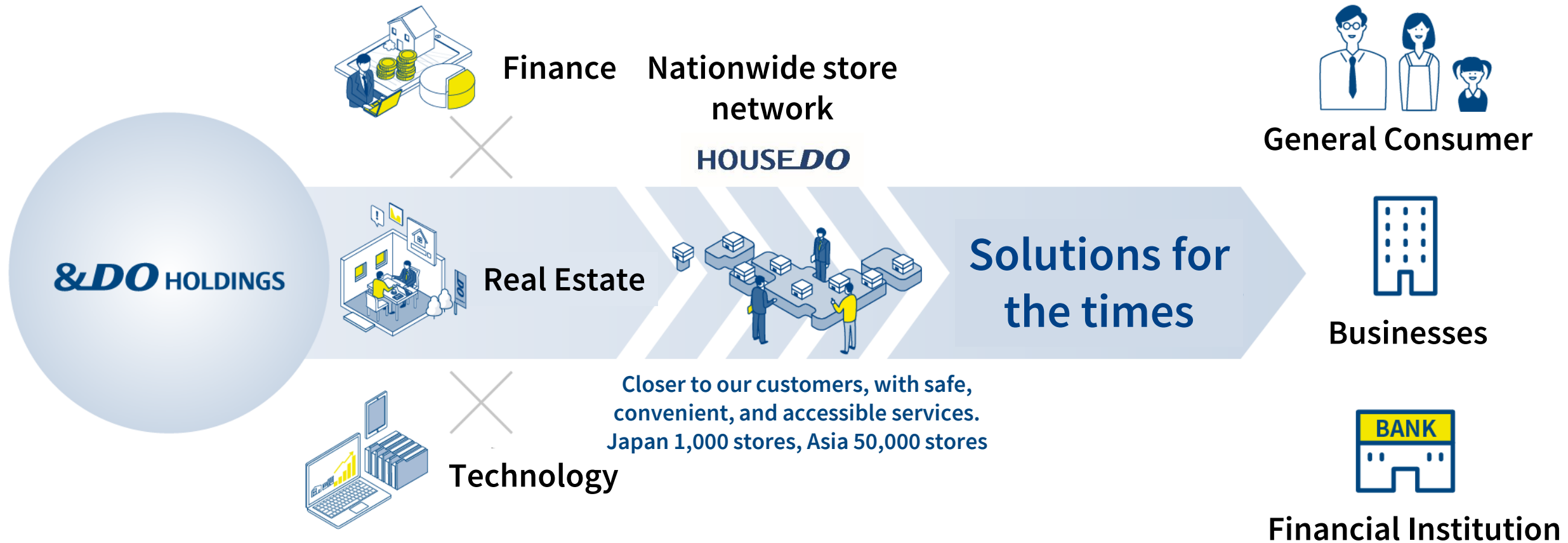
Corporate Philosophy

We are dedicated to perpetual prosperity and greater happiness by constantly creating affluence for customers, employees and society.



Value Creation and Role of &Do

Providing consumers, businesses, and financial institutions with primarily real estate-based solutions that fulfill present-day needs



- 1. FY6/25 Consolidated Results Summary**
- 2. FY6/25 Results by Segment**
- 3. FY6/26 Fiscal Year Plan**
- 4. Company Profile**

1. FY6/25 Consolidated Results Summary

2. FY6/25 Results by Segment

3. FY6/26 Fiscal Year Plan

4. Company Profile

FY6/25 Full-year results

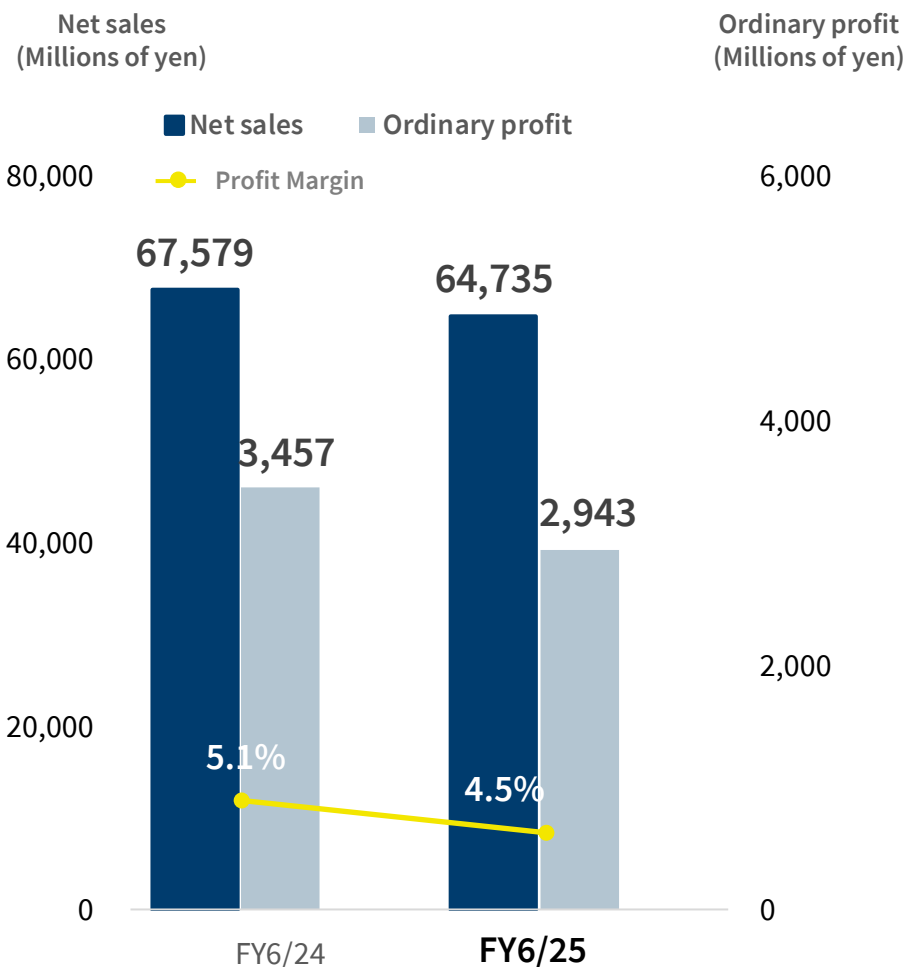
- Results fell below the year-earlier level due to a decline in the amount transferred to HLB funds

| (Millions of yen) | FY6/24 Result | FY6/25 Result | YoY |
|-------------------|------------------|------------------|---------|
| Net sales | 67,579 | 64,735 | - 4.2% |
| Operating profit | 3,587 | 2,620 | - 27.0% |
| Ordinary profit | 3,457 | 2,943 | - 14.9% |
| Profit | 2,476 | 2,341 | - 5.5% |

TOPICS

- Initial earnings forecast revised down
- Announcement of five-year medium-term management plan**
[FY6/30 targets]
 - Net sales :¥80.0 bn
 - Ordinary profit :¥8.0 bn
 - ROIC :over 6%
 - Dividend payout ratio :over 30%

FY6/25 Summary of Consolidated Statement of Income



(Millions of yen)

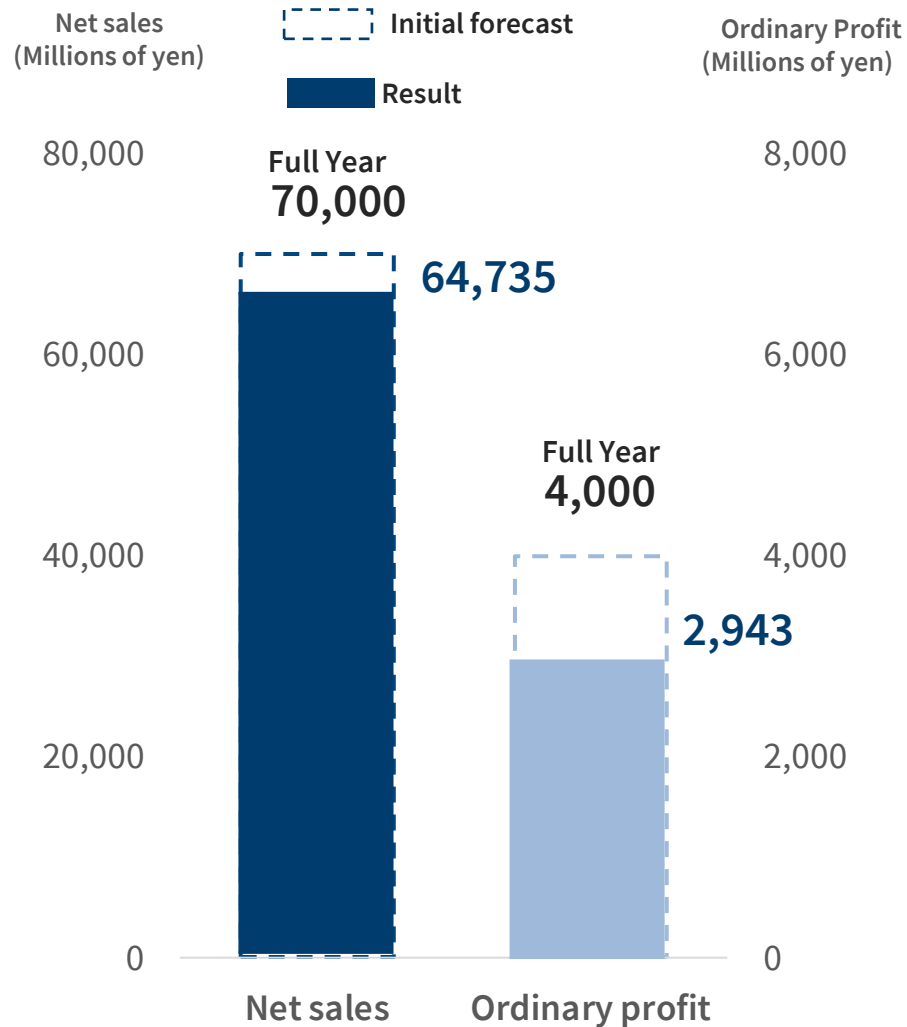
| | FY6/24 | | FY6/25 | | YoY change |
|---------------------------|--------|------------|--------|------------|------------|
| (Year-on-year comparison) | | % to sales | | % to sales | |
| Net sales | 67,579 | 100.0% | 64,735 | 100.0% | -4.2% |
| Gross profit | 16,434 | 24.3% | 14,539 | 22.5% | -11.5% |
| SG&A expenses | 12,847 | 19.0% | 11,919 | 18.4% | -7.2% |
| Operating profit | 3,587 | 5.3% | 2,620 | 4.0% | -27.0% |
| Non-operating income | 711 | 1.1% | 1,287 | 2.0% | + 80.8% |
| Non-operating expenses | 842 | 1.2% | 964 | 1.5% | + 14.4% |
| Ordinary profit | 3,457 | 5.1% | 2,943 | 4.5% | -14.9% |
| Profit | 2,476 | 3.7% | 2,341 | 3.6% | -5.5% |
| EBITDA | 4,607 | 6.8% | 3,590 | 5.5% | -22.1% |

Note: EBITDA=Operating Profit + Depreciation + Goodwill amortization

■ Curbed the number of House-Leaseback purchases due to concerns over the continuation of the fund scheme arising from reputational impact and rising interest rates

➡ Results fell below the year-earlier level due to a decline in the amount transferred to HLB Funds (FY6/24: ¥17.74 bn → FY6/25: ¥8.23 bn)

FY6/25 Achievement rate against initial plan



| | FY6/25 | FY6/25 initial plan | (Millions of yen) Comparison with initial plan FY6/25 |
|------------------------|--------|---------------------|---|
| Net sales | 64,735 | 70,000 | 92.5% |
| Operating profit | 2,620 | 4,000 | 65.5% |
| Ordinary profit | 2,943 | 4,000 | 73.6% |
| Profit | 2,341 | 2,640 | 88.7% |
| Earning per share(Yen) | 118.86 | 132.62 | — |

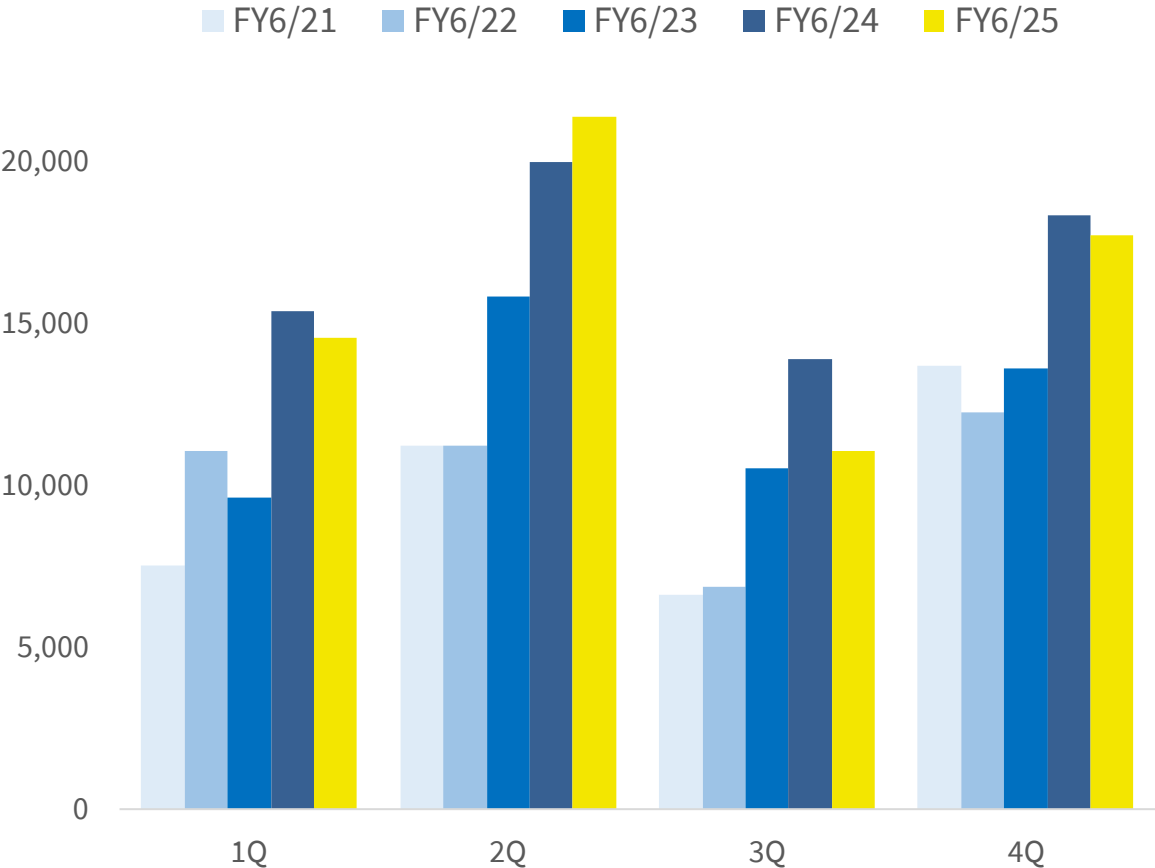
■ Net sales of ¥64.73 bn ➡ 92.5% of initial forecast; ordinary profit of ¥2.94 bn ➡ 73.6% of initial forecast

■ While net sales in the Real Estate Buying and Selling Business increased, the amount transferred to HLB Funds fell short of the initial plan, resulting in the earnings forecast being missed

Changes in Quarterly Sales/Operating Profit

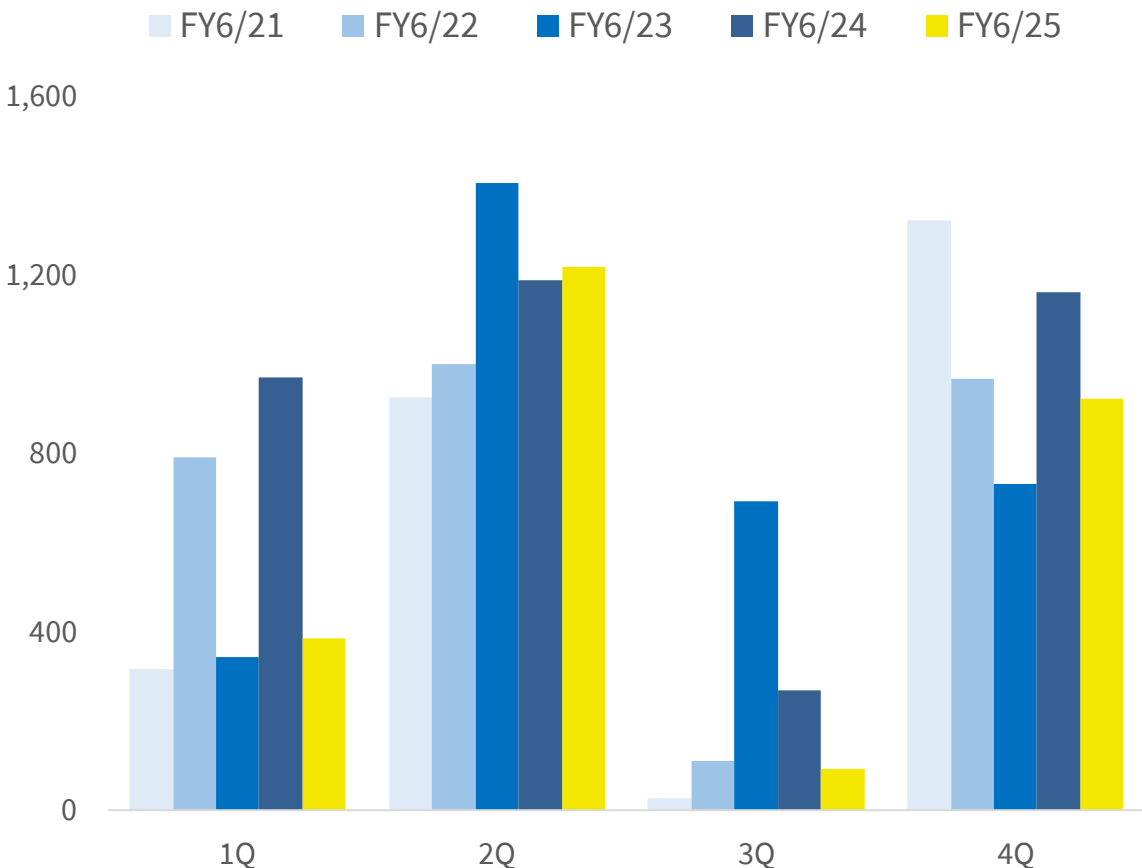
Changes in Quarterly Sales

(millions of yen)



Changes in Quarterly Operating Profit

(millions of yen)

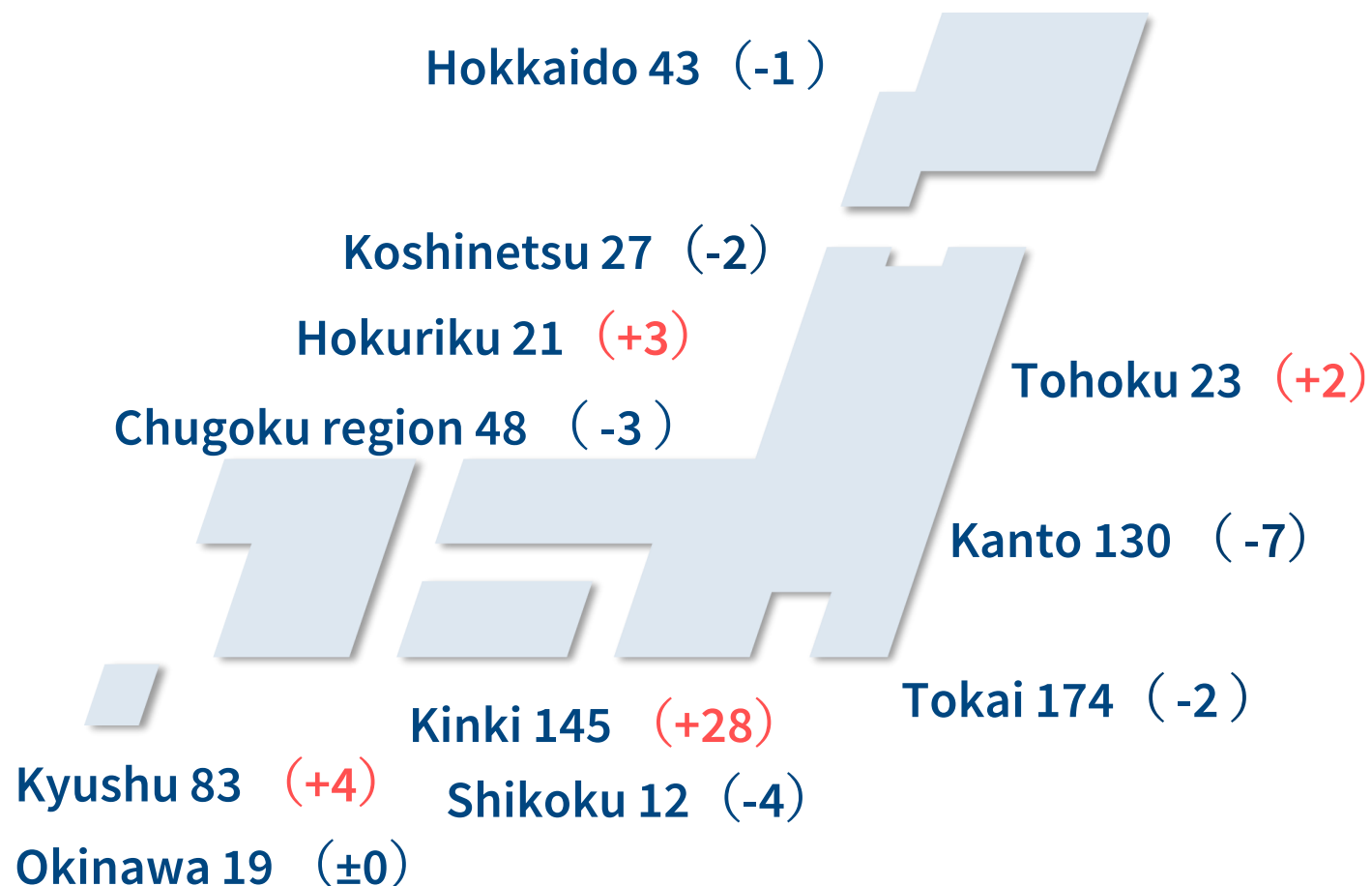


■ Following 3Q, differences in the amount transferred to HLB Funds continued to have an impact. As a result, both net sales and profit dropped below the level recorded in 4Q FY6/24

Key Indicators by Segment: Franchisee Business

- Osaka Prefecture registered significant growth, particularly among real estate companies, due primarily to greater recognition within the area amid an increase in the number of stores

No. of stores by region



Note: Figures in parentheses indicate increase/decrease from the end of the previous period.

New franchisee contracts

125 stores YoY change + 20.2%

New franchised stores opened

84 stores YoY change - 16.0%

Total No. of Franchised stores

725 stores Change from the end of the previous period + 18

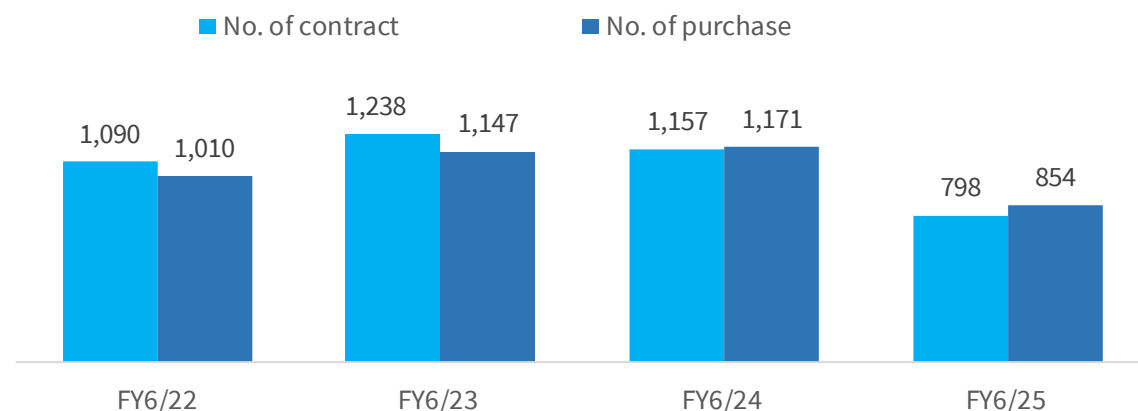
Total No. of Franchised stores opened

624 stores Change from the end of the previous period -19

Key Indicators by Segment: House-Leaseback Business

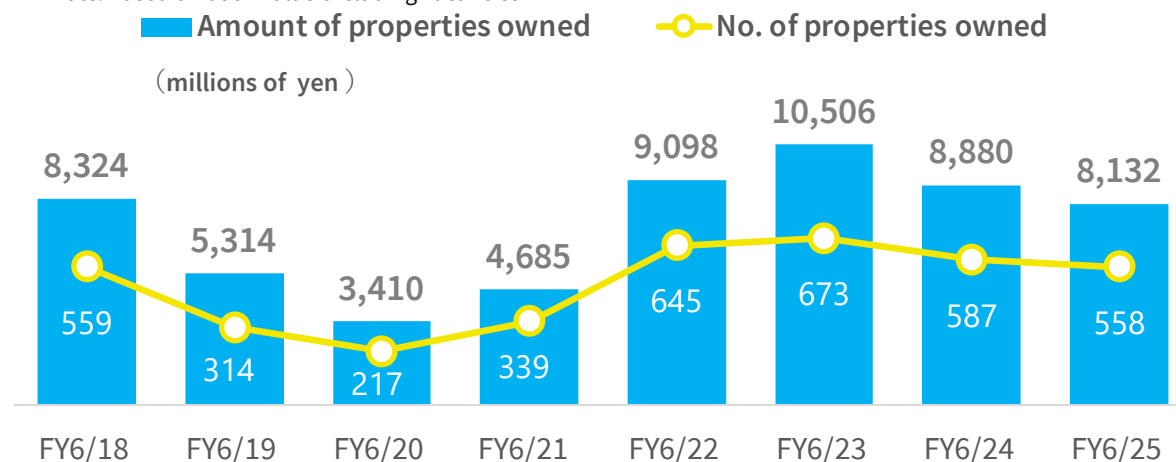
■ Curbing purchase contracts from 2Q onward had an impact, causing the number of new transactions to fall below the year-earlier level

No. of contract and Purchased



Total amount of balance and No. of properties owned

* Note: Based on book value excluding vacancies



No. of HLB contracts

YoY change **-31.0 %**

No. of HLB purchased

YoY change **-27.1 %**

Total No. of properties owned

Change from the end of the previous period **-29 case**

Total Balance of owned properties

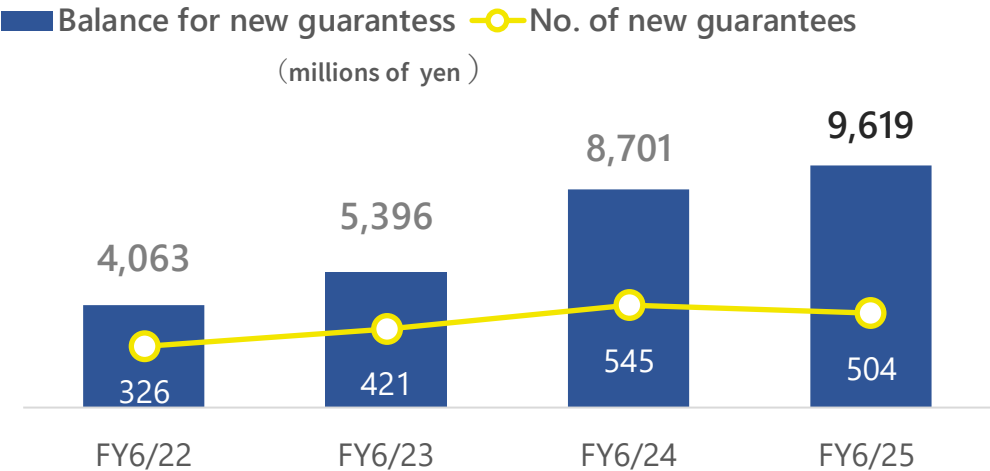
Change from the end of the previous period **-0.74 bn yen**

Key Indicators by Segment: Reverse Mortgage Guarantees for Finance Business

HOUSEDO

■ The balance of new guarantees continued to trend upward, and the total number of reverse mortgage guarantees exceeded 2,000

No. of Reverse Mortgage Guarantees and Balance



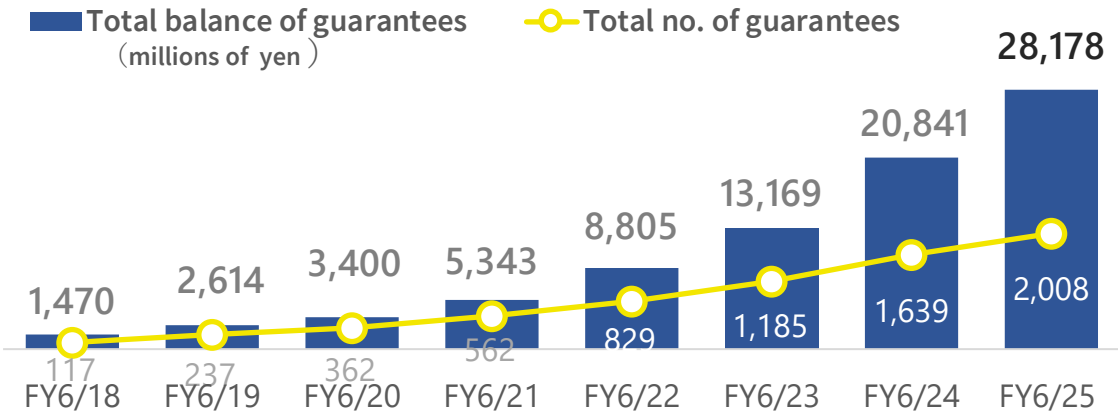
No. of New Guarantees

YoY change **-7.5 %**

Balance for New Guarantees

YoY change **+10.6 %**

Total Balance and No. of Reverse Mortgage Guarantees



Total No. of Reverse Mortgage Guarantees

Change from the end of the previous period **+369 case**

Total Balance of Reverse Mortgage Guarantees

Change from the end of the previous period **+7.33 bn yen**

Key Indicators by Segment: Alliance with Financial Institutions in Reverse Mortgage Guarantee Business

54 (as of August. 14, 2025)
**Alliance with
Financial Institutions**

Note : based on head released date

Chugoku/Shikoku Area

| | |
|-----------------------|------------------------|
| Ehime Bank | Shikoku Bank |
| Kasaoka Shinkumi Bank | Tamashima Shinkin Bank |
| Kure Shinkin Bank | Chugoku Bank |
| The Bank of Kochi | |

Tohoku ・ Hokuriku

| | |
|---------------------|----------------|
| The Taiko bank,Ltd. | Fukushima Bank |
| Toyama Shinkin Bank | |

Kanto Area

| | |
|-----------------------------|----------------------------|
| Asahi Shinkin bank | Showa Shinkin Bank |
| Adachiseiwa Shinkin bank | Takinogawa shinkin bank |
| Kanagawa Bank | Tama shinkin bank |
| Kawaguchi-Shinkin Bank | Chunan shinkin bank |
| Kiraboshi Bank | Toei shinkin bank |
| Komatsugawa Shinkin Bank | Tokyo City Shinkin bank |
| The Saitamaken Shinkin Bank | The Tokyo Star bank |
| Saitama Resona Bank | Tokyo Higashi Shinkin Bank |
| Sagami Shinkin Bank | Tokyo Bay Shinkin |
| The Sawayaka Shinkin Bank | Hanno Shinkin Bank |
| Shiba Shinkin Bank | Rakuten Bank |

Kyushu Area

| |
|------------------------|
| Nishi-Nippon City Bank |
|------------------------|

Kansai Area

| | |
|----------------------------|--------------------------|
| Osaka Shoko Shinkin Bank | Shiga Chuou Shinkin Bank |
| Osaka Shinkin Bank | The Tajima Bank |
| Kansai Mirai Bank, Limited | Nagahama Shinkin Bank |
| Keiji Credit Association | The Nanto Bank |
| Koto Shinkin Bank | Resona Bank, Limited. |

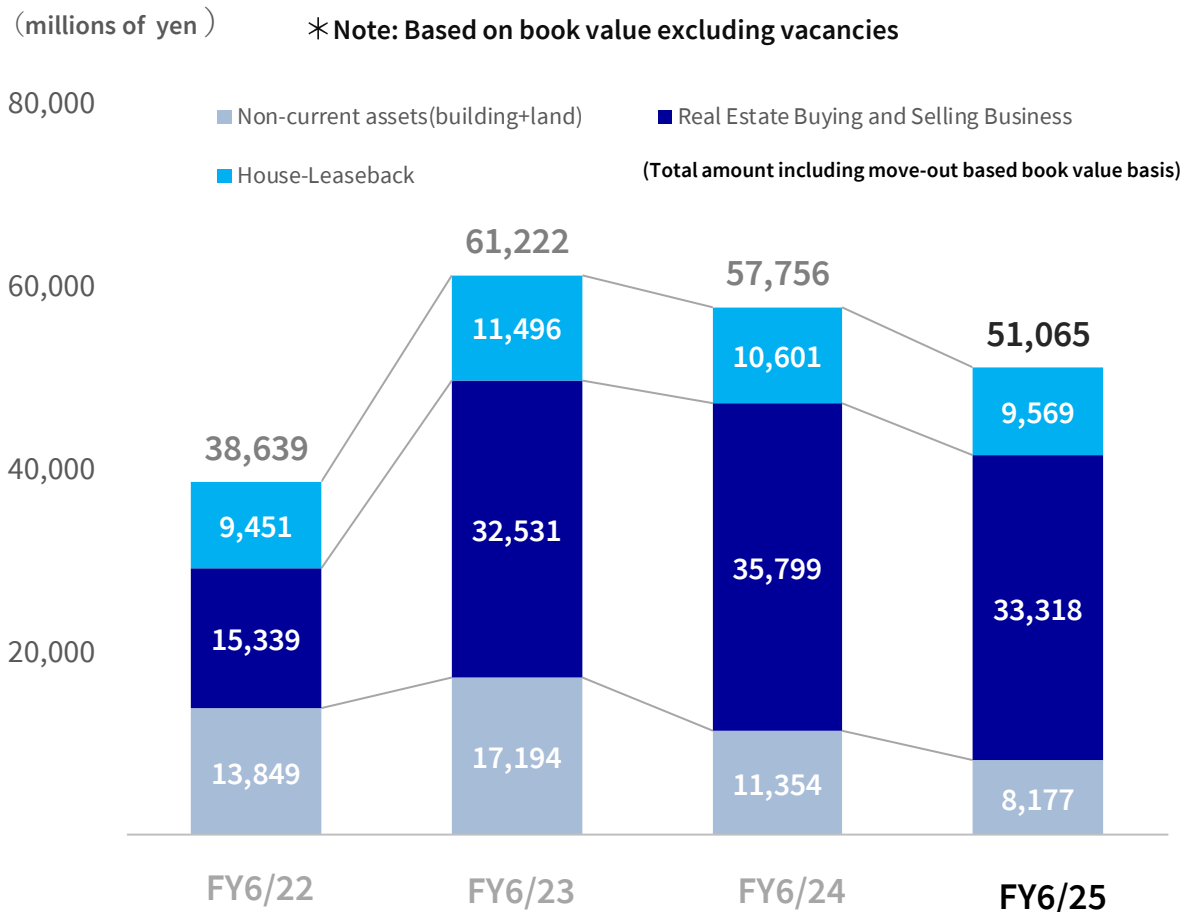
Tokai Area

| | |
|--------------------------|------------------------------|
| Enshu Shinkin Bank | Chunichi Shinkin Bank |
| San ju San bank | Hamamatsu Iwata shinkin bank |
| Shizuoka Bank | Bisai Shinkin bank |
| Aichi Shogin | Fuji Shinkin Bank |
| The Seishin Shinkin Bank | Mishima Shinkin Bank |
| Chita Shinkin Bank | |

Note : the syllabary order and Area is classified based on head office location

Key Indicators by Segment :Status of Real Estate Holdings

- Total real estate holdings decreased due to factors such as the impact of sales of large properties and improvements in asset turnover
- Aim to further accelerate the pace of acquisitions to expand the Real Estate Buying and Selling Business, particularly through the purchase and resale of pre-owned houses



House-Leaseback Business

Change from the end of the previous period **-1.03** bn yen

Real Estate Buying and Selling Business

Change from the end of the previous period **-2.4** bn yen

Non-current asset s(building+land)

Change from the end of the previous period **-3.1** bn yen

Note: All House-Leaseback properties prior to FY6/22 are retroactively assumed to be real estate for sale.

Consolidated Balance Sheet

| (millions of yen) | FY6/24 | FY6/25 | YoY change |
|-------------------------------|--------|---------------|------------|
| Current assets | 60,217 | 54,870 | -5,347 |
| Cash and deposits | 10,092 | 8,577 | -1,515 |
| Inventories | 46,692 | 43,179 | -3,513 |
| Other | 3,433 | 3,114 | -319 |
| Non-current assets | 19,350 | 17,102 | -2,247 |
| Property, plant and equipment | 11,392 | 8,250 | -3,141 |
| Intangible assets | 1,477 | 1,374 | - 102 |
| Investments and other assets | 6,481 | 7,478 | + 996 |
| Total assets | 79,568 | 71,973 | -7,595 |
| Current Ratio | 186.5% | 174.4% | -12.1pt |
| Fixed Ratio | 112.4% | 92.8% | -19.6pt |

| (millions of yen) | FY6/24 | FY6/25 | YoY change |
|---|------------|-------------------|------------|
| Liabilities | 62,318 | 53,520 | -8,797 |
| Current liabilities | 32,288 | 31,463 | -825 |
| Non-current liabilities | 30,029 | 22,057 | -7,972 |
| Net assets | 17,250 | 18,453 | + 1,202 |
| Shareholders' equity | 17,196 | 18,404 | + 1,207 |
| Accumulated other comprehensive income | 23 | 30 | + 7 |
| Subscription rights to shares | 30 | 18 | -0 |
| Total liabilities and net assets | 79,568 | 71,973 | -7,595 |
| D/E Ratio | +3.2 times | +2.6 times | -0.6 times |
| Shareholder's equity ratio | 21.6% | 25.6% | +4.0 pt |

- Assets and liabilities decreased from the previous fiscal year-end due to sales of large properties and other factors, leading to a significant improvement in financial soundness
- While utilizing financial leverage, aim to strengthen equity capital by increasing profit, thereby improving the shareholders' equity ratio

Selling, General and Administrative Expenses

(Millions of yen)

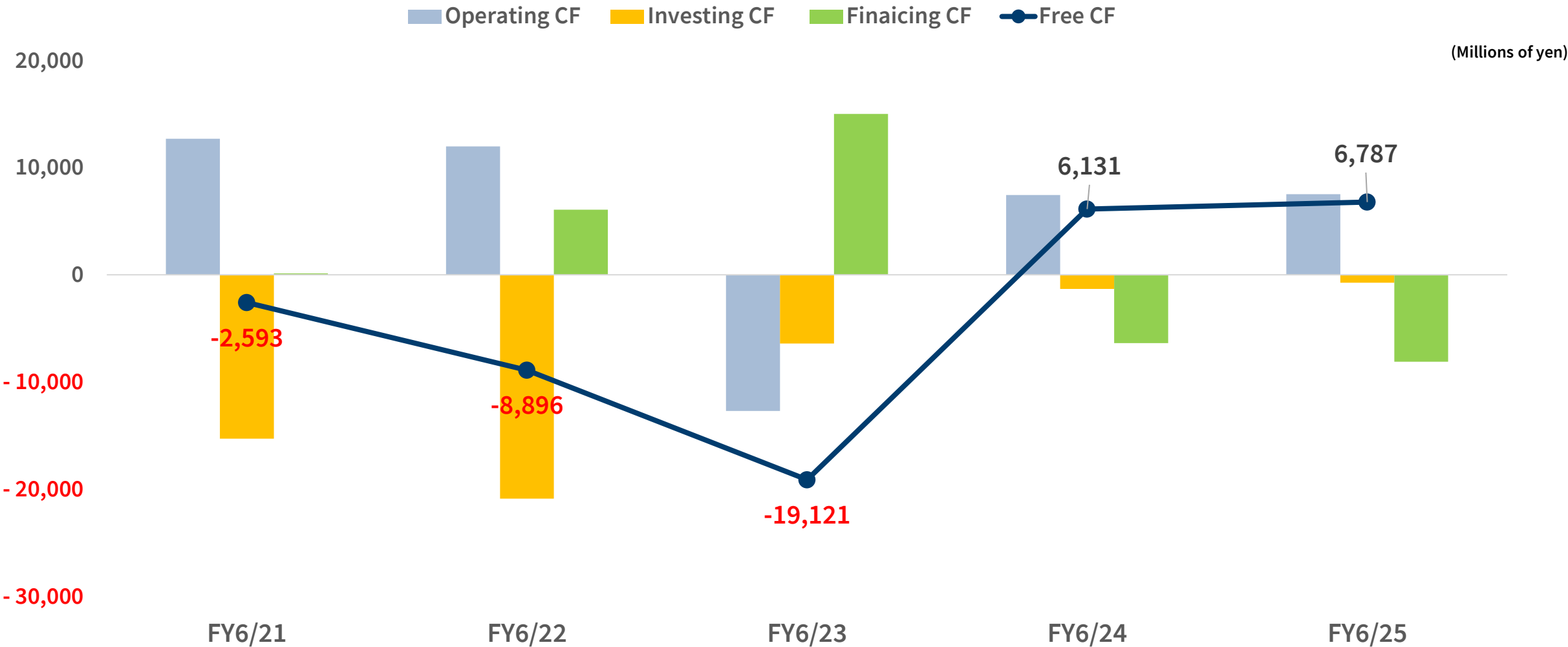
| | FY6/24 | | FY6/25 | | YoY change |
|---------------------------|--------|------------|--------|------------|------------|
| | | % to sales | | % to sales | |
| SG&A expenses | 12,847 | 19.0% | 11,919 | 18.4% | - 7.2% |
| Personnel | 4,787 | 7.1% | 4,577 | 7.1% | -4.4% |
| Advertising and promotion | 1,875 | 2.8% | 1,313 | 2.0% | -30.0% |
| Office maintenance | 298 | 0.4% | 360 | 0.6% | + 20.6% |
| Others | 5,885 | 8.7% | 5,667 | 8.8% | -3.7% |

(Gross profit 16,434 24.3% 14,539 22.5%)

- Curbed SG&A expenses through business selection and focus; office maintenance costs rose due to new store openings in the Real Estate Buying and Selling Business
- While actively strengthening personnel in priority businesses, aim to improve profit margins by controlling SG&A expenses

Cash Flow

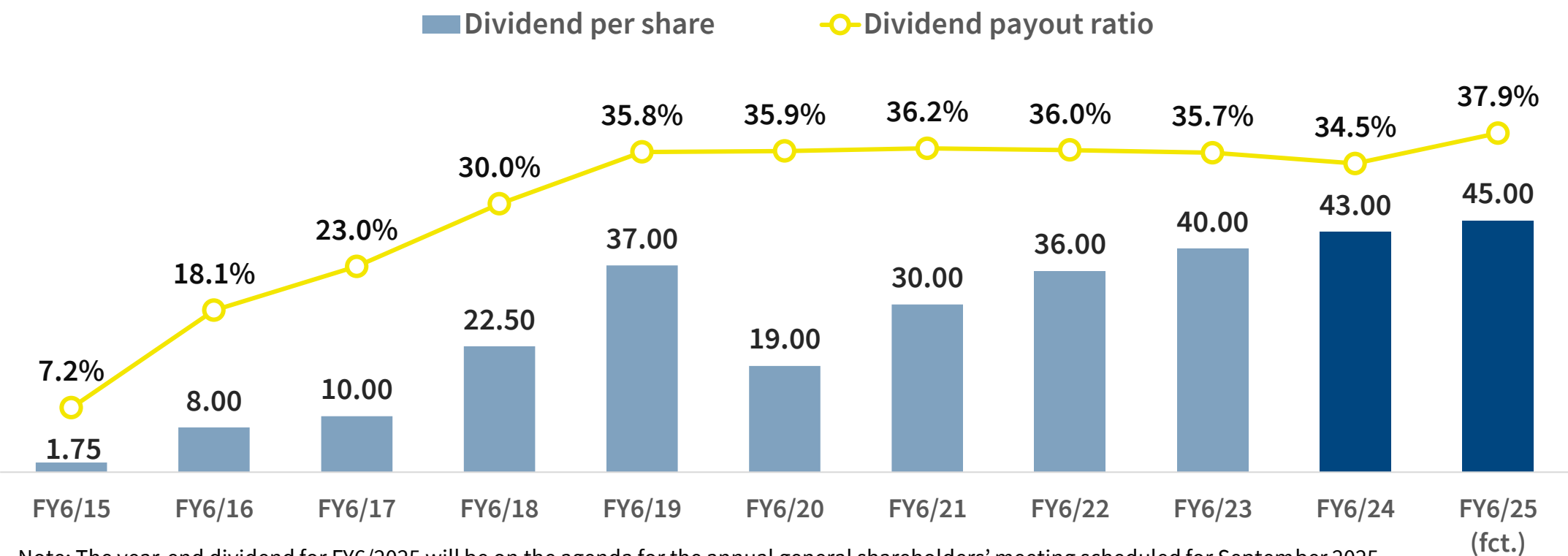
■ Free cash flow remained positive due to sales of large properties and improved inventory turnover



Shareholder's dividend (dividend)

- Aim to maintain a payout ratio of 30% or more as the baseline, while considering the balance with future growth investments

Year-end dividend for FY6/25(forecast): **¥45/share** (payout ratio: 37.9%)



Note: The year-end dividend for FY6/2025 will be on the agenda for the annual general shareholders' meeting scheduled for September 2025.
Note: The per-share dividend amounts have been retroactively adjusted to reflect the 5-for-1 stock split carried out on July 1, 2015, and the 2-for-1 stock splits on April 1, 2016, and July 1, 2018.

1. FY6/25 Consolidated Results Summary
- 2. FY6/25 Results by Segment**
3. FY6/26 Fiscal Year Plan
4. Company Profile

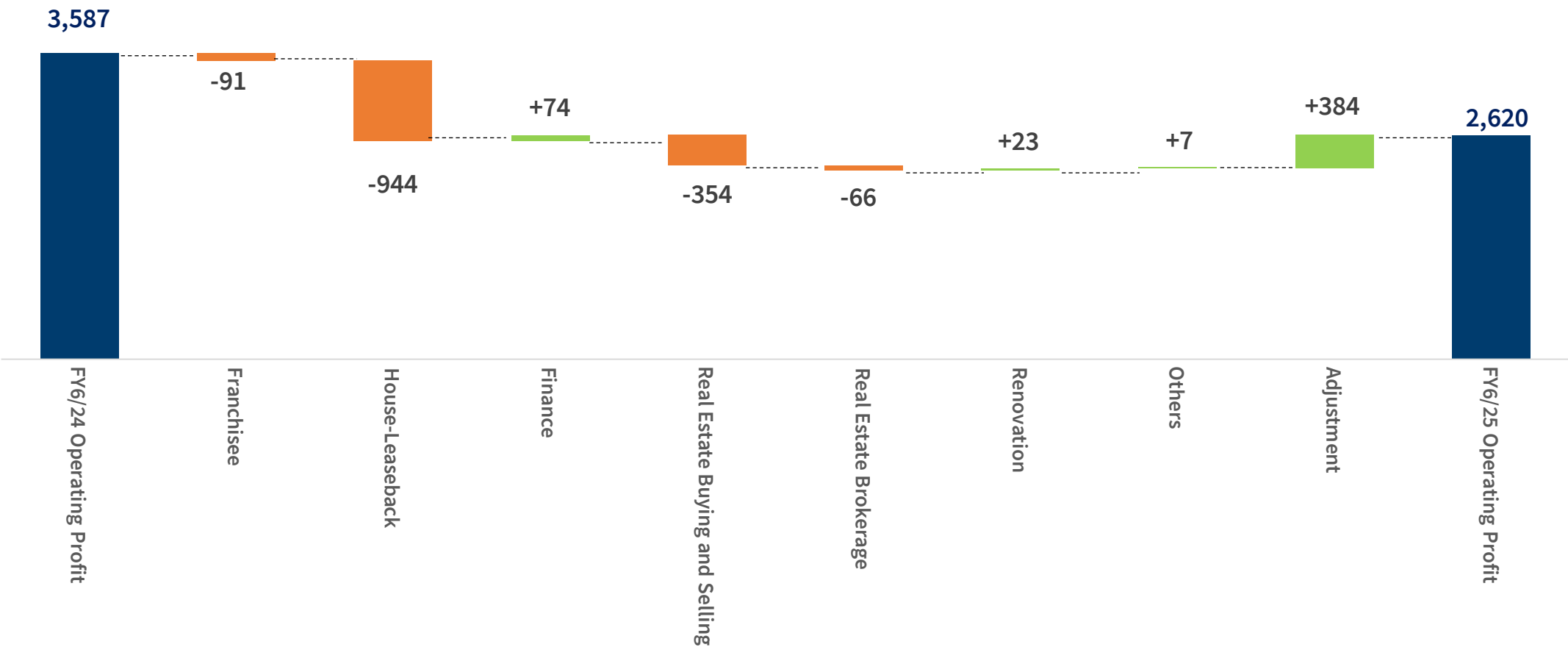
FY6/25 Sales and Profit by Business Segment

| Unit: millions of yen | Net Sales | | | Operating Profit | | |
|--------------------------------|-----------|--------|------------|------------------|--------|------------|
| | FY6/24 | FY6/25 | YoY change | FY6/24 | FY6/25 | YoY change |
| Franchisee | 3,237 | 3,212 | - 0.8% | 2,011 | 1,920 | - 4.5% |
| House-Leaseback | 26,088 | 19,449 | - 25.4% | 3,208 | 2,264 | - 29.4% |
| Finance | 491 | 563 | + 14.7% | 105 | 179 | + 70.7% |
| Real Estate Buying and Selling | 34,444 | 38,417 | + 11.5% | 2,386 | 2,031 | - 14.9% |
| Real Estate Brokerage | 1,655 | 1,455 | - 12.1% | 578 | 511 | - 11.4% |
| Renovation Business | 2,440 | 2,200 | - 9.8% | 234 | 257 | + 9.8% |
| Other | 1 | — | — | -9 | -2 | — |
| Adjustment | -780 | -564 | — | -4,926 | -4,541 | — |
| Total | 67,579 | 64,735 | - 4.2% | 3,587 | 2,620 | - 27.0% |

Breakdown of Operating Profit Increase/Decrease Factors

- The main factor behind the profit drop in the House-Leaseback Business was the decline in the amount transferred to HLB Funds
- In the Real Estate Buying and Selling Business, while net sales expanded, profit fell due to the impact of gross margins for large properties and price adjustments for inventory in regional areas

(millions of yen)

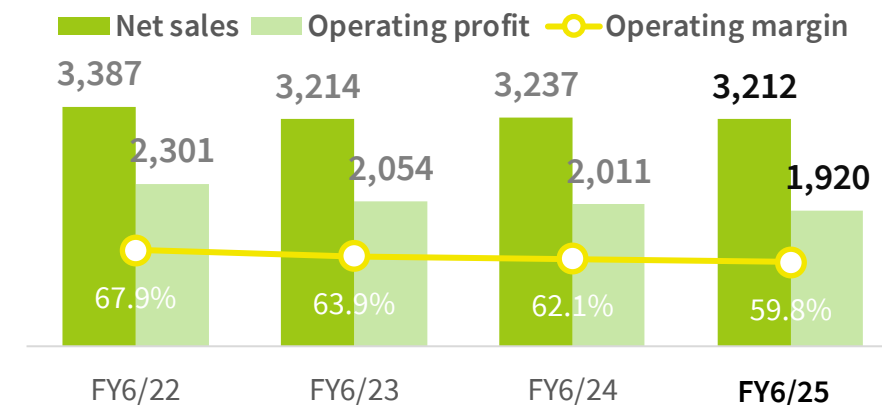


Segments Results

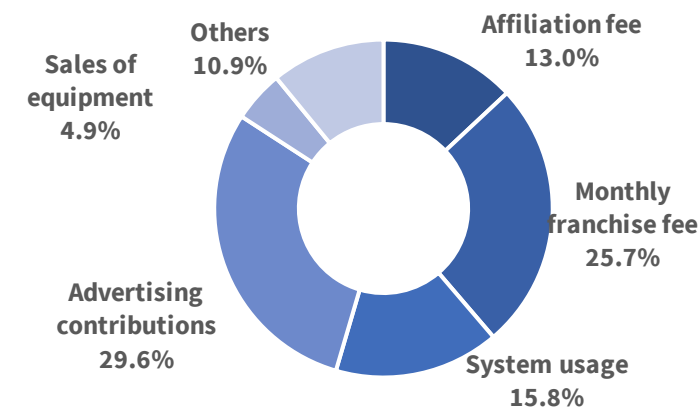
| | FY6/24 | FY6/25 | YoY change | FY6/26 (fct.) |
|--|--------|--------|------------|---------------|
| Net sales (Millions of yen) | 3,237 | 3,212 | - 0.8% | 3,405 |
| Operating profit (Millions of yen) | 2,011 | 1,920 | - 4.5% | 2,020 |
| Operating margin(%) | 62.1% | 59.8% | — | 59.3% |
| Total no. of franchised stores (incl. stores preparing to open) | 707 | 725 | — | 770 |
| Total no. of franchised stores opened | 643 | 624 | — | 676 |

- New franchised store openings in the Kinki region, particularly in Osaka Prefecture, were strong due to greater recognition within the area and an increase in successful stores
- Strengthened personnel for both new franchised store development and supervising roles to support further network growth

Changes in Net Sales & Operating Profit



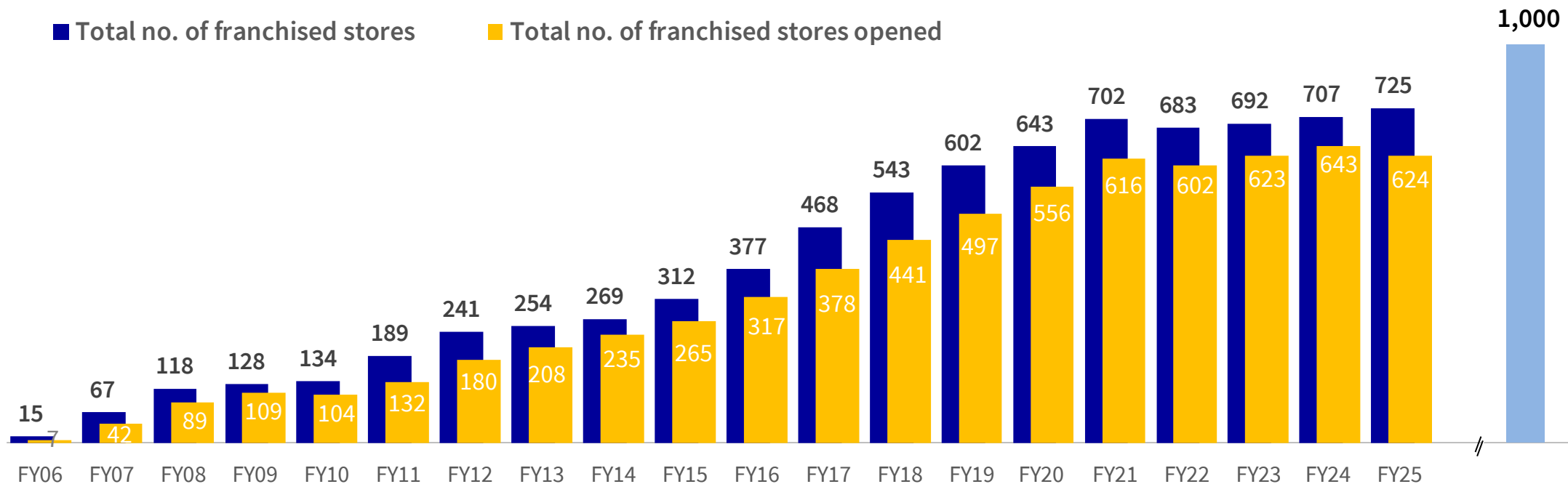
Sales composition



Franchisee Business : Changes in No. of stores

At the end of June 2025, there was a total of 725 franchised stores

Note: Including 101 stores preparing to open (including RENT Do)



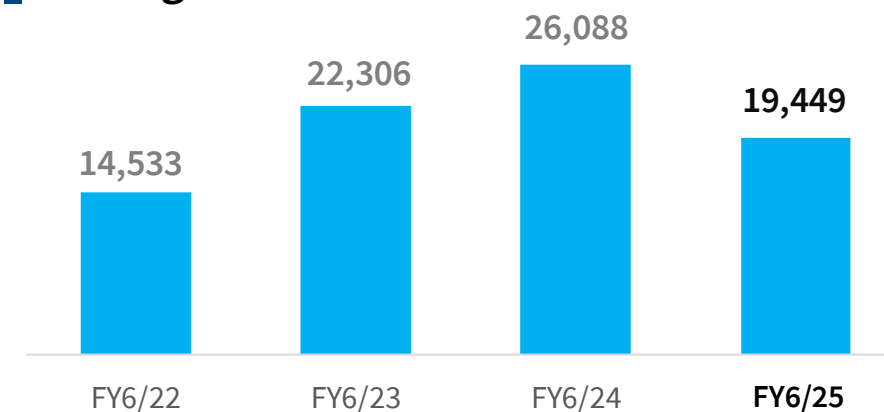
| | Satellite stores | Stores specializing in buying houses and other real estate | Housing information malls | RENT Do | Total |
|-------------------------|------------------|--|---------------------------|-----------|------------|
| Franchised Stores | 629 | 55 | 2 | 11 | 697 |
| Directly-managed stores | 6 | 19 | 2 | 1 | 28 |
| Total | 635 | 74 | 4 | 12 | 725 |

Segments Results

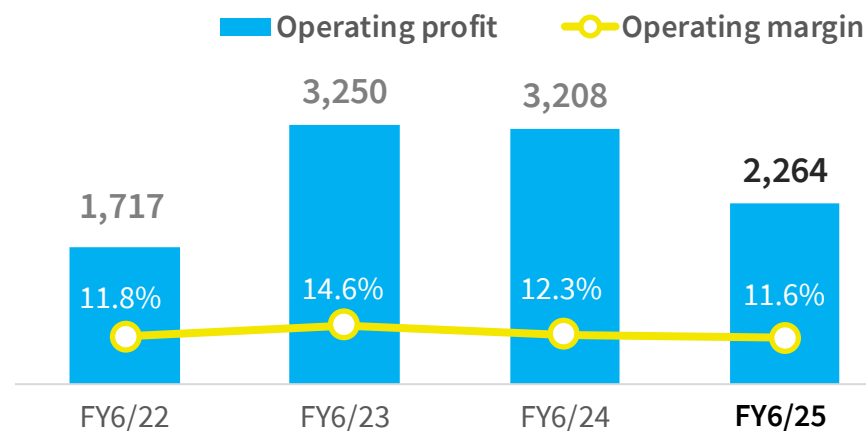
| | FY6/24 | FY6/25 | YoY change | FY6/26 (fct.) |
|--|--------|--------|------------|---------------|
| Net sales (Millions of yen) | 26,088 | 19,449 | -25.4% | 7,776 |
| Operating profit (Millions of yen) | 3,208 | 2,264 | -29.4% | 930 |
| Operating margin (%) | 12.3% | 11.6% | — | 12.0% |
| Profit incl. gain on investment in silent partnerships | 3,599 | 3,324 | -7.6% | — |
| Operating margin incl. gain on investment in silent partnerships | 13.6% | 16.2% | — | — |
| No. of House-Leaseback contracts | 1,157 | 798 | -31.0% | — |
| No. of properties purchased | 1,171 | 854 | -27.1% | — |
| Total amount of properties owned (Millions of yen) | 8,512 | 7,782 | — | — |

Note: Based on book value excluding vacancies

Changes in Net Sales



Changes in Operating Profit



■ Curbing the number of purchase contracts led to a decline in the amount transferred to HLB Funds

■ Will not pursue scale but continue the service in a supplementary role, such as serving as an exit strategy for reverse mortgages

House-Leaseback Business: Gain on investment in silent partnerships

■ Assuming profit distributions from HLB Funds (gains on investment in silent partnerships: non-operating income) are included in segment results

Changes in Net Sales

(Millions of yen)

YoY change

- 22.5 %



Changes in Operating Profit

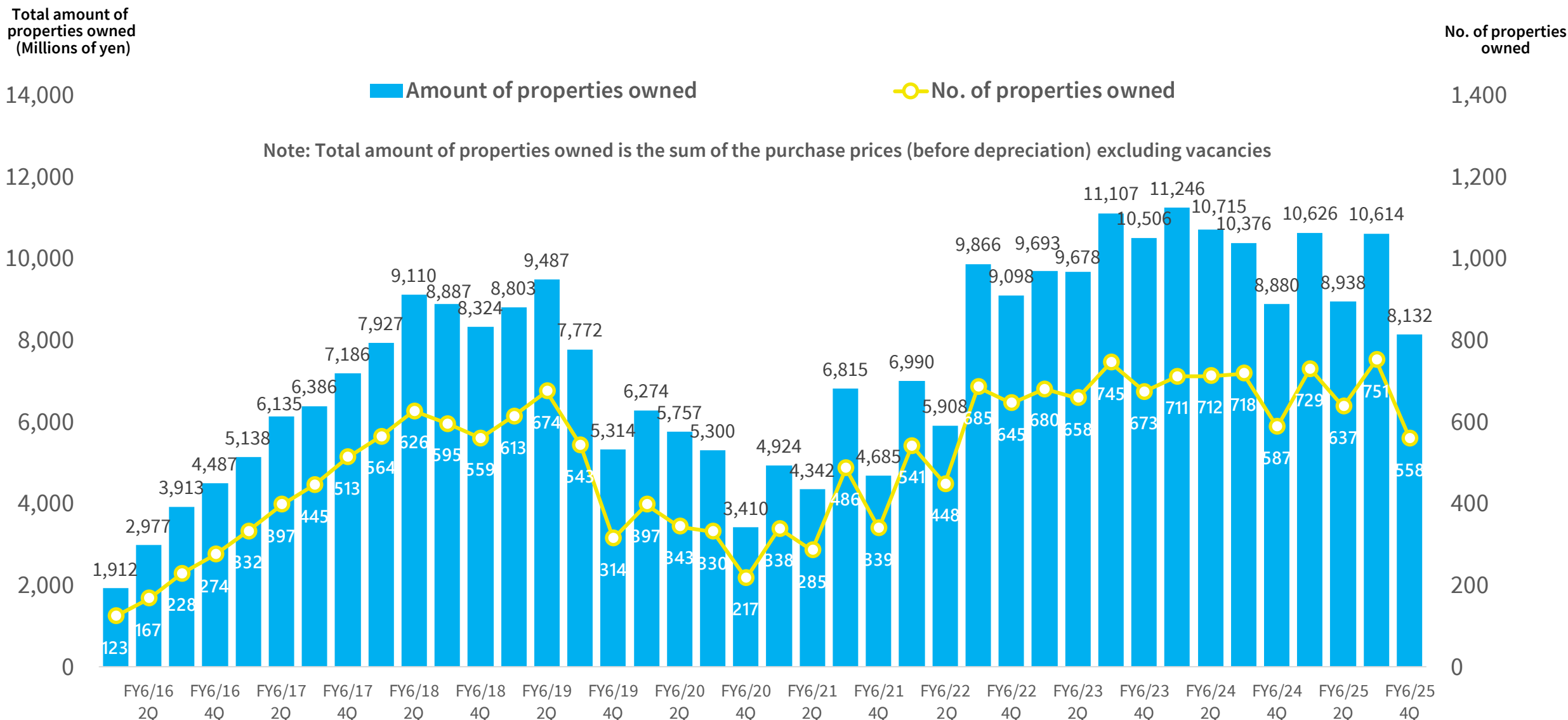
(Millions of yen)

YoY change

- 7.6 %



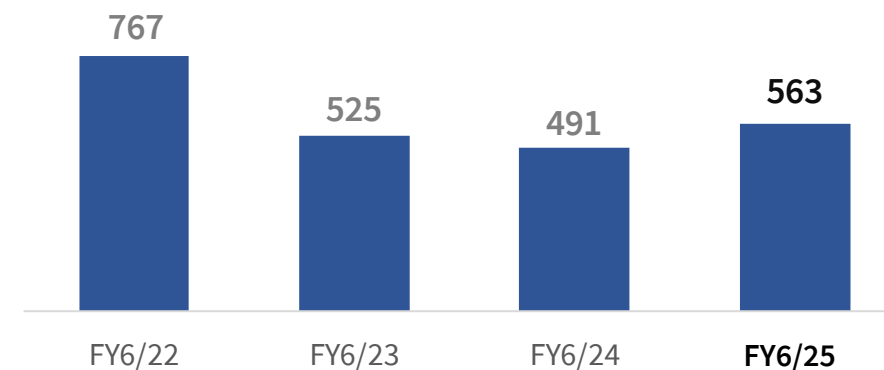
Total Amount and No. of Properties Owned



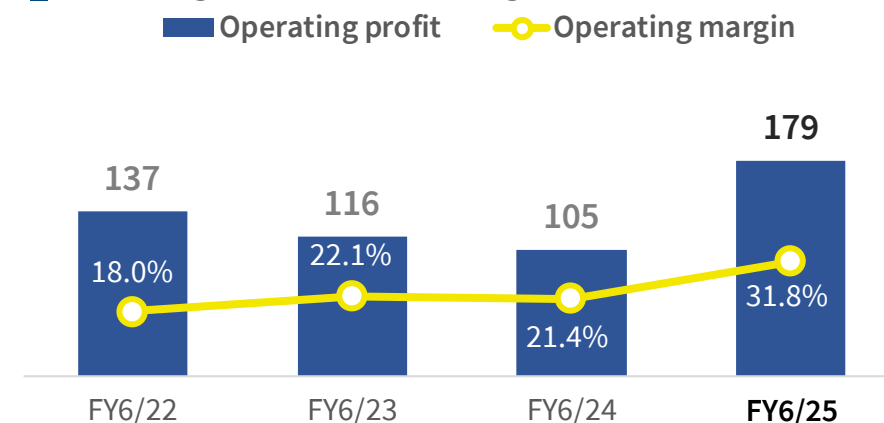
Segments Results

| | FY6/24 | FY6/25 | YoY change | FY6/26 (fct.) |
|---|--------|--------|------------|---------------|
| Net sales (Millions of yen) | 491 | 563 | + 14.7% | 776 |
| Operating profit (Millions of yen) | 105 | 179 | + 70.7% | 400 |
| Operating margin (%) | 21.4% | 31.8% | — | 51.5% |
| No. of Reverse mortgage guarantees | 545 | 504 | - 7.5% | 1,180 |
| Reverse mortgage guarantees outstanding balance (Millions of yen) | 20,841 | 28,178 | — | 40,827 |
| Real estate secured loans outstanding balance (Millions of yen) | 1,853 | 1,611 | — | — |

Changes in Net Sales



Changes in Operating Profit

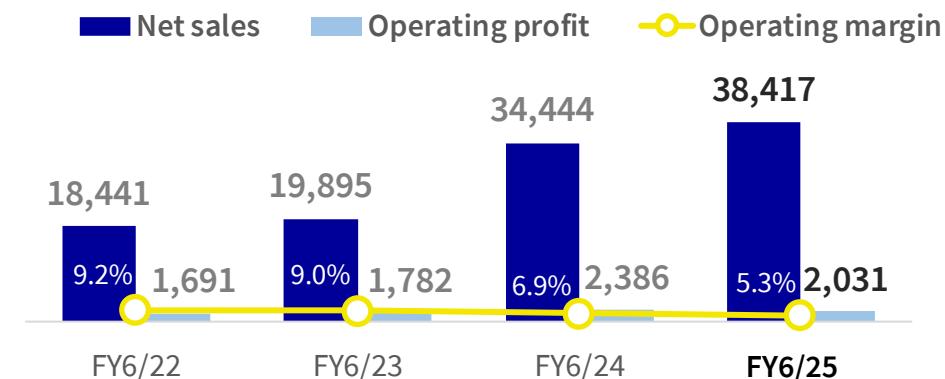


- Following a temporary pause during the transition of the core business to reverse mortgage guarantees, earnings embarked on a growth trajectory
- Will further expand stable steady-income operations while deepening exit strategies for reverse mortgages

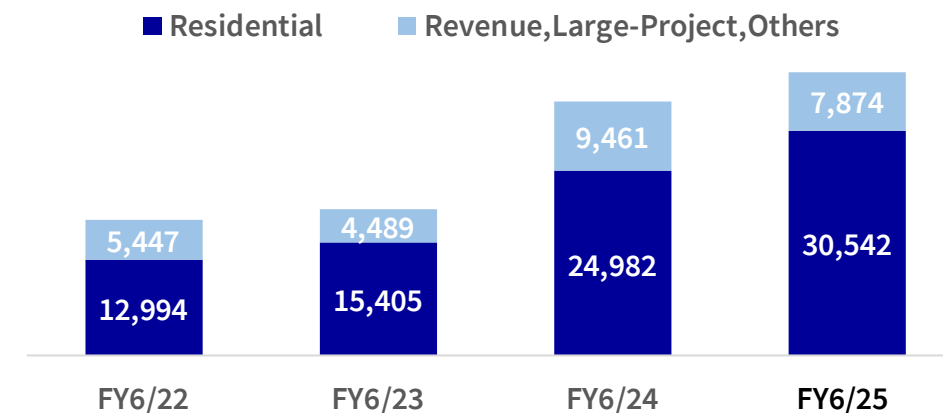
Segments Results

| | FY6/24 | FY6/25 | YoY change | FY6/26 (fct.) |
|---------------------------------------|--------|--------|------------|---------------|
| Net sales (Millions of yen) | 34,444 | 38,417 | + 11.5% | 42,427 |
| Operating profit (Millions of yen) | 2,386 | 2,031 | - 14.9% | 3,515 |
| Operating margin (%) | 6.9% | 5.3% | — | 8.3% |
| Number of transactions | 1,005 | 1,187 | + 18.1% | 1,522 |

Changes in Net Sales & Operating Profit



Changes in Sales Composition



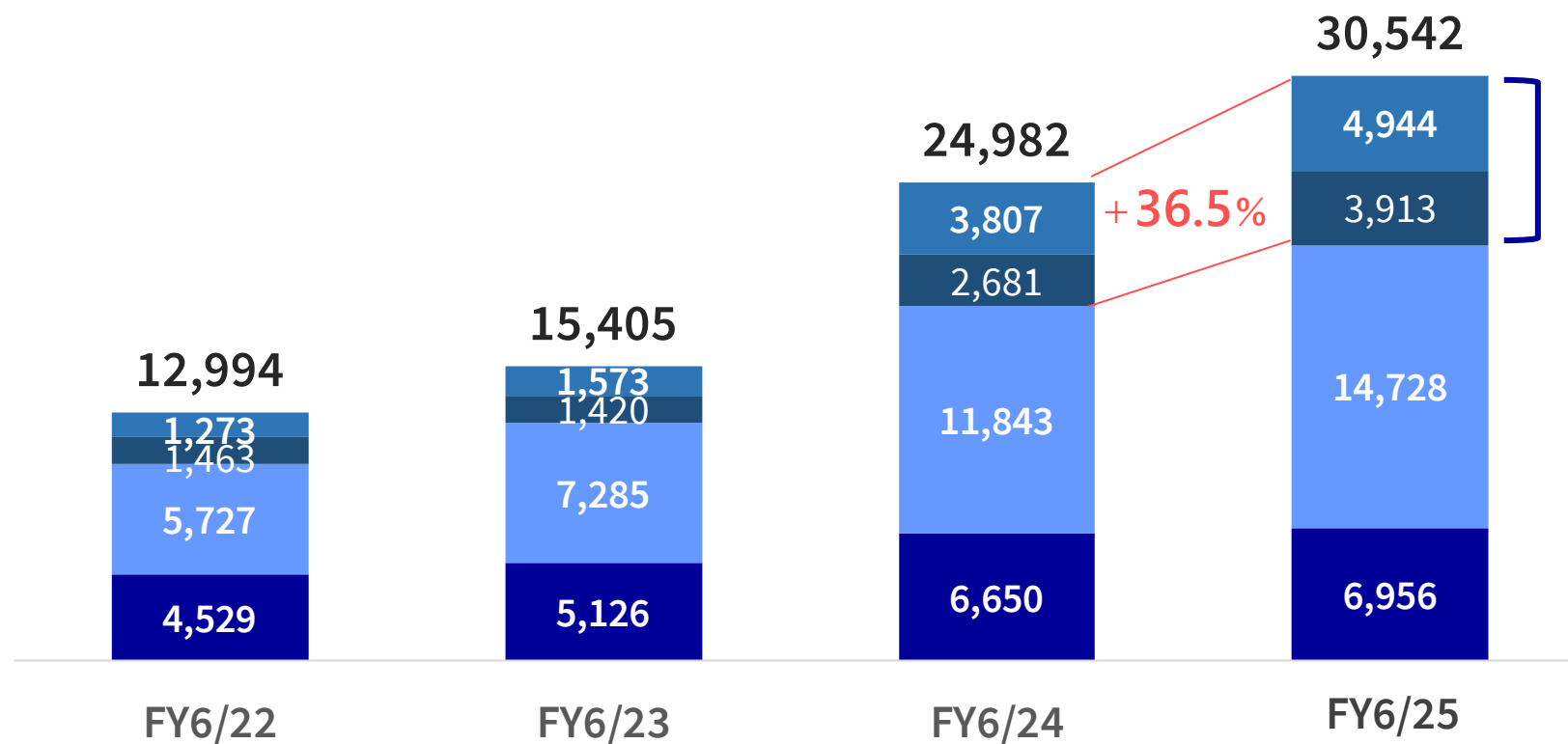
- While net sales grew steadily, profit margins declined due to the impact of gross margins for large properties and price adjustments for inventory in regional areas
- ~~Will accelerate personnel expansion as a growth driver to improve return on equity;~~ aim for further growth centered on the purchase and resale of pre-owned houses

Breakdown of housing-related sales

■ Sales of pre-owned houses rose 36.5% YoY; with the growth in residential property sales, the ratio of pre-owned houses also increased

■ Newly Built House ■ Land ■ Pre-owned House ■ Pre-owned Condominium

(million of yen)



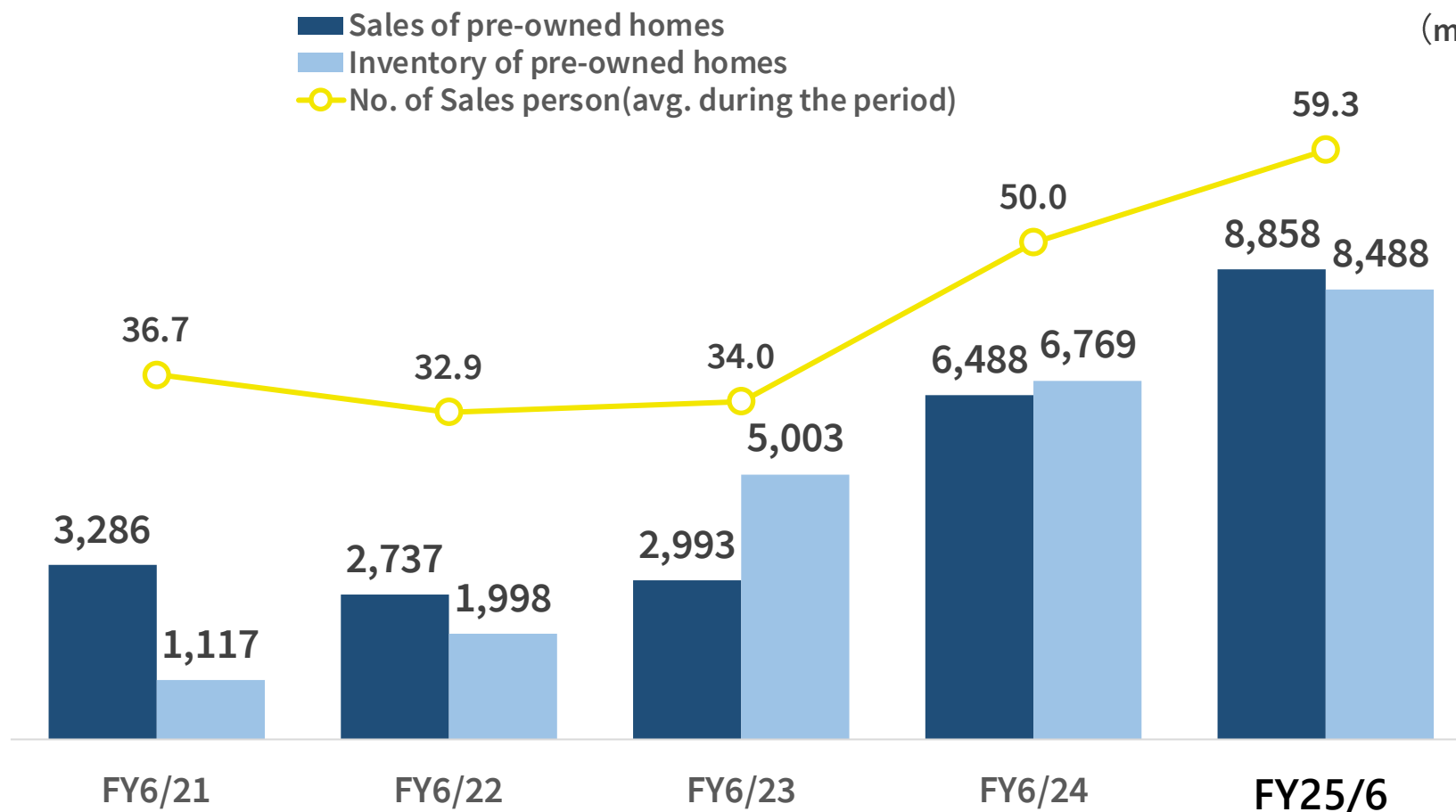
Ratio of
Pre-owned House

FY6/2024 **26.0%**

29.0%

Sales and inventory trends for pre-owned homes

- Secured roughly 1.5 times the year-earlier staffing level at the start of the current fiscal year by reallocating personnel from the Real Estate Brokerage Business and the House-Leaseback Business → The increased headcount will help further accelerate property acquisitions



**Inventory of
Pre-owned House**

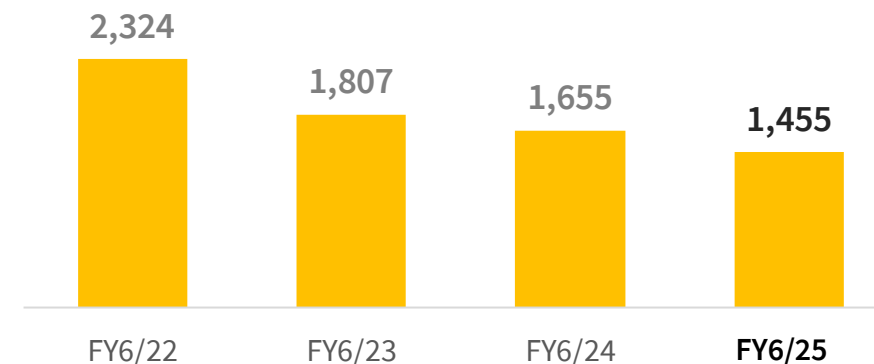
YoY change

+1.71 bn yen

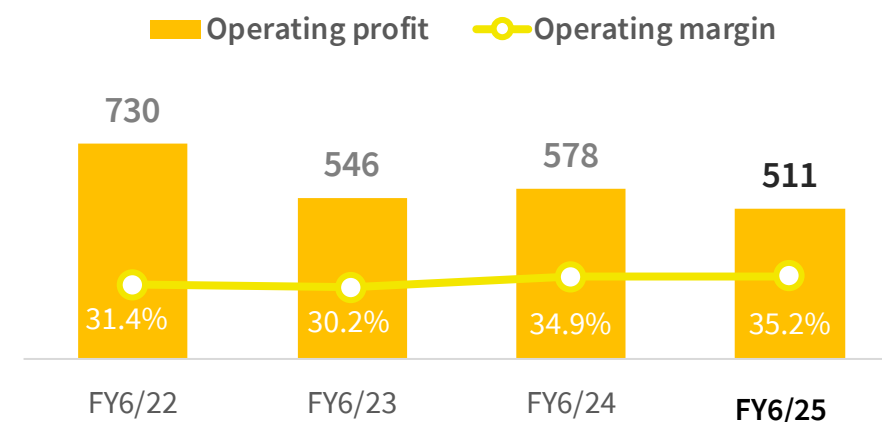
Segments Results

| | FY6/24 | FY6/25 | YoY change | FY6/26 (fct.) |
|------------------------------------|--------|--------|------------|---------------|
| Net sales (Millions of yen) | 1,655 | 1,455 | -12.1% | 410 |
| Operating profit (Millions of yen) | 578 | 511 | -11.4% | 75 |
| Operating margin (%) | 34.9% | 35.2% | — | 18.3% |
| Number of brokered properties | 1,742 | 1,504 | -13.7% | — |
| Brokerage fee rate | 4.35% | 4.35% | — | — |

Changes in Net Sales



Changes in Operating Profit

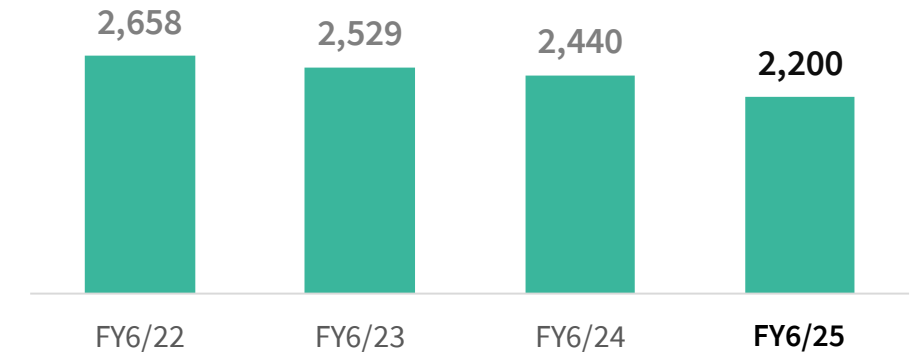


- Profit finished close to the initial plan, supported by earnings from collaboration between business segments
- Will prioritize further growth in core business and reallocate management resources, including personnel, while keeping some stores open

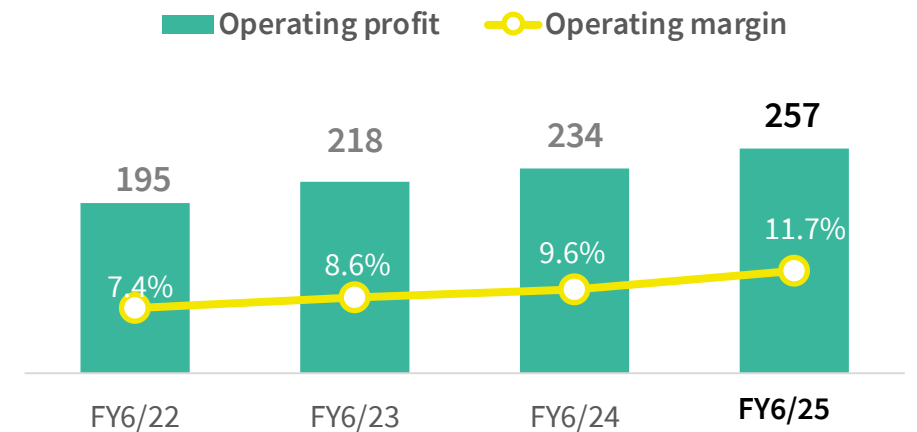
Segments Results

| | FY6/24 | FY6/25 | YoY change |
|---------------------------------------|--------|--------|------------|
| Net sales (Millions of yen) | 2,440 | 2,200 | - 9.8% |
| Operating profit (Millions of yen) | 234 | 257 | + 9.8% |
| Operating margin (%) | 9.6% | 11.7% | — |
| Renovation contracts | 1,534 | 1,326 | - 13.6% |
| Renovation contracts completed | 1,537 | 1,401 | - 8.8% |

Changes in Net Sales



Changes in Operating Profit



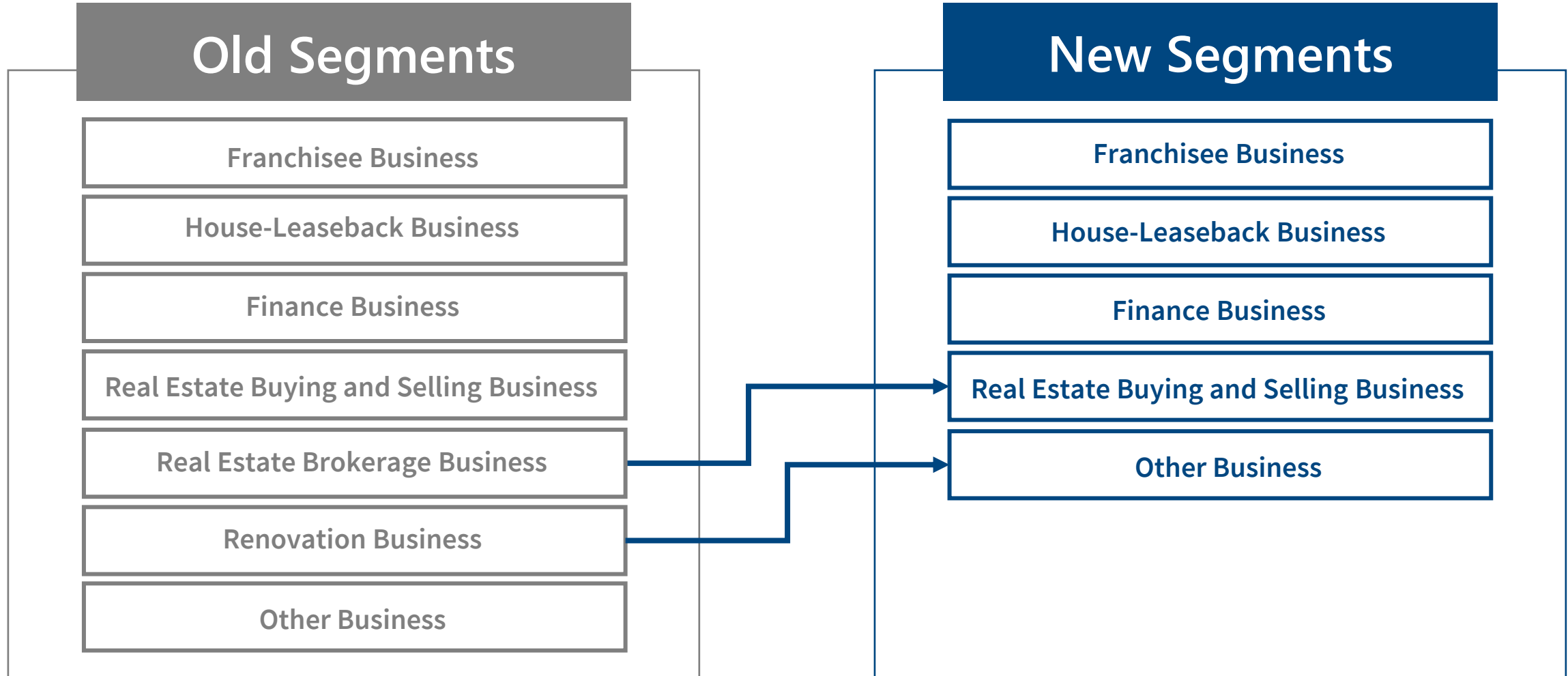
- Although net sales fell due to a reallocation of personnel to growth-driving businesses, steadily secured profits
- Plan to transfer the business in FY6/26 in line with a business selection and focus strategy

1. FY6/25 Consolidated Results Summary
2. FY6/25 Results by Segment
- 3. FY6/26 Fiscal Year Plan**
4. Company Profile

Changes in Business Segments

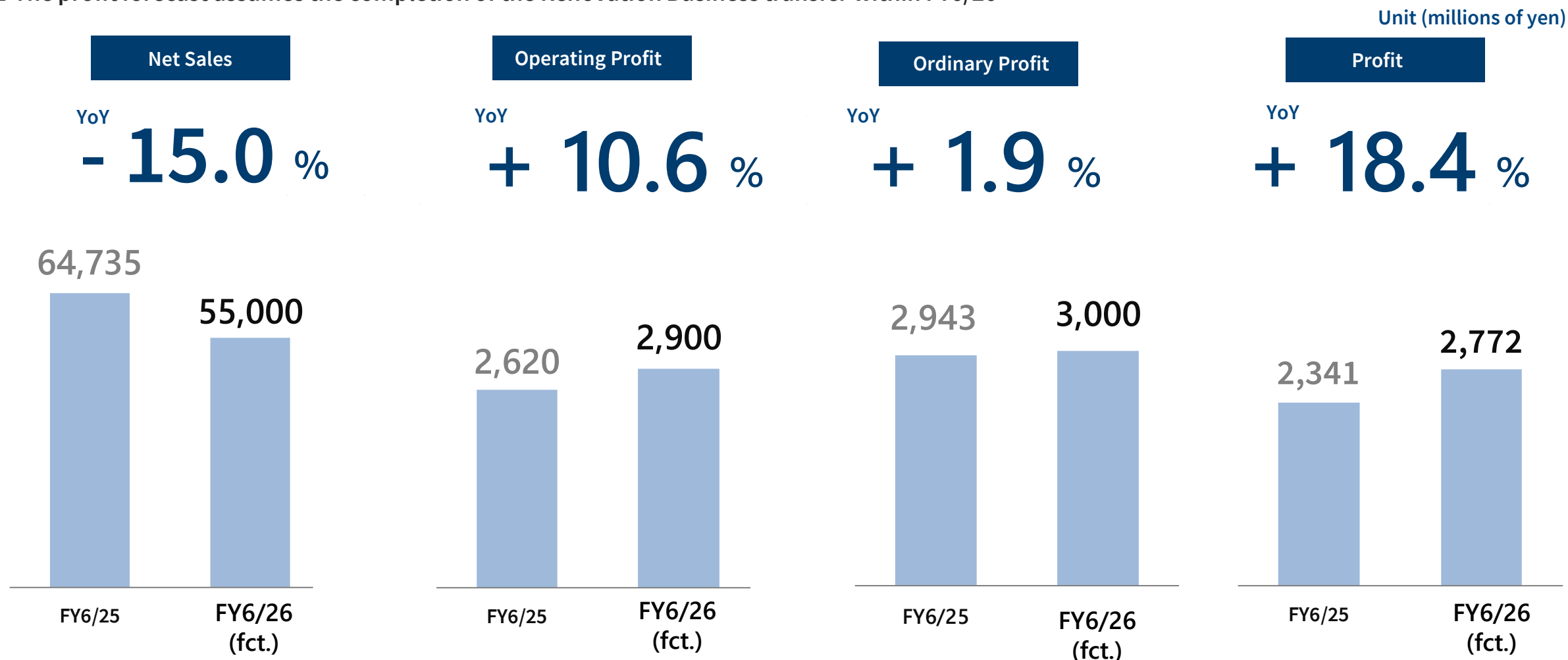
■ From FY6/26, the business segment structure will be revised as follows:

- The Real Estate Brokerage Business will be downsized and integrated into the Real Estate Buying and Selling Business
- The Renovation Business, which is scheduled to be transferred within the current fiscal year, will be reclassified under the Other Business



FY6/26 Plan: Consolidated Earnings Forecast






- FY6/26 will serve as a transition year, during which the House-Leaseback Business will be downsized and greater emphasis will be placed on the Real Estate Buying and Selling Business; profits will be maintained at a level comparable to the previous year
- Strengthen of personnel for real estate sales business; plans to focus on the second half of the fiscal year in anticipation of performance lag
- The profit forecast assumes the completion of the Renovation Business transfer within FY6/26



FY6/25 Fiscal Year Plan : Net Sales and Operating profits by segment

- Franchisee Business : Continue to actively invest in personnel and promotion; focus on acquiring new franchisees, particularly in urban areas
- Real Estate Buying and Selling : Strengthen the purchase and resale of pre-owned houses to improve profit margins and asset turnover
- Finance : Step up initiatives mainly in urban areas to accelerate balance growth
- House-Leaseback : Significantly curb transaction volume and continue operations in a revised role, such as providing supplementary support for the Finance Business

Consolidated from
this fiscal year

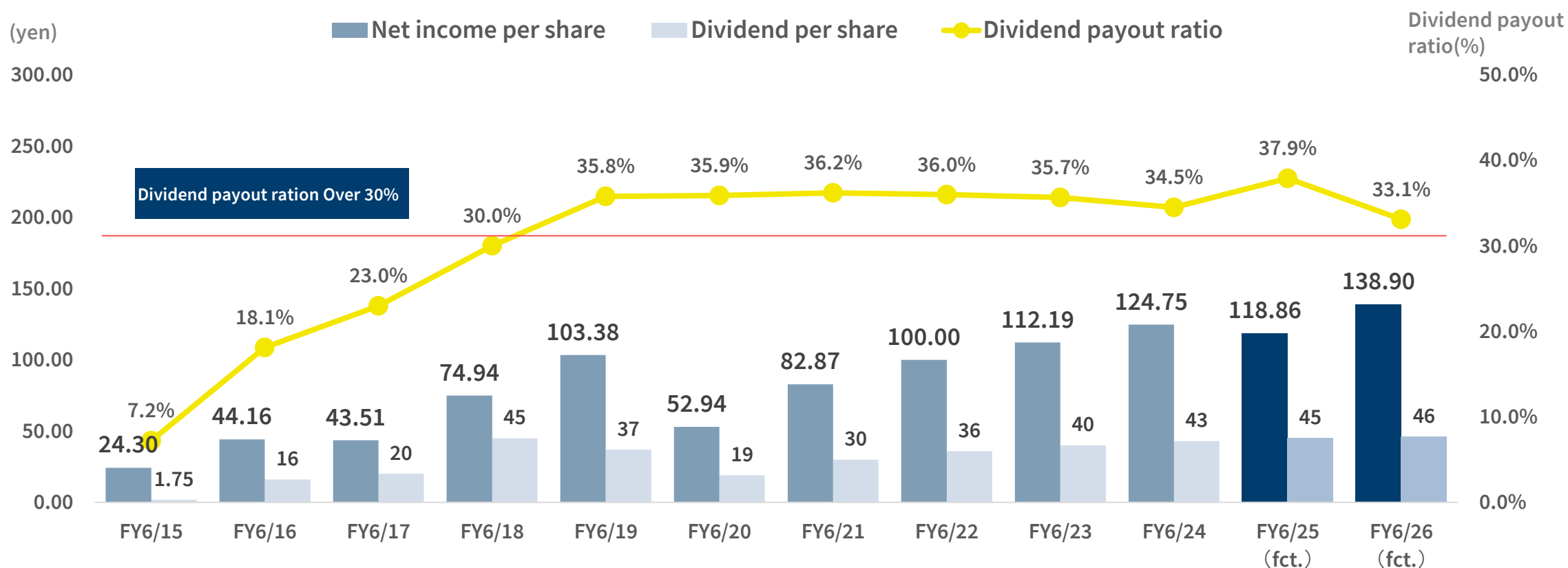
| | | Net Sales | | | Operating Profit | | |
|---|--------------------------------|------------------|------------------|------------|------------------|------------------|------------|
| Unit: millions of yen | | FY6/25 Result | FY6/26 (fct.) | YoY change | FY6/25 Result | FY6/26 (fct.) | YoY change |
|  | Franchisee | 3,212 | 3,405 | + 6.0% | 1,920 | 2,020 | + 5.2% |
|  | Real Estate Buying and Selling | 38,417 | 42,427 | + 10.4% | 2,031 | 3,515 | + 73.0% |
|  | Real Estate Brokerage | 1,455 | 410 | - 71.8% | 511 | 75 | - 85.3% |
|  | Finance | 563 | 776 | + 37.6% | 179 | 400 | + 122.8% |
|  | House-Leaseback | 19,449 | 7,776 | - 60.0% | 2,264 | 930 | - 58.9% |

Note: Figures for the Renovation Business are recorded under the Other Business

Net Income per Share (EPS) • Dividend Per Share

■ Aim to maintain a payout ratio of 30% or more as the baseline, while considering the balance with future growth investments

Year-end dividend for FY6/26 (forecast): **¥46/share** (payout ratio: 33.1%)



Note: Figures have been retroactively adjusted to reflect the 5-for-1 stock split carried out on July 1, 2015, as well as 2-for-1 stock splits on April 1, 2016 and July 1, 2018.

Note: The year-end dividend for the fiscal year ending June 2025 will be submitted for approval at the regular general meeting of shareholders scheduled to be held in September 2025.

Shareholder Return: Restoration of the Shareholder Benefit Program

■ Summary

1) Shareholders Eligible for This Program

Shareholders who hold at least five units (500 shares) of the Company's stock and were listed or recorded in the Company's shareholder registry on June 30 of the corresponding year.

2) Detail of Shareholder Benefit Program and the Timing at Which Benefits Are to Be Awarded

Shareholders will receive points based on the number of shares they own, which can be redeemed for food, electronics, gifts, etc. on a special website for shareholders only.

| No. of Shares owned | Points awarded | |
|---------------------|----------------|-------------------------------|
| | 1st year | Continuous own more than 1yr. |
| 500～599 shares | 3,000 points | 3,300 points |
| 600～699 shares | 4,000 points | 4,400 points |
| 700～799 shares | 5,000 points | 5,500 points |
| 800～899 shares | 6,000 points | 6,600 points |
| 900～999 shares | 8,000 points | 8,800 points |
| 1,000～1,999 shares | 10,000 points | 11,000 points |
| over 2,000 shares | 40,000 points | 44,000 points |

Note: Continuous own more than 1yr. means that shareholder who is listed on the shareholder register as of June 30 with the same shareholder number twice or more consecutively

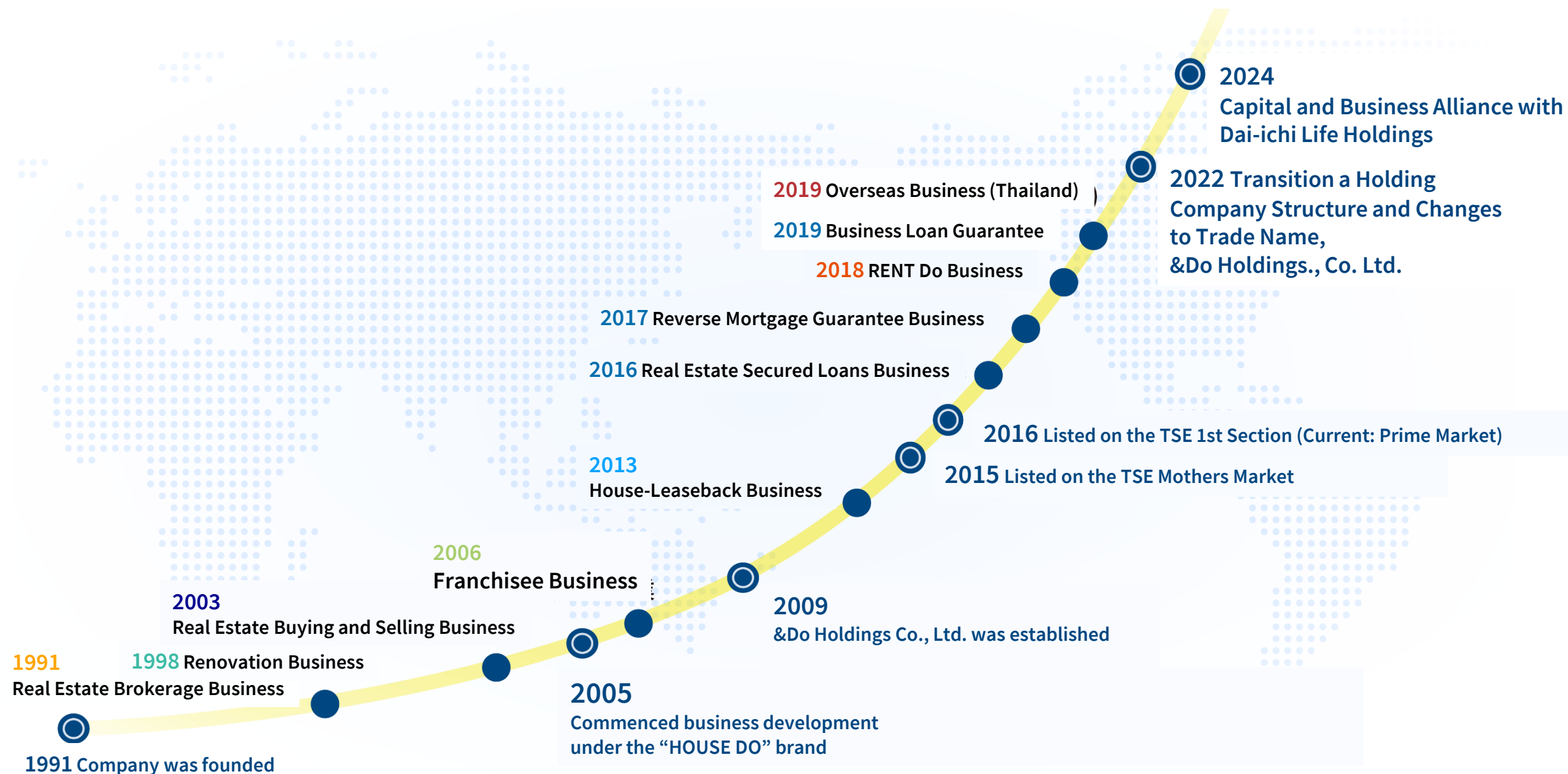


1. FY6/25 Consolidated Results Summary
2. FY6/25 Results by Segment
3. FY6/26 Fiscal Year Plan
- 4. Company Profile**

Company Profile

| | |
|-----------------------|---|
| ■ Company Name | &Do Holdings Co, Ltd. |
| ■ Chairman and CEO | Masahiro Ando |
| ■ President | Masahide Tominaga |
| ■ Established | January 2009 (founded in 1991) |
| ■ Capital | ¥3.46 billion (group total, as of June 2025) |
| ■ Securities Code | 3457 |
| ■ Stock Listings | Prime of the Tokyo Stock Exchange |
| ■ Net Sales | ¥64.73 billion (consolidated, fiscal year ended June 2025) |
| ■ Employees | 663 (group total, as of June 2025) |
| ■ Headquarters | 17F Marunouchi Trust Tower North, 1-8-1 Marunouchi, Chiyoda-ku, Tokyo |
| ■ Head Office | 670 Tearaimizu-cho, Nakagyo-ku, Kyoto-shi, Kyoto |
| ■ Business Activities | Franchisee Business, House-Leaseback Business, Finance Business, Real Estate Buying and Selling Business, Real Estate Brokerage Business, Renovation Business |

Company History and Business Development



Cumulative contracts over





Innovate the industry!

- Making the industry that benefit customers -

Japan **1,000** stores Asia **50,000** stores



Forward-looking Statements

Materials and information provided in this announcement contain forward-looking statements. These statements are based on expectations, forecasts and assumptions incorporating risk and uncertainties that may cause actual performance to differ from these statements.

Risk factors and other uncertainties include general economic conditions in Japan and other countries, such as industry and market conditions, and changes in interest rates and foreign exchange rates.

Even in the event of new information, a future event or some other event, the HOUSE DO Group has no obligation to update or revise the forward-looking statements in this announcement.

Note: Regarding the data by segment before the previous two fiscal year, the data before the segment classification review is included.

■ IR information : <https://www.housedo.co.jp/and-do/en/>

■ For inquiry : housedo-ir@housedo.co.jp