

Earnings Results for the First Quarter Fiscal Year Ending June 2026

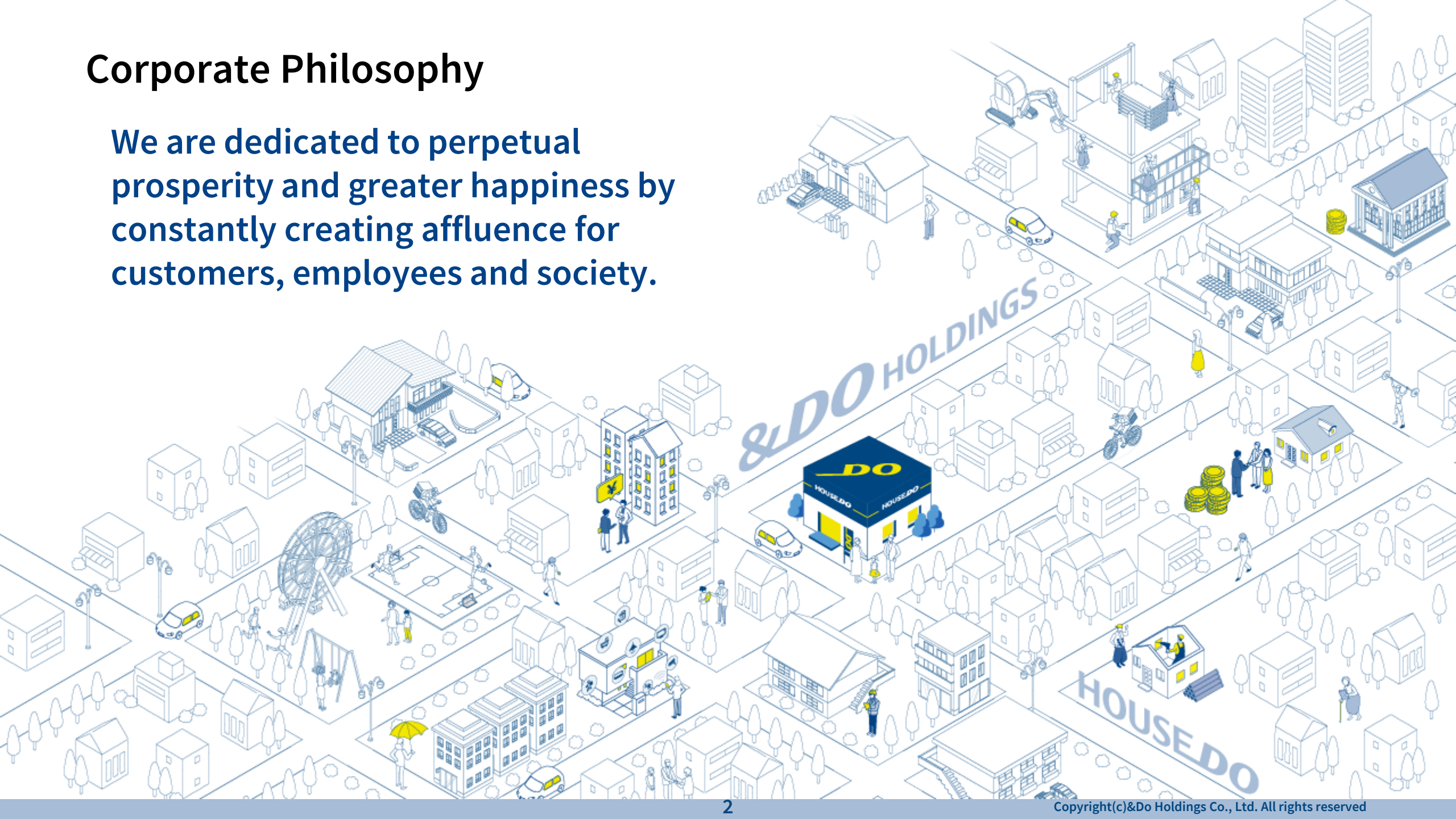
November 13, 2025

&Do Holdings Co., Ltd
【3457】



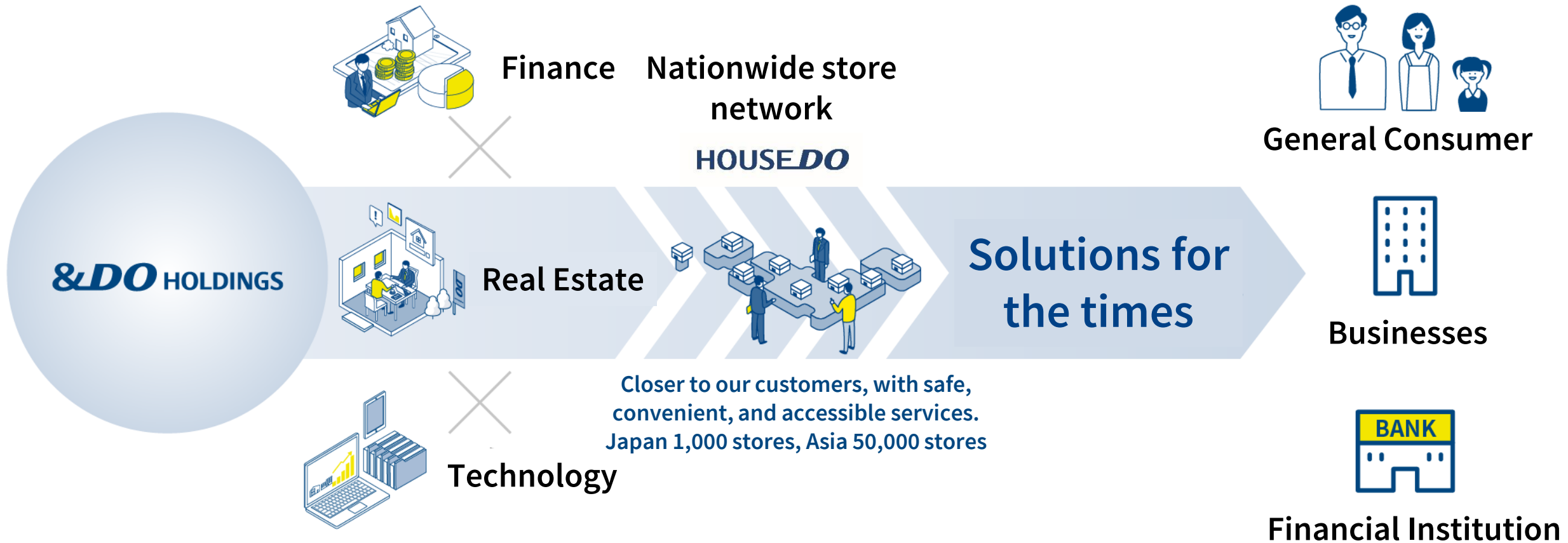
Corporate Philosophy

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. The First Quarter FY6/26 Consolidated Results Summary**
- 2. The First Quarter FY6/26 Results by Segment**
- 3. FY6/26 Fiscal Year Plan and Medium-term Management Plan**
- 4. Company Profile**

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■ Business Progress in FY6/26 1Q (Jul. to Sep. 2025)

- Performance for the 1Q exceeded projections, while the 1H earnings forecast factors in a decline in both revenue and profit YoY
- Despite business portfolio restructuring, consolidated earnings were up YoY when excluding impact of sales of large properties

Sales

11.9 bn yen

YoY change - 17.9%

Operating
profits

0.20 bn yen

YoY change - 46.0%

Ordinary
profits

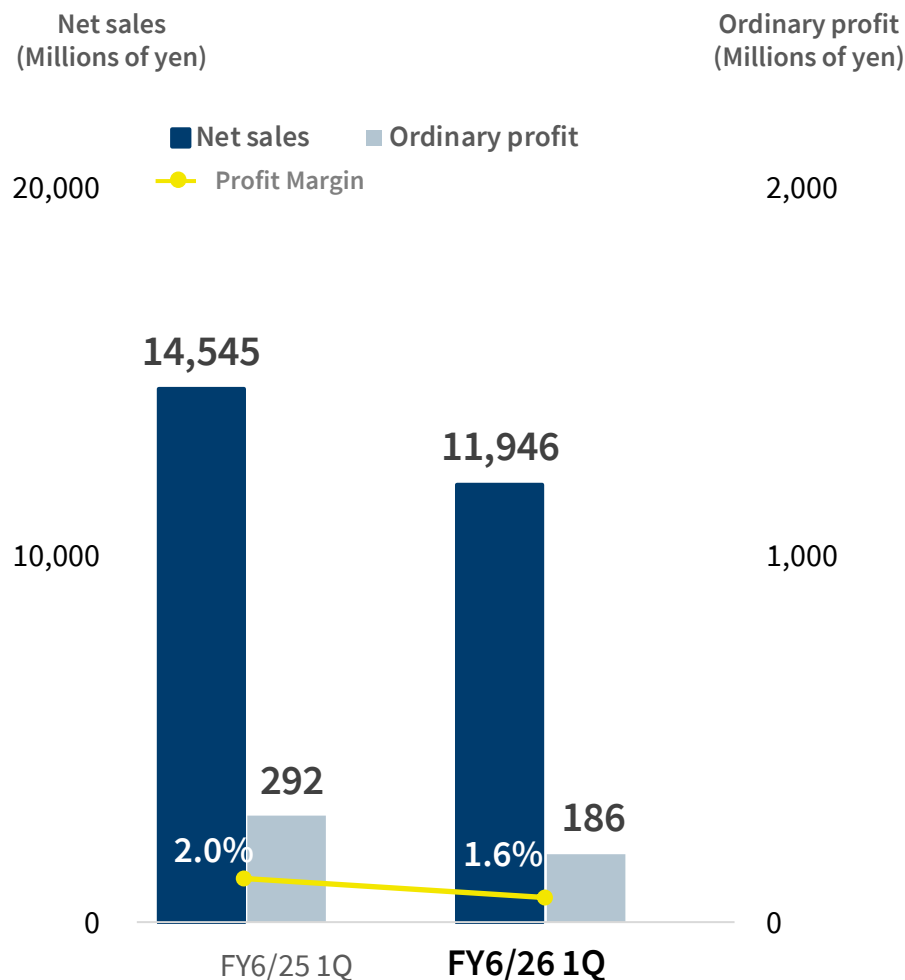
0.18 bn yen

YoY change - 36.3%

TOPICS

- Individual negotiations regarding transfer of the Renovation Business launched; completion of the transfer targeted within FY6/2026
- Opened five directly-managed stores under the Real Estate Buying and Selling Business effective July 1, 2025

The First Quarter of FY6/26 Summary of Consolidated Statement of Income

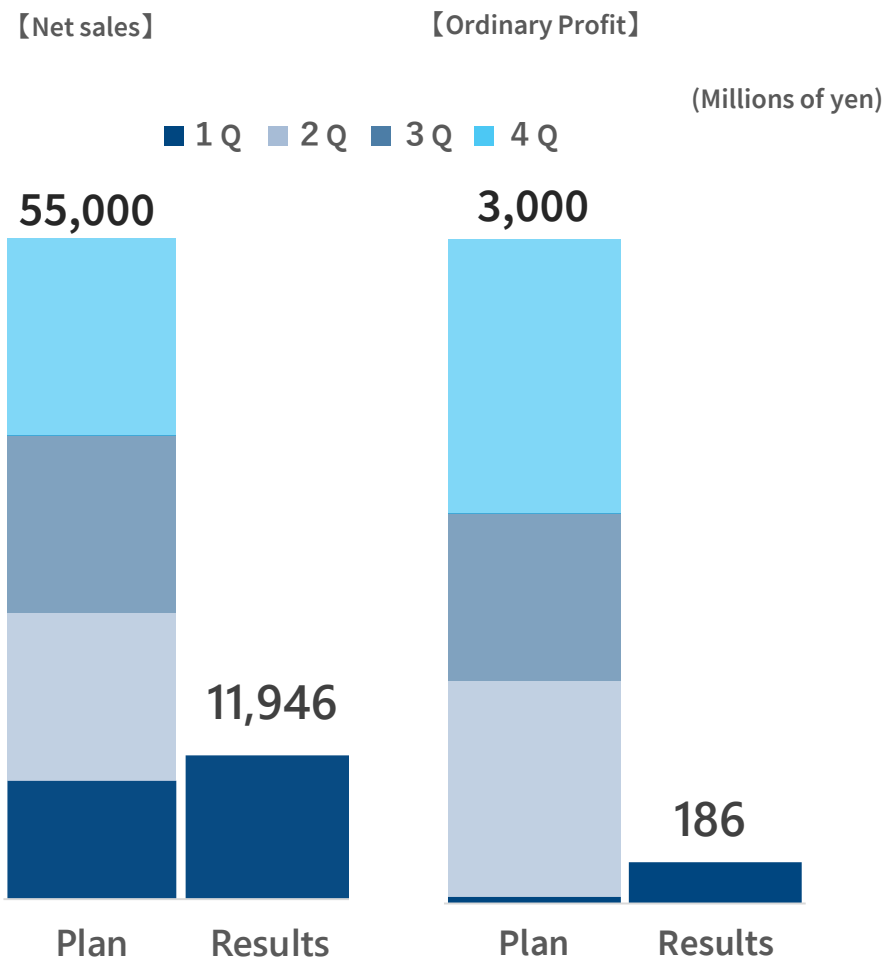


(Year-on-year comparison)	FY6/25 1Q		FY6/26 1Q		YoY change
		% to sales		% to sales	
Net sales	14,545	100.0%	11,946	100.0%	-17.9%
Gross profit	3,570	24.5%	2,714	22.7%	-24.0%
SG&A expenses	3,185	21.9%	2,507	21.0%	-21.3%
Operating profit	384	2.6%	207	1.7%	-46.0%
Non-operating income	151	1.0%	211	1.8%	+ 39.8%
Non-operating expenses	242	1.7%	232	1.9%	-4.2%
Ordinary profit	292	2.0%	186	1.6%	-36.3%
Profit	143	1.0%	18	0.2%	-87.2%
EBITDA	635	4.4%	422	3.5%	-33.5%

Note: EBITDA=Operating Profit + Depreciation + Goodwill amortization

- Results down YoY due to the impact of sales of large properties from the Real Estate Buying and Selling Business and downsizing of the House-Leaseback Business; however, progress was solid against plan
- Modest profit due to temporarily uneven timing of profit and cost recognition among subsidiaries; full-year forecast remains unchanged

The First Quarter of FY6/26 Progress versus Initial Plan



	FY6/26 1Q	FY6/26 2Q Cumulative Total (fct.)	Progress ratio for FY6/26 2Q	FY6/26 (fct.)	Progress ratio for FY6/26
Net sales	11,946	23,850	50.1%	55,000	21.7%
Operating profit	207	900	23.1%	2,900	7.2%
Ordinary profit	186	1,000	18.7%	3,000	6.2%
Profit	18	660	2.8%	2,772	0.7%
Earning per share(Yen)	0.92	33.07	—	138.90	—

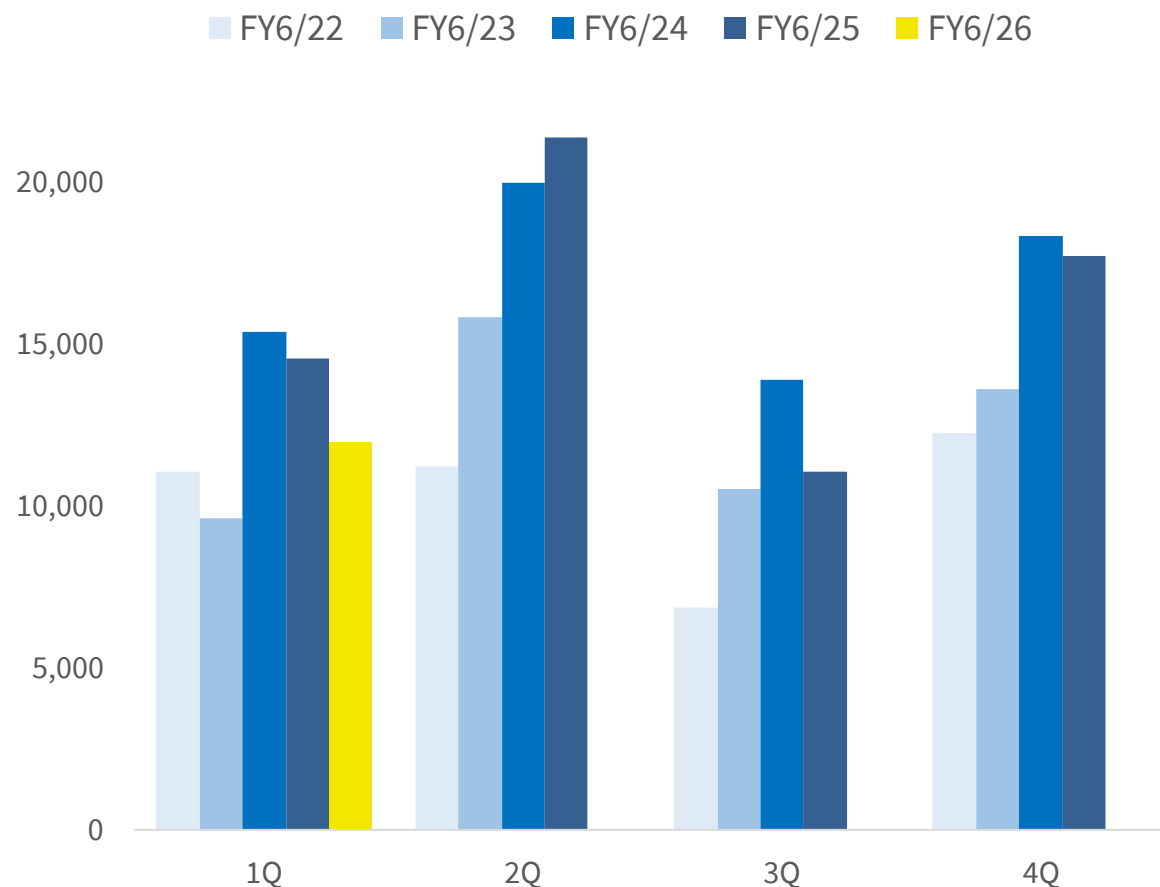
■ Forecast for FY6/2026 factors the business portfolio restructuring and projects more favorable performance in 2H than in 1H; regardless, 1Q results were above plan

■ Net sales outpaced projections, driven primarily by the Real Estate Buying and Selling Business and House-Leaseback Business

Changes in Quarterly Sales/Operating Profit

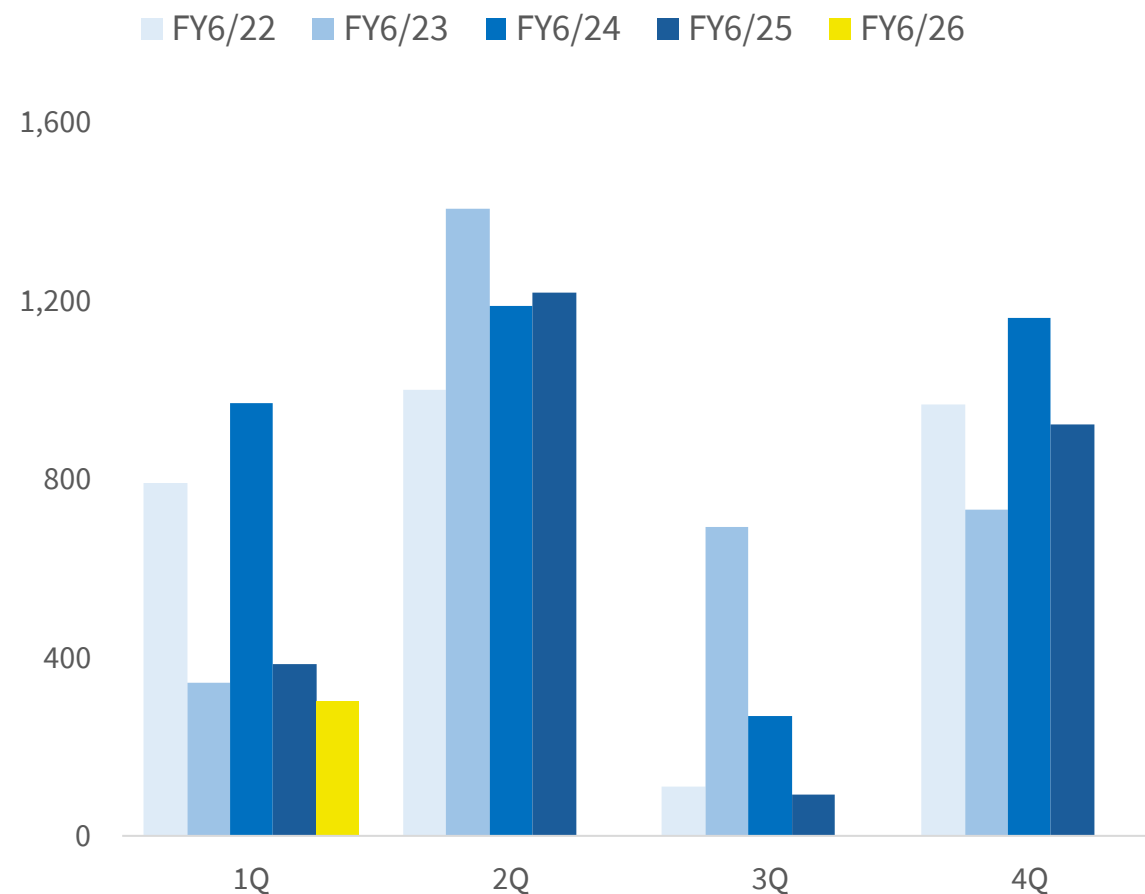
Changes in Quarterly Sales

(millions of yen)



Changes in Quarterly Operating Profit

(millions of yen)



■ 1Q results generally favorable when accounting for the impact of sales of large properties from the Real Estate Buying and Selling Business and downsizing of the House-Leaseback Business

Consolidated Balance Sheet

(millions of yen)	FY6/25	FY6/26 1Q	YoY change	(millions of yen)	FY6/25	FY6/26 1Q	YoY change
Current assets	54,870	53,082	-1,788	Liabilities	53,520	52,335	-1,184
Cash and deposits	8,577	7,851	-725	Current liabilities	31,463	32,595	+ 1,131
Inventories	43,179	42,147	-1,031	Non-current liabilities	22,057	19,740	-2,316
Other	3,114	3,083	-31				
Non-current assets	17,102	16,829	-273	Net assets	18,453	17,575	-877
Property, plant and equipment	8,250	7,853	-397	Shareholders' equity	18,404	17,524	-879
Intangible assets	1,374	1,325	- 49	Accumulated other comprehensive income	30	32	+ 1
Investments and other assets	7,478	7,650	+ 172	Subscription rights to shares	18	18	-0
Total assets	71,973	69,911	-2,062	Total liabilities and net assets	71,973	69,911	-2,062
Current Ratio	174.4%	162.9%	-11.5pt	D/E Ratio	+2.6 times	+2.7 times	+0.1 times
Fixed Ratio	92.8%	95.9%	+3.1pt	Shareholder's equity ratio	25.6%	25.1%	-0.5pt

■ Total assets further declined versus end-FY6/2025 due mainly to strong sales performance from the Real Estate Buying and Selling Business and restrained procurement within the House-Leaseback Business

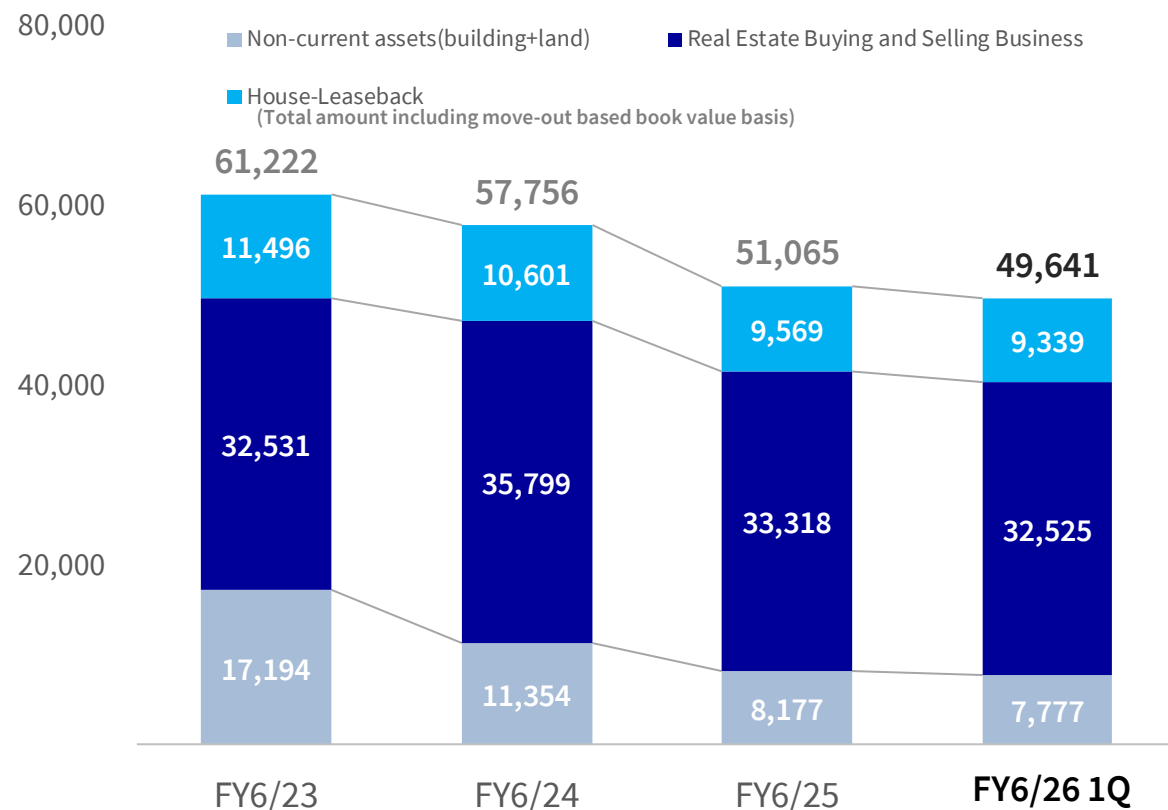
■ Decline in shareholders' equity due primarily to payment of dividends; aim to strengthen equity capital over medium to long term through profit retention

Status of Real Estate Holdings

- End-1Q inventory down slightly on solid sales performance from the Real Estate Buying and Selling Business
- ➔ Inventory expected to begin reflecting intensified procurement enabled through staff reinforcement from the 2Q onward

(millions of yen)

* Note: Based on book value excluding vacancies



Real Estate Buying and Selling Business

Change from the end of the previous period **-0.7** bn yen

House-Leaseback Business

Change from the end of the previous period **-0.23** bn yen

Real Estate
for Sale

Commercial
Real Estate

Non-current assets (building+land)

Change from the end of the previous period **-0.4** bn yen

Selling, General and Administrative Expenses

(Millions of yen)

	FY6/25 1Q		FY6/26 1Q		YoY change
		% to sales		% to sales	
SG&A expenses	3,185	21.9%	2,507	21.0%	- 21.3%
Personnel	1,199	8.2%	984	8.2%	-17.9%
Advertising and promotion	436	3.0%	216	1.8%	-50.4%
Office maintenance	92	0.6%	87	0.7%	-5.4%
Others	1,457	10.0%	1,218	10.2%	-16.4%
(Gross profit	3,570	24.5%	2,714	22.7%	)

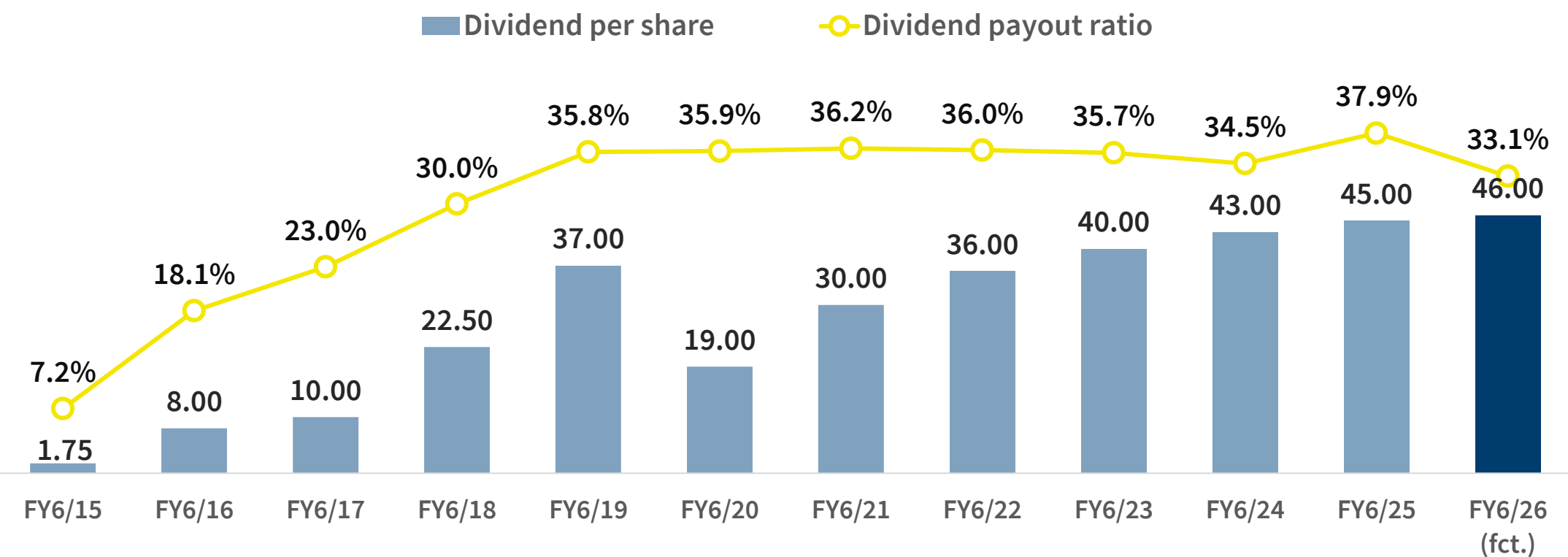
■ Despite proactive personnel expansion for priority businesses, SG&A expenses reduced through concentration of resources on select business activities

■ Improving profitability and driving business structure optimization while strengthening earning power

Shareholder's dividend (dividend)

- Aim to maintain a payout ratio of 30% or more as the baseline while maintaining due regard for future growth investment needs

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



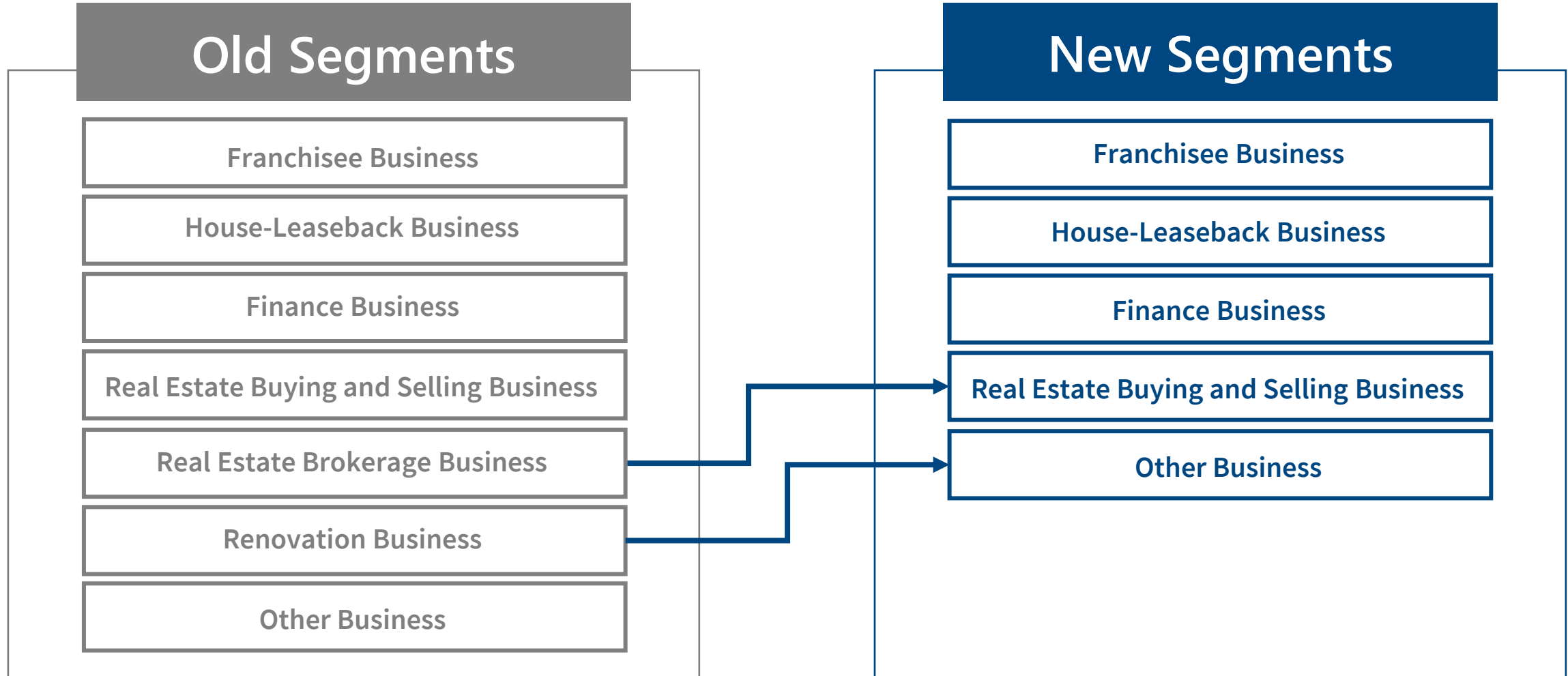
Note: The per-share dividend amounts have been retroactively adjusted to reflect the 5-for-1 stock split carried out on July 1, 2015, and the 2-for-1 stock splits on April 1, 2016, and July 1, 2018.

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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



The First Quarter of FY6/26 Sales and Profit by Business Segment

Unit: millions of yen	Net Sales			Operating Profit		
	FY6/25 1Q	FY6/26 1Q	YoY change	FY6/25 1Q	FY6/26 1Q	YoY change
 Franchisee	799	825	+ 3.3%	497	458	- 7.8%
 Real Estate Buying and Selling	10,030	8,124	- 19.0%	659	389	- 40.9%
 Finance	132	146	+ 10.3%	40	47	+ 16.8%
 House-Leaseback	3,114	2,424	- 22.1%	371	302	- 18.6%
 Other	514	465	- 9.6%	47	8	- 81.2%
Adjustment	-45	-40	—	-1,233	-999	—
Total	14,545	11,946	- 17.9%	384	207	- 46.0%

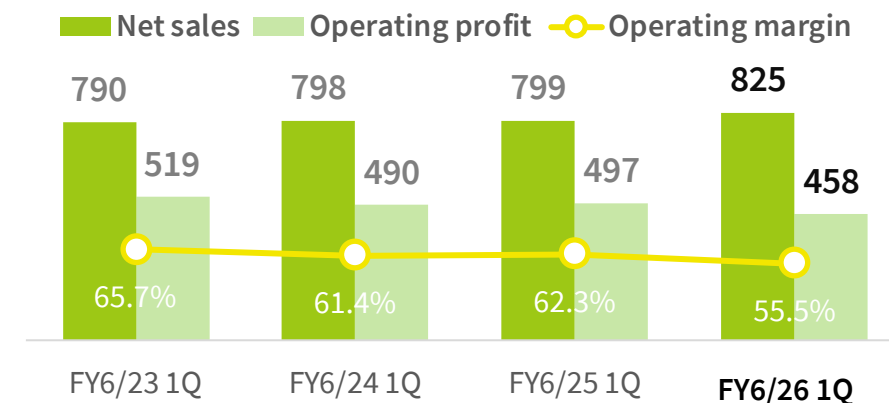
Segments Results

	FY6/25 1Q	FY6/26 1Q	YoY change	FY6/26 (fct.)	Progress ratio for FY
Net sales (Millions of yen)	799	825	+ 3.3%	3,405	24.3%
Operating profit (Millions of yen)	497	458	- 7.8%	2,020	22.7%
Operating margin(%)	62.3%	55.5%	—	59.3%	—
Total no. of franchised stores (incl. stores preparing to open)	708	726	—	770	—
Total no. of franchised stores opened	636	619	—	676	—

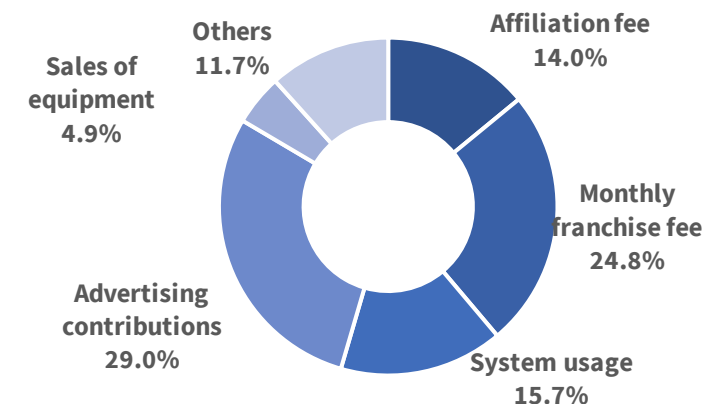
■ Net sales up YoY, but profit margin down temporarily due to front-loaded investment in personnel and advertising/promotion

➔ Growth in new franchise agreements and franchised stores; positive profit impact anticipated along with subsequent expansion in franchised store openings

Changes in Net Sales & Operating Profit



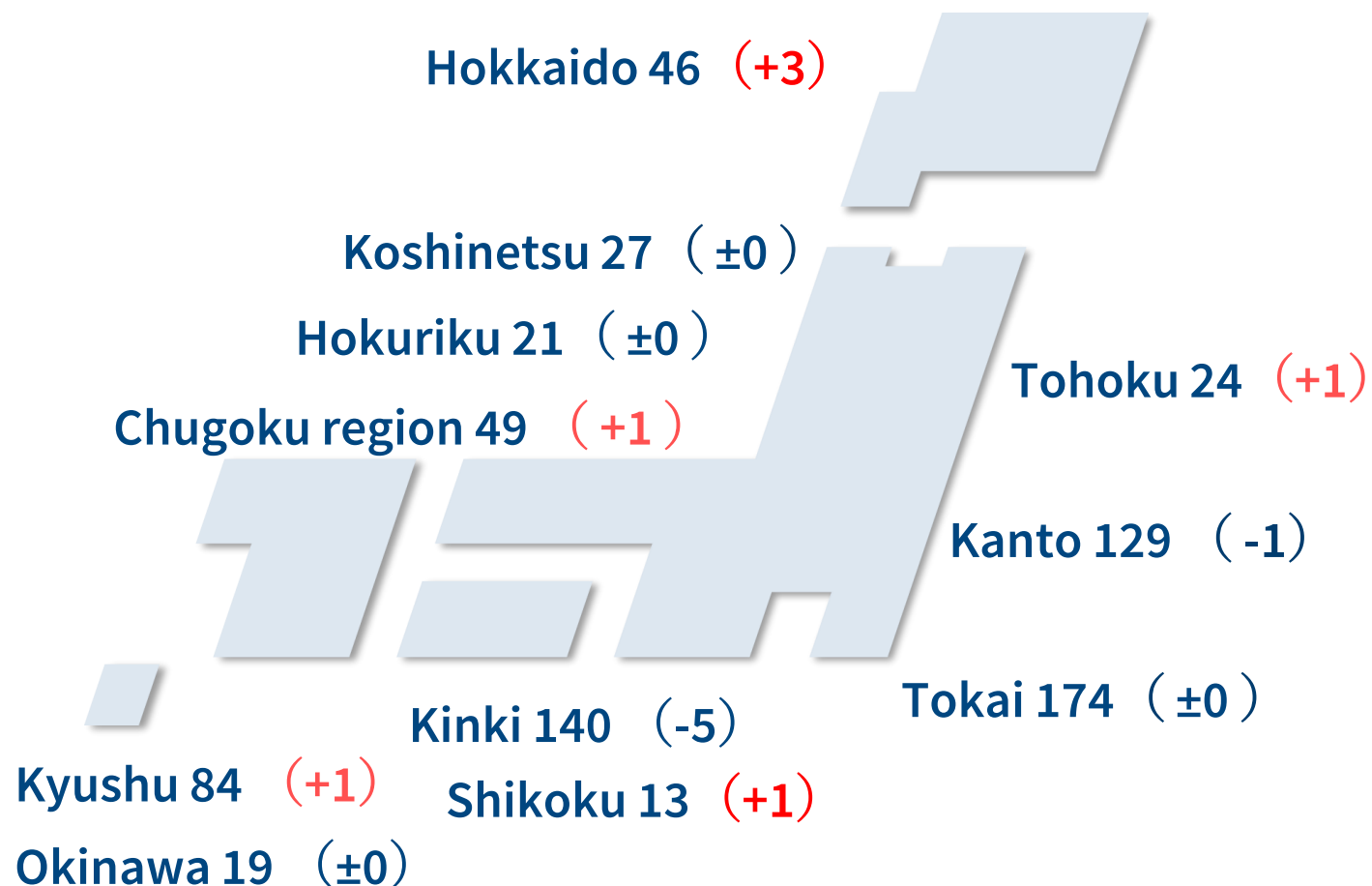
Sales composition



Key Indicators by Segment: Franchisee Business

■ New franchise agreements tracking solidly thanks to strengthened sales setup; new franchised stores opened up YoY

■ No. of stores by region



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

■ New franchisee contracts

32 stores YoY change + 23.1%

■ New franchised stores opened

20 stores YoY change + 17.6%

■ Total No. of Franchised stores

726 stores Change from the end of the previous period + 1

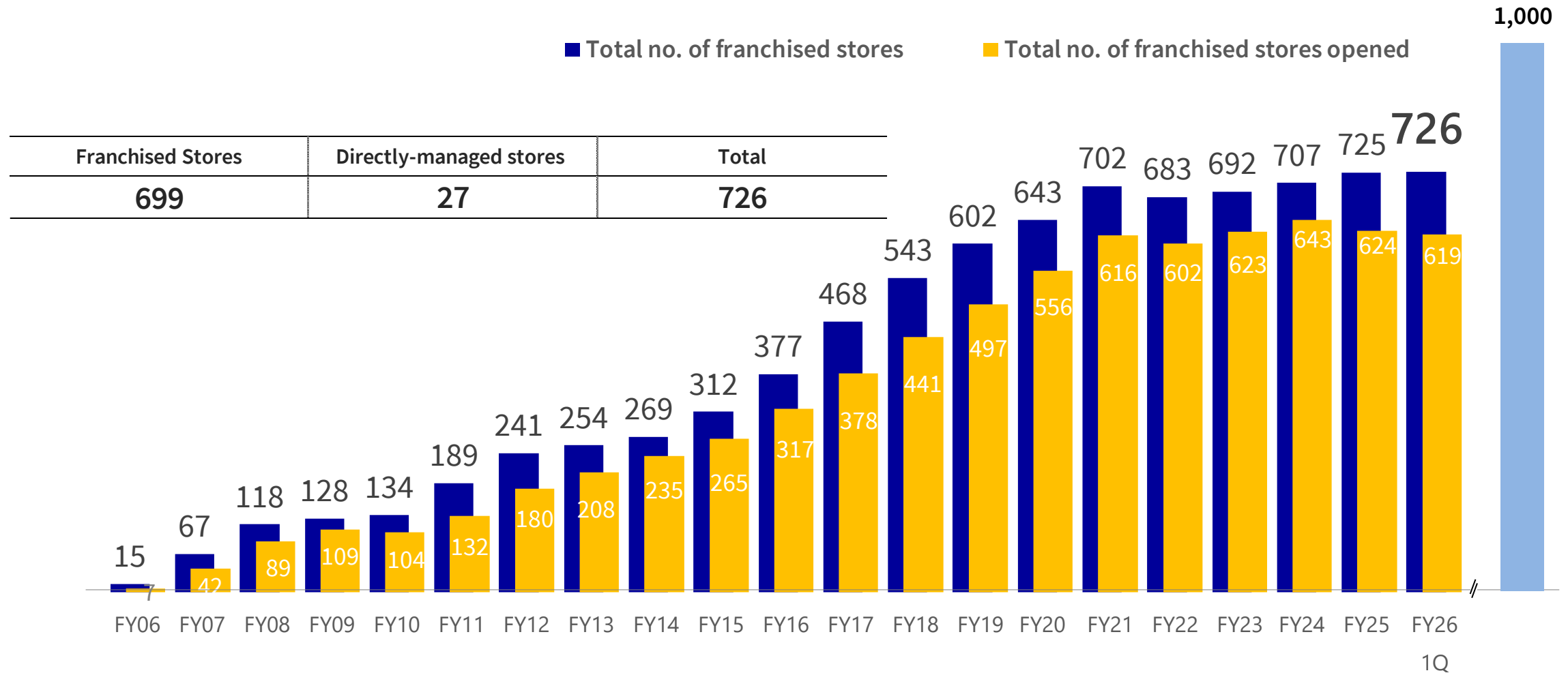
■ Total No. of Franchised stores opened

619 stores Change from the end of the previous period -5

Franchisee Business : Changes in No. of stores

At the end of September 2025, there was a total of 726 franchised stores

Note: Including 107 stores preparing to open (including RENT Do)



Segments Results

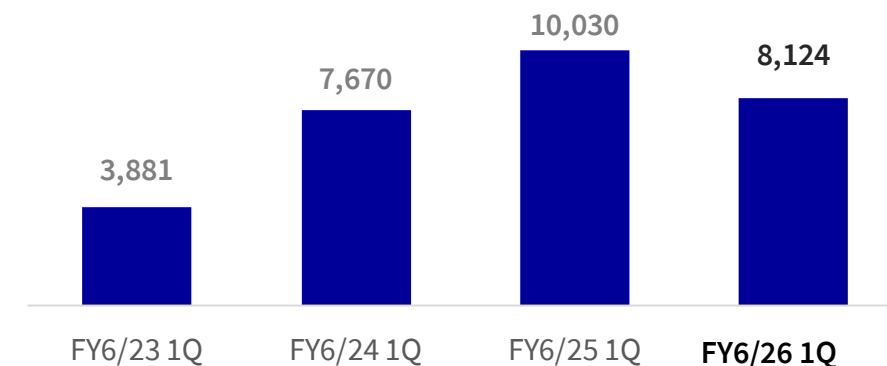
(Millions of yen)

	FY6/25 1Q	FY6/26 1Q	YoY change	FY6/26 (fct.)	Progress ratio for FY
Net sales (Millions of yen)	10,030	8,124	- 19.0%	42,688	19.0%
Sales Breakdown:Net Sales for Pre-owned Houses (Millions of yen)	1,595	2,147	+ 34.5%	13,000	16.5%
Operating profit (Millions of yen)	659	389	- 40.9%	3,590	10.9%
Operating margin (%)	6.6%	4.8%	—	8.4%	—
Number of transactions	283	327	+ 15.5%	1,522	21.5%

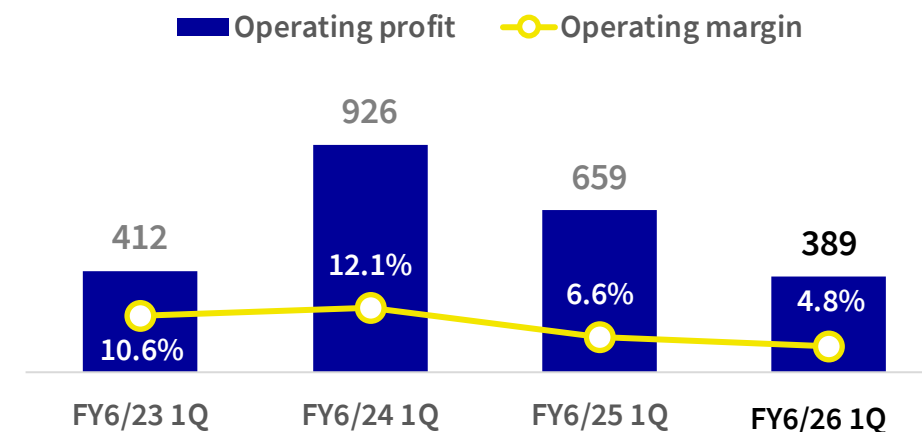
■ Net sales and profit up YoY when excluding the impact from large property sales that affected performance in 1Q FY6/2025; staff reinforcement progressing smoothly

■ Field activity rising along with sales resource expansion; elevated procurement and inventory buildup anticipated from the 2Q onward

Changes in Net Sales & Operating Profit

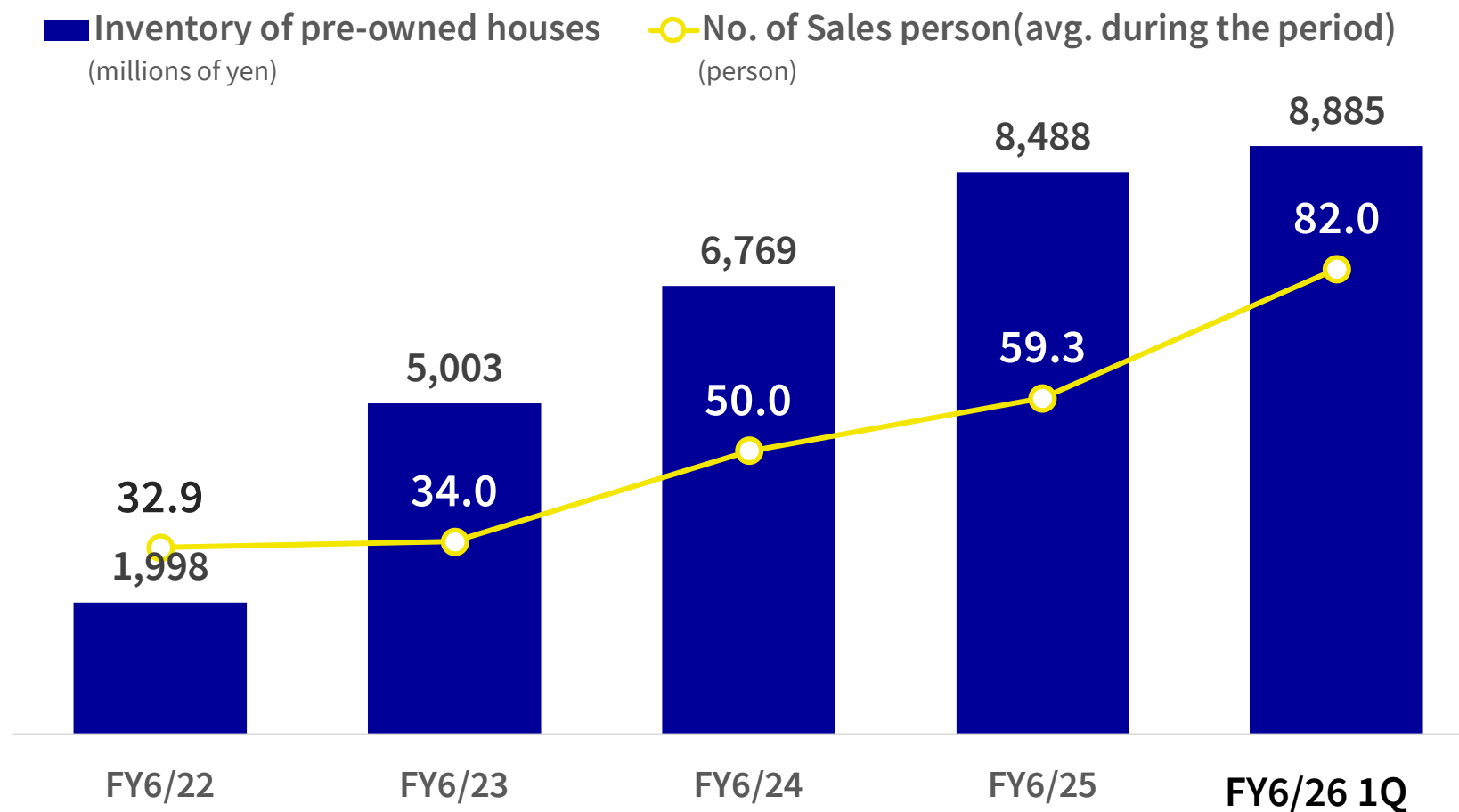


Changes in Operating Profit



Inventory of Pre-Owned Houses and Changes of Sales Person

- Sales personnel count increased substantially due to intra-group reallocations and proactive recruitment
- Positive financial performance impact from product inventory buildup and sales anticipated from the 2Q onward



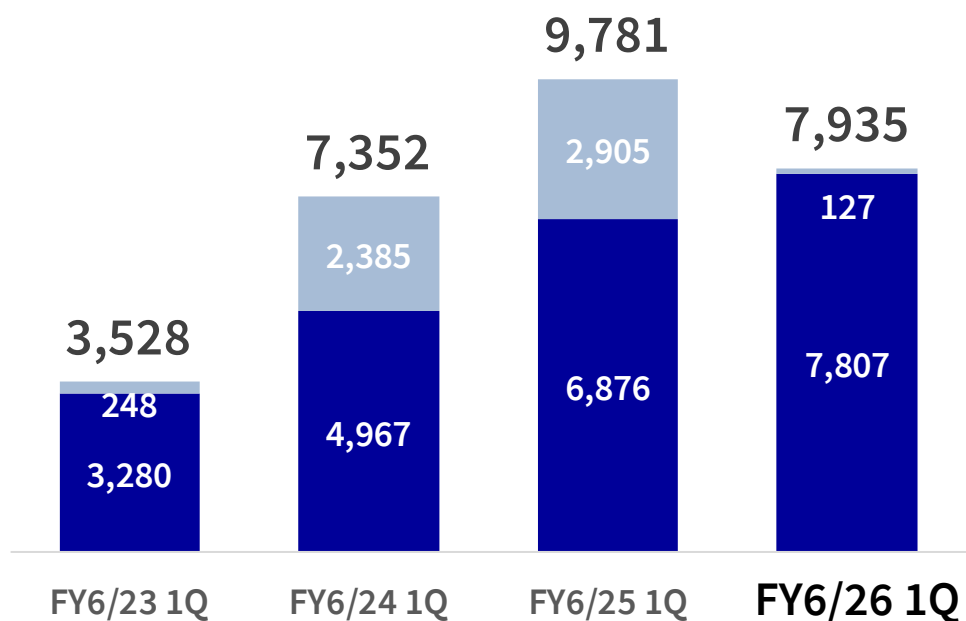
Real Estate Buying and Selling Business (Excluding the former Real Estate Brokerage Business)

Net Sales

(millions of yen)

-18.9 % YoY

■ Residential ■ Large-project・Others

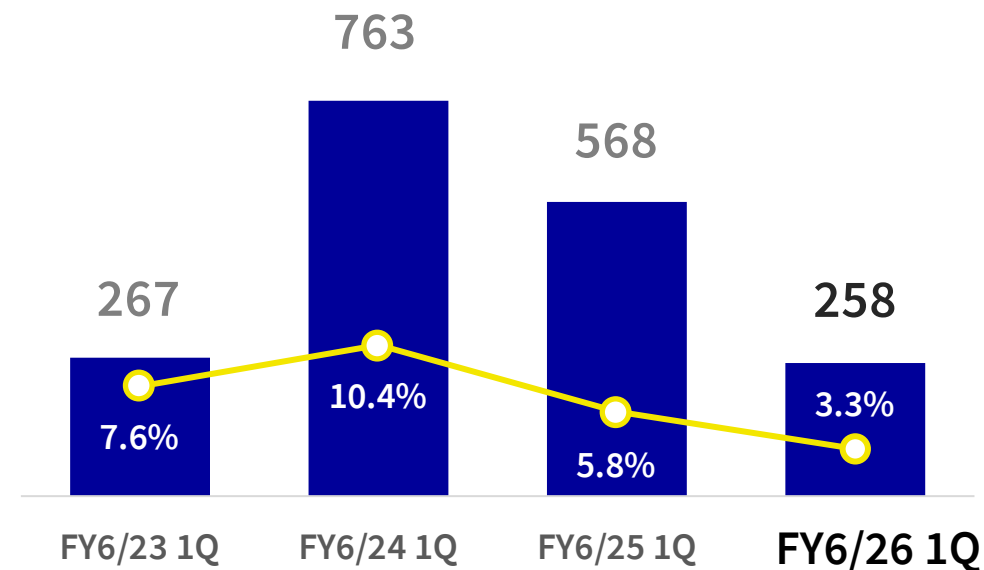


Operating Profit

(millions of yen)

-54.4 % YoY

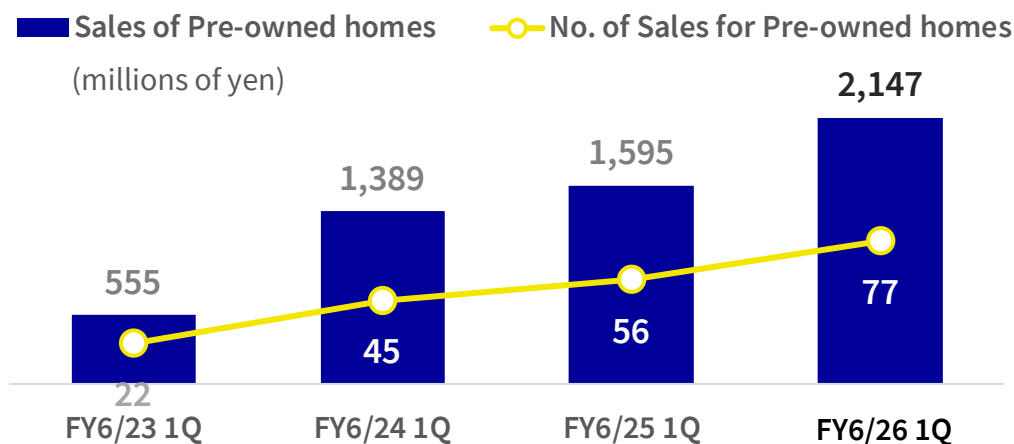
■ Operating profit ○ Operating margin



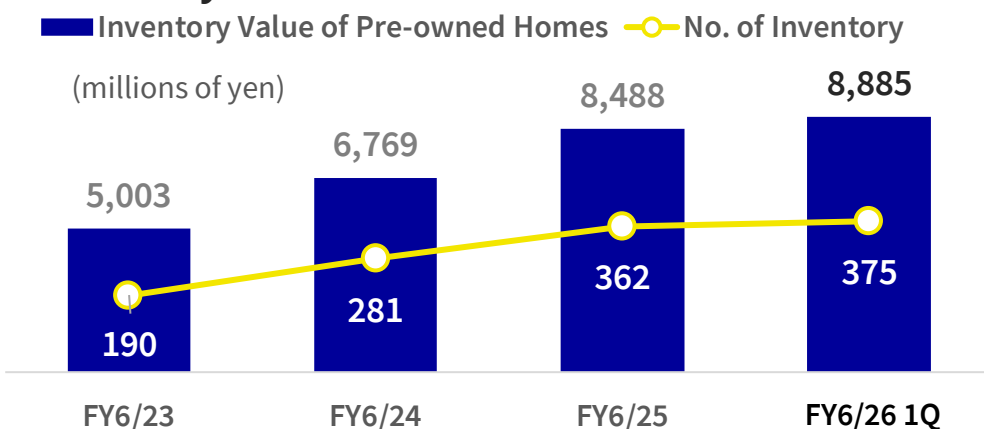
Pre-owned Houses Purchase and Resales : Sales and Inventory Status

■ Sales performance favorable, with substantial growth in both pre-owned houses sold and corresponding proceeds

Sales and No. of Sales for Pre-owned Houses



Inventory Value and No. of Pre-owned Houses



No. of Sales for Pre-owned Houses

YoY change **+ 37.5 %**

Sales of Pre-owned Houses

YoY change **+ 34.5 %**

No. of Inventory of Pre-owned Houses

Change from the end of the previous period **+ 13 case**

Inventory Value Pre-owned Houses

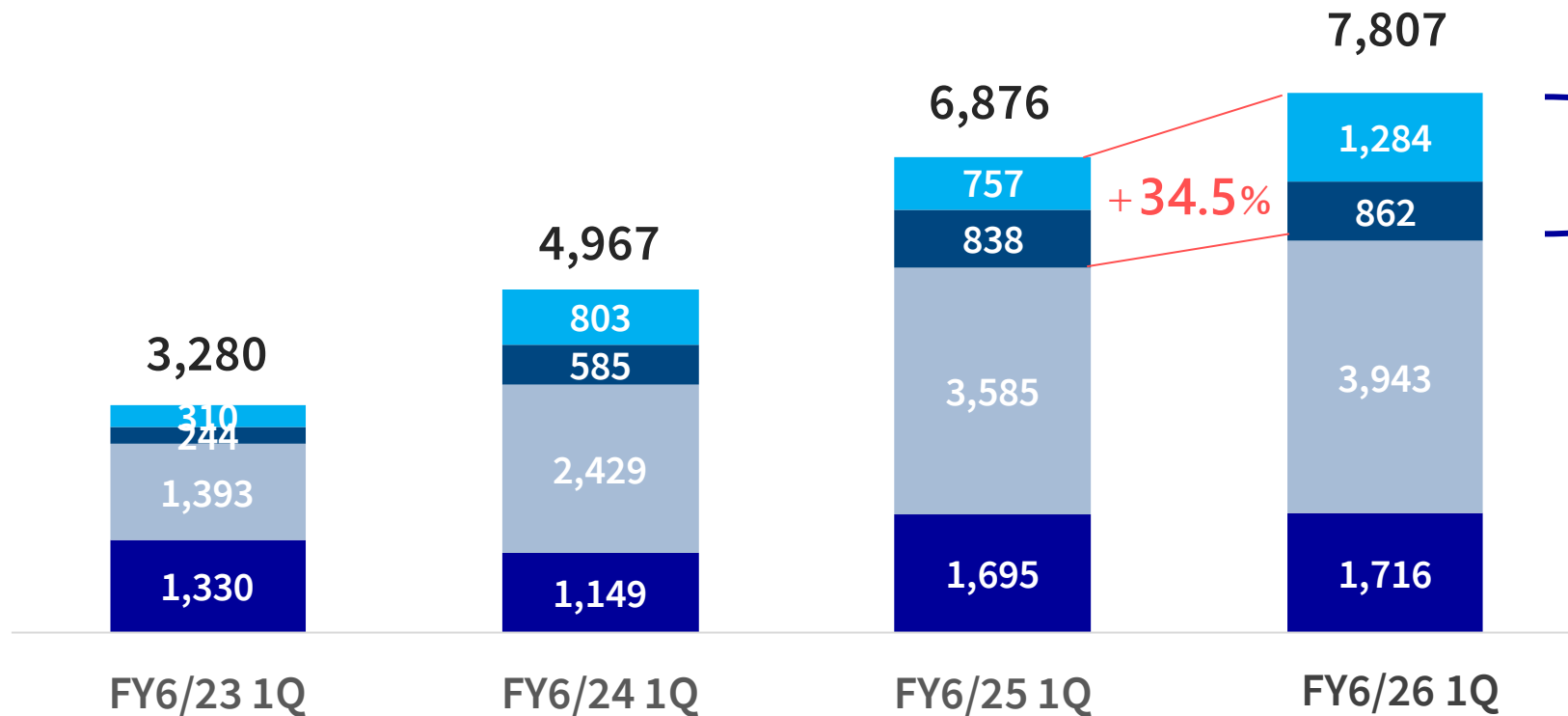
Change from the end of the previous period **+ 0.3 bn yen**

Breakdown of housing-related sales

■ Sales of pre-owned houses rose 34.5% YoY; residential property sales grew thanks primarily to expanded performance from pre-owned houses

■ Newly Built Houses ■ Land ■ Pre-owned Houses ■ Pre-owned Condominium
(million of yen)

Ratio of
Pre-owned Houses

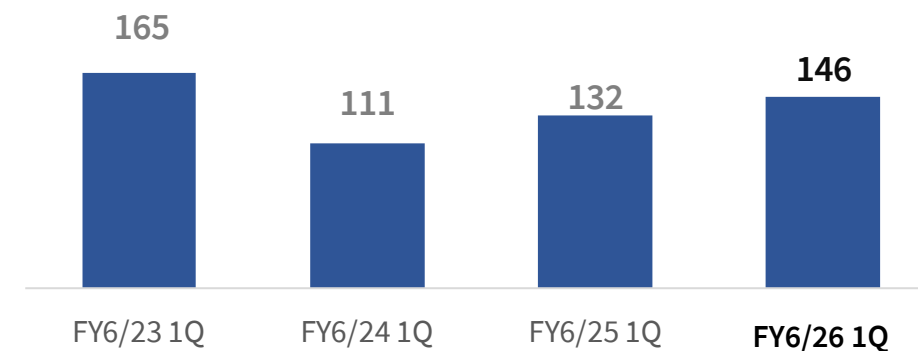


27.5%

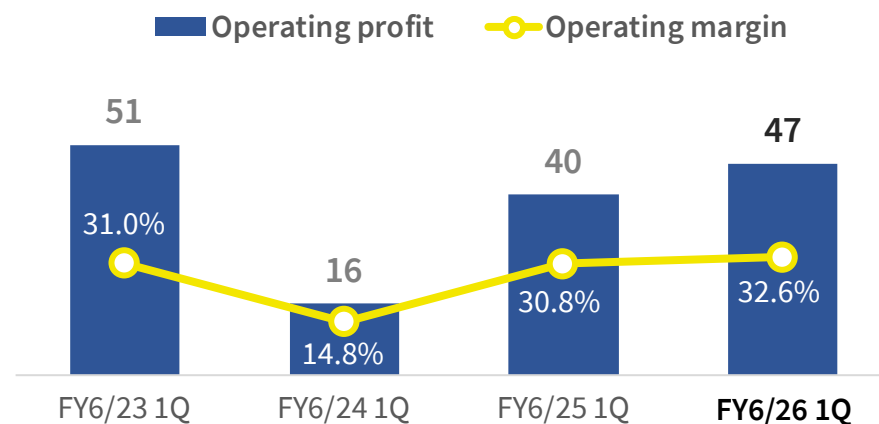
Segments Results

	FY6/25 1Q	FY6/26 1Q	YoY change	FY6/26 (fct.)	Progress ratio for FY
Net sales (Millions of yen)	132	146	+ 10.3%	776	18.9%
Operating profit (Millions of yen)	40	47	+ 16.8%	400	11.9%
Operating margin (%)	30.8%	32.6%	—	51.5%	—
No. of Reverse mortgage guarantees	130	134	+ 3.1%	1,180	11.4%
Reverse mortgage guarantees outstanding balance (Millions of yen)	22,976	29,808	—	40,827	—

Changes in Net Sales



Changes in Operating Profit



- Net sales and profit rising steadily thanks to growth in reverse mortgage guarantee balance
- Establishing a financial product lineup capable of fulfilling diverse funding needs and achieving customer base expansion by capturing demand for both consumer and business purposes

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

54 (as of November. 13, 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

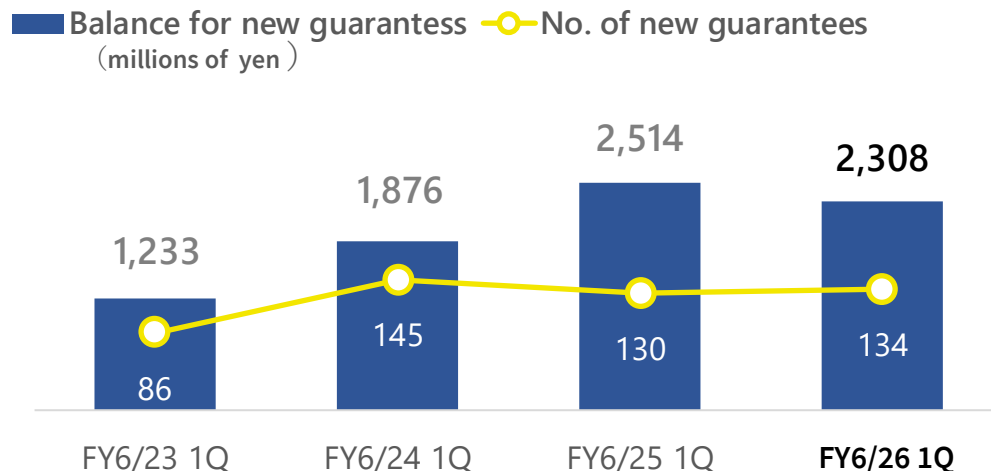
Enshu Shinkin Bank	Chunichi Shinkin Bank
San ju San bank	Hamamatsu Iwata shinkin bank
Shizuoka Bank	Bisai Shinkin bank
Aichi Shogin	Fuji Shinkin Bank
The Seishin Shinkin Bank	Mishima Shinkin Bank
Chita Shinkin Bank	

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

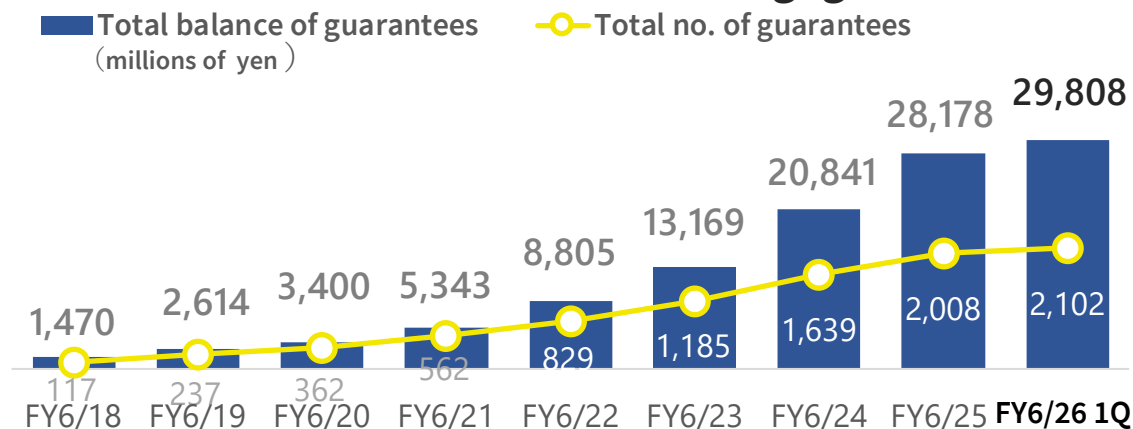
Finance Business : Reverse Mortgage Guarantees

■ Reverse mortgage guarantees balance expanded to about ¥30.0 bn; aiming to expand uptake by leveraging our wide range of permitted uses for funds

No. of Reverse Mortgage Guarantees and Balance



Total Balance and No. of Reverse Mortgage Guarantees



No. of New Guarantees

YoY change **+ 3.1 %**

Balance for New Guarantees

YoY change **-8.2 %**

Total No. of Reverse Mortgage Guarantees

Change from the end of the previous period **+94 case**

Total Balance of Reverse Mortgage Guarantees

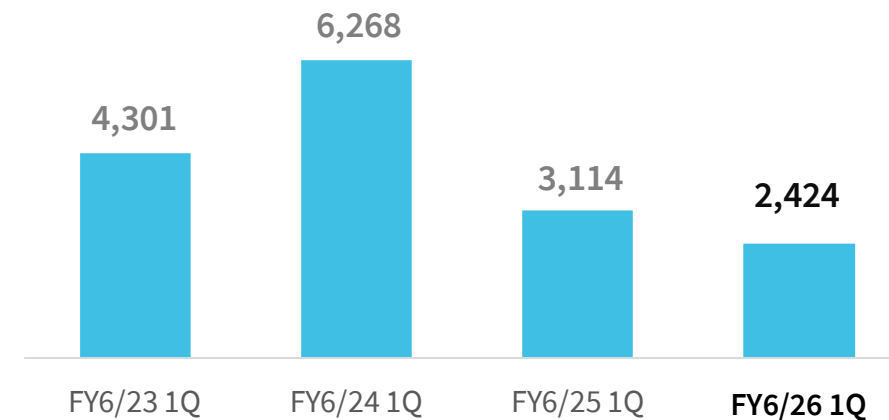
Change from the end of the previous period **+1.62 bn yen**

Segments Results

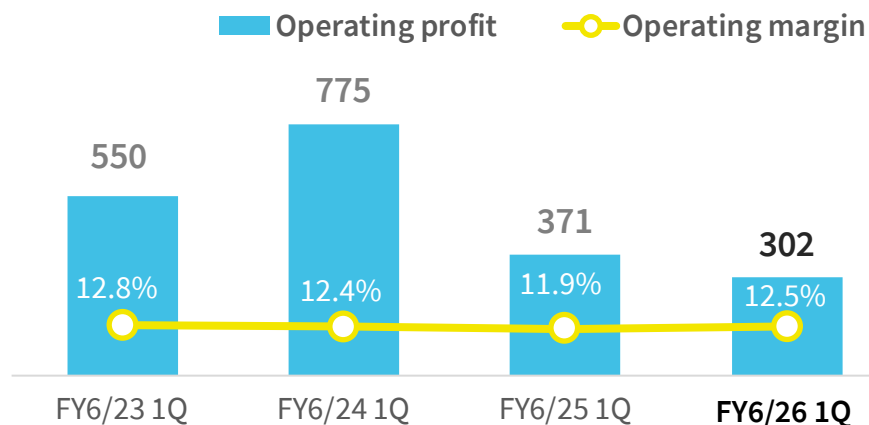
	FY6/25 1Q	FY6/26 1Q	YoY change	FY6/26 (fct.)	Progress ratio for FY
Net sales (Millions of yen)	3,114	2,424	-22.1%	7,776	31.2%
Operating profit (Millions of yen)	371	302	-18.6%	930	32.5%
Operating margin (%)	11.9%	12.5%	—	12.0%	—
Profit incl. gain on investment in silent partnerships	457	461	+ 0.7%	—	—
Operating margin incl. gain on investment in silent partnerships	14.3%	17.9%	—	—	—
No. of properties purchased	231	67	-71.0%	—	—
Total amount of properties owned (Millions of yen)	10,249	7,945	—	—	—

Note: Based on book value excluding vacancies

Changes in Net Sales



Changes in Operating Profit



■ Downturn in purchase contracts led to top-line decline, but profit (including gains on investment in silent partnerships) expanded YoY, regardless

■ Maintaining a base portfolio of properties owned, the company will support and sustain a framework that secures steady earnings

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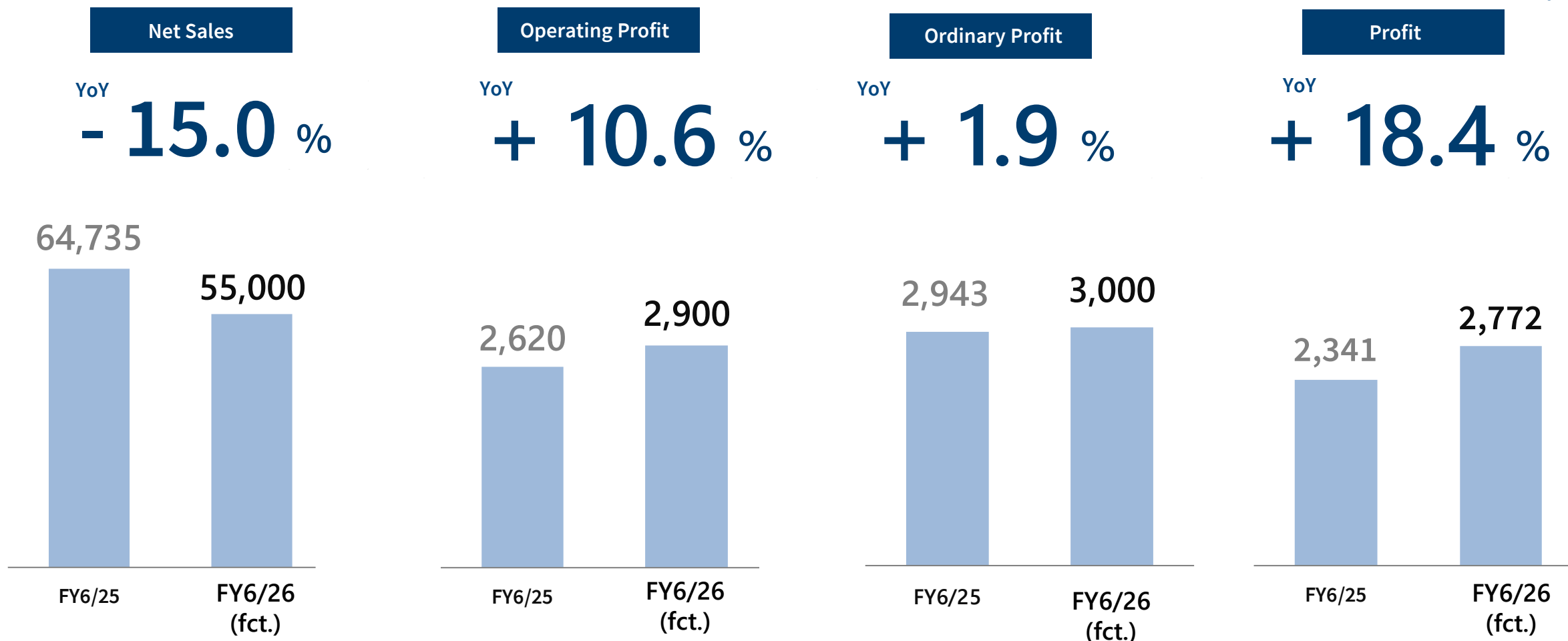
FY6/26 Plan: Consolidated Earnings Forecast

■ 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, temporarily resulting in a decline in both net sales and profit for the 1H of the year; full-year 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

Unit (millions of yen)



FY6/26 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

New Medium-Term Management Plan (FY6/26–FY6/30)

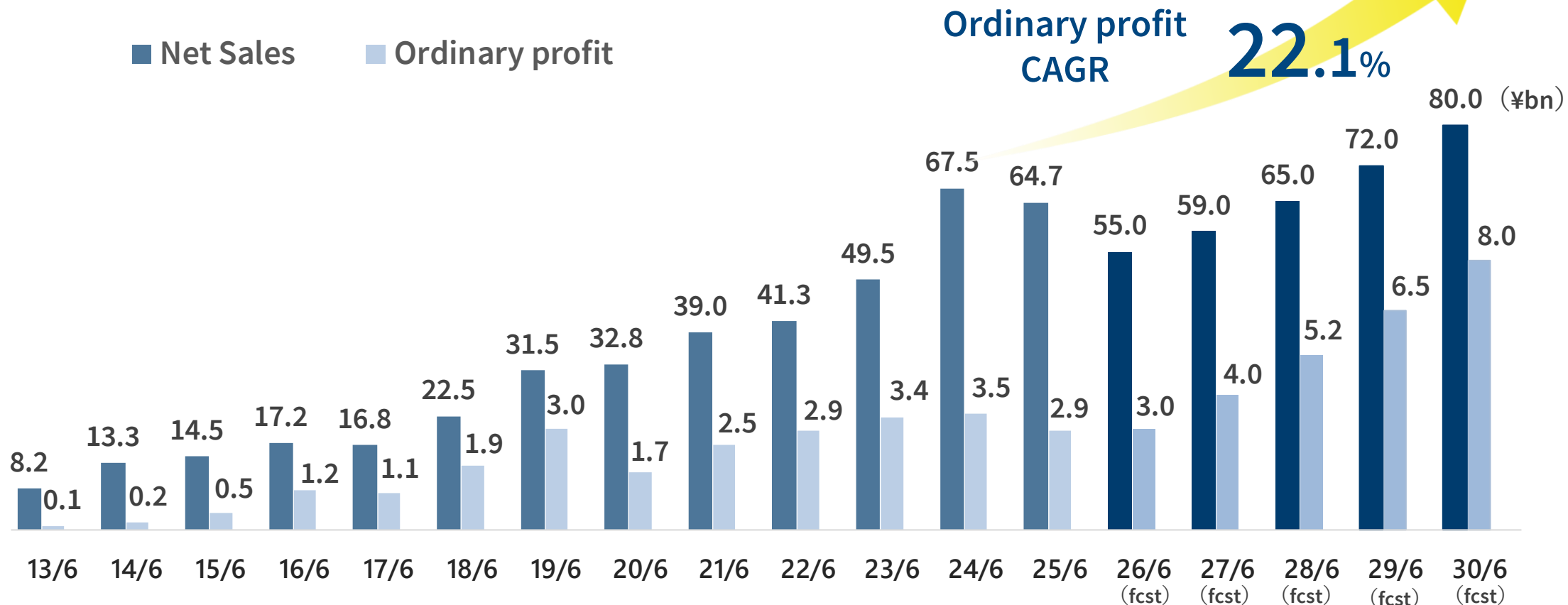
Basic Policy & Key Management Indicators

- Restructure the business portfolio by shifting the emphasis toward priority businesses
- Generate stable and high levels of cash flow by improving capital turnover and profit margins
- Enhance return on equity and establish a foundation for the sustainable improvement of corporate value

Key management indicator targets		FY6/25	FY6/30		FY6/25	FY6/30
	Net Sales	¥64.7 bn	¥80.0 bn	Shareholder's Equity ratio	25.6%	Over 30%
	Ordinary Profit	¥2.9 bn	¥8.0 bn Profit Margin 10%	ROIC	2.6%	Over 6.0%
	Profit	¥2.3 bn	¥5.3 bn	Shareholder's return	dividend payout ratio Over 30%	dividend payout ratio Over 30%

Financial Performance and New Medium-Term Management Plan (FY6/26–FY6/30)

- Position FY6/26 as a transition period, with a strategic shift in emphasis toward downsizing the House-Leaseback Business and strengthening the Real Estate Buying and Selling Business, while maintaining profit at the same level as in FY6/25
- Target a CAGR of 22.1% in ordinary profit
- Seek additional upside by leveraging outcomes from the collaboration with Dai-ichi Life Holdings



Concentrate resources on businesses with strong growth potential and profitability



Establish a robust three-pillar structure

Franchisee

■ Infrastructure that underpins services

- Invest in advertising and personnel, focusing on urban areas with development potential
- Develop new franchised stores and enhance support for existing ones by strengthening recruitment

【 Total no. of franchised Stores】

960 stores



725 stores

As of end of June 2025

Real Estate Buying and Selling

■ Earnings growth drivers

- Further strengthen the purchase and resale of pre-owned houses
- Strengthen the workforce through enhanced recruitment
Sales personnel: 59.3 → 250
- Improve profit margins and asset turnover

【 Sales of pre-owned houses ・ ratio】

¥37 bn (54%)



¥8.8 bn (29%)

As of end of June 2025

Finance (Reverse Mortgage guarantees)

■ Expand steady income and future earnings opportunities

- Increase the number of partner financial institutions
- Create business synergies by securing opportunities to dispose of properties

【 Outstanding Balance】

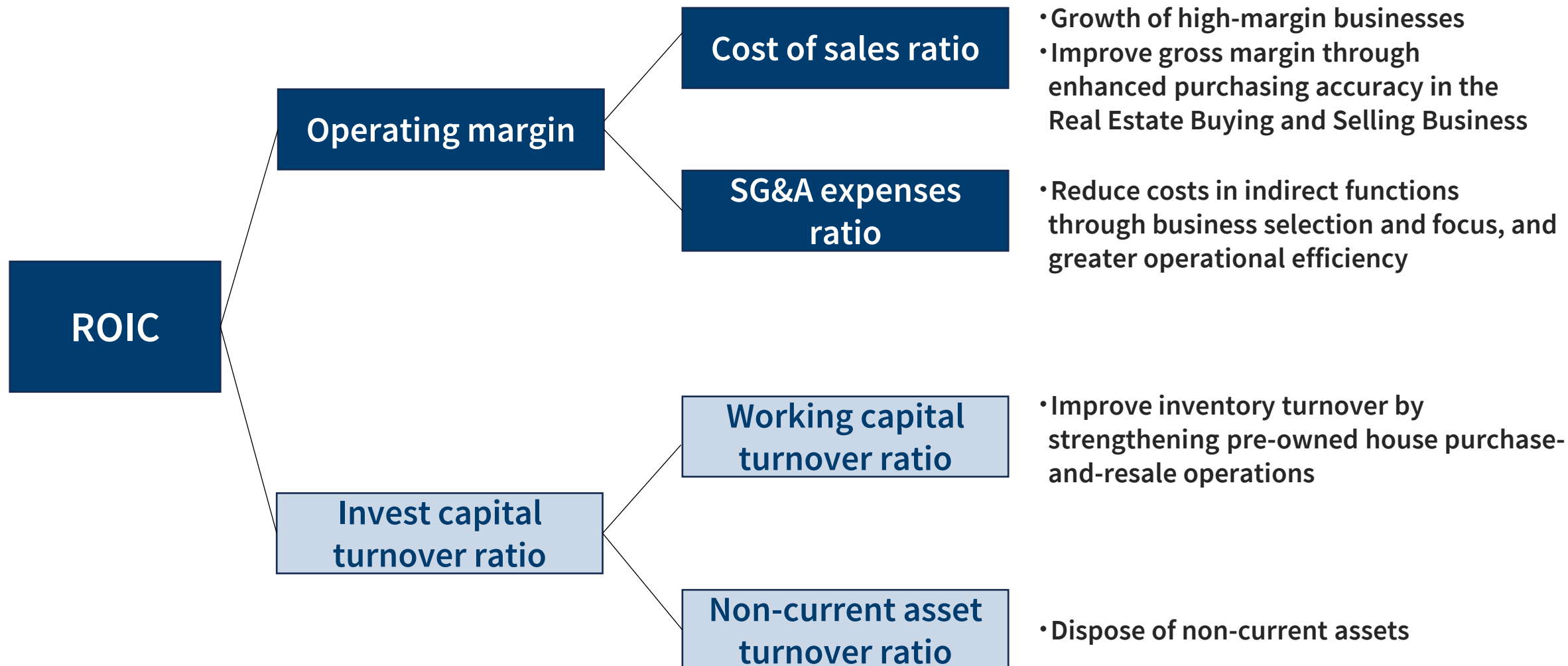
¥125 bn



28.1 bn

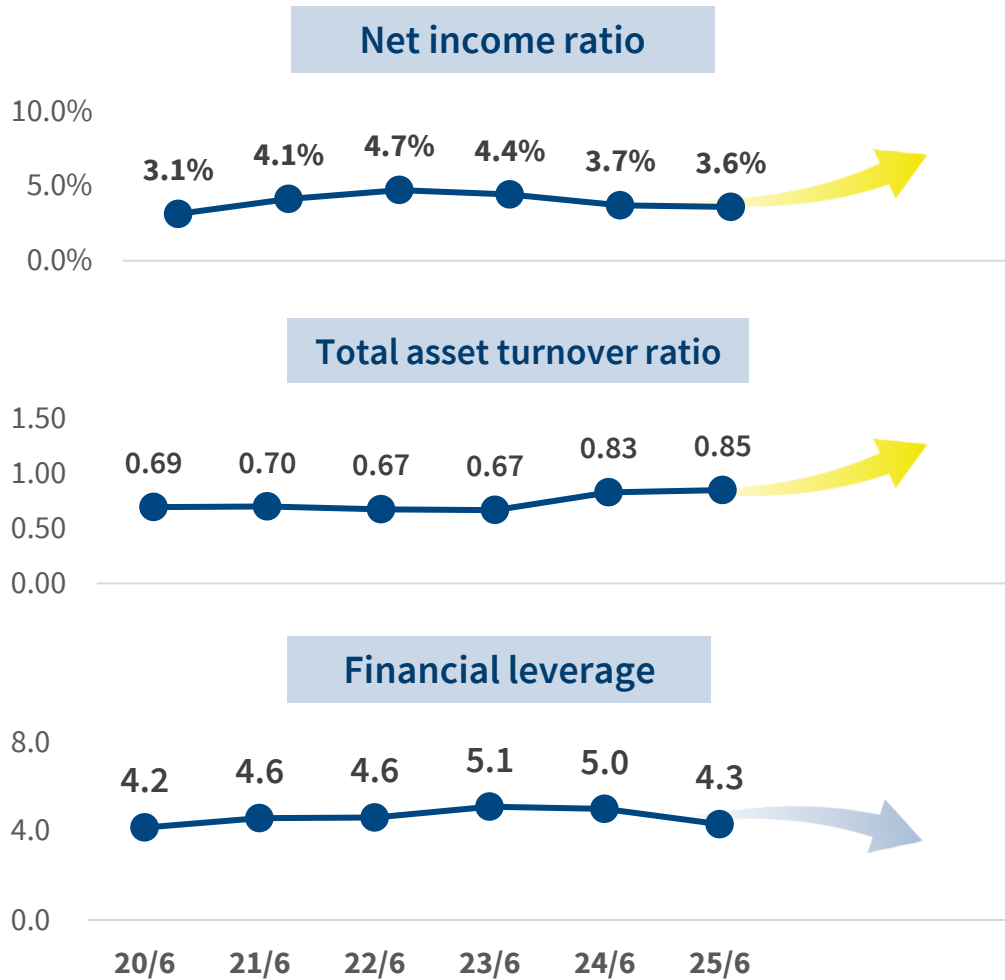
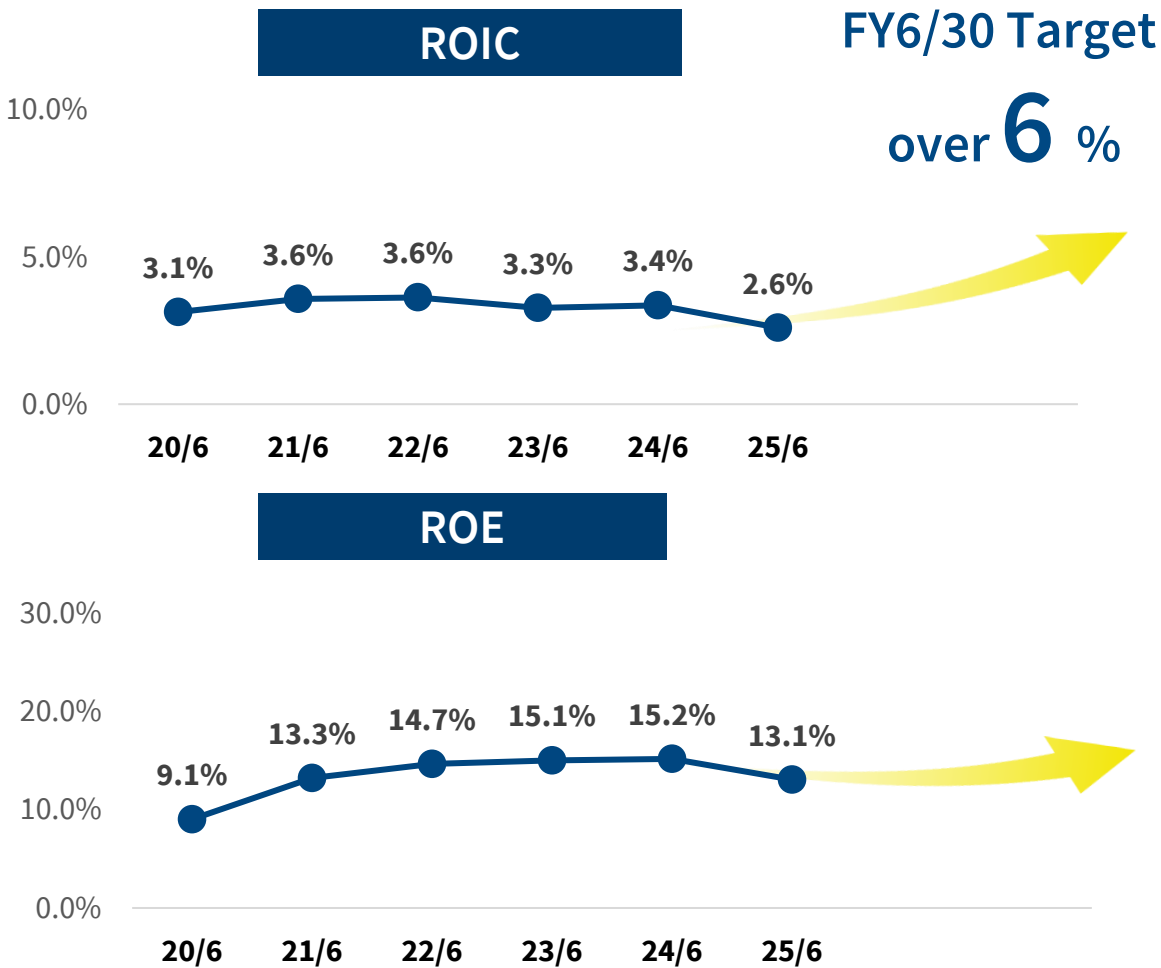
As of end of June 2025

Improving ROIC



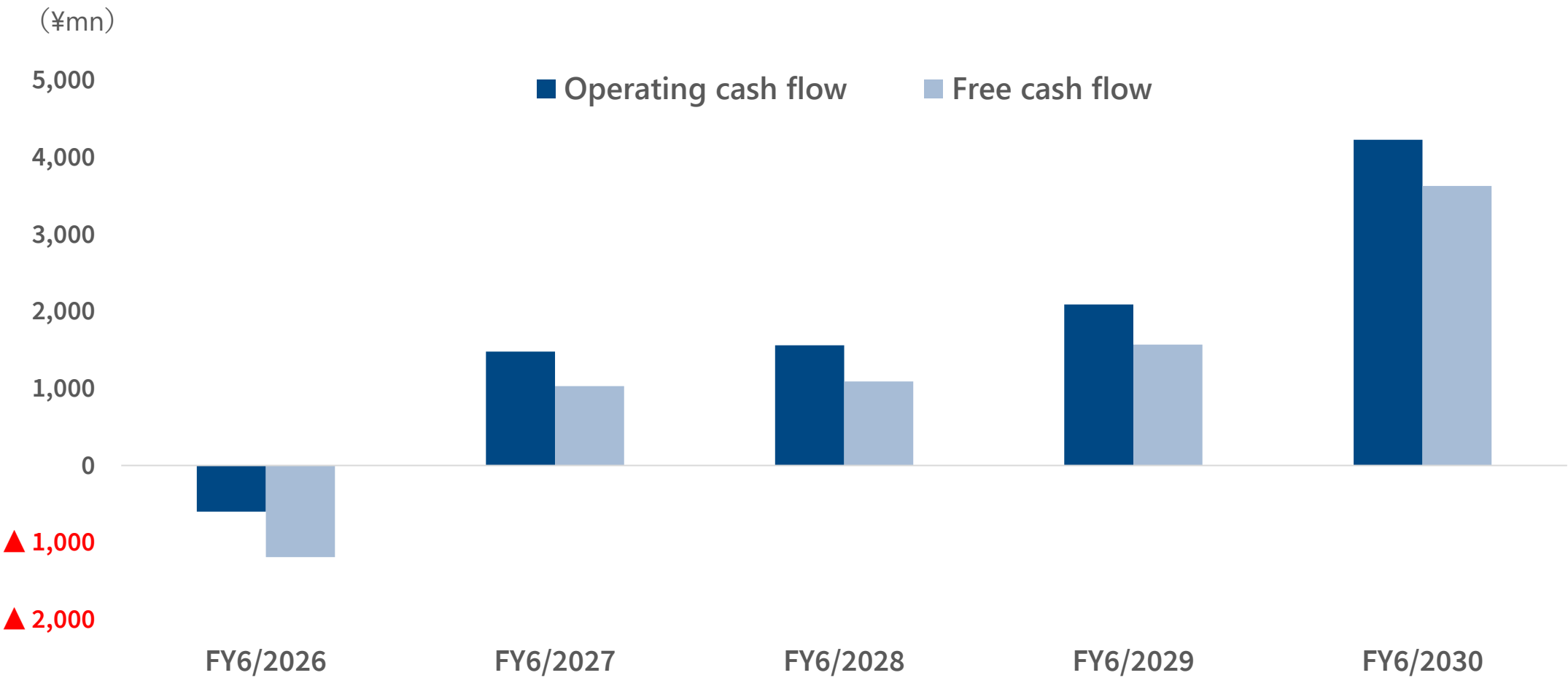
Toward Improved Capital Efficiency

- Strive to maintain control over financial leverage, which peaked in FY6/23, by improving asset turnover
- Improve profitability by curbing SG&A expenses and supporting the growth of high-profit businesses
- Enhance inventory turnover and capital efficiency by increasing the ratio of pre-owned houses

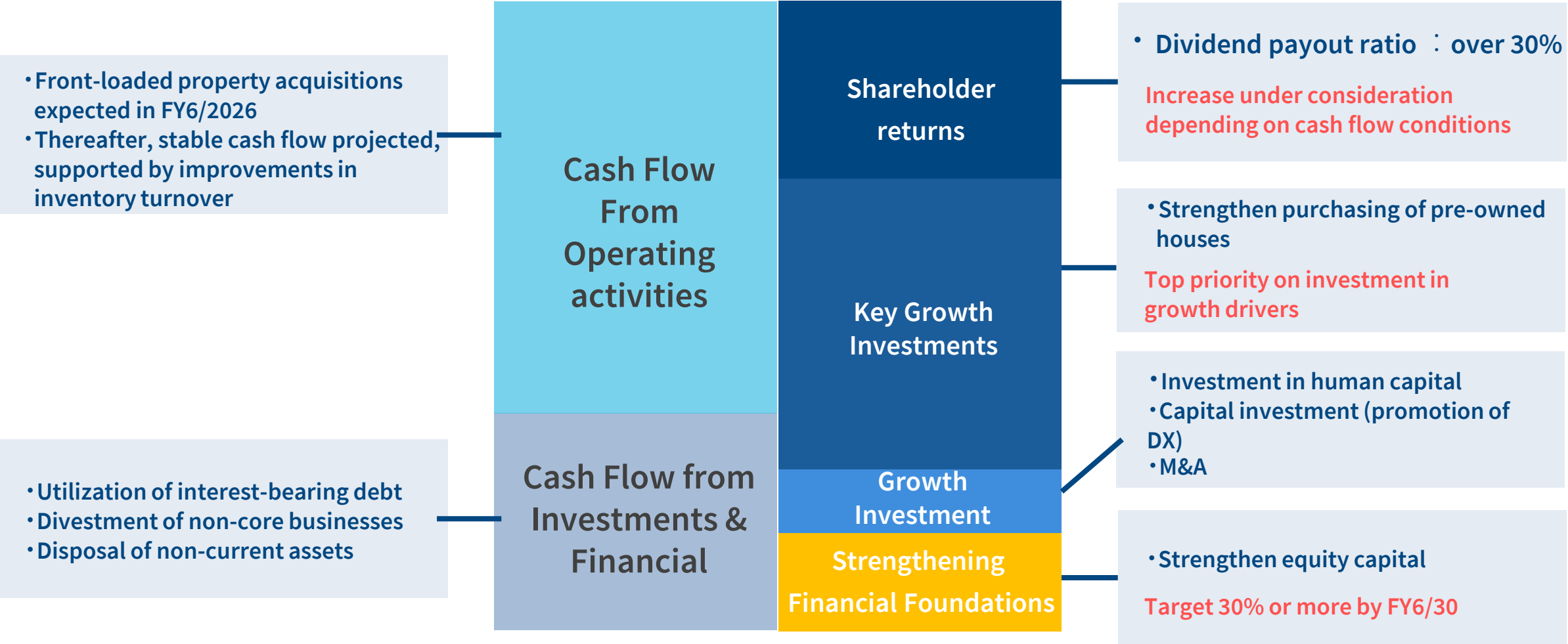


Cash Flow

- Free cash flow is projected to temporarily turn negative in FY6/26 due to front-loaded property acquisitions in the Real Estate Buying and Selling Business
 - ➡ As inventory is sold, free cash flow is expected to return to positive territory from FY6/27
- Aim to maximize cash flow through portfolio restructuring

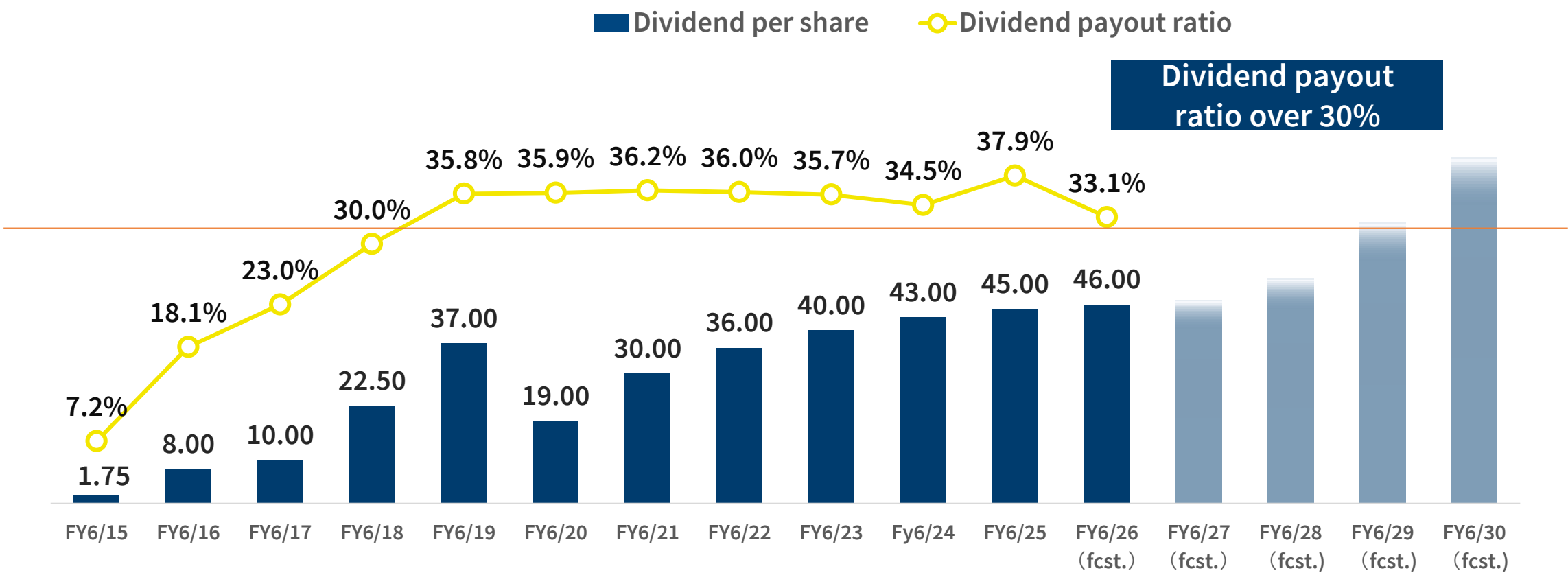


- Growth investments will be allocated with top priority to property acquisitions in the Real Estate Buying and Selling Business
- Interest-bearing debt will be utilized, while profit will be retained to strengthen equity capital, thereby reinforcing financial soundness



Shareholder's dividend (dividend)

- Set a baseline dividend payout ratio of 30% or more, while taking into account the balance with future growth investments
- Considering increase in dividend payout ratio, based on progress with medium-term management plan and cash flow conditions



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.

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



Approach and Initiatives Related to Sustainability

- Contribute to the sustainable development of society as a whole, thereby achieving long-term growth and enhanced corporate value for the Group
- Address ESG-related challenges through business activities and contribute to their resolution

【 Corporate Philosophy 】

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

E nvironment

- Reduce CO₂ emissions primarily through the revitalization of the pre-owned housing brokerage market
- Measure CO₂ emissions from business activities
- Expand scope of disclosure

S ocial

- Address the financial needs of an aging society through the use of real estate
- Revitalize the pre-owned housing brokerage market
- Curb the increase in vacant housing
- Open up the housing market
- Create safe and convenient customer touchpoints

G overnance

- Strengthen corporate governance
- Enhance risk management
- Promote compliance
- Disseminate information and promote dialogue through investor and shareholder relations



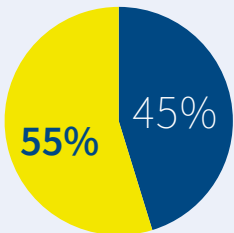
- As operations grows, human-driven services will play an increasingly central role, making talent the most critical management resource
- As part of the human resource strategy to enhance corporate value over the medium to long term, securing diversity—particularly in the appointment of core personnel—is recognized as a key issue, and efforts are underway to strengthen both recruitment and talent development

Talent recruitment

In addition to recruiting new graduates with high potential, actively hiring mid-career professionals

FY6/25 hiring results

- New graduates
- Mid-career employment



Mid-career employment ratio : 55.0%

Talent development and training

Aim to create a workplace where employees can thrive based on their aptitudes, abilities, and personal growth

- New employee training
- Post-hire follow-up training
- Training for next-generation management candidates
- Support for acquisition of professional qualifications
- Compliance training
- Various e-learning programs, etc.

Engagement

Promote initiatives that support both individual fulfillment and a comfortable working environment

- Promotion of women's participation and advancement
- Health management
- Flexible work arrangements
- Use of engagement surveys
- Restructuring of evaluation and compensation systems, etc.

1. The First Quarter FY6/26 Consolidated Results Summary
2. The First Quarter FY6/26 Results by Segment
3. FY6/26 Fiscal Year Plan and Medium-term Management 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.

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

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