HOUSEDO

Earnings Results for the Fiscal Year Ended June 2026

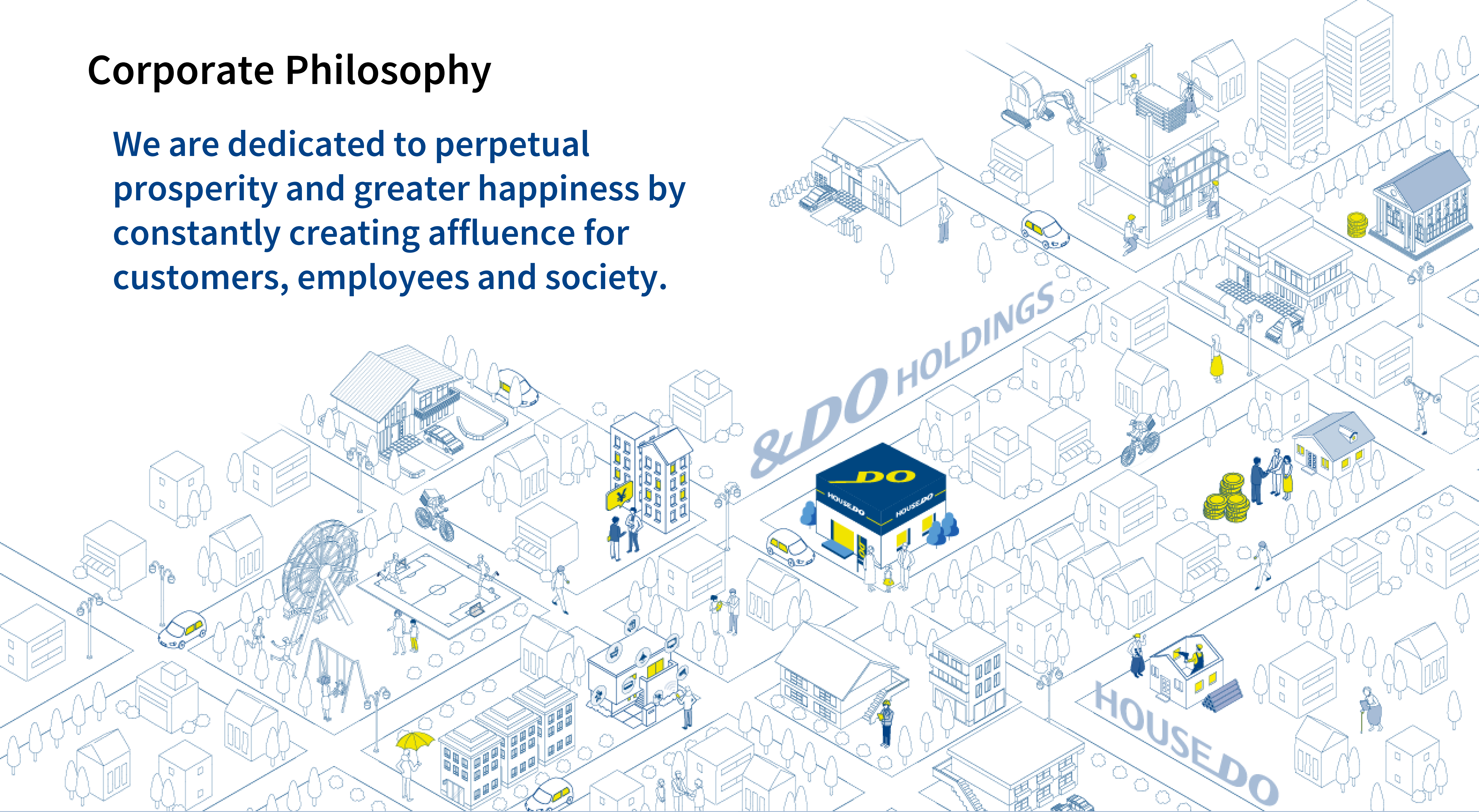
August 14, 2026

&Do Holdings Co., Ltd
【3457】

JPX PRIME

Corporate Philosophy

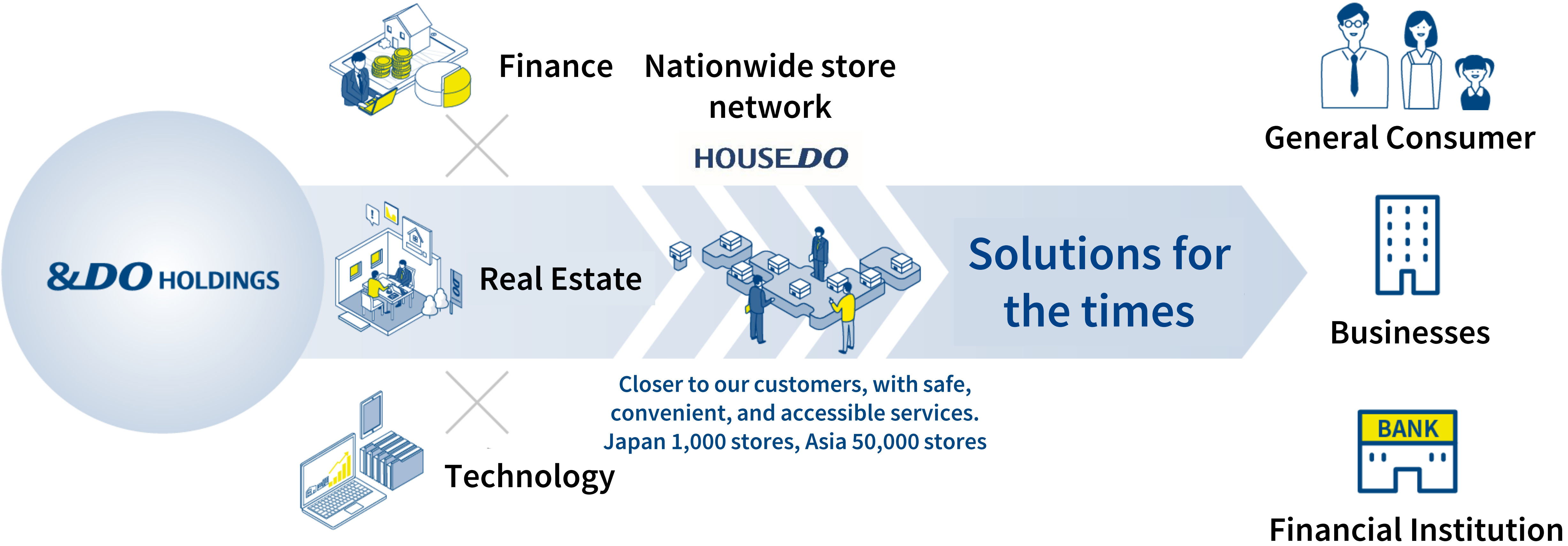
We are dedicated to perpetual prosperity and greater happiness by constantly creating affluence for customers, employees and society.



Value Creation and Role of &Do

HOUSEDO

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



HOUSEDO

Contribute to the resolution of various social issues through enhanced real estate distribution

Stimulation of the pre-owned housing market

Stimulate the pre-owned housing market by opening up information through our nationwide network and strengthening purchase-and-resale operations

Curbing vacant homes

Curb the increase in vacant homes by revitalizing real estate distribution and providing inheritance solutions through property liquidation

Securing of retirement funds

Enable financing by utilizing real estate assets through our House-Leaseback and Reverse Mortgage Guarantee Businesses

Extending the life of residential housing

Extend the life of housing by revitalizing and promoting the distribution of high-quality pre-owned homes

INDEX

Highlights of the FY6/26

HOUSEDO

FY6/26 Full-year results

- Portfolio restructuring progressed steadily, but results fell below plan due to hiring investment in the growth-driving Real Estate Buying and Selling Business and a larger-than-expected earnings decline in the downsized House-Leaseback Business
- Medium-term plan policies and targets remain unchanged, while the process for achieving them will be appropriately revised in line with the business environment

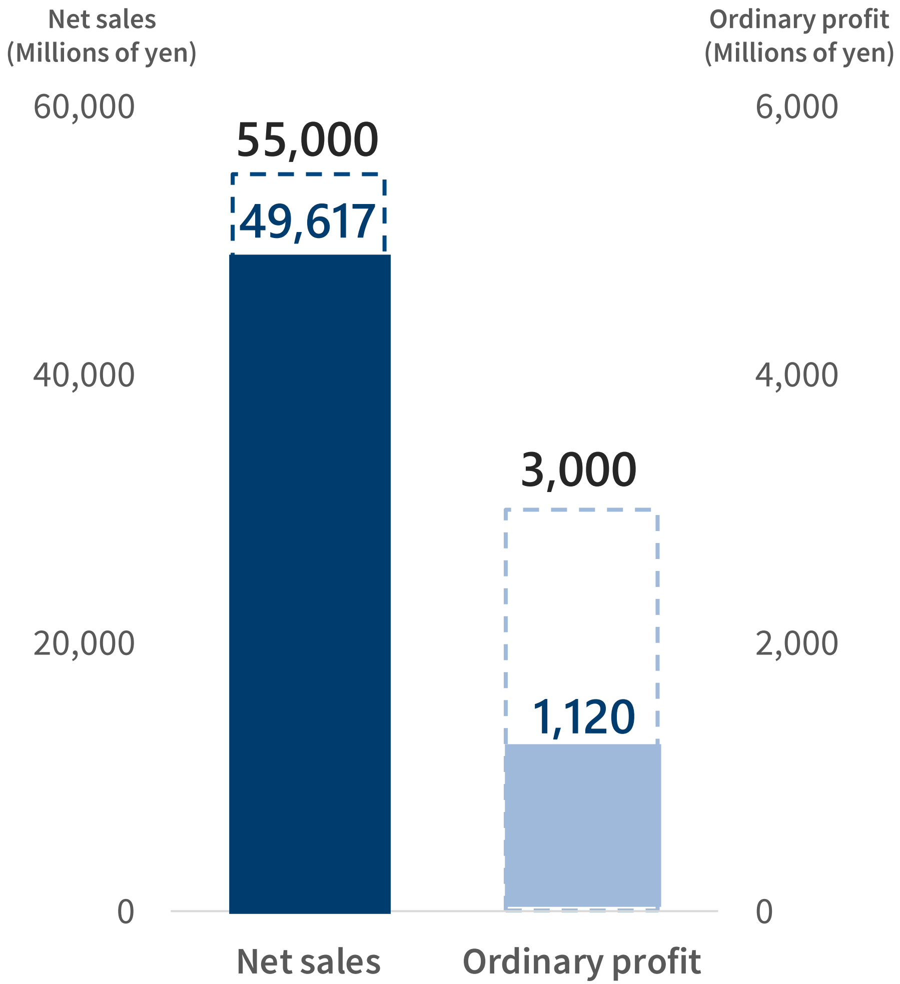
(Millions of yen)	FY6/25 Result	FY6/26 Result	YoY
Net sales	64,735	49,617	- 23.4%
Operating profit	2,620	1,120	- 57.3%
Ordinary profit	2,943	1,120	- 61.9%
Profit before income taxes	3,655	2,468	- 32.5%
Profit	2,341	1,452	- 38.0%

TOPICS

- Real Estate Buying and Selling Business: Steady progress in strengthening the workforce and increasing purchase contracts, including for the purchase and resale of pre-owned houses
  Expect steady medium- to long-term growth and improvement in capital efficiency
- Finance Business: Alliance with Setagaya Shinkin Bank, bringing partnerships to 12 shinkin banks, representing more than half of shinkin banks in Tokyo

FY6/26 Progress versus initial Plan

HOUSEDO



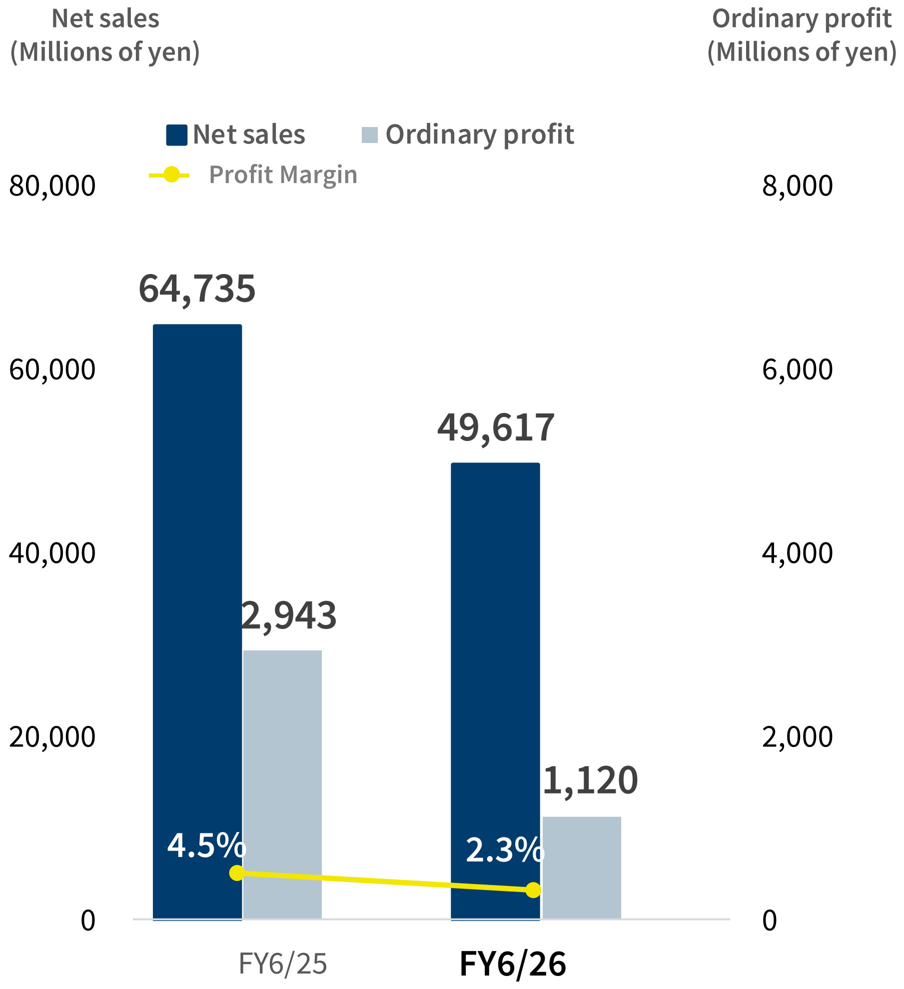
(Millions of yen)

	FY6/26	FY6/26 (fct.)	Compared to Initial Plan
Net sales	49,617	55,000	90.2%
Operating profit	1,120	2,900	38.6%
Ordinary profit	1,120	3,000	37.3%
Profit	1,452	2,772	52.4%
Earning per share(Yen)	72.74	138.90	—

- Although the restructuring of its business portfolio progressed, earnings from growth-driving businesses were insufficient to offset the decline in earnings from businesses being downsized or transferred
- Expanded the workforce and property acquisitions in the Real Estate Buying and Selling Business, a driver of growth and improved capital efficiency

FY6/26 Summary of Consolidated Statement of Income

HOUSEDO



(Millions of yen)

(Year-on-year comparison)	FY6/25	% to sales	FY6/26	% to sales	YoY change
Net sales	64,735	100.0%	49,617	100.0%	-23.4%
Gross profit	14,539	22.5%	10,771	21.7%	-25.9%
SG&A expenses	11,919	18.4%	9,651	19.5%	-19.0%
Operating profit	2,620	4.0%	1,120	2.3%	-57.3%
Non-operating income	1,287	2.0%	984	2.0%	-23.5%
Non-operating expenses	964	1.5%	983	2.0%	+ 2.0%
Ordinary profit	2,943	4.5%	1,120	2.3%	-61.9%
Profit before income taxes	3,655	5.6%	2,468	5.0%	-32.5%
Profit	2,341	3.6%	1,452	2.9%	-38.0%
EBITDA	3,590	5.5%	1,953	3.9%	-45.6%

Note: EBITDA=Operating Profit + Depreciation + Goodwill amortization

- SG&A expenses decreased 19.0% YoY due to the effects of downsizing non-core businesses and business transfers, among other factors
- The YoY decline in net sales was factored into the initial plan, but various factors caused results to fall below expectations

Progress of the Medium-Term Management Plan and Factors Behind the Shortfall for the Fiscal Year

HOUSEDO

■A combination of numerous factors caused results for the fiscal year to fall below the initial plan
■Although the expansion of the workforce and property acquisitions in the Real Estate Buying and Selling Business is trending upward, the impact on results has been delayed
➡To achieve the medium-term management plan, variances from the plan will be addressed by reviewing the process

Medium-Term Management Plan Policy

■ Restructure the business portfolio by shifting the emphasis toward priority businesses

Concentrate resources on businesses with strong growth potential and profitability

■ Generate stable and high levels of cash flow by improving capital turnover and profit margins

Increasing the ratio of pre-owned houses and downsizing the House-Leaseback Business

■ Enhance return on equity and establish a foundation for the sustainable improvement of corporate value

Progress in initiatives

・Business selection and focus
(Transfer of the Renovation Business, integration of the Real Estate Brokerage Business into the Real Estate Buying and Selling Business, and downsizing of the House-Leaseback Business)

・Secure sales personnel for the Real Estate Buying and Selling Business
Sales personnel: 59.3 → 91.1 (period average)

・Sales ratio of pre-owned houses increased from 29.0% to 31.7%
Number of purchase contracts also increased 16.5%

・Reduced total assets and improved financial soundness

FY6/26: Factors behind shortfall and challenges

・Some planned transfers to HLB Funds were not realized

・Disposed of long-stagnant inventory to improve inventory health

・Large transactions carried over

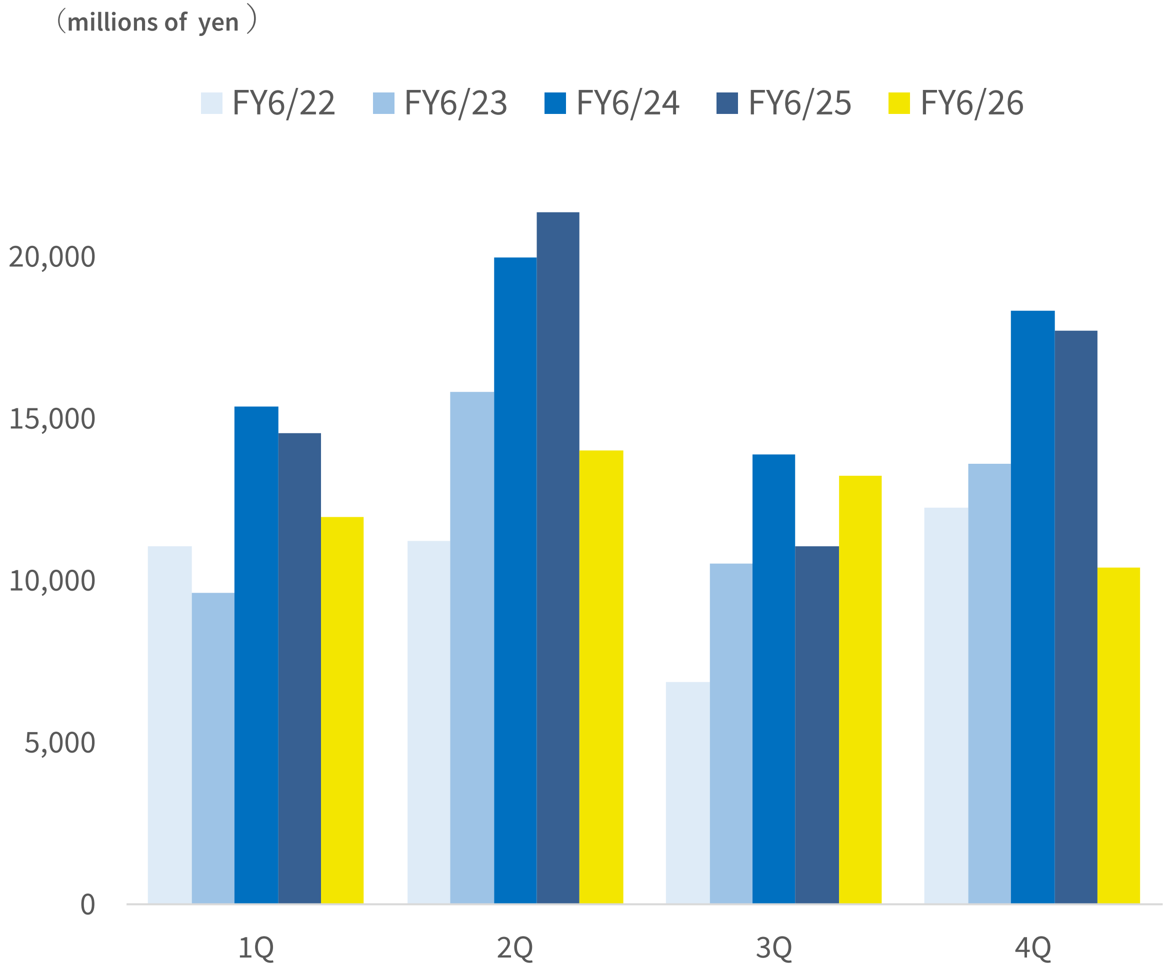
・Additional investment in personnel to secure the target headcount

・Property acquisitions and inventory buildup delayed due to the time required for employee retention and development

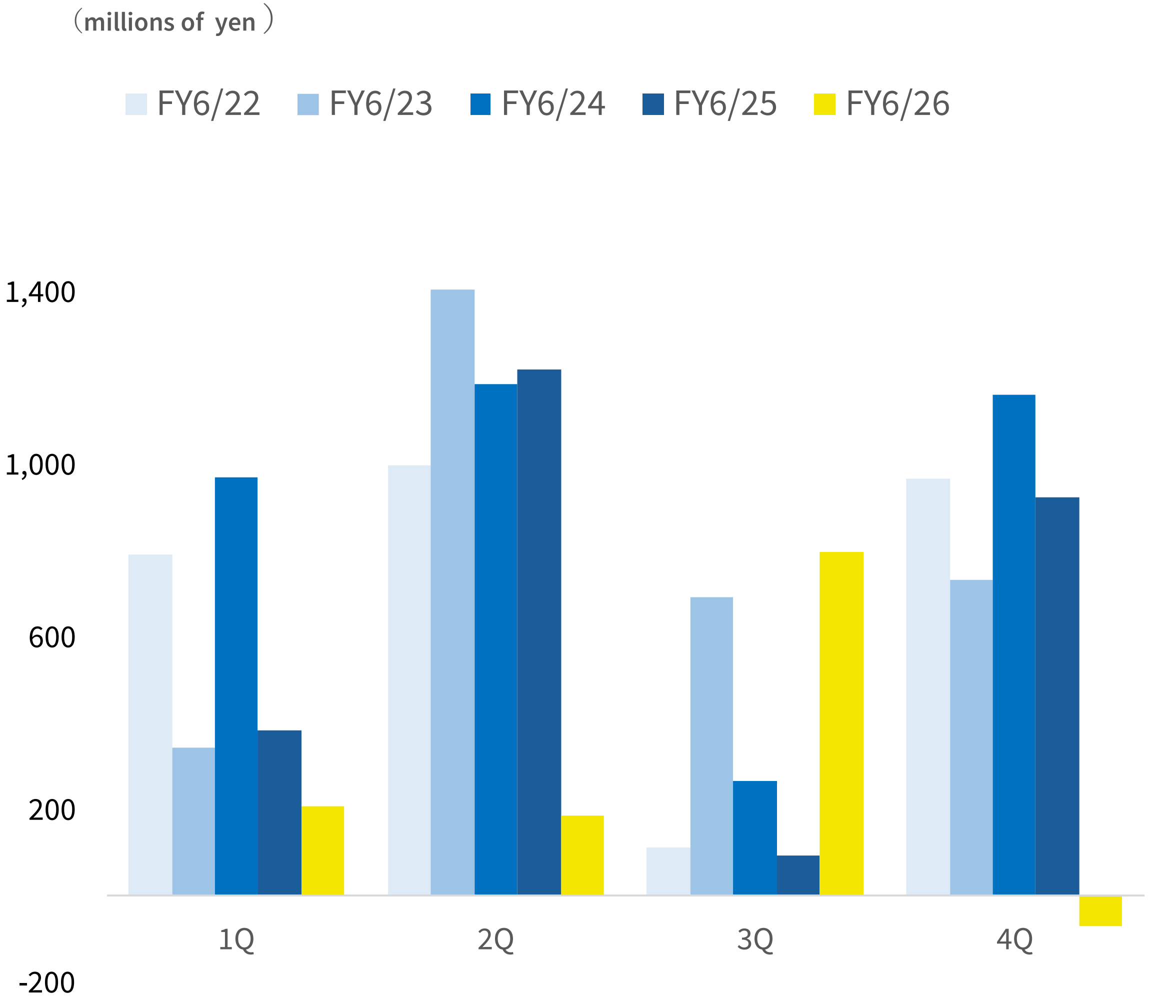
Changes in Quarterly Sales/Operating Profit

HOUSEDO

Changes in Quarterly Sales



Changes in Quarterly Operating Profit



■ Profit decreased as personnel investment expenses were concentrated in the fiscal year, while there were no property transfers to HLB Funds or similar transactions that had been conducted in prior fiscal years

Consolidated Balance Sheet

HOUSEDO

(millions of yen)	FY6/25	FY6/26	YoY change
Current assets	54,870	52,551	-2,318
Cash and deposits	8,577	9,335	+ 758
Inventories	43,179	39,823	-3,355
Other	3,114	3,393	+ 278
Non-current assets	17,102	15,246	-1,856
Property, plant and equipment	8,250	6,125	-2,125
Intangible assets	1,374	1,111	- 263
Investments and other assets	7,478	8,010	+ 532
Total assets	71,973	67,798	-4,174
Current Ratio	174.4%	159.5%	-14.9pt
Fixed Ratio	92.8%	80.2%	-12.6pt

(millions of yen)	FY6/25	FY6/26	YoY change
Liabilities	53,520	48,780	-4,740
Current liabilities	31,463	32,943	+ 1,480
Non-current liabilities	22,057	15,836	-6,220
Net assets	18,453	19,018	+ 565
Shareholders’ equity	18,404	18,963	+ 559
Accumulated other comprehensive income	30	47	+ 16
Subscription rights to shares	18	7	-11
Total liabilities and net assets	71,973	67,798	-4,174
D/E Ratio	+2.6 times	+2.3 times	-0.3 times
Shareholder’s equity ratio	25.6%	28.0%	+2.4 pt

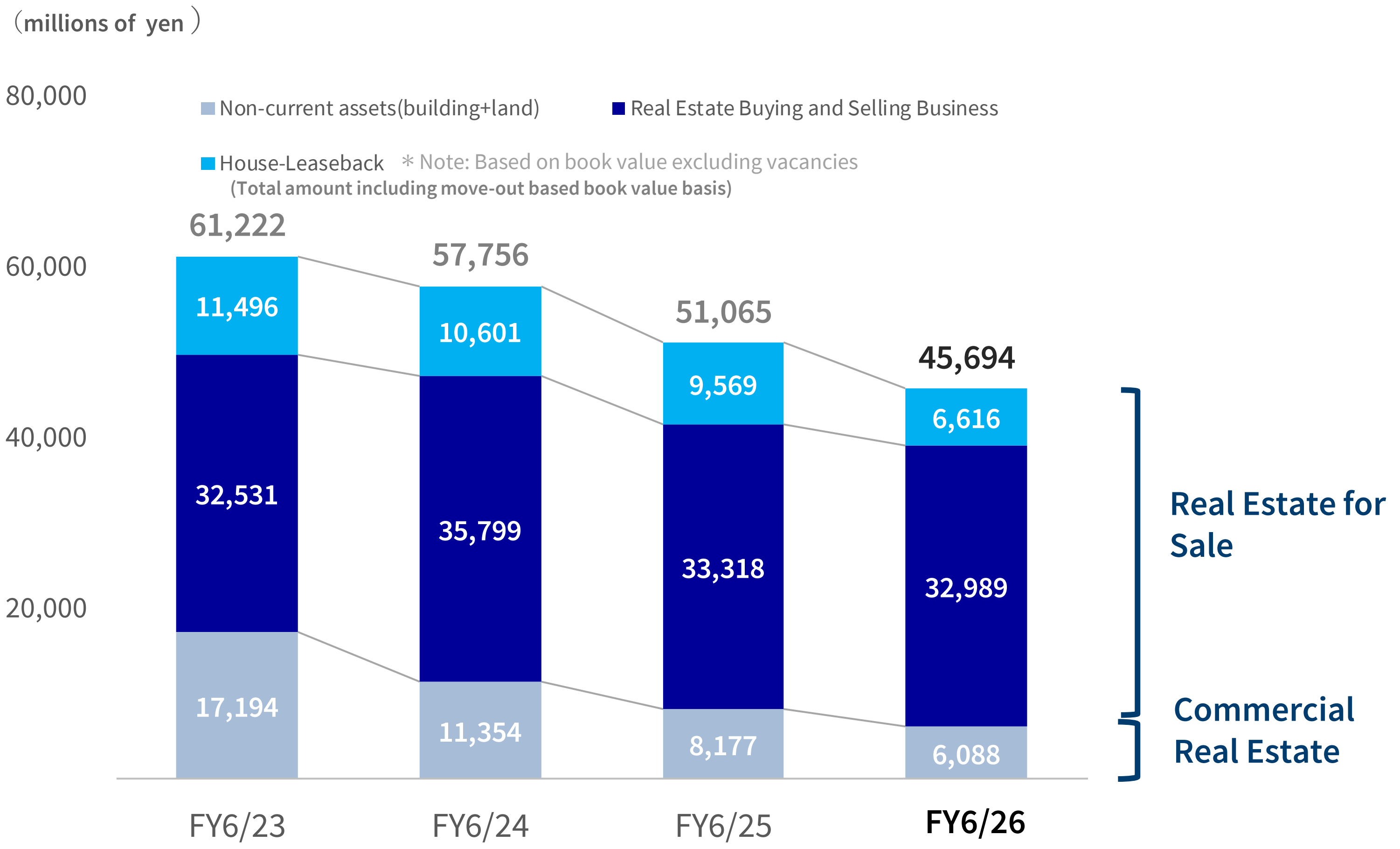
- **Interest-bearing debt decreased by ¥3.6bn from the end of the previous fiscal year and the D/E ratio declined to 2.3 times, while inventory replacement progressed and financial indicators improved**
- **From the FY6/27 onward, with further expansion of property acquisitions in the Real Estate Buying and Selling Business expected, closely monitor the financial balance**

Status of Real Estate Holdings

HOUSEDO

■Increased property acquisitions turned the change in inventories positive versus 3Q

➡While remaining mindful of inventory turnover, prioritize the buildup of inventory during the phase of accelerating property acquisitions



Real Estate Buying and Selling Business

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

Q on Q +1.0 bn yen

House-Leaseback Business

Change from the end of the previous period **-2.95** bn yen

Non-current asset s(building+land)

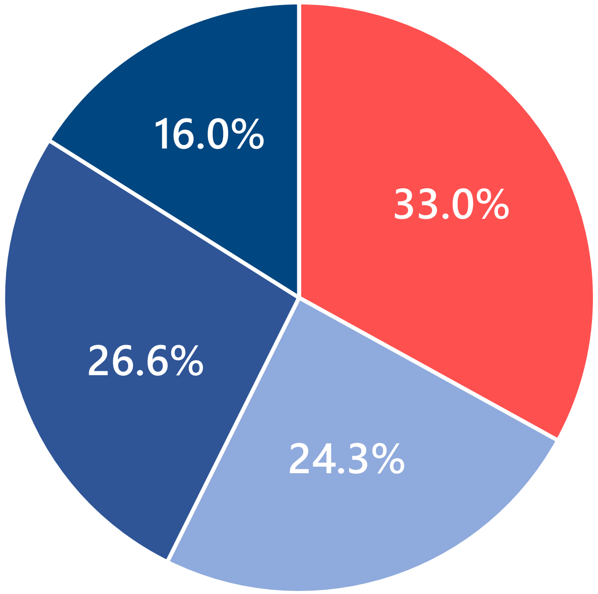
Change from the end of the previous period **-2.0** bn yen

Inventory Holding Period in the Real Estate Buying and Selling Business [Percentage of Properties]

HOUSEDO

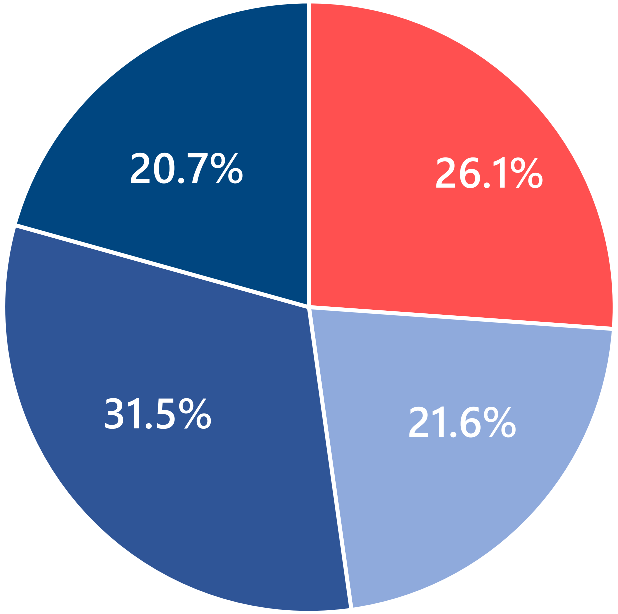
■Dispose of long-held inventory ➡ Improve inventory health to enhance profitability and capital efficiency
■Reduce multi-lot projects requiring longer development periods and increase turnover through pre-owned houses and smaller projects

As of the end of FY6/2025



Median：293 days

As of the end of FY6/2026



Median ：214 days

■ Before Purchase Settlement ■ Less than 6 Months ■ 6 Months to 1 Year ■ 1 Year or More

Note: Median calculation for housing-related inventory excludes properties prior to purchase settlement.

Real Estate Buying and Selling Business: Summary

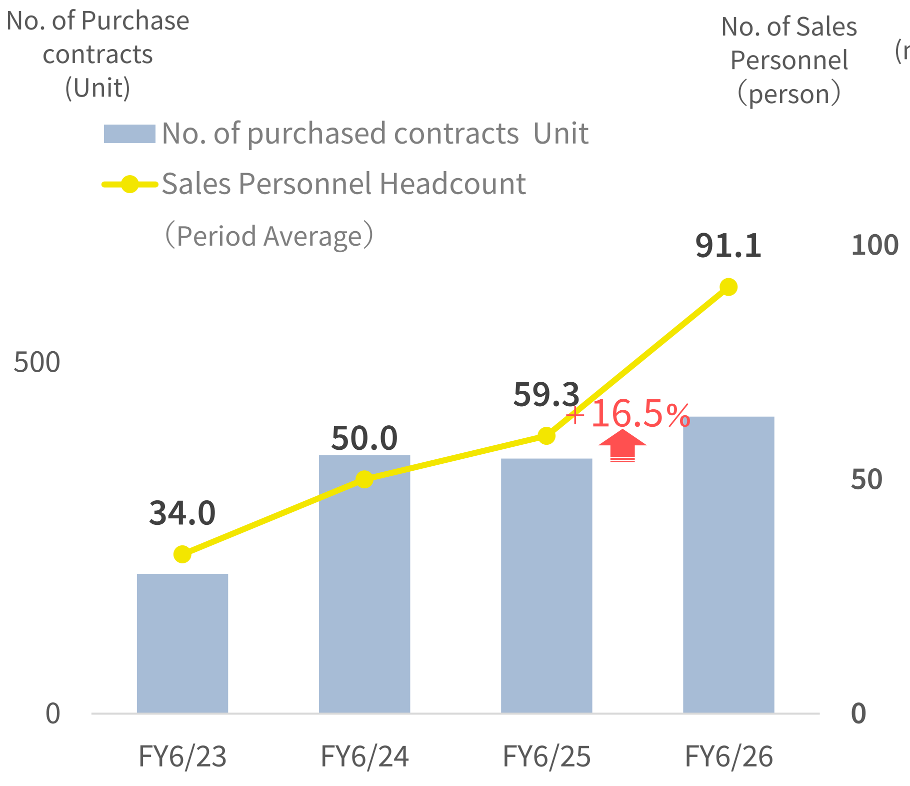
HOUSEDO

■Although the increase in the effective workforce was concentrated in the latter half, the number of purchase contracts grew steadily

■Increased purchases of pre-owned houses contributed to improved inventory turnover

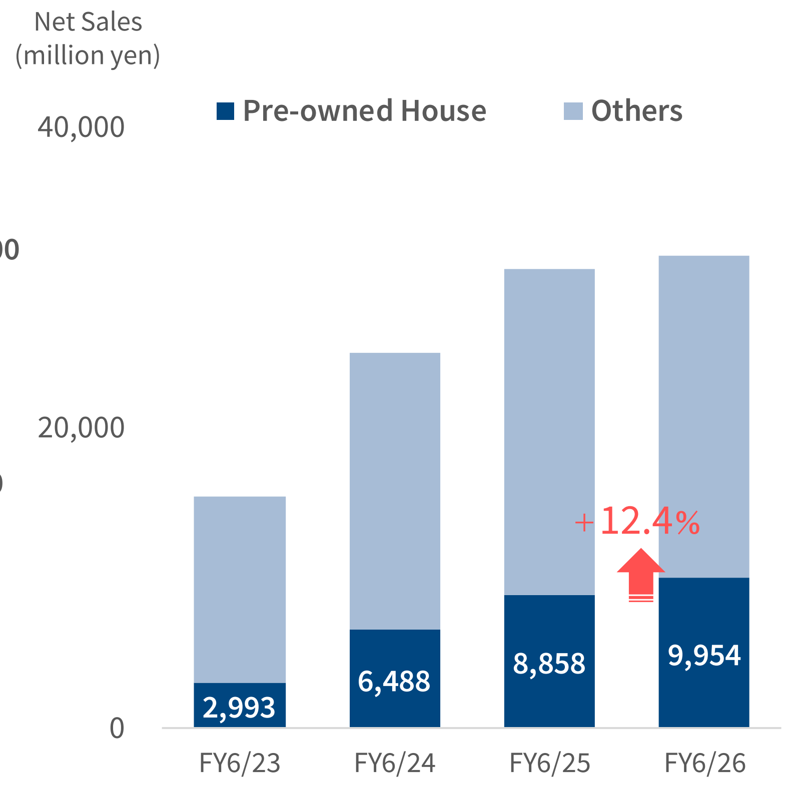
Sales Personnel Headcount and No. of pre-owned homes Acquisition Contracts

■Although the effective workforce ramp-up was concentrated later than initially planned, property acquisitions increased



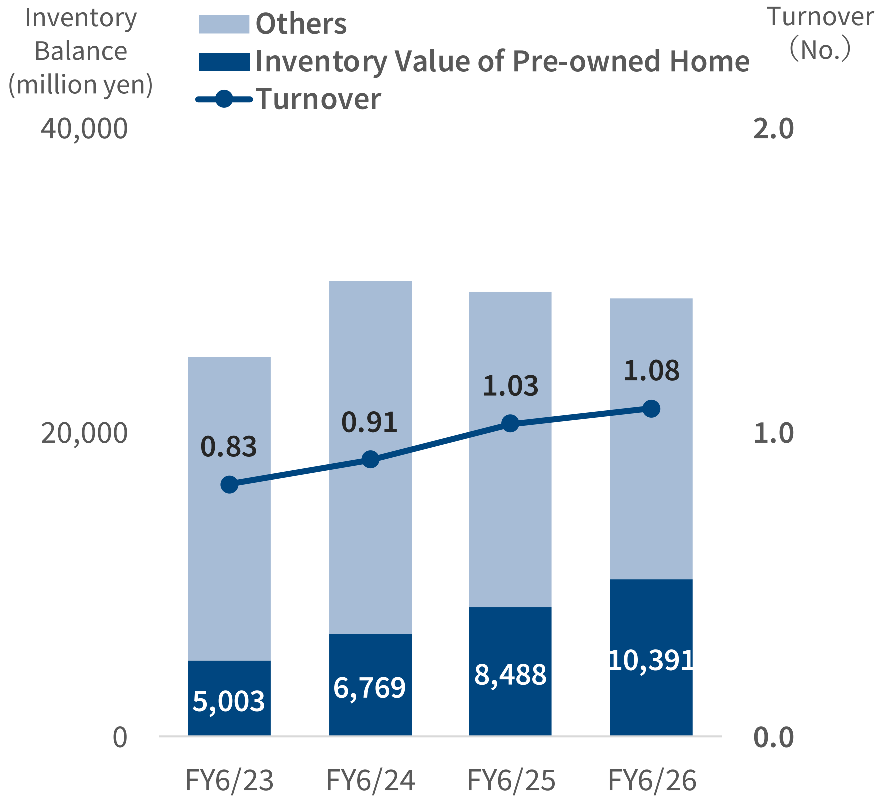
Housing-Related Sales Breakdown by Property Type

■Sales of pre-owned houses increased 12.4% YoY



Inventory Breakdown / Housing-Related Turnover

■Ratio of pre-owned houses in inventory increased from 29.0% to 36.1%



Selling, General and Administrative Expenses

HOUSEDO

(Millions of yen)

	FY6/25		FY6/26		
		% to sales		% to sales	YoY change
SG&A expenses	11,919	18.4%	9,651	19.5%	- 19.0%
Personnel	4,577	7.1%	3,681	7.4%	-19.6%
Advertising and promotion	1,313	2.0%	706	1.4%	-46.2%
Office maintenance	360	0.6%	335	0.7%	-7.0%
Others	5,667	8.8%	4,927	9.9%	-13.1%
(Gross profit	14,539	22.5%	10,771	21.7%)	

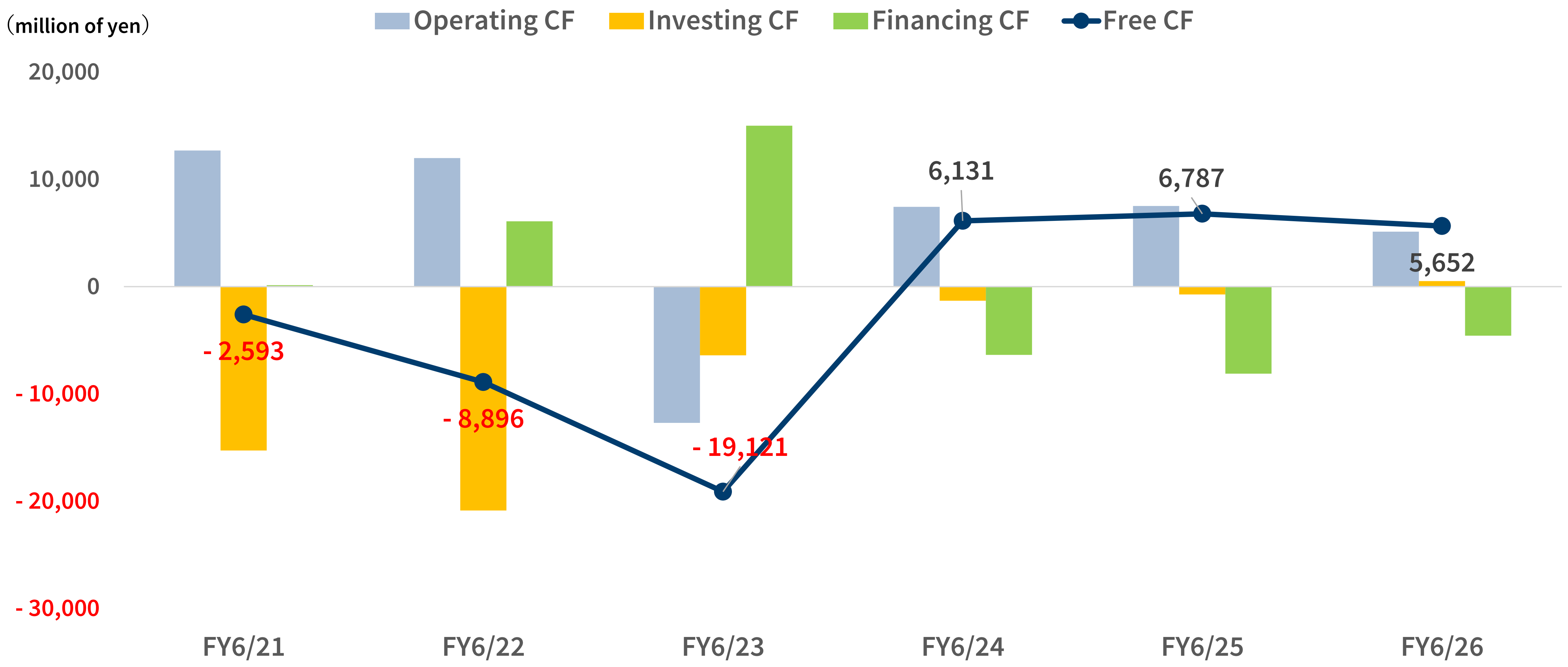
■SG&A expenses decreased overall through business selection and focus, but increased slightly as a percentage of sales due to factors causing results to fall below the initial plan

■Expect an increase due to investment in human resources, while seeking to control the SG&A expense ratio through improved performance and productivity

Cash Flow

HOUSEDO

■ Free cash flow remained positive for FY6/26 as the pace of expansion in property acquisitions was slower than initially planned

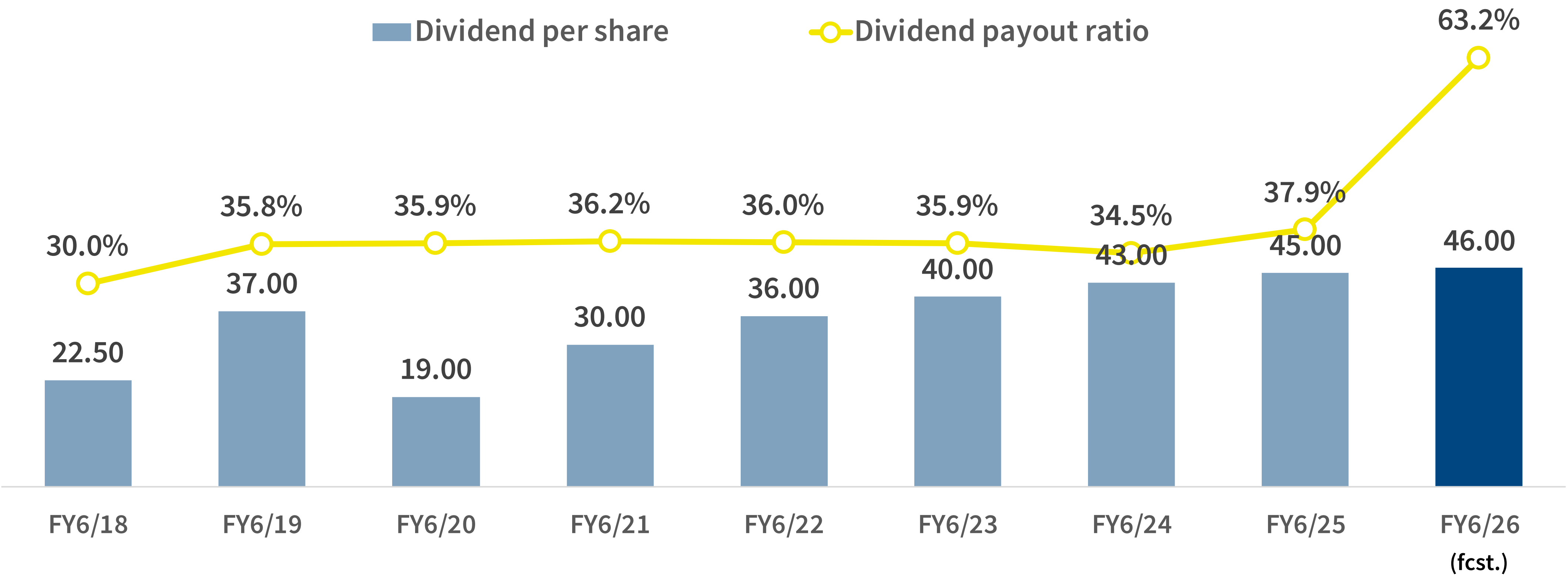


Shareholder's dividend (dividend)

HOUSEDO

- ■Aim to maintain a payout ratio of 30% or more as the baseline while maintaining due regard for future growth investment needs
- ■ Maintained the initial forecast for the dividend for FY6/26

Year-end dividend for FY6/26(forecast): **¥46/share** (payout ratio: 63.2%)

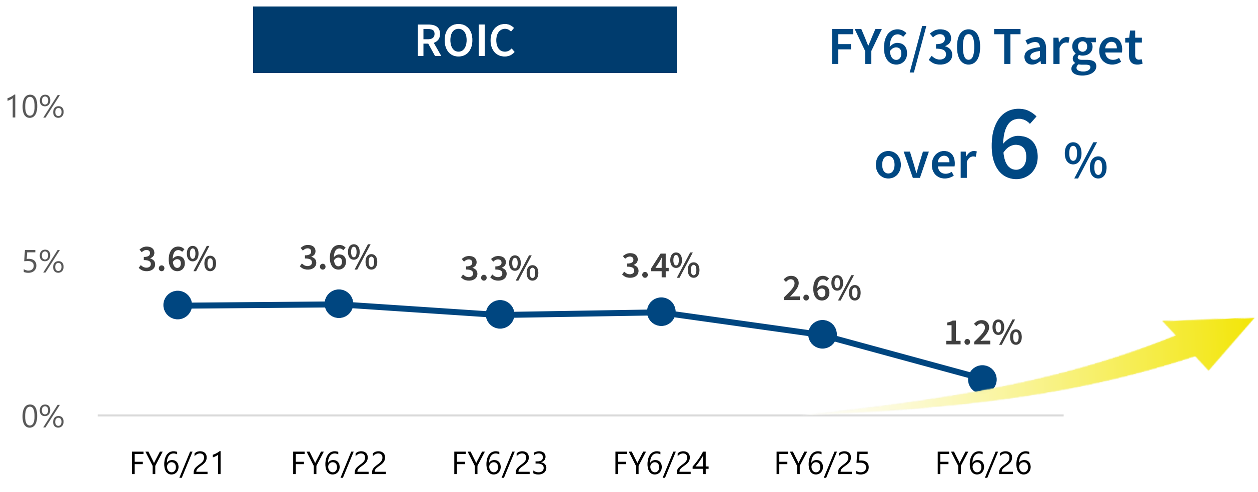


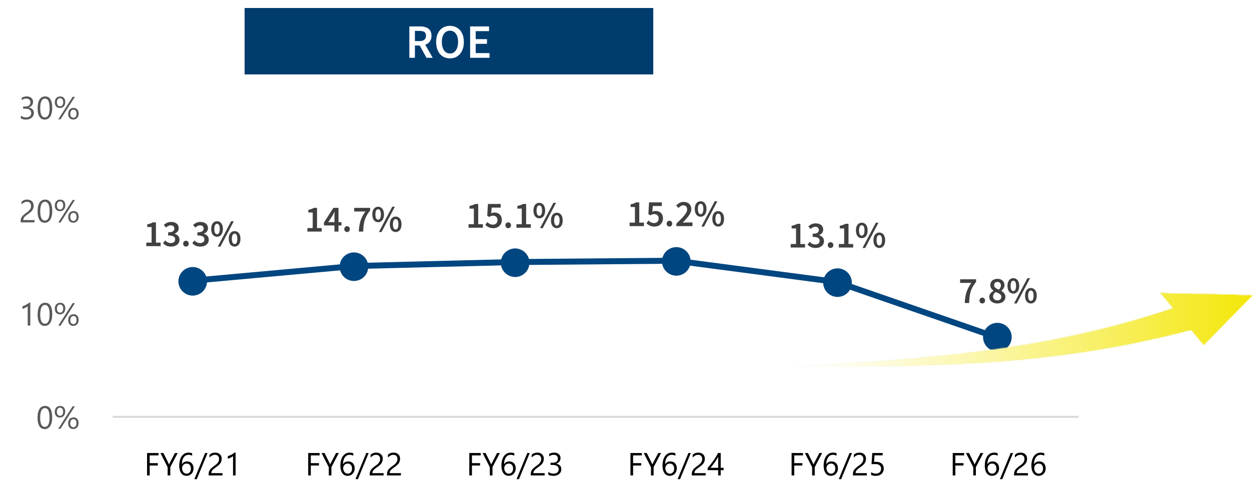
Note: The year-end dividend for FY6/26 will be submitted for approval at the ordinary general meeting of shareholders scheduled to be held in September 2026
Note: The per-share dividend amounts have been retroactively adjusted to reflect the 5-for-1 stock split carried out on July 1, 2018.

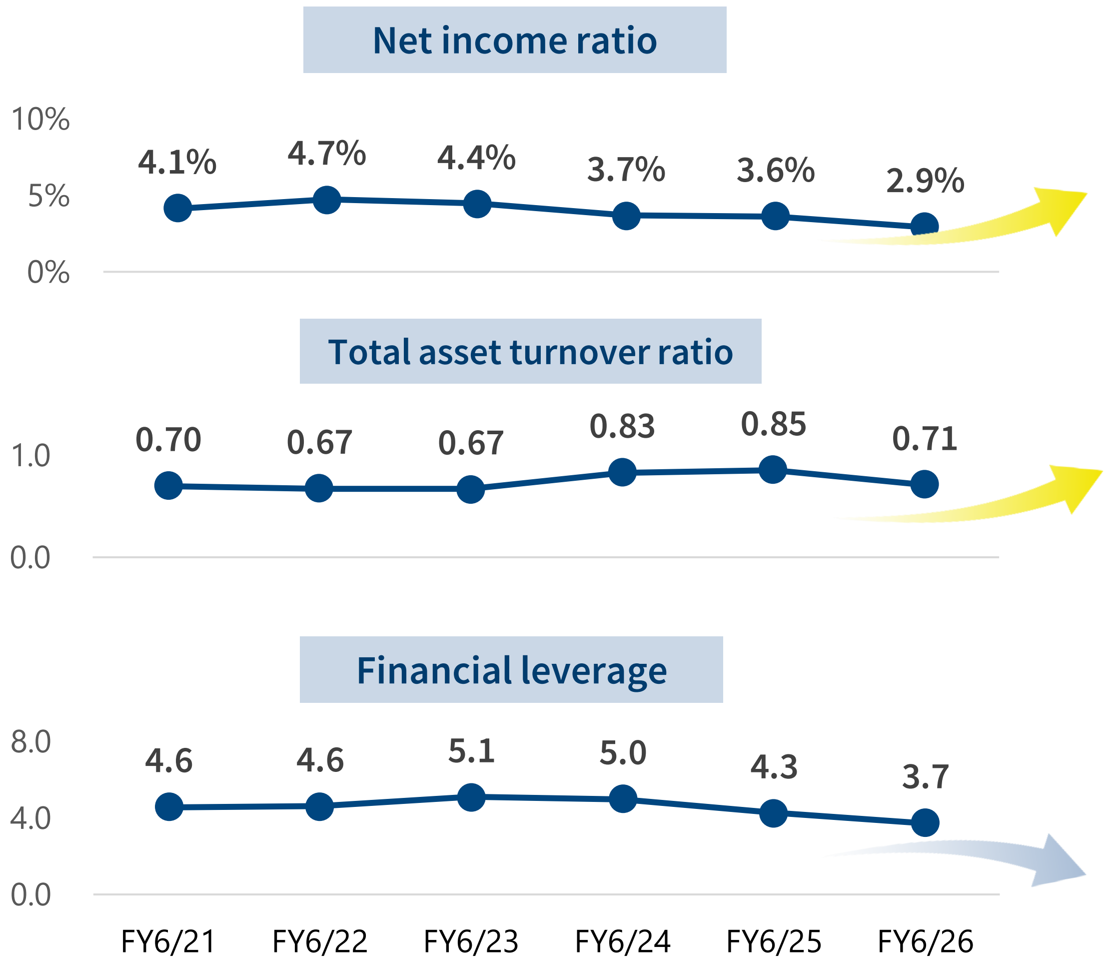
Toward Improved Capital Efficiency

HOUSEDO

- ■ROIC and ROE declined from FY6/25 due to lower-than-expected profit
- ■Financial leverage was reduced in line with policy to ensure financial soundness
- ■A temporary decline in capital efficiency is expected during the transition period due to the impact of progress during FY6/26, while measures for improvement are underway







INDEX

FY6/26 Sales and Profit by Business Segment

HOUSEDO

Unit: millions of yen	Net Sales			Operating Profit		
	FY6/25	FY6/26	YoY change	FY6/25	FY6/26	YoY change
Franchisee	3,212	3,324	+ 3.5%	1,920	1,928	+ 0.4%
Real Estate Buying and Selling	39,509	35,246	- 10.8%	2,544	1,713	- 32.7%
Finance	563	641	+ 13.8%	179	262	+ 46.3%
House-Leaseback	19,449	9,595	- 50.7%	2,264	889	- 60.7%
Other	2,200	1,011	- 54.0%	254	5	- 97.9%
Adjustment	-200	-203	―	-4,542	-3,679	―
Total	64,735	49,617	- 23.4%	2,620	1,120	- 57.3%

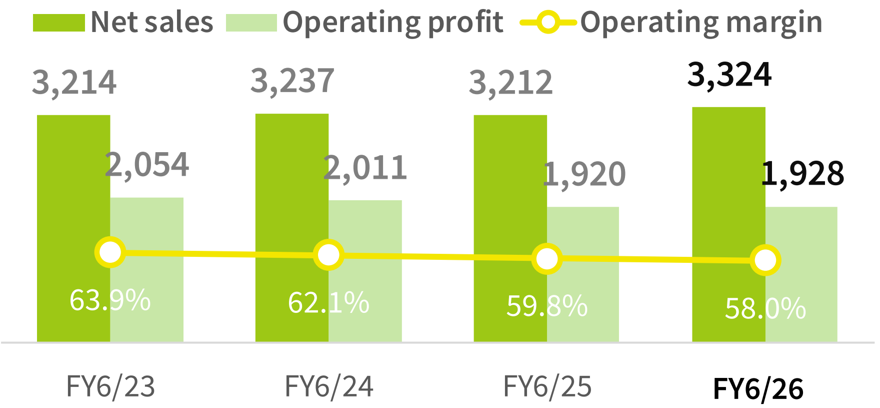
Franchisee Business

HOUSEDO

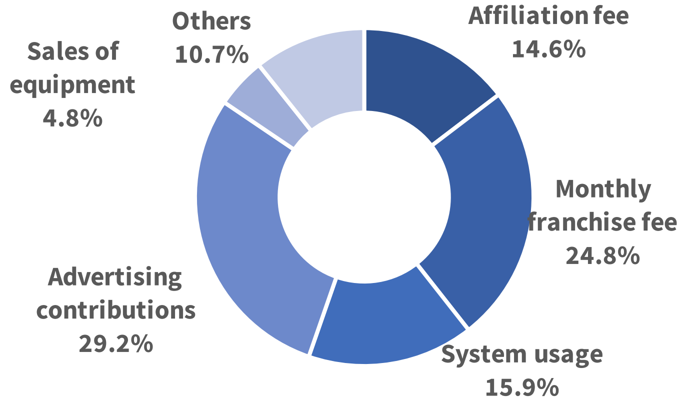
Segments Results

	FY6/25	FY6/26	YoY change	FY6/27 (fct.)
Net sales (Millions of yen)	3,212	3,324	+ 3.5%	3,561
Operating profit (Millions of yen)	1,920	1,928	+ 0.4%	2,110
Operating margin(%)	59.8%	58.0%	—	59.2%
Total no. of franchised stores (incl. stores preparing to open)	725	733	—	781
Total no. of franchised stores opened	624	637	—	685

Changes in Net Sales & Operating Profit



Sales composition



■Net sales and profit both increased YoY as the number of stores increased

■Setting priority areas starting in urban areas with development capacity and promoting sales activities to expand new franchisee acquisition

Franchisee Business : Number of Stores

HOUSEDO

■Steady progress in launching contracted franchised stores, with new franchised stores opened significantly exceeding the year-earlier level

No. of stores by region

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

New franchisee contracts

121 stores YoY change - 3.2%

New franchised stores opened

111 stores YoY change + 32.1%

Total No. of Franchised stores

733 stores Change from the end of the previous period + 8

Total No. of Franchised stores opened

637 stores Change from the end of the previous period + 13

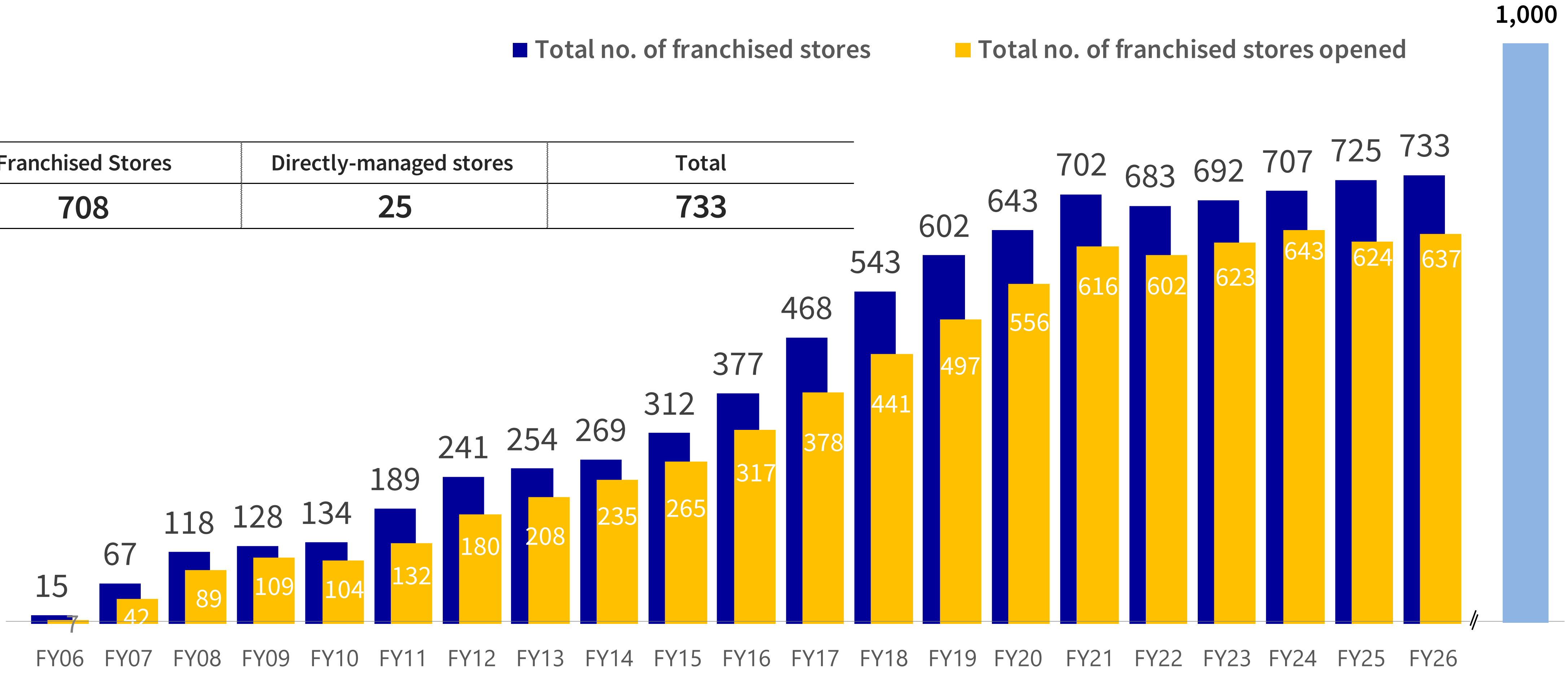
Franchisee Business : Changes in No. of stores

HOUSEDO

At the end of June 2026, there was a total of 733 franchised stores

Note: Including 96 stores preparing to open (including RENT Do)

Franchised Stores	Directly-managed stores	Total
708	25	733



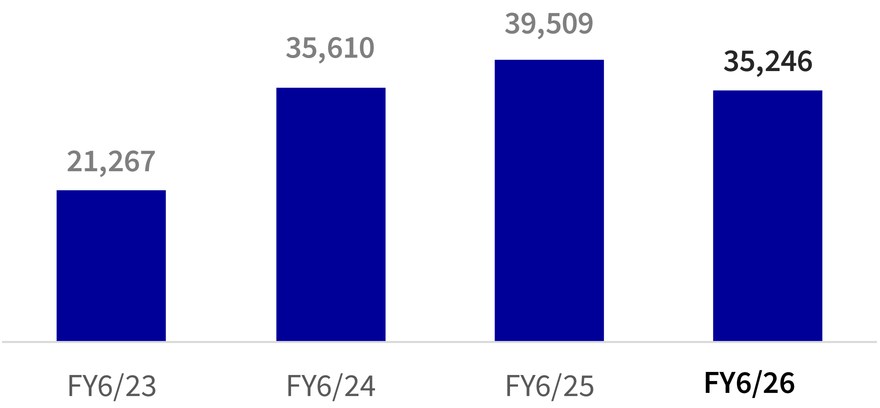
Real Estate Buying and Selling Business

HOUSEDO

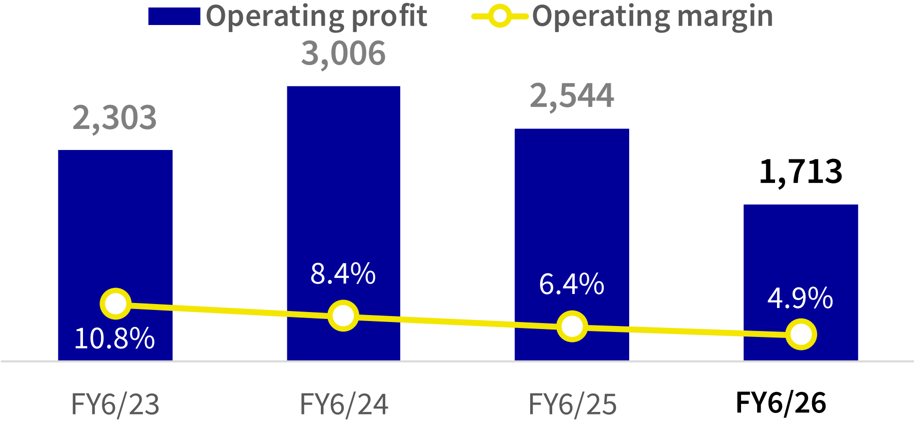
Segments Results

	FY6/25	FY6/26	YoY change	FY6/27 (fct.)
Net sales (Millions of yen)	39,509	35,246	- 10.8%	36,350
Sales Breakdown:Net Sales for Pre-owned Houses (Millions of yen)	8,858	9,954	+ 12.4%	12,000
Operating profit (Millions of yen)	2,544	1,713	- 32.7%	2,030
Operating margin (%)	6.4%	4.9%	―	5.6%
Number of transactions	1,187	1,309	+ 10.3%	1,315

Changes in Net Sales & Operating Profit



Changes in Operating Profit



■Results declined YoY mainly due to differences in the scale of sales of large properties, disposal of long-held inventory, and increased personnel investment expenses

■Number of purchase contracts expanded steadily, while coverage expanded as sales personnel increased ➡ Plan to open two additional stores by the end of 2026

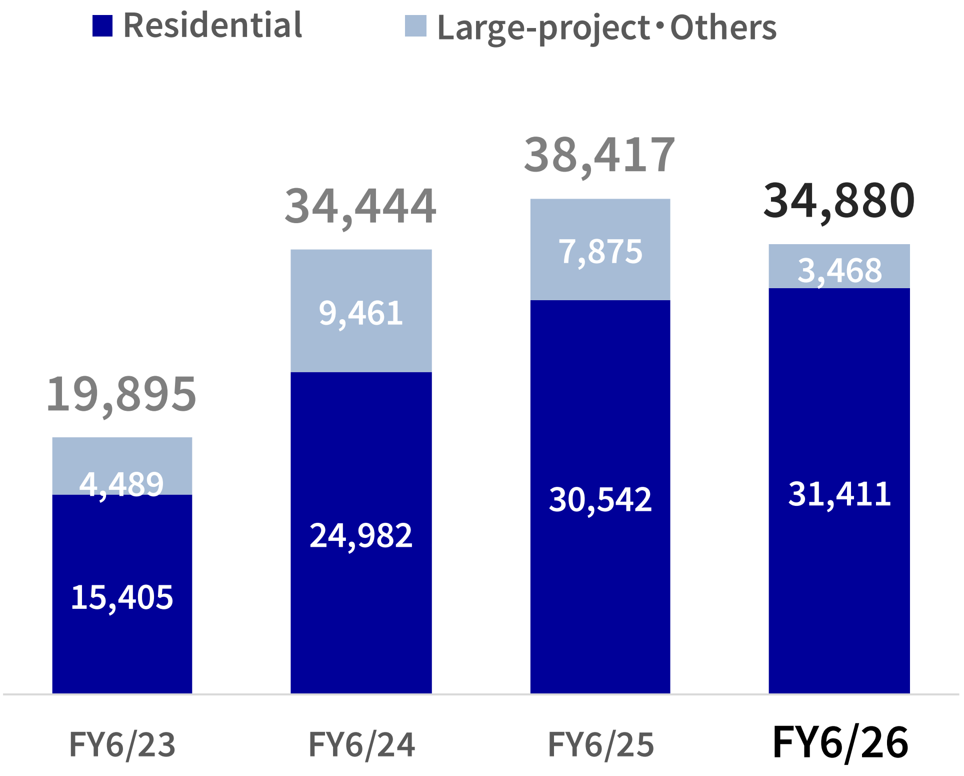
Real Estate Buying and Selling Business
(Excluding the former Real Estate Brokerage Business)

HOUSEDO

Net Sales

(millions of yen)

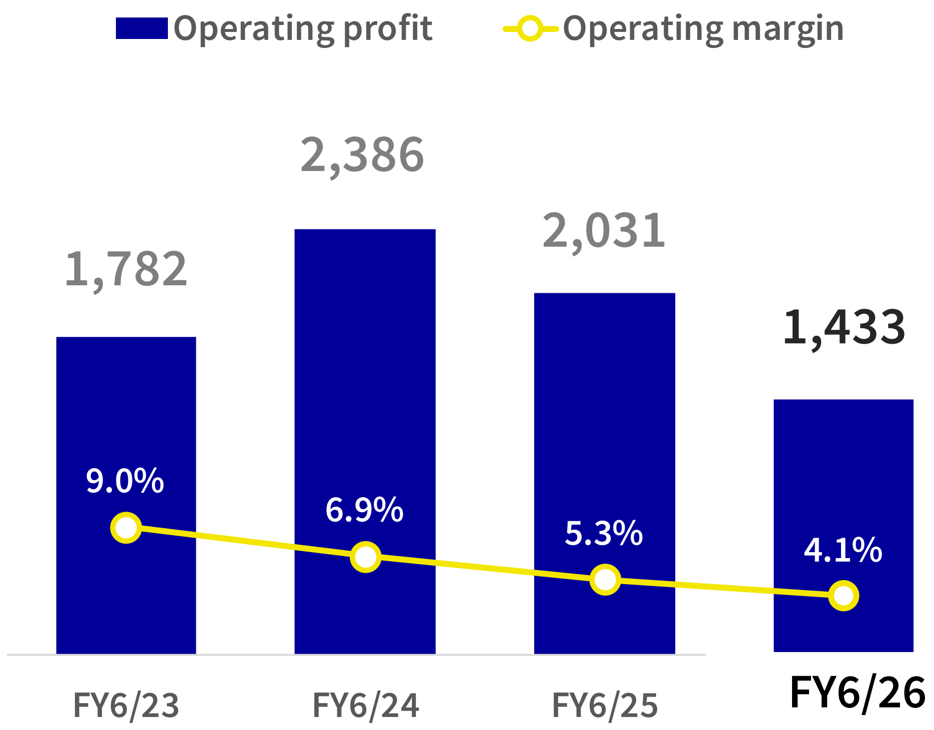
-9.2 % YoY



Operating Profit

(millions of yen)

-29.4 % YoY

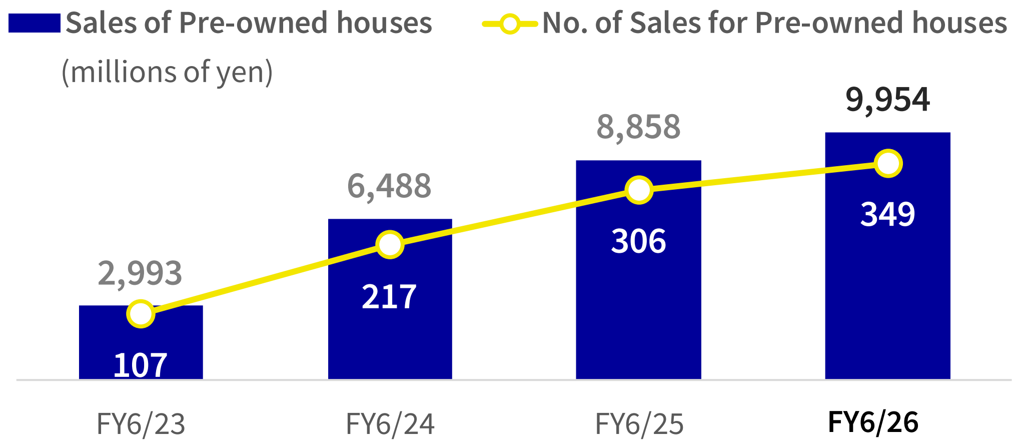


Pre-owned Houses Purchase and Resales : Sales and Inventory Status

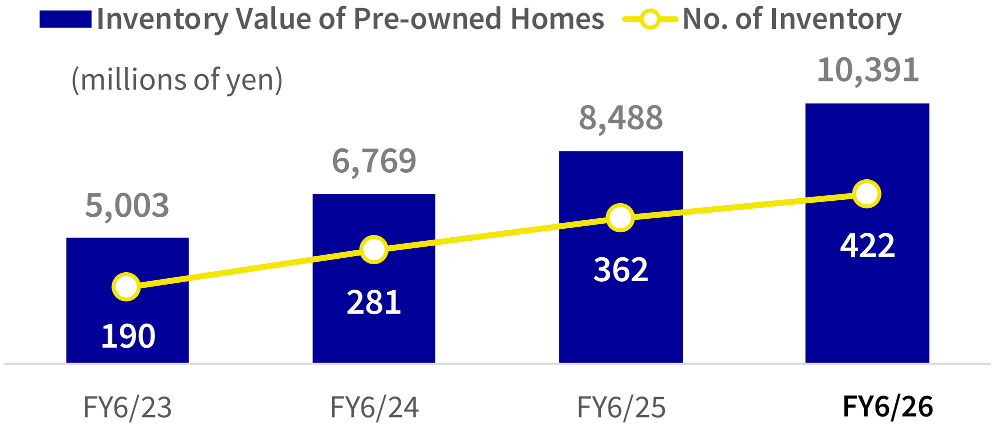
HOUSEDO

■ Sales continued to grow steadily, while the pace of inventory buildup also accelerated

Sales and No. of Sales for Pre-owned Houses



Inventory Balance and No. of Pre-owned Houses



No. of Sales for Pre-owned Houses

YoY change ＋14.1 %

Sales of Pre-owned Houses

YoY change ＋12.4 %

No. of Inventory of Pre-owned Houses

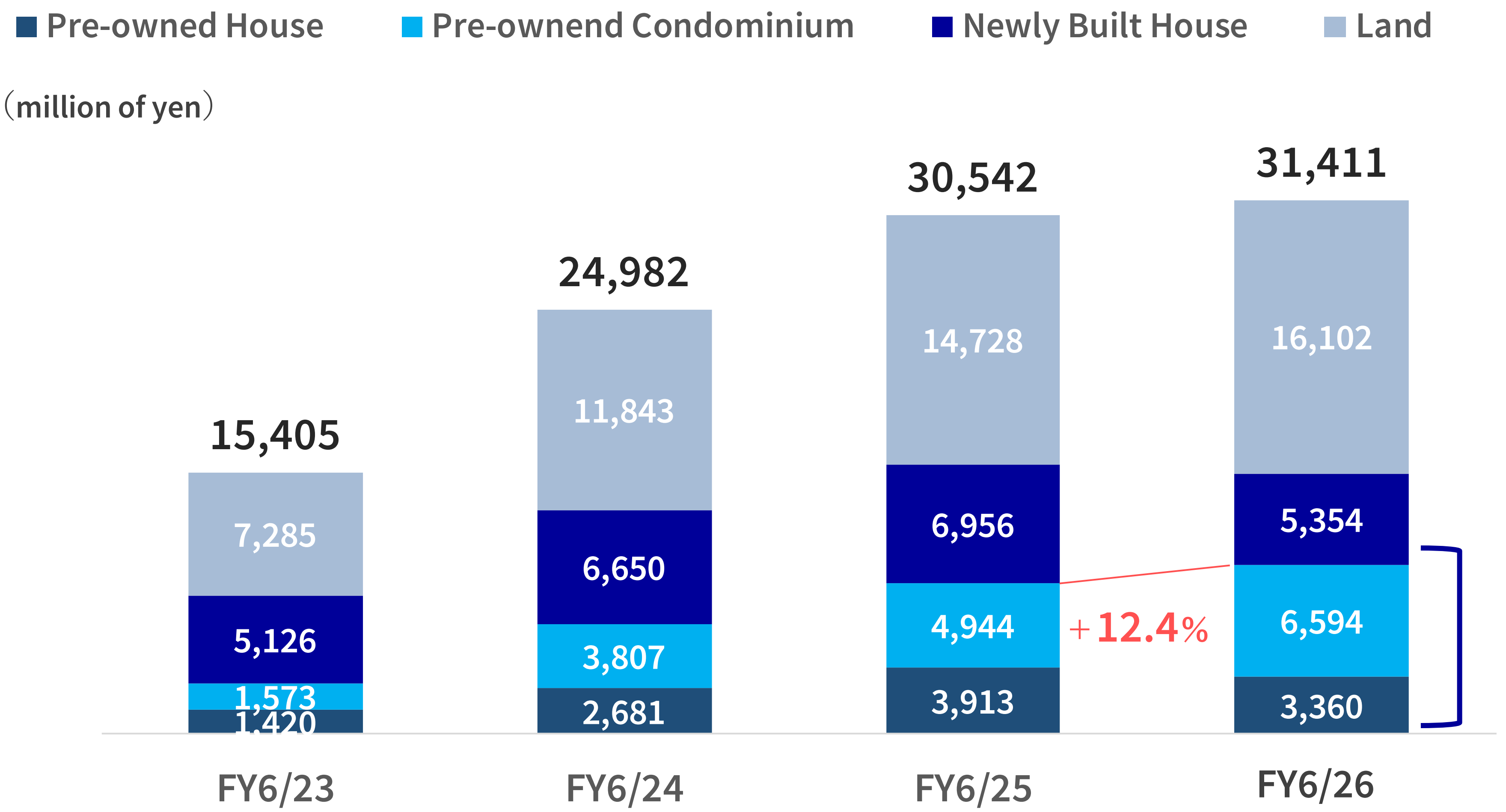
Change from the end of the previous period ＋60 case

Inventory Balance Pre-owned Houses

Change from the end of the previous period ＋1.9 bn yen

Breakdown of Housing-Related Sales

■ As overall housing-related sales grew, sales of pre-owned houses and their ratio increased steadily



Ratio of Pre-owned Houses

前期 29.0%

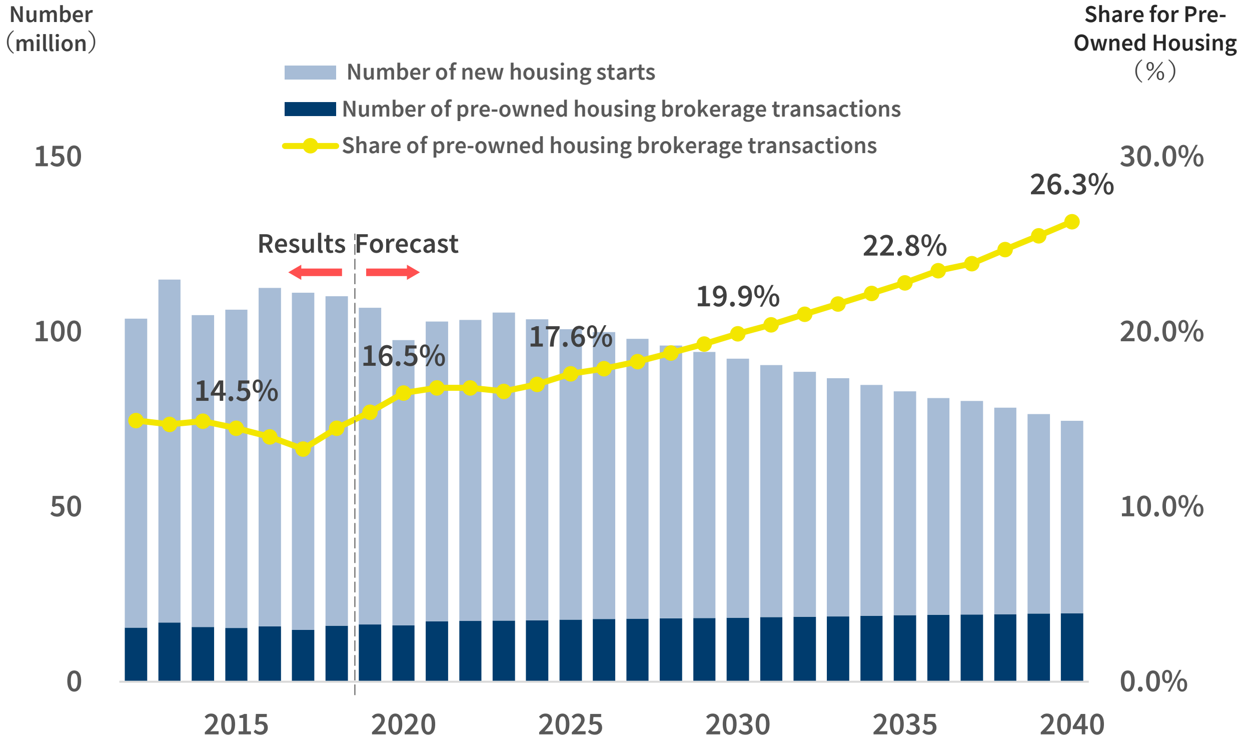
31.7%

Pre-Owned House Purchase-and-Resale Market

- The share of the pre-owned house distribution is expected to continue expanding in the future, with the purchase-and-resale segment also showing a growth trend
- The price gap between new and pre-owned houses widened for both detached houses and condominiums, while household income levels of buyers also changed

Share of pre-owned housing brokerage transactions

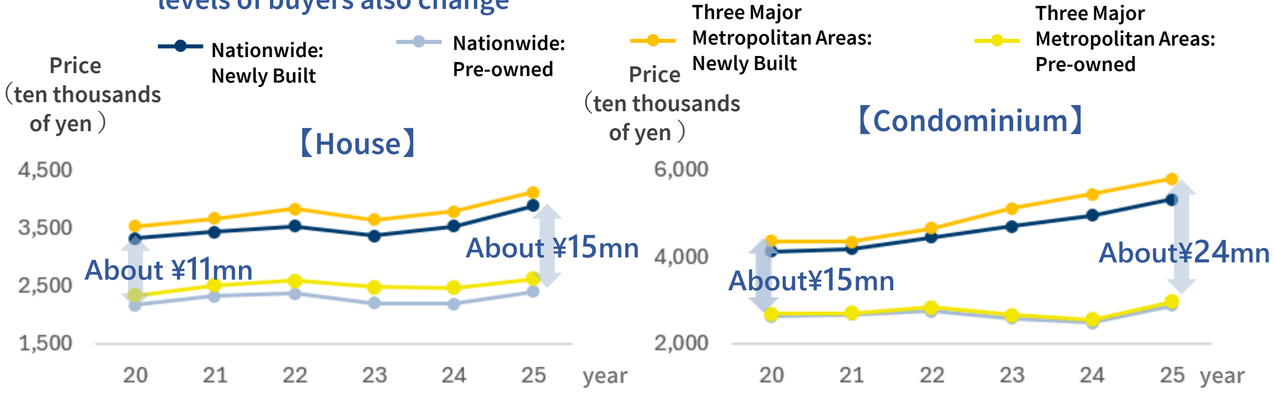
Number and share of pre-owned houses in circulation expected to continue increasing



Source: Compiled by the Company based on “Pre-Owned Housing, Purchase and Resale, and Renovation Market Data Book 2024–2025” by the Japan Journal of Remodeling

Housing prices and household income of buyers

Price gap between new and pre-owned houses widen, while household income levels of buyers also change



【Household income of buyers by property type (median)】

Property Type	FY2020	FY2025
Built-for-sale House	¥4.95 mn	¥5.98 mn
Pre-owned House	¥4.26 mn	¥4.90 mn
Newly Built Condominium	¥6.42 mn	¥8.40 mn
Pre-owned Condominium	¥4.75 mn	¥5.87 mn

Source: Compiled by the Company based on the Japan Housing Finance Agency’s “Flat 35 Borrower Survey”

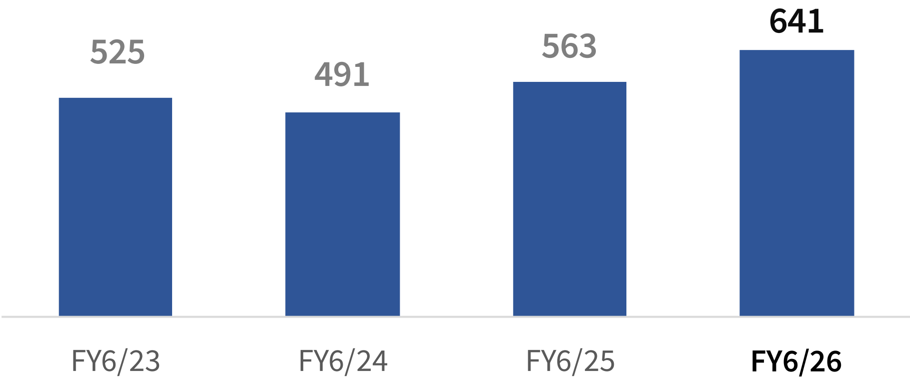
Finance Business

HOUSEDO

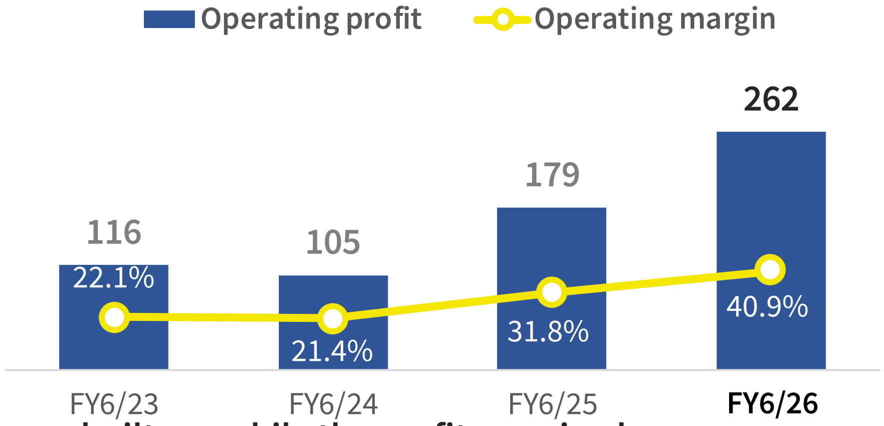
Segments Results

	FY6/25	FY6/26	YoY change	FY6/27 (fct.)
Net sales (Millions of yen)	563	641	+ 13.8%	1,049
Operating profit (Millions of yen)	179	262	+ 46.3%	600
Operating margin (%)	31.8%	40.9%	—	57.2%
No. of Reverse mortgage guarantees	504	513	+ 1.8%	1,305
Reverse mortgage guarantees outstanding balance (Millions of yen)	28,178	35,344	—	58,298

Changes in Net Sales



Changes in Operating Profit



■Despite falling below the initial plan, net sales and profit increased as guarantee balances were built up, while the profit margin also increased steadily

■Add business-purpose credit line-type guarantees to the product lineup, targeting a broad market through both business and consumer guarantees and accelerating the buildup of guarantee balances

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

HOUSEDO

55 (as of Aug 14, 2026) Alliance with Financial Institutions

Note：based on head released date

Chugoku/Shikoku Area

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

Tohoku・Hokuriku

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

Kanto Area

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

Kyushu Area

- Nishi-Nippon City Bank

Kansai Area

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

Tokai Area

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

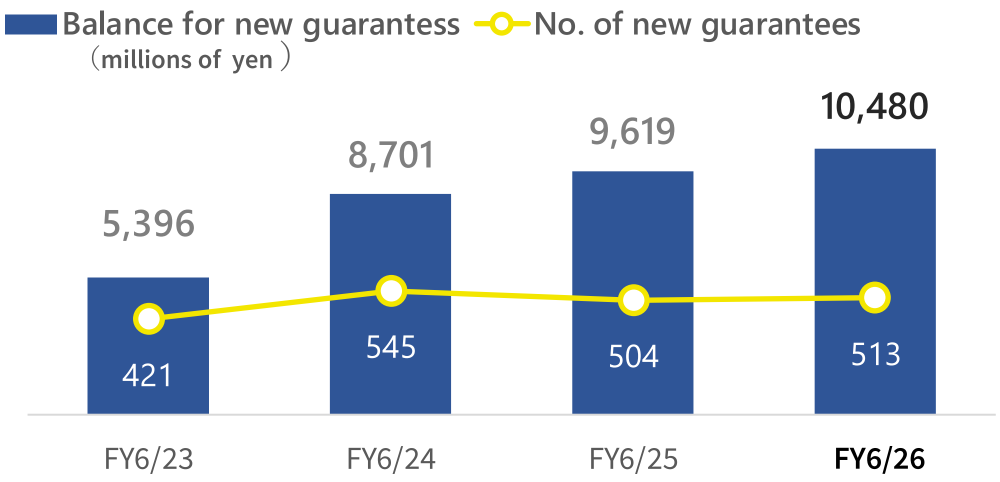
Note：the syllabary order and Area is classified based on head office location

Finance Business : Reverse Mortgage Guarantees

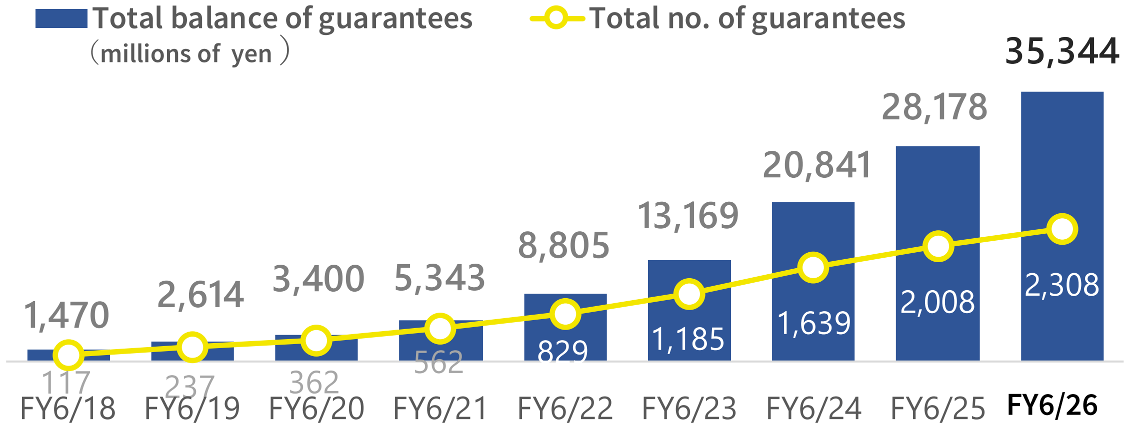
HOUSEDO

■Guarantee balances exceeded ¥35.0bn, continuing to build with partner financial institutions mainly in the Tokyo metropolitan area, which has a large market size

No. of Reverse Mortgage Guarantees and Balance



Total Balance and No. of Reverse Mortgage Guarantees



No. of New Guarantees

YoY change **+ 1.8 %**

Balance for New Guarantees

YoY change **+ 8.9 %**

Total No. of Reverse Mortgage Guarantees

Change from the end of the previous period **+300 case**

Total Balance of Reverse Mortgage Guarantees

Change from the end of the previous period **+7.1 bn yen**

House-Leaseback Business

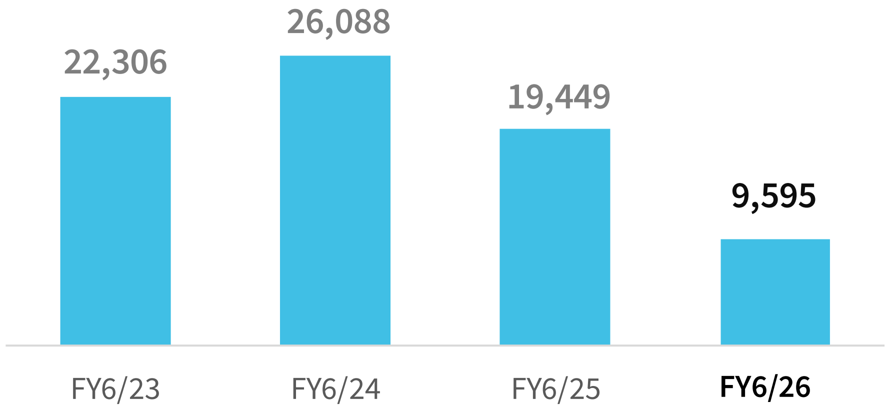
HOUSEDO

Segments Results

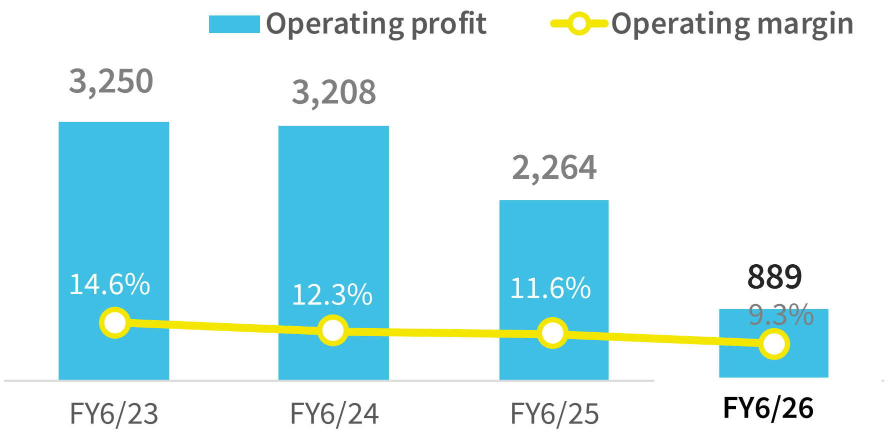
	FY6/25	FY6/26	YoY change	FY6/27 (fct.)
Net sales (Millions of yen)	19,449	9,595	-50.7%	4,190
Operating profit (Millions of yen)	2,264	889	-60.7%	220
Operating margin (%)	11.6%	9.3%	—	5.3%
Profit incl. gain on investment in silent partnerships	3,324	1,699	-48.9%	—
Operating margin incl. gain on investment in silent partnerships	16.2%	16.3%	—	—
No. of properties purchased	854	172	-79.9%	—
Total amount of properties owned (Millions of yen)	7,782	5,685	—	—

Note: Based on book value excluding vacancies

Changes in Net Sales



Changes in Operating Profit



■Although limiting new projects as a matter of policy, consistently secure a certain number through the Franchisee Business network and naturally arising demand

■Further decline in results expected due to a decrease in properties held

HOUSEDO

FY6/2027：Consolidated Earnings Forecast

HOUSEDO

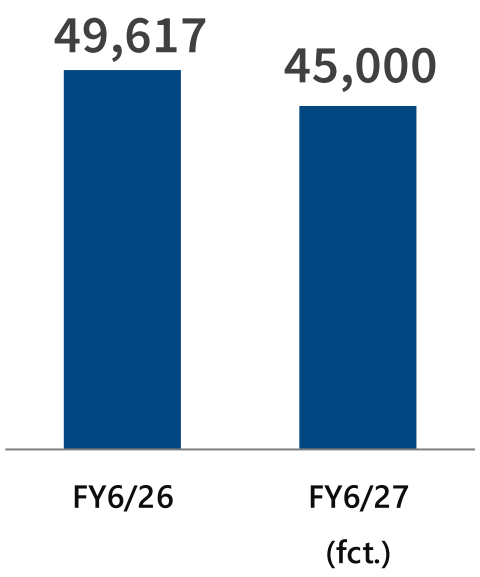
■Net sales expected to decline due to the transfer of the Renovation Business and downsizing of the House-Leaseback Business, while ordinary profit and operating profit expected to increase, driven by the Real Estate Buying and Selling Business and Finance Business

■Net profit expected to decline, as FY6/26 included a ¥1,382mn gain on transfer of the Renovation Business in extraordinary income

	FY6/2026 Result	FY6/2027 (fct.)	YoY
Net sales	**49,617**	**45,000**	▲ 9.3%
Operating profit	**1,120**	**1,400**	+ 25.0%
Ordinary profit	**1,120**	**1,350**	+ 20.5%
Profit before income taxes	**2,468**	**1,350**	▲ 45.3%
Profit	**1,452**	**891**	▲ 38.7%
Earning per share(Yen)	72.74	**44.62**	—
Dividend per share(Yen)	46.00	**46.00**	**+0.00**
Dividend payout ratio	63.2%	**103.1%**	—

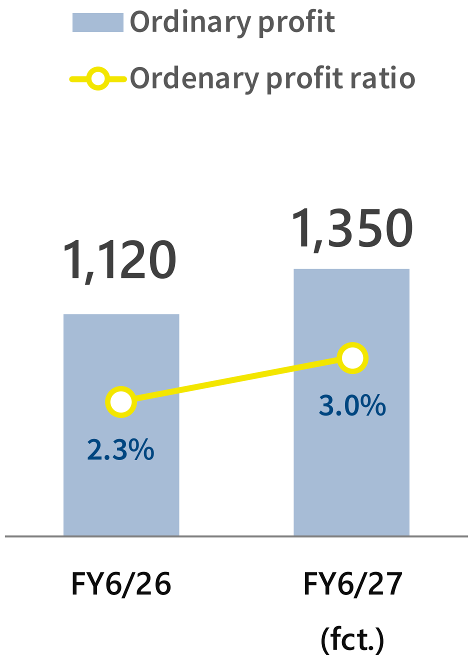
Net sales

YoY
- 9.3 %



Ordinary profit

YoY
+ 20.5



FY6/27 Fiscal Year Plan : Net Sales and Operating profits by segment

HOUSEDO

■Franchisee Business ： Select priority urban areas with development potential and focus promotional efforts
■Real Estate Buying and Selling ： Continued investment to secure personnel, with profit improvement also expected from efforts to improve inventory health
■Finance ： Develop partnerships for both consumer and business guarantees and accelerate the buildup of guarantee balances
■House-Leaseback ： Number of contracts expected to remain at current levels, while lower sales from property disposals expected due to a decrease in the number of properties held

Unit: millions of yen	Net Sales			Operating Profit		
	FY6/25 Result	FY6/26 (fct.)	YoY change	FY6/25 Result	FY6/26 (fct.)	YoY change
Franchisee	3,324	3,561	+ 7.1%	1,928	2,110	+ 9.4%
Real Estate Buying and Selli	35,246	36,350	+ 3.1%	1,713	2,030	+ 18.5%
Finance	641	1,049	+ 63.5%	262	600	+ 128.5%
House-Leaseback	9,595	4,190	- 56.3%	889	220	- 75.3%

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

Indicator	FY6/30	Indicator	FY6/30
Net Sales	¥80.0 bn	Shareholder's Equity ratio	Over 30%
Ordinary Profit	¥8.0 bn Profit Margin 10%	ROIC	Over 6.0%
Profit	¥5.3 bn	Shareholder's return	dividend payout ratio Over 30%

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

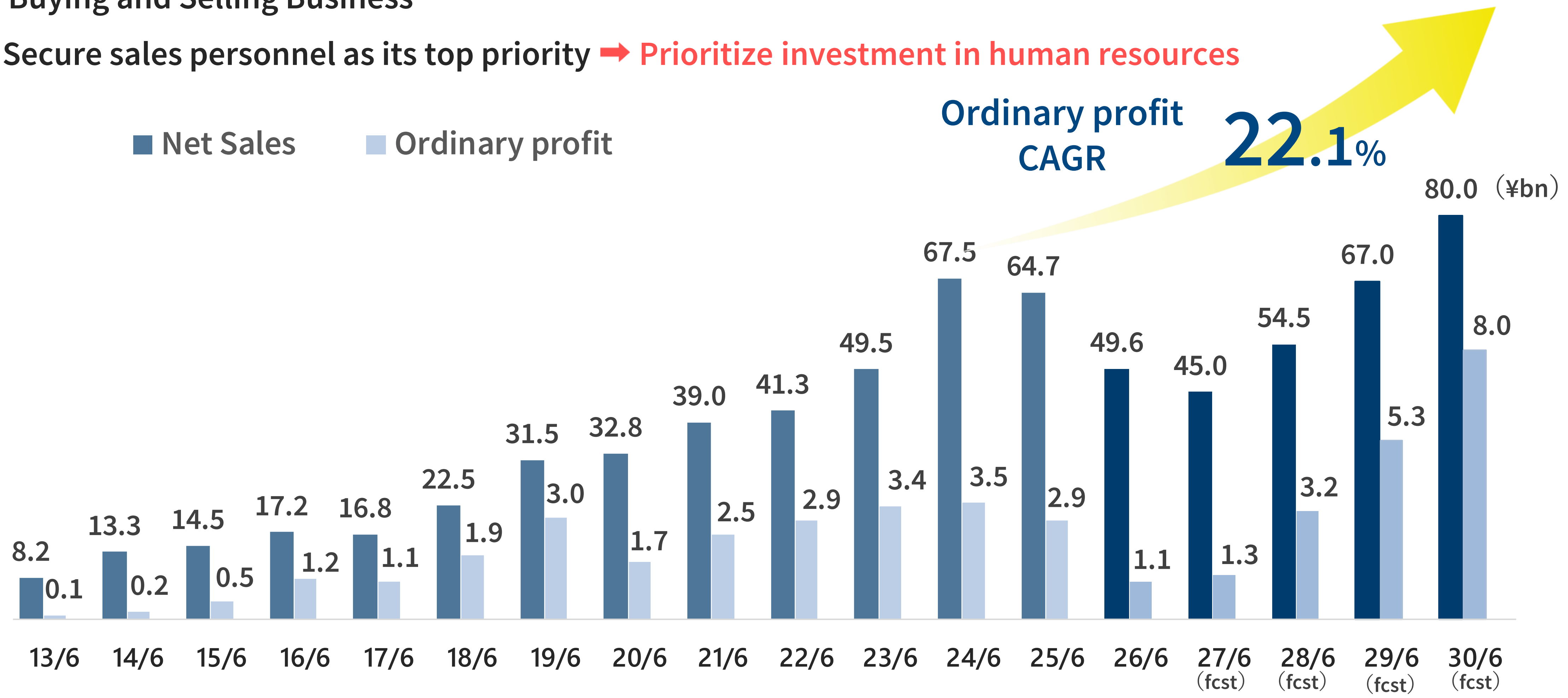
update

HOUSEDO

■Final-year targets unchanged at net sales of ¥80.0bn and ordinary profit of ¥8.0bn in FY6/30

■Based on FY6/26 results, push back the timing of inventory buildup and growth expansion in the Real Estate Buying and Selling Business

■Secure sales personnel as its top priority ➡ Prioritize investment in human resources



Portfolio Restructuring

HOUSEDO

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】

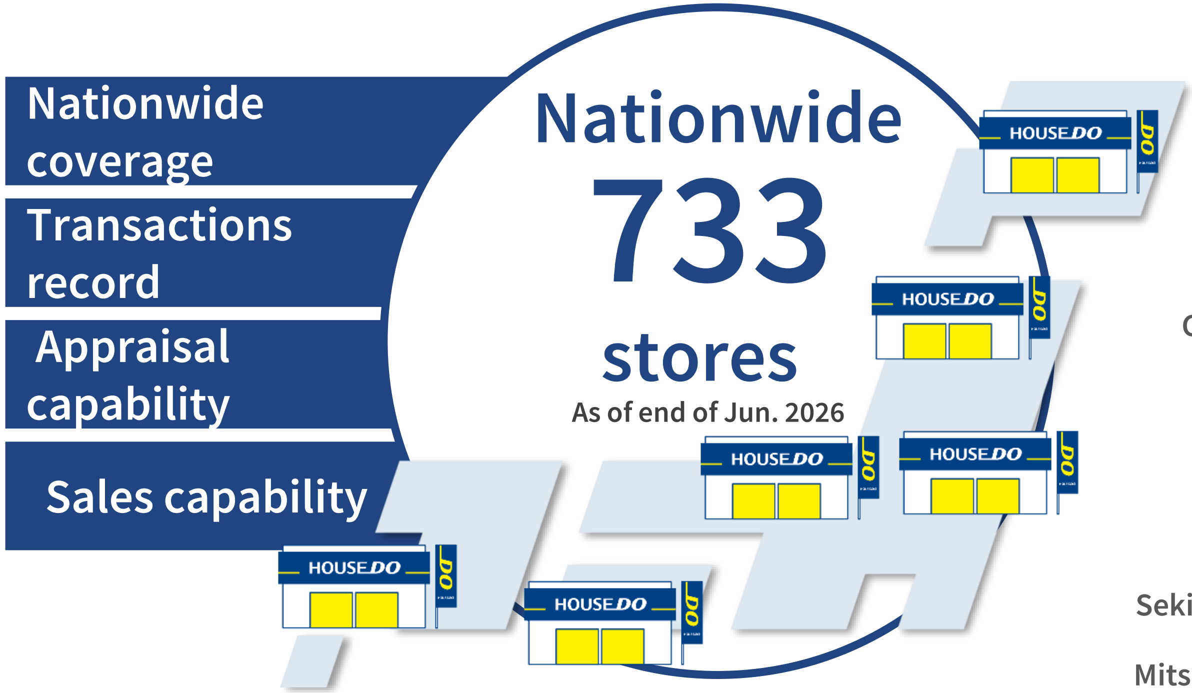
¥125 bn

28.1 bn
As of end of June 2025

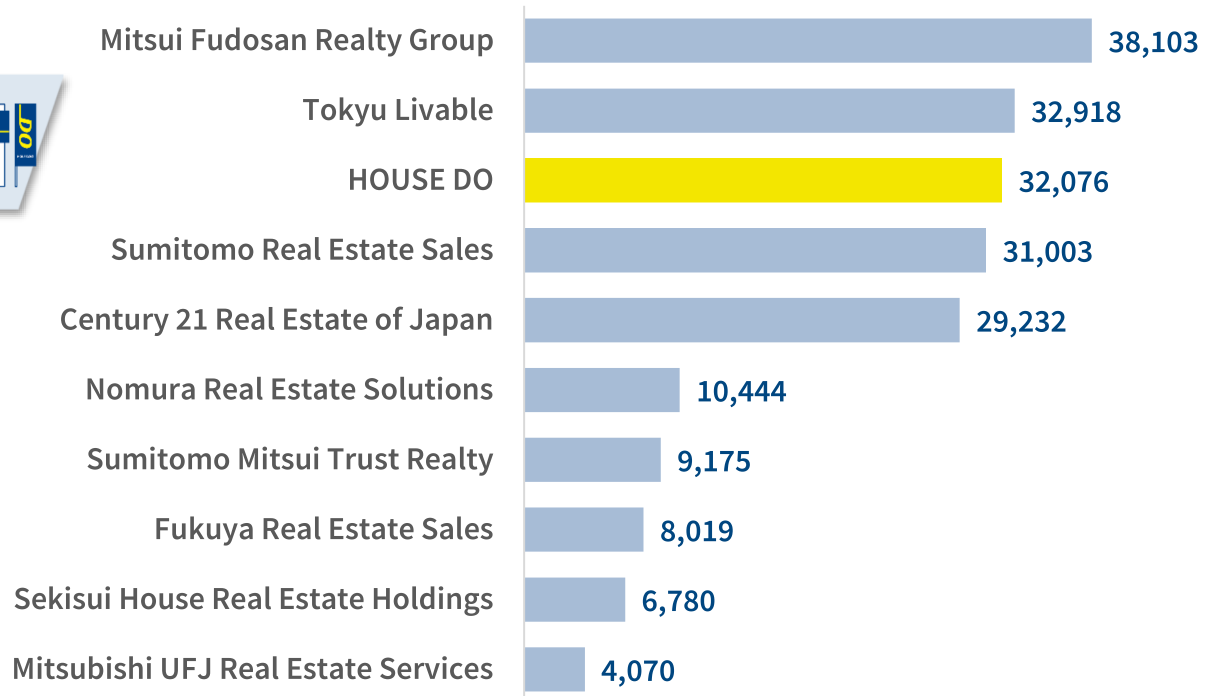
2030 targets

Franchisee Business

- Group synergies, service delivery infrastructure, and steady income
- A nationwide store network and industry-leading transaction volume—equating to a robust information base—form the foundation of HOUSE DO Group’s competitive advantage
- Promote open information, and establish reliable, convenient service access points for customers nationwide



No. of transaction s brokered by major brokerage company



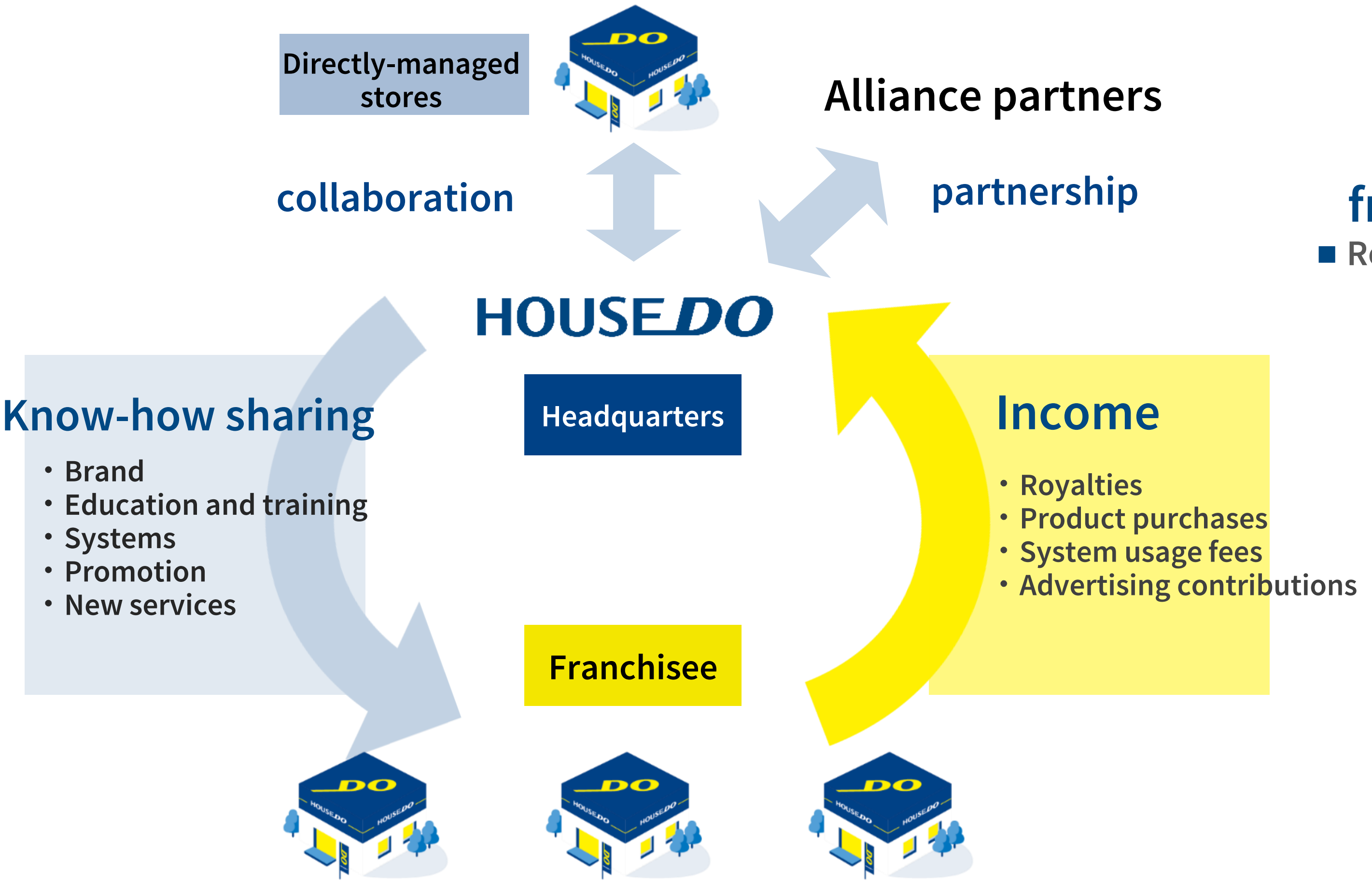
Source: The Real Estate Transaction Promotion Center, 2026 Real Estate Industry Statistics (Revised Mar.)
Figures for "HOUSE DO" are totals for the HOUSE DO chain for April 2025–March 2026. In-house research.

Franchisee Business

■ Share know-how developed at directly-managed stores with franchised stores; support the acquisition of a diverse range of franchise partners through a system that enables success not only for real estate businesses but also for entrants from other industries

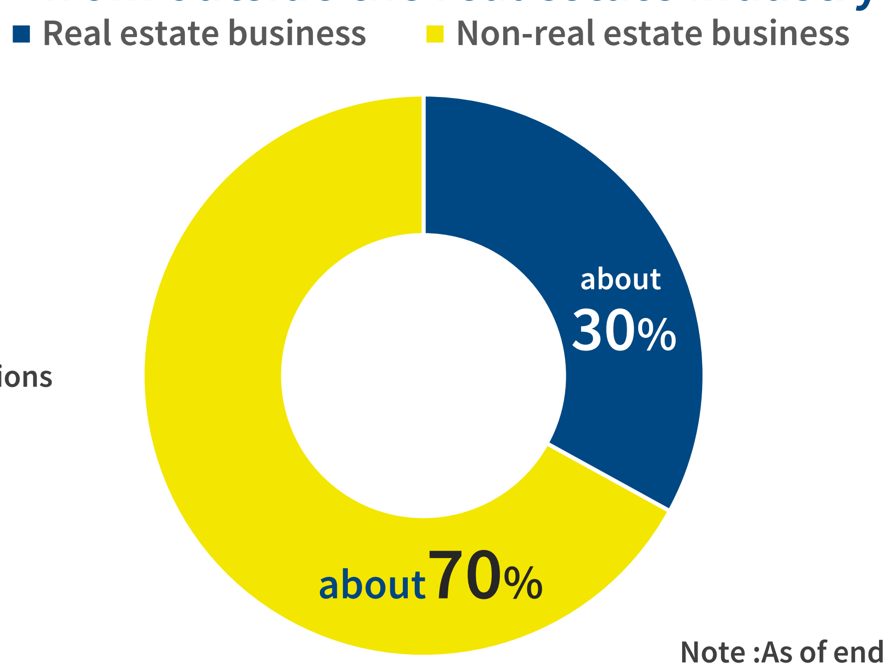
■ Strengthen personnel responsible for developing new franchised stores in anticipation of a certain level of contract terminations as the number of stores increases

➡An upward trend in contract numbers is driving net growth



Breakdown of franchise partners by industry

Approx. 70% entered from outside the real estate industry



Note :As of end of June

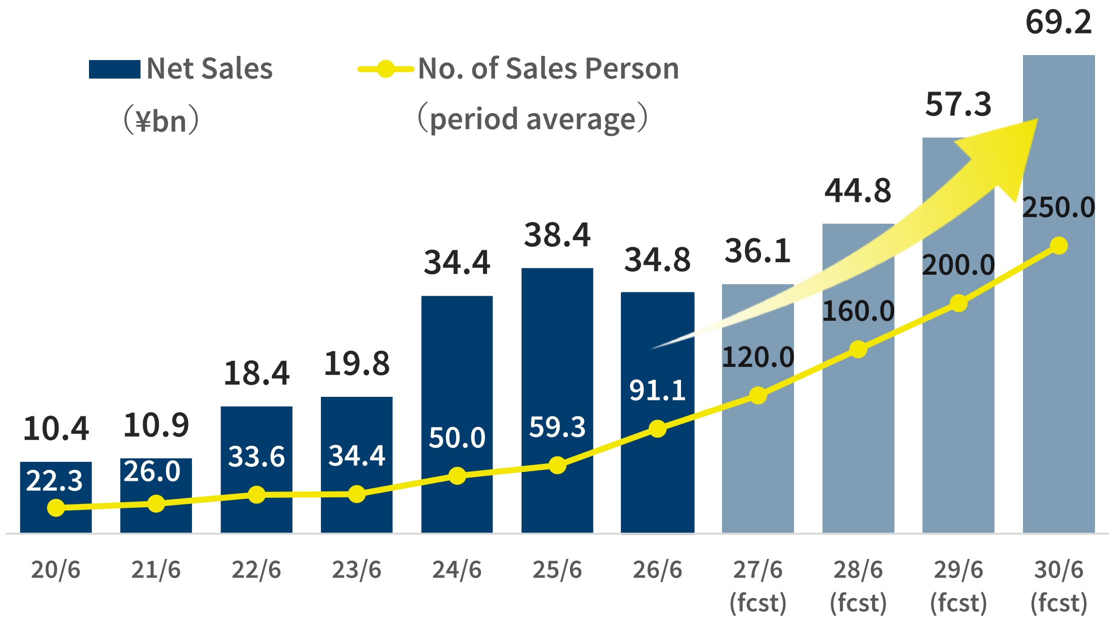
Real Estate Buying and Selling

HOUSEDO

- Achieved significant growth through active property acquisitions during the COVID-19 pandemic
- Aim to expand coverage area—focusing on regional cities with high liquidity—while simultaneously strengthening personnel
- Prioritize purchase and resale of pre-owned houses, while offering properties aligned with market needs

Net Sales trends and forecast

Continue to position the business as a growth driver, targeting a sales CAGR of 12.5%

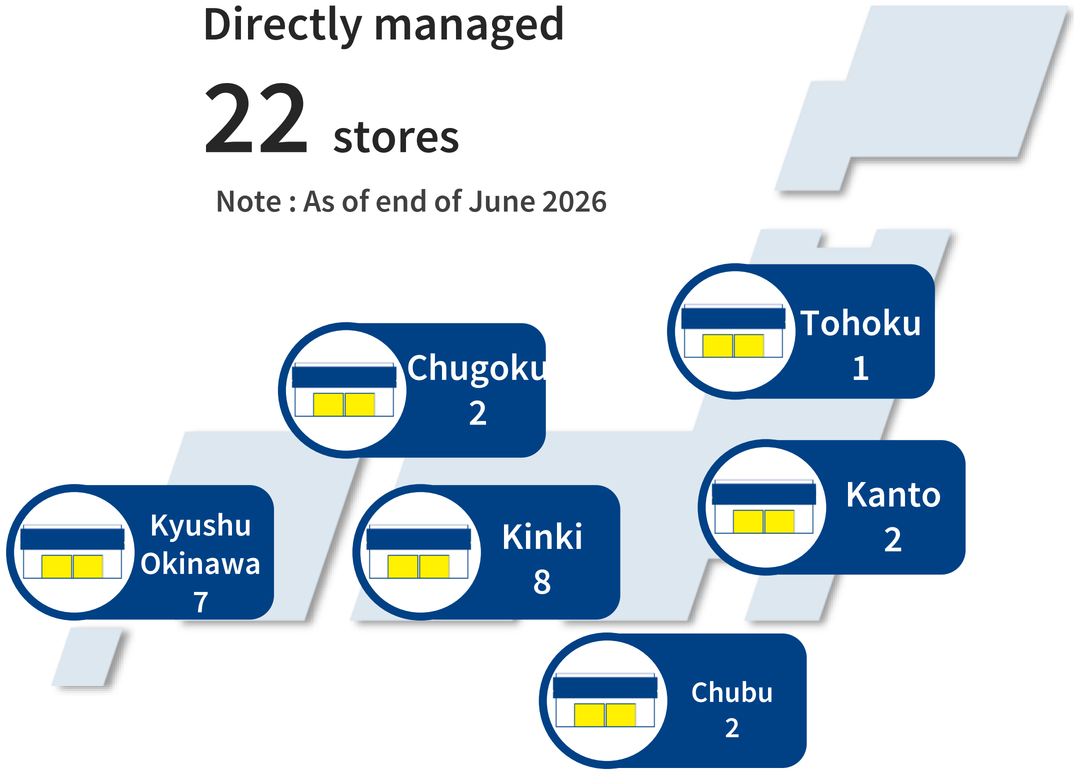


Coverage area

Directly managed

22 stores

Note : As of end of June 2026



Real Estate Buying and Selling Business

update

■Despite results falling below the initial plan in FY6/26, secured the planned number of sales personnel

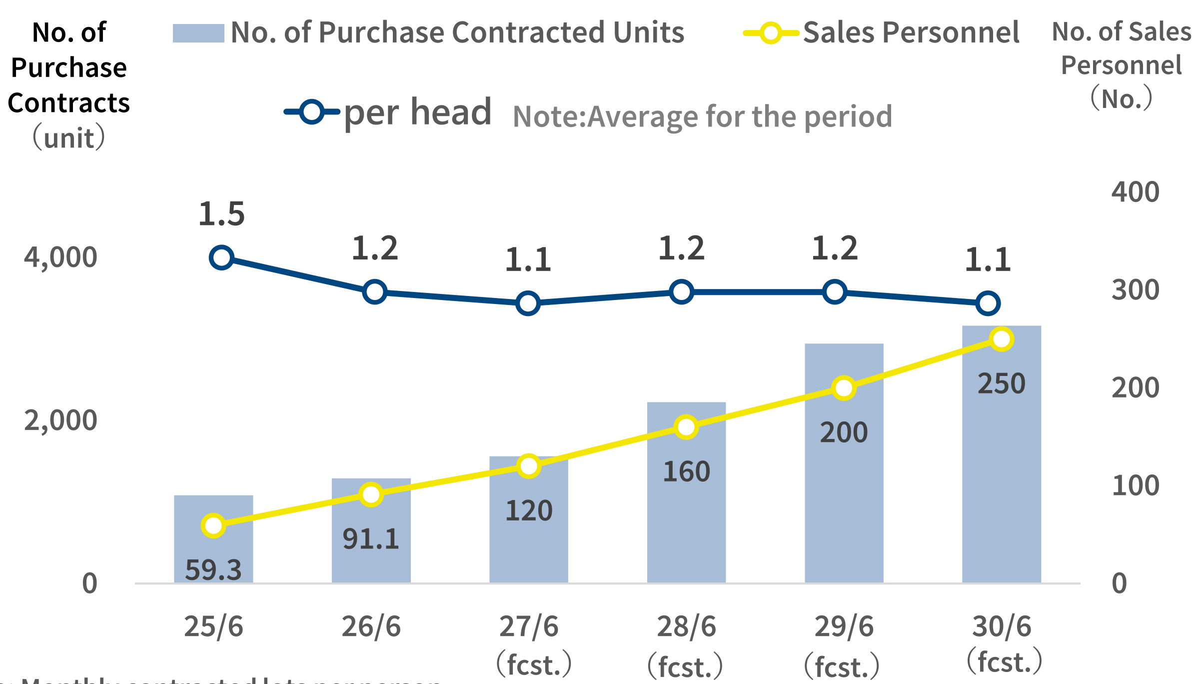
➡Inventory buildup delayed from the initial plan, but expected to catch up by the final year

Purchases expected to meet the plan based on a conservative assumption of flat purchases per salesperson from the current fiscal year

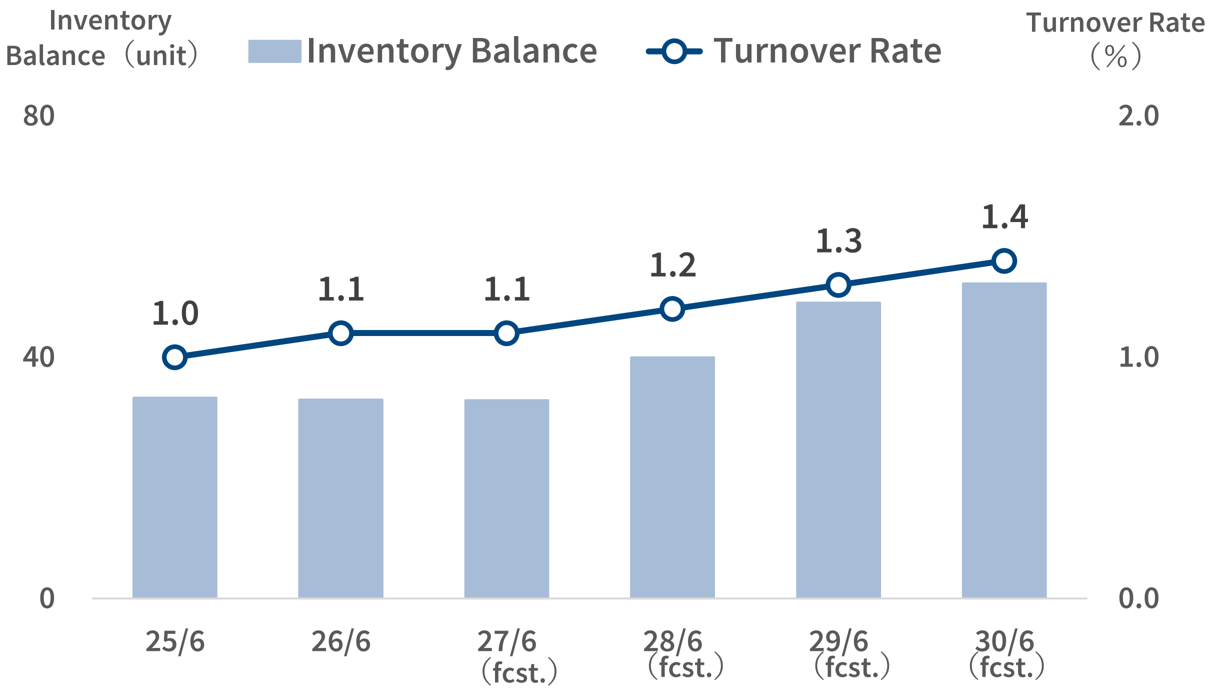
■Inventory turnover expected to gradually improve through a higher ratio of pre-owned houses and strict inventory management

Sales personnel↗➡Number of purchases↗ ➡Number of sales↗

➡Net Sales・Profit↗



Note: Monthly contracted lots per person



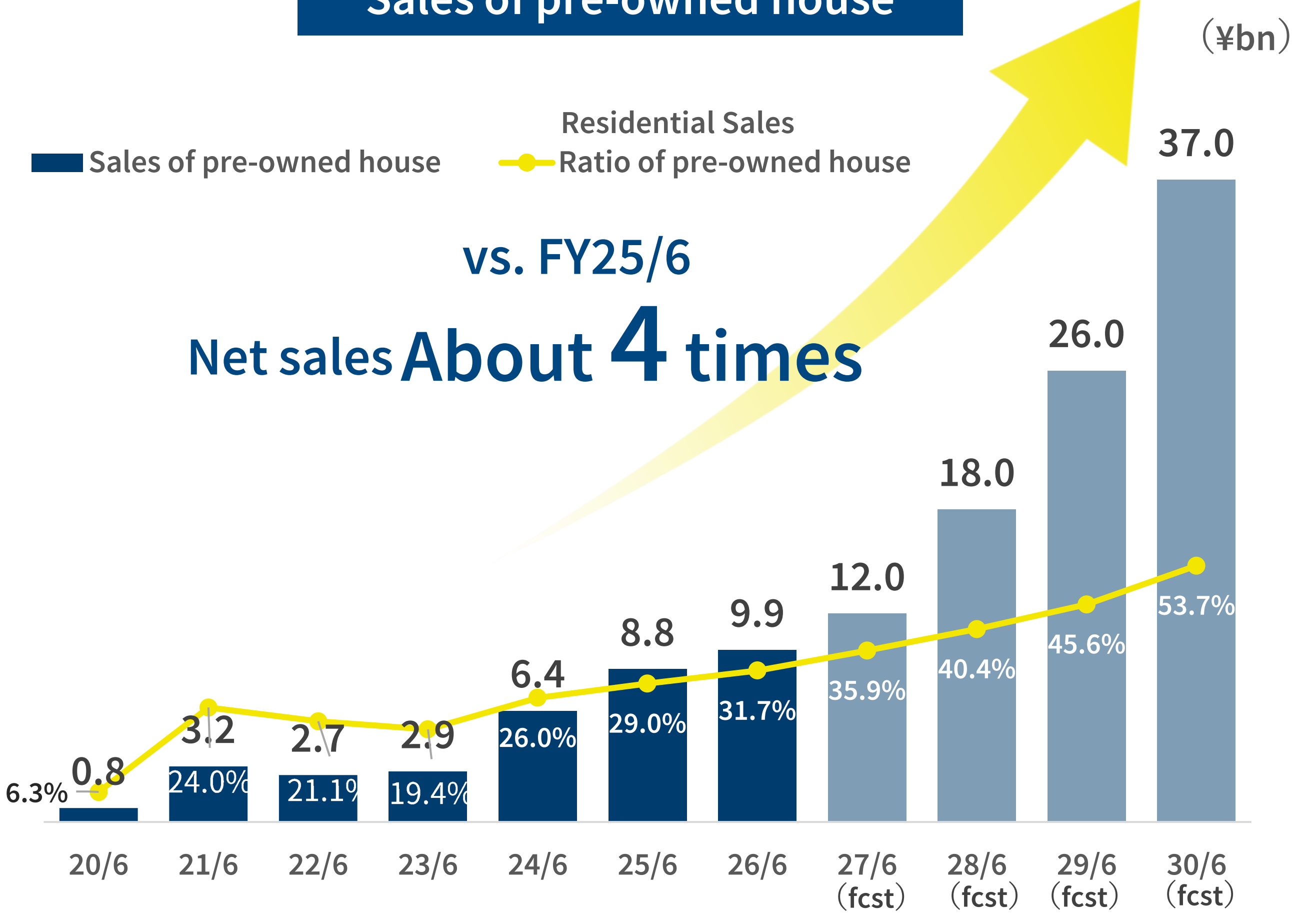
5-Year Plan for Pre-Owned Housing Purchase-and-Resale Operations

update

HOUSEDO

- The ratio of pre-owned houses in housing-related net sales is expected to rise from 29.0% in FY6/2025 to roughly 54% in FY6/2030
- The higher ratio of pre-owned houses should improve capital turnover and contribute to enhanced return on equity

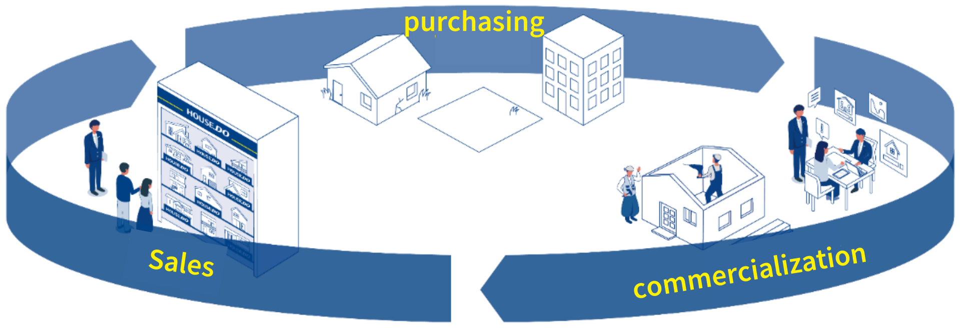
Sales of pre-owned house



SPA Strategy

- Nationwide network including franchised stores
- Deliver products aligned with market needs, leveraging extensive information volume and strong sales capabilities

One-stop solution from purchasing to sales



Competitive Advantages in the Real Estate Buying and Selling Business

■SPA (vertically integrated) strategy covering activities ranging from purchasing to sales, leveraging our franchise network’s overwhelming volume of data

■In addition to purchasing from real estate companies and end users, we secure stable acquisition channels through which we face little competition

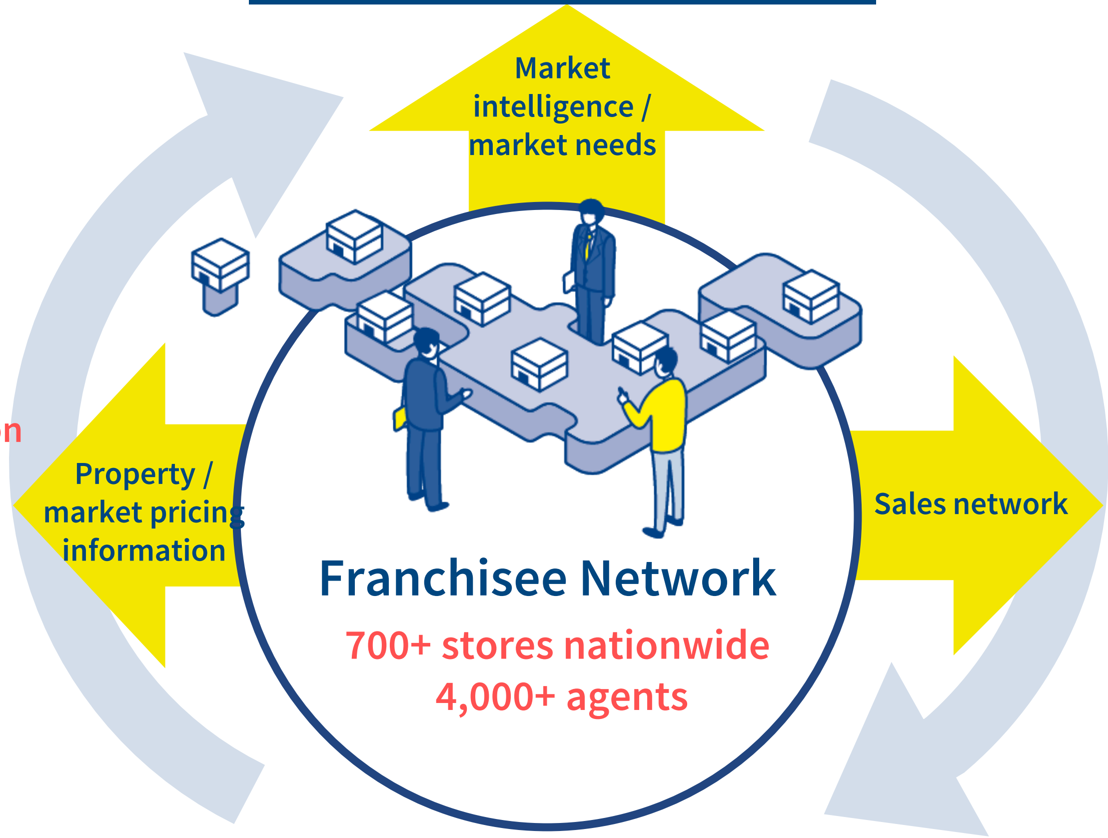
Commercialization
(creating added value)

Process into market-ready products aligned with demand

Purchasing
(sources of overwhelmingly vast data)

Multiple sourcing routes enable acquisition regardless of property type

・Via real estate companies/brokers
・Directly from homeowners
・Referrals from franchisees
・Reverse mortgage guarantees
・Debt workout / distressed-loan resolution



Selling
(strong sales channels)

Nationwide network-driven selling power
→ Enables proactive purchasing

Five-Year Plan for Reverse Mortgage Guarantee Business

update

HOUSEDO

- Cultivate new partners and strengthen touchpoints with existing partners with a focus on urban areas with high real estate value
- In addition to building up guarantee balances, build a receiving platform structure in anticipation of increased earnings opportunities arising from property disposals

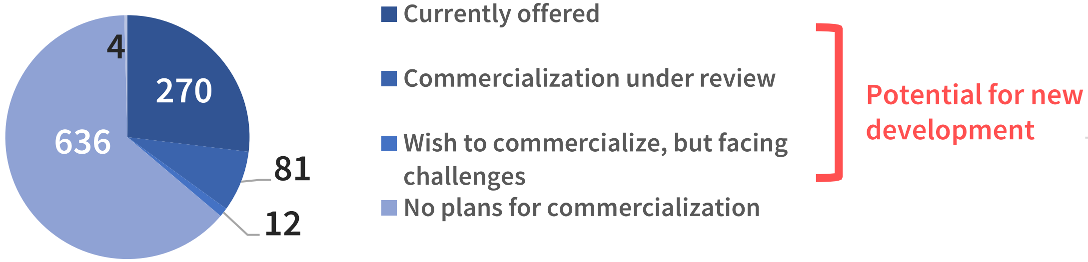
Reverse Mortgage Partner Financial Institutions

55 Alliance with Financial Institutions

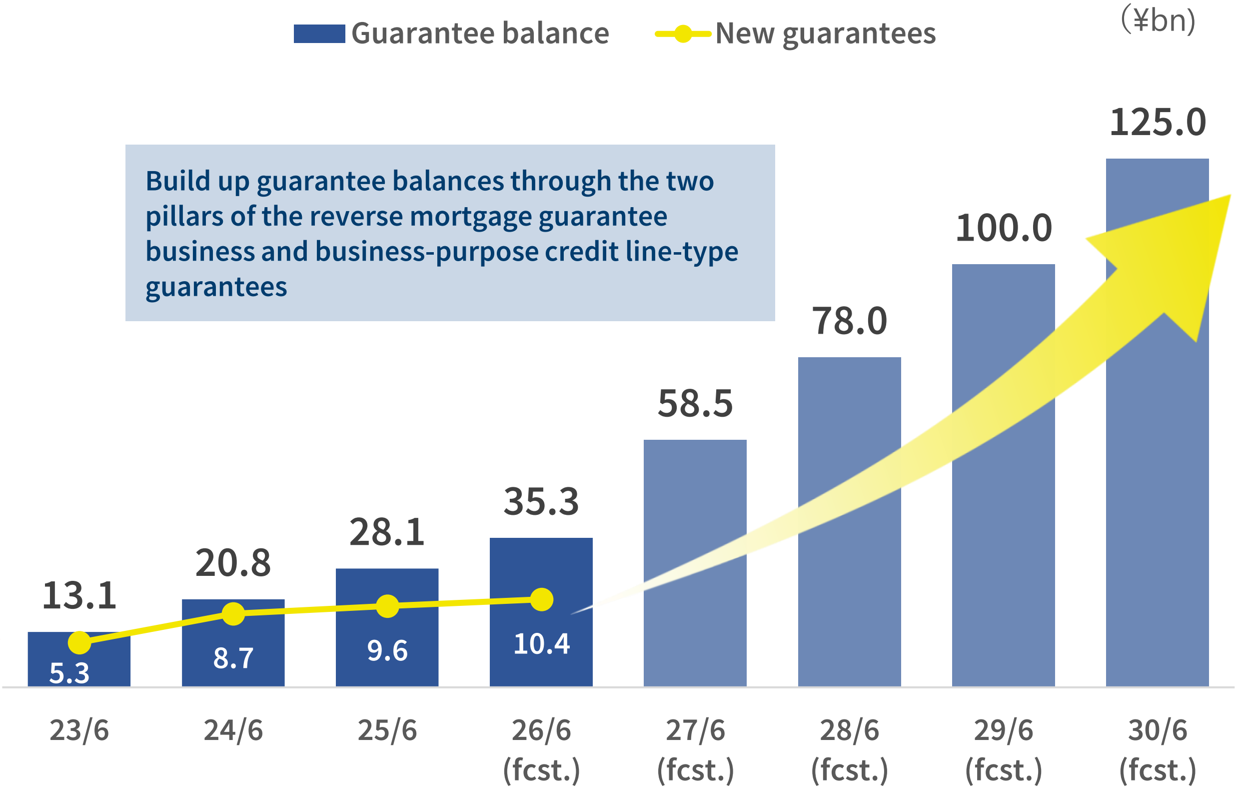
Note: As of end of June, 2026

- Tohoku Hokuriku 3
- Kanto 23
- Chubu 11
- Kinki 10
- Cugoku Shikokku 7
- Kyushu 1

Reverse mortgage handling status of financial institutions



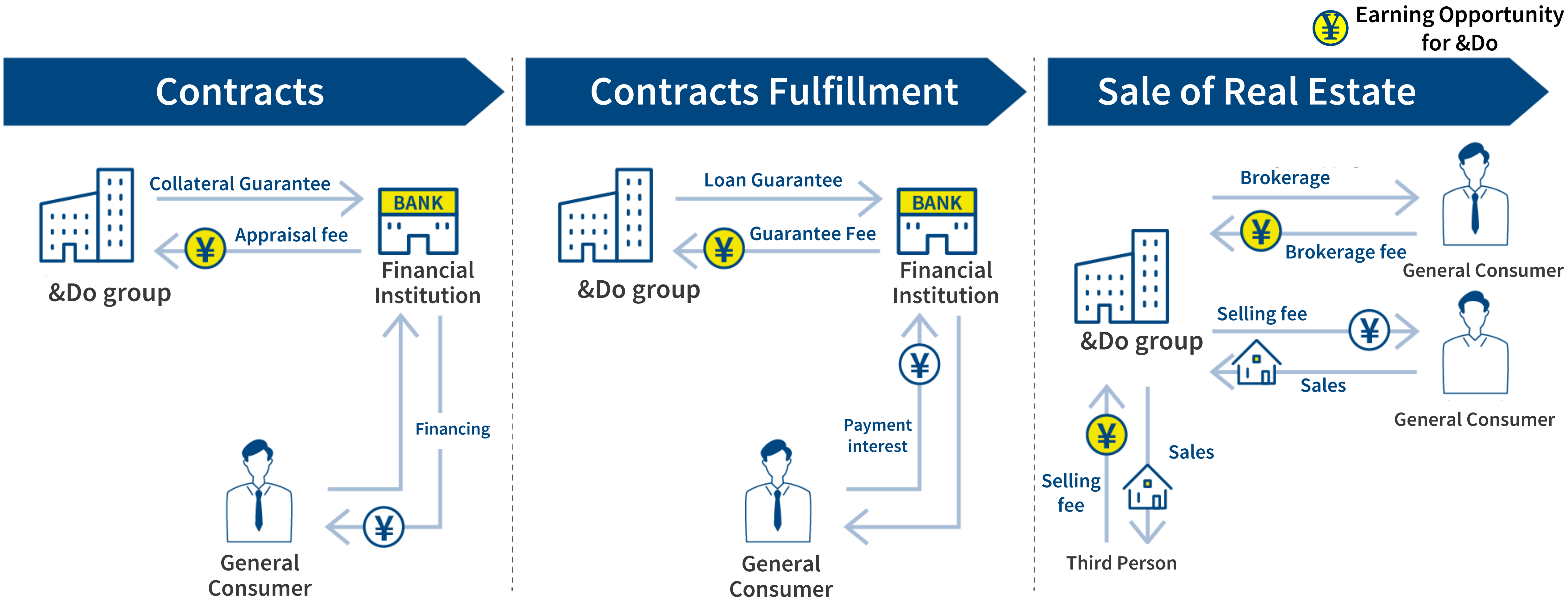
Reverse mortgages: New guarantee amount and guarantee balance



Source: Compiled by our company based on the “Report on the Results of a Survey on the Actual Conditions of Private Housing Loans in Fiscal Year 2024.”

Reverse Mortgages Guarantees Business

■ Reverse mortgages provide a one-stop support solution—from accurate valuation of real estate holdings to property sales
■ Establishment of a high-profitability, capital-efficient business model that does not rely on the balance sheet

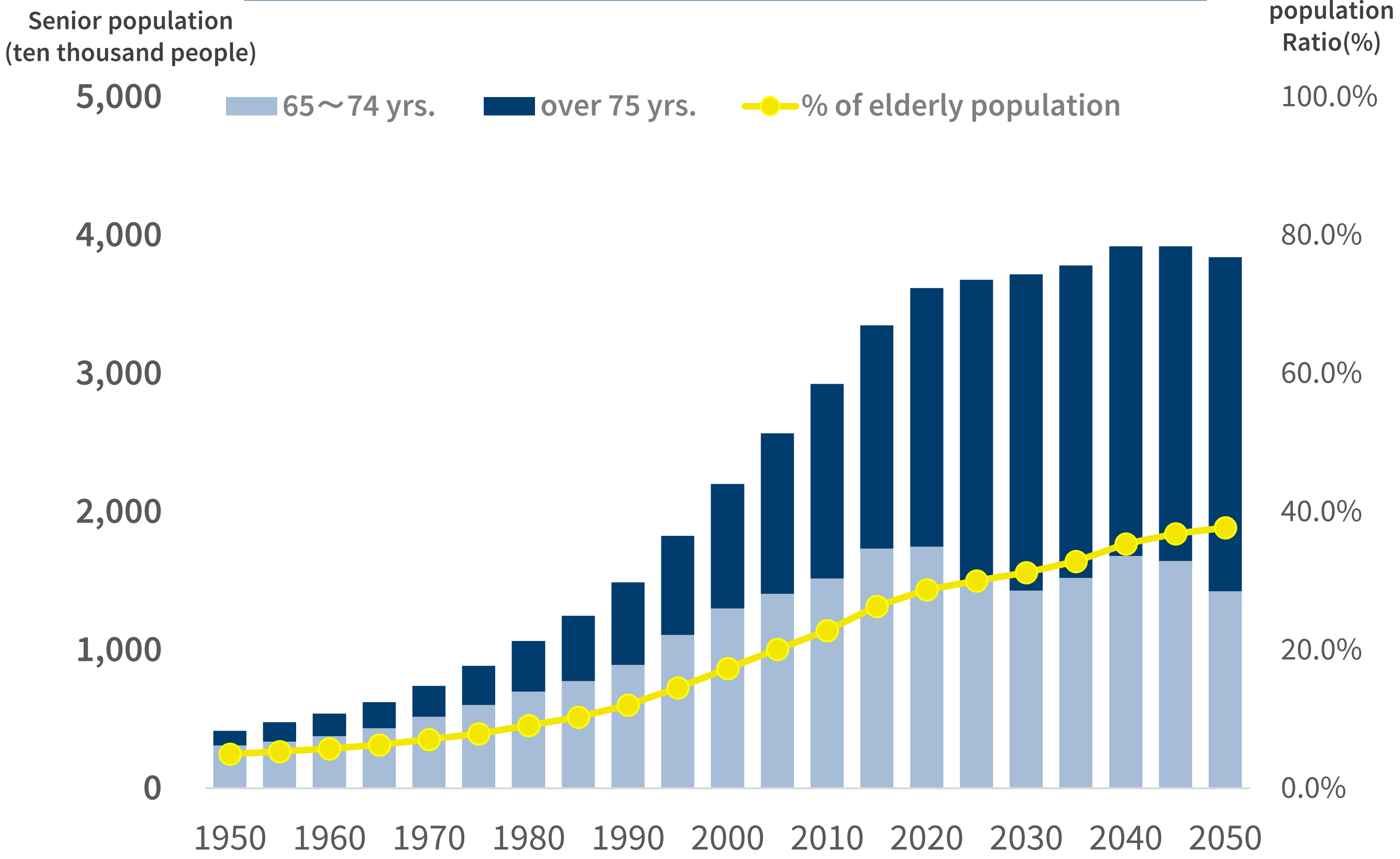


Financial Needs of Senior Citizens

HOUSEDO

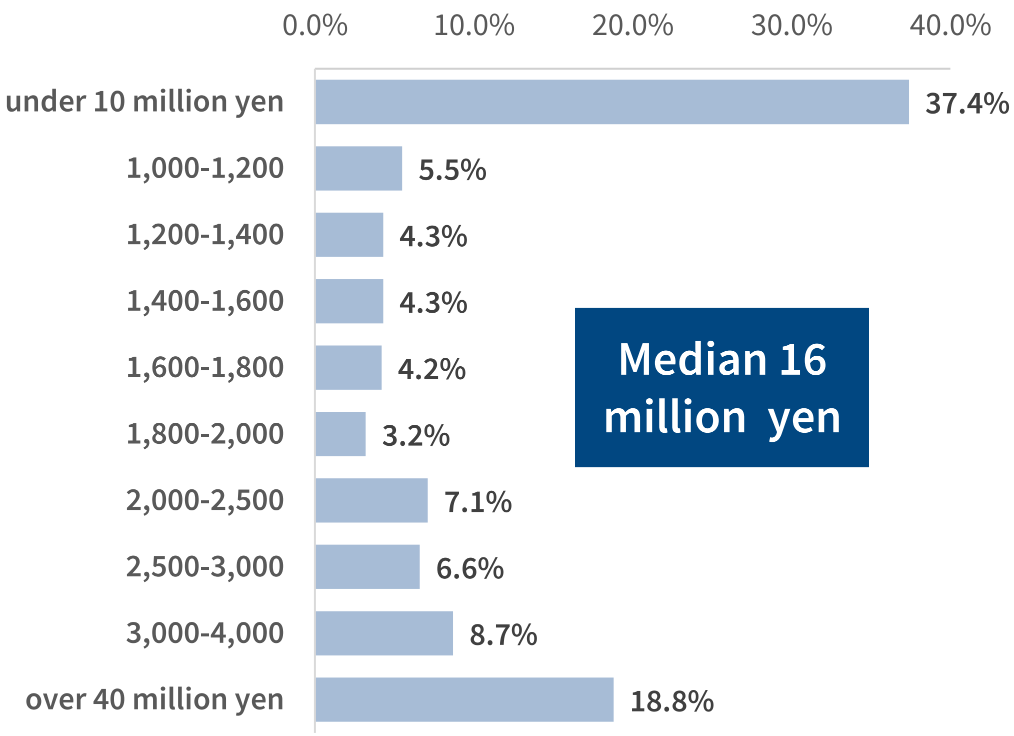
■ While the share of senior citizens continues to rise, many such households lack sufficient savings to cover post-retirement expenses

Share of senior citizens in Japan



Source: Population Census; “Population Projections for Japan” by the National Institute of Population and Social Security Research

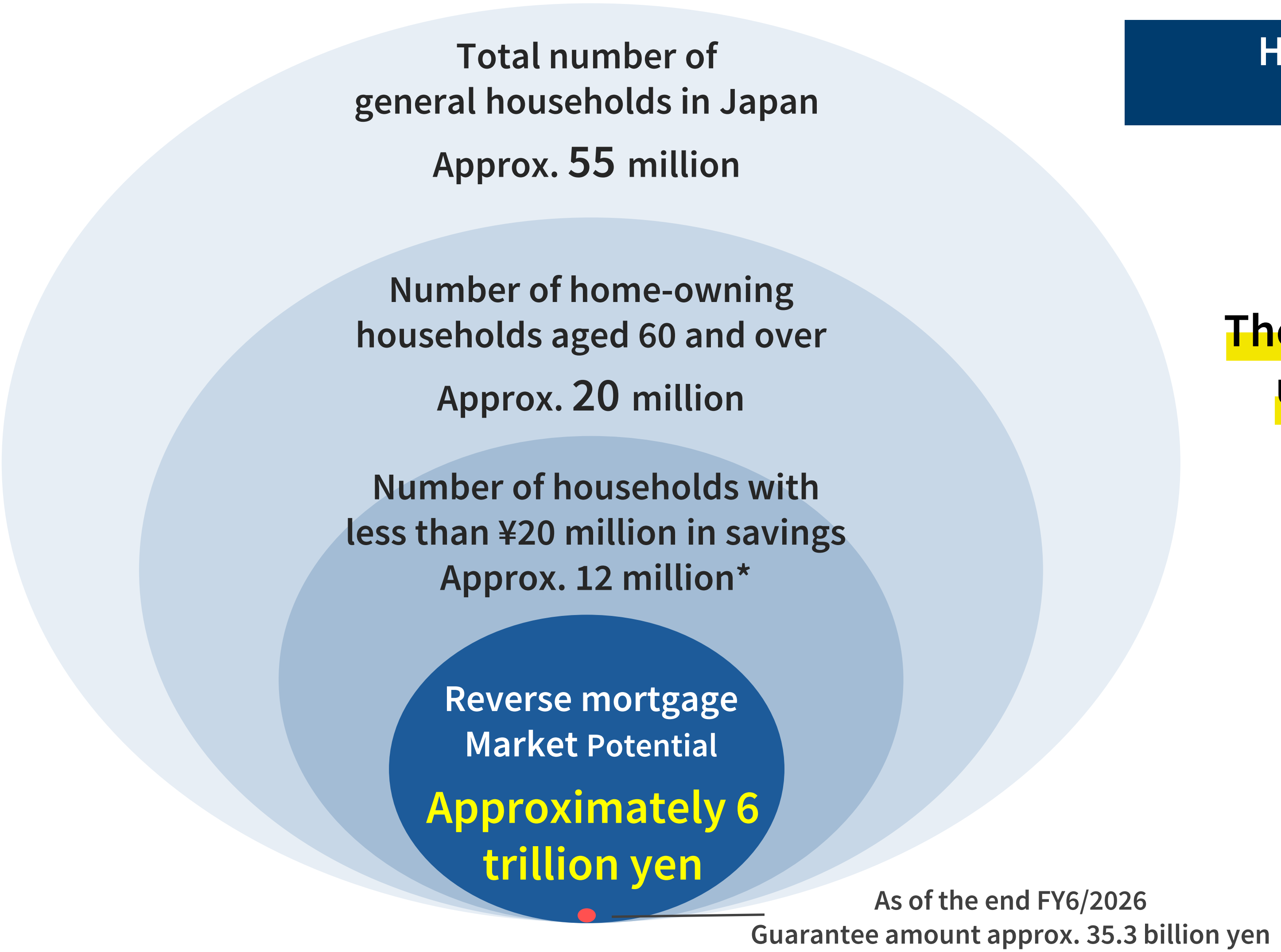
Distribution of current savings among households headed by persons aged 65 or older



Source: Compiled by the Company based on the “White Paper on the Aging Society (FY2025)”

Market Size of Real Estate-Backed Financial Needs of Senior Citizens

HOUSE DO



Homeownership rate among individuals aged 60 and over: approx. 80% *

The potential market for real estate-backed, unrestricted-use financing is enormous

- Post-retirement living expenses
- Refinancing of home loans
- Inheritance planning
- Business-related funding, etc.

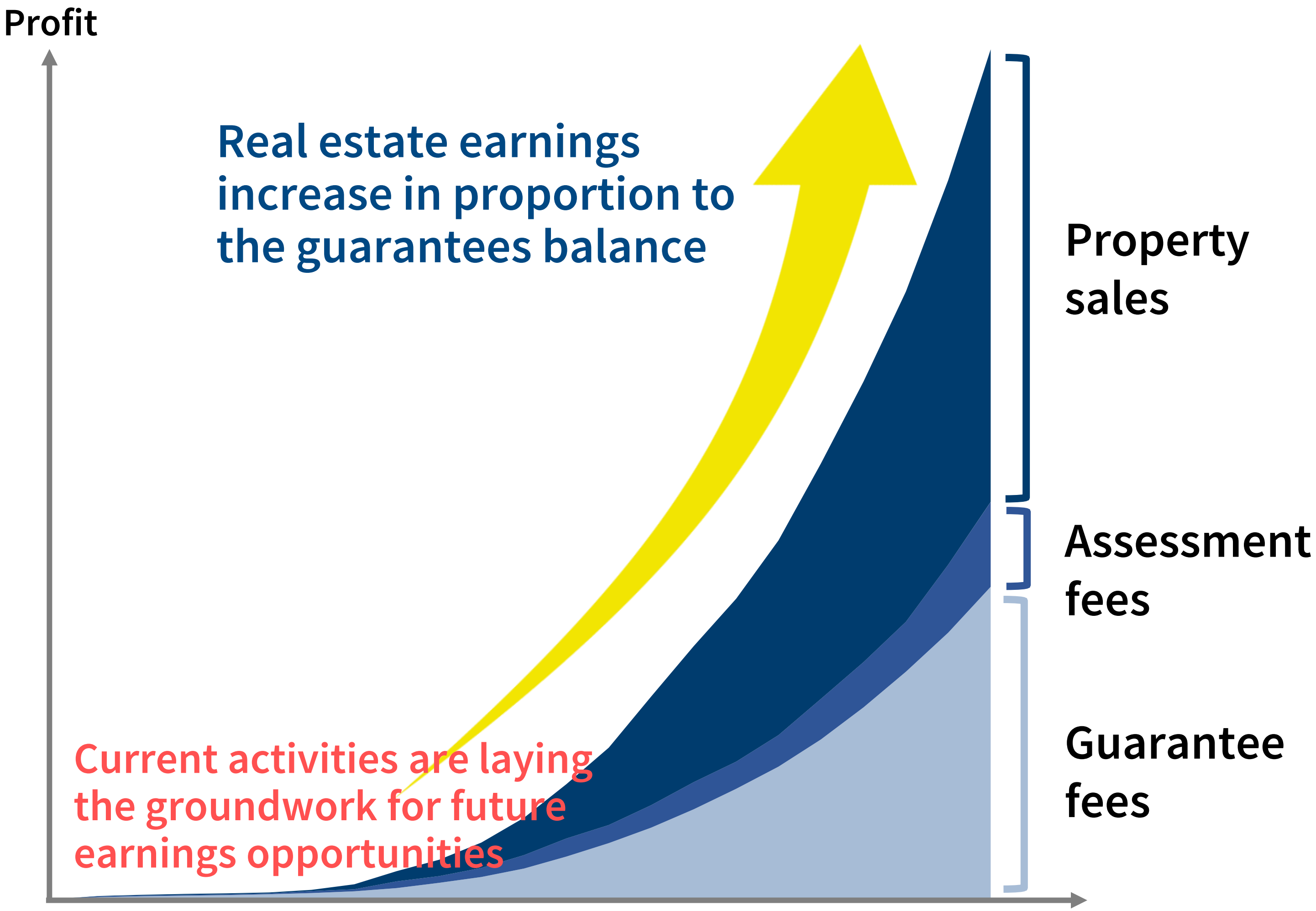
* Assumes a similar distribution to the current savings levels of households aged 65 and over.

* Source: "White Paper on the Aging Society (FY2025)"

Earnings Opportunities in the Reverse Mortgage Guarantee Business

HOUSEDO

■ In addition to guarantee fee income from growth in the guarantees balance, earnings are expected from property disposals



High-profit business model combining steady income, one-time income, and additional income

Real estate income generated at the time of property disposal

■ Utilization of Group synergies
■ Securing future sales opportunities

One-time income earned at the time of collateral valuation

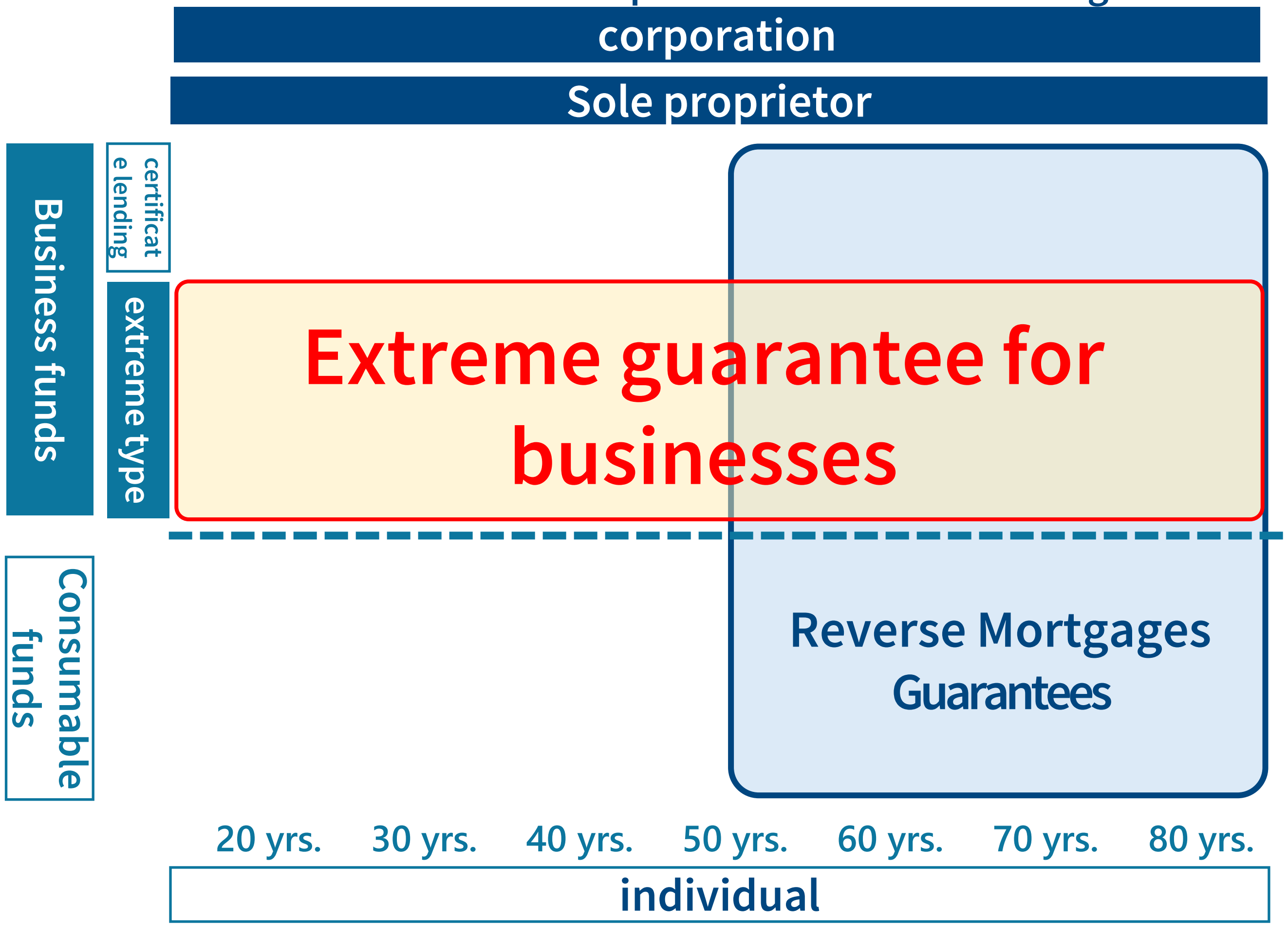
Steady income generated alongside growth in the guarantees balance

Business-Purpose Credit Line-Type Guarantees

HOUSE DO

■Target customer base expands to include corporate bodies and younger individual proprietors—segments not addressable via reverse mortgage products

➡ Use of real estate to improve cash flow and strengthen financial base



First Partner: Adachi Seiwa Shinkin Bank


PRESS RELEASE

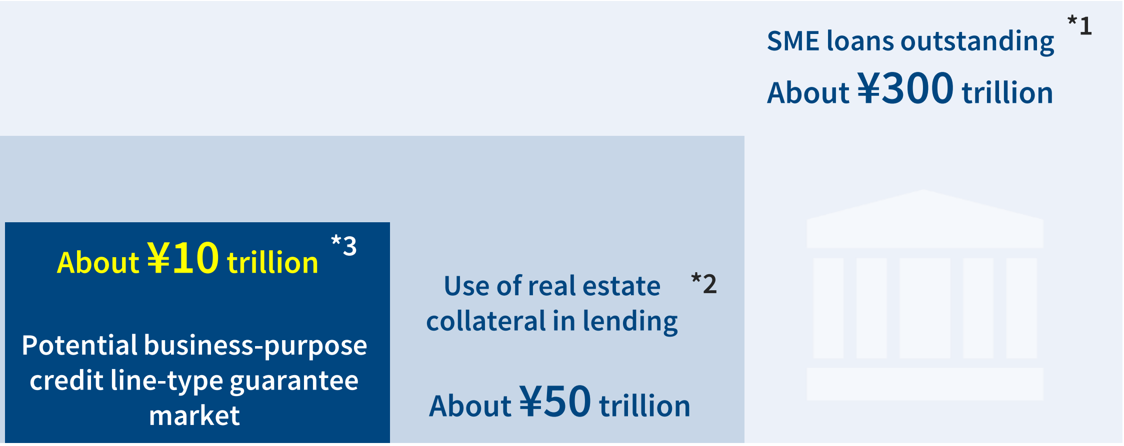
&DO HOLDINGS

January 30, 2026
&Do Holdings Co., Ltd.
(Code No.3457/TSE Prime Market)
Financial Do Co., Ltd.

Notice of Alliance with Adachi Seiwa Shinkin Bank for a "Credit Line-Type Guarantee" Program
—Promoting business support through interest-only monthly payments and lump-sum repayments at maturity—

&Do Holdings Co., Ltd. (headquarters: Chiyoda-ku, Tokyo; Chairman and CEO: Masahiro Ando; hereinafter, "&Do HLD" or the "Company"), which operates a nationwide real estate business under the HOUSE DO brand, announces

Size of Business-Purpose Credit Line-Type Guarantee Market



*1 Based on the Bank of Japan's "Outstanding Loans to SMEs by Borrower" (as of end-March 2025), excluding personal-use loans, etc.
*2 Calculated by applying the ratio of real estate collateral to total lending (as of end-FY2024) from the Bank of Japan's time-series statistics
*3 Calculated by applying the combined percentage of respondents indicating a "tight" or "somewhat tight" cash-flow/funding outlook for the next three months to results of the TSR Economic Trend Survey (December 2025)

Improving ROIC

HOUSEDO

Initiatives for improvement

- ROIC
  - Operating margin
    - Cost of sales ratio
      - ・Growth of high-margin businesses
      - ・Improve gross margin through enhanced purchasing accuracy in the Real Estate Buying and Selling Business
    - SG&A expenses ratio
      - ・Reduce costs in indirect functions through business selection and focus, and greater operational efficiency
  - Invest capital turnover ratio
    - Working capital turnover ratio
      - ・Improve inventory turnover by strengthening pre-owned house purchase-and-resale operations
    - Non-current asset turnover ratio
      - ・Dispose of non-current assets

Capital Allocation

HOUSEDO

■ 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

・Front-loaded property acquisitions expected in FY6/2026
・Thereafter, stable cash flow projected, supported by improvements in inventory turnover

・Utilization of interest-bearing debt
・Divestment of non-core businesses
・Disposal of non-current assets

Cash Flow From Operating activities

Cash Flow from Investments & Financial

Shareholder returns

Key Growth Investments

Growth Investment

Strengthening Financial Foundations

• Dividend payout ratio ：over 30%

Increase under consideration depending on cash flow conditions

・Strengthen purchasing of pre-owned houses

Top priority on investment in growth drivers

・Investment in human capital
・Capital investment (promotion of DX)
・M&A

・Strengthen equity capital

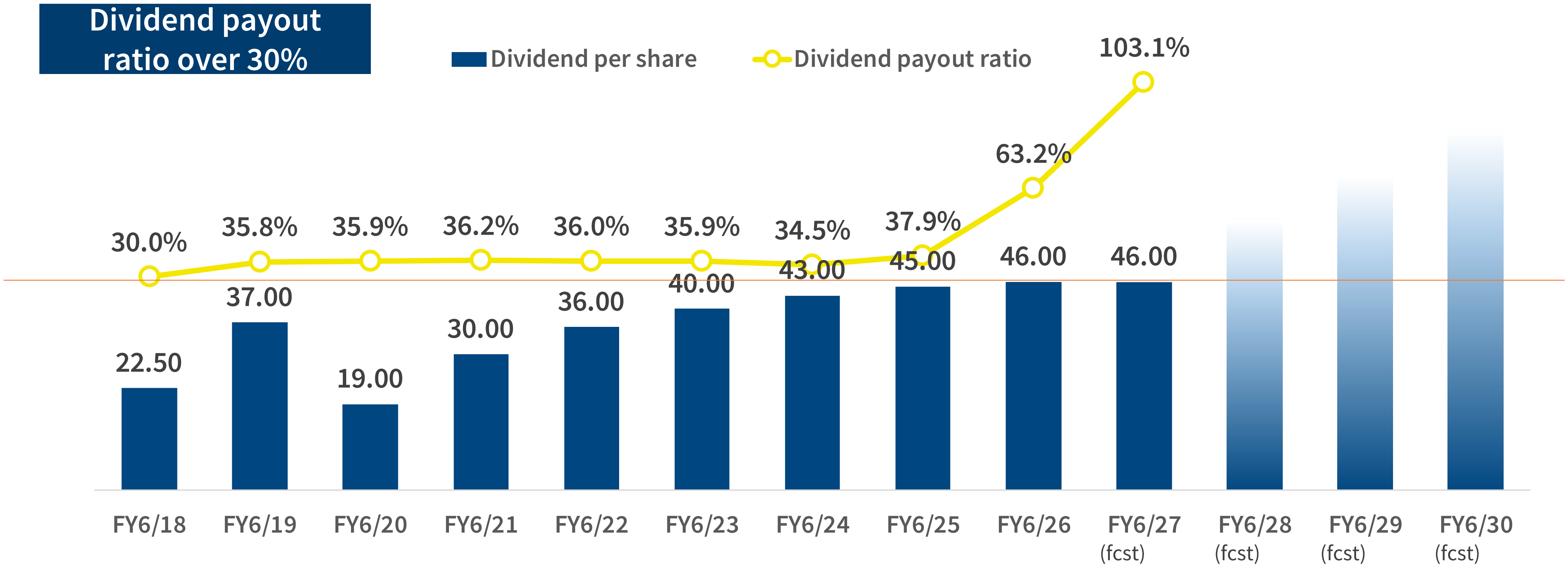
Target 30% or more by FY6/30

Shareholder's dividend (dividend)

update

HOUSEDO

■ 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: The year-end dividend for FY6/26 will be submitted for approval at the ordinary general meeting of shareholders scheduled to be held in September 2026

Note: The per-share dividend amounts have been retroactively adjusted to reflect the 5-for-1 stock split carried out on 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

INDEX

Company Profile

Company Name	&Do Holdings Co, Ltd.
Chairman and CEO	Masahiro Ando
President	Masahide Tominaga
Established	January 2009 (founded in 1991)
Capital	¥3.47 billion (group total, as of June 2026)
Securities Code	3457
Stock Listings	Prime of the Tokyo Stock Exchange
Net Sales	¥49.61 billion (consolidated, fiscal year ended June 2026)
Employees	525 (group total, as of June 2026)
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, Real Estate Buying and Selling Business, Finance Business, House-Leaseback Business

Company History and Business Development

1991 Company was founded

1991
Real Estate Brokerage Business

1998 Renovation Business

2003
Real Estate Buying and Selling Business

2005
Commenced business development under the “HOUSE DO” brand

2006
Franchisee Business

2009
&Do Holdings Co., Ltd. was established

2013
House-Leaseback Business

2015 Listed on the TSE Mothers Market

2016 Listed on the TSE 1st Section (Current: Prime Market)

2016 Real Estate Secured Loans Business

2017 Reverse Mortgage Guarantee Business

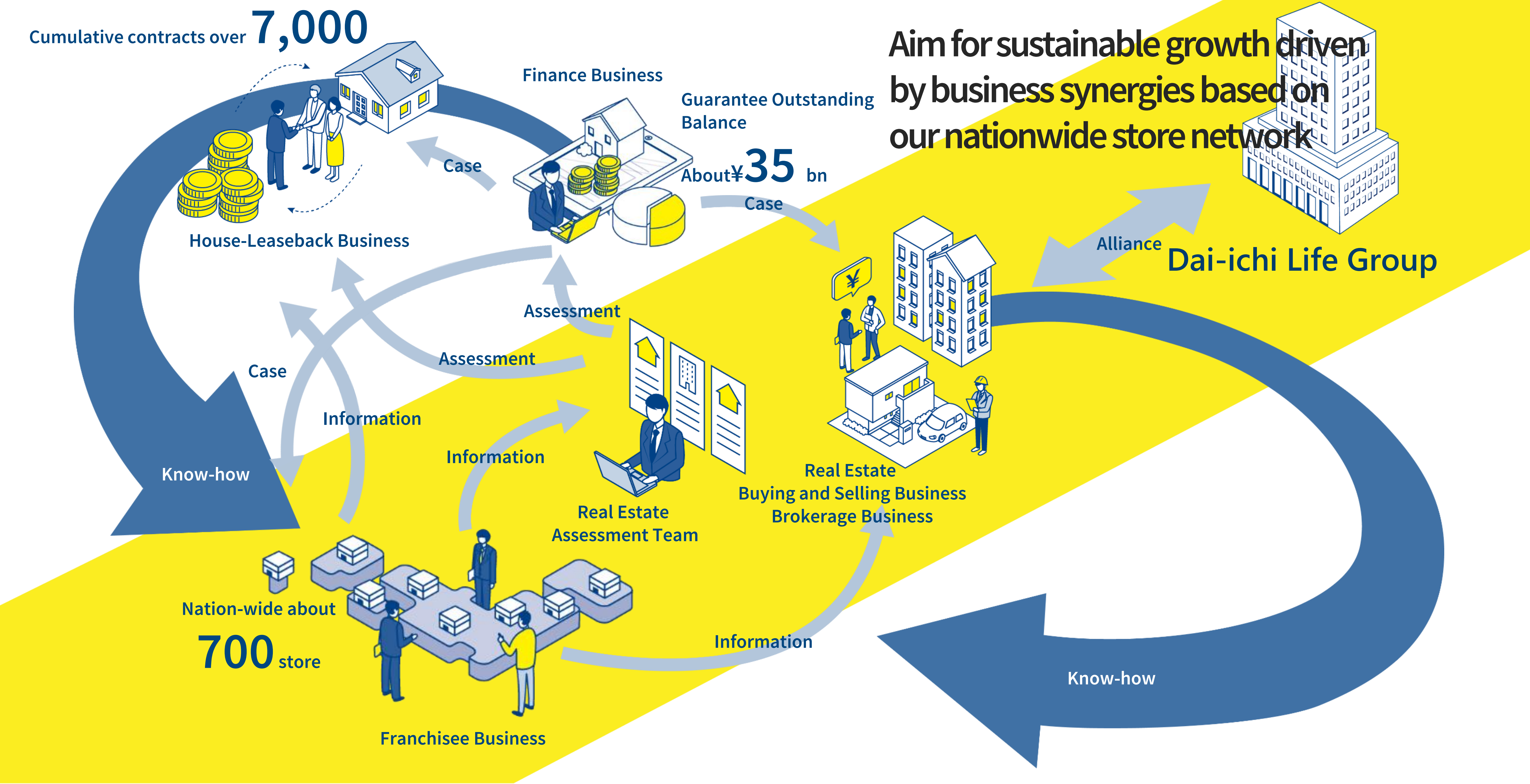
2018 RENT Do Business

2019 Overseas Business (Thailand)

2022 Transition a Holding Company Structure and Changes to Trade Name, &Do Holdings., Co. Ltd.

2024
Capital and Business Alliance with Dai-ichi Life Holdings

Aim for sustainable growth driven by business synergies based on our nationwide store network



Innovate the industry!

- Making the industry that benefit customers -

Japan 1,000 stores Asia 50,000 stores