

September 25, 2026

To whom it may concern:

Company Name: &Do Holdings Co., Ltd.
Representative: Masahiro Ando, Chairman and CEO
(Code No.3457/PRIME of the Tokyo Stock Exchange)
Contact Person: Kazuaki Tomita, Vice Chairman, CFO and CHO
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Announcement Regarding Matters Relating to Controlling Shareholders

&Do Holdings Co., Ltd. (headquarters: Chiyoda-ku, Tokyo; Chairman and CEO: Masahiro Ando; hereinafter, “&Do HLD” or the “Company”) , hereby announces matters relating to controlling shareholders with respect to Dai-ichi Life Holdings, Inc., which is one of our related companies.

1. Names, etc. of the parent company, controlling shareholders (excluding the parent company), related companies, and parent companies of the other affiliated companies

(As of June 30, 2026)

Name	Category	Percentage of voting rights held (%)			Financial instruments exchange, etc. where issued shares are listed
		Directly held	Aggregate portion	Total	
Dai-ichi Life Group, Inc.	Related company	15.68	0.00	15.68	Tokyo Stock Exchange, Inc. Prime Market

2. Positioning within the corporate group of the parent company, etc. and other relationships with the parent company, etc.

Daiichi Life Group, Inc. (hereinafter, “Daiichi Life”) is a related company that holds 15.68% of the voting rights of the Company, and the Company is an equity-method affiliate of Daiichi Life.

On December 18, 2024, the Company entered into a capital and business alliance agreement with Daiichi Life. Through collaboration in the fields of real estate, finance, and lifestyle-related services, the two companies aim to expand operating revenue and enhance corporate value.

To achieve the objectives of the capital and business alliance, with respect to personnel relationships, one person nominated by Daiichi Life serves as a Director of the Company, and the Company has also accepted one employee seconded from Daiichi Life to our Corporate Planning Department. However, Daiichi Life places no restrictions on the Company’s business activities, and the Company believes its independence in business operations is ensured.

3. Matters relating to transactions with controlling shareholders, etc.

Not applicable.

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