Earnings Results for the First Quarter Ended September 30, 2026

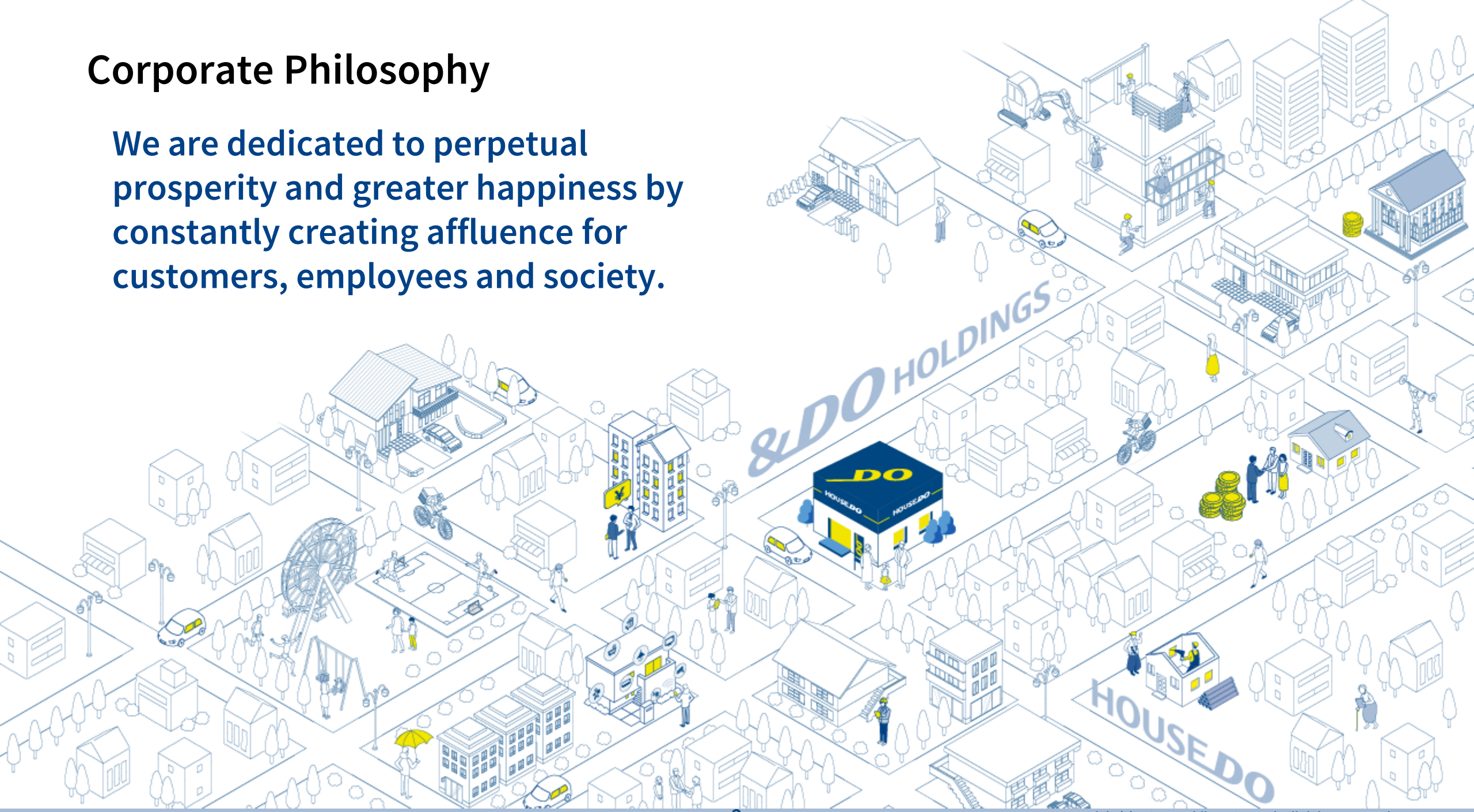
November 13, 2026

&Do Holdings Co., Ltd
【3457】

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Corporate Philosophy

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



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Value Creation and Role of &Do

HOUSEDO

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



Finance

Nationwide store network

HOUSEDO



General Consumer

&DO HOLDINGS



Real Estate



Solutions for the times



Businesses

Closer to our customers, with safe, convenient, and accessible services.
Japan 1,000 stores, Asia 50,000 stores



Technology



Financial Institution

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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



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2. The First Quarter FY6/27 Results by Segment

3. FY6/27 Fiscal Year Plan and Medium-term Management Plan

4. Company Profile

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Medium-Term Management Plan: Summary of Basic Policy

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1 Restructure the Business Portfolio

- Concentrate resources on growth-driving businesses
  (Franchisee, Real Estate Buying and Selling, and Finance)
- Transfer, consolidate, and scale down non-core businesses

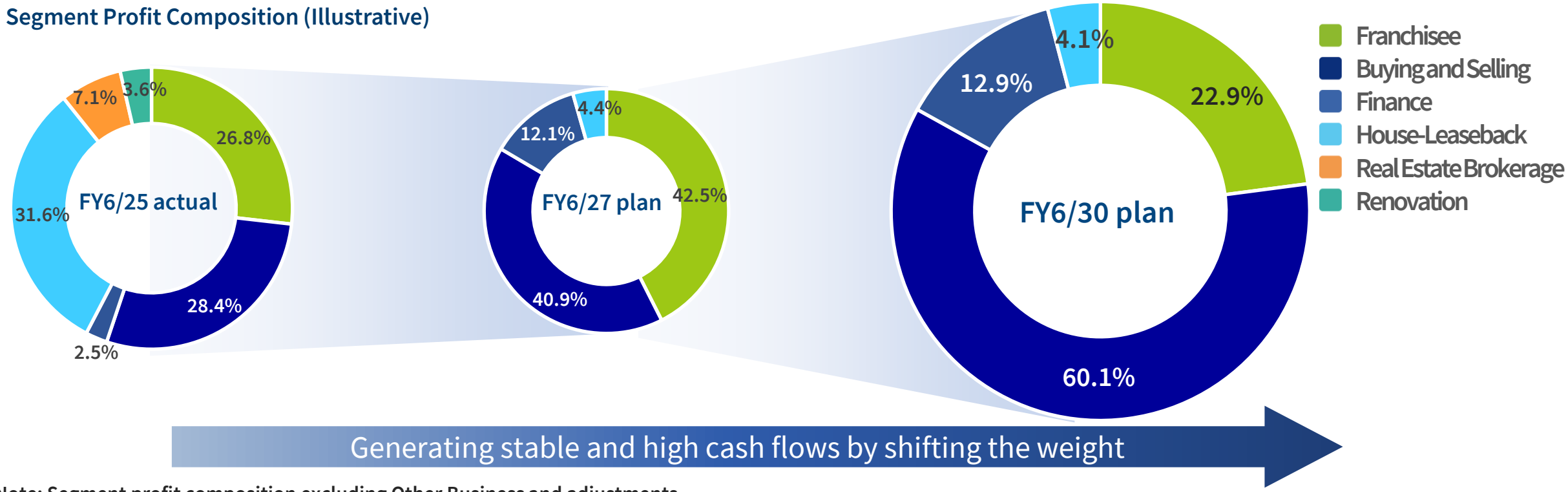
2 Improve Profit Margins

- Grow high-margin businesses
- Improve gross margin through enhanced purchasing accuracy in the Real Estate Buying and Selling Business
- Reduce costs in indirect functions through business selection and focus, and greater operational efficiency

3 Improve Capital Turnover

- Improve inventory turnover by strengthening pre-owned house purchase-and-resale operations
- Expand high-ROIC businesses (Franchisee and Finance)
- Dispose of non-current assets

Segment Profit Composition (Illustrative)



Generating stable and high cash flows by shifting the weight

Note: Segment profit composition excluding Other Business and adjustments

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Highlights of the First Quarter FY6/27

Business Progress in FY6/27 1Q (Jul. to Sep. 2026)

- Higher net sales and profit in 1Q, with all growth-driving businesses outperforming the same period of the previous year
- Strong start ahead of the initial plan, with operating profit and ordinary profit reaching 57.7% and 73.9% of the 1H forecasts, respectively

Sales 13.22 bn yen
YoY change + 10.7%

Operating profit 0.32 bn yen
YoY change + 58.8%

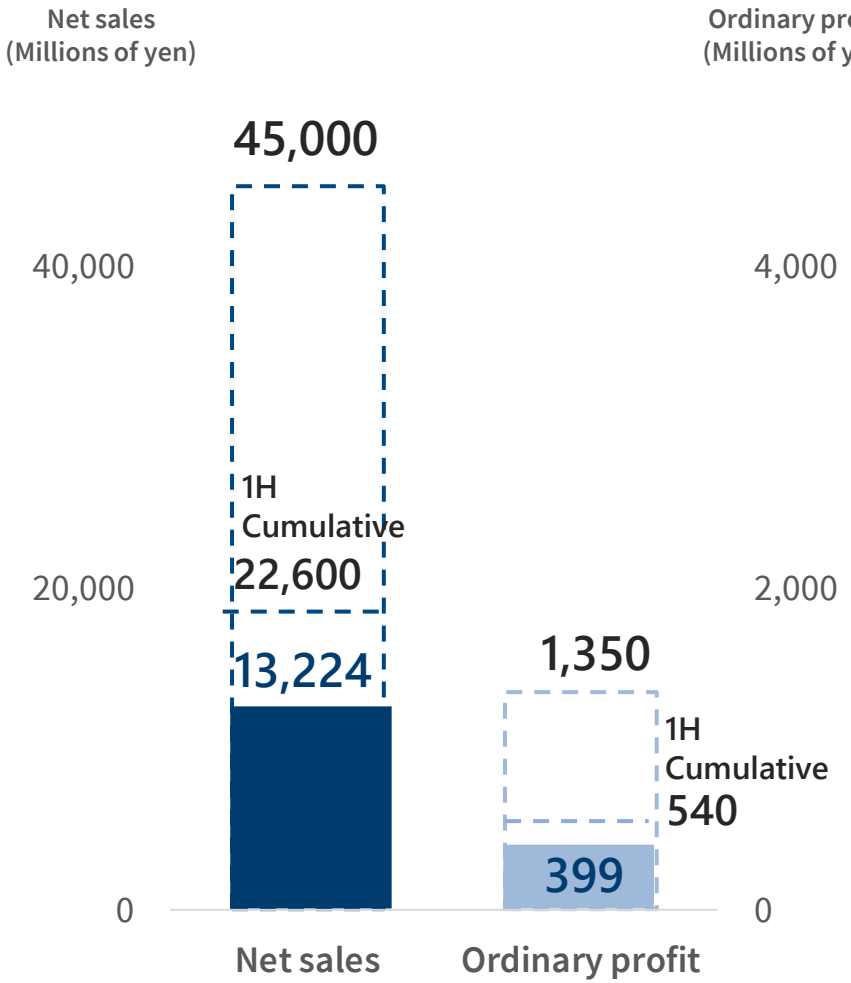
Ordinary profit 0.39 bn yen
YoY change + 114.0%

Topics

- Partnership with Asahi Shinkin Bank as the second financial institution to introduce business-purpose credit line-type guarantees, which have substantial latent demand and high value per guarantee
  Reaccelerate growth in the outstanding guarantee balance in the Finance Business
- Expanded operating areas in the Real Estate Buying and Selling Business through an increase in sales personnel
  Opened the Hakata Station East Exit store in Fukuoka, Kyushu's largest city with active pre-owned house distribution

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The First Quarter of FY6/27 Progress versus initial Plan



(Millions of yen)

	FY6/27 1Q	FY6/27 2Q Cumulative Total	Progress ratio for FY6/27 2Q	FY6/27 (fct.)	Compared to Initial Plan
Net sales	13,224	22,600	58.5%	45,000	29.4%
Operating profit	329	570	57.7%	1,400	23.5%
Ordinary profit	399	540	73.9%	1,350	29.6%
Profit	257	349	73.5%	891	28.9%
Earning per share(Yen)	12.87	17.52	—	44.62	—

■ Strong start with steady progress across all businesses; progress toward 1H targets: net sales 58.5%, ordinary profit 73.9%

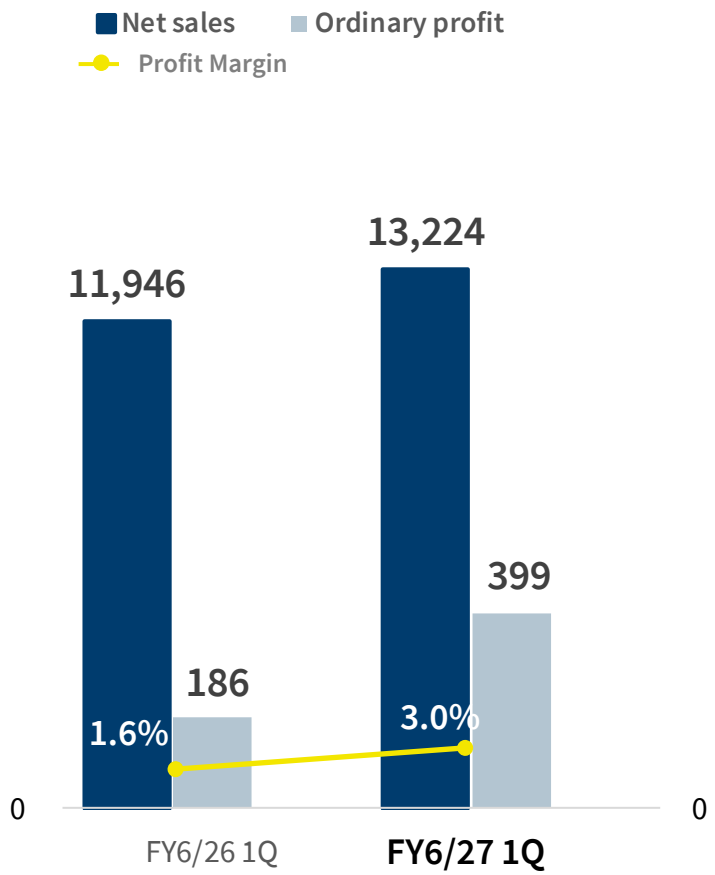
■ Ordinary profit and quarterly profit attributable to owners of parent reached approximately 30% of the full-year plan in 1Q, with progress expected to be weighted toward 2H

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The First Quarter of FY6/27 Summary of Consolidated Statement of Income

Net sales
(Millions of yen)

Ordinary profit
(Millions of yen)



(Millions of yen)

(Year-on-year comparison)	FY6/26 1Q	% to sales	FY6/27 1Q	% to sales	YoY change
Net sales	11,946	100.0%	13,224	100.0%	+ 10.7%
Gross profit	2,714	22.7%	2,581	19.5%	-4.9%
SG&A expenses	2,507	21.0%	2,251	17.0%	-10.2%
Operating profit	207	1.7%	329	2.5%	+ 58.8%
Non-operating income	211	1.8%	339	2.6%	+ 60.6%
Non-operating expenses	232	1.9%	269	2.0%	+ 16.1%
Ordinary profit	186	1.6%	399	3.0%	+ 114.0%
Profit	18	0.2%	257	1.9%	+ 1301.2%
EBITDA	422	3.5%	510	3.9%	+ 20.9%

Note: EBITDA=Operating Profit + Depreciation + Goodwill amortization

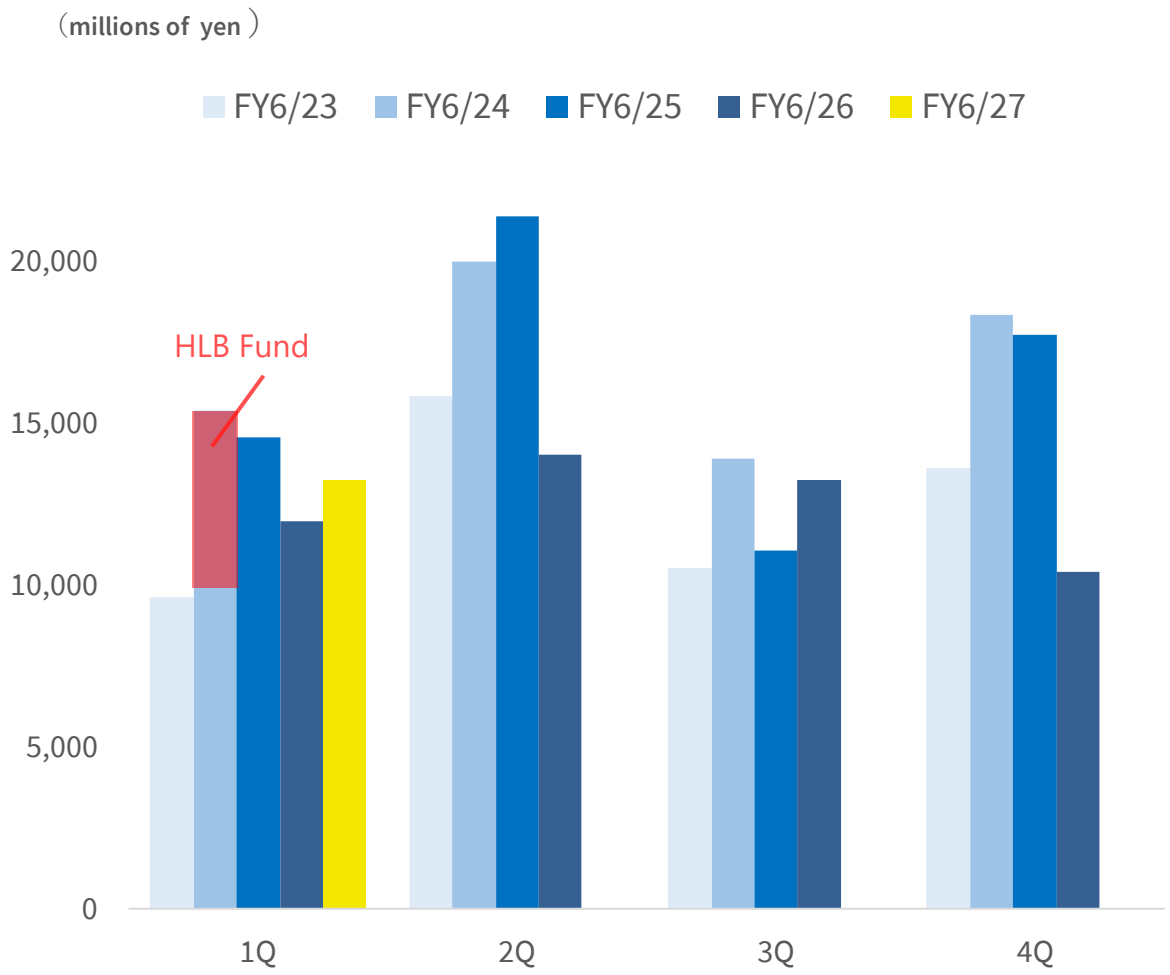
■Higher net sales and profit, supported by growth in each growth-driving business, including the Real Estate Buying and Selling Business

■YoY declines in gross profit and gross margin due to the transfer of the Renovation Business and downsizing of the House-Leaseback Business

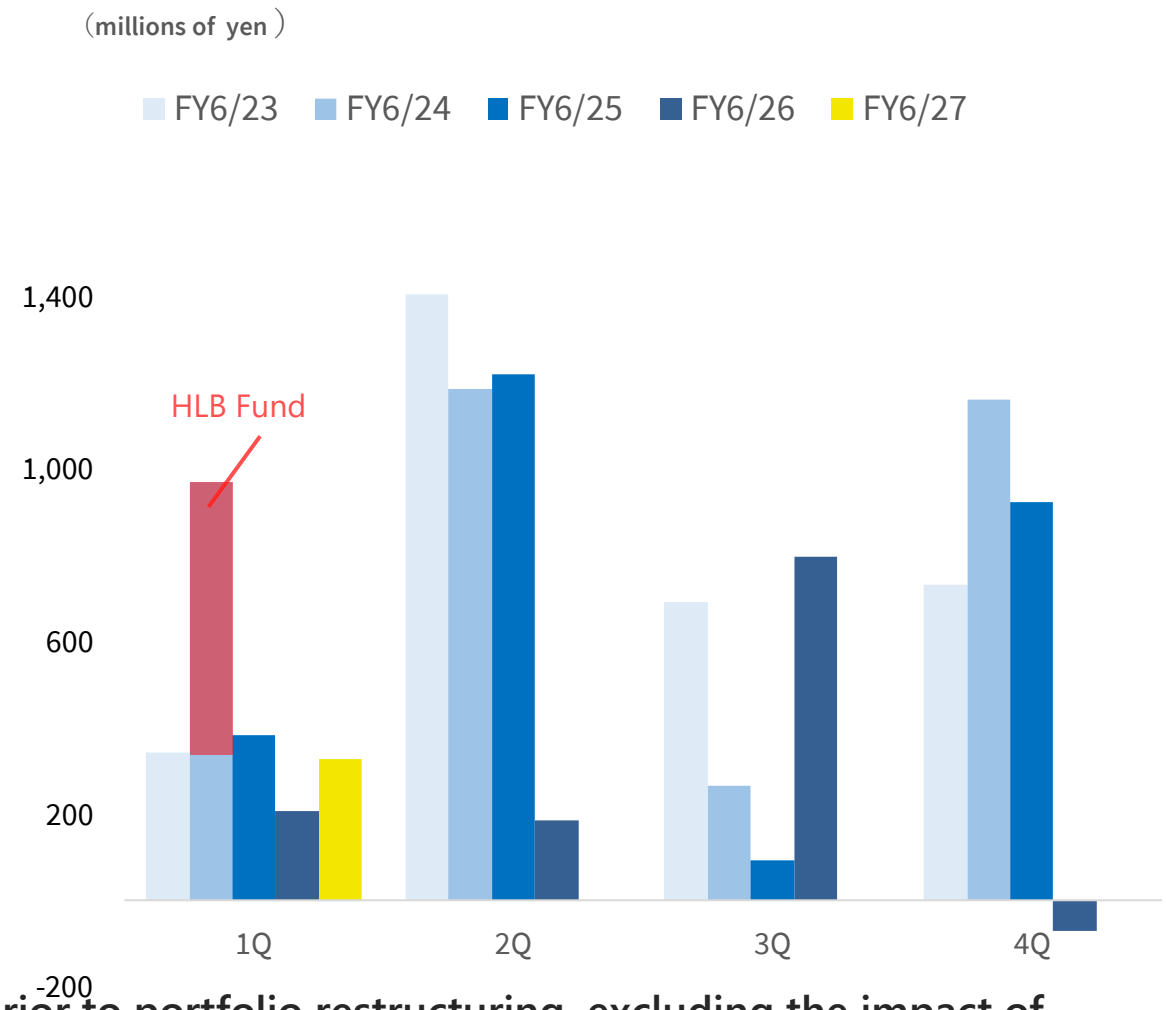
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Changes in Quarterly Sales/Operating Profit

Changes in Quarterly Sales



Changes in Quarterly Operating Profit



■1Q net sales and operating profit both returned to levels prior to portfolio restructuring, excluding the impact of transfers to HLB Funds in FY6/24

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Consolidated Balance Sheet

(millions of yen)	FY6/26	FY6/27 1Q	YoY change
Current assets	52,551	**49,698**	-2,853
Cash and deposits	9,335	**9,191**	-144
Inventories	39,823	**36,870**	-2,952
Other	3,393	**3,636**	+ 243
Non-current assets	15,246	**15,955**	+ 708
Property, plant and equipment	6,125	**6,590**	+ 465
Intangible assets	1,111	**1,090**	- 21
Investments and other assets	8,010	**8,274**	+ 263
Total assets	67,798	**65,653**	-2,145
Current Ratio	159.5%	**156.7%**	-2.8pt
Fixed Ratio	80.2%	**86.9%**	+6.7pt

(millions of yen)	FY6/26	FY6/27 1Q	YoY change
Liabilities	48,780	**47,295**	-1,484
Current liabilities	32,943	**31,715**	-1,228
Non-current liabilities	15,836	**15,580**	-256
Interest-bearing debt	44,270	**43,360**	-909
Net assets	19,018	**18,357**	-660
Shareholders' equity	18,963	**18,302**	-661
Accumulated other comprehensive income	47	**48**	+0
Subscription rights to shares	7	**7**	+0
Total liabilities and net assets	67,798	**65,653**	-2,145
D/E Ratio	2.3 times	**2.4 times**	0.0 times
Shareholder's equity ratio	28.0%	**28.0%**	-0.1pt

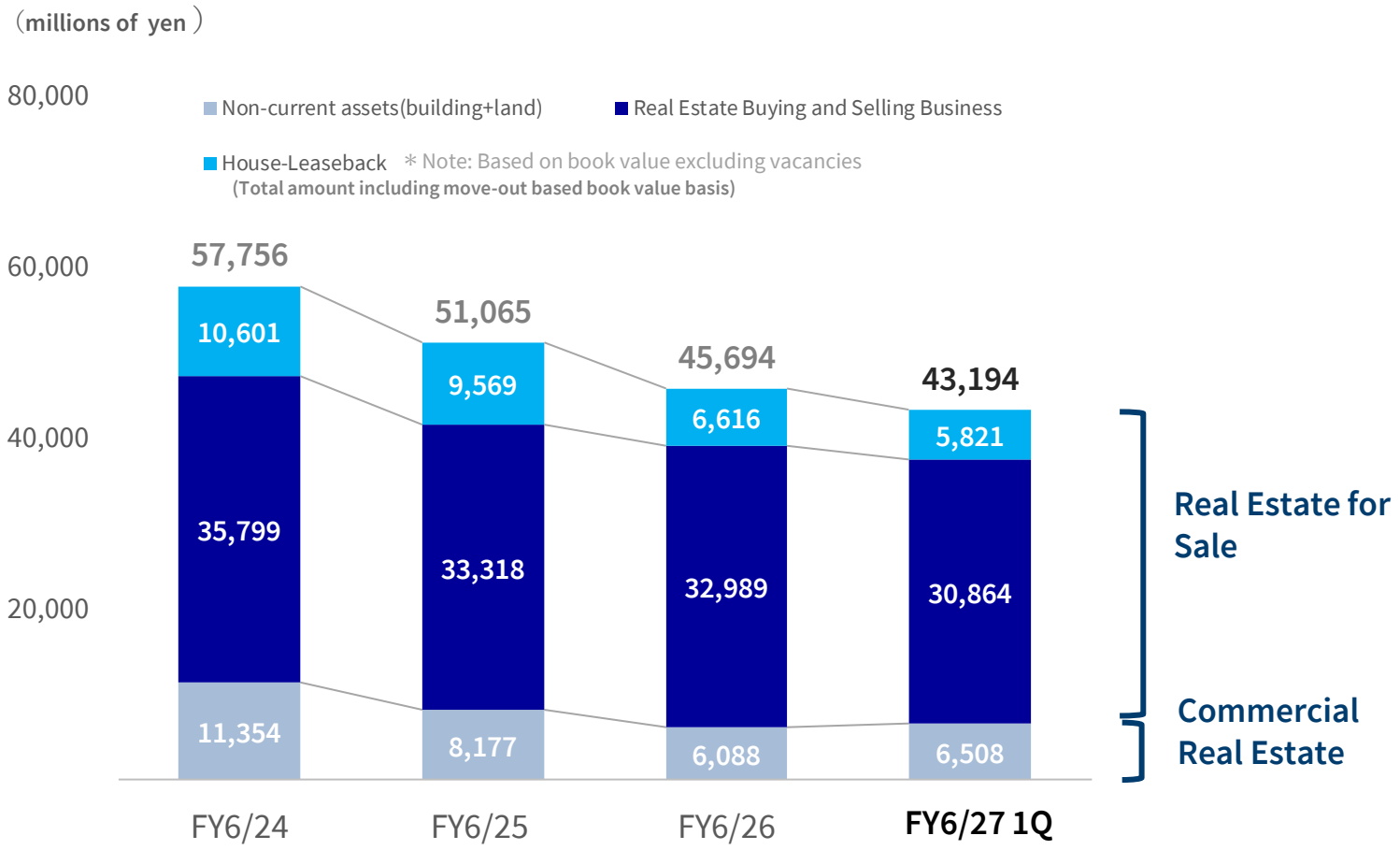
■**Continued reduction in interest-bearing debt; decline in net assets due to dividend payments**
■**Aim to expand earnings while carefully balancing inventory turnover and interest-bearing debt amid rising interest rates**

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Status of Real Estate Holdings

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■ Total inventories decreased as sales progressed, particularly for pre-owned houses
Expect inventories to build up from 2Q onward due to increased property acquisitions



Real Estate Buying and Selling Business

Change from the end of the previous period **-2.12** bn yen

House-Leaseback Business

Change from the end of the previous period **-0.79** bn yen

Non-current asset s(building+land)

Change from the end of the previous period **+0.42** bn yen

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Real Estate Buying and Selling Business: Summary

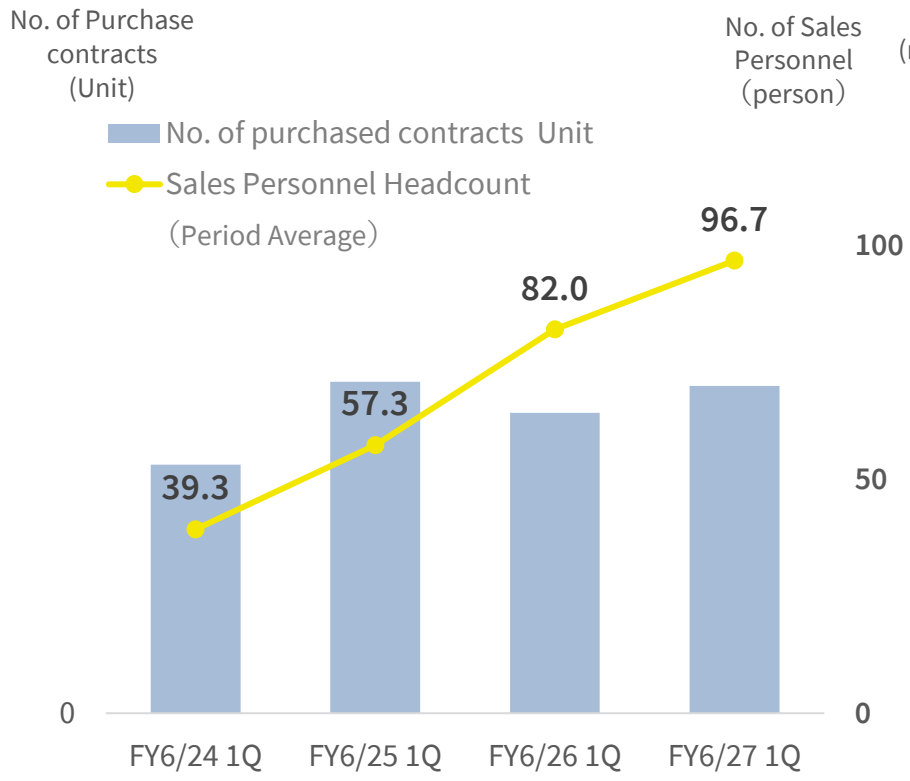
HOUSEDO

■ Inventories remained flat despite property acquisitions progressing at a faster pace than the previous year, reflecting strong sales

■ Continued improvement in inventory turnover through stronger purchase and resale of pre-owned houses

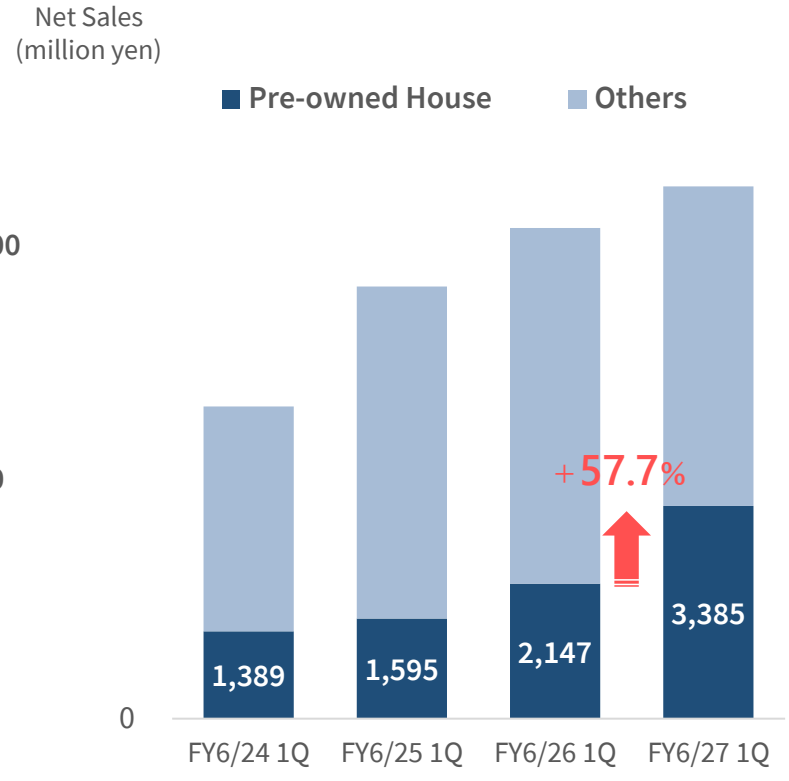
Sales Personnel Headcount and No. of homes Acquisition Contracts (Units/Lots)

■ Continued steady increase in no. of sales personnel



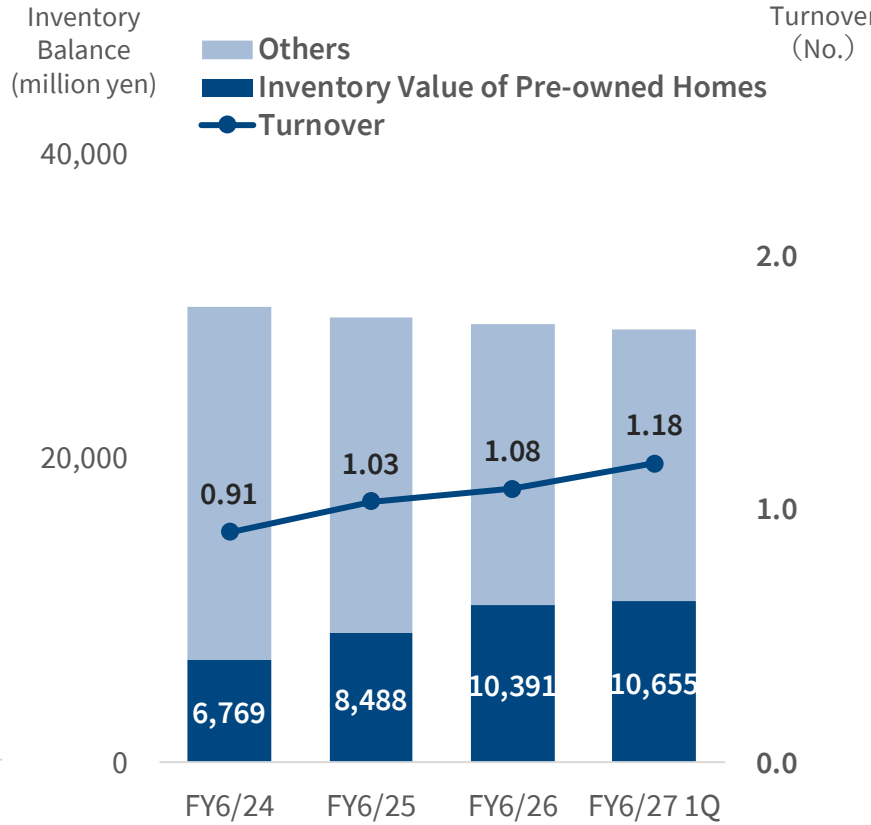
Housing-Related Sales Breakdown by Property Type

■ Sales of pre-owned houses increased 57.7% YoY



Inventory Breakdown / Housing-Related Turnover

■ Steady upward trends in ratio of pre-owned houses in inventory and inventory turnover



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Selling, General and Administrative Expenses

#REF!

	FY6/26 1Q		FY6/27 1Q		YoY change
		% to sales		% to sales	
SG&A expenses	2,507	21.0%	2,251	17.0%	- 10.2%
Personnel	984	8.2%	822	6.2%	-16.5%
Advertising and promotion	216	1.8%	181	1.4%	-16.1%
Office maintenance	87	0.7%	78	0.6%	-10.6%
Others	1,218	10.2%	1,169	8.8%	-4.0%
（Gross profit	2,714	22.7%	2,581	19.5%）	

■SG&A expenses kept in check through the transfer and downsizing of certain businesses, along with reductions in indirect costs
■Actively invest in growth and strive to improve profit margins through earnings growth

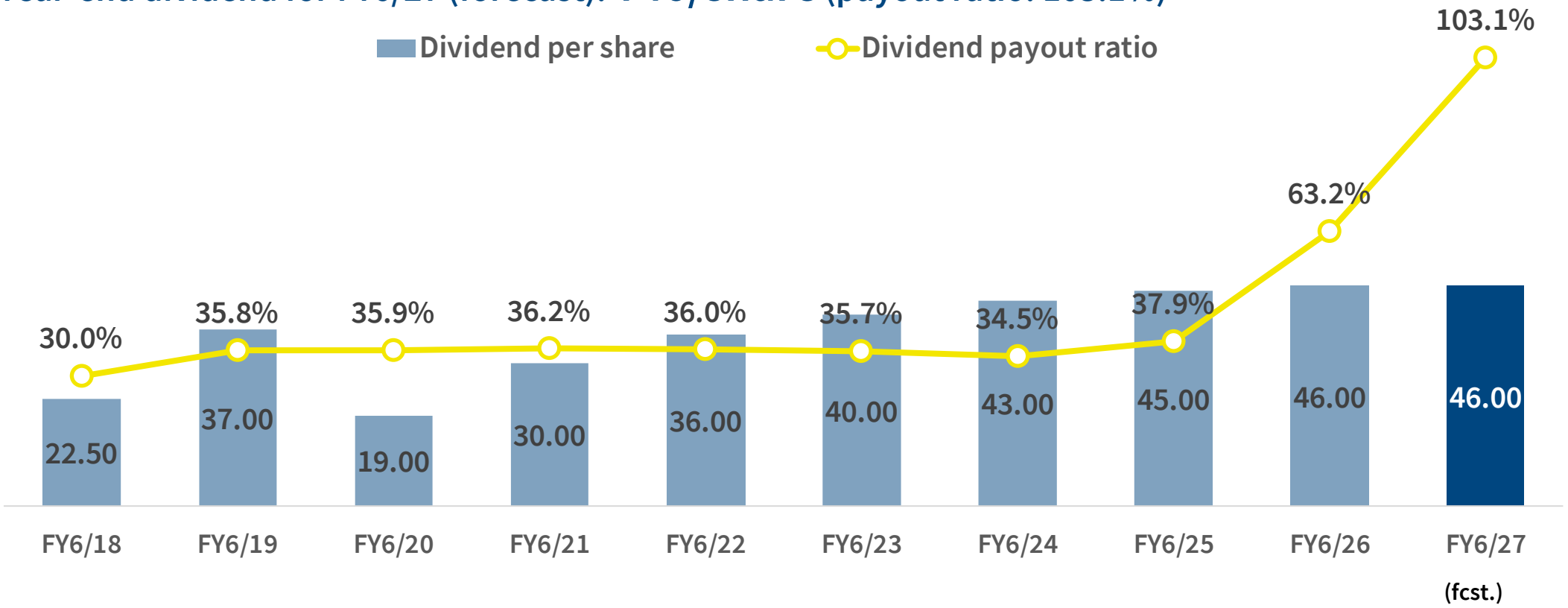
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Shareholder‘s dividend (dividend)

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

■ Provide stable and continuous dividends➡FY6/27 forecast maintained at same level as previous fiscal year

Year-end dividend for FY6/27 (forecast): ¥46/share (payout ratio: 103.1%)



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

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Shareholder Return : Shareholder Benefit Program

HOUSEDO

■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



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The First Quarter of FY6/27 Sales and Profit by Business Segment

Unit: millions of yen	Net Sales			Operating Profit		
	FY6/26 1Q	FY6/27 1Q	YoY change	FY6/26 1Q	FY6/27 1Q	YoY change
Franchisee	825	878	+ 6.4%	458	525	+ 14.7%
Real Estate Buying and Selling	8,124	10,291	+ 26.7%	389	429	+ 10.2%
Finance	146	157	+ 7.5%	47	50	+ 6.5%
House-Leaseback	2,424	1,934	- 20.2%	302	204	- 32.3%
Other	465	0	—	8	-2	—
Adjustment	-40	-38	—	-999	-878	—
Total	11,946	13,224	+ 10.7%	207	329	+ 58.8%

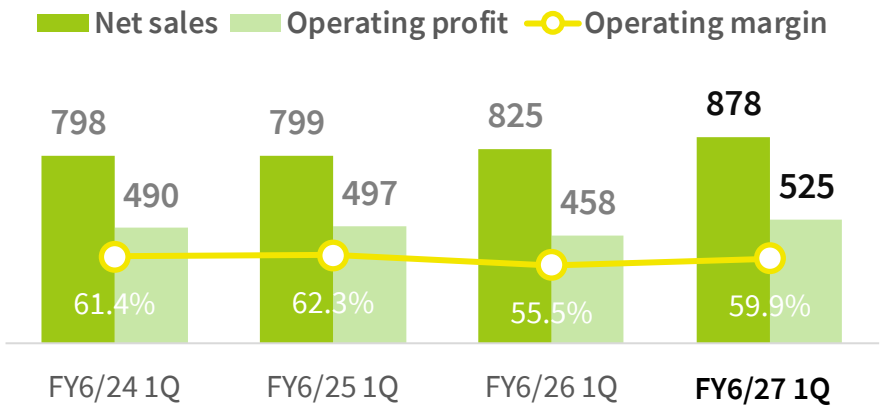
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Franchisee Business

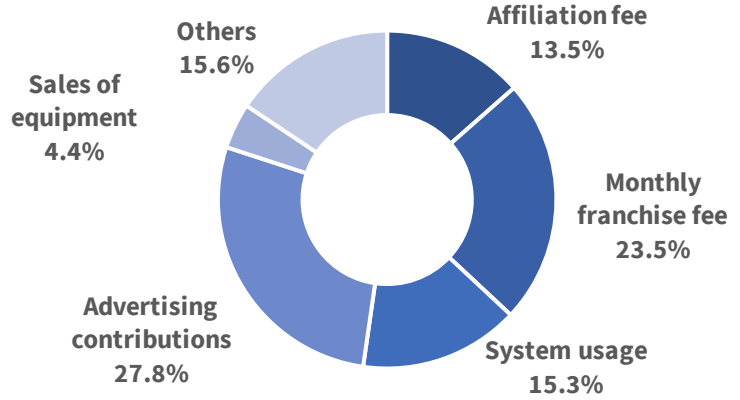
Segments Results

	FY6/26 1Q	FY6/27 1Q	YoY change	FY6/27 (fct.)	Progress ratio for FY
Net sales (Millions of yen)	825	878	+ 6.4%	3,561	24.7%
Operating profit (Millions of yen)	458	525	+ 14.7%	2,110	24.9%
Operating margin(%)	55.5%	59.9%	—	59.2%	—
Total no. of franchised stores (incl. stores preparing to open)	726	742	—	781	—
Total no. of franchised stores opened	619	647	—	685	—

Changes in Net Sales & Operating Profit



Sales composition



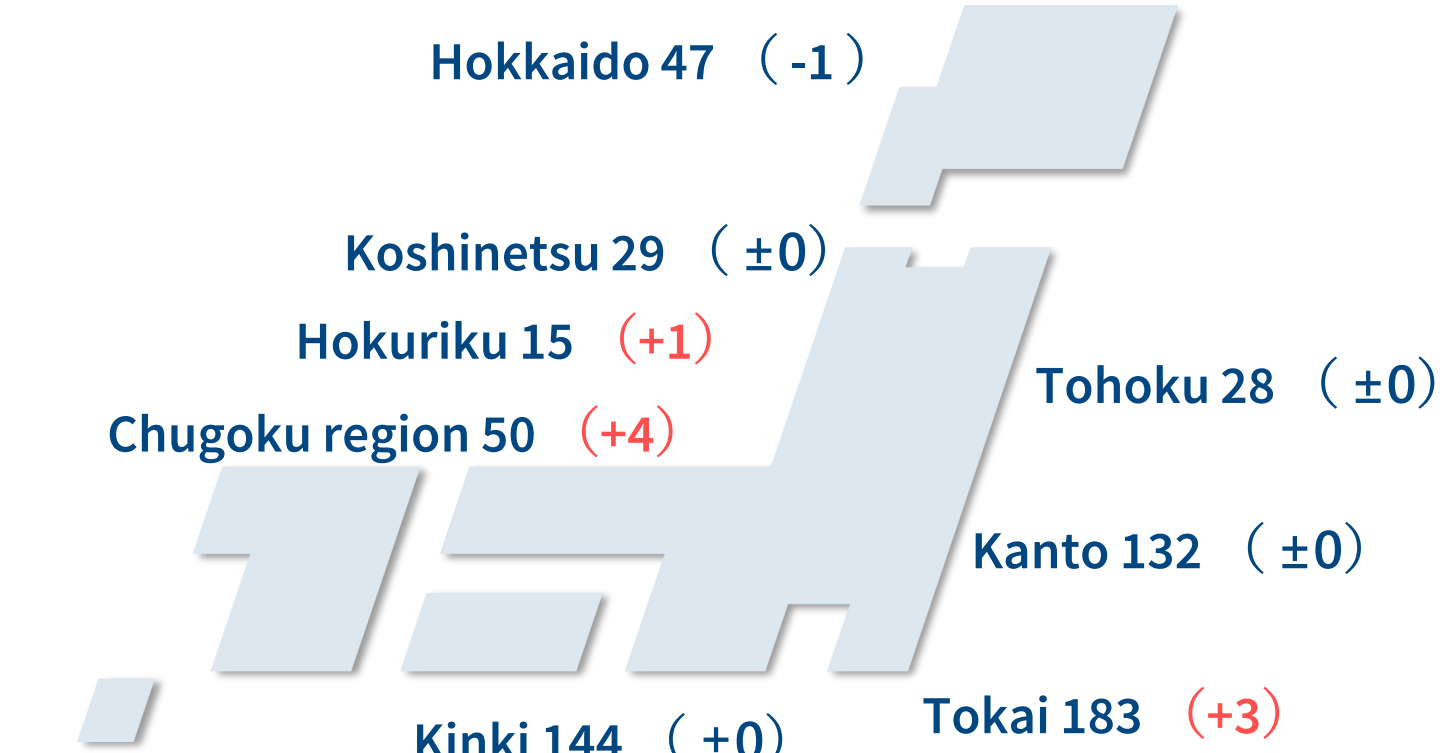
■Steady earnings growth as stronger franchisee support drove a steady increase in store openings, while contract terminations remained low
■Work to recruit new franchisees while closely monitoring financial institutions' lending trends for small and medium-sized enterprises amid rising interest rates

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Franchisee Business : Number of Stores

■Continued steady growth in new franchised stores opened, with the total number of franchised stores opened increasing by a net 10 from the previous fiscal year-end

No. of stores by region



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

New franchisee contracts

24 stores　YoY change - 25.0%

New franchised stores opened

24 stores　YoY change + 20.0%

Total No. of Franchised stores

742 stores　Change from the end of the previous period + 9

Total No. of Franchised stores opened

647 stores　Change from the end of the previous period + 10

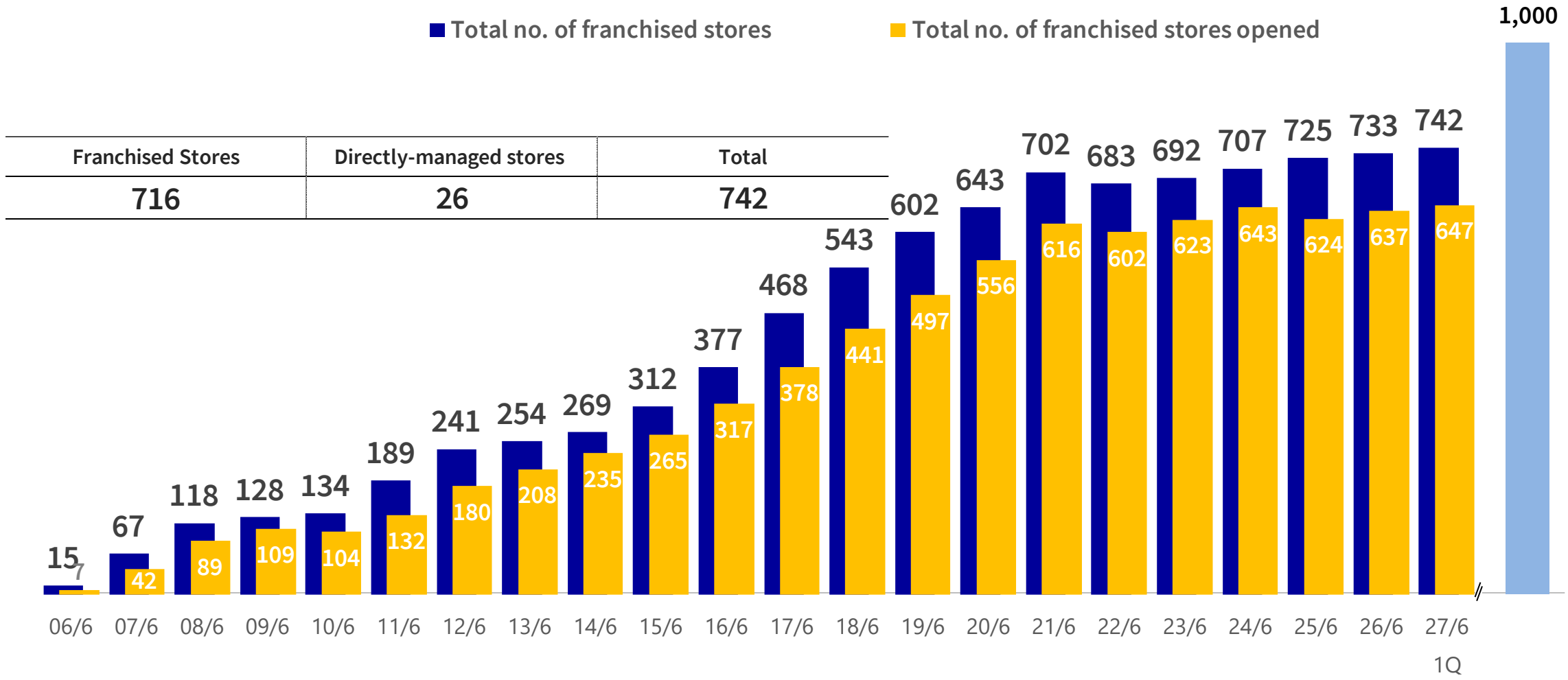
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Franchisee Business : Changes in No. of stores

At the end of September 2026, there was a total of 742 franchised stores

Note: Including 95 stores preparing to open (including RENT Do)

Franchised Stores	Directly-managed stores	Total
716	26	742



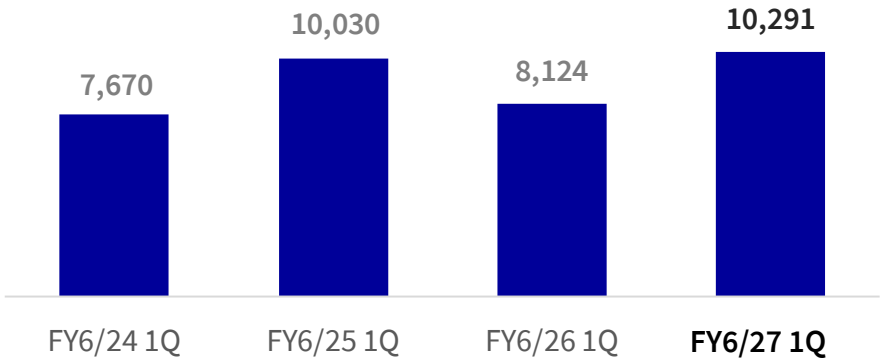
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Real Estate Buying and Selling Business

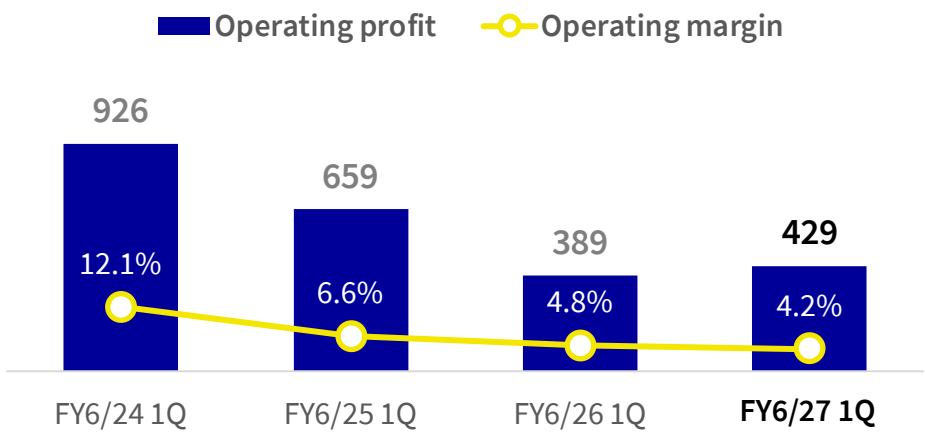
Segments Results

	FY6/26 1Q	FY6/27 1Q	YoY change	FY6/27 (fct.)	Progress ratio for FY
Net sales (Millions of yen)	8,124	10,291	+ 26.7%	36,350	28.3%
Sales Breakdown:Net Sales for Pre-owned Houses (Millions of yen)	2,147	3,385	+ 57.7%	12,000	28.2%
Operating profit (Millions of yen)	389	429	+ 10.2%	2,030	21.1%
Operating margin (%)	4.8%	4.2%	—	5.6%	—
Number of transactions	327	330	+ 0.9%	1,315	25.1%

Changes in Net Sales & Operating Profit



Changes in Operating Profit



■Net sales were up YoY on higher prices despite a flat number of properties sold; strong growth in sales of pre-owned houses also supported solid earnings progress

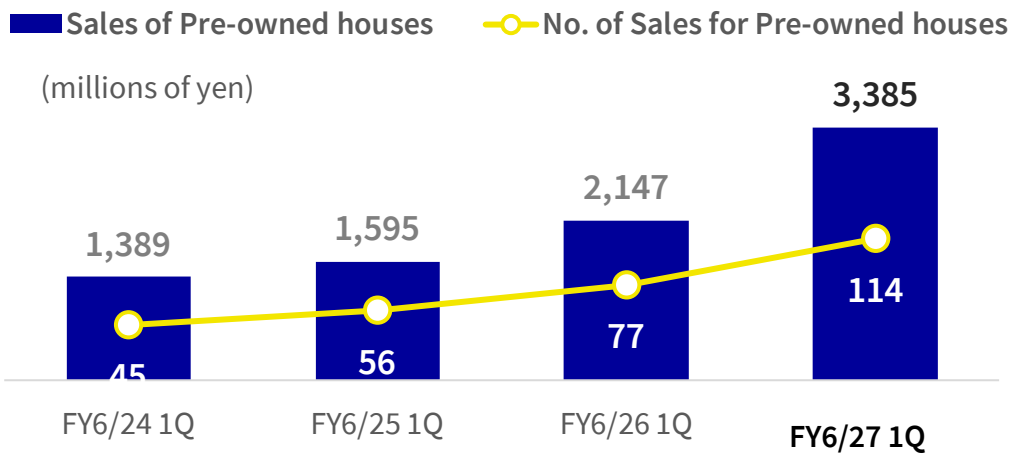
■Opened a new store in Fukuoka in September; coverage areas are progressively expanding as sales personnel increases

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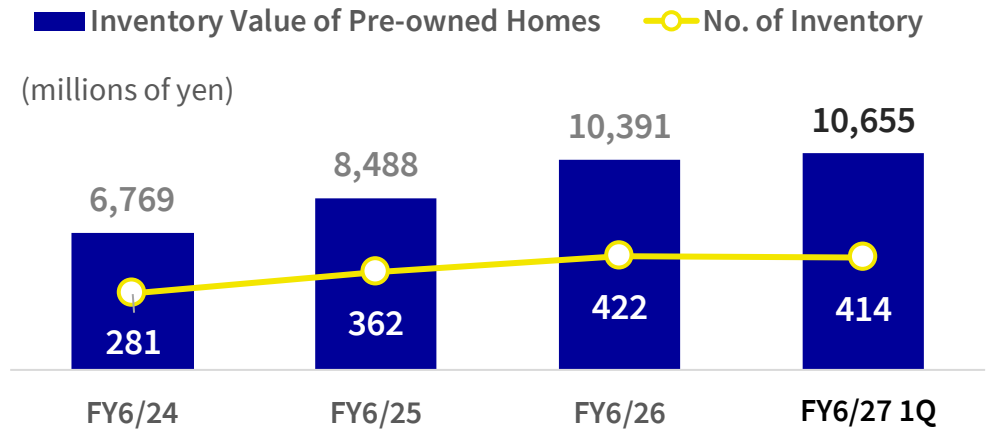
Pre-owned Houses Purchase and Resales : Sales and Inventory Status

■ Significant net sales growth; property acquisitions outpaced the year-earlier level, but sales exceeded acquisitions, leaving inventories flat

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 **+ 48.1** %

Sales of Pre-owned Houses

YoY change **+ 57.7** %

No. of Inventory of Pre-owned Houses

Change from the end of the previous period **▲ 8** case

Inventory Balance Pre-owned Houses

Change from the end of the previous period **+ 0.2** bn yen

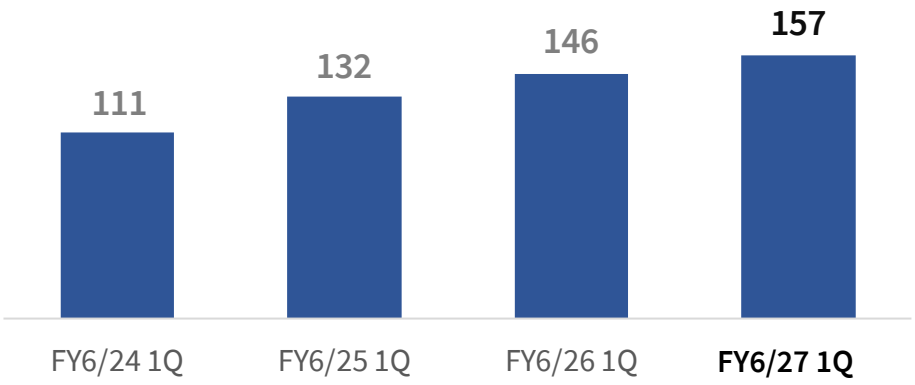
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Finance Business

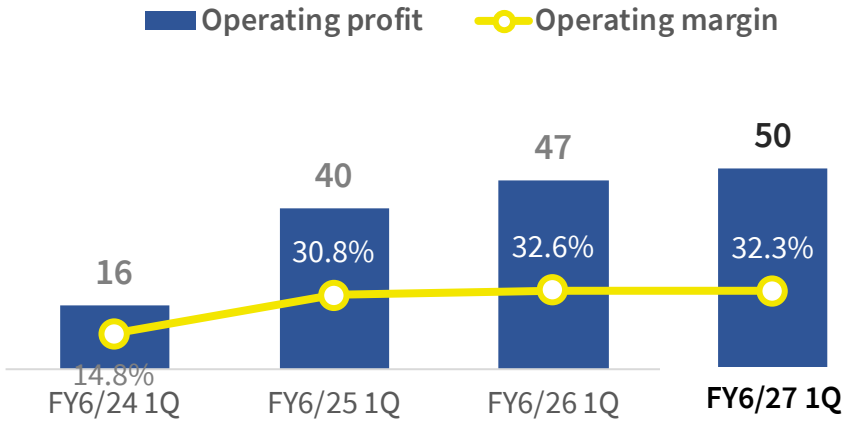
Segments Results

	FY6/26 1Q	FY6/27 1Q	YoY change	FY6/27 (fct.)	Progress ratio for FY
Net sales (Millions of yen)	146	**157**	+ 7.5%	1,049	15.0%
Operating profit (Millions of yen)	47	**50**	+ 6.5%	600	8.5%
Operating margin (%)	32.6%	**32.3%**	—	57.2%	—
No. of Reverse mortgage guarantees	134	**110**	- 17.9%	1,305	8.4%
Reverse mortgage guarantees outstanding balance (Millions of yen)	29,808	**36,491**	—	58,298	—

Changes in Net Sales



Changes in Operating Profit



■Net sales and profit increased as guarantee balances were built up

■Progress in new partnerships and business development for business-purpose credit line-type guarantees, with high-value deals expected from 2Q onward

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Alliance with Financial Institutions in Reverse Mortgage Guarantee Business

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56 (as of Nov. 13, 2026) Alliance with Financial Institutions

Note：based on head released date

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
- 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

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

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
- Minato Bank NEW
- Resona Bank

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

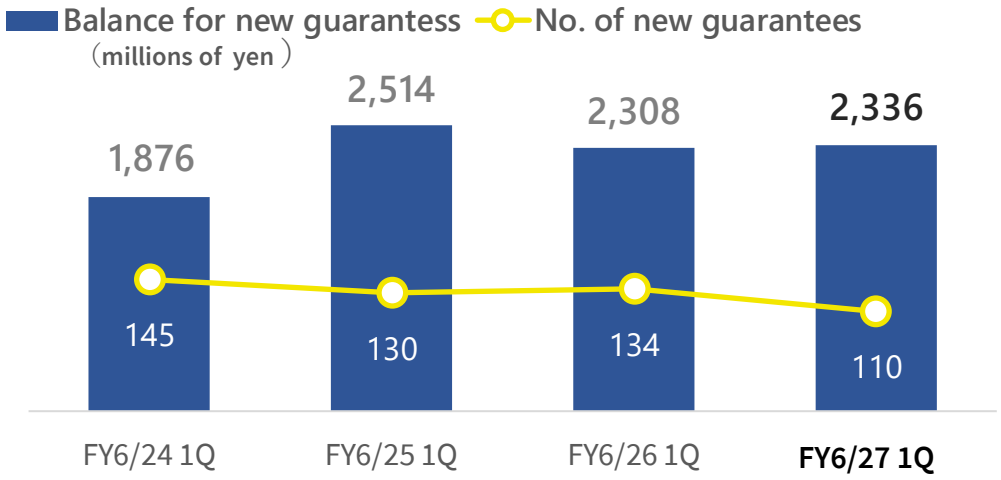
Note：the syllabary order and Area is classified based on head office location

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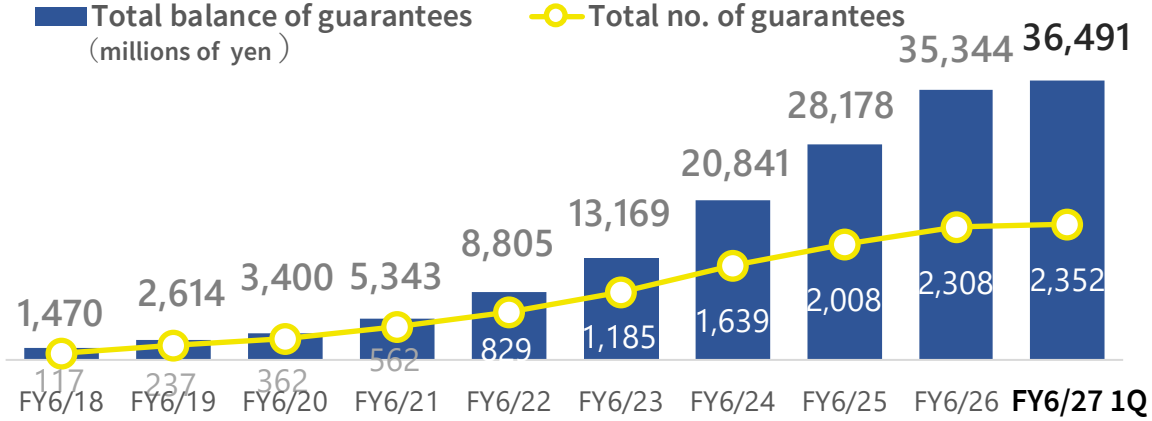
Finance Business : Reverse Mortgage Guarantees

■Maintaining a stable level of new guarantees, while aiming for further accumulation by launching the credit line-type guarantee for businesses.

No. of Reverse Mortgage Guarantees and Balance



Total Balance and No. of Reverse Mortgage Guarantees



No. of New Guarantees

YoY change **-17.9%**

Balance for New Guarantees

YoY change **+1.2%**

Total No. of Reverse Mortgage Guarantees

Change from the end of the previous period **+44** case

Total Balance of Reverse Mortgage Guarantees

Change from the end of the previous period **+1.1** bn yen

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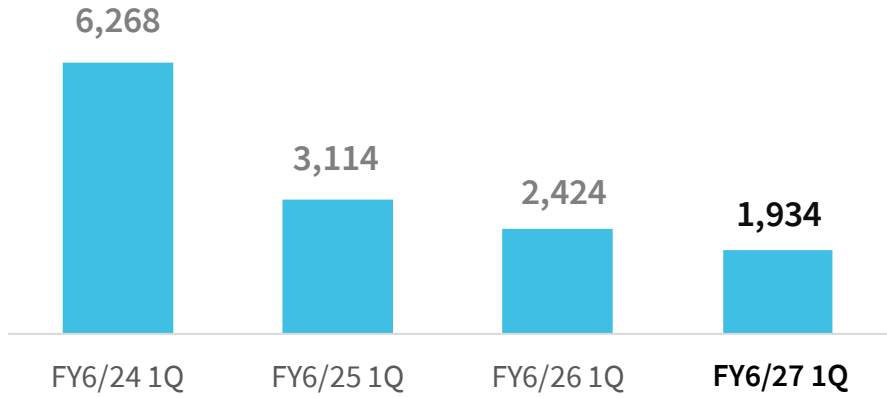
House-Leaseback Business

Segments Results

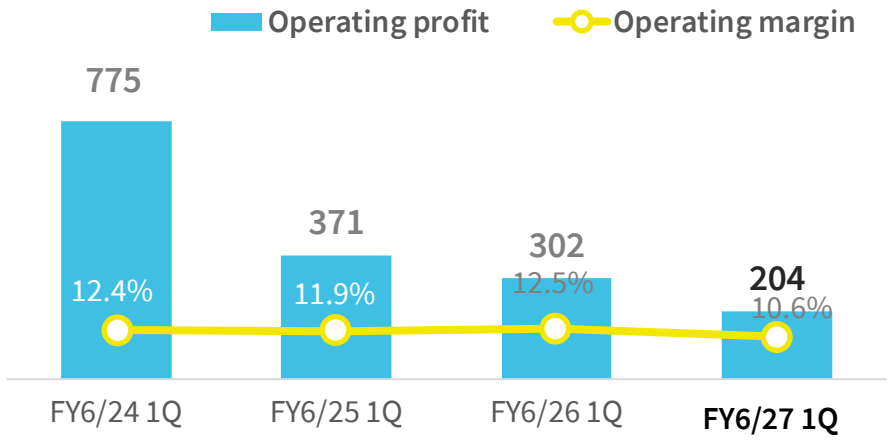
	FY6/26 1Q	FY6/27 1Q	YoY change	FY6/27 (fct.)	Progress ratio for FY
Net sales (Millions of yen)	2,424	1,934	-20.2%	4,190	46.2%
Operating profit (Millions of yen)	302	204	-32.3%	220	93.0%
Operating margin (%)	12.5%	10.6%	—	5.3%	—
Profit incl. gain on investment in silent partnerships	461	477	+ 3.5%	—	—
Operating margin incl. gain on investment in silent partnerships	17.9%	21.6%	—	—	—
No. of properties purchased	67	22	-67.2%	—	—
Total amount of properties owned (Millions of yen)	7,945	5,011	—	—	—

Note: Based on book value excluding vacancies

Changes in Net Sales



Changes in Operating Profit



■YoY decline, but progress well ahead of the conservative full-year forecast
■Profit, including gain on investment in silent partnerships, and profit margin both exceeded the previous year's levels

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1. The First Quarter of FY6/27 Consolidated Results Summary

2. The First Quarter of FY6/27 Results by Segment

3. FY6/27 Fiscal Year Plan and Medium-term Management Plan

4. Company Profile

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FY6/27：Consolidated Earnings Forecast

■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

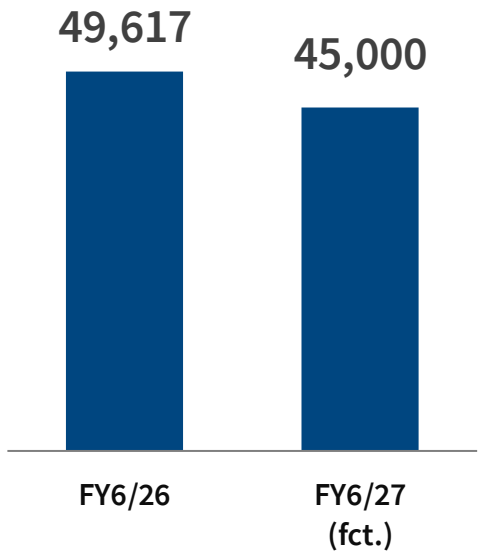
■Net profit expected to decline, as FY6/26 included a ¥1,382mn gain on transfer of the Renovation Business in extraordinary income

	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

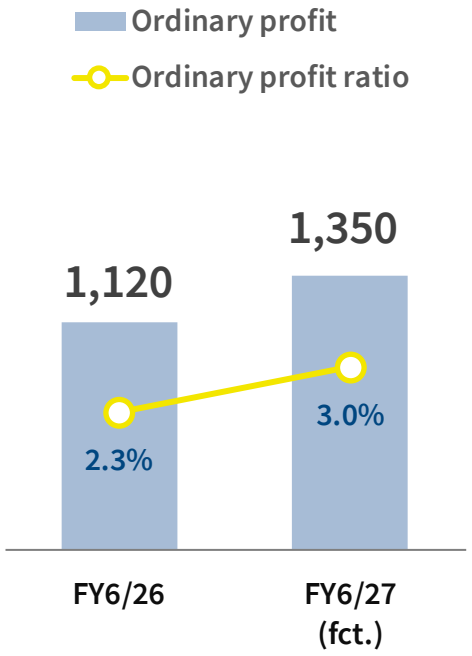
- 9.3 %



Ordinary profit

YoY

+ 25.0 %



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

■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		
	FY6/26 Result	FY6/27 (fct.)	YoY change	FY6/26 Result	FY6/27 (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%

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New Medium-Term Management Plan (FY6/26–FY6/30)
Basic Policy & Key Management Indicators

HOUSEDO

- 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

	FY6/30		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%

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

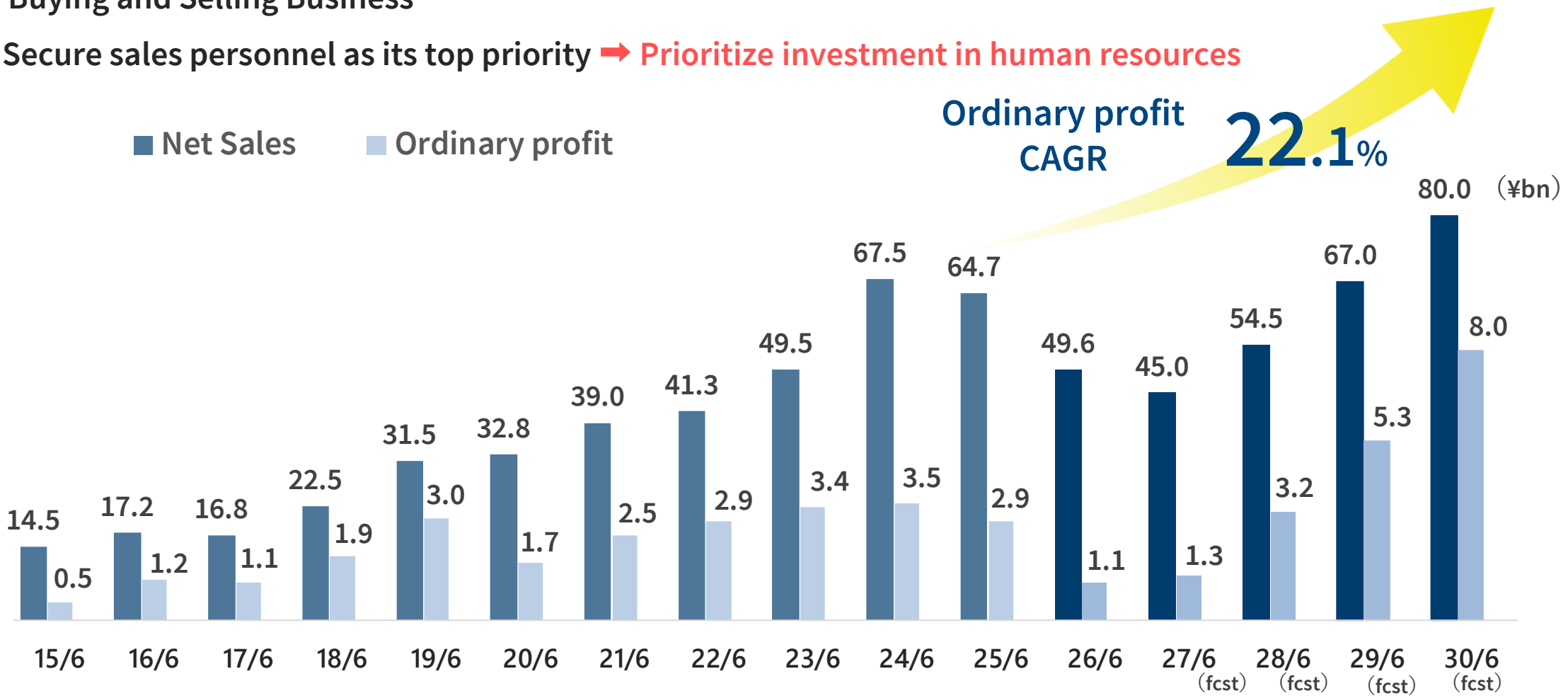
update

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



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Portfolio Restructuring

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

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

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

2030 targets

【Total no. of franchised Stores】

960 stores

725 stores

As of end of June 2025

【Sales of pre-owned houses ・ratio】

¥37 bn (54%)

¥8.8 bn (29%)

As of end of June 2025

【Outstanding Balance】

¥125 bn

28.1 bn

As of end of June 2025

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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

Nationwide coverage

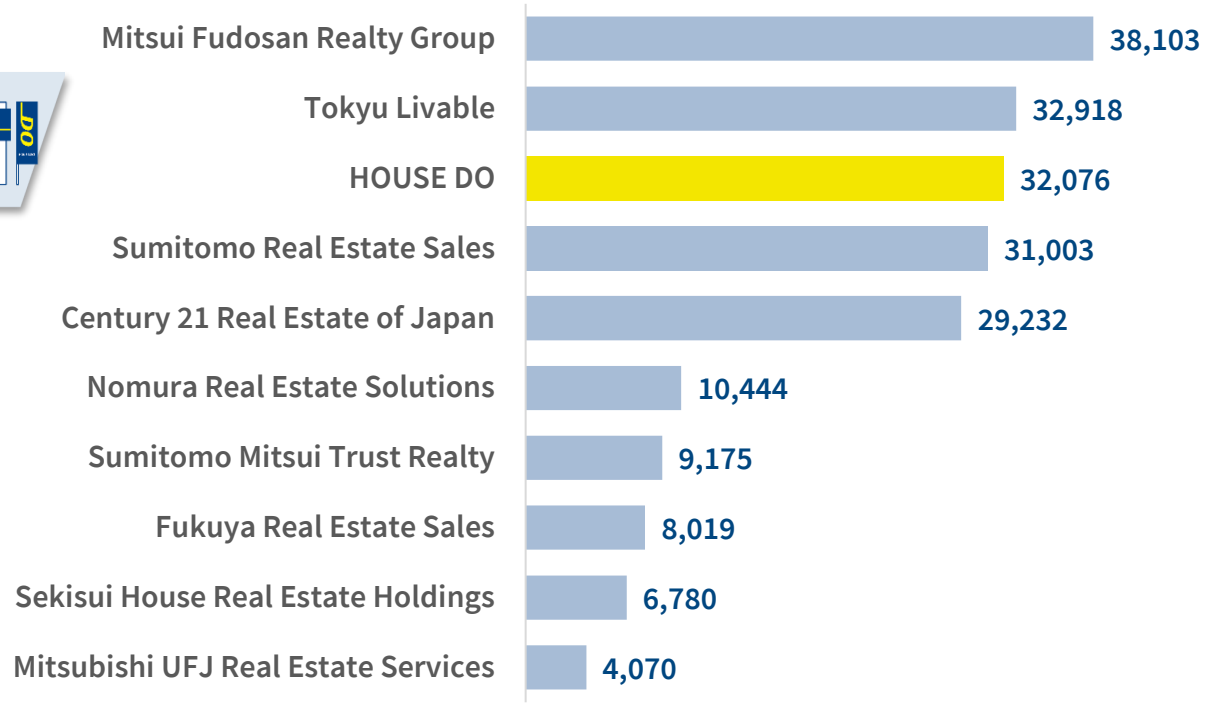
Transactions record

Appraisal capability

Sales capability



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.

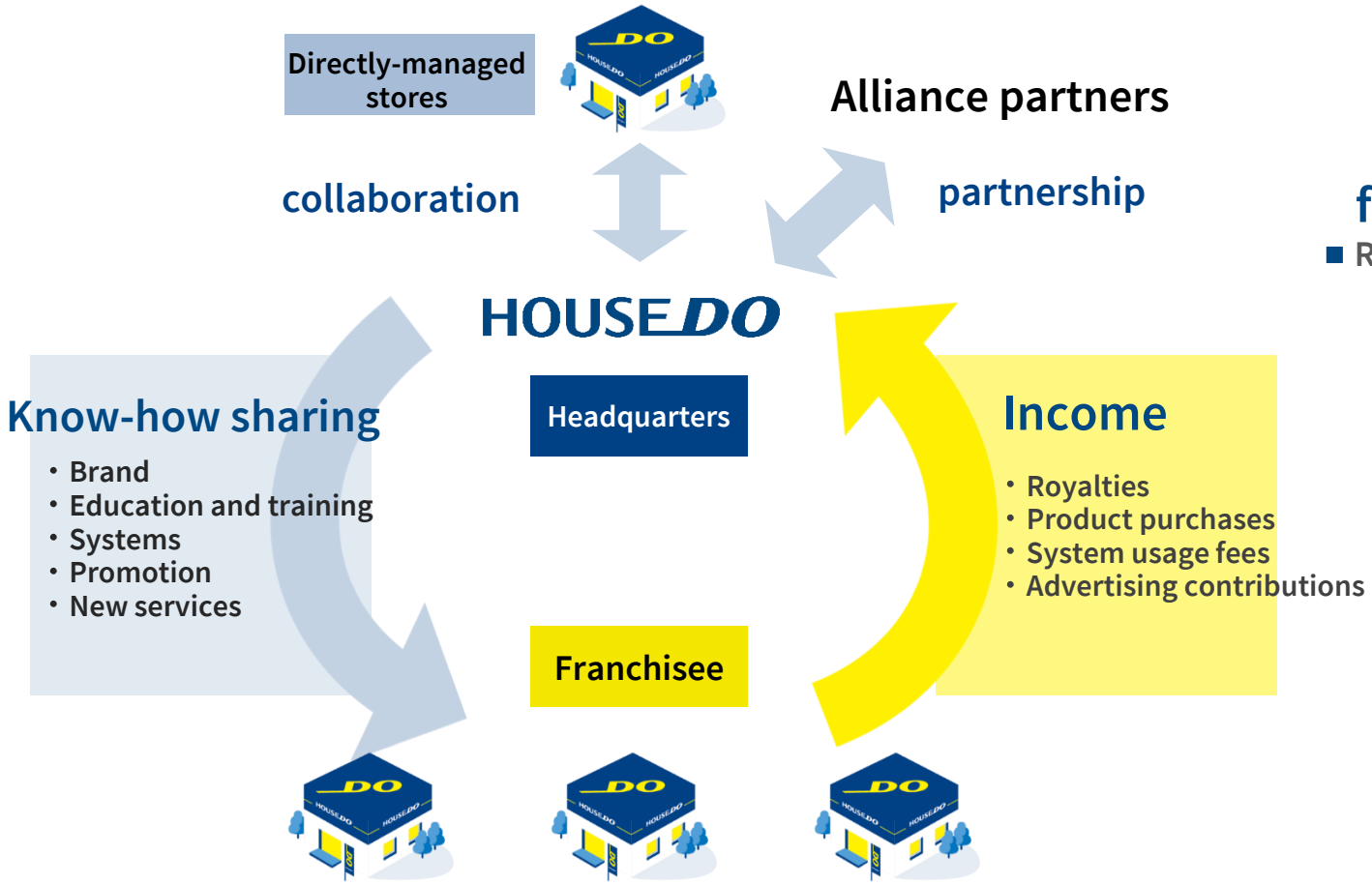
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Franchisee Business

■ 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

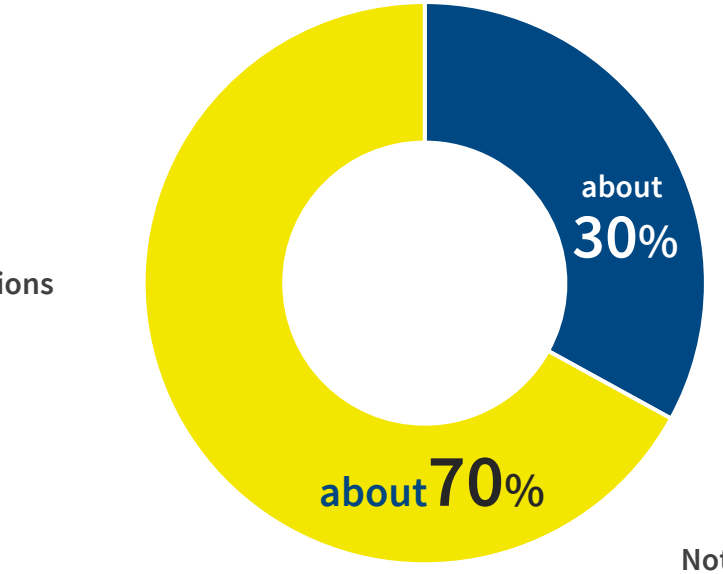
■ Strengthen personnel responsible for developing new franchised stores in anticipation of a certain level of contract terminations as the number of stores increases

➡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

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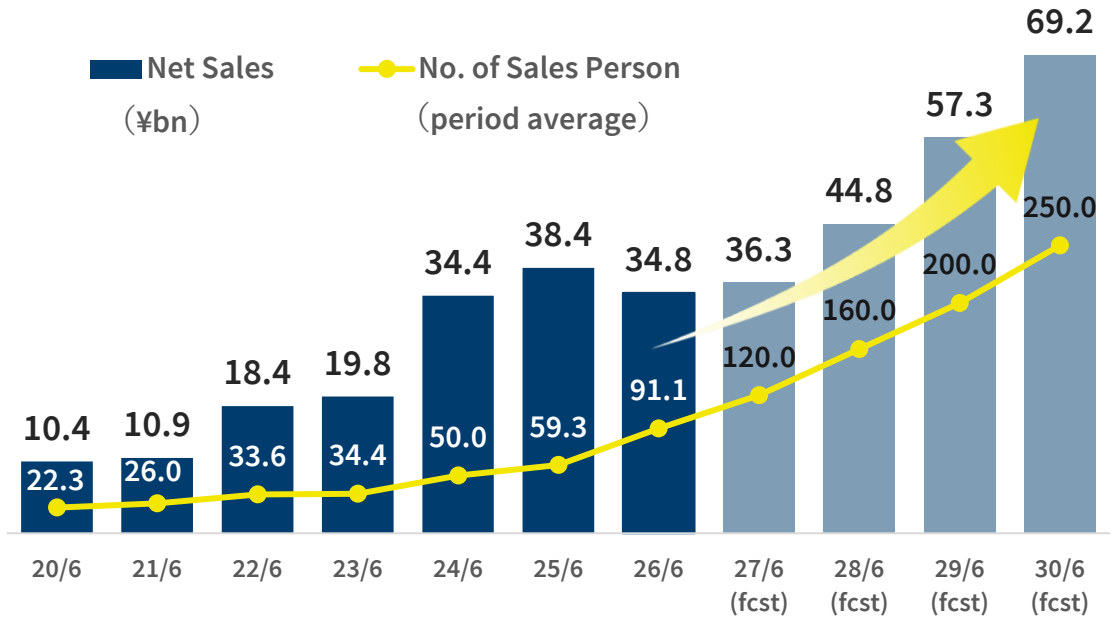
Real Estate Buying and Selling

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%

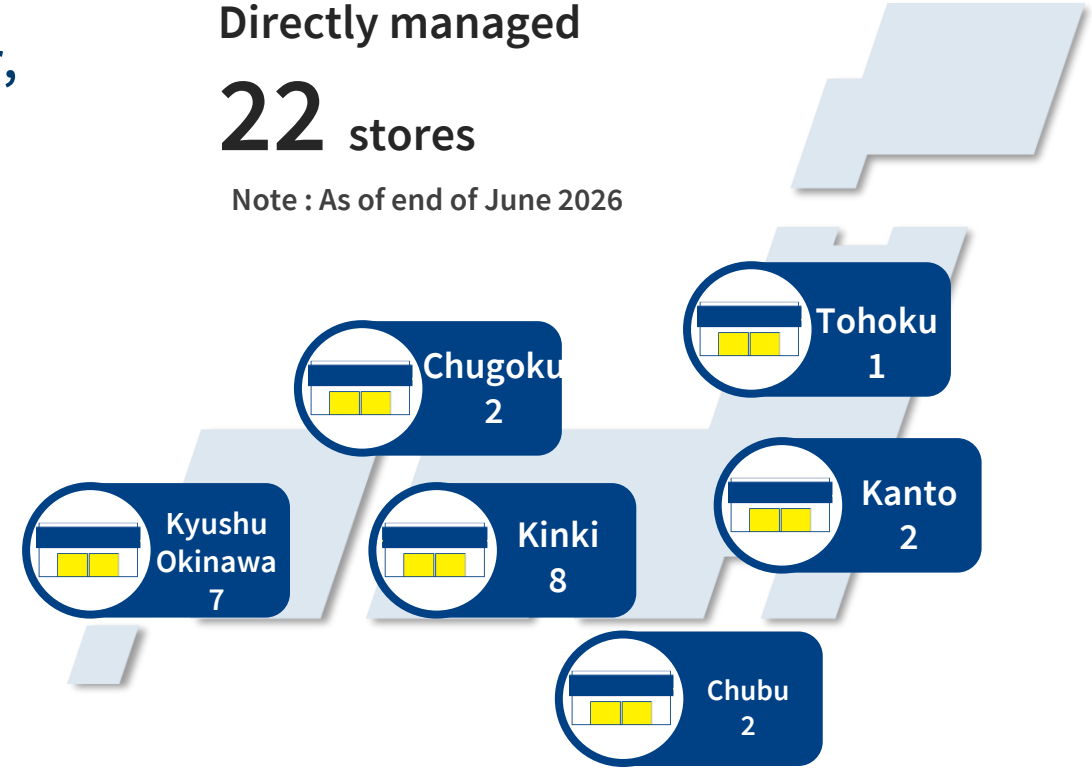


Coverage area

Directly managed

22 stores

Note : As of end of June 2026



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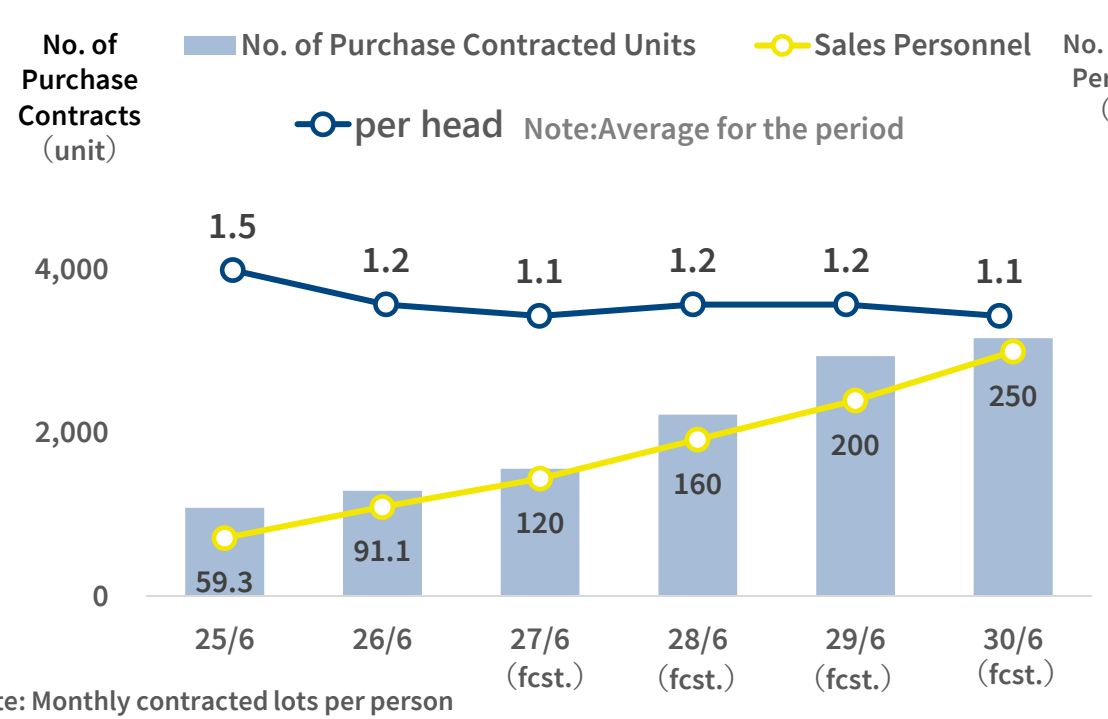
Real Estate Buying and Selling Business

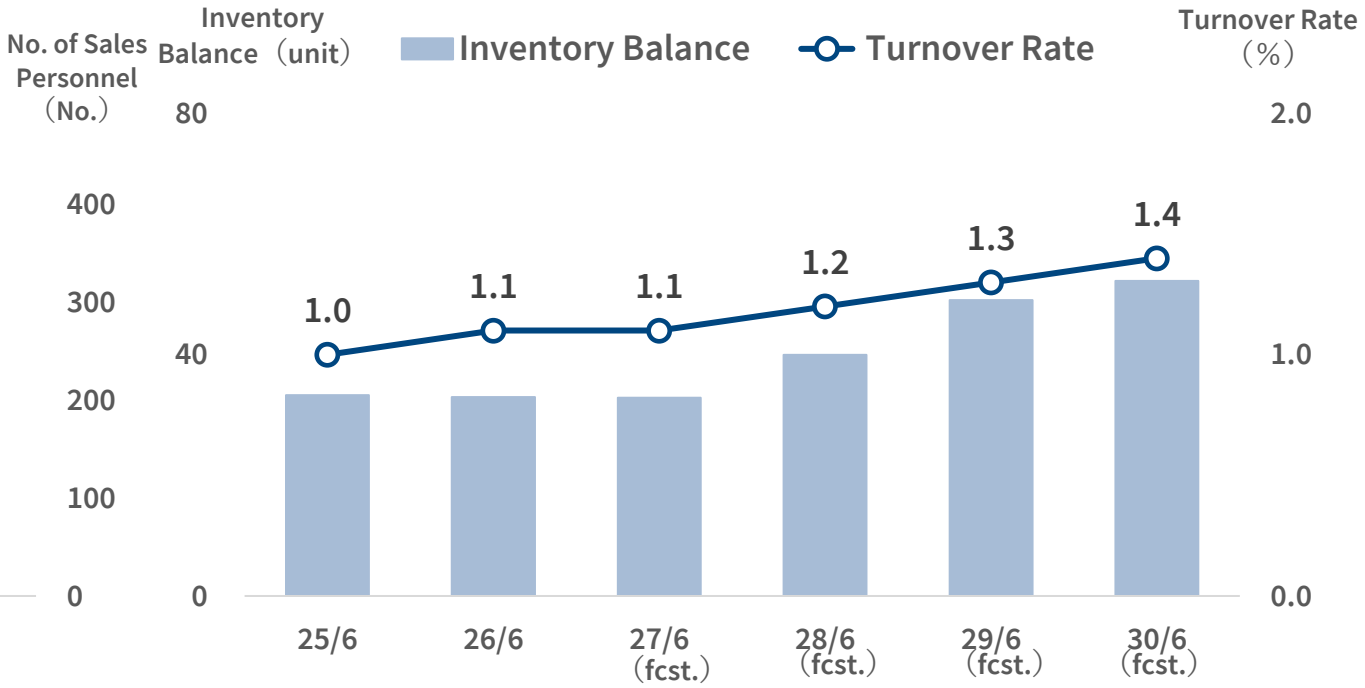
update

HOUSEDO

■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

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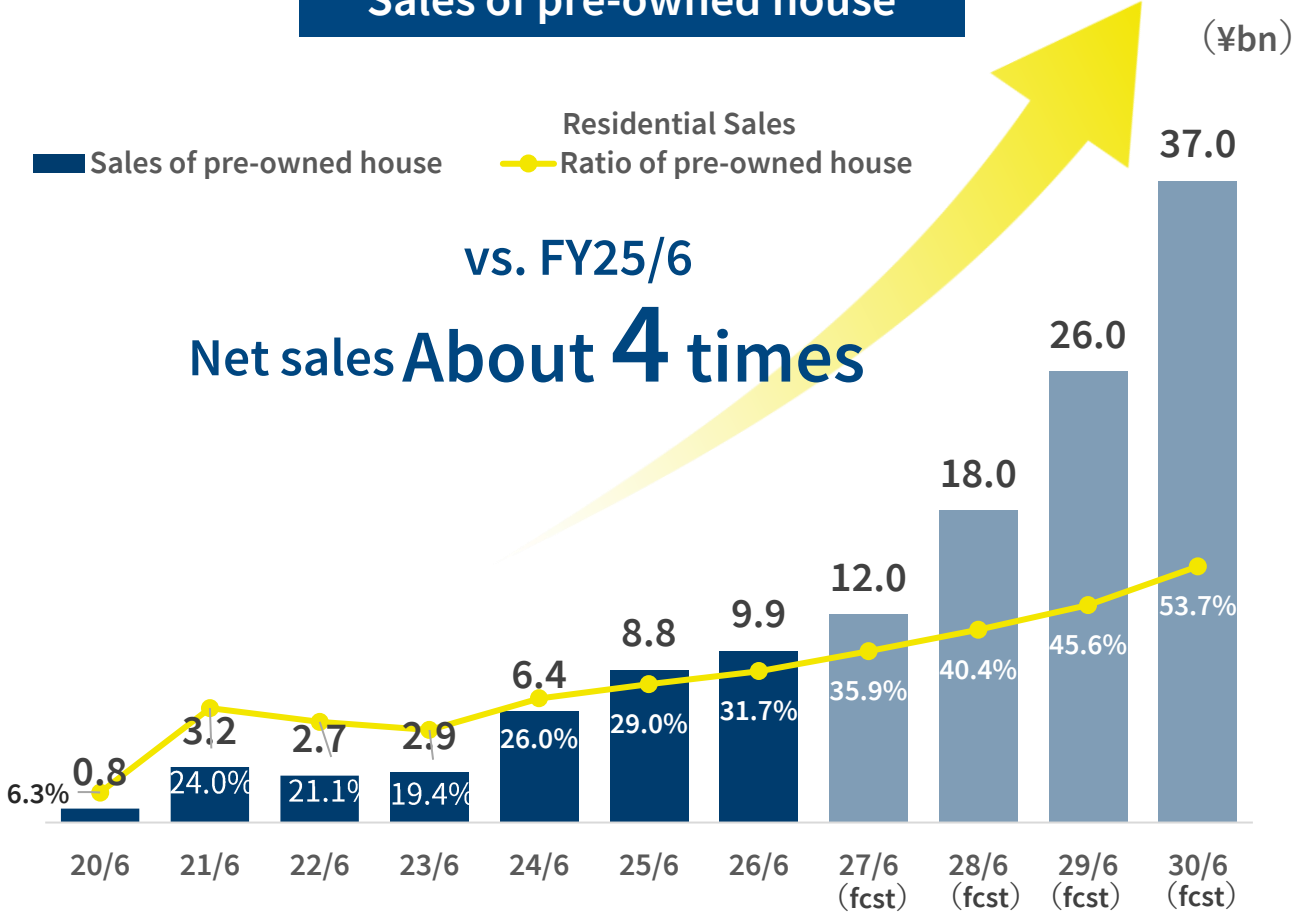
5-Year Plan for Pre-Owned Housing Purchase-and-Resale Operations

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

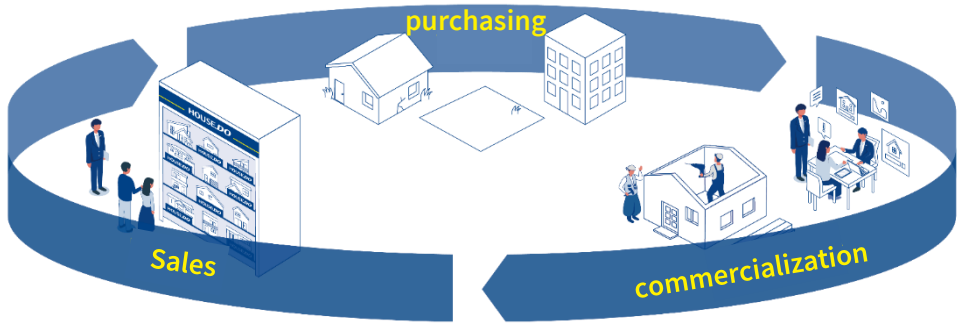
Sales of pre-owned house



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



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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

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Five-Year Plan for Reverse Mortgage Guarantee Business

update

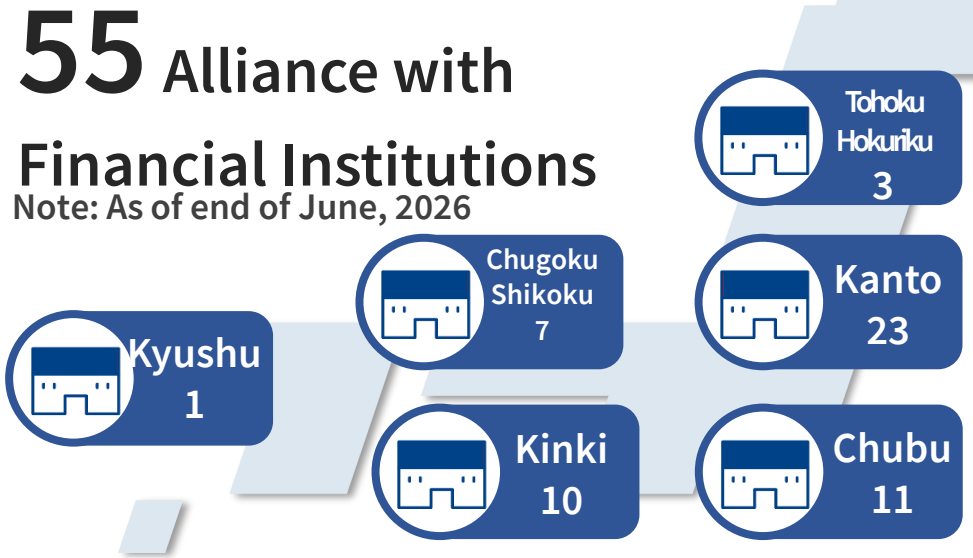
HOUSEDO

- 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

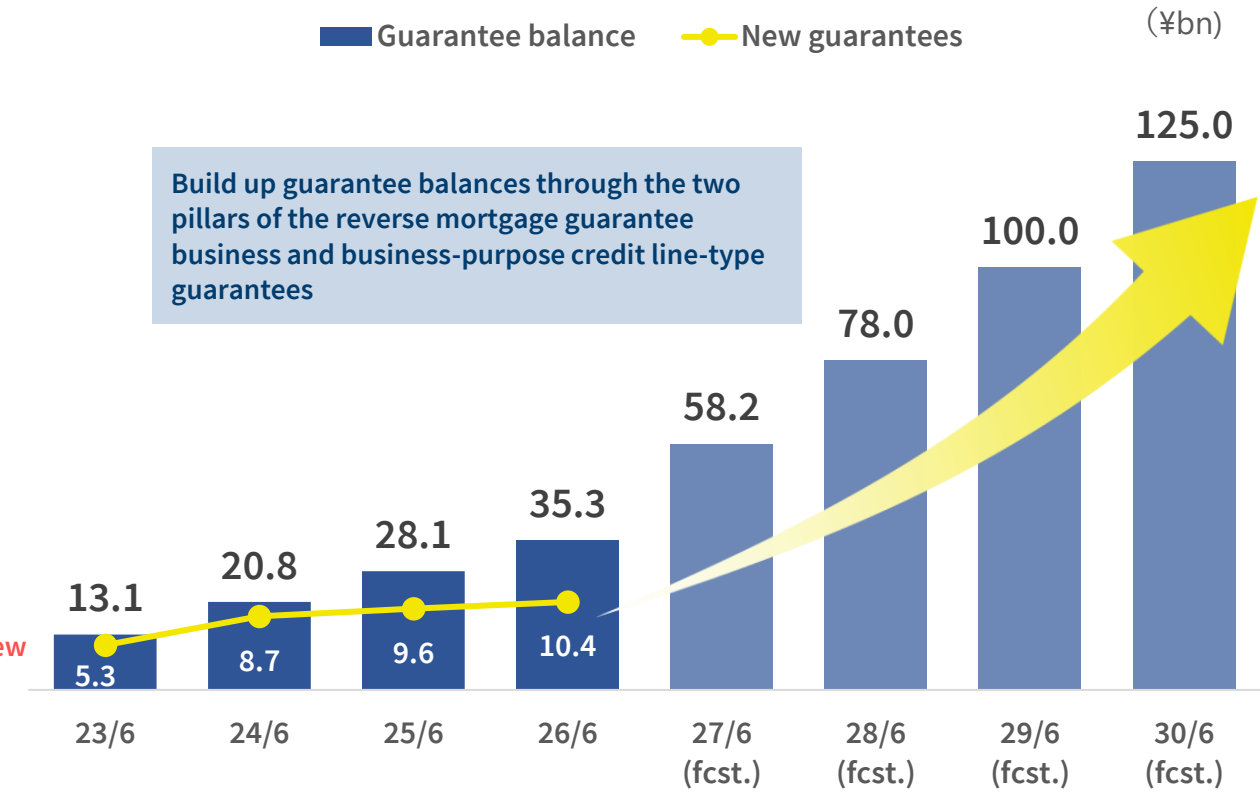
Reverse Mortgage Partner Financial Institutions

55 Alliance with Financial Institutions

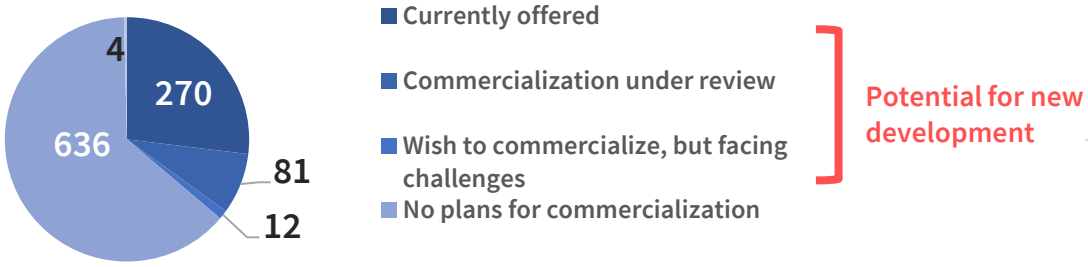
Note: As of end of June, 2026



Reverse mortgages: New guarantee amount and guarantee balance



Reverse mortgage handling status of financial institutions



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 2025.”

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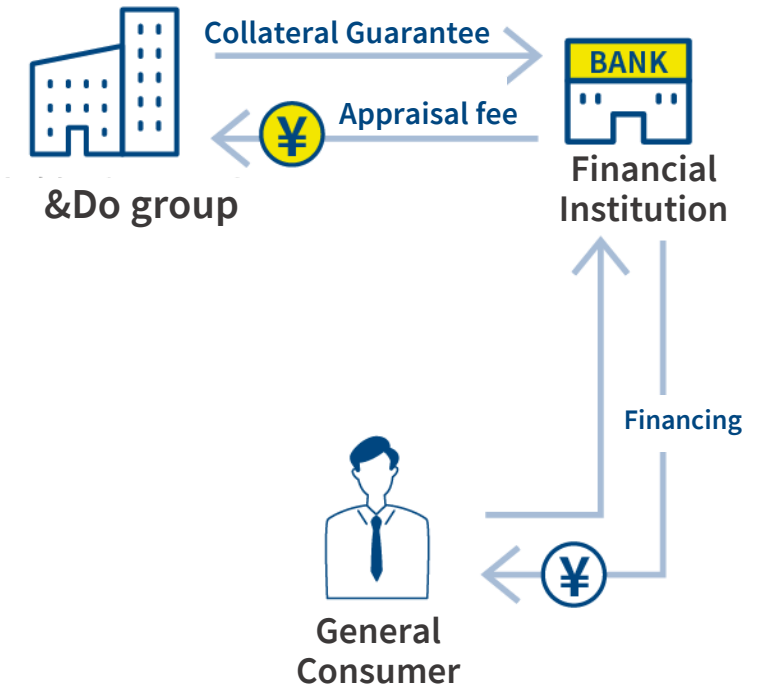
Reverse Mortgages Guarantees Business

HOUSEDO

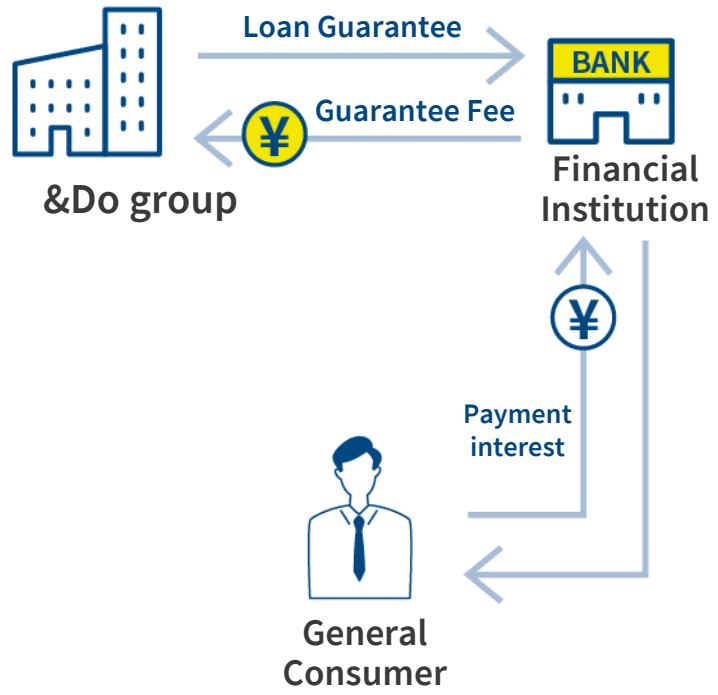
■ Reverse mortgages provide a one-stop support solution—from accurate valuation of real estate holdings to property sales
■ Establishment of a high-profitability, capital-efficient business model that does not rely on the balance sheet

¥ Earning Opportunity for &Do

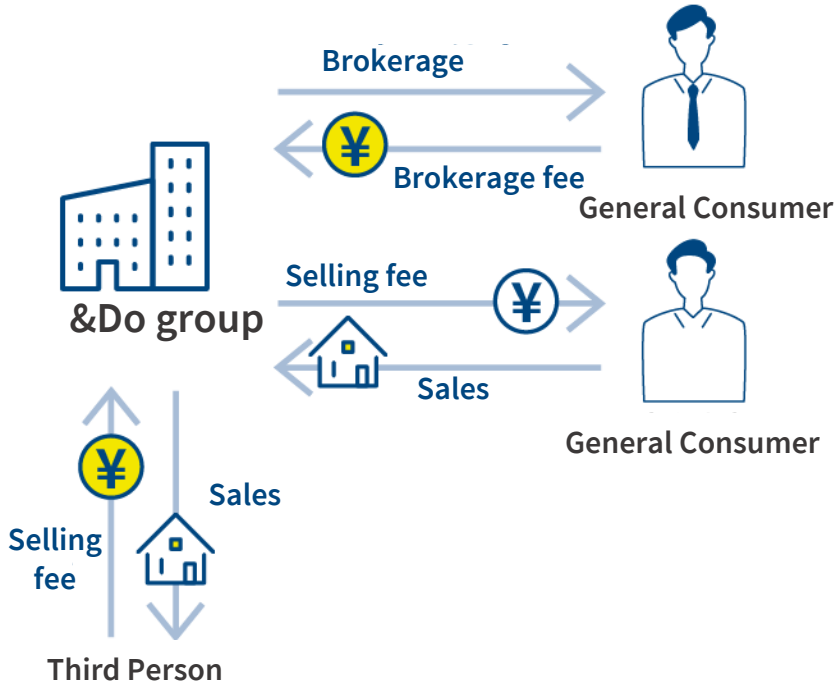
Contracts



Contracts Fulfillment



Sale of Real Estate

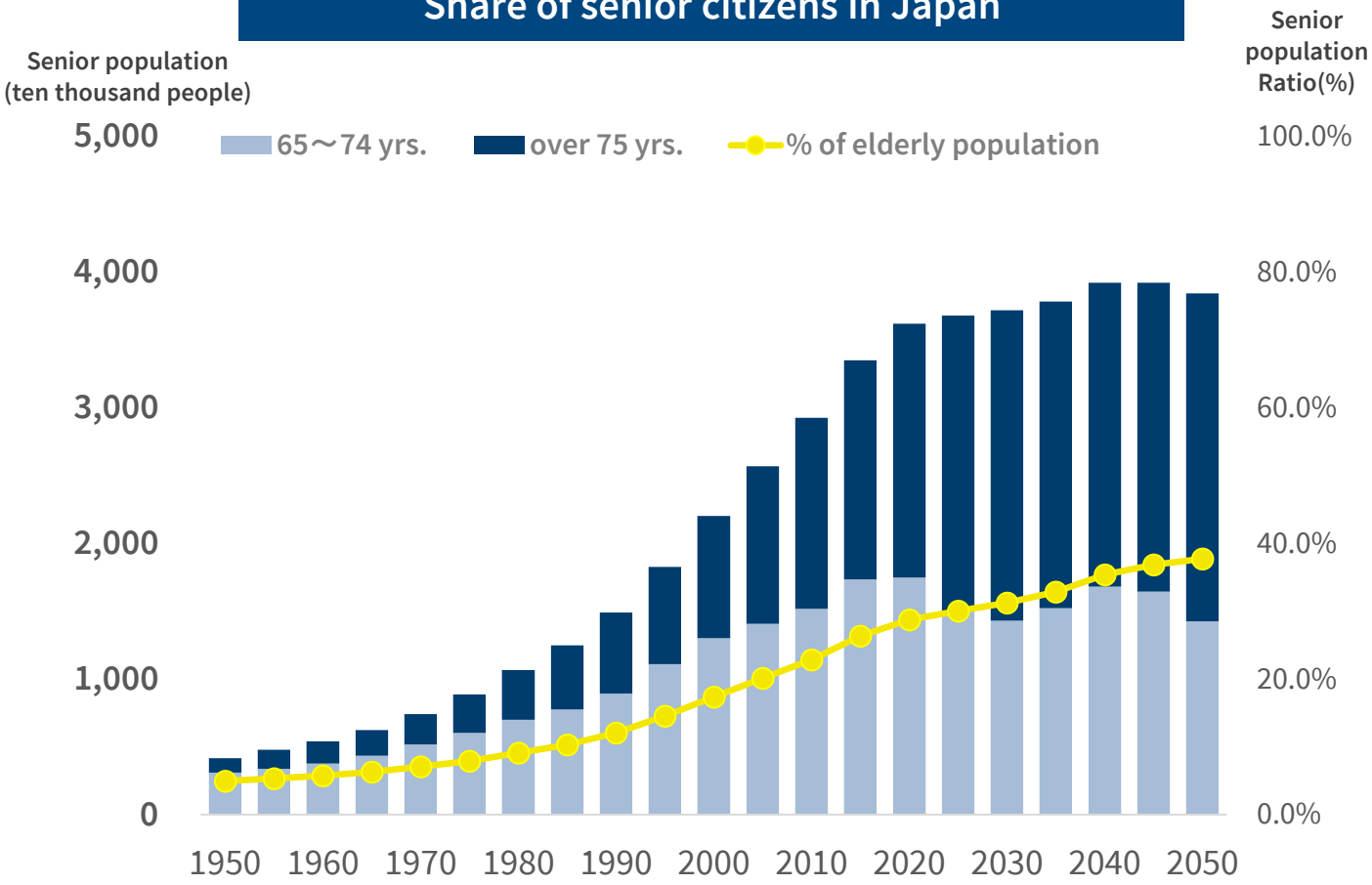


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Financial Needs of Senior Citizens

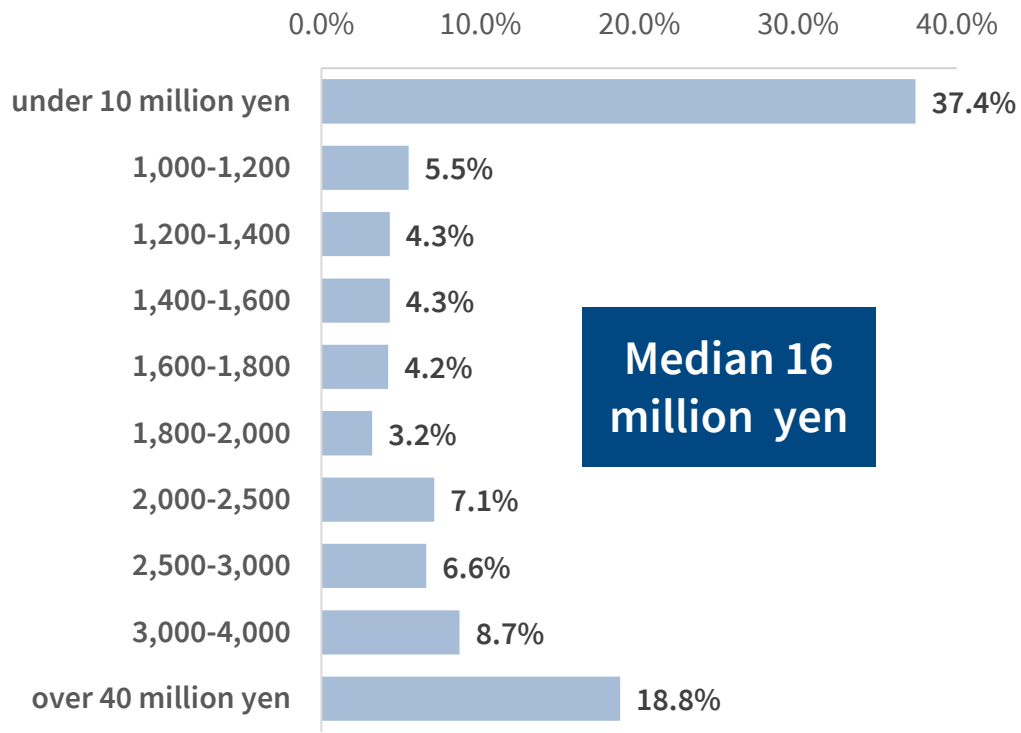
■ While the share of senior citizens continues to rise, many such households lack sufficient savings to cover post-retirement expenses

Share of senior citizens in Japan



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

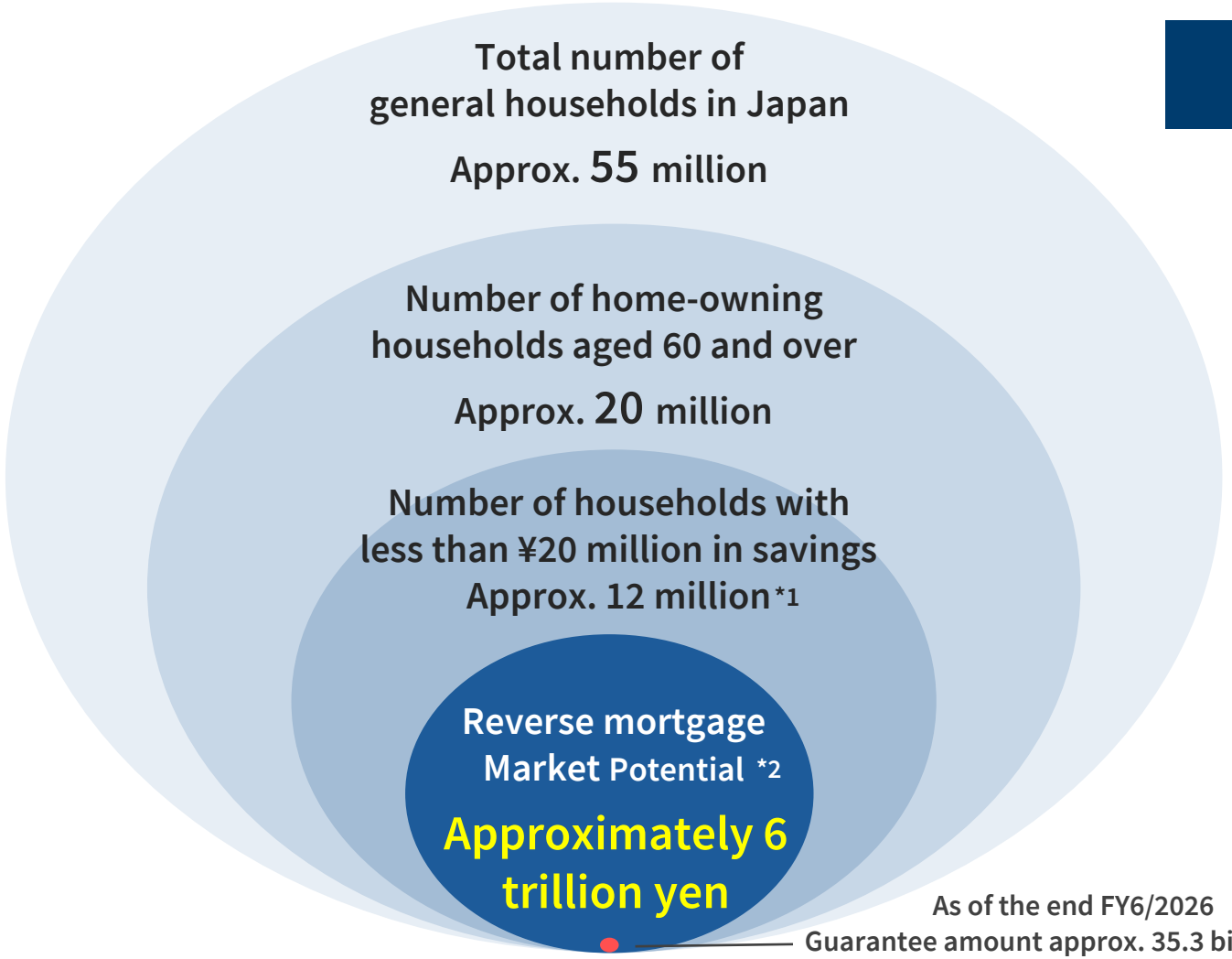
Distribution of current savings among households headed by persons aged 65 or older



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

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



As of the end FY6/2026
Guarantee amount approx. 35.3 billion yen

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

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

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

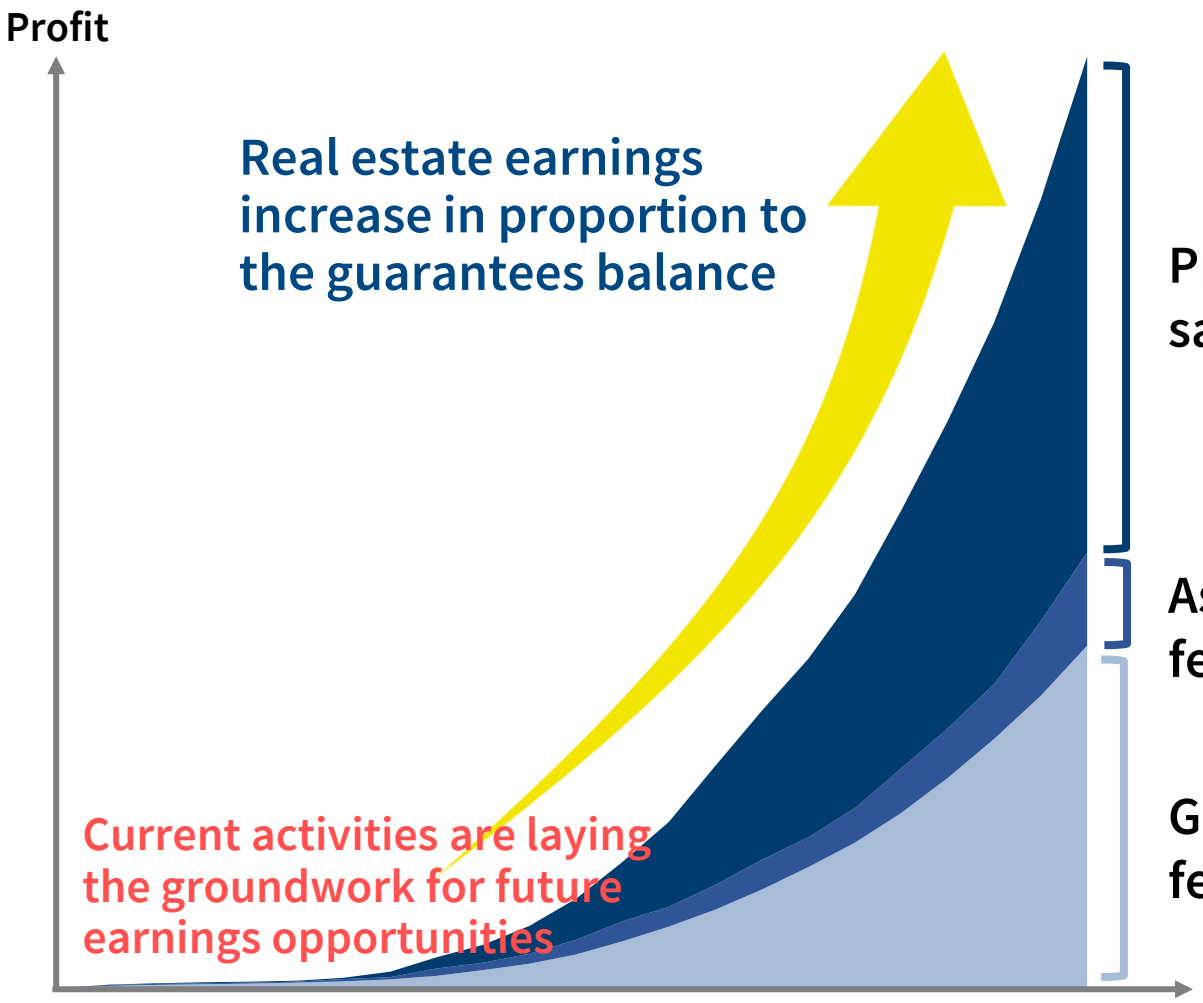
- Post-retirement living expenses
- Refinancing of home loans
- Inheritance planning
- Business-related funding, etc.

*1: Assumes a similar distribution to the current savings levels of households aged 65 and over.
*2:Dai-ichi Life Research Institute, "Current Status and Outlook for Reverse Mortgages" (Jan. 2026)

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Earnings Opportunities in the Reverse Mortgage Guarantee Business

■ 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

Property sales

Real estate income generated at the time of property disposal

■ Utilization of Group synergies
■ Securing future sales opportunities

Assessment fees

One-time income earned at the time of collateral valuation

Guarantee fees

Steady income generated alongside growth in the guarantees balance

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Business-Purpose Credit Line-Type Guarantees

■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

corporation

Sole proprietor

Business funds

certificate lending

extreme type

Extreme guarantee for businesses

Consumable funds

Reverse Mortgages Guarantees

20 yrs. 30 yrs. 40 yrs. 50 yrs. 60 yrs. 70 yrs. 80 yrs.

individual

*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)

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

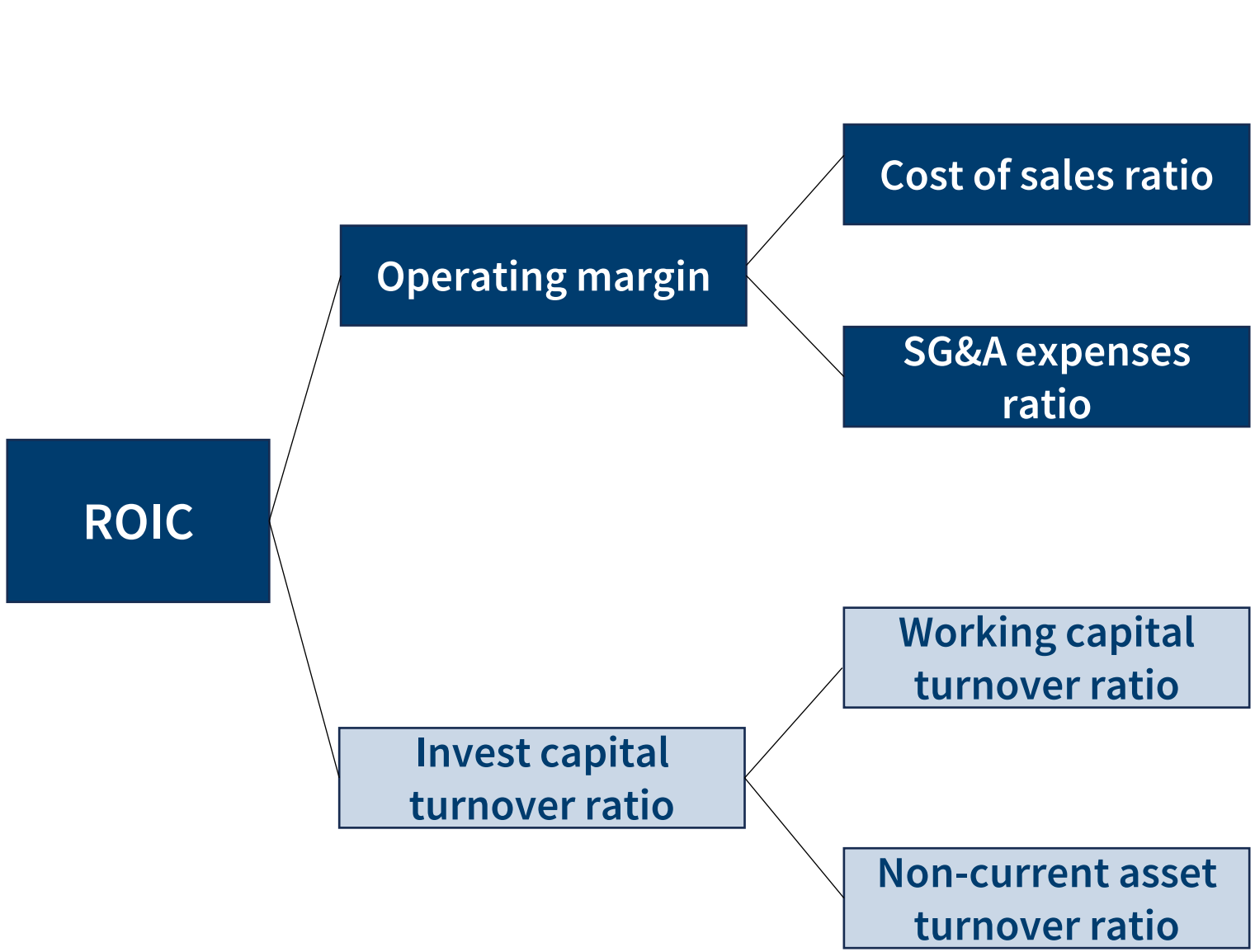
SME loans outstanding *1
About ¥300 trillion

About ¥10 trillion *3
Potential business-purpose credit line-type guarantee market

Use of real estate collateral in lending *2
About ¥50 trillion

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Improving ROIC



Initiatives for improvement

- Growth of high-margin businesses
- Improve gross margin through enhanced purchasing accuracy in the Real Estate Buying and Selling Business

- Reduce costs in indirect functions through business selection and focus, and greater operational efficiency

- Improve inventory turnover by strengthening pre-owned house purchase-and-resale operations

- Dispose of non-current assets

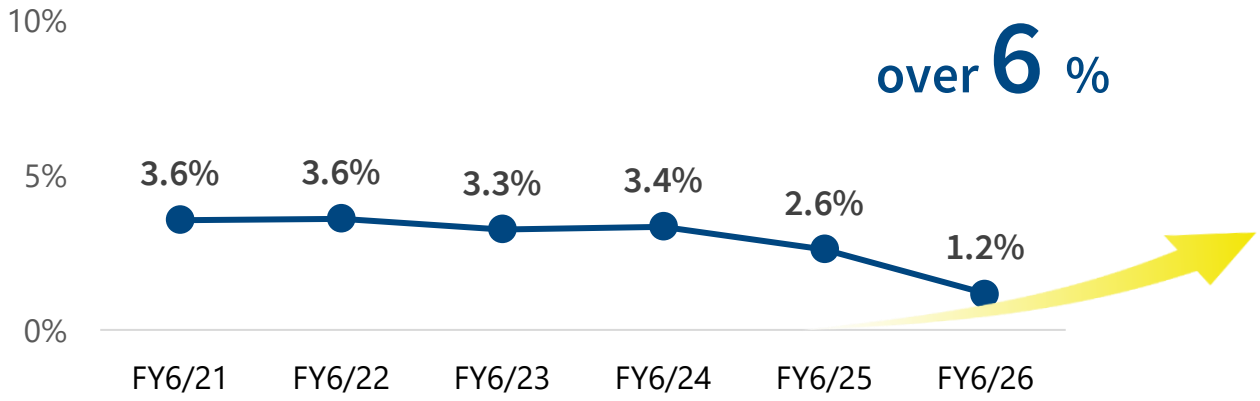
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Toward Improved Capital Efficiency

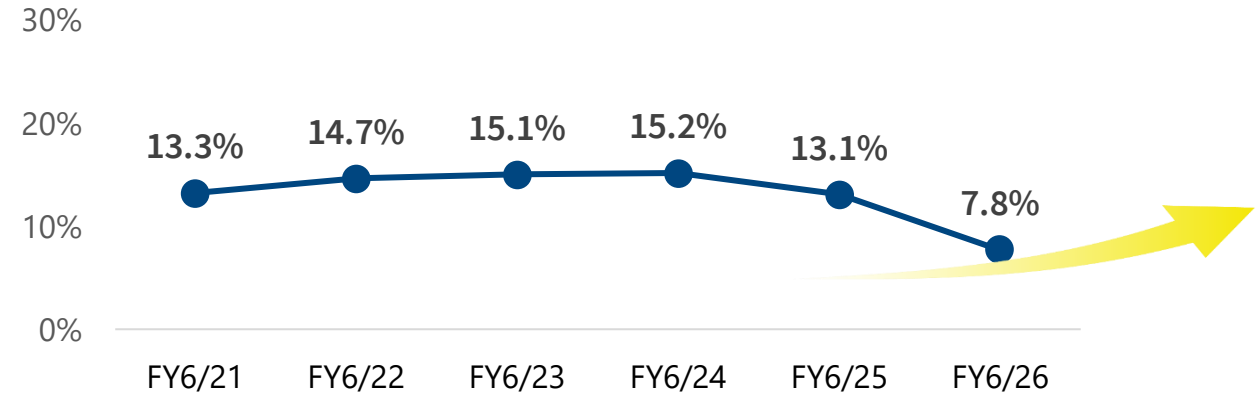
■ROIC and ROE declined from FY6/25 due to lower-than-expected profit
■Financial leverage was reduced in line with policy to ensure financial soundness
■A temporary decline in capital efficiency is expected during the transition period due to the impact of progress during FY6/26, while measures for improvement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

ROIC

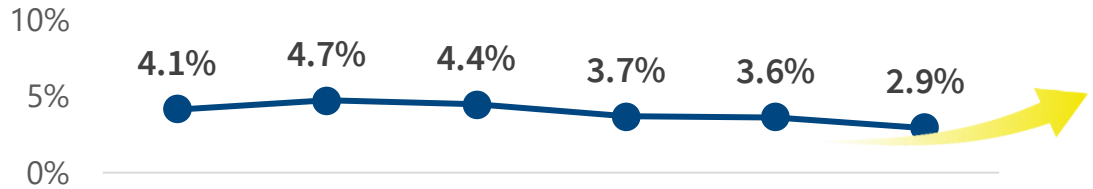
FY6/30 Target over 6 %



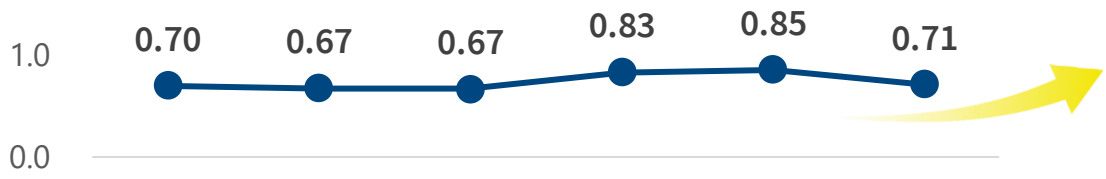
ROE



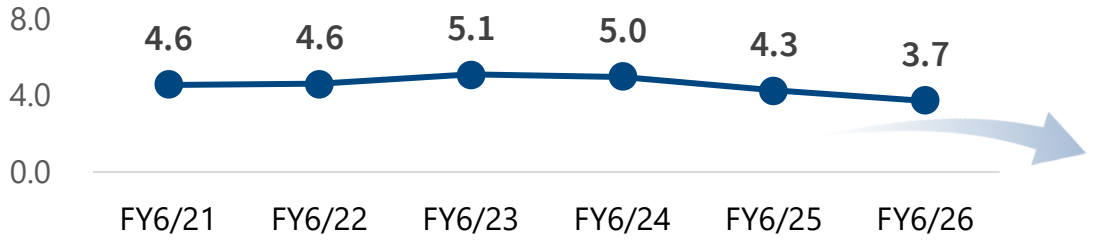
Net income ratio



Total asset turnover ratio



Financial leverage

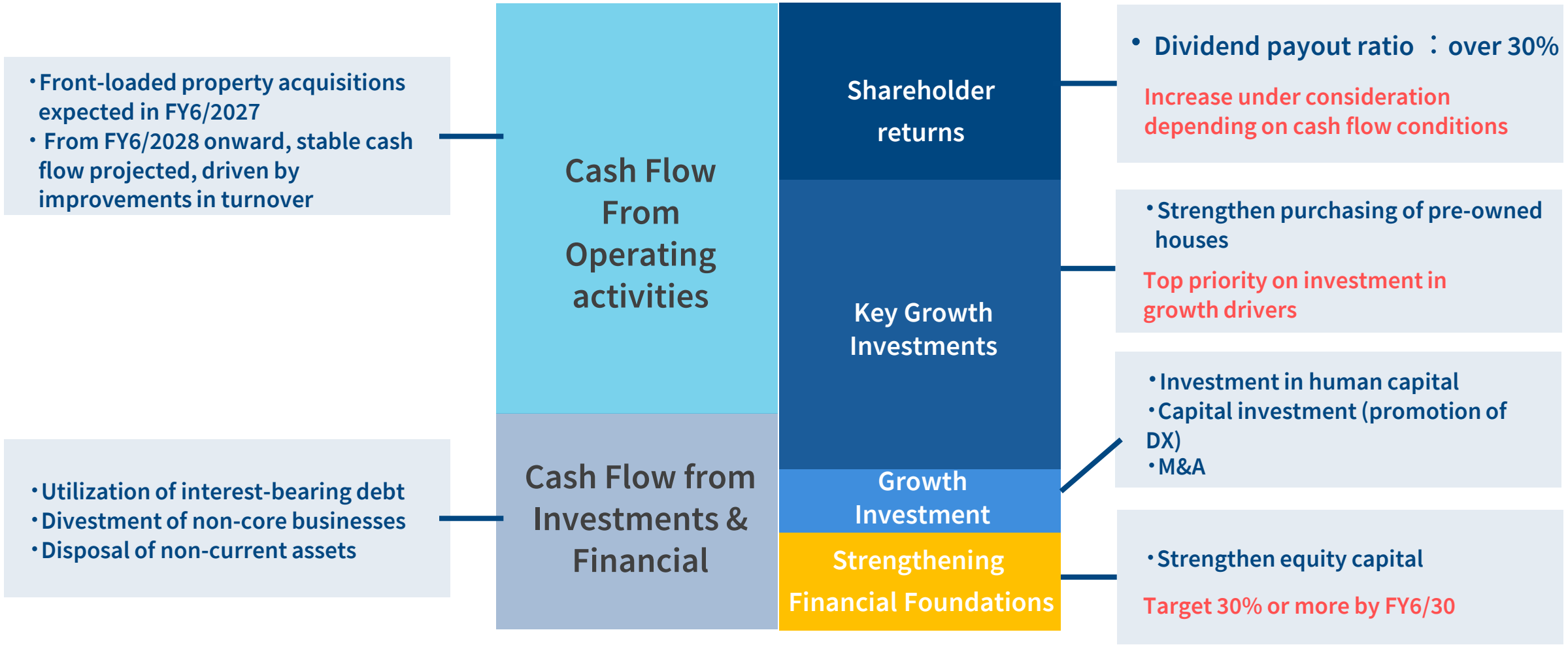


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Capital Allocation

■ 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



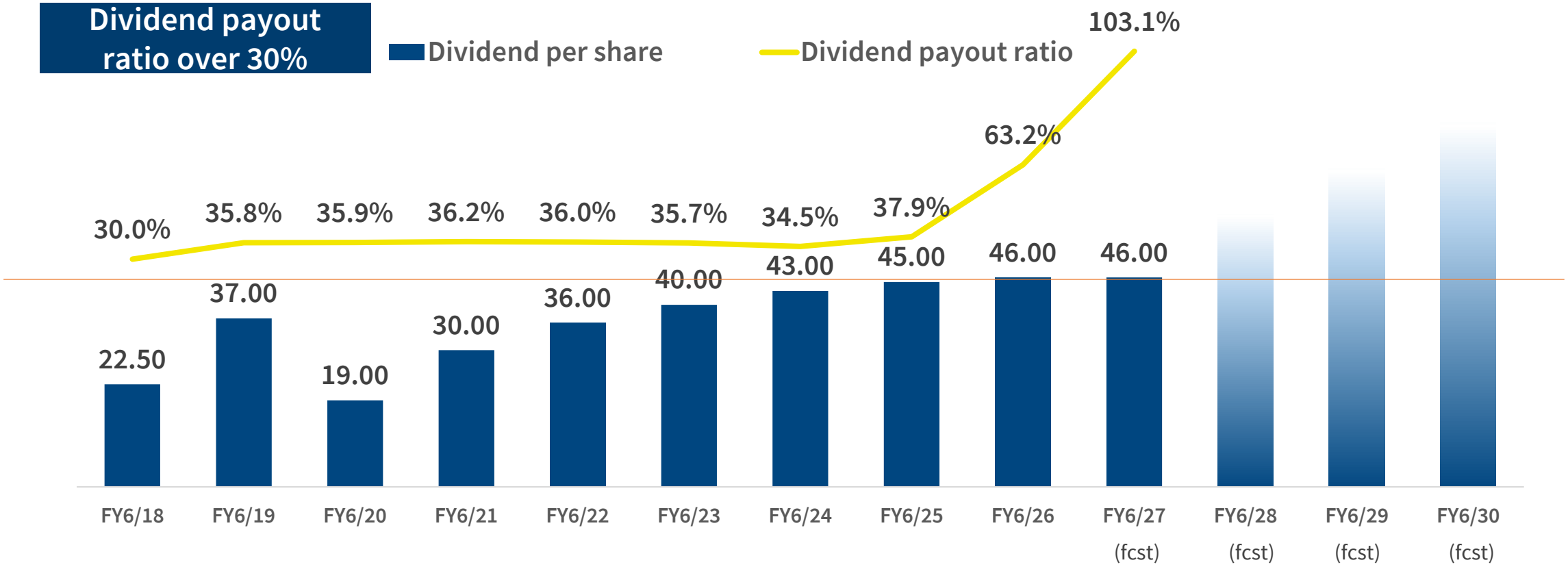
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Shareholder‘s dividend (dividend)

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 per-share dividend amounts have been retroactively adjusted to reflect the 2-for-1 stock split carried out on July 1, 2018.

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2. The First Quarter FY6/27 Results by Segment

3. FY6/27 Fiscal Year Plan and Medium-term Management Plan

4. Company Profile

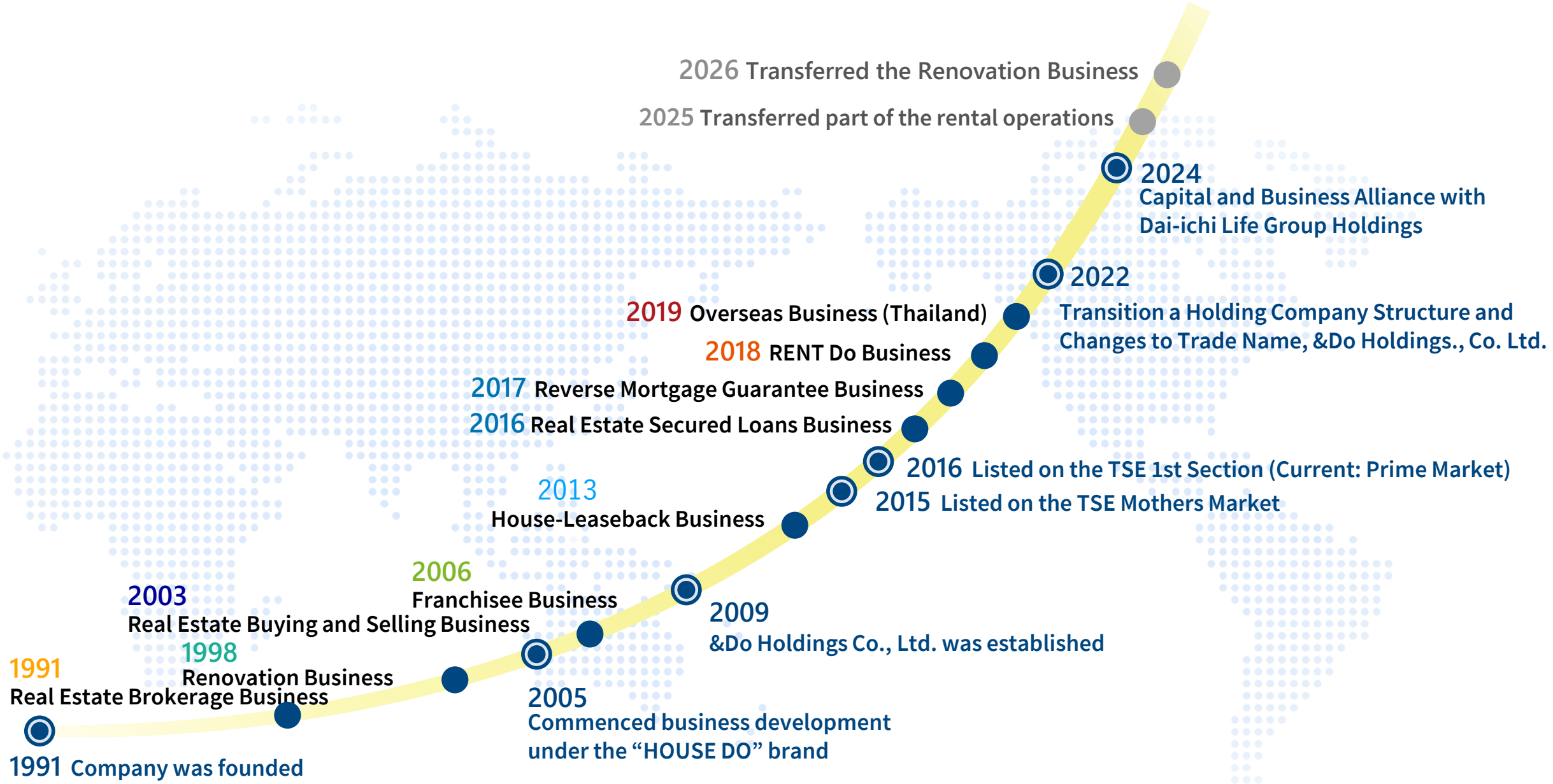
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Company Profile

Company Name	&Do Holdings Co, Ltd.
Chairman and CEO	Masahiro Ando
President	Masahide Tominaga
Established	January 2009 (founded in 1991)
Capital	¥3.47 billion (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

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Company History and Business Development



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

Cumulative contracts over **7,000**

House-Leaseback Business

Finance Business

Guarantee Outstanding Balance

About ¥**35** bn

Case

Case

Assessment

Assessment

Case

Information

Information

Know-how

Real Estate Assessment Team

Real Estate Buying and Selling Business Brokerage Business

Alliance

Dai-ichi Life Group

Nation-wide about **700** store

Franchisee Business

Information

Know-how

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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

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