

Briefing for Earnings Results for the Fiscal Year Ended June 2025

August 20, 2025

&Do Holdings Co., Ltd
【3457】

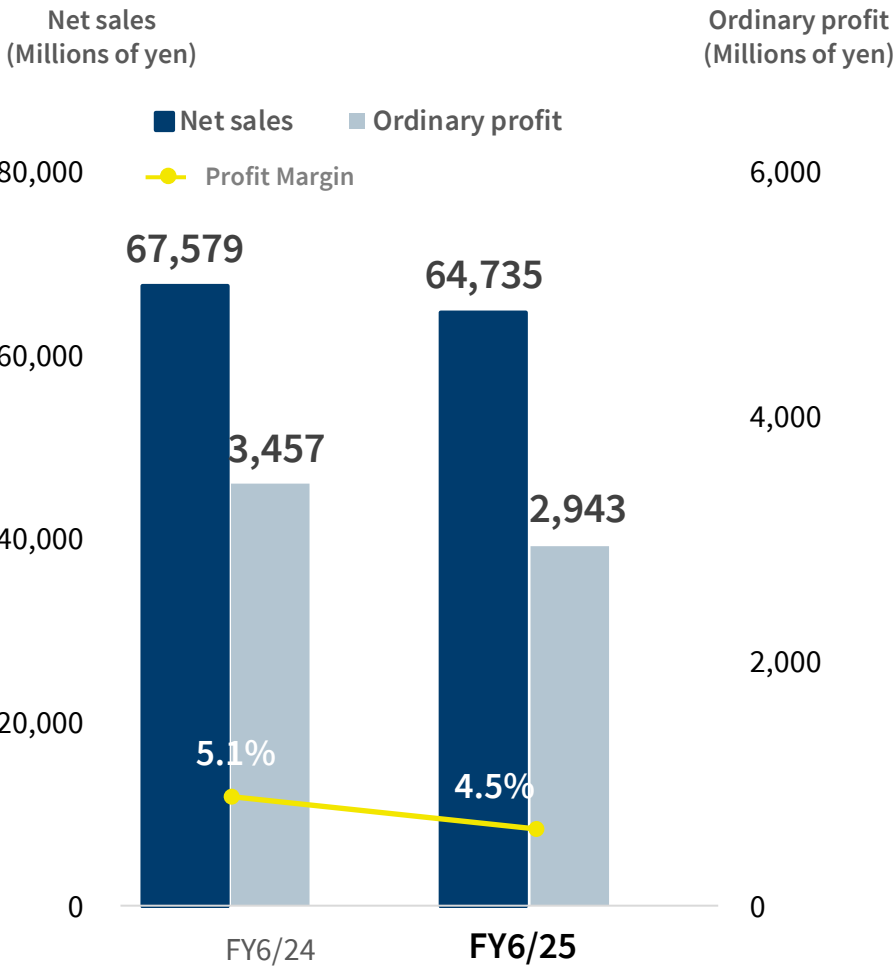


Highlights of the FY6/25

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

(Millions of yen)	FY6/24 Result	FY6/25 Result	Compared to initial plan	YoY	Change from FY6/24
Net sales	67,579	64,735	- 7.5%	- 4.2%	-2,844
Operating profit	3,587	2,620	- 34.5%	- 27.0%	-966
Ordinary profit	3,457	2,943	- 26.4%	- 14.9%	-513
Profit	2,476	2,341	- 11.3%	- 5.5%	-135

FY6/25 Summary of Consolidated Statement of Income



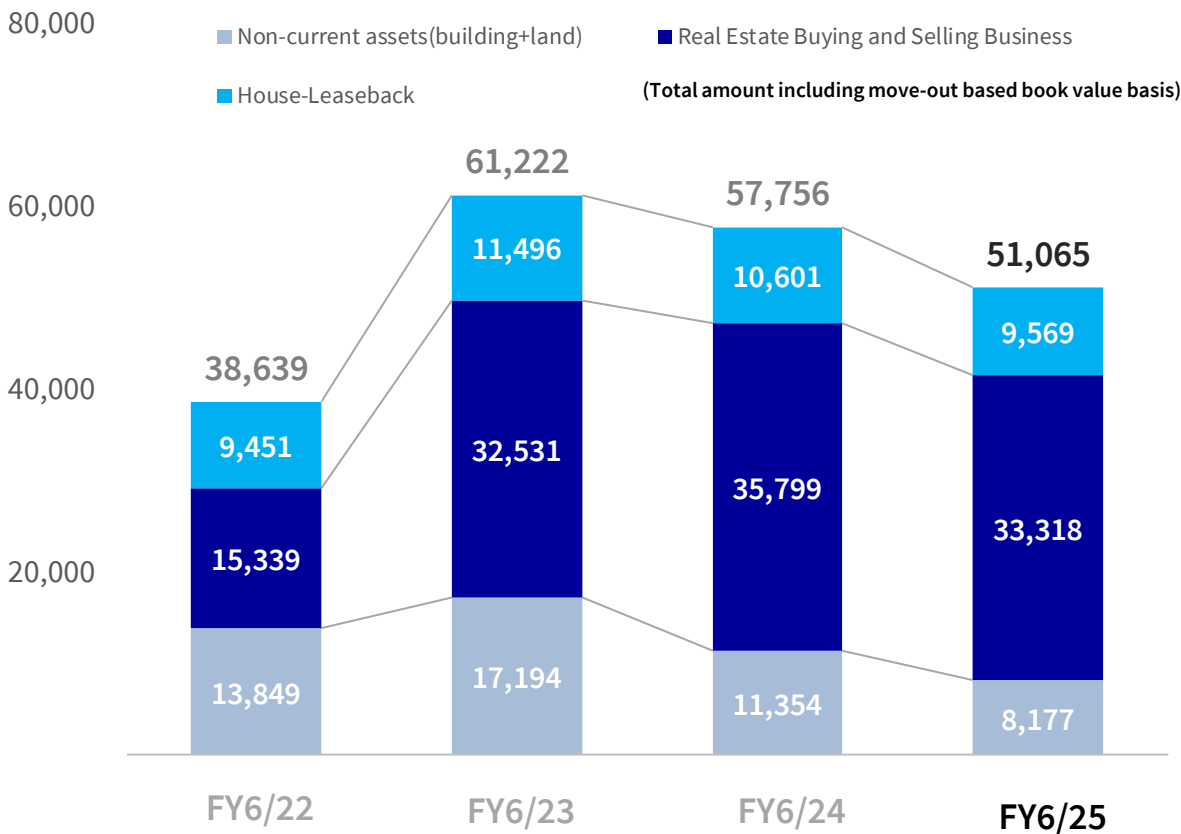
(Year-on-year comparison)	FY6/24		FY6/25		YoY change
		% to sales		% to sales	
Net sales	67,579	100.0%	64,735	100.0%	-4.2%
Gross profit	16,434	24.3%	14,539	22.5%	-11.5%
SG&A expenses	12,847	19.0%	11,919	18.4%	-7.2%
Operating profit	3,587	5.3%	2,620	4.0%	-27.0%
Non-operating income	711	1.1%	1,287	2.0%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

Note: EBITDA=Operating Profit + Depreciation + Goodwill amortization

Key Indicators by Segment :Status of Real Estate Holdings

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

(millions of yen)



House-Leaseback Business

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

Real Estate Buying and Selling Business

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

Non-current assets (building+land)

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

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

Consolidated Balance Sheet : Liabilities and Net Assets

(millions of yen)	FY6/24	FY6/25	YoY change	(millions of yen)	FY6/24	FY6/25	YoY change
Current assets	60,217	54,870	-5,347	Liabilities	62,318	53,520	-8,797
Cash and deposits	10,092	8,577	-1,515	Current liabilities	32,288	31,463	-825
Inventories	46,692	43,179	-3,513	Non-current liabilities	30,029	22,057	-7,972
Other	3,433	3,114	-319				
Non-current assets	19,350	17,102	-2,247	Net assets	17,250	18,453	+ 1,202
Property, plant and equipment	11,392	8,250	-3,141	Shareholders' equity	17,196	18,404	+ 1,207
Intangible assets	1,477	1,374	- 102	Accumulated other comprehensive income	23	30	+ 7
Investments and other assets	6,481	7,478	+ 996	Subscription rights to shares	30	18	-0
Total assets	79,568	71,973	-7,595	Total liabilities and net assets	79,568	71,973	-7,595
Current Ratio	186.5%	174.4%	-12.1pt	D/E Ratio	+3.2 times	+2.6 times	-0.6 times
Fixed Ratio	112.4%	92.8%	-19.6pt	Shareholder's equity ratio	21.6%	25.6%	+4.0 pt

Shareholder's equity ratio 21.6% → increased 4.0 pt to 25.6%

Selling, General and Administrative Expenses

(Millions of yen)

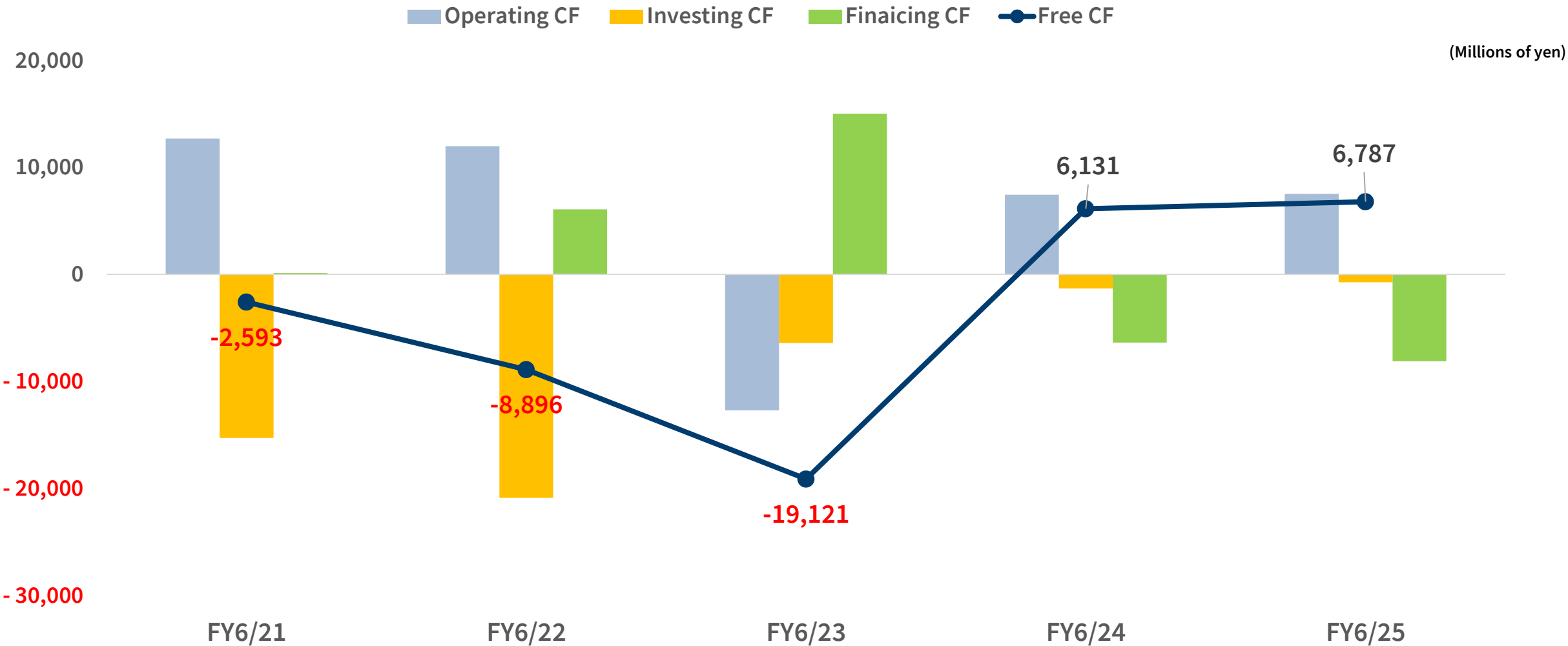
	FY6/24		FY6/25		YoY change
		% to sales		% to sales	
SG&A expenses	12,847	19.0%	11,919	18.4%	- 7.2%
Personnel	4,787	7.1%	4,577	7.1%	-4.4%
Advertising and promotion	1,875	2.8%	1,313	2.0%	-30.0%
Office maintenance	298	0.4%	360	0.6%	+ 20.6%
Others	5,885	8.7%	5,667	8.8%	-3.7%

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

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

Cash Flow

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

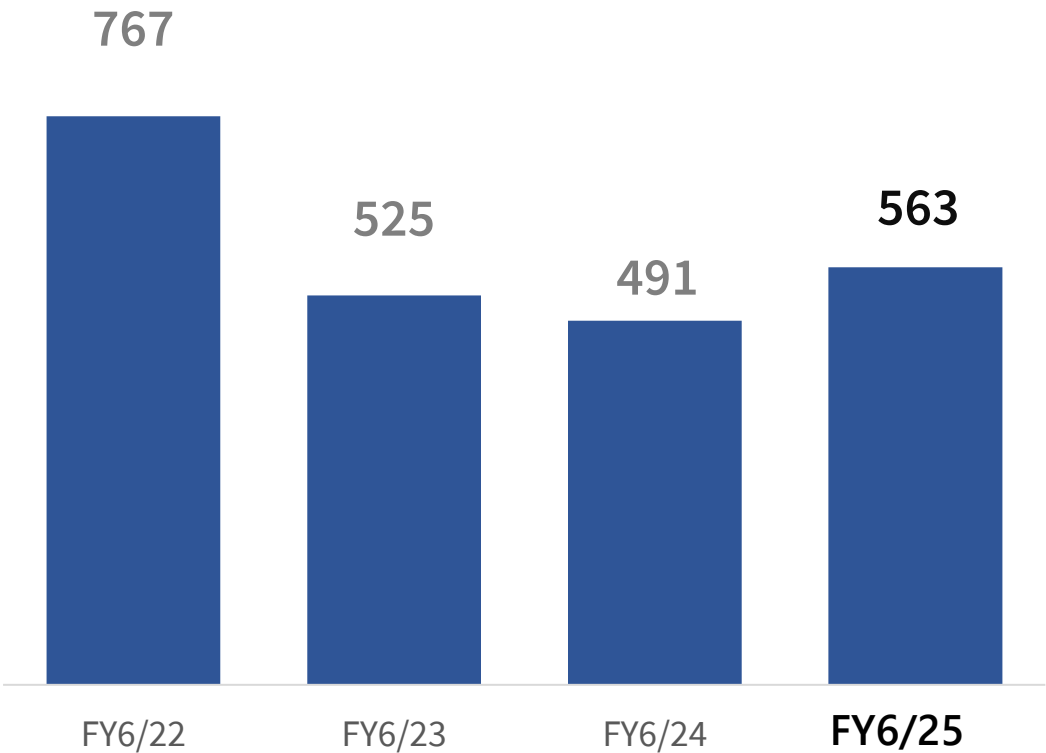


FY6/25 Sales and Profit by Business Segment

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

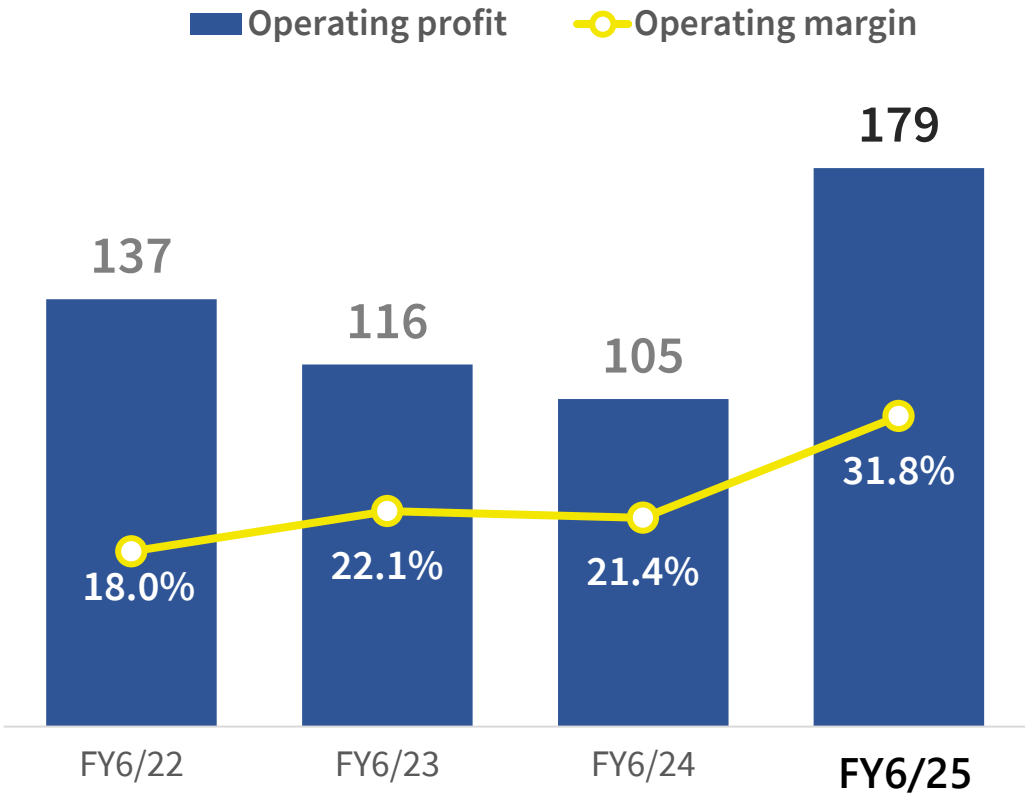
Sales in changes
(millions of yen)

YoY change + 14.7 %



Operating Profit in Changes
(millions of yen)

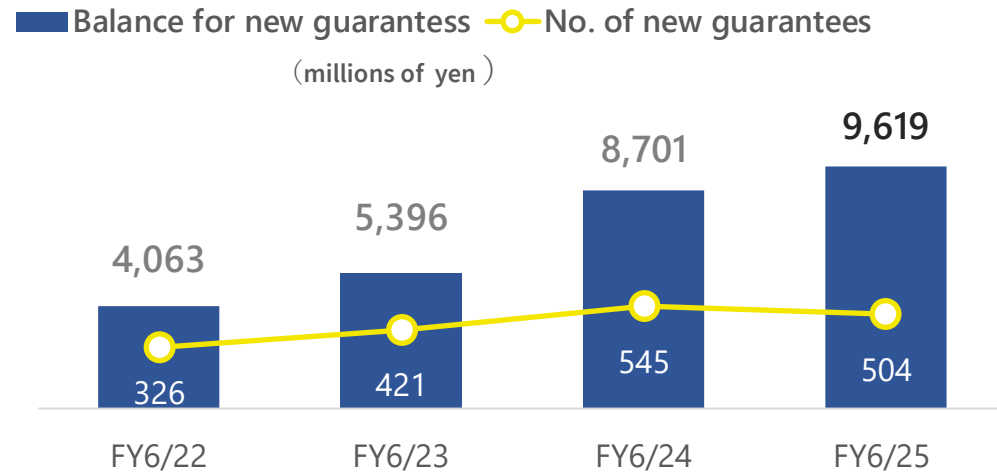
YoY change + 70.7 %



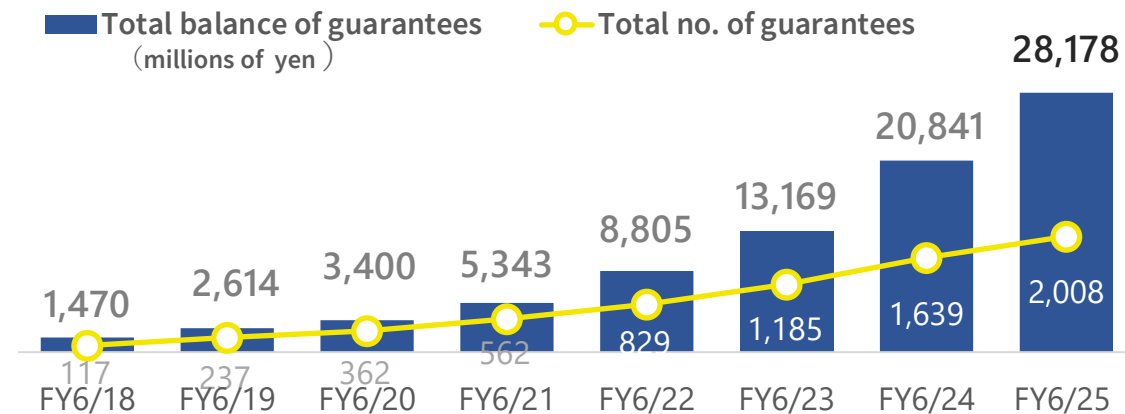
Key Indicators by Segment: Reverse Mortgage Guarantees for Finance Business

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

No. of Reverse Mortgage Guarantees and Balance



Total Balance and No. of Reverse Mortgage Guarantees



No. of New Guarantees

YoY change **-7.5 %**

Balance for New Guarantees

YoY change **+10.6 %**

Total No. of Reverse Mortgage Guarantees

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

Total Balance of Reverse Mortgage Guarantees

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

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

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

Note : based on head released date

Chugoku/Shikoku Area

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

Tohoku · Hokuriku

The Taiko bank,Ltd.	Fukushima Bank
Toyama Shinkin Bank	

Kanto Area

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

Kyushu Area

Nishi-Nippon City Bank

Kansai Area

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

Tokai Area

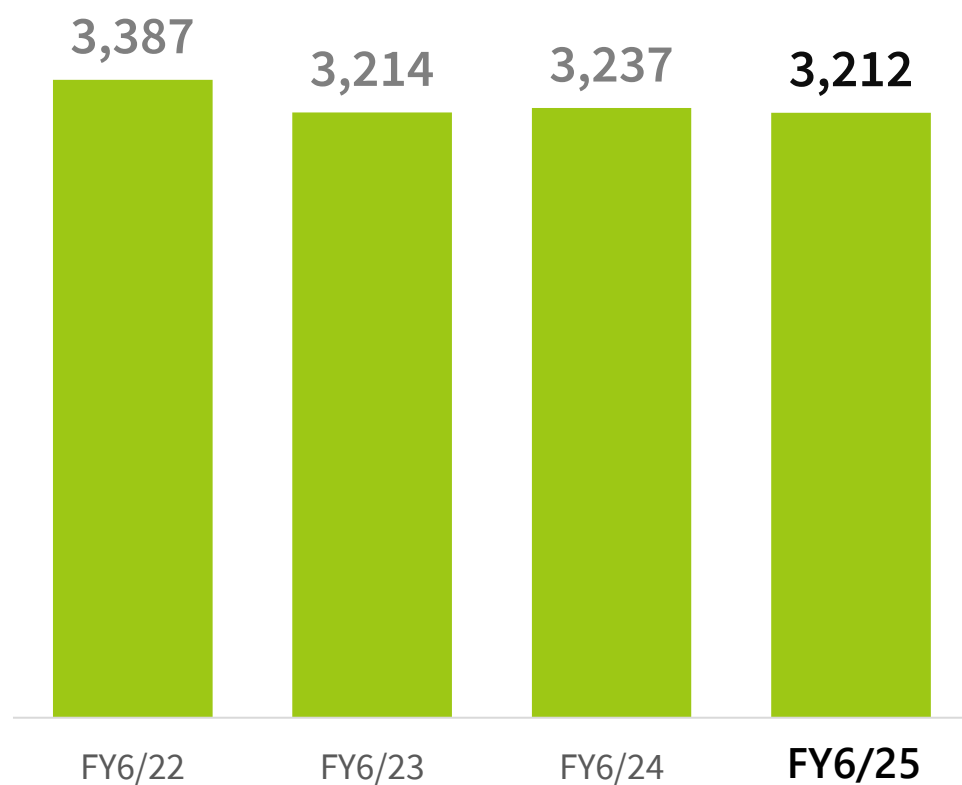
Enshu Shinkin Bank	Chunichi Shinkin Bank
San ju San bank	Hamamatsu Iwata shinkin bank
Shizuoka Bank	Bisai Shinkin bank
Aichi Shogin	Fuji Shinkin Bank
The Seishin Shinkin Bank	Mishima Shinkin Bank
Chita Shinkin Bank	

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

Sales in changes

(millions of yen)

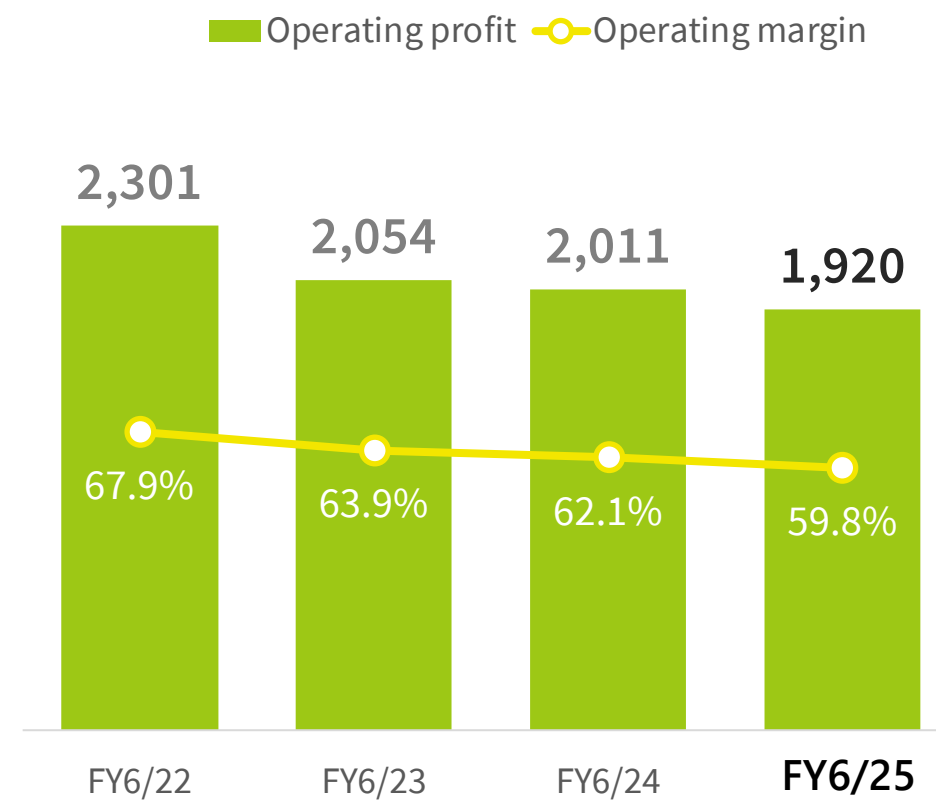
YoY change - 0.8 %



Operating Profit in Changes

(millions of yen)

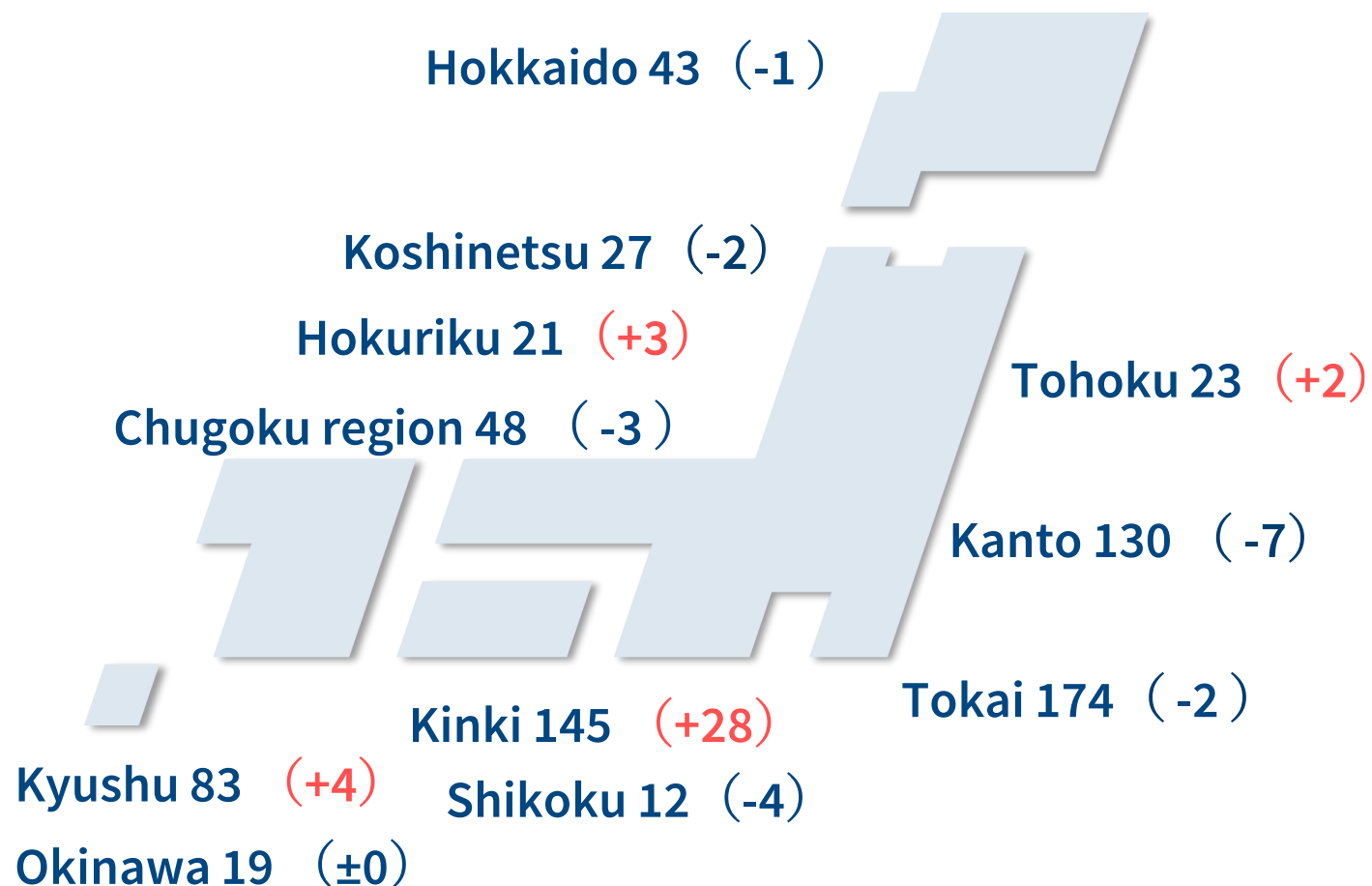
YoY change - 4.5 %



Key Indicators by Segment: Franchisee Business

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

No. of stores by region



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

New franchisee contracts

125 stores YoY change + 20.2%

New franchised stores opened

84 stores YoY change - 16.0%

Total No. of Franchised stores

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

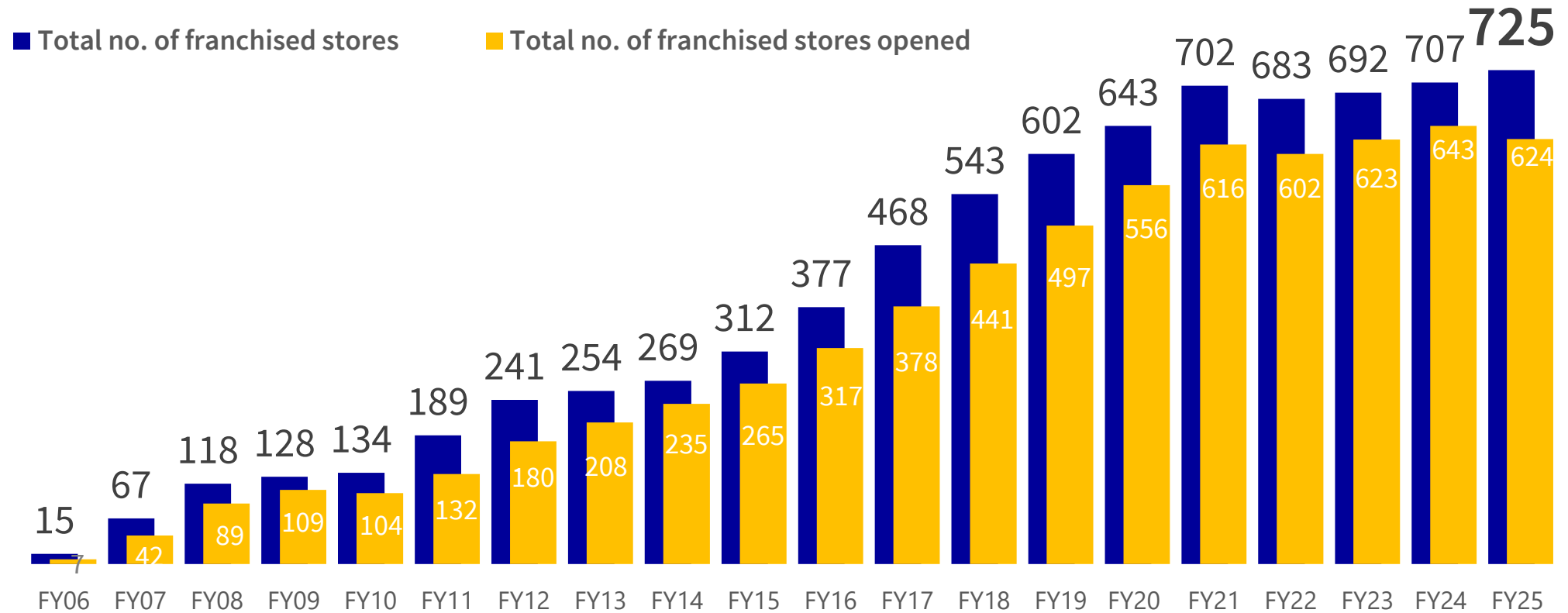
Total No. of Franchised stores opened

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

Franchisee Business : Changes in No. of stores

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

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



House-Leaseback Business: Gain on investment in silent partnerships

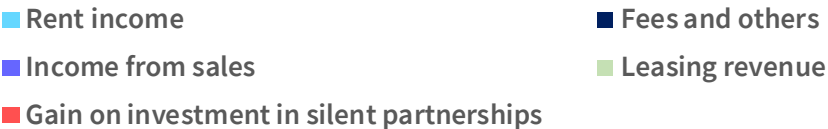
■ Assuming profit distributions from HLB Funds (gains on investment in silent partnerships: non-operating income) are included in segment results

Changes in Net Sales

(Millions of yen)

YoY change

- 22.5 %

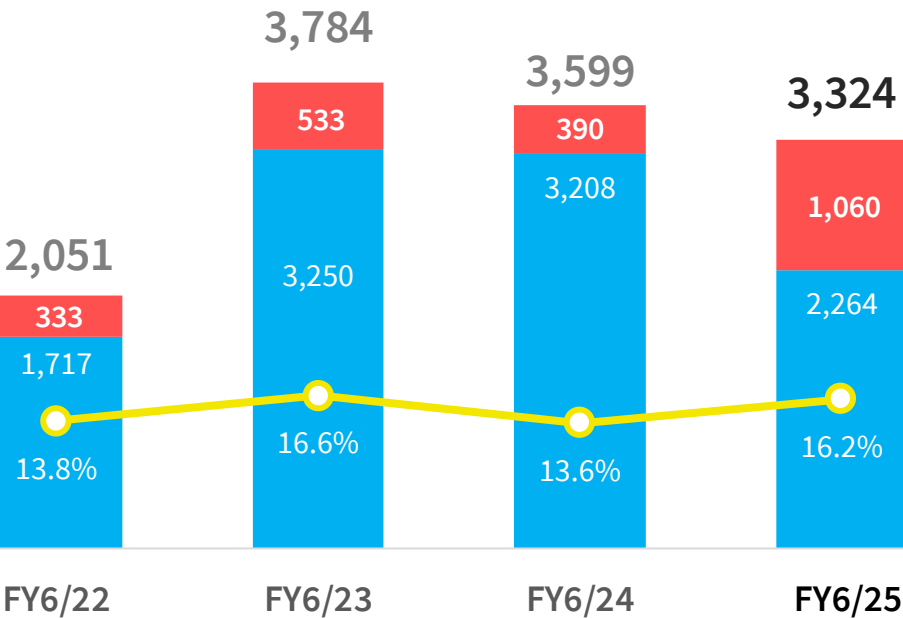


Changes in Operating Profit

(Millions of yen)

YoY change

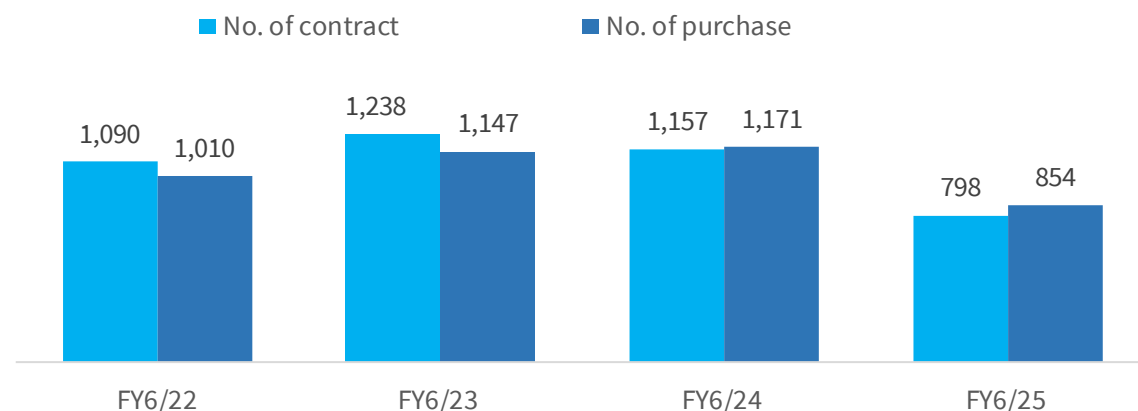
- 7.6 %



Key Indicators by Segment: House-Leaseback Business

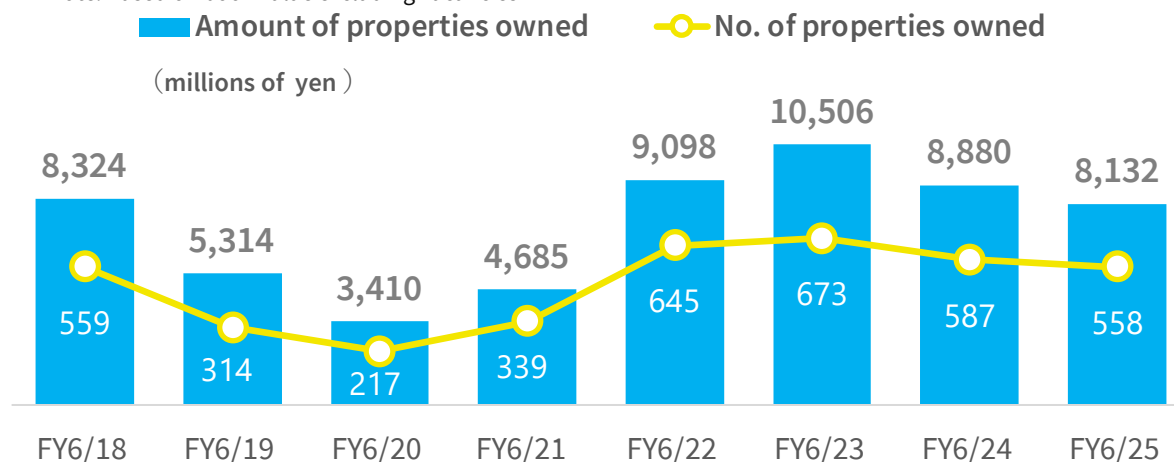
■ Curbing purchase contracts from 2Q onward had an impact, causing the number of new transactions to fall below the year-earlier level

No. of contract and Purchased



Total amount of balance and No. of properties owned

* Note: Based on book value excluding vacancies



No. of HLB contracts

YoY change **-31.0 %**

No. of HLB purchased

YoY change **-27.1 %**

Total No. of properties owned

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

Total Balance of owned properties

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

Real Estate Buying and Selling Business

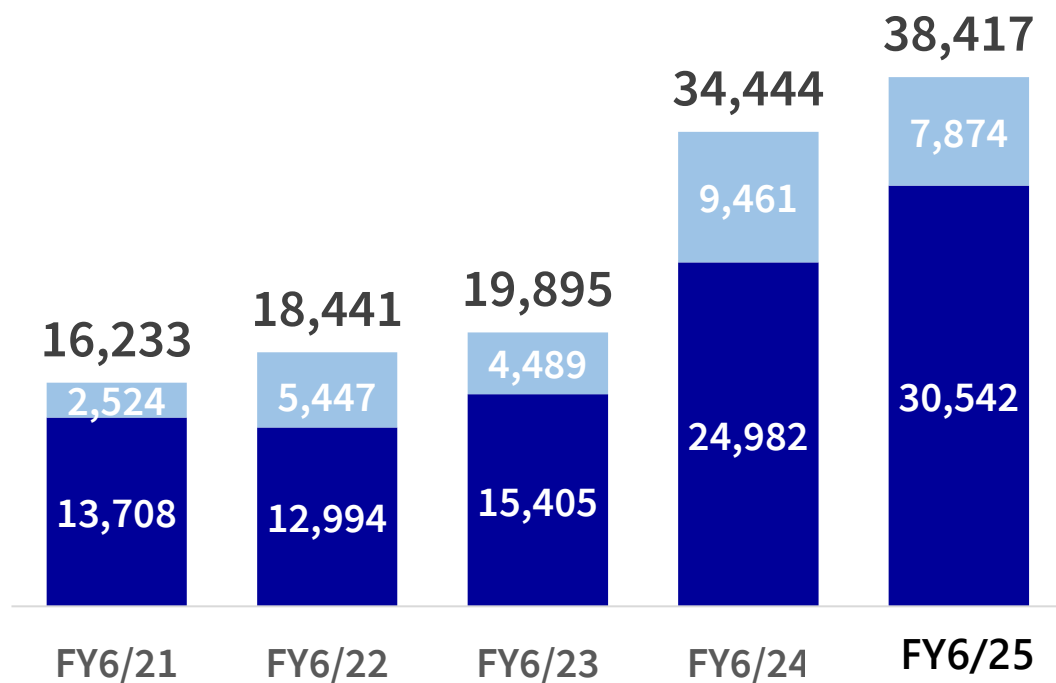
- While net sales grew steadily, profit margins declined due to the impact of gross margins for large properties and price adjustments for inventory in regional areas
- Will accelerate personnel expansion as a growth driver to improve return on equity; aim for further growth centered on the purchase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

Sales in changes

(millions of yen)

YoY change **+ 11.5 %**

■ Residential ■ Revenue, Large-Project, Others



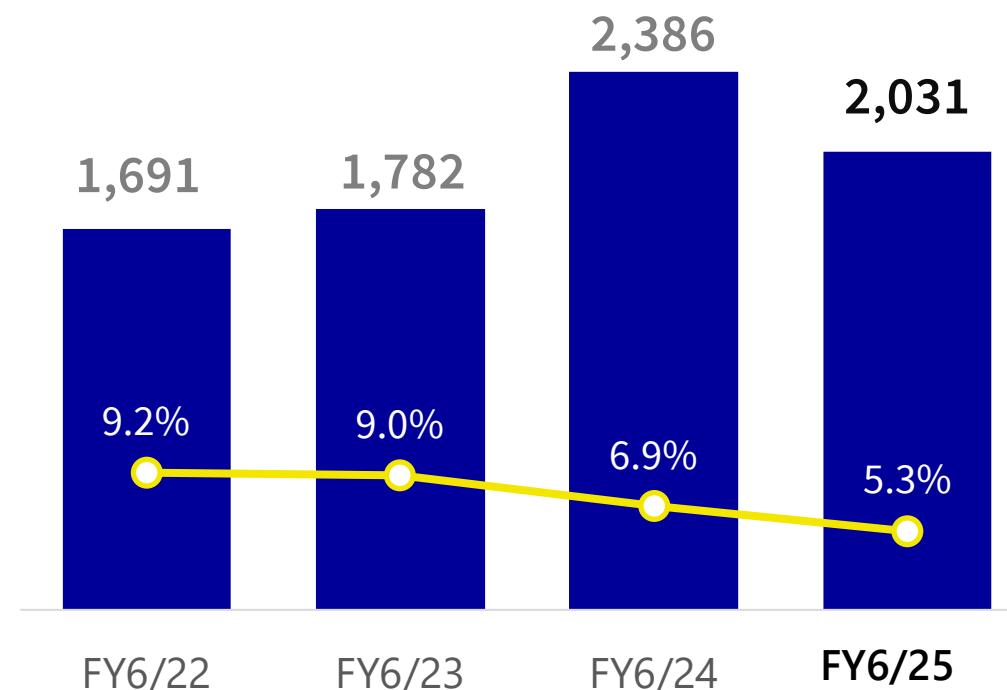
Operating Profit in Changes

(millions of yen)

YoY change **- 14.9 %**

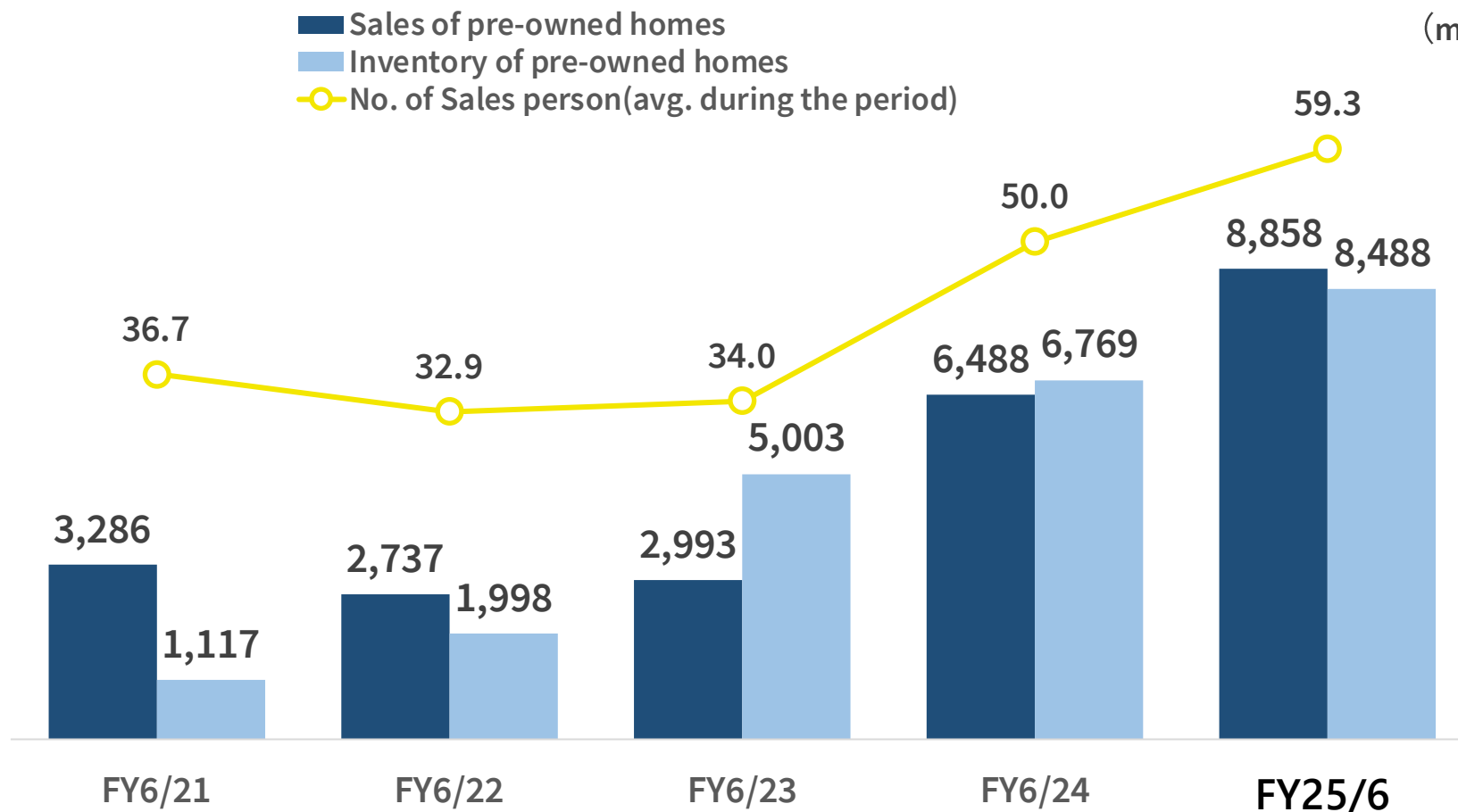
■ Operating profit

○ Operating margin



Sales and inventory trends for pre-owned homes

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



**Inventory of
Pre-owned House**

YoY change

+1.71 bn yen

5-years Business Plan

【FY6/26-FY6/30】

New Medium-Term Management Plan (FY6/2026–FY6/2030)

Key Management Indicators

HOUSEDO

Net Sales

¥80.0 bn

Shareholder's
Equity ratio

Over 30%

ROIC

Over 6.0%

Ordinary
Profit

¥8.0 bn

Shareholder's
return

dividend payout
ratio

Over 30%

Profit Margin 10%

Growth-Driving Businesses



Franchisee



Real Estate
Buying and Selling



Finance
(Reverse Mortgage Guarantees)

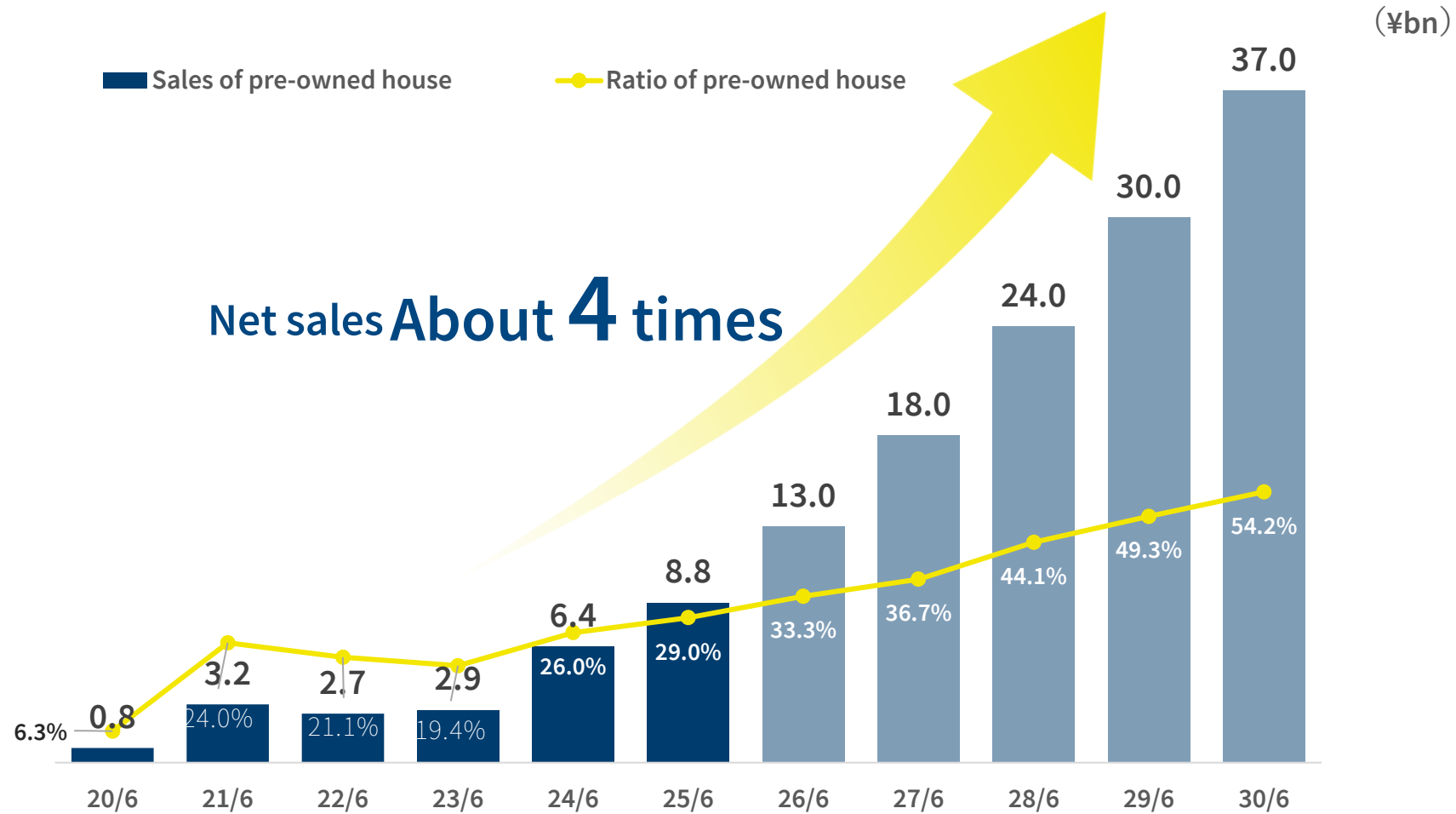
Reasons for the decline in House-Leaseback

- Decline in response due to negative media coverage of other companies' Leaseback programs
- Fund conditions becoming more cautious due to rising interest rates
- Timing of transition to Reverse Mortgage Guarantees

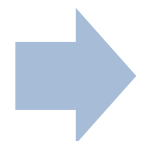
Strategic Use of House-Leaseback

- Initiatives as necessary
- Initiatives from the Reverse Mortgage Guarantee business
- Utilization of debt collection

Sales of pre-owned house



The future potential of Pre-Owned Housing



Inflation

- Cost increases

- Declining birthrate and aging population
(area selection)

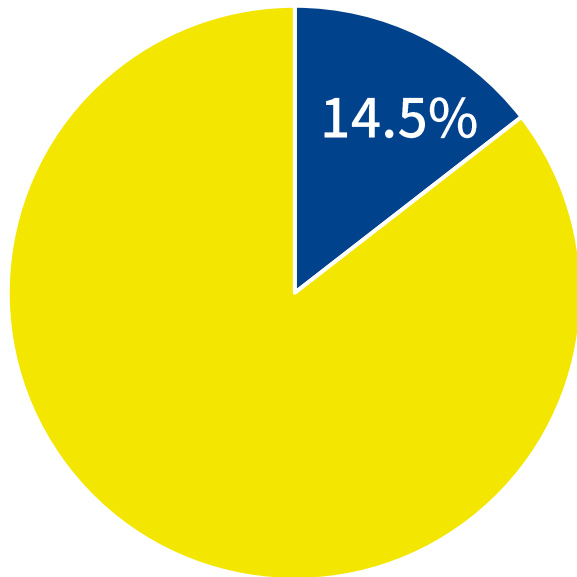
- Rising interest rates

International Comparison of Pre-owned House Distribution Shares

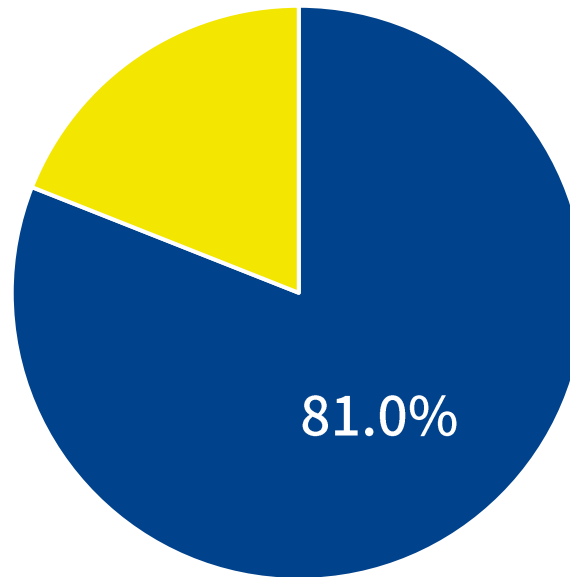
The share of pre-owned house distribution in Japan's total housing distribution is **approx. 14.5%**

■ Pre-owned House transactions ■ Construction of Newly Built House (incl. rental house)

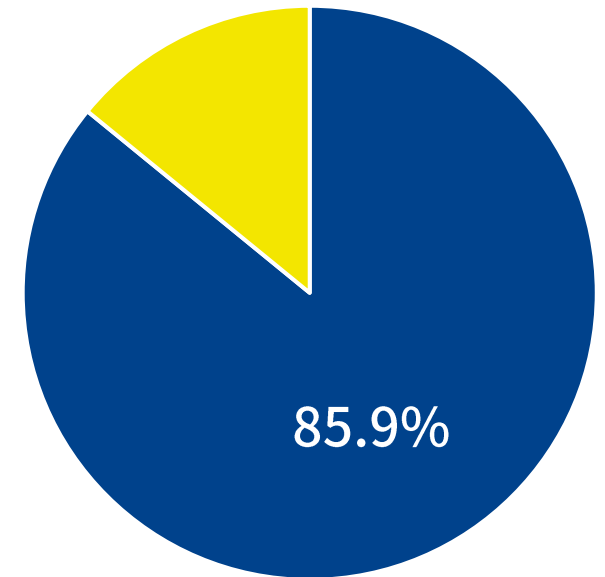
Japan('18)



U.S.('18)



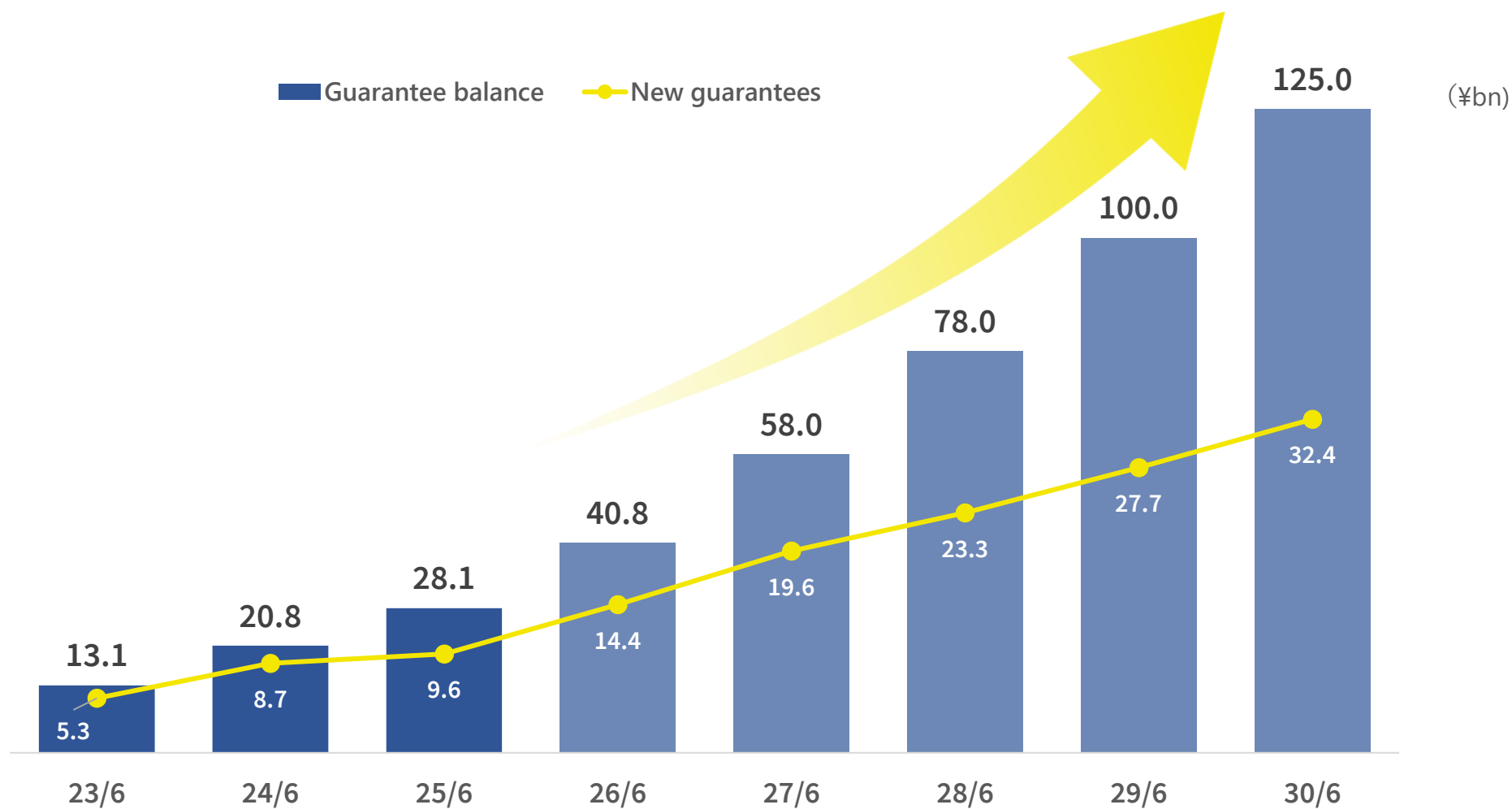
England('18)



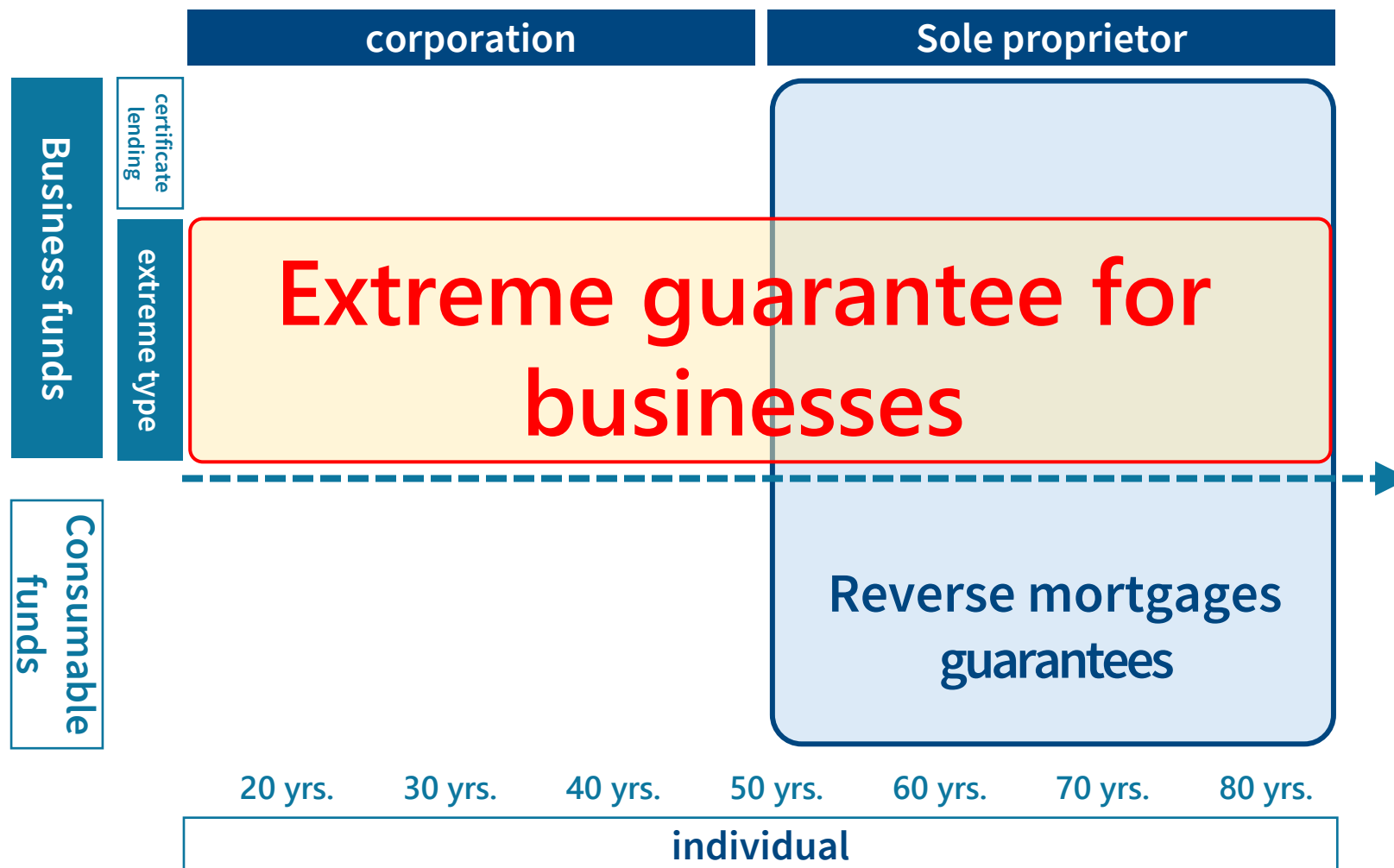
Quote: Ministry of land Transport, "Revitalization of the Pre-owned House Market" 7 May, 2020

Five-Year Plan for Reverse Mortgage Guarantee Business

Reverse mortgages: New guarantee amount and guarantee balance



Business Guarantee Initiatives



The future potential of Reverse Mortgage and Business Loan Guarantees

- ➔ Exit from "different dimension"
 - monetary easing
 - From deflation to inflation
 - Transformation of the financial system
 - Declining pensions
 - Transformation of values

Aiming for strategic growth

Increase stable supply channels

- Reverse Mortgage Guarantees
- House-Leaseback
- Direct purchasing

Purchasing while trying to avoid competition.





Innovate the industry!

- Making the industry that benefit customers -

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



Forward-looking Statements

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

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

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

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

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

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