

Summary of Business Results for the Fiscal Year Ended June 30, 2025

[Japan GAAP] (Consolidated)

August 14, 2025

Company **&Do Holdings Co., Ltd.** Listed on the TSE
 Stock code 3457 URL: <https://www.housedo.co.jp/and-do/en/>
 Representative Masahiro Ando, Chairman
 Contact Kazuaki Tomita, Vice Chairman and CFO
 TEL: +81-3-5220-7230

Expected date of annual shareholders' meeting: September 26, 2025
 Expected starting date of dividend payment: September 29, 2025
 Expected date of filing of annual securities report: September 25, 2025
 Preparation of supplementary financial document: Yes
 Holding of results briefing: Yes (for securities analysts)

(Rounded down to million yen)

1. Consolidated business results for the fiscal year ended June 2025 (July 1, 2024 through June 30, 2025)

(1) Consolidated results of operations (% change from the previous corresponding period)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal year ended Jun. 30, 2025	64,735	(4.2)	2,620	(27.0)	2,943	(14.9)	2,341	(5.5)
Fiscal year ended Jun. 30, 2024	67,579	36.4	3,587	13.0	3,457	2.9	2,476	12.8

(Note) Comprehensive income: Fiscal year ended Jun. 30, 2025: 2,348 million yen (down 5.6%)

Fiscal year ended Jun. 30, 2024: 2,488 million yen (up 10.9%)

	Net income per share	Diluted net income per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
	Yen	Yen	%	%	%
Fiscal year ended Jun. 30, 2025	118.86	118.51	13.1	3.9	4.0
Fiscal year ended Jun. 30, 2024	124.75	124.14	15.2	4.3	5.3

(Reference) Investment earnings/loss on equity-method:

Fiscal year ended Jun. 30, 2025: (2) million yen Fiscal year ended Jun. 30, 2024: (4) million yen

(2) Consolidated financial position

	Total assets	Net assets	Shareholder's equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of Jun. 30, 2025	71,973	18,453	25.6	923.77
As of Jun. 30, 2024	79,568	17,250	21.6	865.07

(Reference) Shareholders' equity:

As of Jun. 30, 2025: 18,434 million yen As of Jun. 30, 2024: 17,220 million yen

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of the period
	Million yen	Million yen	Million yen	Million yen
Fiscal year ended Jun. 30, 2025	7,522	(735)	(8,116)	7,852
Fiscal year ended Jun. 30, 2024	7,440	(1,309)	(6,366)	9,182

2. Dividends

	Annual dividend					Total dividends	Dividend payout ratio (Consolidated)	Ratio of total dividend to net assets (Consolidated)
	End of 1Q	End of 2Q	End of 3Q	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
Fiscal year ended Jun. 30, 2024	-	0.00	-	43.00	43.00	855	34.5	5.2
Fiscal year ended Jun. 30, 2025	-	0.00	-	45.00	45.00	898	37.9	5.0
Fiscal year ending Jun. 30, 2026 (forecast)	-	0.00	-	46.00	46.00		33.1	

3. Forecast of consolidated business results for the fiscal year ending June 2026 (July 1, 2025 through June 30, 2026)

(% change from the previous corresponding period)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Net income per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Six months ending Dec. 31, 2025	23,850	(33.6)	900	(43.9)	1,000	(43.0)	660	(42.0)	33.07
Fiscal year ending Jun. 30, 2026	55,000	(15.0)	2,900	10.6	3,000	1.9	2,772	18.4	138.90

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

(2) Changes in accounting policies and accounting estimates, and restatements

- 1) Changes in accounting policies associated with revision of accounting standards : Yes
- 2) Changes in accounting policies other than 1) : None
- 3) Changes in accounting estimates : None
- 4) Restatements : None

(Note) Please refer to the section “3. Consolidated Financial Statements and Notes, (5) Notes to Consolidated Financial Statements (Changes in Accounting Policies)” on page 13 of the attachments for further information.

(3) Number of shares issued (common stock)

1) Number of shares issued at the end of the period (treasury shares included)

As of Jun. 30, 2025 19,956,800 shares
As of Jun. 30, 2024 19,906,800 shares

2) Number of treasury shares at the end of the period

As of Jun. 30, 2025 594 shares
As of Jun. 30, 2024 586 shares

3) Average number of shares during the period (cumulative)

Fiscal year ended Jun. 30, 2025 19,697,501 shares
Fiscal year ended Jun. 30, 2024 19,851,644 shares

Reference: Summary of non-consolidated business results

Non-consolidated business results for the fiscal year ended June 2025 (July 1, 2024 through June 30, 2025)

(1) Non-consolidated results of operations (% change from the previous corresponding period)

	Net sales		Operating profit		Ordinary profit		Profit	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal year ended Jun. 30, 2025	25,632	(26.4)	1,316	(47.5)	2,532	(23.1)	1,837	(29.7)
Fiscal year ended Jun. 30, 2024	34,843	37.7	2,506	65.5	3,291	19.8	2,613	22.5

	Net income per share	Diluted net income per share
	Yen	Yen
Fiscal year ended Jun. 30, 2025	93.30	93.03
Fiscal year ended Jun. 30, 2024	131.64	130.99

(2) Non-consolidated financial position

	Total assets	Net assets	Shareholder's equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of Jun. 30, 2025	49,088	14,922	30.4	746.84
As of Jun. 30, 2024	56,422	14,231	25.2	713.42

(Reference) Shareholders' equity:

As of Jun. 30, 2025: 14,904 million yen As of Jun. 30, 2024: 14,201 million yen

*** The current financial report is not subject to audit by certified public accountants or auditing firms.**

*** Explanation regarding appropriate use of business forecasts and other special instructions**

(Caution concerning forward-looking statements)

Forecasts regarding future performance in this material are based on information currently available to the Company and certain assumptions that the Company deems to be reasonable at the time this report was prepared. The Company does not make promises about the achievements. Actual results may differ significantly from the forecasts due to various factors. Please refer to the section “1. Overview of Results of Operations, etc. (1) Results of Operations” on page 2 of the attachments regarding preconditions or other related matters for the forecasts.

Contents of Attachments

1. Overview of Results of Operations, etc.	2
(1) Results of Operations	2
(2) Financial Position	4
(3) Profit Allocation Policy and Dividend Payment Plan for the Current and Next Fiscal Years	5
2. Basic Approach to the Selection of Accounting Standards	5
3. Consolidated Financial Statements and Notes	6
(1) Consolidated Balance Sheet	6
(2) Consolidated Statements of Income and Comprehensive Income	8
Consolidated Statement of Income	8
Consolidated Statement of Comprehensive Income	9
(3) Consolidated Statement of Changes in Net Assets	10
(4) Consolidated Statement of Cash Flows	12
(5) Notes to Consolidated Financial Statements	13
Going Concern Assumption	13
Changes in Accounting Policies	13
Reclassifications	13
Additional Information	14
Consolidated Balance Sheet	15
Consolidated Statement of Cash Flows	15
Segment and Other Information	15
Per-share Information	19
Material Subsequent Events	19

1. Overview of Results of Operations, etc.

(1) Results of Operations

1) Summary of the fiscal year

During the fiscal year that ended in June 2025, Japanese economy maintained a moderate recovery trend, supported by solid corporate earnings that drove capital investment, as well as improvements in wages and employment conditions, and a rise in inbound demand. However, continued careful attention is required to factors such as the potential impact of U.S. tariff policies on the global economy.

In the real estate industry, where the &Do Holdings Group operates, the ending of the Bank of Japan's negative interest rate policy and the sharp rise in raw material prices have been pushing housing prices upward, raising concerns about the impact on buyer sentiment. Nevertheless, demand for housing remained solid as mortgage interest rates stayed low.

The &Do Holdings Group is taking many actions based on the three-year medium-term plan that ends in June 2025 with the goal of more growth of business operations and corporate value. Resources are focused on four growth enhancement businesses: Franchisee Business, House-Leaseback Business, Finance Business, and Real Estate Buying and Selling Business. In these businesses, we are making substantial investments for human resources, advertising and marketing, and other activities. By deepening ties among all of our businesses, we are making progress with services that combine real estate and financing as well as with becoming even more profitable.

The &Do Holdings Group reported net sales of 64,735 million yen (down 4.2% year on year), operating profit of 2,620 million yen (down 27.0% year on year) and ordinary profit of 2,943 million yen (down 14.9% year on year). Profit attributable to owners of parent amounted to 2,341 million yen (down 5.5% year on year).

Business segment performance was as follows.

(As of June 30, 2025)

Segment	Net sales (Millions of yen)	Activities
Franchisee Business	3,121	Number of new franchisee contracts: 125; total: 725 Number of new franchised stores: 84; total: 624
House-Leaseback Business	19,400	Number of new properties purchased: 854; total: 558 Number of properties sold: 883
Finance Business	558	Number of new guarantees for reverse mortgages: 504; total: 2,008
Real Estate Buying and Selling Business	38,396	Number of transactions: 1,187
Real Estate Brokerage Business	1,057	Number of brokered properties: 1,504
Renovation Business	2,200	Number of contracts: 1,326 Number of renovation completions: 1,401
Other Business	-	Overseas business
Total	64,735	-

a. Franchisee Business

In this business, many activities are under way to expand the network of stores. One priority is urban areas, where this is much potential for adding more stores. There are also activities to increase the number of franchised stores. The addition of franchisees is steady particularly in the Kansai area, mainly in Osaka, due to rising awareness of our brand as the number of these stores increases and to large expenditures for advertising and human resources. During the fiscal year, there were 125 new franchisee contracts. The number of franchisee contracts at the end of June 2025 was 725.

We have reinforced a franchisee follow-up system using supervisors, added a variety of new services and increased the number of partner companies. However, more time is needed to prepare for the store opening, including selecting tenants, due to the increase in new franchised stores in urban areas. Due to these actions, we added 84 franchised stores, raising the total to 624 at the end of June 2025.

As a result, segment sales decreased 0.9% to 3,121 million yen and segment profit decreased 4.5% to 1,920 million yen.

b. House-Leaseback Business

This business enables customers to use real estate to procure funds for retirement income, a business or a variety of other purposes. However, in light of the impact on our reputation from certain media reports about leaseback services offered by other companies, we reduced the number of House-Leaseback contracts, which in turn resulted in fewer transfers to the fund. During the fiscal year, this business purchased 854 properties and transferred, resold, or divested a total of 883 properties to investment funds, real estate purchasing companies, and other entities. As a result, the number of properties owned by this business was 558 at the end of June 2025.

As a result, segment sales decreased 25.4% to 19,400 million yen and segment profit decreased 29.4% to 2,264 million yen.

c. Finance Business

This business uses the &Do Holdings Group's nationwide network of real estate assessment and sales expertise, one of the group's core strengths, for growth of the reverse mortgage guarantee business. There were more activities to increase the number of guarantee agreements with financial institutions and build stronger ties with these institutions for increasing public awareness and the use of reverse mortgages. In the fiscal year, the number of reverse mortgage guarantees increased by 504 to 2,008, and guarantees totaled 28,178 million yen. This growth was driven by progress in diversifying the use of reverse mortgages, such as securing retirement funds, refinancing existing housing loans, and purchasing assisted living residences, and by the steady acquisition of new guarantees, particularly in the Tokyo metropolitan area.

As a result, segment sales increased 19.7% to 558 million yen and segment profit was up 70.7% to 179 million yen.

d. Real Estate Buying and Selling Business

Cooperation with directly operated real estate brokerage stores and other measures were used to buy more properties and supply properties that match the needs of customers in order to increase sales. Sales remain favorable as sales of large projects proceeded smoothly and the demand for houses in Japan continues to be strong. In addition, the acquisition and sale of residential properties, including the prioritized area of pre-owned home resale, also progressed steadily. The result was transactions for 1,187 properties during the fiscal year, up 18.1% from one year earlier.

As a result, segment sales increased 11.6% to 38,396 million yen and segment profit decreased 14.9% to 2,031 million yen.

e. Real Estate Brokerage Business

There are activities to position stores as a one-stop source of comprehensive services by using synergies with other group businesses in order to increase earnings. The size of this business is declining as people are shifted to key growth-driving businesses and stores are combined with others. The performance of existing stores is stable as demand for houses is firm due to continued low mortgage interest rates. During the fiscal year, the number of brokerage transactions was 1,504, down 13.7% from one year earlier.

As a result, segment sales decreased 3.8% to 1,057 million yen and segment profit decreased 11.4% to 511 million yen.

f. Renovation Business

This business used a collaboration with the Real Estate Brokerage Business to sell existing homes with renovation orders as a single package. To attract customers, we held joint renovation fairs with housing equipment manufacturers, used our showrooms, and had other activities. The number of renovation contracts signed in the fiscal year decreased 13.6% from one year earlier to 1,326 and the number of renovation completions decreased 8.8% to 1,401.

As a result, segment sales decreased 9.8% to 2,200 million yen and segment profit increased 9.8% to 257 million yen.

2) Outlook for the Next Fiscal Year

Going forward, we expect the Japanese economy to continue a moderate recovery, supported by improvements in

employment and inbound demand, despite the impact of rising prices. However, careful attention must be paid to the risk of an economic downturn due to geopolitical risks and a slowdown in overseas economies.

Under this business environment, our Group has formulated a five-year medium-term management plan ending in June 2030. The goal is to enhance capital efficiency and build a solid foundation for the sustainable growth of corporate value. We will allocate more resources to the businesses with the highest growth and profit potential. This will shift our focus toward our most important businesses and restructure our overall business portfolio. By improving capital turnover and increasing profit margins, we aim to generate strong and stable cash flows.

(2) Financial Position

1) Assets, liabilities and net assets

Assets

Total assets amounted to 71,973 million yen at the end of June 2025, a decrease of 7,595 million yen over the end of June 2024.

There was an increase of 1,186 million yen in investment securities as a result of liquidation of inventories and gain on investments in silent partnerships.

There was a decrease of 3,513 million yen in inventories, the result of the decreasing number of properties in the House-Leaseback Business and Real Estate Buying and Selling Business, and a decrease of 3,141 million yen in property, plant and equipment because of the reclassification of properties owned by the Real Estate Buying and Selling Business from non-current assets to real estate for sale.

Liabilities

Liabilities totaled 53,520 million yen, a decrease of 8,797 million yen over the end of June 2024.

There was an increase of 865 million yen in short-term borrowings.

There were decreases of 6,888 million yen in long-term borrowings and 804 million yen in bonds payable.

Net assets

Net assets totaled 18,453 million yen, an increase of 1,202 million yen over the end of June 2024.

There were increases of 11 million yen each in share capital and capital surplus due to the exercise of share acquisition rights as stock options, and 2,341 million yen in retained earnings because of the booking of profit attributable to owners of parent.

There was a decrease of 855 million yen in retained earnings due to dividend payments.

(Millions of yen)

	FY2024 (As of Jun. 30, 2024)	FY2025 (As of Jun. 30, 2025)	Change
Total assets	79,568	71,973	(7,595)
Liabilities	62,318	53,520	(8,797)
Net assets	17,250	18,453	1,202

2) Cash flows

Cash and cash equivalents (hereinafter “net cash”) as of the end of June 2025 amounted to 7,852 million yen, a decrease of 1,330 million yen over the end of June 2024.

Cash flows from operating activities

Net cash provided by operating activities totaled 7,522 million yen (compared with net cash provided of 7,440 million yen in the previous fiscal year).

Positive factors include the booking of profit before income taxes of 3,655 million yen and a decrease in inventories of 6,799 million yen.

Cash flows from investing activities

Net cash used in investing activities totaled 735 million yen (compared with net cash used of 1,309 million yen in the previous fiscal year).

Negative factors include purchase of property, plant and equipment of 695 million yen and purchase of investment securities of 416 million yen.

Cash flows from financing activities

Net cash used in financing activities totaled 8,116 million yen (compared with net cash used of 6,366 million yen in the previous fiscal year).

Positive factors include a net increase in short-term borrowings of 975 million yen and proceeds from long-term borrowings of 14,713 million yen.

Negative factors include repayments of long-term borrowings of 21,748 million yen and redemption of bonds of 1,118 million yen.

(3) Profit Allocation Policy and Dividend Payment Plan for the Current and Next Fiscal Years

Distributing earnings to shareholders is one of the highest priorities of &Do Holdings, along with the goal of increasing corporate value through the steady expansion of business operations and higher profitability. Based on this stance, our fundamental policy is to pay stable and continuous dividends. The basic guideline for dividends is a payout ratio of at least 30.0% while taking into consideration the need to maintain the proper balance between distributing earnings to shareholders and increasing retained earnings to fund investments for more growth. The dividend for each fiscal year is determined in accordance with this policy while taking into account cash flows, the outlook for sales and earnings and all other applicable factors.

For the fiscal year that ended on June 30, 2025, there was an ordinary dividend of 45 yen per share, resulting in a payout ratio of 37.9%.

The basic level for the dividend for the fiscal year ending on June 30, 2026 is a dividend payout ratio of 30.0%. The actual amount of the dividend will be determined by taking into account cash flows, the outlook for earnings and all other applicable factors.

2. Basic Approach to the Selection of Accounting Standards

The &Do Holdings Group will continue to prepare consolidated financial statements using Generally Accepted Accounting Principles in Japan to permit comparisons with prior years and with the financial data of other companies.

3. Consolidated Financial Statements and Notes**(1) Consolidated Balance Sheet**

	(Millions of yen)	
	FY2024 (As of Jun. 30, 2024)	FY2025 (As of Jun. 30, 2025)
Assets		
Current assets		
Cash and deposits	10,092	8,577
Accounts receivable from completed construction contracts	63	10
Accounts receivable-trade	53	50
Contract assets	47	18
Real estate for sale	36,880	34,129
Real estate for sale in process	9,454	8,709
Costs on construction contracts in progress	356	340
Short-term loans receivable from subsidiaries and associates	43	44
Operating loans	1,853	1,615
Other	1,394	1,388
Allowance for doubtful accounts	(21)	(13)
Total current assets	60,217	54,870
Non-current assets		
Property, plant and equipment		
Buildings and structures	5,477	2,979
Accumulated depreciation	(1,395)	(1,025)
Buildings and structures, net	4,081	1,953
Land	7,273	6,224
Other	126	175
Accumulated depreciation	(89)	(102)
Other, net	37	72
Total property, plant and equipment	11,392	8,250
Intangible assets		
Goodwill	229	119
Other	1,247	1,254
Total intangible assets	1,477	1,374
Investments and other assets		
Investment securities	4,838	6,025
Long-term prepaid expenses	373	272
Deferred tax assets	615	529
Other	665	660
Allowance for doubtful accounts	(11)	(9)
Total investments and other assets	6,481	7,478
Total non-current assets	19,350	17,102
Total assets	79,568	71,973

	(Millions of yen)	
	FY2024 (As of Jun. 30, 2024)	FY2025 (As of Jun. 30, 2025)
Liabilities		
Current liabilities		
Accounts payable for construction contracts	1,222	842
Short-term borrowings	13,223	14,089
Current portion of bonds payable	1,086	972
Current portion of long-term borrowings	11,765	11,729
Lease liabilities	4	5
Accounts payable-other	579	497
Accrued expenses	503	414
Income taxes payable	1,168	673
Accrued consumption taxes	401	47
Contract liabilities	1,213	1,278
Provision for bonuses	167	195
Asset retirement obligations	3	10
Provision for warranties for completed construction	3	14
Other	946	691
Total current liabilities	32,288	31,463
Non-current liabilities		
Bonds payable	1,850	1,046
Long-term borrowings	26,991	20,102
Lease liabilities	4	3
Long-term guarantee deposits	814	598
Deferred tax liabilities	226	181
Asset retirement obligations	101	93
Provision for warranties for completed construction	40	31
Total non-current liabilities	30,029	22,057
Total liabilities	62,318	53,520
Net assets		
Shareholders' equity		
Share capital	3,457	3,468
Capital surplus	3,475	3,487
Retained earnings	10,264	11,449
Treasury shares	(0)	(0)
Total shareholders' equity	17,196	18,404
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	0	(0)
Foreign currency translation adjustment	23	31
Total accumulated other comprehensive income	23	30
Share acquisition rights	30	18
Total net assets	17,250	18,453
Total liabilities and net assets	79,568	71,973

(2) Consolidated Statements of Income and Comprehensive Income**Consolidated Statement of Income**

(Millions of yen)

	FY2024 (Jul. 1, 2023 – Jun. 30, 2024)	FY2025 (Jul. 1, 2024 – Jun. 30, 2025)
Net sales	67,579	64,735
Cost of sales	51,144	50,195
Gross profit	16,434	14,539
Selling, general and administrative expenses		
Total selling, general and administrative expenses	12,847	11,919
Operating profit	3,587	2,620
Non-operating income		
Interest and dividend income	1	6
Gain on investments in silent partnerships	390	1,060
Consumption taxes refund	153	88
Other	166	132
Total non-operating income	711	1,287
Non-operating expenses		
Interest expenses	706	803
Commission expenses	115	142
Share of loss of entities accounted for using equity method	4	2
Other	16	16
Total non-operating expenses	842	964
Ordinary profit	3,457	2,943
Extraordinary income		
Gain on sale of non-current assets	-	17
Gain on sale of investment securities	321	-
Gain on reversal of share acquisition rights	6	11
Gain on sale of businesses	-	766
Total extraordinary income	328	796
Extraordinary losses		
Loss on sale of non-current assets	-	0
Loss on retirement of non-current assets	17	23
Loss on sale of investment securities	-	2
Impairment losses	81	57
Total extraordinary losses	99	83
Profit before income taxes	3,686	3,655
Income taxes-current	1,594	1,273
Income taxes-deferred	(384)	41
Total income taxes	1,209	1,314
Profit	2,476	2,341
Profit attributable to owners of parent	2,476	2,341

Consolidated Statement of Comprehensive Income

	(Millions of yen)	
	FY2024	FY2025
	(Jul. 1, 2023 – Jun. 30, 2024)	(Jul. 1, 2024 – Jun. 30, 2025)
Profit	2,476	2,341
Other comprehensive income		
Valuation difference on available-for-sale securities	3	(1)
Share of other comprehensive income of entities accounted for using equity method	8	8
Total other comprehensive income	11	7
Comprehensive income	2,488	2,348
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,488	2,348
Comprehensive income attributable to non-controlling interests	-	-

(3) Consolidated Statement of Changes in Net Assets

FY2024 (Jul. 1, 2023 – Jun. 30, 2024)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	3,377	3,395	8,570	(0)	15,343
Changes during period					
Issuance of new shares	79	79			159
Dividends of surplus			(782)		(782)
Profit attributable to owners of parent			2,476		2,476
Purchase of treasury shares				(0)	(0)
Net changes in items other than shareholders' equity					-
Total changes during period	79	79	1,693	(0)	1,853
Balance at end of period	3,457	3,475	10,264	(0)	17,196

	Accumulated other comprehensive income			Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	(3)	14	11	40	15,395
Changes during period					
Issuance of new shares			-		159
Dividends of surplus			-		(782)
Profit attributable to owners of parent			-		2,476
Purchase of treasury shares			-		(0)
Net changes in items other than shareholders' equity	3	8	11	(10)	1
Total changes during period	3	8	11	(10)	1,854
Balance at end of period	0	23	23	30	17,250

FY2025 (Jul. 1, 2024 – Jun. 30, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	3,457	3,475	10,264	(0)	17,196
Changes during period					
Issuance of new shares	11	11			22
Dividends of surplus			(855)		(855)
Profit attributable to owners of parent			2,341		2,341
Purchase of treasury shares				(1,313)	(1,313)
Disposal of treasury shares			(300)	1,313	1,012
Net changes in items other than shareholders' equity					-
Total changes during period	11	11	1,184	(0)	1,207
Balance at end of period	3,468	3,487	11,449	(0)	18,404

	Accumulated other comprehensive income			Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	0	23	23	30	17,250
Changes during period					
Issuance of new shares			-		22
Dividends of surplus			-		(855)
Profit attributable to owners of parent			-		2,341
Purchase of treasury shares			-		(1,313)
Disposal of treasury shares			-		1,012
Net changes in items other than shareholders' equity	(1)	8	7	(11)	(4)
Total changes during period	(1)	8	7	(11)	1,202
Balance at end of period	(0)	31	30	18	18,453

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	FY2024 (Jul. 1, 2023 – Jun. 30, 2024)	FY2025 (Jul. 1, 2024 – Jun. 30, 2025)
Cash flows from operating activities		
Profit before income taxes	3,686	3,655
Depreciation	909	859
Loss (gain) on investments in silent partnerships	(390)	(1,060)
Amortization of goodwill	110	110
Loss (gain) on sale of businesses	-	(766)
Interest and dividend income	(1)	(6)
Interest expenses	706	803
Decrease (increase) in trade receivables	174	58
Decrease (increase) in inventories	3,250	6,799
Increase (decrease) in trade payables	(39)	(364)
Decrease (increase) in operating loans receivable	644	248
Increase (decrease) in contract liabilities	(191)	67
Other, net	246	(297)
Subtotal	9,104	10,108
Interest and dividends received	1	6
Interest paid	(703)	(816)
Income taxes refund (paid)	(961)	(1,775)
Net cash provided by (used in) operating activities	7,440	7,522
Cash flows from investing activities		
Purchase of property, plant and equipment	(448)	(695)
Purchase of intangible assets	(403)	(433)
Purchase of investment securities	(881)	(416)
Proceeds from sale of investment securities	323	32
Proceeds from redemption of investment securities	181	259
Decrease (increase) in restricted deposits	-	184
Proceeds from sale of businesses	-	447
Other, net	(80)	(115)
Net cash provided by (used in) investing activities	(1,309)	(735)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(4,296)	975
Proceeds from long-term borrowings	14,842	14,713
Repayments of long-term borrowings	(15,900)	(21,748)
Proceeds from issuance of bonds	700	200
Redemption of bonds	(1,080)	(1,118)
Proceeds from disposal of treasury shares	-	1,012
Purchase of treasury shares	(0)	(1,313)
Dividends paid	(782)	(855)
Other, net	150	17
Net cash provided by (used in) financing activities	(6,366)	(8,116)
Effect of exchange rate change on cash and cash equivalents	12	(1)
Net increase (decrease) in cash and cash equivalents	(222)	(1,330)
Cash and cash equivalents at beginning of period	9,404	9,182
Cash and cash equivalents at end of period	9,182	7,852

(5) Notes to Consolidated Financial Statements

Going Concern Assumption

Not applicable.

Changes in Accounting Policies

Application of Accounting Standard for Current Income Taxes, etc.

The Company has applied the Accounting Standard for Current Income Taxes (Accounting Standards Board of Japan (ASBJ) Statement No. 27, revised on October 28, 2022) beginning with the current fiscal year.

Revisions concerning the accounting classification of income taxes (taxation of other comprehensive income) are made in accordance with the transitional treatment stipulated in the proviso of Paragraph 20-3 of this revised accounting standard and with Paragraph 65-2, Item 2 of Guidance on Accounting Standard for Tax Effect Accounting (ASBJ Guidance No. 28, revised on October 28, 2022).

For the revision concerning the change in the treatment in the consolidated financial statements of the tax deferral of gains or losses on sales of shares of subsidiaries, etc. between consolidated companies, the Company has applied this revised guidance beginning with the current fiscal year.

This change in accounting policies has no effect on the consolidated financial statements and consolidated financial statements.

Reclassifications

Consolidated Statement of Cash Flows

“Proceeds from redemption of investment securities,” included in “Other, net” under “Cash flows from investing activities” in the previous fiscal year, is presented separately from the current fiscal year given the increased materiality in the context of consolidated financial statements. To conform to this change, the consolidated financial statements for the previous fiscal year are reclassified.

Accordingly, “Other, net” of 181 million yen under “Cash flows from investing activities” in the consolidated statement of cash flows for the previous fiscal year has been reclassified in “Proceeds from redemption of investment securities.”

“Purchase of treasury shares,” included in “Other, net” under “Cash flows from financing activities” in the previous fiscal year, is presented separately from the current fiscal year given the increased materiality in the context of consolidated financial statements. To conform to this change, the consolidated financial statements for the previous fiscal year are reclassified.

Accordingly, “Other, net” of negative 0 million yen under “Cash flows from financing activities” in the consolidated statement of cash flows for the previous fiscal year has been reclassified in “Purchase of treasury shares.”

Additional Information

Sale of House-Leaseback Assets

1. Summary of special purpose company (SPC) and transactions using this company

&Do Holdings sells assets of the House-Leaseback Business as one way to diversify sources of funding.

For the sale of these assets, &Do Holdings first sells House-Leaseback assets (trust beneficiary rights and other assets) to an SPC (which is structured as a godo kaisha (limited liability company)). The SPC then uses these assets as collateral for loans and other sources of funds in order to pay &Do Holdings for these assets. &Do Holdings has a tokumei kumiai (silent partnership) contract with each SPC and makes investments in accordance with this contract.

The following table presents information concerning the SPCs used for the sale of House-Leaseback assets.

&Do Holdings has made no investments with voting rights in any SPC and has not supplied any SPC with directors or other executives.

	FY2024 (As of Jun. 30, 2024)	FY2025 (As of Jun. 30, 2025)
Number of SPC	17	18
Total assets of SPCs	54,398 million yen	56,050 million yen
Total liabilities of SPCs	49,903 million yen	50,347 million yen

2. Transactions with SPCs

FY2024 (Jul. 1, 2023 – Jun. 30, 2024)

	Major transactions (Millions of yen)	Sales, expenses, gains	
		Items	Amount (Millions of yen)
Investments in silent partnerships	880	Partnership investment gains	390
Selling price	17,748	Net sales	17,748
Book value	14,436	Cost of sales	14,436

Notes: 1. The selling price of assets is classified as sales and the book value of assets is classified as cost of sales.

- SPCs outsource to PM Do Co., Ltd. (currently HOUSE DO Sales Management Co., Ltd.) the management of the properties purchased from &Do Holdings. Property management fees are omitted from this table because they are negligible.
- &Do Holdings and PM Do Co., Ltd. (currently HOUSE DO Sales Management Co., Ltd.) perform renovation work at properties that have been sold to an SPC. Renovations are omitted from this table because the monetary value is negligible.

FY2025 (Jul. 1, 2024 – Jun. 30, 2025)

	Major transactions (Millions of yen)	Sales, expenses, gains	
		Items	Amount (Millions of yen)
Investments in silent partnerships	407	Partnership investment gains	1,060
Selling price	8,232	Net sales	8,232
Book value	6,931	Cost of sales	6,931

Notes: 1. The selling price of assets is classified as sales and the book value of assets is classified as cost of sales.

- SPCs outsource to HOUSE DO Sales Management Co., Ltd. the management of the properties purchased from &Do Holdings. Property management fees are omitted from this table because they are negligible.
- &Do Holdings and HOUSE DO Sales Management Co., Ltd. perform renovation work at properties that have been sold to an SPC. Renovations are omitted from this table because the monetary value is negligible.

Reclassification of real estate from non-current assets to real estate for sale

During FY2025, the following income-generating properties and other properties previously classified as non-current assets were reclassified to real estate for sale because the holding purpose was changed to sales: buildings and structures of 2,138 million yen, land of 1,549 million yen, other of 0 million yen in property, plant and equipment and other of 0 million yen in intangible assets.

Consolidated Balance Sheet

Guarantee liabilities

The Company guarantees the following customers' bank loans from financial institutions.

	FY2024 (As of Jun. 30, 2024)	FY2025 (As of Jun. 30, 2025)
Customers for reverse mortgage business	20,863 million yen	28,178 million yen
Customers for business loan business	7 million yen	7 million yen
Customers for automobile loan business	1 million yen	- million yen
Total	20,871 million yen	28,185 million yen

Note: The amount is the maximum amount of guarantee.

Consolidated Statement of Cash Flows

* The relationship between the balance of cash and cash equivalents at the end of period and the amount of items posted in the consolidated balance sheet is as follows.

	FY2024 (Jul. 1, 2023 – Jun. 30, 2024)	FY2025 (Jul. 1, 2024 – Jun. 30, 2025)
Cash and deposits	10,092 million yen	8,577 million yen
Restricted deposits	(910) million yen	(725) million yen
Cash and cash equivalents	9,182 million yen	7,852 million yen

Segment and Other Information

Segment Information

1. Overview of reportable segment

Segments used for financial reporting are the Company's constituent units for which separate financial information is available and for which the Board of Directors performs periodic studies for the purposes of determining the allocation of resources and evaluating performance.

&Do Holdings establishes comprehensive strategies for the products and services of each business unit and conducts the associated business operations based on these strategies. Consequently, based on these business units, &Do Holdings has reportable segments for different categories of products and services. &Do Holdings had six reportable segments: Franchisee Business, House-Leaseback Business, Finance Business, Real Estate Buying and Selling Business, Real Estate Brokerage Business, and Renovation Business.

The Franchisee Business is engaged mainly in franchised operations for real estate brokerage and leasing brokerage. The House-Leaseback Business primarily provides sale-and-leaseback services for existing houses and condominium units and performs other operations involving these activities. The Finance Business mainly provides loans secured by real estate and guarantees for reverse mortgages. The Real Estate Buying and Selling Business primarily buys and sells land and existing houses, buildings and condominium units and performs other associated activities. The Real Estate Brokerage Business performs brokerage activities. The Renovation Business primarily serves as a contractor for the renovation of residences.

2. Calculation methods for net sales, profit or loss, assets, and other items for each reportable segment

The accounting methods for reportable segments are the same as the methods used for preparing the consolidated financial statements. Inter-segment sales and transfers use the same transaction terms as those for transactions with external customers.

3. Information related to net sales and profit or loss, assets, and other items for each reportable segment
FY2024 (Jul. 1, 2023 – Jun. 30, 2024)

(Millions of yen)

	Reportable segment						
	Franchisee	House-Leaseback	Finance	Real Estate Buying and Selling	Real Estate Brokerage	Renovation	Subtotal
Net sales							
External sales	3,148	26,005	467	34,416	1,099	2,440	67,577
Inter-segment sales and transfers	88	82	24	28	555	0	780
Total	3,237	26,088	491	34,444	1,655	2,440	68,357
Segment profit (loss)	2,011	3,208	105	2,386	578	234	8,523
Segment assets	234	19,977	5,019	45,072	292	422	71,018
Other items							
Depreciation	2	392	5	164	21	4	589
Share of profit (loss) of entities accounted for using equity method	-	-	-	-	-	-	-
Investment in equity-method affiliates	-	-	-	-	-	-	-
Increase in property, plant and equipment and intangible assets	0	33	4	572	(0)	(9)	601

(Millions of yen)

	Other (Note 1)	Total	Adjustment (Notes 2, 4, 5, 6)	Amounts shown on consolidated financial statements (Note 3)
Net sales				
External sales	1	67,579	-	67,579
Inter-segment sales and transfers	-	780	(780)	-
Total	1	68,359	(780)	67,579
Segment profit (loss)	(9)	8,514	(4,926)	3,587
Segment assets	200	71,219	8,348	79,568
Other items				
Depreciation	-	589	319	909
Share of profit (loss) of entities accounted for using equity method	(4)	(4)	-	(4)
Investment in equity-method affiliates	148	148	-	148
Increase in property, plant and equipment and intangible assets	0	601	437	1,039

- Notes:
1. Other represents the businesses which are not included in any of the reportable segments and mainly consists of expenses of the Europe/US style real estate agent business and overseas business.
 2. The negative adjustment of 4,926 million yen to segment profit (loss) includes an elimination for inter-segment transactions of negative 0 million yen, corporate expenses of negative 4,970 million yen that are not allocated to any of the reportable segments and inventory adjustments of 45 million yen. Corporate expenses mainly consist of general and administrative expenses that are not attributable to any of the reportable segments.
 3. Segment profit (loss) is adjusted to be consistent with operating profit in the consolidated financial statements.
 4. The 8,348 million yen adjustment to segment assets includes elimination for inter-segment transactions of negative 20,542 million yen, corporate assets of 28,957 million yen that are not allocated to any of the reportable segments and inventory adjustments of negative 66 million yen. Corporate assets mainly include excess working capital (cash and deposits) and assets related to the administrative division that cannot be allocated to reportable segments.
 5. The 319 million yen adjustment to depreciation includes corporate assets that are not allocated to any of the reportable segments.
 6. The 437 million yen adjustment to increase in property, plant and equipment and intangible assets includes an increase in corporate assets of 434 million yen that are not allocated to reportable segments and non-current assets adjustments of 3 million yen.

FY2025 (Jul. 1, 2024 – Jun. 30, 2025)

(Millions of yen)

	Reportable segment						
	Franchisee	House-Leaseback	Finance	Real Estate Buying and Selling	Real Estate Brokerage	Renovation	Subtotal
Net sales							
External sales	3,121	19,400	558	38,396	1,057	2,200	64,735
Inter-segment sales and transfers	91	48	4	21	398	-	564
Total	3,212	19,449	563	38,417	1,455	2,200	65,299
Segment profit (loss)	1,920	2,264	179	2,031	511	257	7,165
Segment assets	128	19,886	4,826	40,077	242	245	65,406
Other items							
Depreciation	0	343	3	127	18	5	499
Share of profit (loss) of entities accounted for using equity method	-	-	-	-	-	-	-
Investment in equity-method affiliates	-	-	-	-	-	-	-
Increase in property, plant and equipment and intangible assets	0	64	3	664	-	13	746

(Millions of yen)

	Other (Note 1)	Total	Adjustment (Notes 2, 4, 5, 6)	Amounts shown on consolidated financial statements (Note 3)
Net sales				
External sales	-	64,735	-	64,735
Inter-segment sales and transfers	-	564	(564)	-
Total	-	65,299	(564)	64,735
Segment profit (loss)	(2)	7,162	(4,541)	2,620
Segment assets	199	65,605	6,367	71,973
Other items				
Depreciation	-	499	360	859
Share of profit (loss) of entities accounted for using equity method	(2)	(2)	-	(2)
Investment in equity-method affiliates	154	154	-	154
Increase in property, plant and equipment and intangible assets	-	746	417	1,163

- Notes:
1. Other represents the businesses which are not included in any of the reportable segments and mainly consists of expenses of overseas business.
 2. The negative adjustment of 4,541 million yen to segment profit (loss) includes an elimination for inter-segment transactions of negative 0 million yen, corporate expenses of negative 4,558 million yen that are not allocated to any of the reportable segments and inventory adjustments of 16 million yen. Corporate expenses mainly consist of general and administrative expenses that are not attributable to any of the reportable segments.
 3. Segment profit (loss) is adjusted to be consistent with operating profit in the consolidated financial statements.
 4. The 6,367 million yen adjustment to segment assets includes elimination for inter-segment transactions of negative 18,204 million yen, corporate assets of 24,628 million yen that are not allocated to any of the reportable segments, inventory adjustments of negative 55 million yen and non-current assets adjustments of negative 0 million yen. Corporate assets mainly include excess working capital (cash and deposits) and assets related to the administrative division that cannot be allocated to reportable segments.
 5. The 360 million yen adjustment to depreciation includes corporate assets that are not allocated to any of the reportable segments.
 6. The 417 million yen adjustment to increase in property, plant and equipment and intangible assets includes an increase in corporate assets of 417 million yen that are not allocated to reportable segments and non-current assets adjustments of negative 0 million yen.

Related information

1. Information by product or service

This information is omitted because the same information is presented in segment information.

2. Information by region

(1) Net sales

This information is not disclosed because sales to external clients in Japan exceeded 90% of consolidated net sales on the consolidated statement of income.

(2) Property, plant and equipment

This information is omitted because property, plant and equipment in Japan exceed 90% of property, plant and equipment on the consolidated balance sheet.

3. Information by major client

FY2024 (Jul. 1, 2023 – Jun. 30, 2024)

Not applicable.

FY2025 (Jul. 1, 2024 – Jun. 30, 2025)

Not applicable.

Information related to impairment of non-current assets for each reportable segment

FY2024 (Jul. 1, 2023 – Jun. 30, 2024)

(Millions of yen)

	Reportable segment							Other	Elimination or Corporate	Total
	Franchisee	House-Leaseback	Finance	Real Estate Buying and Selling	Real Estate Brokerage	Renovation	Subtotal			
Impairment loss	-	-	-	81	-	-	81	-	-	81

FY2025 (Jul. 1, 2024 – Jun. 30, 2025)

(Millions of yen)

	Reportable segment							Other	Elimination or Corporate	Total
	Franchisee	House-Leaseback	Finance	Real Estate Buying and Selling	Real Estate Brokerage	Renovation	Subtotal			
Impairment loss	-	-	-	10	6	-	16	-	40	57

Information related to goodwill amortization and the unamortized balance for each reportable segment

FY2024 (Jul. 1, 2023 – Jun. 30, 2024)

(Millions of yen)

	Reportable segment							Other	Elimination or Corporate	Total
	Franchisee	House-Leaseback	Finance	Real Estate Buying and Selling	Real Estate Brokerage	Renovation	Subtotal			
Amortization for the period	-	-	-	110	-	-	110	-	-	110
Balance at end of period	-	-	-	229	-	-	229	-	-	229

FY2025 (Jul. 1, 2024 – Jun. 30, 2025)

(Millions of yen)

	Reportable segment							Other	Elimination or Corporate	Total
	Franchisee	House-Leaseback	Finance	Real Estate Buying and Selling	Real Estate Brokerage	Renovation	Subtotal			
Amortization for the period	-	-	-	110	-	-	110	-	-	110
Balance at end of period	-	-	-	119	-	-	119	-	-	119

Information related to gain on bargain purchase for each reportable segment

Not applicable.

Per-share Information

(Yen)

	FY2024 (Jul. 1, 2023 – Jun. 30, 2024)	FY2025 (Jul. 1, 2024 – Jun. 30, 2025)
Net assets per share	865.07	923.77
Net income per share	124.75	118.86
Diluted net income per share	124.14	118.51

Note: The following is a reconciliation of net income per share and diluted net income per share.

(Millions of yen)

	FY2024 (Jul. 1, 2023 – Jun. 30, 2024)	FY2025 (Jul. 1, 2024 – Jun. 30, 2025)
Net income per share		
Profit attributable to owners of parent	2,476	2,341
Amount not attributable to common shareholders	-	-
Profit attributable to common shareholders of parent	2,476	2,341
Average number of shares of common stock during the fiscal year (shares)	19,851,644	19,697,501
Diluted net income per share		
Adjustment to profit attributable to owners of parent	-	-
[Of which, interest expenses (after deducting amount equivalent to tax)]	-	-
Increase in the number of shares of common stock (shares)	97,622	57,865
[Of which, share acquisition rights (shares)]	[97,622]	[57,865]
Summary of potentially dilutive shares not included in the calculation of diluted net income per share due to their anti-dilutive effect	The 6th series of stock options (equivalent to 582,000 shares of stock) and the 7th series of stock options (equivalent to 16,800 shares of stock) were not included in the calculation of diluted net income per share because these stock options were not dilutive in this fiscal year.	The 6th series of stock options (equivalent to 566,000 shares of stock) were not included in the calculation of diluted net income per share because these stock options were not dilutive in this fiscal year.

Material Subsequent Events

Not applicable.

This financial report is solely a translation of “Kessan Tanshin” (in Japanese, including attachments), which has been prepared in accordance with accounting principles and practices generally accepted in Japan, for the convenience of readers who prefer an English translation.