

FY2025/12 2Q

Financial Results

Zoff

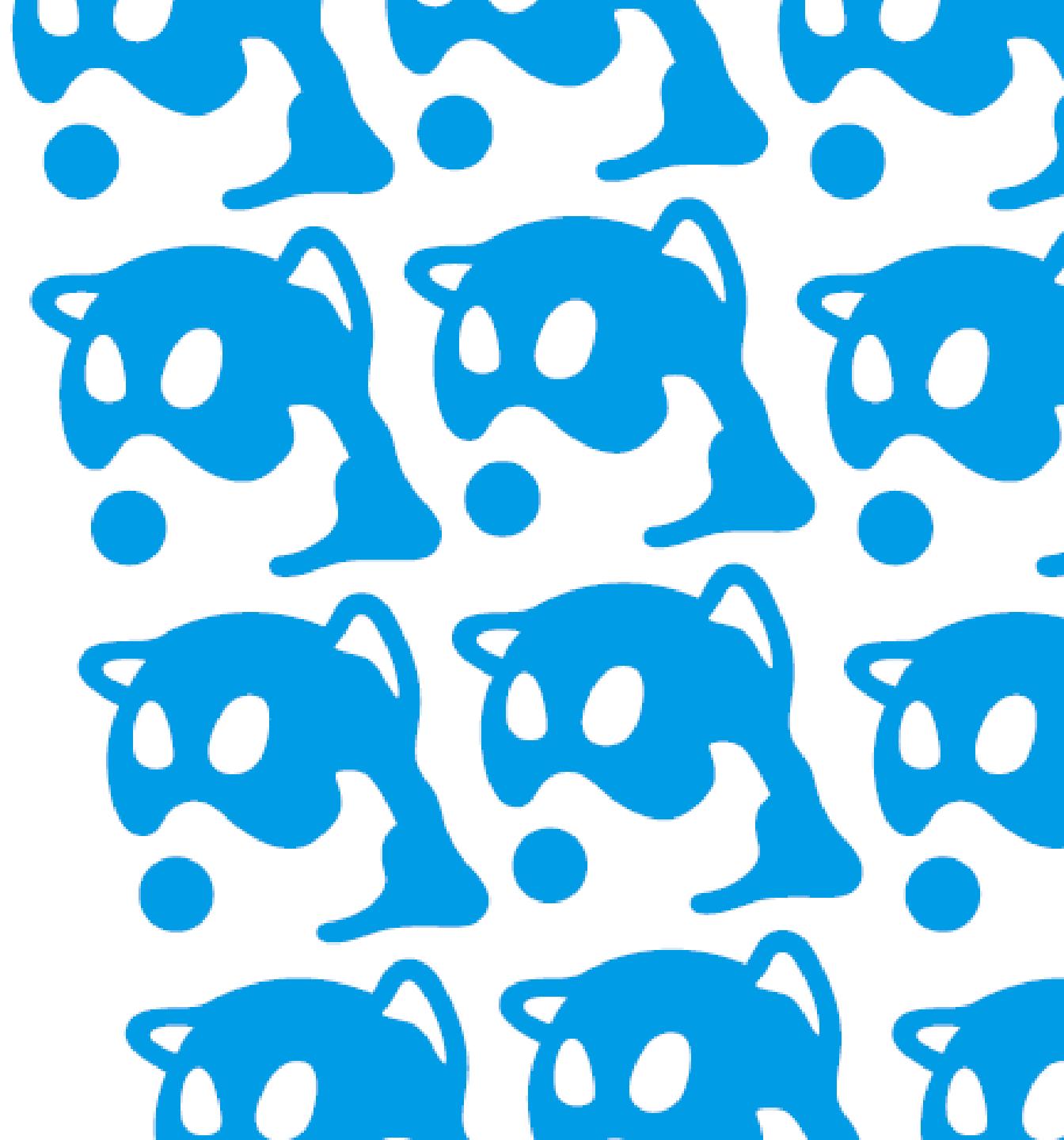
INTERMESTIC INC.

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In the event of any discrepancy between the Japanese original and this English translation, the Japanese original shall prevail.

FY2025/12 2Q

Consolidated Financial Results



Consolidated Financial Results Summary for FY2025/12 2Q

Net Sales
23.97 billion yen
+10.1%
(YoY Change)

Gross profit margin
76.8%
+2.5pt
(YoY Change)

Operating profit margin
15.4%
+1.2pt
(YoY Change)

Number of stores in Japan
(as of 2025/6)
316 stores
+9 stores
(Net increase from the end
of the previous period²)

same stores sales
growth rate¹
+6.4%

cumulative total
(+12.1%, 2024 Jan-Jun)

Sunglasses sales¹
2.52 billion yen
+6.8%
(YoY Change)

EC sales¹
1.63 billion yen
+6.4%
(YoY Change)

New store openings in
Japan²
11 stores
(First half of 2025)

Note 1: Same stores sales growth rate, sunglasses sales, and e-commerce sales figures are based on managerial accounting.

Note 2: Net increase includes the number of stores closed, while the number of new stores opened does not include the number of stores closed.

Consolidated Financial Results FY2025/12 2Q

- Sales grew 10.1% year on year, driven by sunglasses at both same stores and new stores.**
- Gross profit margin improved by 2.5 pt due to continued sales restraint.**

(million yen, %)	FY24/2Q		FY25/2Q			Comments
	Amount	Sales ratio &	Amount	Sales ratio %	YoY %	
Net Sales	21,774	100.0	23,970	100.0	+10.1	Both same stores and new stores performed well, mainly in sunglasses.
Gross profit	16,186	74.3	18,405	76.8	+13.7	Following last year, gross profit margin improved by 2.5 pt due to continued sales restraint.
SG&A expenses	13,100	60.2	14,705	61.3	+12.2	The increase in personnel expenses due to the provision for bonuses resulted in an increase in the SG&A ratio. Additionally, expenses related to the new TV commercial are expected to be recognized in the third quarter or later.
Operating profit	3,085	14.2	3,699	15.4	+19.9	Although expenses increased, the increase in gross profit outweighed the increase in expenses, resulting in an increase in profit.
Net income	2,016	9.3	2,527	10.5	+25.4	

Note 1: Due to rounding, the total figures may not match.

Segment-based sales results

- Domestic operations grew steadily by +10.1%
- Overseas operations also achieved stable growth as the FC conversion implemented in the previous year gained traction

	FY24/2Q (Millions of yen)	FY25/2Q (Millions of yen)	YoY %	Comments
Domestic Business ¹	21,361	23,527	10.1	Both stores and e-commerce performed well, achieving steady growth
Stores ²	20,009	21,997	9.9	Increase in sales compared to the previous quarter based on growth at same stores
EC ²	1,541	1,639	6.4	Increased revenue compared to the previous quarter based on sunglasses and collaboration products
Overseas Business	413	442	7.0	FC conversion from the previous year is also on track, leading to stable growth

Note 1: Only sales to external customers are included

Note 2: Sales figures for stores and e-commerce are based on management accounting figures

Consolidated Financial Results FY2025/12 2Q (SG&A)

- The increase in the personnel expense ratio due to the provision for bonuses resulted in a 1.1 pt increase in the SG&A ratio
- The costs associated with the new TV commercial featuring Meguro Ren will be recognized in the third quarter or later, so advertising expenses are expected to remain in line with the initial forecast (approximately 2.2 billion yen)

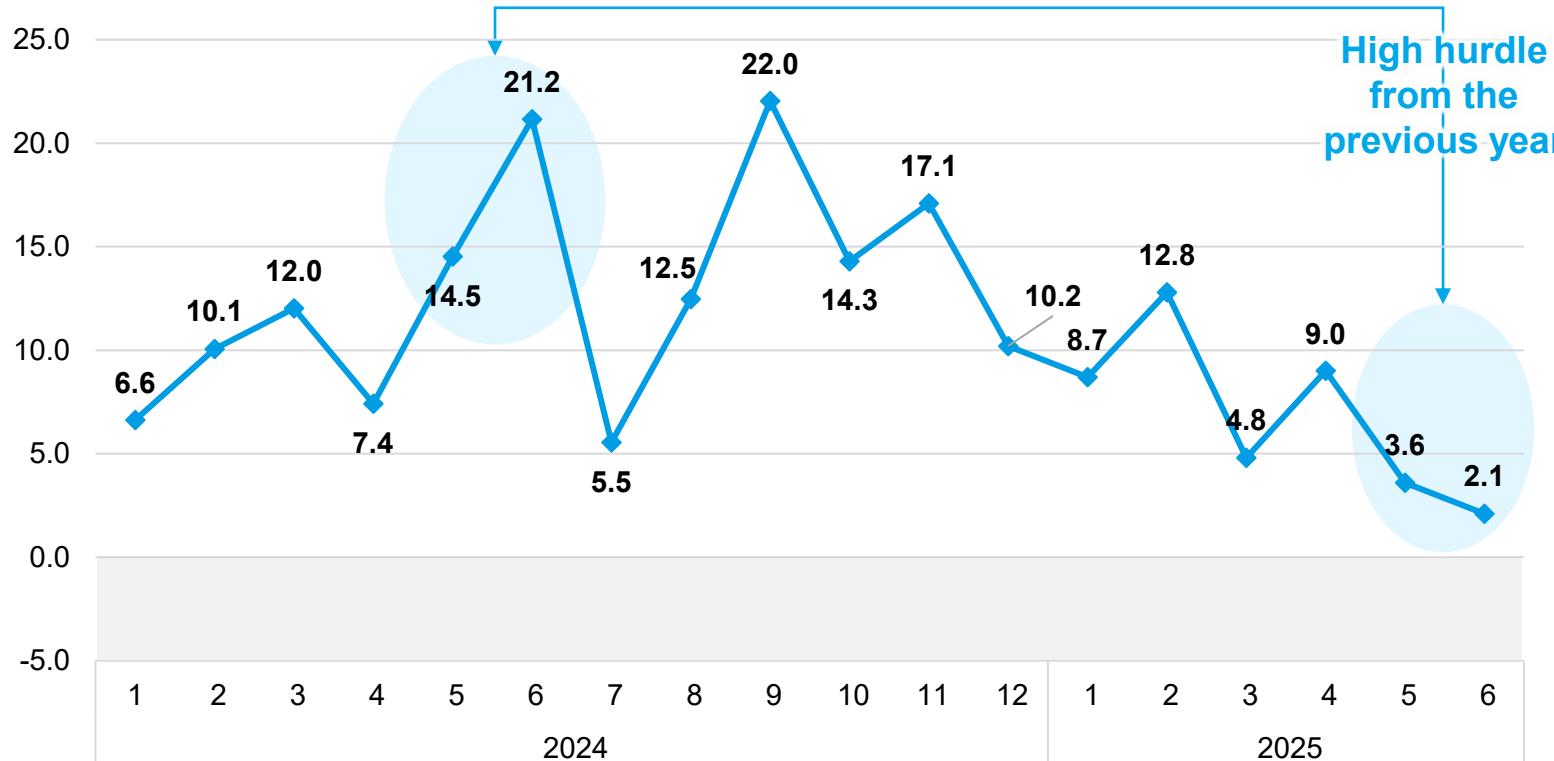
(million yen, %)	FY24/2Q		FY25/2Q			Comments
	Amount	Sales ratio %	Amount	Sales ratio %	YoY %	
SG&A expenses	13,100	60.2	14,705	61.3	+12.2	
Labor costs	5,709	26.2	6,680	27.9	+17.0	The increase in the personnel expense ratio is due to the provision for bonuses. *Details are provided in the appendix "Impact of the provision for bonuses."
Store rental expenses	3,072	14.1	3,368	14.1	+9.6	Remained at the same level as the previous year
Advertising expenses	803	3.7	790	3.3	▲1.6	The costs for the new commercial will be recorded in the third quarter or later, so an increase is expected in the second half. For the full year, usage is expected to be in line with the initial forecast (approximately 2.2 billion yen)
Depreciation	364	1.7	474	2.0	+30.2	Increase due to new store openings/renovations

Note 1: Due to rounding, the total figures may not match

Same stores sales growth rate

- Same stores sales growth rate for the first half of FY25 was +6.4%.
- Despite the difficult months of May and June, which were compared to the high hurdle from the previous year, steady demand for sunglasses-related products drove same stores sales growth rate, resulting in positive growth in all months.

Monthly same-store sales growth rate (year-on-year)¹



Same stores sales growth rate

2Q
Cumulative
+6.4

Strong demand for sunglasses drove same store sales growth rate throughout the first half

1Q
+8.3

The price changes implemented in March last year for some products and services impacted results, which still ended at a high level

2Q
+4.6

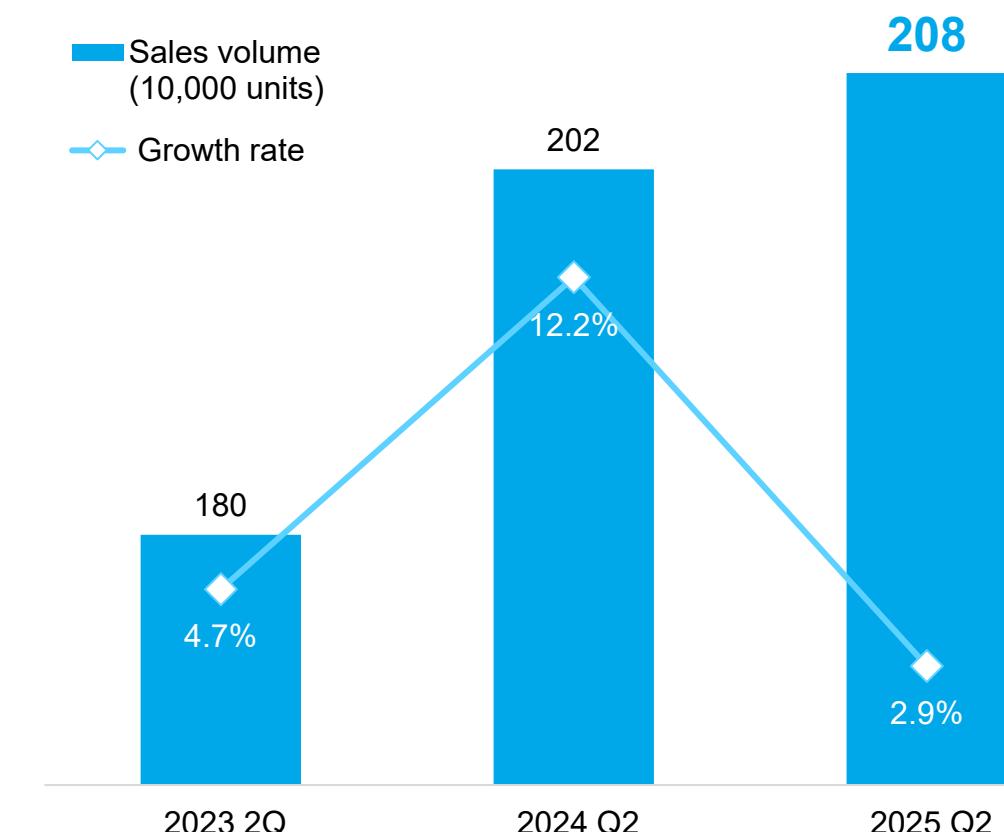
Despite the high hurdle set by May and June last year, same stores ended up with positive growth thanks to steady demand for sunglasses.

Note 1: Same stores are stores that were open for business in the same month of the previous year and the current month. Same stores sales growth rate is calculated by comparing the total same store sales for each month with the same month of the previous year.

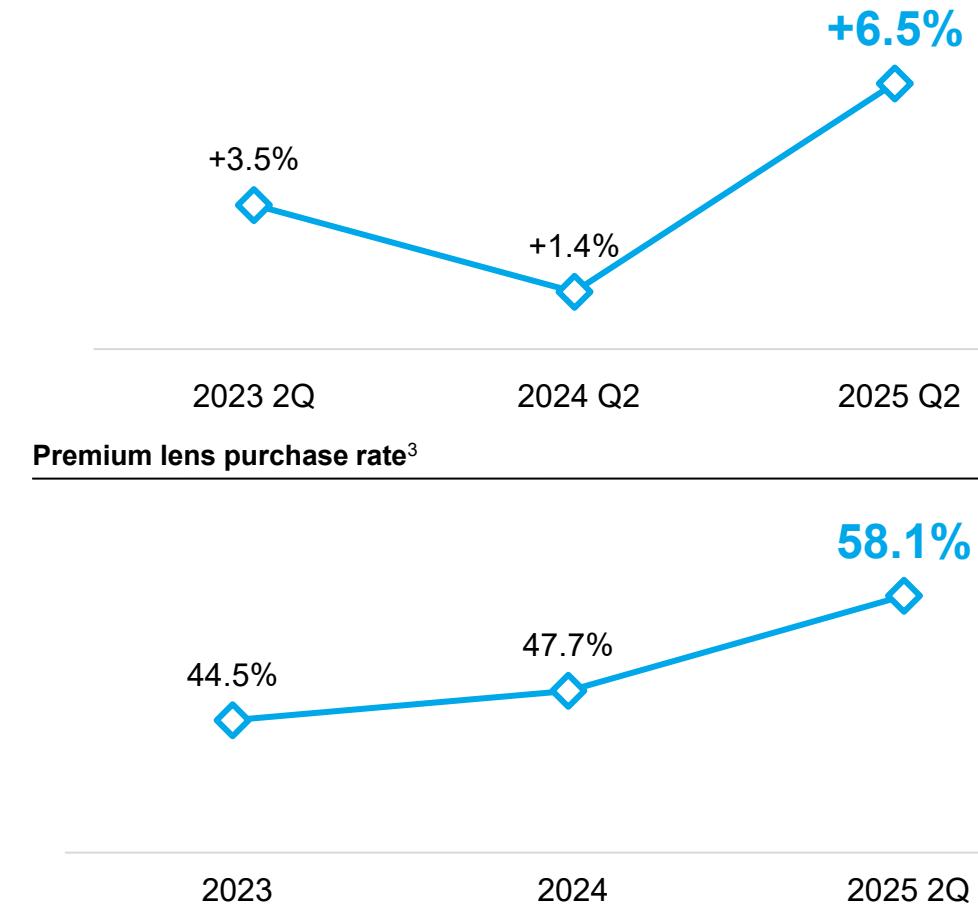
Sales volume and unit price trends

- Sales of sunglasses remained steady, with an increase in sales volume
- The purchase rate for premium lenses exceeded the plan, leading to an increase in the sales unit price

Sales volume trend¹



Unit Price Growth Rate Trend²



Note 1: Sales volume refers to the total sales volume of frame products, sunglasses products, and packaged products

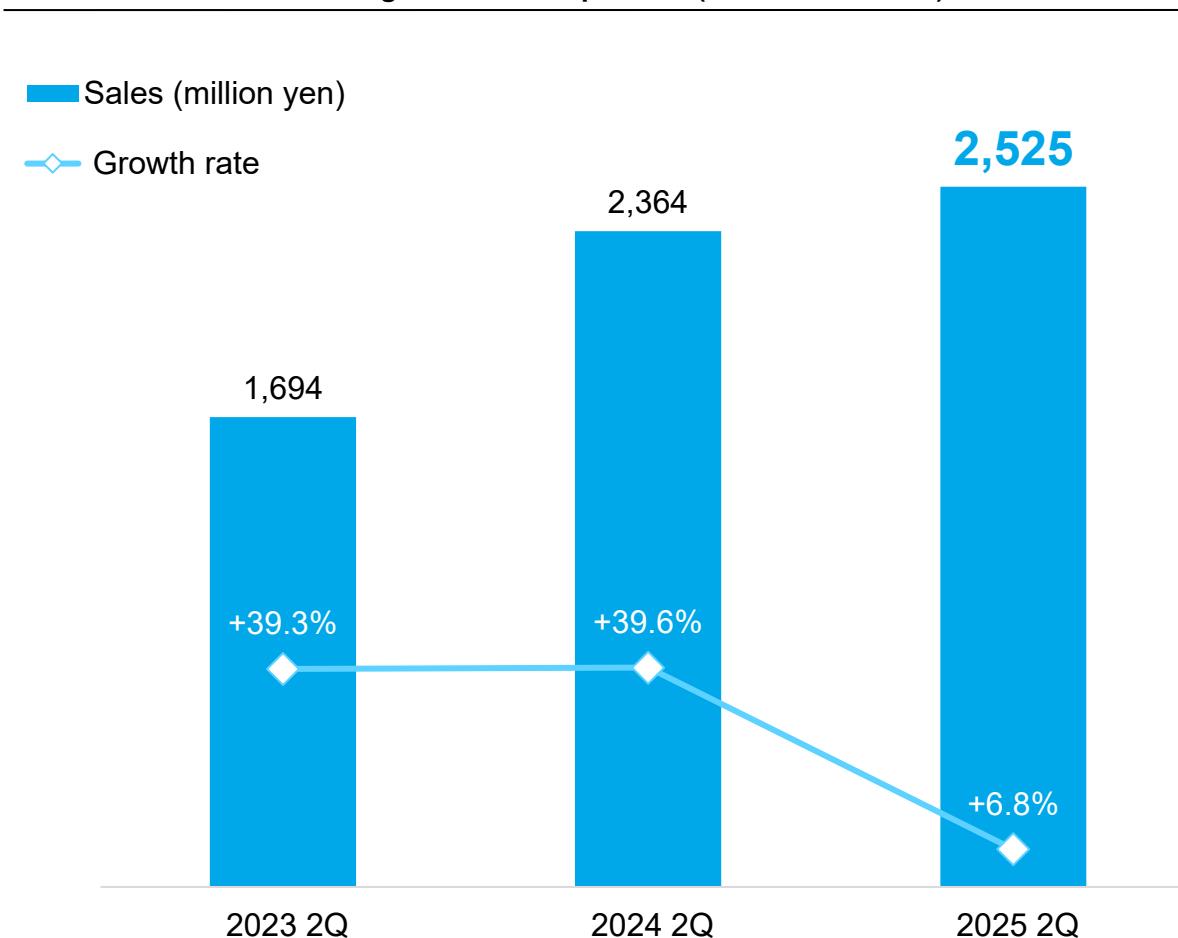
Note 2: Unit price is calculated based on the unit price of our main products, including frame products and sunglasses (management accounting figures)

Note 3: Paid lens purchase rate is calculated based on data from retail stores and e-commerce

Sunglasses Sales

- Despite negative impacts from weather conditions, sunglasses sales remained steady due to robust demand, achieving sales of 2.5 billion yen in the first half alone
- For the second half, we have already launched a new CM campaign for “SUNCUTGlasses” and aim to further expand sales

Sales revenue trend of our sunglasses finished products (2023/2Q–2025/2Q)¹



Major Sunglasses Products



SUNCUTGlasses
UV100% CUT
[ZA181G06-14E4](#)



SUNCUTGlasses
UV 100% Cut
[ZA181G05-00A2](#)



SUNCUTGlasses
UV 100% Cut
[ZY252G02-14F1](#)



SUNCUTGlasses
UV 100% Cut
[ZA251G13-43A1](#)



SUNCUTGlasses
UV 100% Cut
[ZY252G03-44E1](#)



SUNCUTGlasses
UV 100% Cut
[ZJ251G01_18E1](#)



MICKEY MOUSE
BE@RBRICK
[ZA251G03-14E1](#)



SUNCUTGlasses
UV 100% Cut
[ZF251G07_11A1](#)



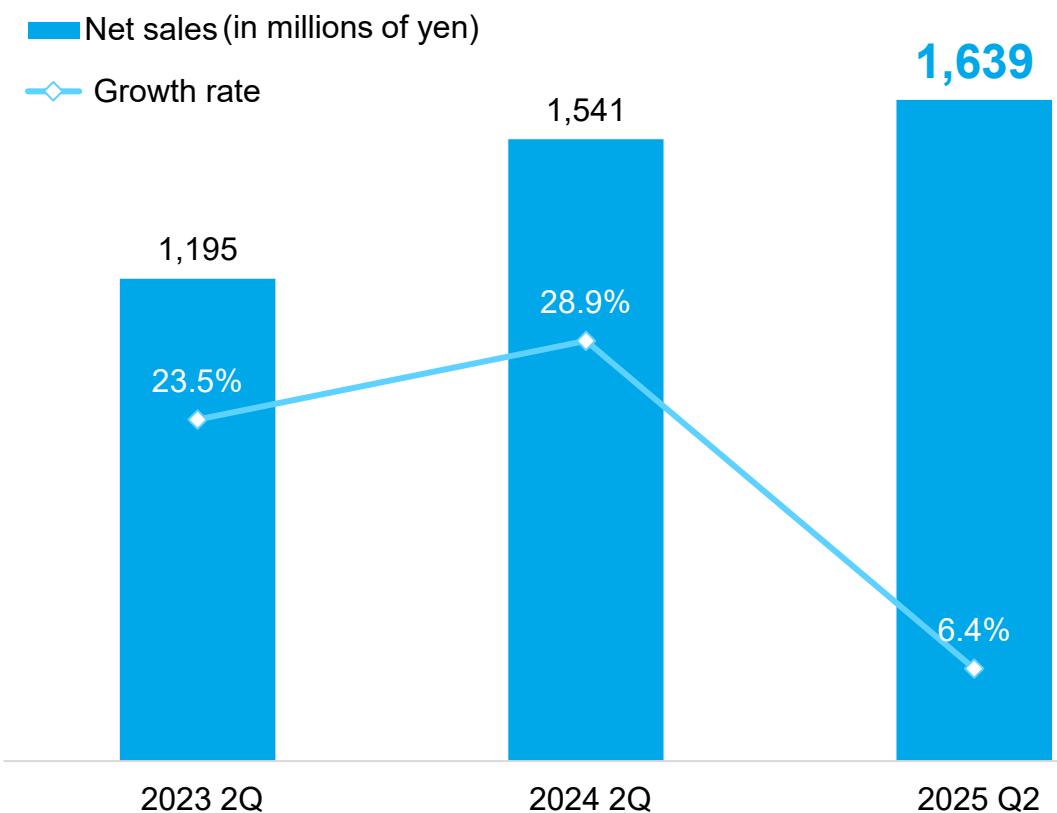
UV 100% Cut
Clear Sunglasses
[ZN251G17_43A1](#)

Note 1: Sunglasses sales figures are calculated based on management accounting figures

EC sales

- EC sales remained steady, driven by strong sales of UV protection products such as sunglasses, resulting in a YoY increase of 6.4%.
- Sales recognition is expected to be recorded in the second half of the year due to the shipment of EC orders and new CM-featured products in the second half.

Trend in our EC sales (2023/2Q–2025/2Q)¹



Collaboration products announced in the first half of 2025



Zoff | ボクのヒーローアカデミア



Zoff | 銀魚



Zoff | FINAL FANTASY VII
25th ANNIVERSARY

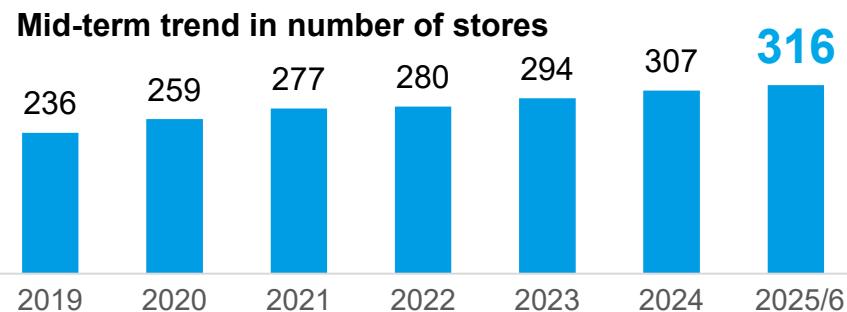
Note 1: Our EC sales revenue includes sales from our own EC website as well as sales from third-party EC marketplaces. Additionally, we do not handle contact lenses as of November 2024.

Store Openings and Closures

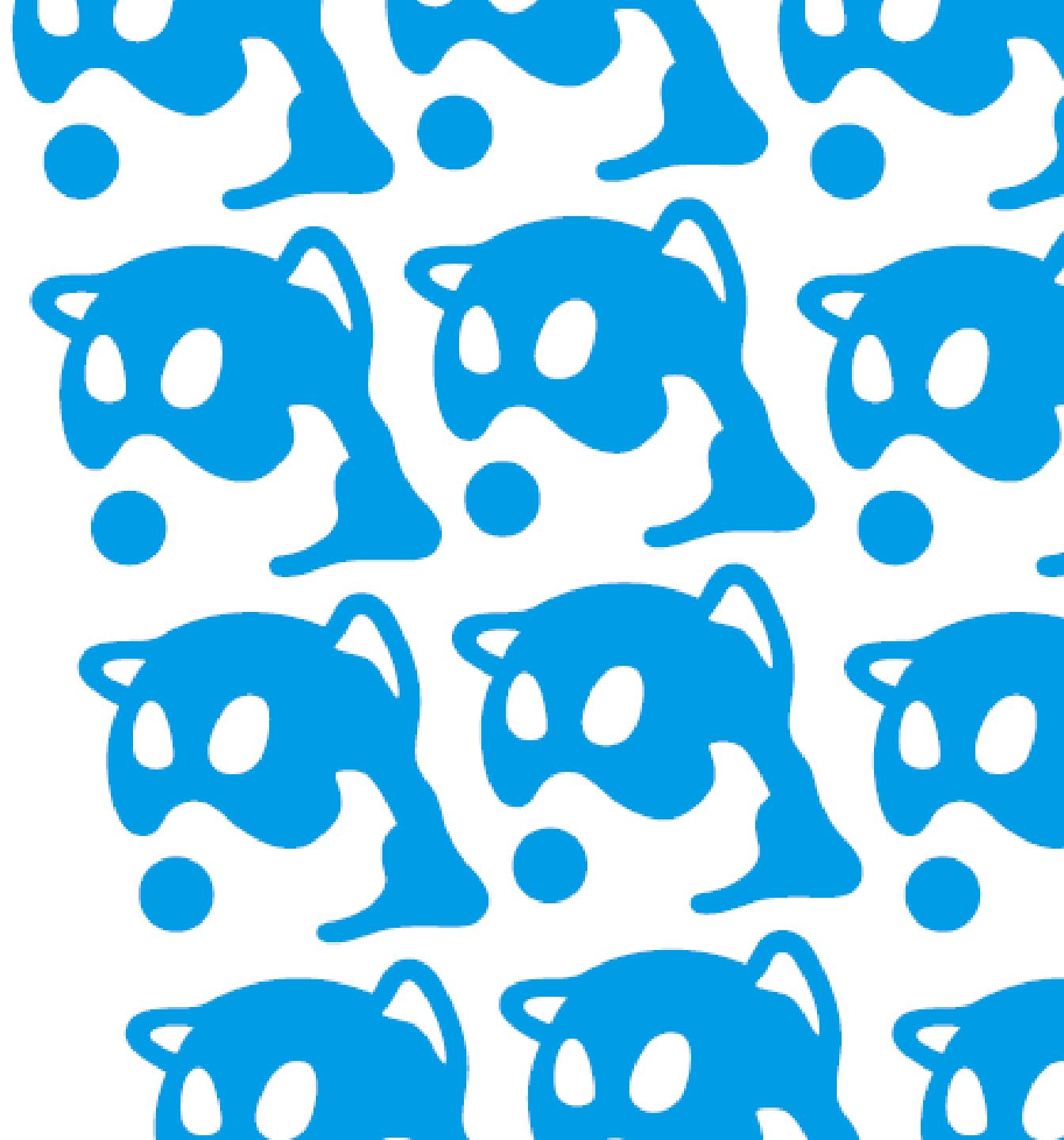
- In the first half of FY25, 11 stores were opened, 2 stores were closed, resulting in a net increase of 9 stores, bringing the total number of stores as of the end of the first half to 316.

Store Openings and Closures for the Current Period

Openings	11 stores	Zoff Espal Sendai Store Zoff Jiyugaoka Maple Street Store Zoff Aomori Elm Store Zoff Minamoa Hiroshima Store Zoff Aeon Obihiro Store Zoff Matsumoto Aiciti 21 Store	Zoff LaLaport Anjo Store Zoff Aeon Sagamihara Store Zoff Aqua City Odaiba Store Zoff LaLa Terrace Kita-Ayase Store Zoff Lazawalk Kai Futaba Store
Closings	2 stores	Zoff Keihan City Mall Store Zoff Matsumoto Parco Store	<u>Jiyugaoka Maple Street Store</u>
Net	+9 stores	316 stores at the end of the period	



Growth Strategy



Creating an Era Where Glasses Take Center Stage

Traditionally, glasses have primarily served as tools for correcting people's vision.

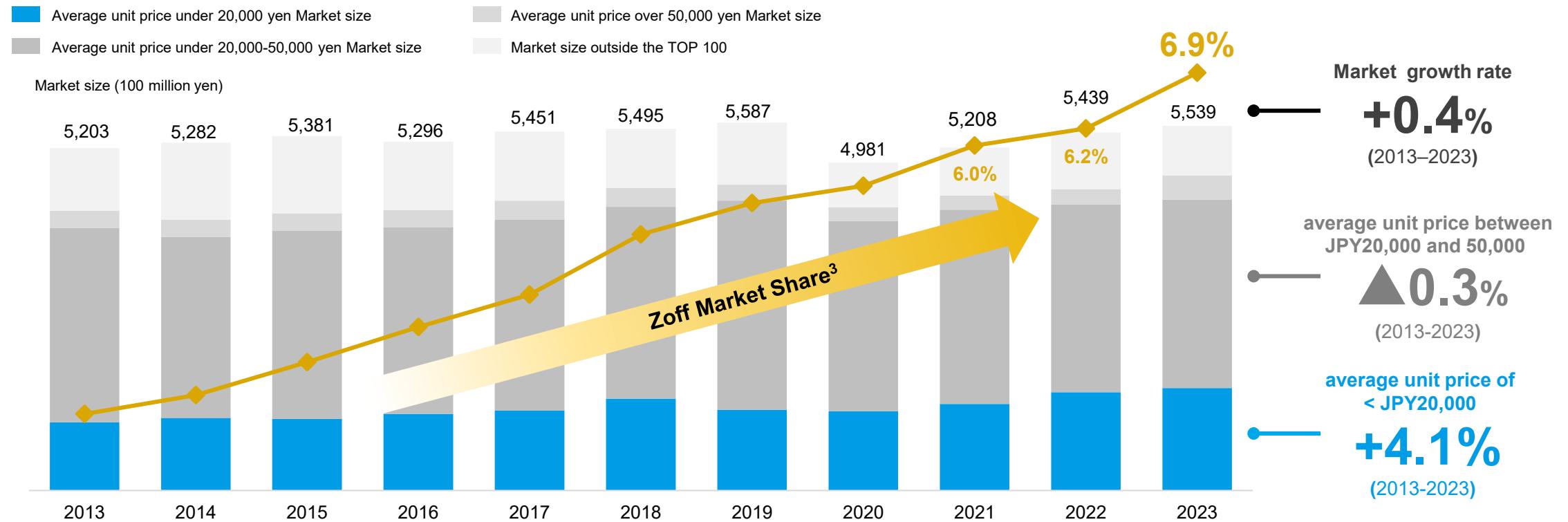
Glasses, which are at the center of the face have many possibilities to enrich the feelings and lives of people, not limited to seeing and attracting others.

The unchanging origin of our company since our founding is to "create a society where we change glasses more freely, enjoyably, and casually everyday like a T-shirt."

Industry Environment

- The domestic eyewear market shrank once in 2020 due to the coronavirus and other factors, but has recently recovered to a market size of over 500 billion yen.
- While the market for the average unit price of less than 20,000-50,000 yen is shrinking, the market for the average unit price of less than 20,000 yen, to which we belong, is growing faster than the overall market, with our share reaching 6.9% (2023).

Market Size Trends in the Domestic Eyewear Market^{1,2}



Note 1: Based on Eyeglasses DB. The surveyed retailers in the Eyeglasses DB are eyeglass retailers in Japan. The domestic eyewear market as defined in this document includes the total sales of eyeglasses, eyeglass-related products, sunglasses, contact lens-related products, and others.

Note 2: The TOP 100 domestic companies in terms of sales are classified into three groups: those with average unit sales of less than 20,000 yen, those with average unit sales of between 20,000 yen and 50,000 yen, and those with average unit sales of more than 50,000 yen. For companies not included in the TOP 100 in terms of sales, the total sales are listed as "market size outside the TOP 100".

Note 3: The Company's domestic sales are calculated as domestic sales including stores, e-commerce, and others in Japan. The market share is calculated by dividing by the size of the domestic eyewear market as defined in Note 1.

Note that the Company's domestic sales figures for FY12/2022 and FY12/2023 have been audited, while those for FY12/2021 are unaudited.

Three Pillars of Our Growth Strategy

- Our growth strategy is based on the following three foundations



Strengthening existing stores

Proactive store openings

Improvement of profit margin

- **High same-store sales growth rate**
⇒ See "Consolidated Financial Results: Same-store Sales Growth Trend" for details.
- **Creation of a new sunglasses market**

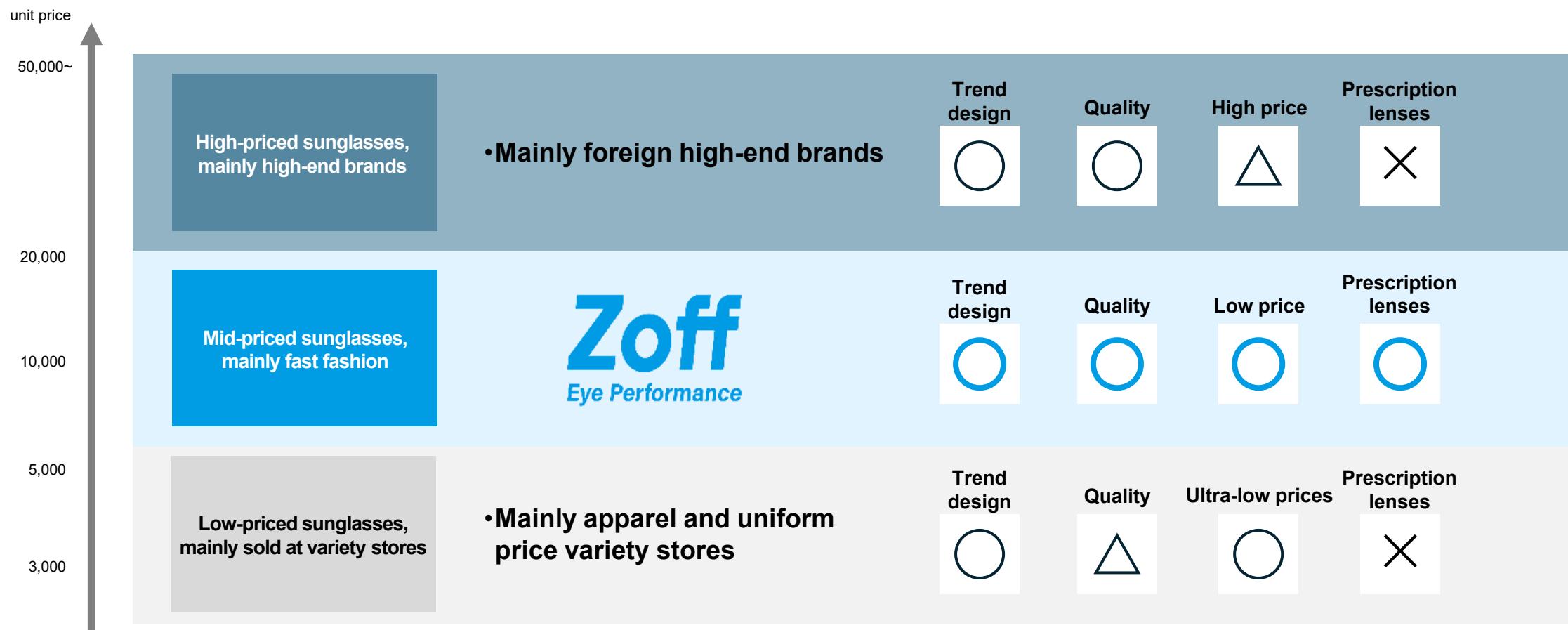
- **Vast room for store openings**

- **Expand profitable EC sales**
⇒ See "Consolidated Financial Results: EC Sales" for details.

Creation of a New Sunglasses Market

- The domestic sunglasses market is currently polarized between high-priced and low-priced segments
- We aim to establish a new mid-priced sunglasses market between these segments as we did in the eyewear market in our first founding period
- Also, we aim to become the "top-of-mind" sunglasses brand

Our understanding of the domestic sunglasses market and the existence of white spaces¹

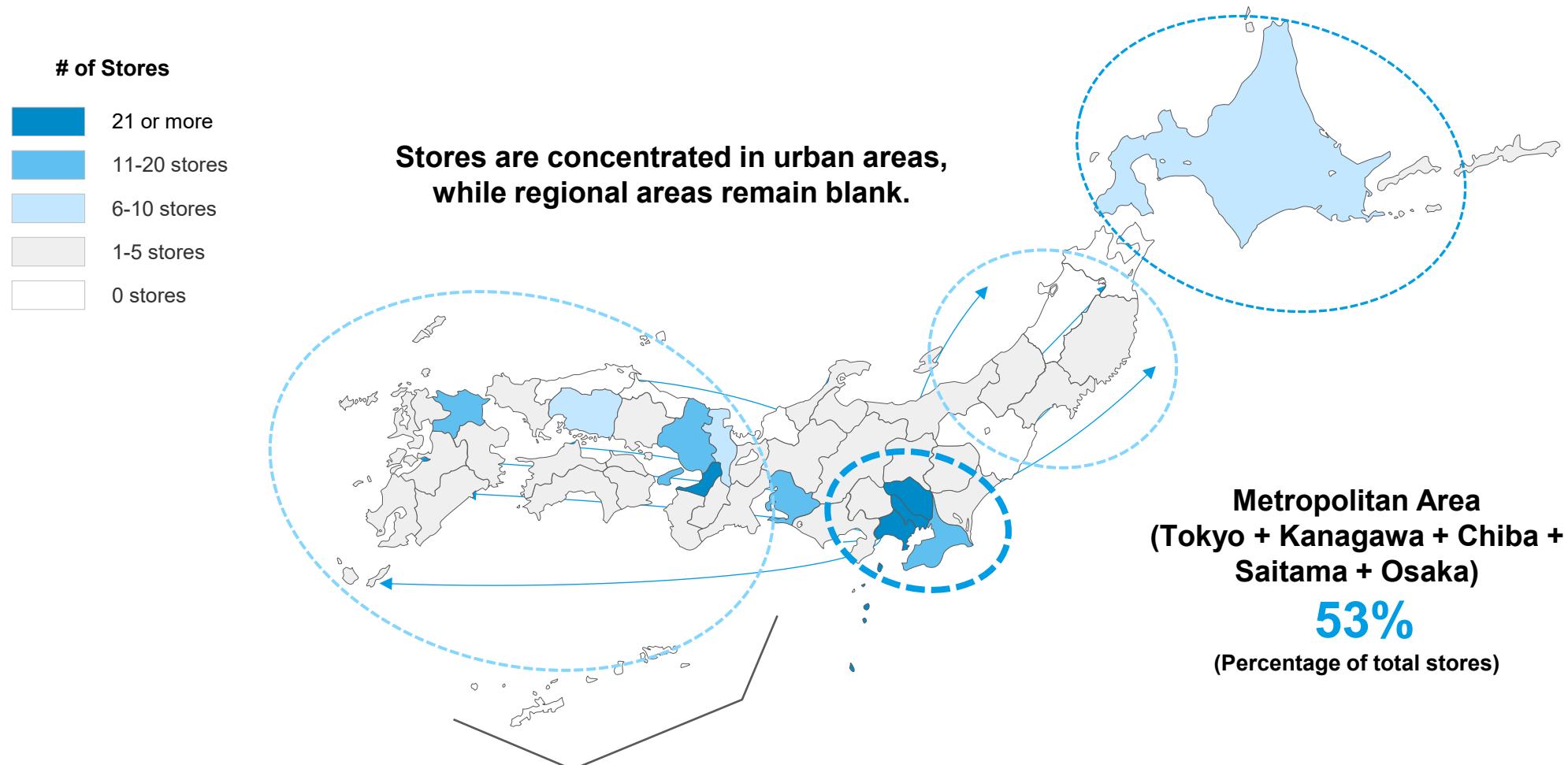


Note 1: The positioning map on this slide is an image based on our research and is not based on third-party data.

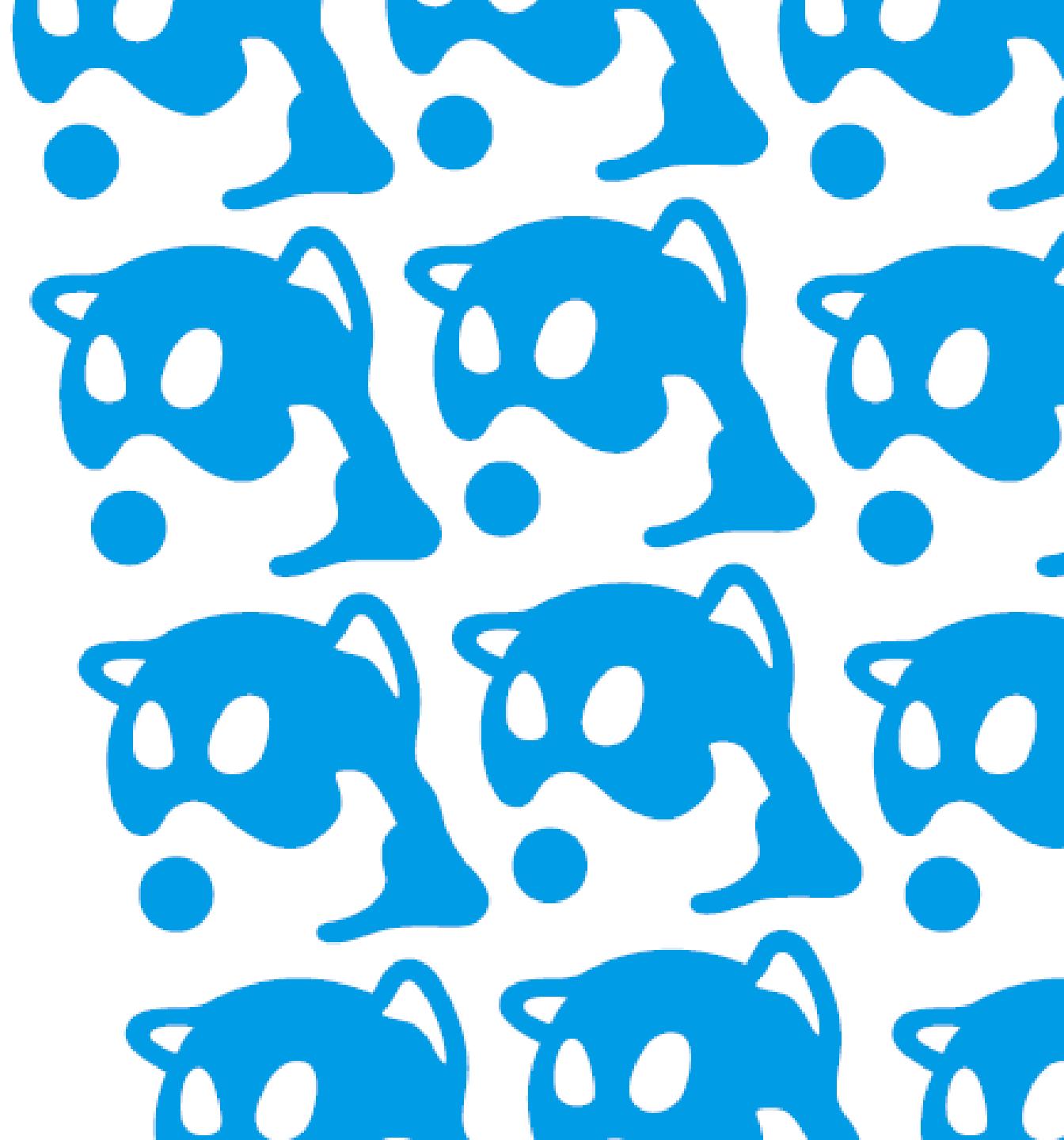
Vast Room for Store Openings

- Significant potential for new store openings remains in regional areas since store openings have been concentrated in central urban areas, particularly the Kanto region.
- We will aim for consistent growth in the number of domestic stores by seeking opportunities to open stores in shopping centers and station buildings

Illustration of number of stores per prefecture¹



Topics



This Quarter's Marketing Initiatives

- On June 25, Meguro Ren, a member of Snow Man, was appointed as Zoff's global brand ambassador.
- Starting July 4, the TV commercial will feature the key message "For your eyes, for the future," introducing sunglasses that block 100% of UV rays, named "SUNCUTGlasses". Meguro Ren will effortlessly showcase the sunglasses, naturally conveying the message of "enjoying summer while protecting your eyes."

Products worn by Meguro Ren in TV commercial

SUNCUTGlasses
ZA181G06_14E4



- Store-exclusive packaging



SUNCUTGlasses
ZA181G05_00A2



- **Zoff Original Sticker**
Provided as an accessory with the product



SUNCUTGlasses
ZY252G02_14F1



Collaboration Achievements

- Our collaboration products are not limited to frames; we also pay close attention to accessories to provide high-quality products that embody the worldview of our collaboration partners.
- In addition to collaborations with anime and influencers, we have launched iconic collaboration products such as the "MICKEY MOUSE BE@RBRICK" collaboration.

Major collaboration products announced this quarter

Zoff × Haikyu!!



Zoff | Haikyu!!
Hinata Shoyo Model
[ZP251002-49A1](#)

Zoff × Disney × BE@RBRICK



MICKEY MOUSE BE@RBRICK
[ZA251G03-14E1](#)

Zoff × STUDIO SEVEN



Zoff | STUDIO SEVEN
[ZA251025-14E1](#)

Zoff × Kirimaru



Zoff | Kirimaru
[ZN252007-49E1](#)

Eye Care Awareness Campaign (CSR)

- We are committed to helping children lead healthy lives by conducting outreach programs and trial wear of sunglasses at high schools, among other proactive initiatives to promote eye health.
- In addition, we are collaborating with Urawa Gakuin High School to provide sunglasses to the tennis club and song leader club to protect students' eyes from UV rays.

Establish a new habit of protecting the eyes of high school students from UV



In collaboration with Joshi Seigakuin Junior and Senior High School, we conducted a trial use of sunglasses

Wearing and testing are conducted during summer vacation. Based on the results, we aim to introduce the first "school-designated sunglasses" in Japan by 2026.

Eye Health Awareness Program "Special Classroom by Zoff"



Total of 86 schools, approximately 6,500 students, teachers, and parent participated

Store staff conducted outreach classes at elementary and junior high schools nationwide. We actively engage in activities to raise awareness about eye health among children and students.

New Material Products | Galileo

- The new product Galileo, launched in October last year, has been selected for the "2025 First Half Hit Product Rankings" by Nikkei MJ.
- The specifications of this product are currently patented.²



Note 1: "Galileo" Selected for Nikkei MJ's "2025 First Half Hit Product Rankings" | INTERMESTIC INC.

Note 2: Patent Nos. 7586568 and 7617690

New Product | Galileo SUNGLASSES

- The popular eyewear series "Galileo" introduces the new "Galileo SUNGLASSES," available starting August 8, 2025 (Friday) at all Zoff stores nationwide (excluding outlet stores) and the Zoff official online store, among other locations.



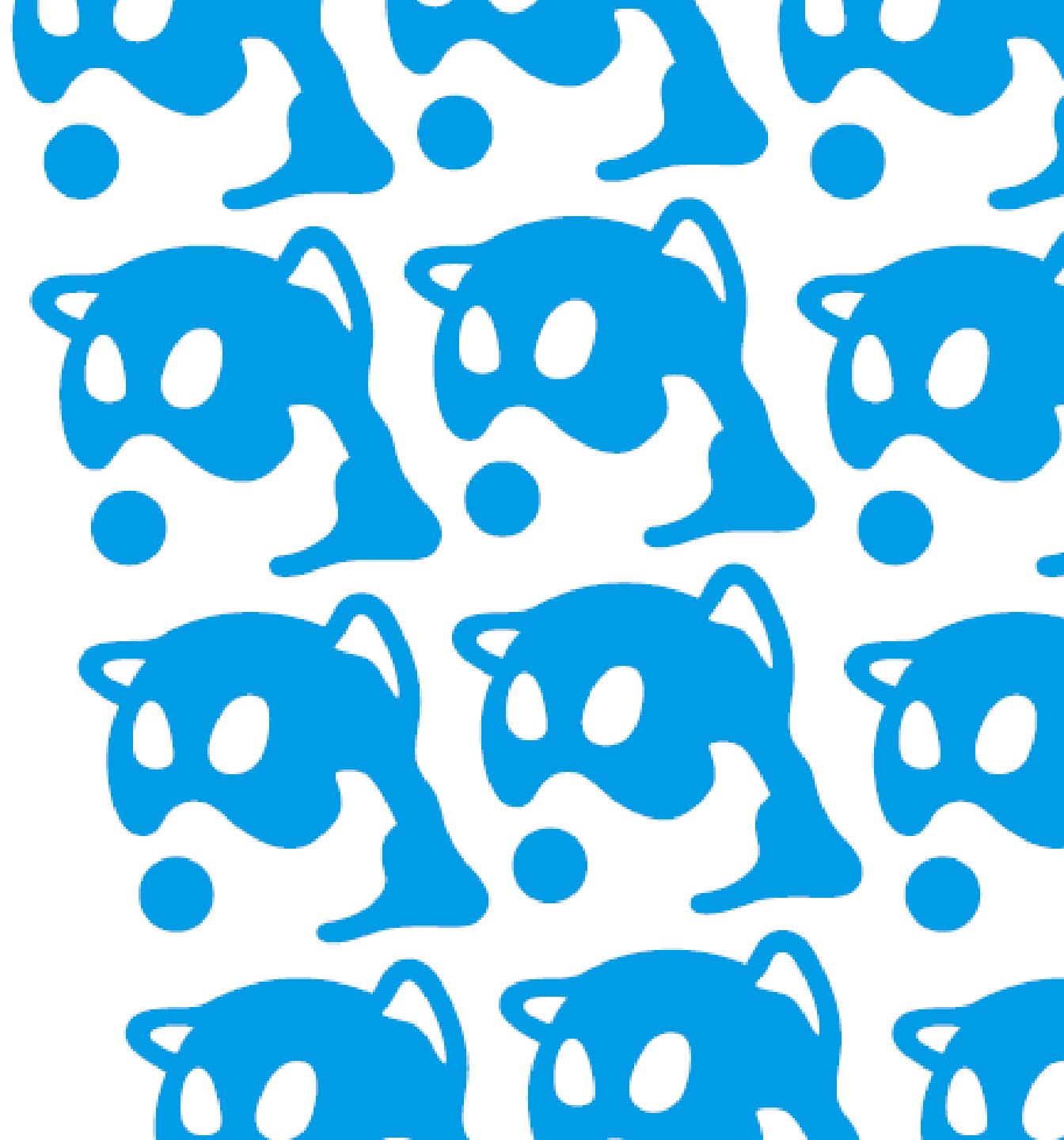
- Frame: ZA251G47 (Wellington)
Available in 3 colors: ¥13,300



- Frame: ZA251G48 (Wellington)
【Available in 3 colors】 ¥13,300



Fact Book



Fact Book ①

Sales Comparison with Previous Year and Number of Stores

Month	All stores (%)	Same stores(%)	New store openings	Store closures	Number of stores
Jan.	12.1	8.7	0	1	306
Feb.	14.2	12.8	0	1	305
Mar.	8.2	4.8	6	0	311
Apr.	13.5	9.0	3	0	314
May	7.7	3.6	0	0	314
Jun.	6.1	2.1	2	0	316
July					
Aug.					
Sep.					
Oct.					
Nov.					
Dec.					
1Q	10.9	8.3	6	2	311
2Q	8.8	4.6	5	0	316
3Q					
4Q					
1H	10.0	6.4	11	2	316
2H					
Full Year					

Note 1: The above figures are based on preliminary management accounting figures and may differ from actual results.

Note 2: Same stores refer to stores that were open for business during the same month of the previous year and the current month.

Note 3: In addition to the above, adjustments such as e-commerce sales, wholesale sales, and revenue recognition criteria may result in discrepancies between the sales figures in the income statement and the actual sales figures.

Key Performance Indicators

	2023 2Q	2024 2Q	2025 2Q
Sales volume (in ten thousands)	180	202	208
Unit price growth rate	+3.5%	+1.4%	+6.5%
Sunglasses sales (million yen)	1,694	2,364	2,525
EC sales (million yen)	1,195	1,541	1,639
	2023	2024	2025 2Q
Premium lenses purchase rate	44.5%	47.7%	58.1%

Fact Book ②

Quarterly Income Statement Trends

Unit: million yen	2024/12				2025/12	
	1Q	2Q	3Q	4Q	1Q	2Q
Net Sales	10,404	11,370	11,845	11,224	11,680	12,289
Gross profit	7,535	8,651	8,949	8,571	8,885	9,519
Sales ratio	72.4%	76.1%	75.6%	76.4%	76.1%	77.5%
SG&A expenses	6,247	6,853	6,608	8,985	6,988	7,717
Sales ratio	60.0%	60.3%	55.8%	80.0%	59.8%	62.8%
Labor costs	2,783	2,925	2,878	4,501	3,254	3,425
Sales ratio	26.8%	25.7%	24.3%	40.1%	27.9%	27.9%
Store rental expenses	1,472	1,600	1,660	1,589	1,627	1,740
Sales ratio	14.2%	14.1%	14.0%	14.2%	13.9%	14.2%
Advertising expenses	272	530	256	842	301	488
Sales ratio	2.6%	4.7%	2.2%	7.5%	2.6%	4.0%
Depreciation	173	191	204	246	222	251
Sales ratio	1.7%	1.7%	1.7%	2.2%	1.9%	2.0%
Operating profit	1,287	1,798	2,340	▲414	1,897	1,802
Sales ratio	12.4%	15.8%	19.8%	▲3.7%	16.2%	14.7%
Ordinary income	1,183	1,760	2,425	▲491	1,903	1,796
Sales ratio	11.4%	15.5%	20.5%	▲4.4%	16.3%	14.6%
Pre-tax profit	1,179	1,775	2,460	▲604	1,880	1,767
Sales ratio	11.3%	15.6%	20.8%	▲5.4%	16.1%	14.4%
Net income	791	1,225	1,715	▲216	1,308	1,219
Sales ratio	7.6%	10.8%	14.5%	▲1.9%	11.2%	9.9%

Fact Book ③

PL

million yen, %	FY24/2Q		FY25/2Q			Comments
	Amount	Sales ratio %	Amount	Sales ratio %	YoY %	
Net Sales	21,774	100.0	23,970	100.0	+10.1	Both same stores and new stores performed well, mainly in sunglasses.
Gross profit	16,186	74.3	18,405	76.8	+13.7	Due to the continued sales restraint since the second half of last year, the gross profit margin improved by 2.5 percentage points.
SG&A expenses	13,100	60.2	14,705	61.3	+12.2	The increase in personnel expenses due to the provision for bonuses resulted in an increase in the SG&A ratio
Labor costs	5,709	26.2	6,680	27.9	+17.0	See Appendix "Impact of Provision for Bonus Pay"
Store rental expenses	3,072	14.1	3,368	14.1	+9.6	
Advertising expenses	803	3.7	790	3.3	-1.6	
Depreciation	364	1.7	474	2.0	+30.2	
Operating profit	3,085	14.2	3,699	15.4	+19.9	Although expenses increased, the increase in gross profit exceeded the increase in expenses, resulting in an increase in profit.
Ordinary profit	2,944	13.5	3,700	15.4	+25.7	Increase in profit due to reduction in foreign exchange losses
Income before taxes	2,955	13.6	3,648	15.2	+23.5	
Net income	2,016	9.3	2,527	10.5	+25.4	

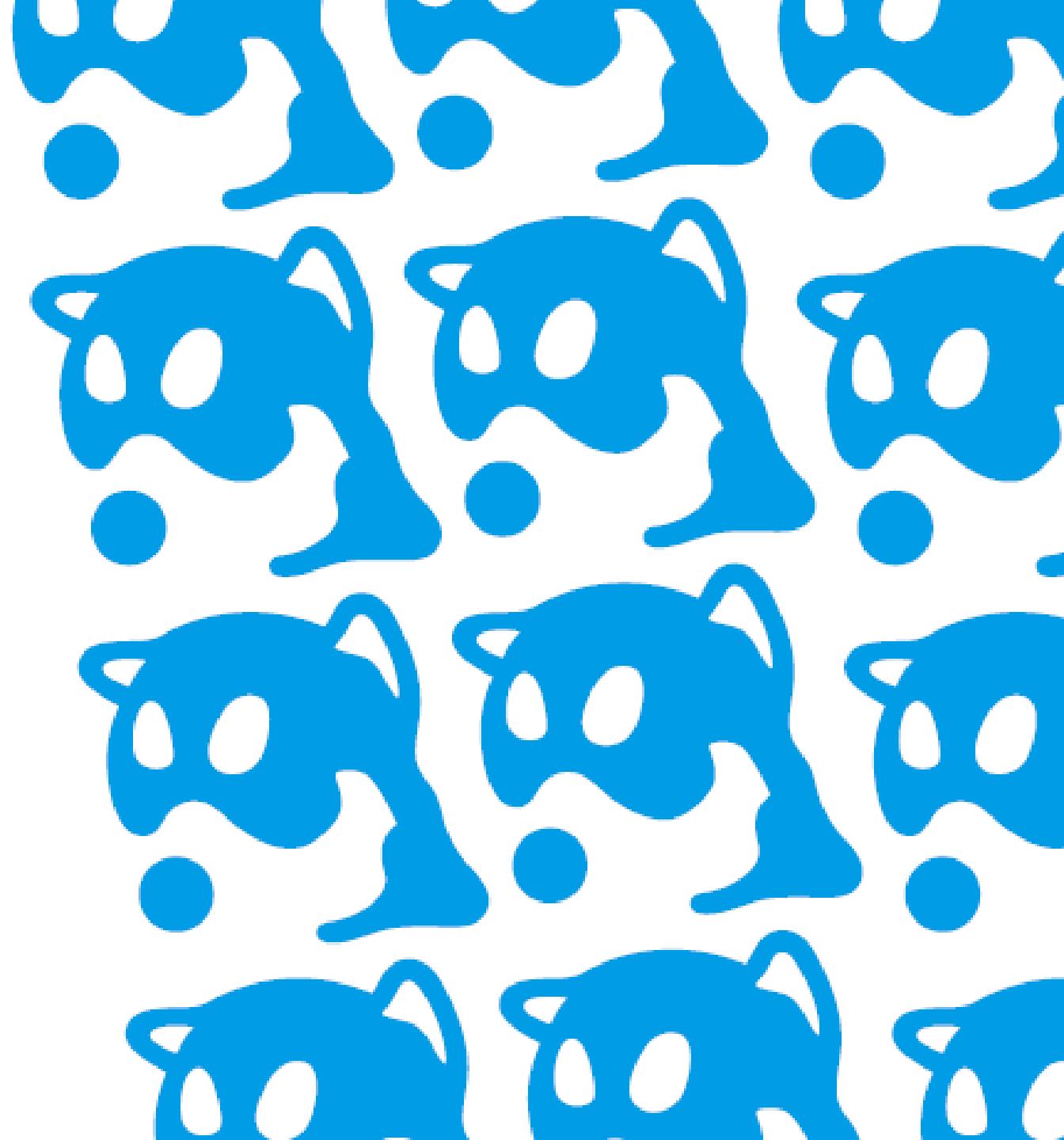
BS

Unit: million yen, %	FY2024/12		Change from previous quarter	Comments
	Amount	Percentage		
Current assets	27,948	80.2	24,434	75.6
Cash and cash equivalents	20,045	57.5	16,294	50.4
Accounts receivable	1,047	3.0	553	1.7
Product	3,799	10.9	4,249	13.1
Deposits	2,587	7.4	2,846	8.8
Fixed assets	6,893	19.8	7,879	24.4
Tangible fixed assets	2,726	7.8	3,406	10.5
Intangible fixed assets	702	2.0	735	2.3
Total assets	34,842	100.0	32,313	100.0
Current liabilities	11,374	32.6	7,463	23.1
Accounts payable	888	2.5	1,179	3.7
Short-term debt	2,900	8.3	0	0.0
Current portion of long-term debt	0	0.0	0	0.0
Fixed liabilities	409	1.2	507	1.6
Long-term debt	0	0.0	0	0.0
Total liabilities	11,783	33.8	7,970	24.7
Total net assets	23,058	66.2	24,342	75.3
Total liabilities and net assets	34,842	100.0	32,313	100.0

Cash Flow Statement

million yen	FY24/2Q	FY25/2Q	YoY	Comments
Operating CF	2,723	1,585	▲1,137	
Net income before taxes and other adjustments	2,955	3,648	69	
Depreciation	364	474	110	
Increase/decrease in accounts receivable	87	486	398	
Increase/decrease in inventory	281	▲449	▲731	Despite an increase in profits, operating cash flow decreased due to inventory buildup in preparation for new commercials and tax payments.
Increase/decrease in accounts payable	▲219	299	519	
Increase/decrease in deposits	▲99	▲31	68	
Increase/decrease in unpaid consumption tax, etc.	6	▲459	▲528	
Increase/decrease in unpaid amounts	213	▲334	▲548	
Investment CF	▲598	▲6,646	▲6,047	
Expenditures for acquisition of tangible fixed assets	▲493	▲803	▲310	Increase in investment cash flow due to increased investment in store openings, renovations, and store equipment
Expenditures for the acquisition of intangible fixed assets	▲97	▲170	▲73	
Expenditures for deposits in time deposits	-	▲5,500	▲5,500	Deposit of a portion of cash and deposits into time deposits
Financial cash flow	▲962	▲4,204	▲3,241	
Repayment of short-term debt	-	▲2,900	-	
Dividends paid	▲896	▲1,229	▲333	Repayment of short-term debt

Appendix



Impact of provision for bonuses

- On a year-on-year basis, revenue increased by 10.1% and operating profit increased by 19.9%, showing a steady trend.
- In the previous fiscal year, bonuses were recognized in a lump sum in the fourth quarter, but starting from the first quarter of the current fiscal year, provisions for bonuses have been recognized, resulting in a different comparison basis from the previous year
- If the previous year's bonuses had been fully accrued over the full year, operating profit would have increased by 61.9% year-on-year

As disclosed

(million yen)	FY24/2Q		FY25/2Q		
	Amount	%	Amount	%	YoY
Sales	21,774	100.0	23,970	100.0	+10.1
Gross Profit	16,186	74.3	18,405	76.8	+13.7
SG&A	13,100	60.2	14,705	61.3	+12.2
Labor Costs	5,709	26.2	6,680	27.9	+17.0
Operating Profit	3,085	14.2	3,699	15.4	+19.9

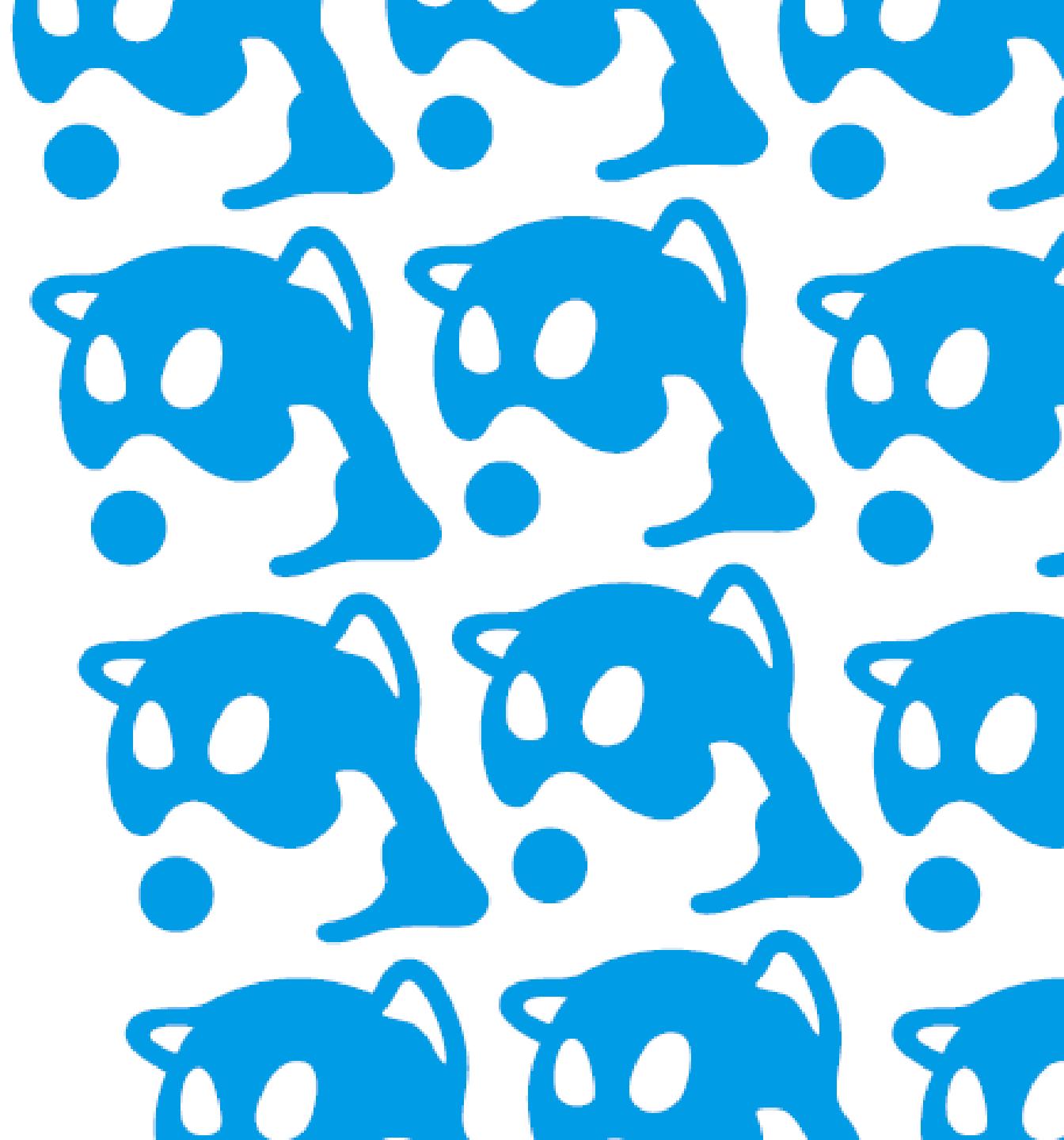
Allocate and adjust last year's bonus amounts

(million yen)	FY24/2Q Adjusted		FY25/2Q		
	Amount	%	Amount	%	YoY
Sales	21,774	100.0	23,970	100.0	+10.1
Gross Profit	16,186	74.3	18,405	76.8	+13.7
SG&A	13,901	63.8	14,705	61.3	+5.8
Labor Costs	6,510	29.9	6,680	27.9	+2.6
Operating Profit	2,284	10.5	3,699	15.4	+61.9

Note 1: This period includes only the provision for fixed bonuses, and the total bonus amount for the fiscal year may vary due to factors such as improved performance.

Adjusted

Company Profile



Growth Roadmap

- The founder, who came from the apparel industry, started the business in 2001, and since then, the scale of sales has steadily expanded, mainly in central Tokyo.
- Focused on sublimating eyeglasses as a fashion item by disseminating various key visuals



2011 Key Visual



2015 Key Visual



2016 Key Visual



2018 Key Visuals



2021 Key Visual



2023 Key Visual



2024 Key Visual

Zoff SMART

KidZania

Disney Collection created by **Zoff**

18 権力が変わりやすい成長期を応援!
才までのレンズ保証 1年間
無料

ソフなら、いつでも
ブルーライトカット
+0円

Zoff | **PEANUTS™**

44,845

39,875

35,886

2011 Launch of Zoff SMART

Opened KidZania in 2012

2013 Disney collaboration begins

U-15 service started in 2015
*Changed to U-18 in 2022

2020 BLC 0 yen start

Start of PEANUTS collaboration in 2020

Domestic Sales
(Millions of yen)¹



Zoff 1st store OPEN in
Shimokitazawa

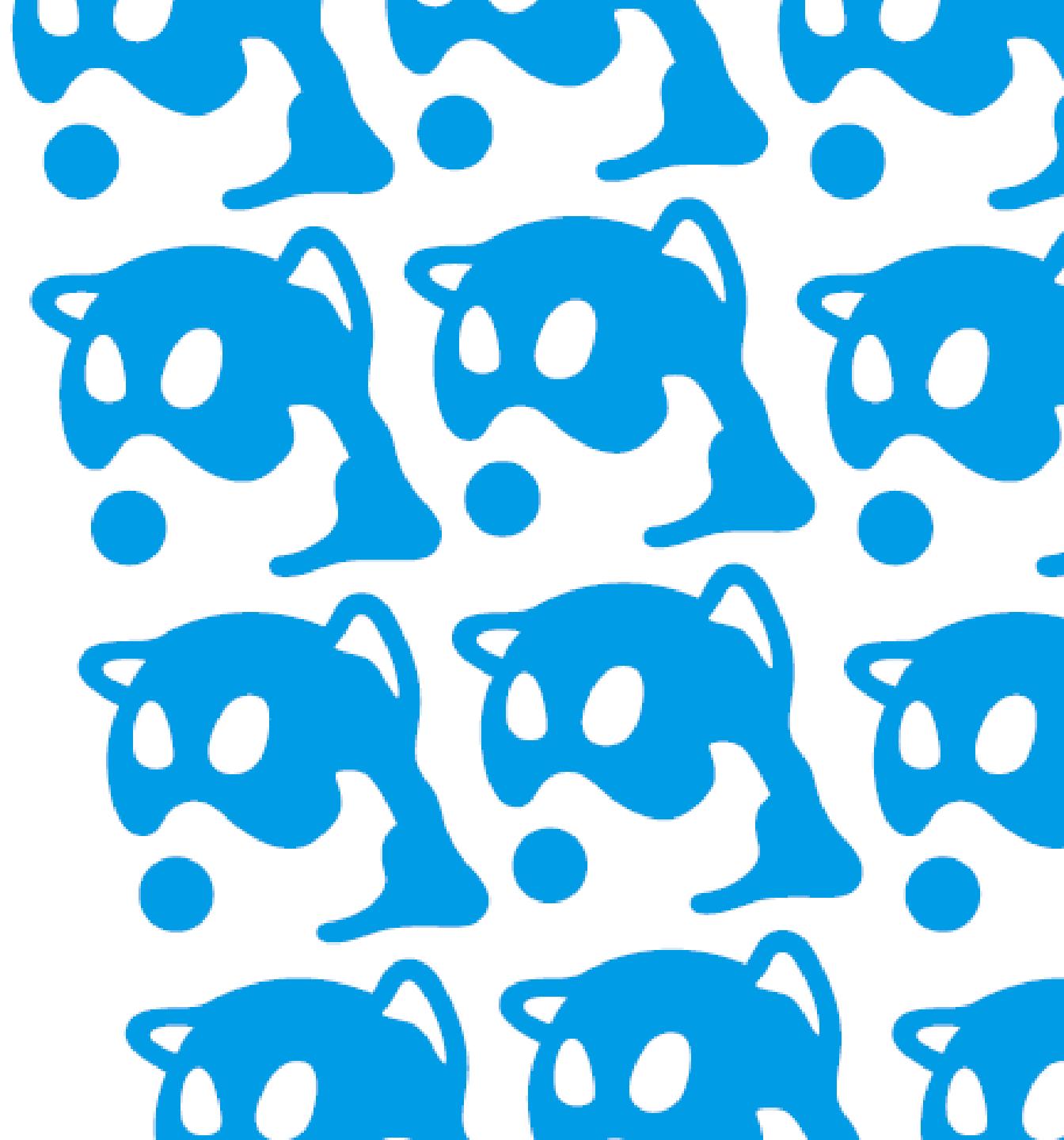
Establishment of ZOFF I SINGAPORE
PTE. LTD. and INTERMESTIC HONG
KONG LIMITED.

Establishment of ZOFF
MALAYSIA SDN. BHD.

Note 1: Until 2021, sales figures refer to consolidated domestic sales and do not include overseas sales; from 2022, figures are consolidated figures for the entire company, including overseas sales.

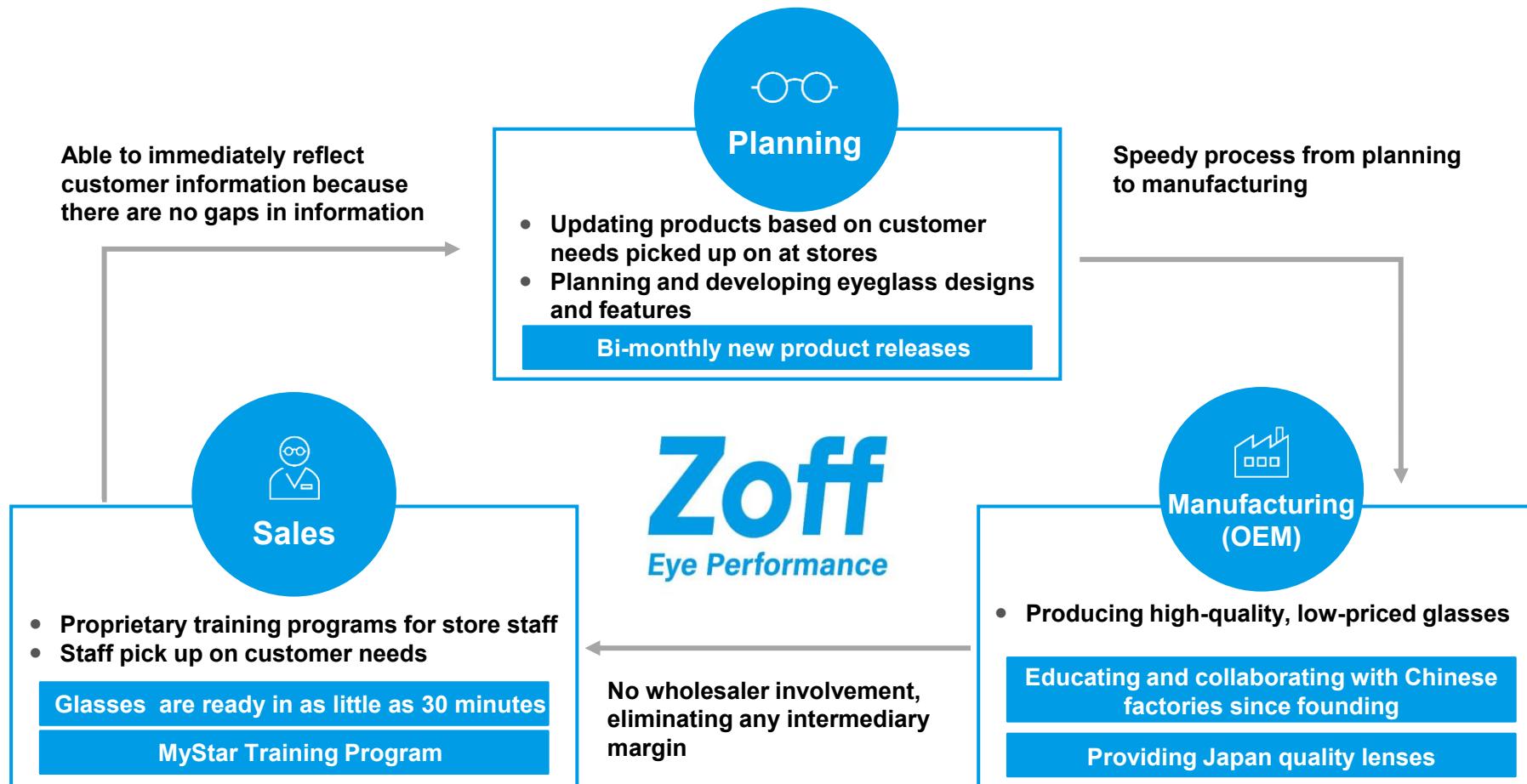
Note 2: Number of stores includes overseas stores.

**Business model,
etc.**



Zoff's unique SPA model

- Our company was the first in the eyewear industry to adopt the SPA (manufacturing and retailing) business model, which integrates planning, manufacturing, marketing, and sales
- In addition to the typical SPA model, we provide unique services, realizing high-value-added businesses



Our Strengths

- Our company's strengths lie in manufacturing, customer service, and marketing, based on the principles of the Three Realities

Manufacturing

Planning development that changes needs to wants

Flagship product Zoff SMART

>9.0m units total¹

Collaborating with apparel brands and animations

>150 total

Customer Service

Absolute attentiveness to customers

Strong customer service skills to achieve sales strategies

Selection rate for role-playing competitions² >60%

High rate of repeat orders connected to customer service skills

Rate of repeat orders from new customers in the following year >10%

Marketing

Marketing involving society at large

Casting for mass audience

Ren Meguro

Marketing targeting youth, including utilization of staff influencer system

Unprompted recall rate⁴ No.1 in Tokyo

Our values that realize our strength

“3 Realities”

Since the company's founding, our values have focused on our real stores, our real products, and our real situations

Management also makes store visits to grasp what customers want, ahead of the competition

Note 1: Total number of units sold in Japan and overseas since launch (as of August 31, 2024)

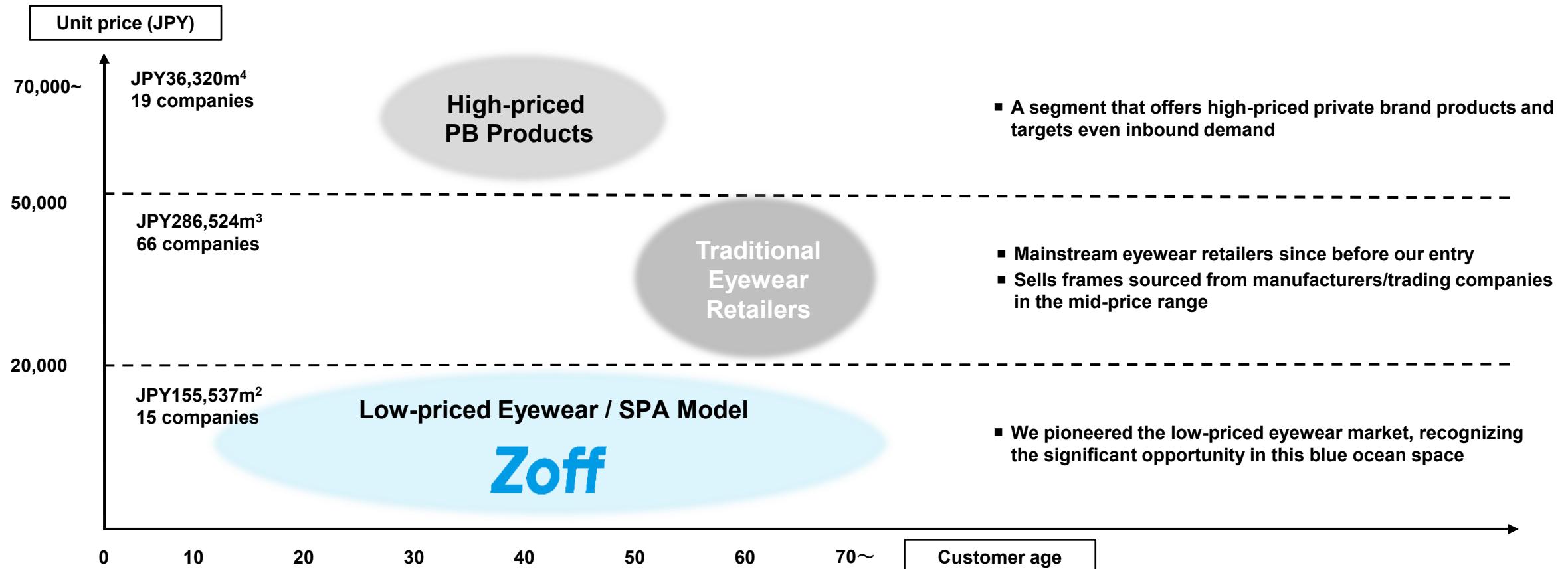
Note 2: Percentage of winners who received some kind of award at customer service role-playing competitions held in the occupied SCs who were selected to represent the SCs (percentage throughout the year in 2023).

Note 3: The repeat customer ratio is calculated as the percentage of customers who purchased our products at least once in the following year for customers acquired in a given fiscal year.

Note 4: Based on our research (outsourced to an outside vendor). Pure recall refers to recalling a specific product or brand without any hints. The percentage of respondents who responded to the question, "Please select up to five stores (company names) that come to mind when you hear the name of a store or retailer of 'eyeglasses/sunglasses' in the order of the five stores that come to mind. The percentage of brands that responded to this question was calculated.

Positioning map ¹

- We were the first company in the domestic eyeglass retail industry to introduce the SPA model, and we pioneered the low-priced eyeglass market for all generations.



Note 1: The positioning map on this slide is an image based on our research and is not based on third-party data.

Note 2: Based on the Eyeglasses DB (2024), the total sales and the number of companies in 2023 of the TOP 100 companies in the domestic eyewear market with average sales of less than 20,000 yen per unit.

Note 3: Based on the Eyeglasses DB (2024), the total sales and number of companies in 2023 of the TOP 100 companies in the domestic eyewear market with average unit price of 20,000 yen or more to 50,000 yen or less.

Note 4: Based on the Eyeglasses DB (2024), the total sales and number of companies in 2023 of the TOP 100 companies in the domestic eyewear market with average unit price of 50,000 yen or more.

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Forward-looking statements are based on the judgment of the Company's management as of the date of this document, using information available at that time, and may involve various risks and uncertainties. Therefore, these forward-looking statements are subject to various risks and uncertainties, and actual future business results or performance may differ materially from those expressed or implied in such forward-looking statements. Therefore, please refrain from relying on forward-looking statements.

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