



# **Presentation Materials for the 1<sup>st</sup> Quarter of FY2026**

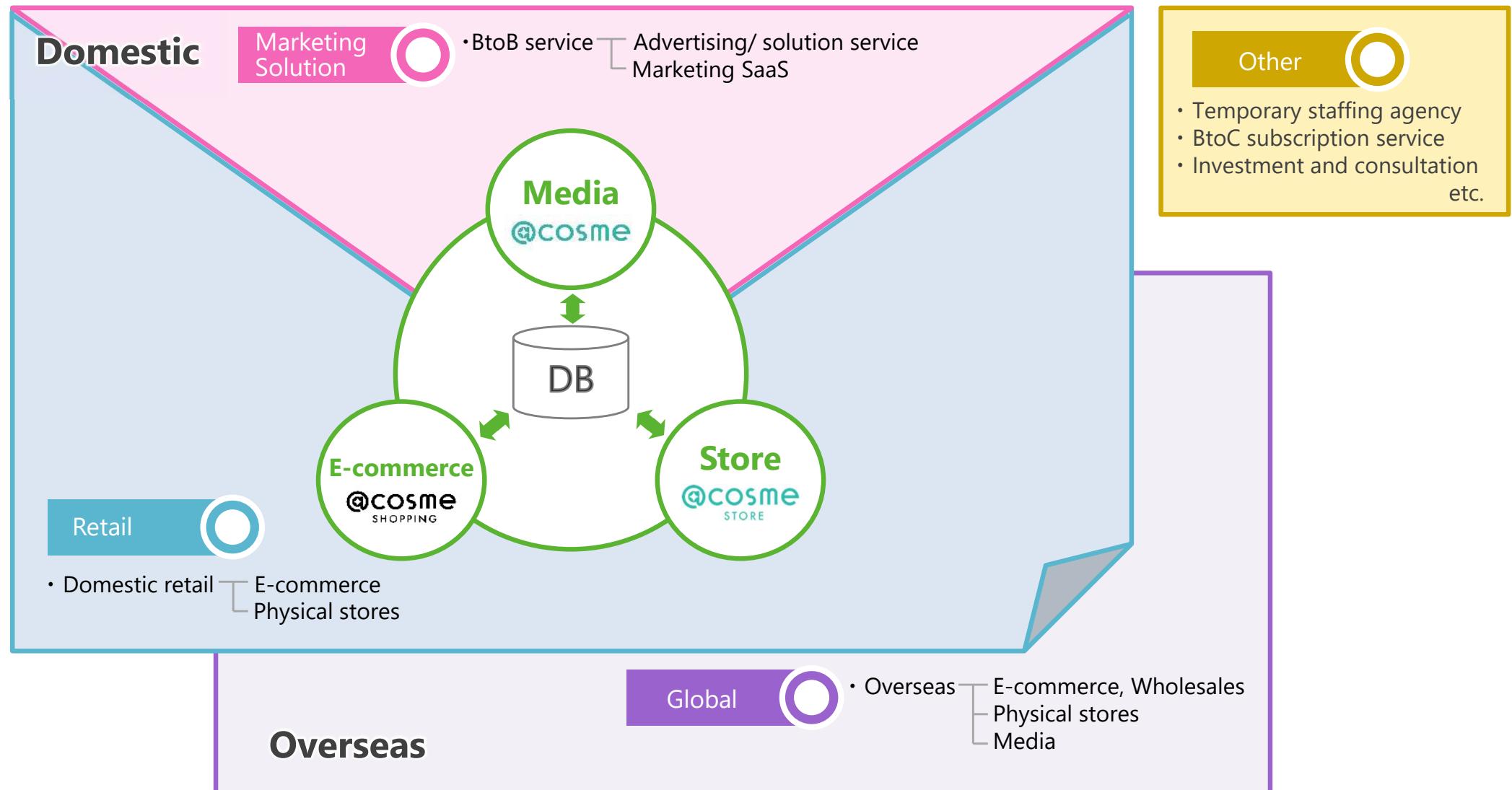


Nov. 10, 2025

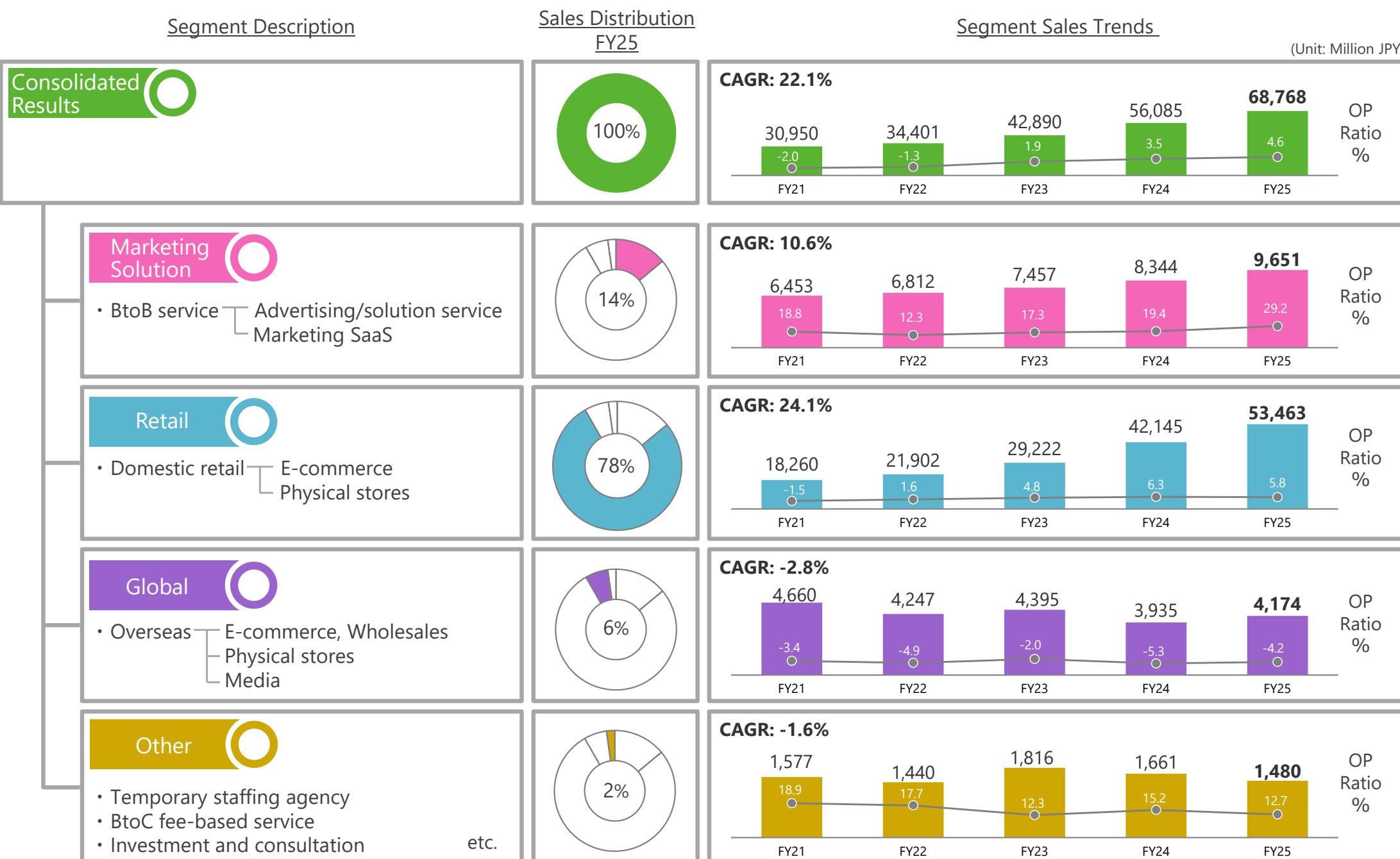
istyle Inc.

Stock code: 3660

# 【Reference】Business segment



# 【Reference】Performance by Business Segment (Yearly)



# Q1 / Financial Summary & Key Topics

## Financial Summary

### Consolidated Sales YoY **+22.6%** / Consolidated Operating Profit YoY **+36.4%**

- ✓ Strong performance **exceeding internal targets**. (See Page 6 for details)
- ✓ **Significant profit growth despite absorbing pre-opening costs** for Hong Kong flagship store @cosme HONG KONG.
- ✓ **Retail business drove top-line growth**, while synergy **accelerated growth in Marketing Solution business**.

## Key Topics

- ✓ The entire platform (media, e-commerce, and physical stores) saw increased activity, with **total user actions continuing to rise**.
- ✓ **Opening date for Hong Kong flagship store set for December 5, 2025. (Q2)**
- ✓ Hosting **Tokyo Beauty Week** in November (Q2), a new co-creation event with partners inside and outside the industry.

# **Overview of Financial Results for the 1<sup>st</sup> Quarter of FY2026**



# Q1 / Highlight (Unit: Million JPY)

Consolidated  
Results

 Domestic businesses such as Marketing Solution and Retail drove performance. Absorbed costs for the Hong Kong flagship store while achieving significant profit growth.

Net sales

**18,442**

(YoY **+22.6 %**)

Operating  
profit

**1,039**

(YoY **+36.4 %**)

Marketing  
Solution



Synergies with Retail business further accelerated growth. Efficiently expanded profit margins with high marginal profit rates.

Net sales

**2,920**

(YoY **+27.0 %**)

Operating  
profit

**972**

(YoY **+46.8 %**)

Retail



Continued sales and profit growth through steady expansion of flagship stores, including the new Nagoya store, and EC.

Net sales

**14,164**

(YoY **+24.7 %**)

Operating  
profit

**860**

(YoY **+20.4 %**)

Global



Profit margin temporarily narrowed due to pre-opening expenses for Hong Kong flagship store.

Net sales

**1,004**

(YoY **+0.5 %**)

Operating  
profit

**-150**

(YoY **-136 M JPY**)

Other



Sales and profit declined due to discontinuation of BtoC subscription services, but was within expectations.

Net sales

**355**

(YoY **-8.2 %**)

Operating  
profit

**13**

(YoY **-79.3 %**)

Corp. Exp.  
(w/ Adjustments)



Management department personnel costs, head office rent, etc.

Operating  
profit

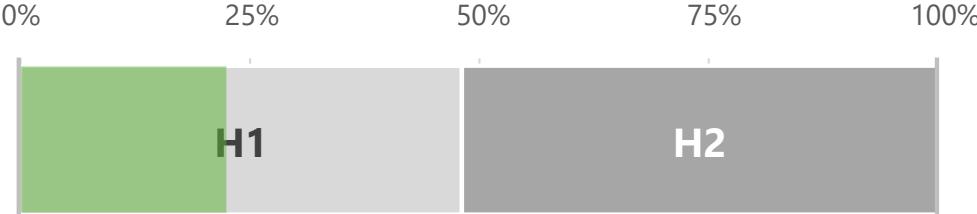
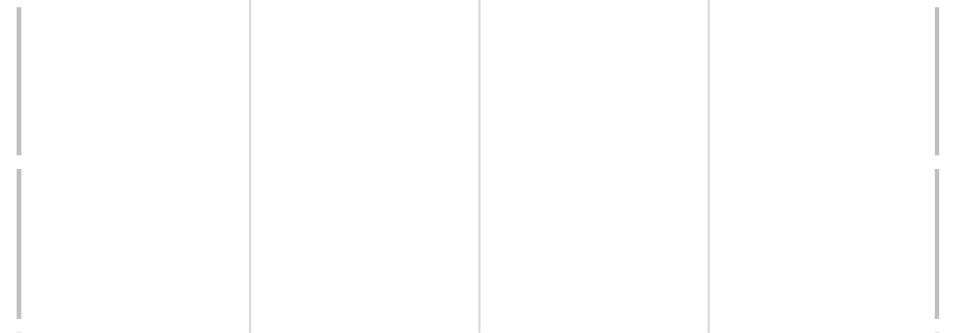
**-656**

(YoY **+6 M JPY**)

# Q1 / Progress Against Consolidated Earnings Forecast

- Q1 showed **strong performance**, exceeding plan, driven by increased revenue contributions from Marketing Solution.
- Q2 expects a **QoQ decrease in profit** due to expenses associated with events such as *@cosme BEAUTY DAY* and *Tokyo Beauty Week*.

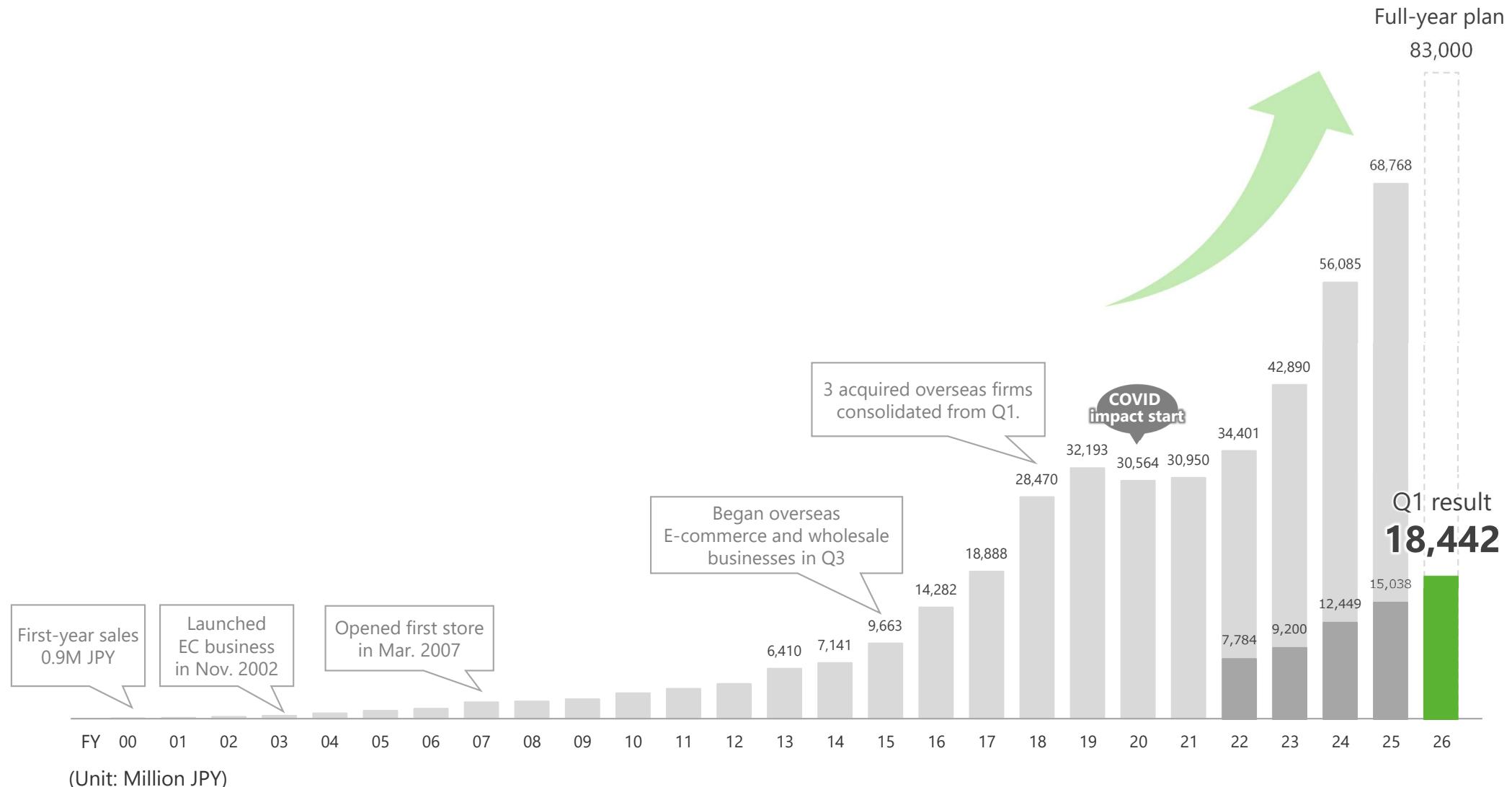
## Consolidated Performance Summary

(Unit: Million JPY)	Full-year Forecast	Q1 result	Progress	YoY	
Net sales	83,000	18,442	22.2%	+22.6%	
Gross profit	-	8,050	-	+18.8%	
SG&A	-	7,011	-	+16.5%	
Operating profit	3,800	1,039	27.4%	+36.4%	
Ordinary profit	3,800	1,050	27.6%	+25.1%	
Profit attributable to owners of the parent company	2,650	648	24.5%	+7.6%	

## Progress Against Full-year Forecast

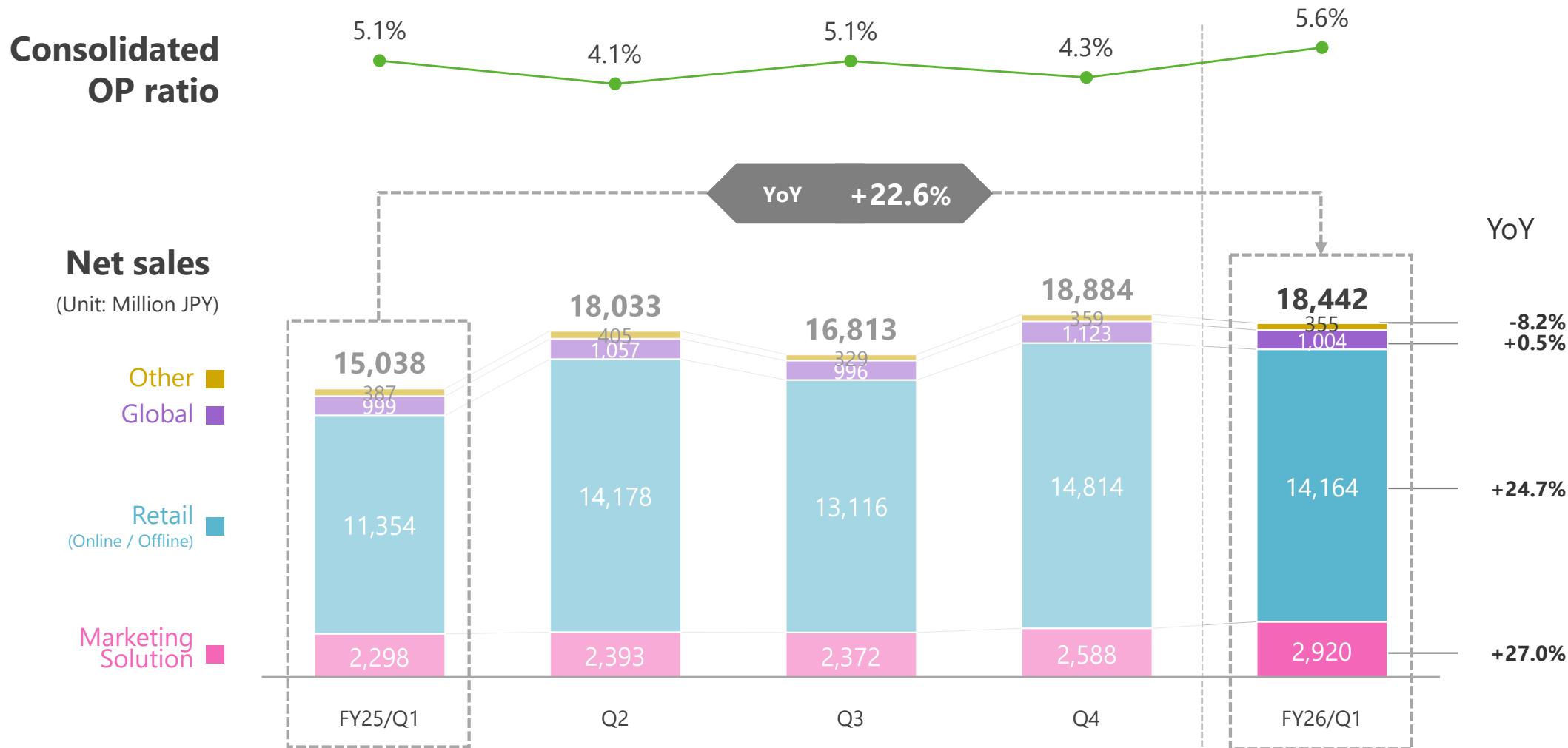
# Trend in net sales

- Record sales and on a growth trajectory.



# Trends in segment sales (Quarterly)

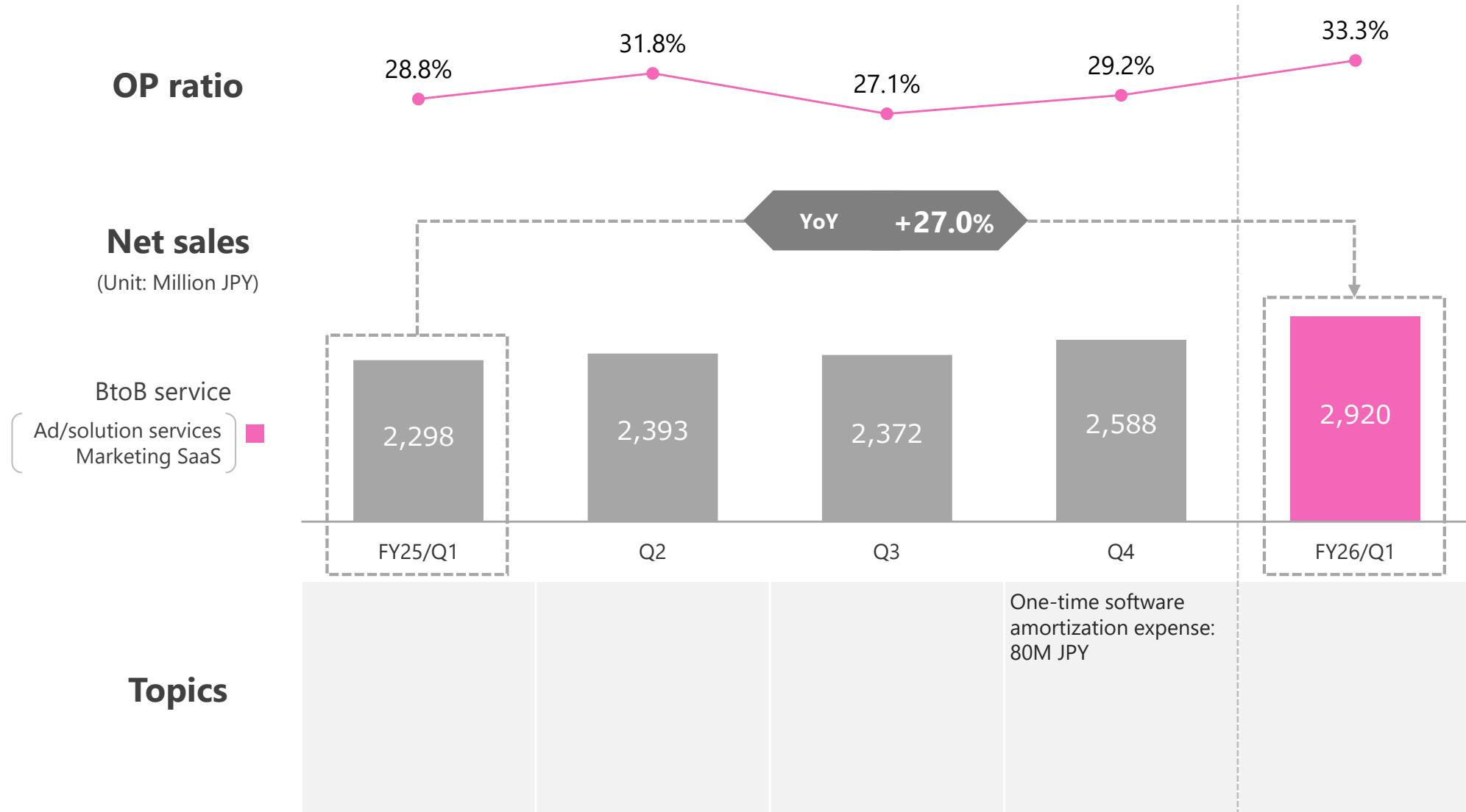
- Marketing Solution and Retail businesses drove top line.





# Trends in segment sales (Quarterly)

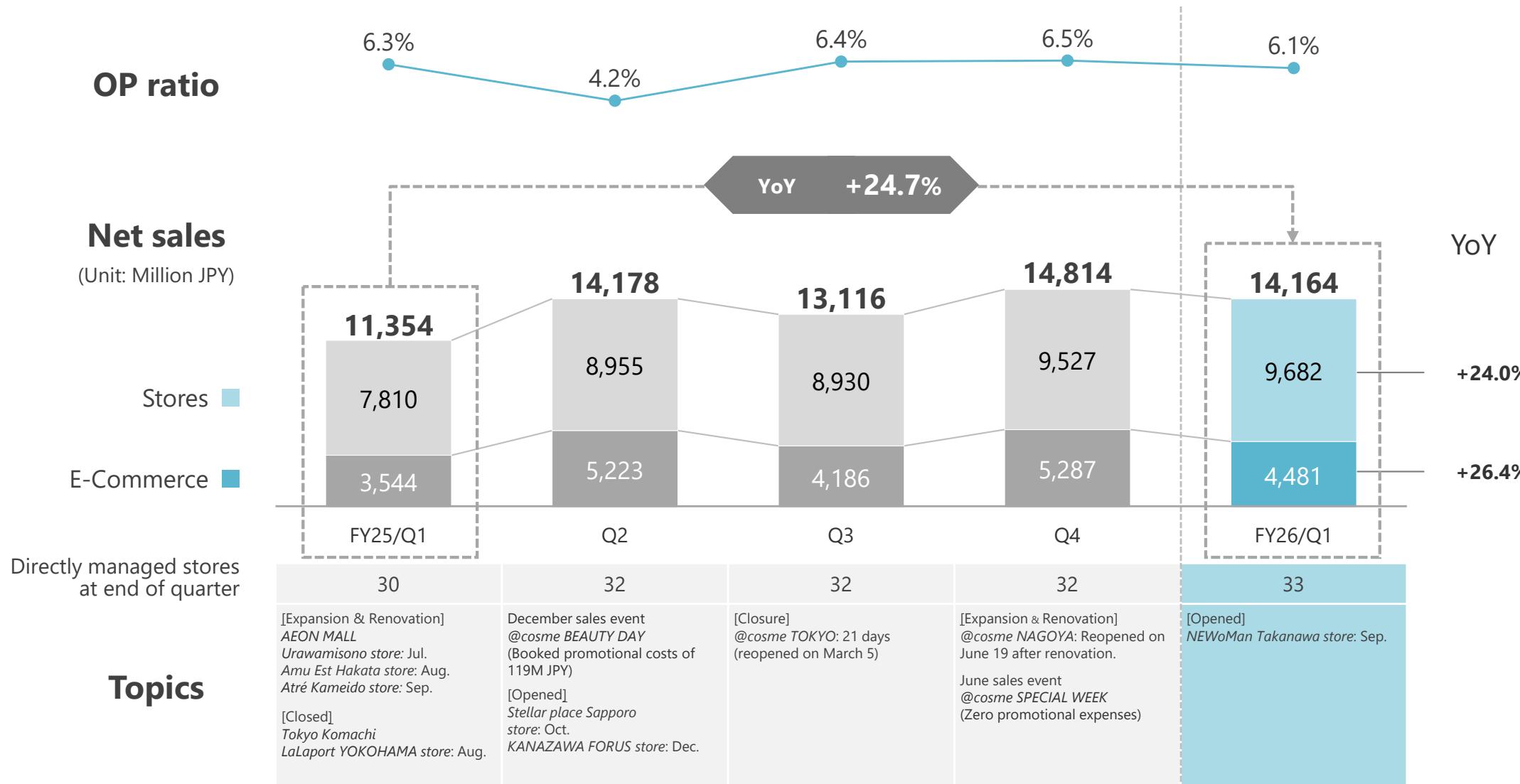
- Net Sales: **Increased businesses with major and emerging mid-tier brands** driven by enhanced Retail business expansion with user engagement value proposition.
- OP ratio: **OP ratio increased through revenue growth contribution and high marginal profit rate.**





# Trends in segment sales (Quarterly)

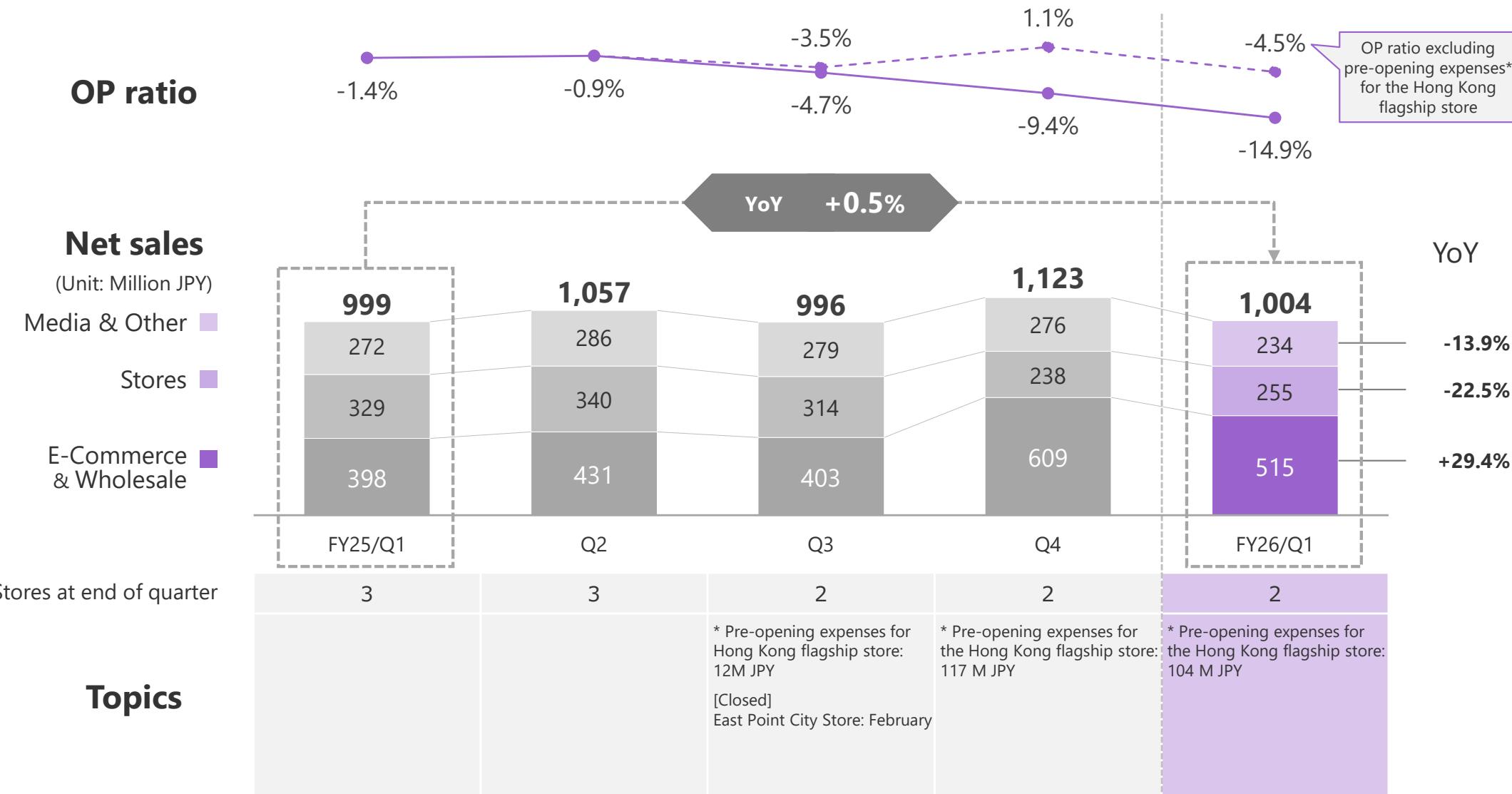
- Net Sales: **【Stores】Flagship stores (incl. new Nagoya) performed well; QoQ limited by reduced inbound tourism.**  
**【EC】Maintained growth trajectory similar to Stores through platform integration.**
- OP ratio : Flat YoY due to new store expenses and increased personnel expenses.





# Trends in segment sales (Quarterly)

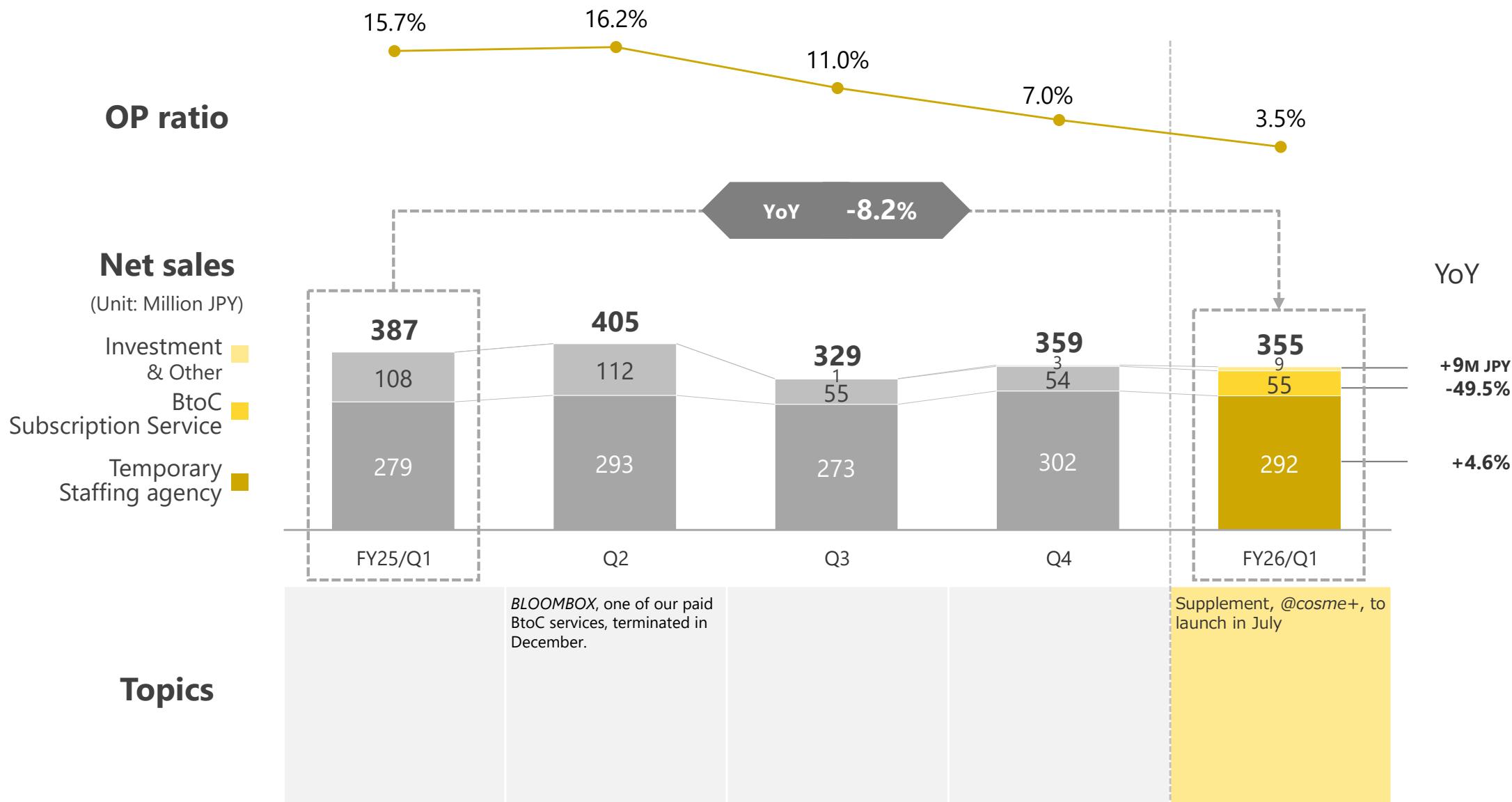
- Net Sales: Remained flat despite the impact of store closures in Q3 FY25, **due to the recovery of cross-border China EC.**
- OP ratio: Decreased due to the HK flagship store pre-opening expenses and the impact of store closures.





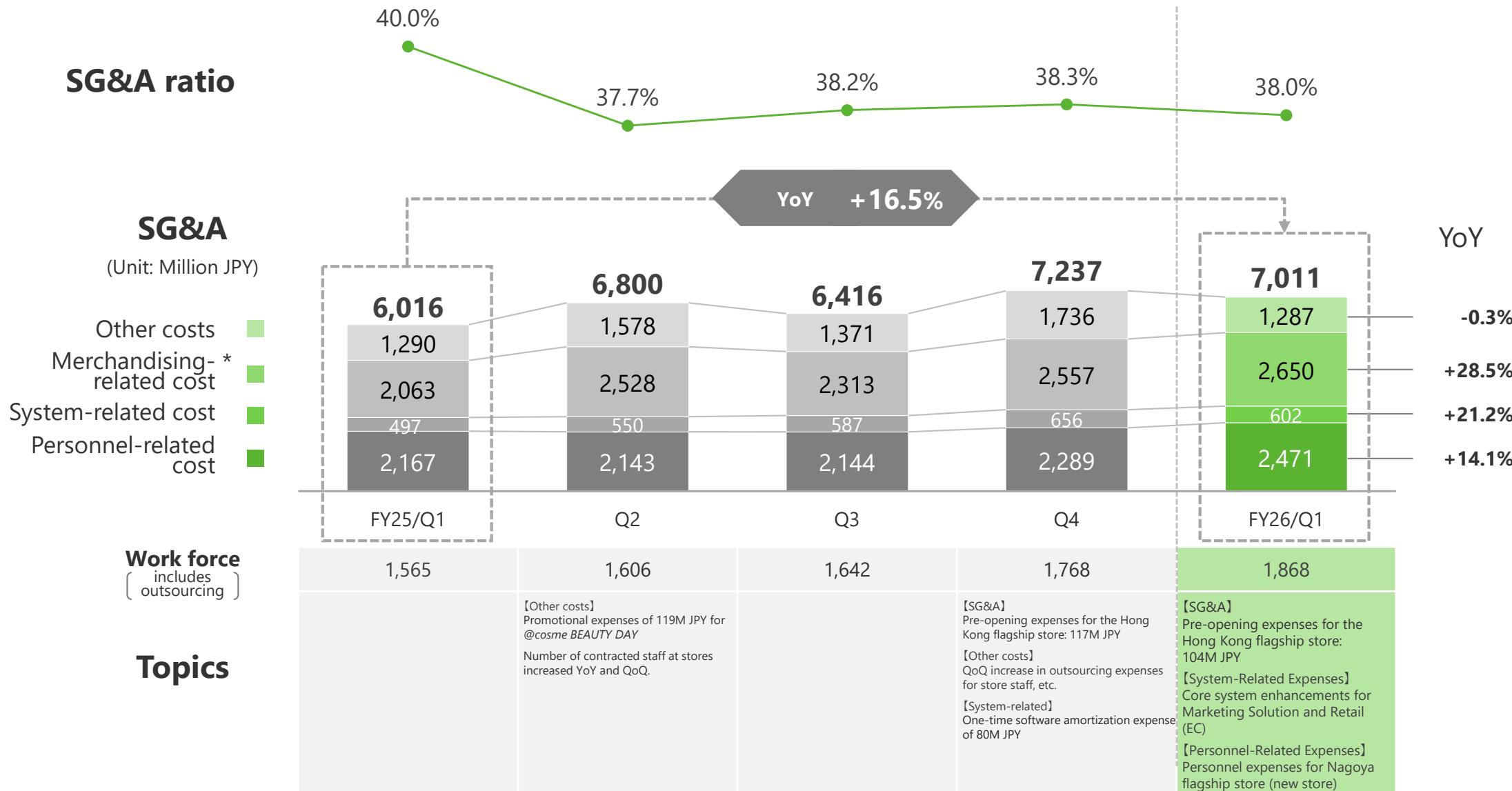
## Trends in segment sales (Quarterly)

- Profit declined YoY in Q2 due to discontinuation of BtoC subscription services and upfront expenses for the supplement business, but the trend was as expected.



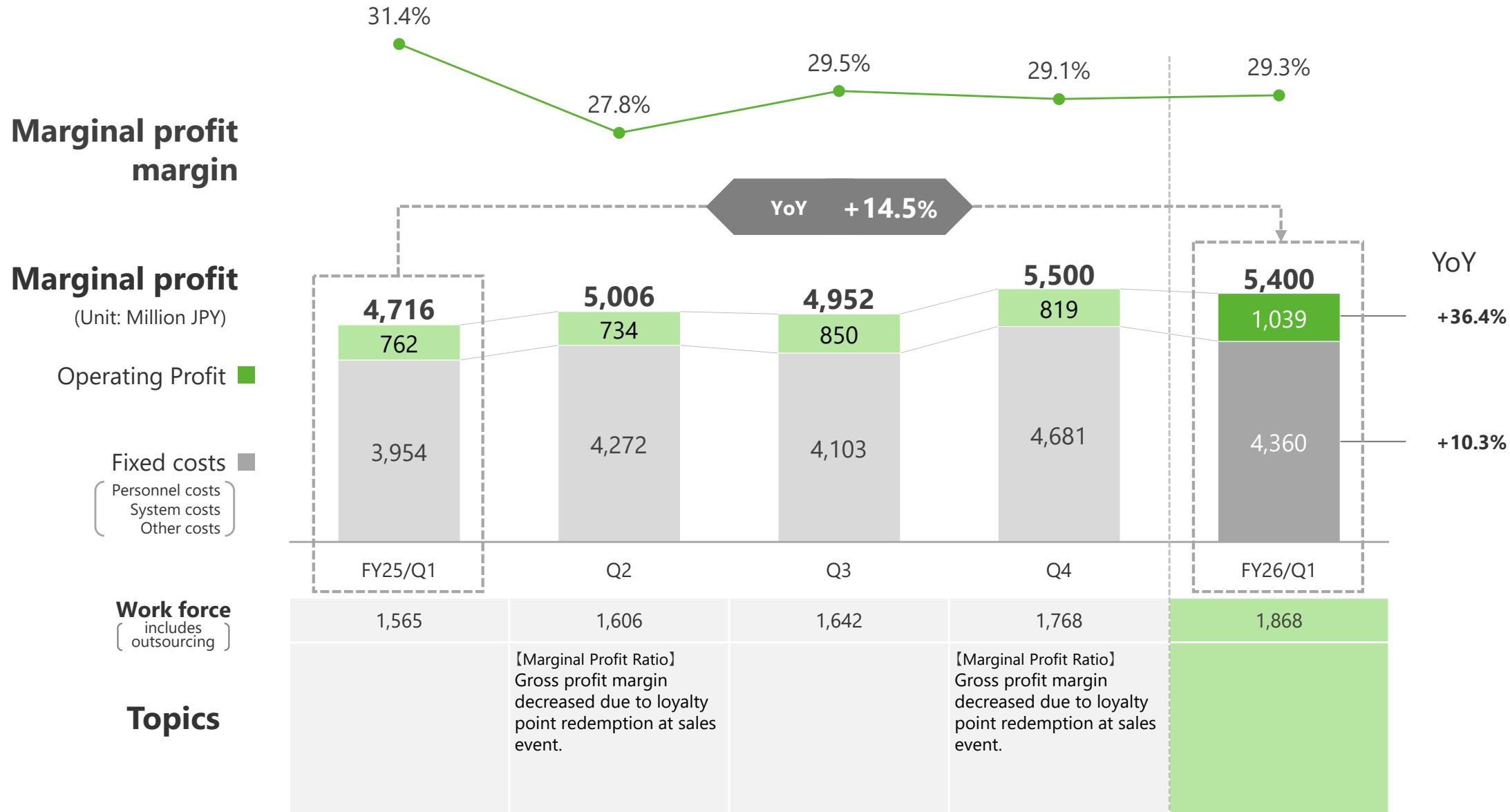
# Trends in SG&A expenses (Quarterly)

- Pre-opening expenses for Hong Kong flagship store, along with expenses for strengthening infrastructure such as personnel and systems, were recorded. However, top-line growth led to YoY improvement in SG&A ratio.



# Marginal profit\* (Quarterly)

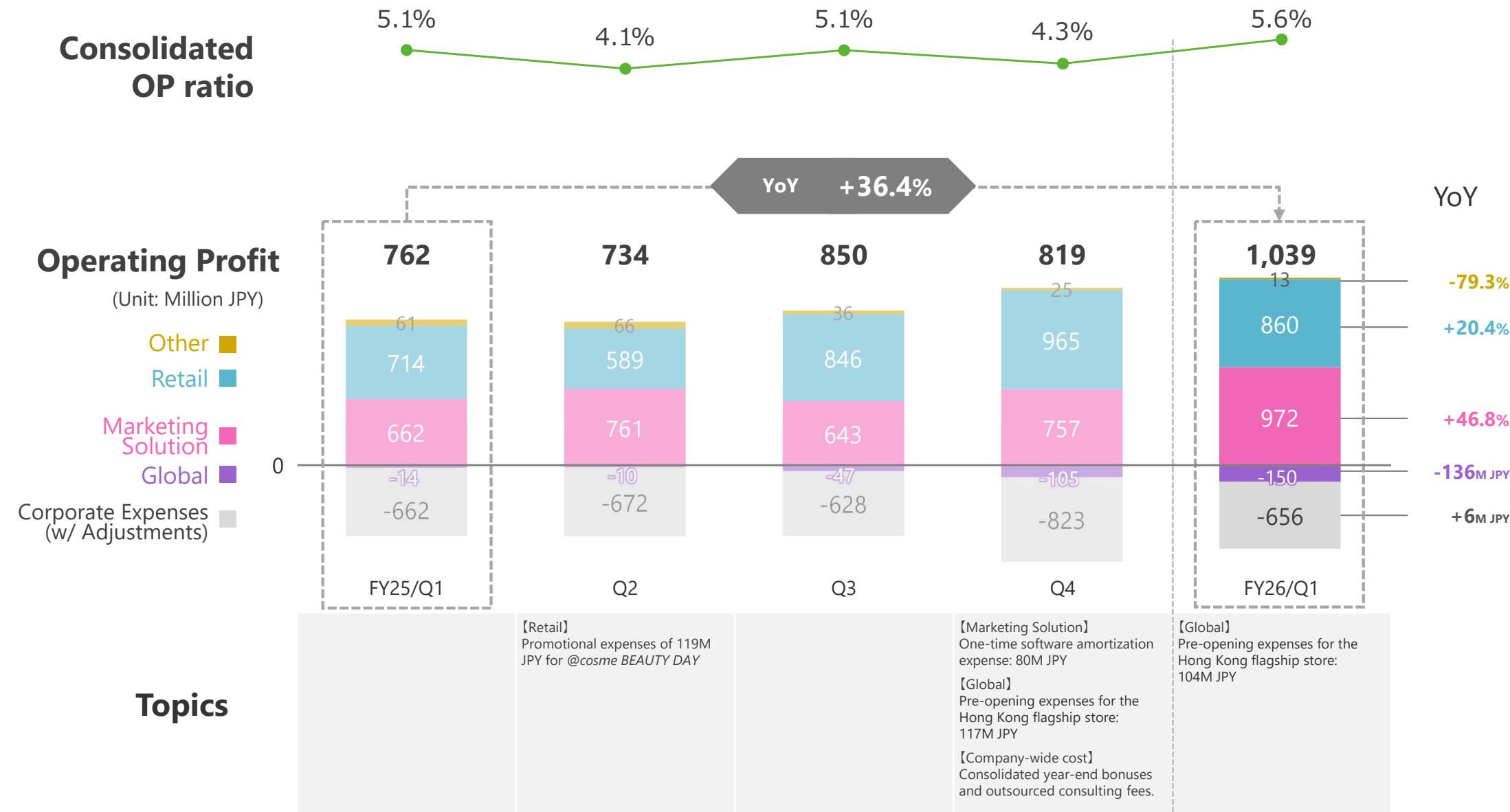
- **Marginal profit grew steadily** although marginal profit ratio decreased YoY due to the rapid growth of Retail business, which has a relatively low gross profit margin.



\* Marginal profit: Net Sales minus variable costs such as cost of sales and merchandise-related expenses (e.g. delivery costs for EC business, commission fees paid to malls, store rent, etc.)

# Trends in operating Profit by segment (Quarterly)

- Increased profits driven by high-margin Marketing Solution business and growth in Retail business.





## **Status of Operating Services**

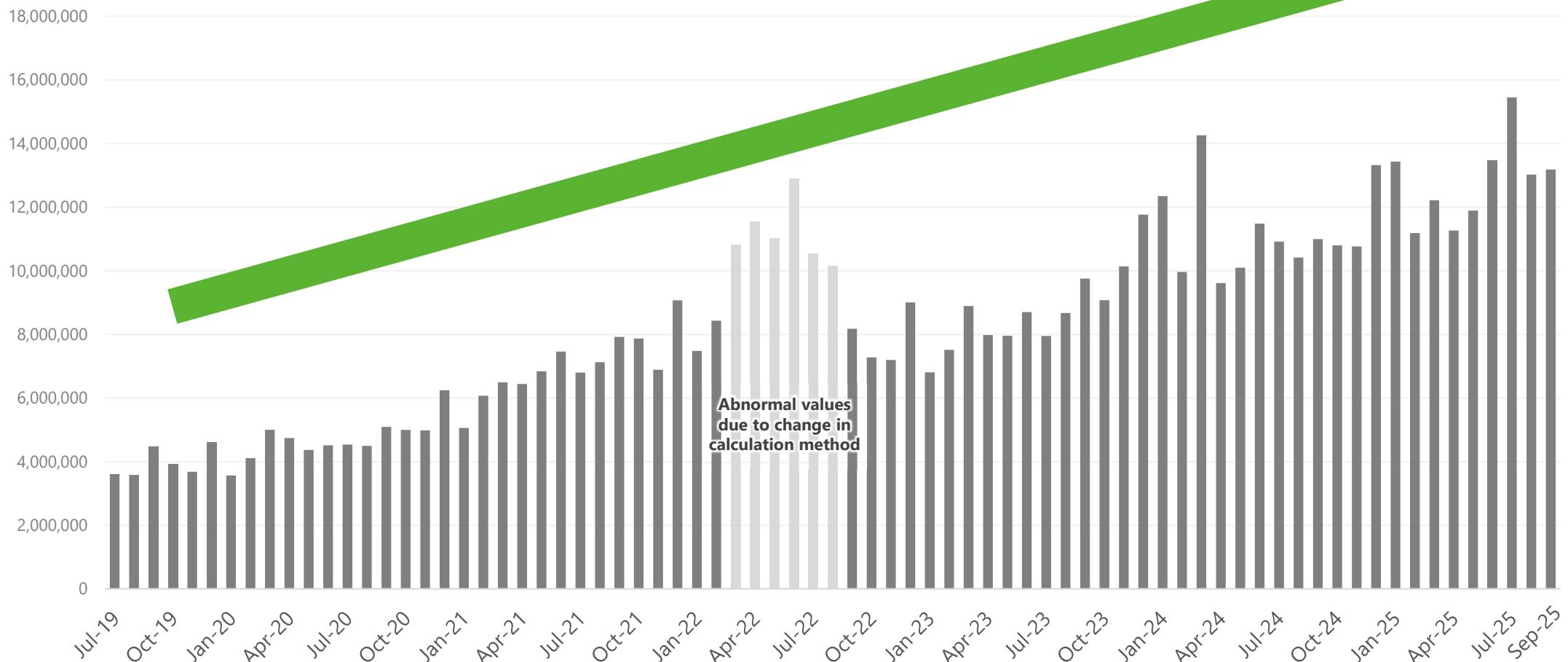
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- User actions stimulated across all channels (Web, EC, Stores) as brands accelerated BtoB service adoption.
- **Increased return on investment (ROI) expected by brands—measured by user actions—created a virtuous cycle further expanding investment in our company.**

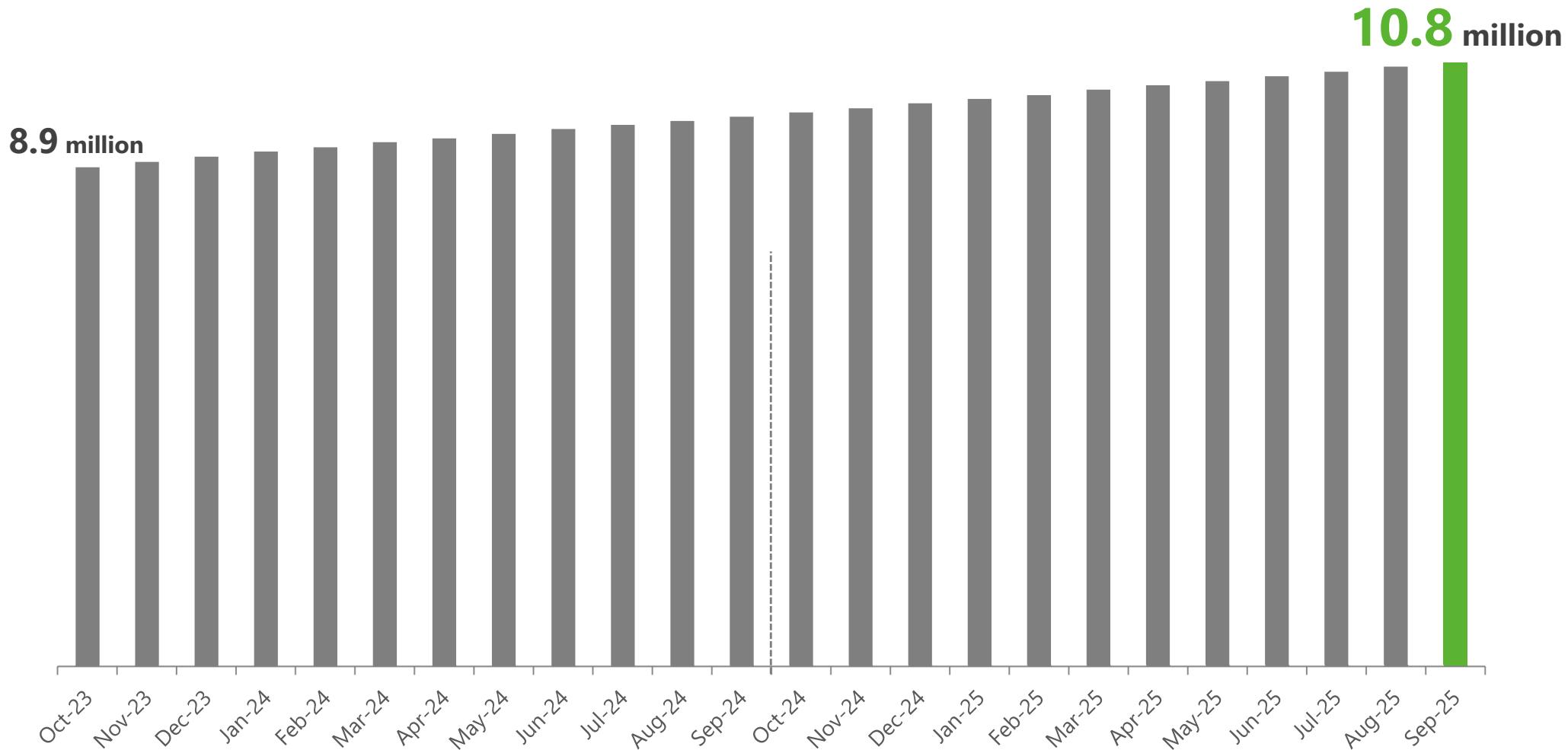
### Monthly trend in Total User Actions\*

(\* Number of users taking action × Number of actions per user)



\* User Actions: Actions within our platform beyond browsing, including reviews, purchases, gifts and monitor program applications, product Likes, and brand Follows.

- Membership continues to trend up.



\* Number of members registered as users on @cosme, which is different from paid members such as premium members.



- This year's major event for EC and Stores with the theme, Unleashing your Cosmetics Lust!

## 【Overview】



## 【Participating Brands (selected)】



- ✓ Over 2,700 brands in the lineup.
- ✓ More than 440 brand sponsors, our largest number ever.
- ✓ Numerous exclusive items only available at this event.
- ✓ 10% or more, up to 30% reward points on all items.

\* For more details, please see press issued on October 8, 2025 <https://www.istyle.co.jp/news/press/2025/10/1008.html> (Japanese text only)



- Building the foundation for the @cosme platform in East Asia, starting with our first overseas flagship store

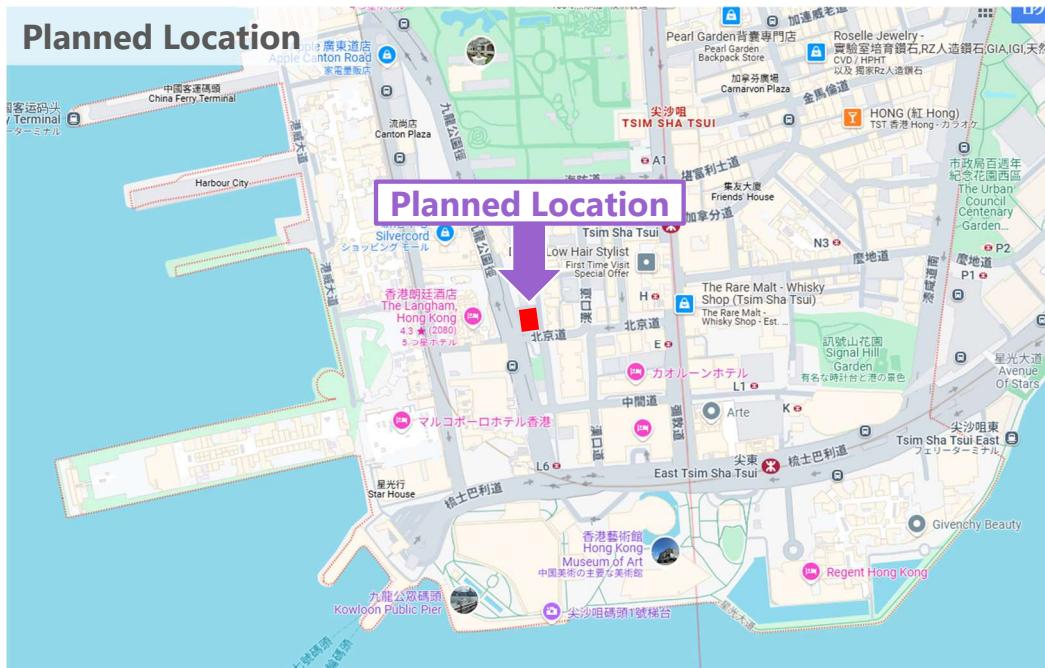
**【Store Overview】** \***Highlighted sections** indicate newly determined details

**Location** : **Yue Hwa International Building, No.1 Kowloon Park Drive and No.7 Ashley Road, Kowloon, Hong Kong**

**Floor space** : **1,298m<sup>2</sup>** (3 floor story / Ground floor to 2nd floors)

**Opening date** : **December 5, 2025**

**# of Brands** : **Over 500**



**Store Image**



Map data ©2025 Google

\* Please refer to the press release to be issued later for details.

# Hosting **Tokyo Beauty Week**, a co-creation in-person event with diverse partners

- Held in Harajuku/Omotesando, offering diverse beauty experiences with brands, media, and local partners.
- **Enhanced user engagement (key priority) by enabling brand discovery with diverse partners.**

## Event Overview

- Event Period: Nov 19 - 25, 2025
- Hours: 9:00 AM - 9:00 PM (may vary by venue)
- Location: Harajuku/Omotesando area, including *Yodobashi J6 Building* (2,286m<sup>2</sup>), *@cosme TOKYO*, etc.

## Contents

- Global & Japanese Brands on Display (Booths / Walls)
- Skin Type & Personal Color Analysis
- Makeup experience / Self touch-up
- Special stage
- Events by venue partners



## 【Beauty Brands】

Attenir	ANNA SUI	Anua	ALBION
ELIXIR	KANEBO	CANMAKE	KANEBO TOKYO
DECORTÉ	THE ANSWER	Cher-Couleur	SHISEIDO GINZA TOKYO
CEZANNE	Cetaphil	DUO	Panasonic Beauty
FAS	B4	FANCL	MAQUILLAGE
LANEIGE	Lululun		

AXZIA	Attenir	IPSA	VDL
Obagi	OFFRÔM	Curél	CONCRED
Cycle.me	CNP Laboratory	JINO	shu uemura
Cetaphil	DERMA LASER	Dove	DUO
narciso rodriguez	HAIR	Bioré UV	Primavista
MINON	水楊保溼堂製藥	モリコラ	EUTHYMOL
	LANCÔME		

### 【Organizer】

Tokyo Beauty Week 実行委員会  
(企画・運営 株式会社アイスタイル)

### 【Supported by】

商店街振興組合  
原宿表参道樽会  
原宿竹下通り商店会  
一般財団法人渋谷区観光協会

### 【Location】

TRUNK(HOTEL)CAT STREET ヨドバシJ6ビル

### 【Media Partners】

@cosme **VoCE** **X** J-WAVE 81.3FM  
美的 MAQUIA Mimi'Beauty

### 【Venue Partners】

aicosme @cosme TOKYO amazon iST and ST

ISETAN MIRROR TOKYO PLAZA TOKYO PLAZA Panasonic Beauty

BEAMS MY ONLY FRAGRANCE Maison KOSÉ Laforet HANAKURO

### 【Beauty Creator Partners】

ヘア&メイクアップ  
アーティスト  
イガリシノブ  
青山ビューティ学院  
高等部  
プロムハンド  
メイクアップアカデミー

パズル式イギリ学園

ヘア&メイクアップ  
アーティスト  
富沢ノボル

ベルエボック

美容専門学校

### 【Supplier Partners】

LED TOKYO rev:eve palplat

©2025 Tokyo Beauty Week

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\* For more details, please see press issued on October 28, 2025 <https://www.istyle.co.jp/news/press/2025/10/1028-tbw.html> (Japanese text only)



## Appendix

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- **Company Information**
- Segment Information
- Medium-Term Business Policy

# Company information

Corporate name	<b>istyle Inc.</b>
Listed stock exchange/ securities code	<b>Listed on the Prime Market of the Tokyo Stock Exchange / 3660</b>
Chairperson and CEO President and COO	<b>Tetsuro Yoshimatsu Hajime Endo</b>
Date of establishment	<b>July 27, 1999</b>
Headquarters	<b>1-12-32 Akasaka, Minato-ku, Tokyo, Japan</b>
Capital	<b>8,929 Million JPY (As of Sep. 2025)</b>
Accounting period	<b>June 30</b>
Description of business	<b>- Planning and operation of the beauty site @cosme - Provides the related advertising and marketing research services</b>
Number of employees	<b>1,210 (consolidated)</b>

\* Figures are as of Jun. 2025

# Main subsidiaries and affiliates

## Domestic



### istyle retail Inc.

Operation of Cosmetics specialty store "@cosme STORE" and Cosmetics specialty E-commerce "@cosme SHOPPING"



### istyle trading Inc.

Wholesale, retail, and import/export of beauty products, and proxy services for the same



### istyle career Inc.

Operating "@cosme CAREER", a job listing site for the cosmetics and beauty industries, and offering general worker temporary placement services



### istyle me Inc.

Influencer marketing business and web advertising agency business



### IS Partners Inc.

Creation, management, and editing of digital content specializing in the subject of beauty



### istyle DATA CONSULTING, Inc.

Provision of data-driven solutions  
Founded jointly with CX consulting firm NODE Inc.



### MEDIA GLOBE CO., LTD.

PR and other communication about cosmetics to women's magazines, beauty magazines, and women's websites



### Over The Border Inc.

Operation of cross-border MCN



### Trenders, Inc.

Marketing business, Investment business

## Overseas



### istyle China Co., Limited.

Import/export, sale, and marketing support for cosmetics manufacturers



### istyle Global (Singapore) Pte. Limited

Alliances and business investments in southeast Asian countries



### istyle Global (Hong Kong) Co., Limited.

Alliances, services, and business investments in Asian countries



### istyle Retail (Hong Kong) Co., Limited

Shop planning, development, and operation; promotional support for the retail and logistics sectors



### i-TRUE Communications Inc.

Operation of Taiwanese version of "@cosme"



### GLOWDAYZ, Inc.

Planning and operation of beauty platform "GLOWPICK" and provision of related advertising services

# History

1999 Jul Limited company I-Style Co., Ltd. Founded  
Dec Launched *@cosme*, a cosmetics portal site

2000 Apr I-Style Co., Ltd. becomes istyle Inc., a joint-stock corporation

2002 Nov Opened cosmetics online shopping site *cosme.com* (now *@cosme SHOPPING*) and started operating of E-Commerce

2007 Mar Opened first *@cosme STORE* in Shinjuku Lumine Est, Tokyo by cosme next co.,Ltd.

2008 Jan Launched online recruitment website *@cosme CAREER*

2010 Sep cosme next Co., Ltd. becomes a wholly owned subsidiary

2012 Mar istyle Inc. went public on the Tokyo Stock Exchange Mothers market  
Aug Established istyle Global (Singapore) Pte. Limited in Singapore  
Oct Established istyle China Co., Limited in China  
Nov Alteration of listing market from Mothers to Tokyo Stock Exchange First Section

2014 Dec Established istyle trading, Inc. to begin overseas E-Commerce and wholesale business in January 2015

2015 Jul Established istyle career Inc., a recruitment company specializing in the cosmetics and beauty businesses  
Sep Acquired Media Globe Co., Ltd., a cosmetics PR firm (made wholly owned subsidiary via share swap in June 2018).

2016 Mar Established IS Partners Inc.  
Oct Established istyle Retail (Hong Kong) Co., Limited

2017 May Acquired shares in i-TRUE Communications Inc., which operates beauty portal site in Taiwan, and made it a subsidiary  
Established istyle USA Inc., thorough which company acquired U.S. beauty portal site MUA Inc. and made it a subsidiary in July  
Jun Raised approximately ¥3.6 billion by the issue of new shares by international offering

2020 Jan Opened *@cosme TOKYO*, the 1<sup>st</sup> flagship store in TOKYO's Harajuku.  
Nov Raised approximately ¥2.1 billion by the issue of new shares by third-party allotment

2022 Apr Moved to Tokyo Stock Exchange Prime market  
Aug Capital and business alliances with Amazon.com, Inc. and Mitsui & Co.  
Sep Raise 5 billion JPY through convertible bonds

2023 Sep Opened *@cosme OSAKA*, the 2<sup>nd</sup> flagship store in OSAKA's Umeda.

2024 Feb Capital and business alliances with Trenders, Inc.

2025 Apr Established istyle Data Consulting Inc. with CX consulting firm NODE Inc. to provide data-driven solutions.  
Jun Opened *@cosme NAGOYA*, the 3<sup>rd</sup> flagship store in Aichi's Nagoya.

# Award History (Extract)

Nikkei Inc.  
**2002 Nikkei Internet Award**  
(Business Category)

Organization for Small & Medium Enterprises and Regional Innovation  
**2003 Japan Venture Award**

**50** Technology **Fast 50**  
2017 Japan **WINNER**  
**Deloitte.**  
2014-2017 Japan Technology Fast50



2014 Michael Porter Prize Japan

**GOOD DESIGN AWARD**  
2014 Japan Good Design Award  
(Business Model Category)

World Economic Forum  
**2014 Global Growth Company**

Forbes JAPAN  
**WOMEN AWARD**  
**2017 Forbes Japan Women Award**  
(Grand-Prix 2<sup>nd</sup> Place)



**2018 Philip Kotler Award Japan**

World Assoc. of Overseas Jap. Entrepreneurs  
**2019 Global Business Award**  
(Grand-Prix)



**2020-2021 Rakuten Shop of The Year**  
(Beauty Category)

# Utilized consumer data to build Japan's No. 1 beauty platform



\* Figures are as of Jun. 2025

# Japan's largest level comprehensive beauty site @cosme

- @cosme is one of the Japan's largest comprehensive beauty site supported not only by users, but many other stakeholders (e.g. brands) as well.



Used every month  
by many women in  
their 20s and 30s

Mainly women aged 20  
– 39 who are sensitive  
to beauty trends

Covers almost every  
brand marketed in  
Japan

Expanding beyond  
cosmetics into all beauty-  
related categories

Japan's leading site  
specializing in beauty  
with largest number of  
reviews

Monthly  
unique users

**16.7 million**

Registered  
members

**10.6 million**

Registered  
brands

**46 thousand**

Registered  
products

**420 thousand**

Registered  
reviews

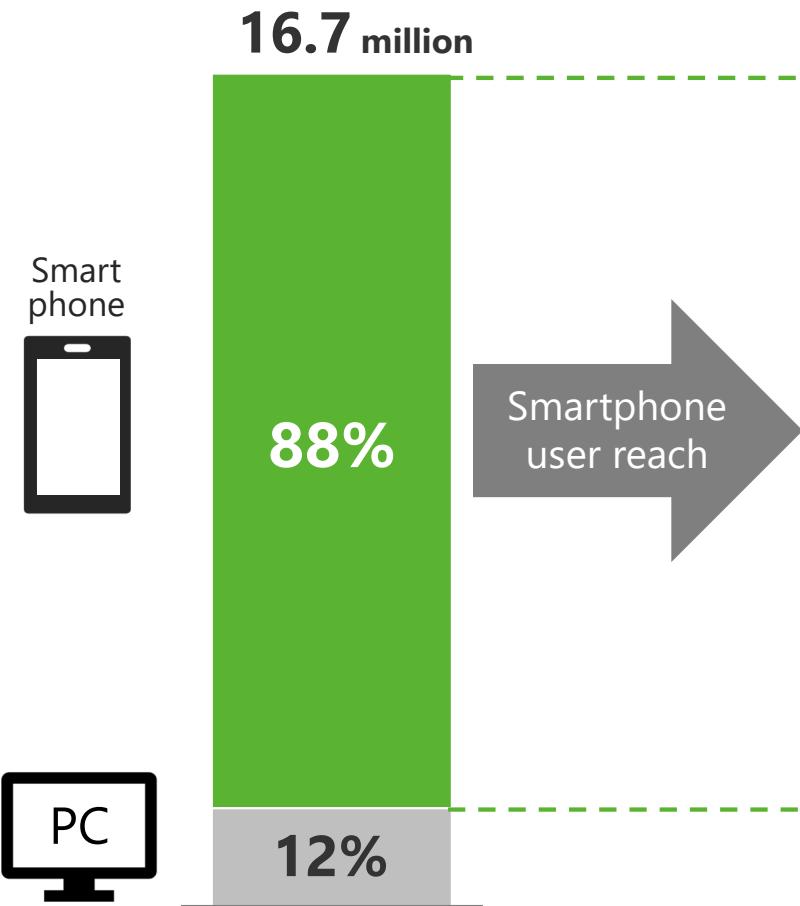
**22.3 million**

\* Figures are as of Jun. 2025

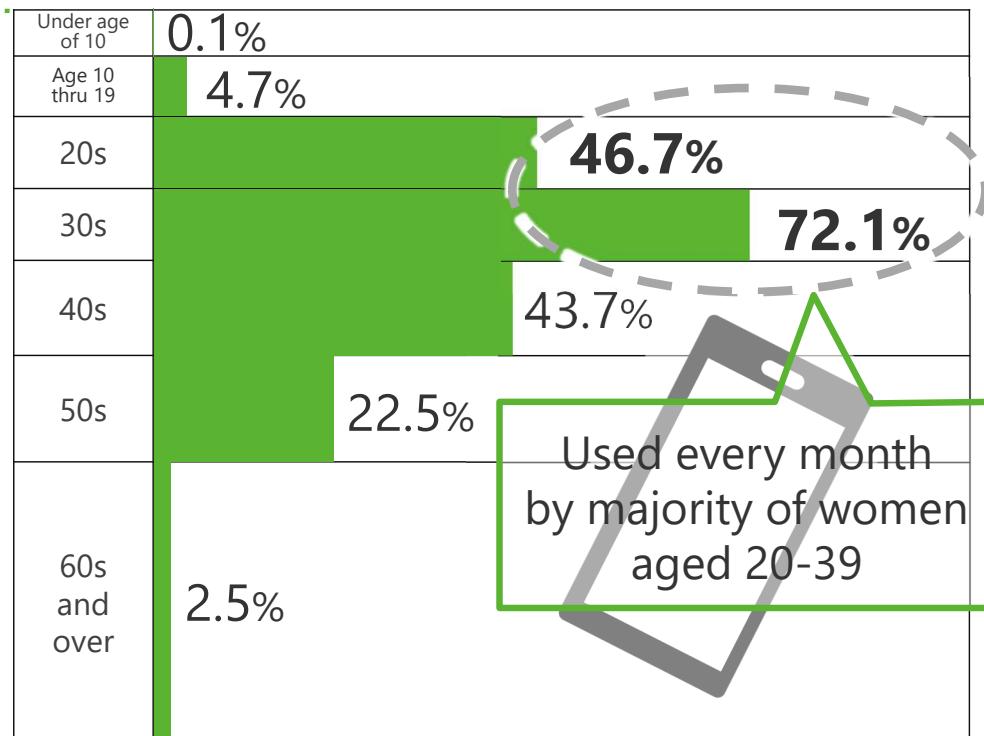
# @cosme / Overwhelming usage ratio by female members

- Roughly 16.7 million monthly unique users use @cosme portal site. (As of Jun. 2025)
- Massive reach among Japanese female members in their 20s and 30s.

Breakdown of monthly unique users  
(women only)



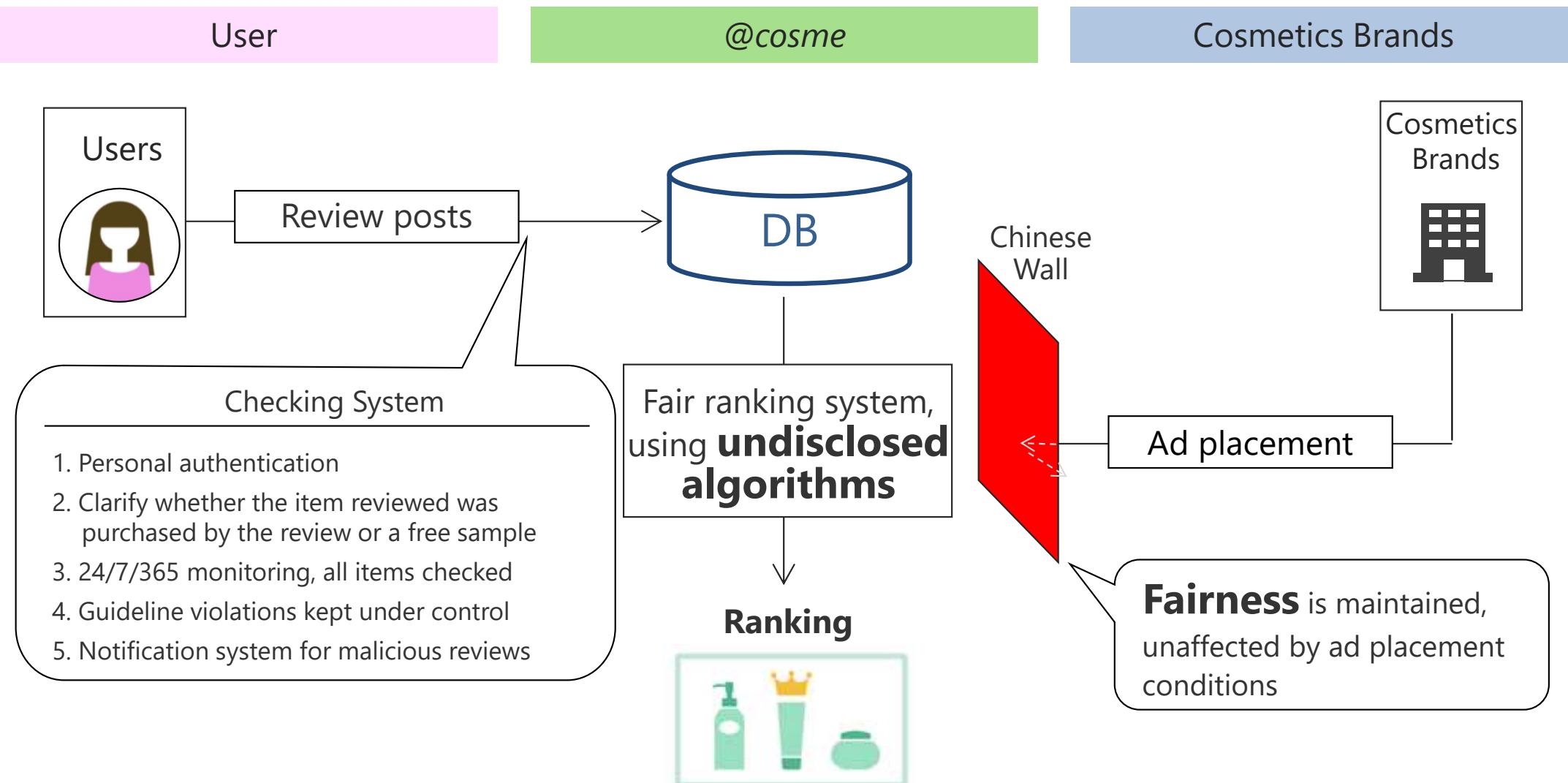
@cosme smartphone users  
as percentage of Japanese females (by age group)



\* Width of bars representing age groups indicates the population of each group

# Database soundness

- Each measure ensures that the database is sound



# SUSTAINABILITY MATERIALITY - Main Efforts

## Materiality 01

### Trusted platforms

- Operate sound and independent review media (@cosme Declaration)
- Strengthen information security
- Create new value through IT (DX promotion/database)



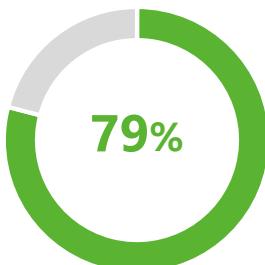
- 1 Declaration 1: We work to help consumers find better ways to encounter beauty information.
- 2 Declaration 2: We maintain a fair and independent stance.
- 3 Declaration 3: We respect the opinions of @cosme members to the maximum extent possible.
- 4 Declaration 4: We operate the site with a high degree of transparency.
- 5 Declaration 5: We do not allow coerced posts or intentional manipulation of ratings.
- 6 Declaration 6: We comply with our legal and social responsibilities.



## Materiality 03

### Talent empowerment

- Provide various options for ways to work (WFH/childcare leave)
- Substantial HR training system that promotes career development
- Promote diversity in human resources



Female employees



Female managers



Foreign employees



## Materiality 02

### Co-creation through partnership

- Foster awareness of sustainability among consumers
- Strive toward a recycling-oriented society with cosmetics brands  
(Show consideration for the environment by promoting recycling and reducing packaging materials.)

#### BEAUTY SDGs WEEK

powered by @cosme

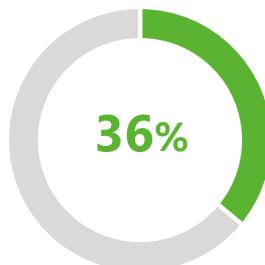
In order to realize a sustainable society, events will be held to increase awareness of sustainable activities of partner companies and increase the number of people interested in SDGs through the @cosme platform.



## Materiality 04

### Enhancement of governance

- Strengthen corporate governance
- More thorough compliance (educating employees about laws and social ethics)
- Formulate business continuity plan (BCP)



Female officers



Independent officers

# Overview of Human Capital Management

- The purpose of our human capital management is "To foster people who continue to update the world of BEAUTY, becoming a company that is consistently chosen."

Nº	Purpose	Topic	Issues (Focus Points)	Countermeasures	Indicators
1	Mission: To update the world of beauty while bringing happiness to many	<b>Foster a culture of growth and challenge</b>	<ul style="list-style-type: none"> <li>Present clearer role models</li> <li>Reform management-level work styles (with a desirable and achievable work-life balance)</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate challenge within the Hands-Up system</li> <li>Foster forums to celebrate challenges</li> </ul>	<ul style="list-style-type: none"> <li>Ratio of those who think that the Company offers opportunities for growth</li> <li>Ratio of those who are motivated to develop themselves</li> <li>Ratio of people willing to take on higher positions and positions of responsibility</li> <li>Ratio of people who feel job satisfaction and worthwhile</li> </ul>
2		<b>Support work styles in accordance with stages of life that encourage job satisfaction</b>		<ul style="list-style-type: none"> <li>Diversify work styles</li> <li>Health management</li> </ul>	<ul style="list-style-type: none"> <li>Ratio of those who think that people around them have a good understanding of work-life balance, such as taking leave</li> </ul>
3	Human Resources Strategy Theme: Become a company chosen by people with a strong desire to grow  Human Resources Strategy: <ul style="list-style-type: none"> <li>Commit to the growth of our people</li> <li>Awareness</li> </ul>	<b>Co-create within different fields and industries</b>	<ul style="list-style-type: none"> <li>Create opportunities to gain diverse experiences that develop autonomous human resources in the age of VUCA</li> <li>Create opportunities to embrace and co-create with different industries and cultures</li> </ul>	<ul style="list-style-type: none"> <li>Gain experience in multiple fields (From user and brand perspectives, both in-person and on the Internet)</li> <li>Establish a way to learn about others' experience</li> <li>Experience co-creation with other departments and companies (horizontal collaboration projects, community participation)</li> </ul>	<ul style="list-style-type: none"> <li>Hands-Up (a system that enables growth at any age)</li> <li>7iAward (internal award system)</li> <li>Interaction with external personnel</li> <li>Joint workshops</li> </ul> <ul style="list-style-type: none"> <li>Ratio of people who think that our strength lies in the horizontal collaboration among multiple departments</li> </ul>
4	Management	<b>Foster leaders who will lead the future with new values</b>	<ul style="list-style-type: none"> <li>Cultivate autonomous business producers in an era with no right answers</li> <li>Provide an environment that encourages employees to promptly and easily take on challenges</li> <li>Develop autonomous human resources who can take on challenges without fear of failure and apply what they learn to the next opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Reform our management model (from managers to coaches)</li> <li>Introduce a training program to raise awareness</li> <li>Select young project leaders</li> </ul>	<ul style="list-style-type: none"> <li>Ratio of participants in training programs</li> <li>Number of coach-type management that discover and cultivate autonomous human resources</li> </ul> <p>*Since it is in parallel with measures, indexing and management will be implemented in the future.</p>

\* For more details, please refer to the *Integrated Report 2024* (Japanese Text only): [https://ssl4.eir-parts.net/doc/3660/ir\\_material3/238199/00.pdf#page=31](https://ssl4.eir-parts.net/doc/3660/ir_material3/238199/00.pdf#page=31)

# DE&I (Diversity, Equity, and Inclusion)

- To navigate a complex society, we offer systems that support "individualized ways of working" and "promote growth through self-driven choices."

## "iselect": a system enabling everyone to thrive, regardless of gender or life stage.

Focusing on maximizing individuality and synergy among employees to drive new value creation.

As a result, the key indicators are as follows:

(As of June 2024)

**Ratio of Female Employees** : 79%

**Ratio of Female Managers** : 63%

**Workplace Return Rate for Women After Maternity Leave** : 100%

**Paternity Leave Utilization Rate for Men** : 100%

## Co-creation beyond disabilities

In departments with employees with disabilities, we promote work sharing in collaboration with the entire company. Currently, these employees are responsible for **73 tasks across 20 departments** within the group.

Today, their responsibilities have expanded to include roles in stores, providing them with even more opportunities to contribute.



Support individualized ways of working	Foster growth through self-driven choices
<ul style="list-style-type: none"><li>• Full Flex-time Work</li><li>• Work from Home</li><li>• Caregiving and Nursing Leave</li><li>• Maternity and Parental Support</li><li>• Reproductive Health Support</li></ul>	<ul style="list-style-type: none"><li>• Permission for Side Jobs</li><li>• Self-Development Leave</li><li>• Language Learning Expense Support</li><li>• Volunteer Leave</li></ul>

### Ranked 21st in the "Women's Empowerment Companies Ranking" by Toyo Keizai

As a result of our ongoing efforts, we were ranked 21st overall out of 30,000 companies in the "Women's Empowerment Companies" ranking announced by Toyo Keizai in May 2024. Particularly, we were ranked 3rd in the information and communications industry and 4th in the cosmetics industry (chemical sector), receiving high praise across various industries.

\* For more details, please refer to our company website: <https://www.istyle.co.jp/news/info/2024/05/0530.html> (Japanese text only)

# Overview of Climate Change Initiatives

- Aiming for a carbon-neutral society, we are focusing on climate change initiatives across the entire company.

## <Risks and Opportunities>

Classification Based on TCFD Recommendations			Potential Risks and Opportunities (Items in bold are qualitatively recognized as important)
Risks	Transition Risks	Policies (Regulations)	Increased financial burden due to the introduction of a carbon tax Soaring unit prices of materials such as promotional materials due to tighter plastics regulations
		Laws	- (No specific risks related laws are expected due to the nature of the business)
		Technologies	Increased costs due to increased demand for renewable energy
		Markets	<b>Changes in procurement terms and conditions due to rising raw material costs</b>
		Reputation	Loss of sensitive customers due to delays in response (consumers and cosmetics manufacturers)
	Physical Risks	Acute	<b>Frequent natural disasters (typhoons, floods) resulting in</b> • Suspension of store operations and in-store events • Risk of delayed delivery in e-commerce <b>Opportunity loss due to supply chain stagnation (delayed delivery of purchased goods, e-commerce sales, etc.)</b>
		Chronic	Decreased opportunities to go outside due to higher average temperatures leading to decreased opportunities to wear makeup
Opportunities	Resource Efficiency	Reduced and streamlined packaging materials, etc., in response to increased consumer awareness of the environmental	
	Energy Sources	- (No specific opportunities related laws are expected due to the nature of the business)	
	Products and Services	<b>Increased sales through services tailored to changing customer preferences (ethical consumption)</b>	
	Markets	<b>Increased demand for e-commerce due to decreased opportunities to go out</b> <b>Growing health awareness among consumers</b>	
	Resilience	Diversified risks through the operation of multiple businesses in addition to the acquisition of flexible demand	

## <CO<sub>2</sub> emission>

(Unit: t-CO <sup>2</sup> )	FY22	FY23	2030 Target
Scope1	0	0	0
Scope2 (Market Criteria)	709	662	300
Scope2 (Location Criteria)	674	635	300
Scope3	-	136,395	-
Category 1	-	93,630	-
Category 2	-	3,196	-
Category 3	-	102	-
Category 4	-	3,885	-
Category 5	-	5	-
Category 6	-	206	-
Category 7	-	137	-
Category 9	-	34,319	-
Category 11	-	557	-
Category 12	-	329	-
Category 14	-	28	-

\* For more details, please refer to the *Integrated Report 2024* (Japanese Text only): [https://ssl4.eir-parts.net/doc/3660/ir\\_material3/238199/00.pdf#page=40](https://ssl4.eir-parts.net/doc/3660/ir_material3/238199/00.pdf#page=40)



## Appendix

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- Company Information
- **Segment Information**
- Medium-Term Business Policy

## Advertising / solution service (Example: Branding ads)

- Branding ads not for product recognition but for gaining a deeper understanding

**L'ORÉAL PARIS**

2年連続ベスコス受賞<sup>※1</sup>  

ロレアルパリ史上初<sup>※2</sup> そのまま花を閉じ込めた  
フレグランスヘアオイル誕生

香水のように  
一日中香り立つ、うるツヤ髪へ<sup>※3</sup>

壳上No.1<sup>※4</sup>の「ロレアルパリ」ヘアオイルシリーズから、まるで香水のような香りを楽しめる  
フレグランスヘアオイルが登場。人気シリーズの美髪作用はそのままに、  
ロレアルパリ史上初<sup>※2</sup>そのまま花を閉じ込めた見た目にもときめくヘアオイルで、  
一日中続く香りを手にいれて、ワンランク上の女子力を狙っちゃう！

現品をセットで400名様にプレゼント！

※1 『エクストラオーディナリー オイル エクラアンペリアル 髪髪オイル』@cosme ベストコスメアワード2016 ベストヘアケア 第1位。@cosme ベストコスメアワード2017 ベストヘアケア 第1位 ※2ロレアルパリにおいて『3』ロレアルパリ エルセヴ エクストラオーディナリー オイル レザン フィジョン ローズにおいて※4 インデージ SRI調べ。アットバズヘアケア内オイルトリートメント市場2012年1月～2018年7月累計販売金額（エルセヴシリーズ）

**@cosme 編集部 CHECK**

編集部O子とS織が「ロレアルパリ エクストラオーディナリーオイル インフュージョン」を実際に試してみました。

**花を閉じ込めたビジュアルが素敵！** 

ボトルの中に花をそのまま閉じ込めたビジュアルが素敵でときめきます！ そのまま飾っておいてもおしゃれで、思わず写真を撮ってSNSに投稿するくなるかも！

**美髪が叶えられそうな予感♪** 

ちょっととろみのあるオイルはべたつかず、するんと伸びてとっても使いやすい。ブロードするといい感じ！ 美髪がかなえられそうな予感♪

**「いい香りだね♪」って褒められた♥** 

オイルをついた瞬間の香りはどちらか、ふわっとした上品な香りが一日中続いてくれるのが嬉しい！ 仕事帰りの女子会で「いい香り！ 香水何つ

**O子： 働けちゃうな～って最近思うのはいい香りがする人。**  
それだけでおしゃれ感度が高くなって思うし、同性でも“いい女”って感じますよね。それ違う時や近づいた時に、ふわっと香るのが理想的♪

**S織： わかる！ さりげなくいい香りがする人は清潔感があるし、それだけで好感度上がっちゃう。しかも、髪からいい香りがするとドキッときちゃう。髪の香りって魅力的だよね。**

**O子：** そういうは、いつもいい香りがする先輩にどんな香水を使ってるか聞いてみたんです。そしたら、ヘアオイルをつけるだけなんすって！

**S織：** あの先輩の香り、私も憧れてたんだ～。言われてみれば、いつもいい香りだし、髪もロングなのにツヤツヤでキレイだよね♪ この間、帰る時一緒にになったんだけど、夜なのにツヤツヤの髪で、ほのかにいい香りだった！ 私もそんな風になりたいなあ・・・♥



- Become operator of service businesses that **utilize @cosme**

## Offline retail (retail stores)

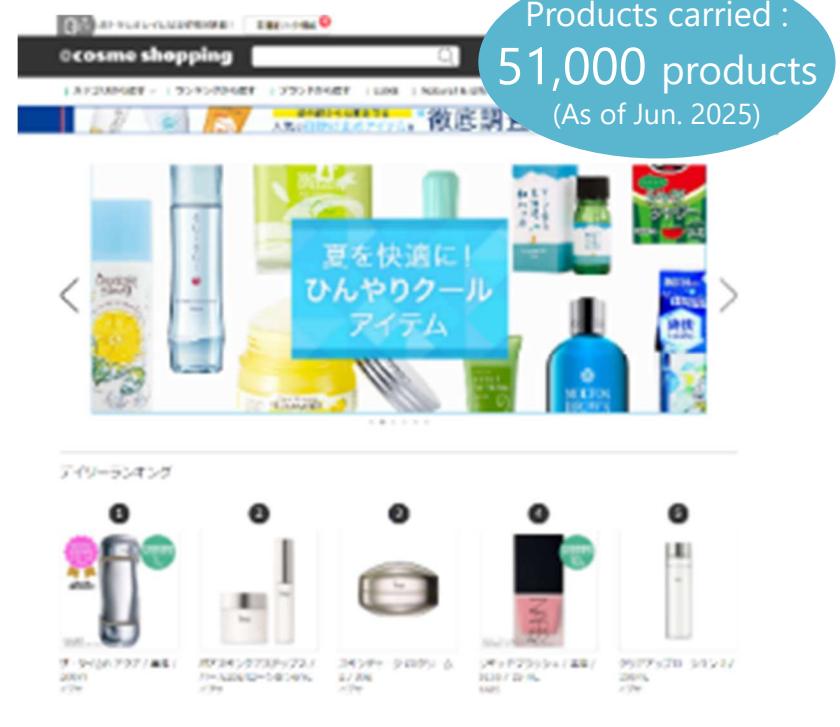
**Has become Japan's leading cosmetics retail group** by operating cosmetics retail stores  
@cosme TOKYO, @cosme STORE  
that utilize @cosme data in merchandising, etc.

Total 35 stores  
(As of Sep. 2025)



## Online retail (E-commerce)

**Operate cosmetics E-Commerce sites**  
**@cosme SHOPPING linked to @cosme**



# Brand Campaigns including Sales Promotion Integrating Online and Offline Activities

## Pre- to During Campaigns

1) Engaging content from inside and outside @cosme



Brand Official Sites, Official Social Media

Special Pages

Sampling & Wrapping

3) Cross-channel purchasing (online-offline)

2) Brand experience / product experience through people and products

Web reservation

Pop-up Events

Makeup Shows

Stores

4) User list acquisition



List of purchasers, brand followers, app downloaders, reservation users, check-in list

**Brand and user engagement enabled by integrated data management on the platform**

## Post-Campaigns

Brand Official Sites

Example of communication targets

Not yet purchased after losing pre-order lottery

Reserved but did not participate, not yet purchased

Participated, experienced but not yet purchased

Participated, taken action but not yet purchased

Participated and purchased

Participated, purchased and reviewed

EC @cosme SHOPPING

Stores @cosme TOKYO

Indirect Purchase

5) Targeted communication approach based on the list



## Flagship stores : 3 stores

Kanto	@cosme TOKYO	Opened in Jan. 2020 Expansion in Mar. 2025	1,380m <sup>2</sup>
Chubu	@cosme NAGOYA	Opened in Apr. 2017 Expansion in Jun. 2025	810m <sup>2</sup>
Kinki	@cosme OSAKA	Opened in Mar. 2017 Expansion in Sep. 2023	893m <sup>2</sup>

## @cosme STORE (24 directly managed stores, Japan)

Hokkaido	Stellar place Sapporo store	Opened in Oct. 2024	460m <sup>2</sup>
	TSUTAYA Sapporo Utsukushigaoaka store	Opened in Sep. 2016	234m <sup>2</sup>
	TSUTAYA Hakodate store	Opened in Nov. 2016	264m <sup>2</sup>
Kanto	Aeon Mall Takasaki store	Opened in Oct. 2006 Expansion in Apr. 2020	254m <sup>2</sup>
	Lumine Omiya store	Opened in Mar. 2018	241m <sup>2</sup>
	Lalaport Fujimi store	Opened in Mar. 2018	244m <sup>2</sup>
	AEON MALL Urawamisono store	Opened in Mar. 2012 Renewal in Jul. 2024	255m <sup>2</sup>
	Lumine Est Shinjuku store	Opened in Mar. 2007 Renovated in Sep. 2016	238m <sup>2</sup>
	Ueno Marui store	Opened in Nov. 2008 Expansion in Feb. 2017	350m <sup>2</sup>
	Lumine Ikebukuro store	Opened in Apr. 2012	333m <sup>2</sup>
	Ikebukuro Sunshine city store	Opened in Oct. 2016	162m <sup>2</sup>
	Lumine Yurakucho store	Opened in Feb. 2014	224m <sup>2</sup>

Kanto	SYDNEY by @cosme atré Kameido store	Opened in Oct. 1978 Renewal in Sep. 2024	129m <sup>2</sup>
	NEWoMan Takanawa store	Opened in Sep. 2025	470m <sup>2</sup>
	Mizonokuchi Marui Family store	Opened in Oct. 2015	271m <sup>2</sup>
	NEWoMan Yokohama store	Opened in Jun. 2020	323m <sup>2</sup>
Chubu	Lumine Yokohama store	Opened in Sep. 2022	349m <sup>2</sup>
	Maroot Toyama store	Opened in Sep. 1987 Expansion in Mar. 2022	227m <sup>2</sup>
	Aeon Mall Takaoka store	Opened in Sep. 2002 Expansion in Sep. 2019	240m <sup>2</sup>
	Kanazawa Forus store	Opened in Dec. 2024	374m <sup>2</sup>
Kinki	TSUTAYA EBISUBASHI store	Opened in Nov. 2014	297m <sup>2</sup>
	Kobe Marui store	Opened in May 2016	162m <sup>2</sup>
Kyushu	Amu Est Hakata store	Opened in Mar. 2017 Expansion in Aug. 2024	419m <sup>2</sup>
	TSUTAYA Kumamoto Sannenzaka store	Opened in Jun. 2016	228m <sup>2</sup>



## (2 directly managed stores, Japan)

\*Consolidated from Q2 FY23

Kanto	Tokyo Komachi LAZONA Kawasaki store	Opened in Sep. 2006	179m <sup>2</sup>
	Tokyo Komachi LaLaport TOYOSU store	Opened in Oct. 2006	202m <sup>2</sup>

COSMETICS  
SYDNEY

(4 directly managed stores, Japan)

\*Consolidated from Q1 FY24

Kanto	SYDNEY/ATELIER ALBION atré Kichijoji store	Opened in Dec. 1969 Relocated in Dec. 2010	59m <sup>2</sup>
Chubu	SYDNEY Kitasenju store	Opened in Mar. 1985 Relocated in Jul. 2009	162m <sup>2</sup>
Kinki	SYDNEY Kinshi store	Opened in Mar. 1995 Relocated in Mar. 2019	97m <sup>2</sup>

## @cosme STORE (2 franchise stores)

Kinki	MiSUGI KEIHAN CITY MALL store	Franchised in Mar. 2022	137m <sup>2</sup>
Hong Kong	MiSUGI NAMBA WALK store	Franchised in Sep. 2023	289m <sup>2</sup>

## @cosme STORE (2 directly managed stores, overseas)

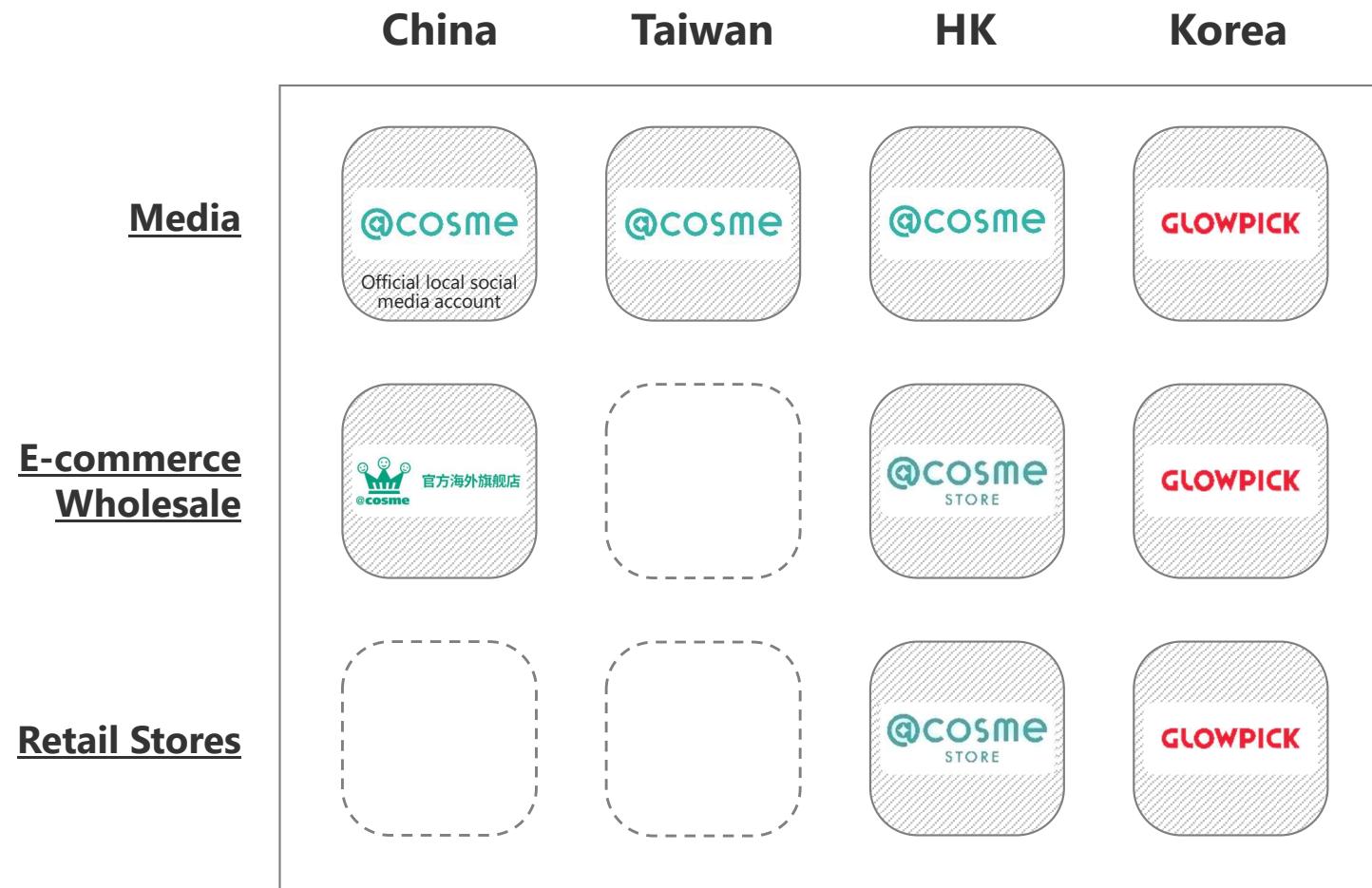
Hong Kong	Langham Place store (Mong Kok)	Opened in Oct. 2019	188m <sup>2</sup>
China	Lee Theatre store (Causeway Bay)	Opened in Dec. 2019	231m <sup>2</sup>

## @cosme STORE (1 duty free shop, overseas) \*1

China	Haikou International Duty Free City store (Hainan Island)	Opened in Oct. 2022	291m <sup>2</sup>
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- Adapt and extend the business model established in Japan to align with the conditions of each country and region.



\* Consolidated basis (does not include minor investments and business alliances)



## Appendix

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- Company Information
- Segment Information
- **Medium-Term Business Policy**

# Overview of Mid-term Business Policy (Formulated in FY25)

- Formulated a business policy for the next four to five years. Aim for **further growth and business domain expansion** as a unique, one-of-a-kind platform provider in the beauty industry.

## Mid-term Business Policy

### <Existing Businesses>

- ✓ Increase points of contact between users and brands in Retail business (BtoC), and **monetize these points of contact and data in Marketing Solution business** (BtoB).

### <New Businesses>

- ✓ **Launch into other beauty categories beyond cosmetics** (health foods / aesthetic medicine, etc.).

## Mid-term Business Targets

### <Net Sales>

**100 billion JPY**

### <Operating Profit>

**8 billion JPY**

### <Growth>

**CAGR for Net Sales**

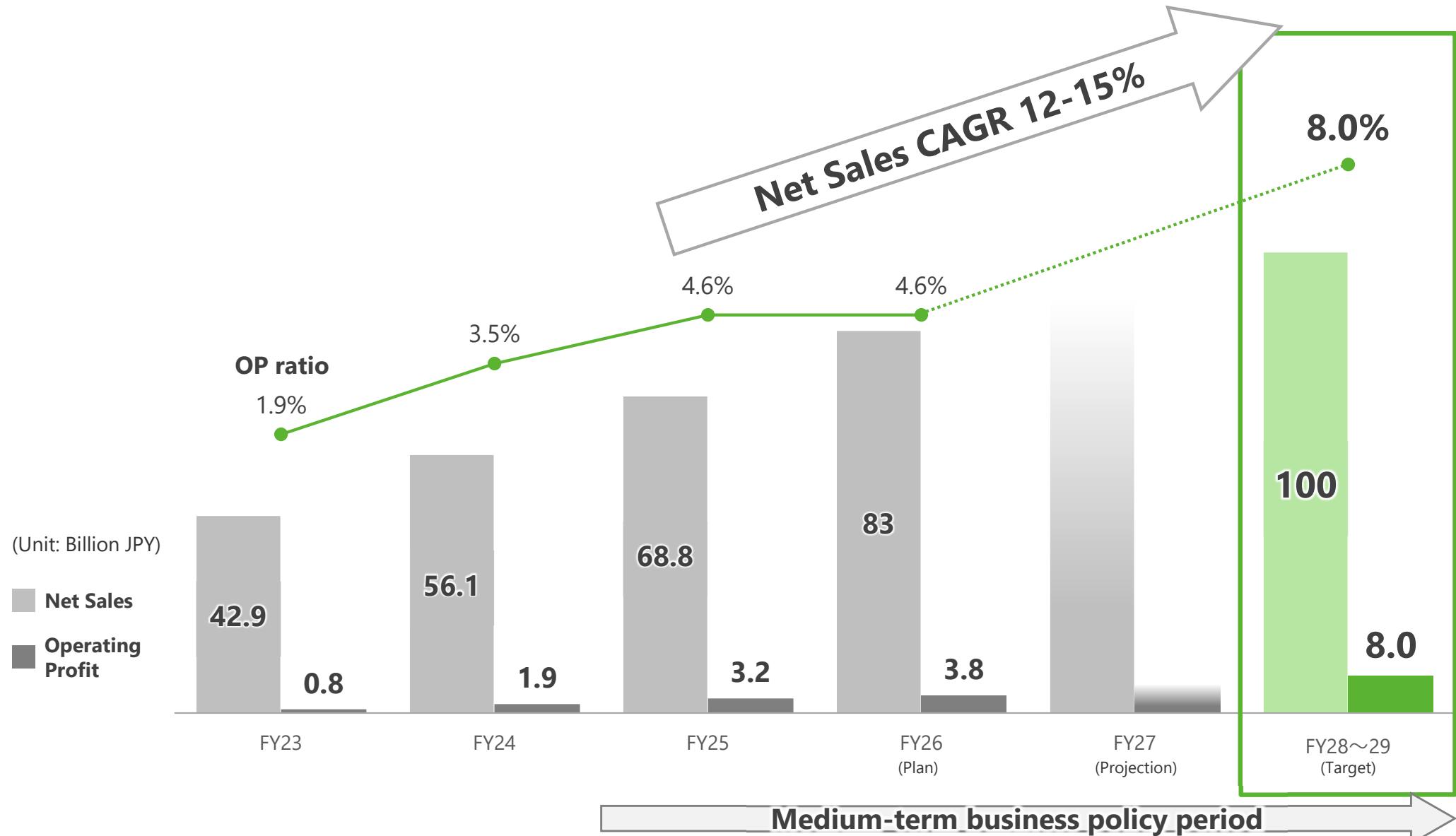
**12-15%**

### <Capital Profitability>

**ROE exceeding  
cost of equity**

# Mid-term Business Targets (Financial Targets, Growth)

- In addition to continuous increase in sales and profit, raise consolidated OP ratio, with strong foundation of businesses in Japan as the core.
- Target period for this goal is set at a range of 4 to 5 years, in light of the fact that new store openings are affected by external factors and that new businesses require careful consideration.



# Mid-term Business Targets (Capital Profitability)

- Aim for capital profitability that exceeds cost of equity in line with TSE's *Action to Implement Management that is Conscious of Cost of Capital and Stock Price*.

<Assumed Cost of Equity>  
(As of June 2024)

**CAPM 10-11%**

$$\left[ \begin{array}{l} rf : 1.06 \% \\ \beta : 1.1 \\ MRP : 6.0 \% \\ SRP : 2-3 \% \end{array} \right]$$



<Capital Profitability>

**ROE**

(FY25: 17%)

rf (risk-free rate): 10-year government bond yield as of June 30, 2024

$\beta$  (equity beta): 2-year weekly basis

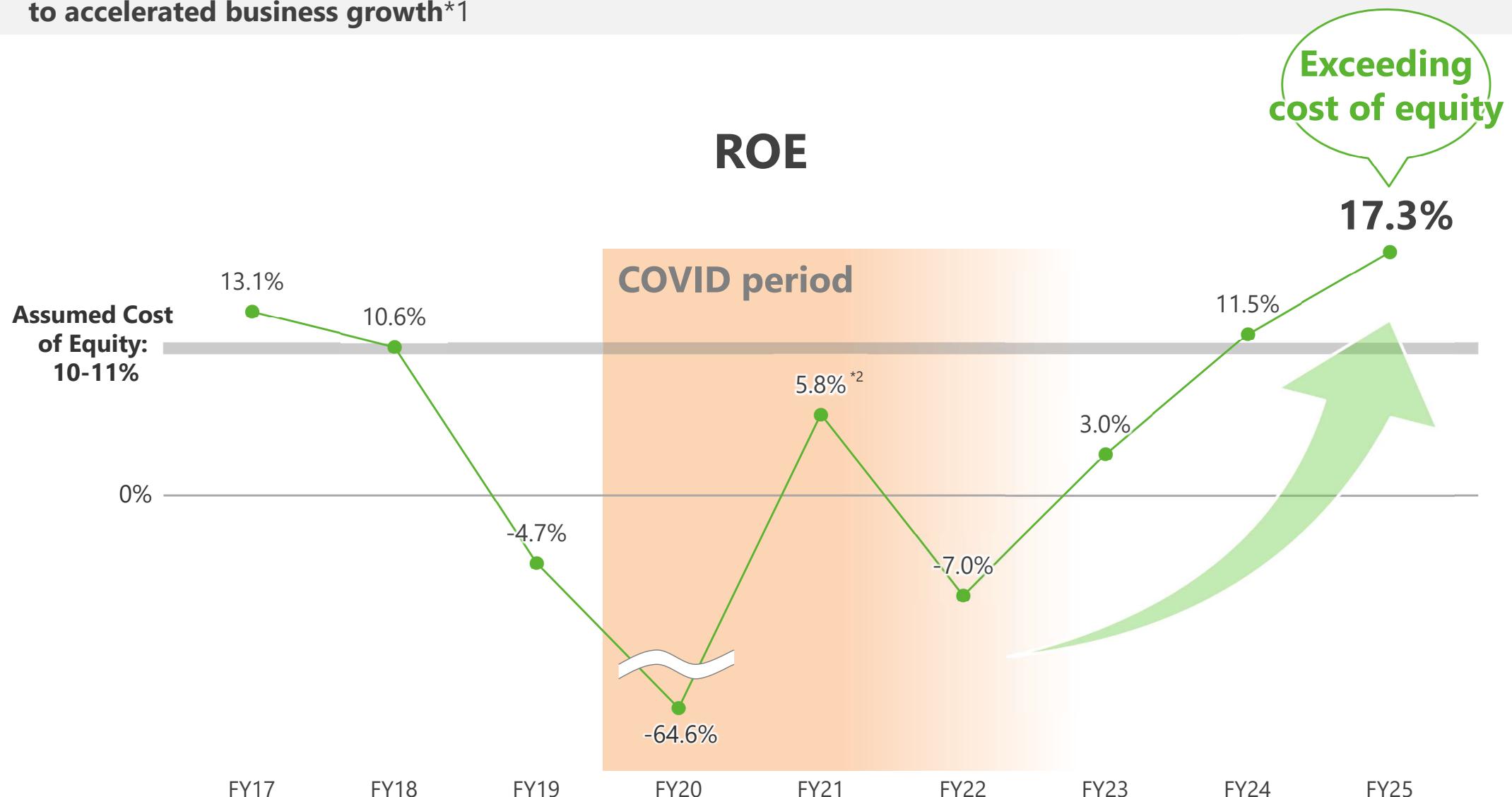
MRP: Market risk premium

SRP: liquidity taken into account based on market capitalization as size risk premium

\* MRP and SRP are estimates based on dialogue with shareholders and investors.

# Trends in ROE (Yearly)

- Although equity capital increased due to CB conversion by Amazon.com, Inc., **capital profitability grew steadily due to accelerated business growth\*1**



\*1 ROE may temporarily decrease due to conversion of CBs and exercise of warrants.

\*2 Temporarily positive due to the recording of 1,772M JPY gain on the sale of investment securities.

# Shareholder Return Policy

- Resume dividends at the right time as part of our IR strategy in light of the recovery of retained earnings.

## Shareholder Return Policy

- ✓ **Resumed dividend payments, suspended since 2019, in light of stable profit generation.**
- ✓ **Increase stable shareholders** by attracting investors who do not invest in companies that do not pay dividends **and reduce stock price volatility** (= reduce cost of capital).
- ✓ **Return to shareholders mainly through medium- to long-term stock price increases due to business growth.**





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