

Presentation Materials for the 1st Quarter of FY2026

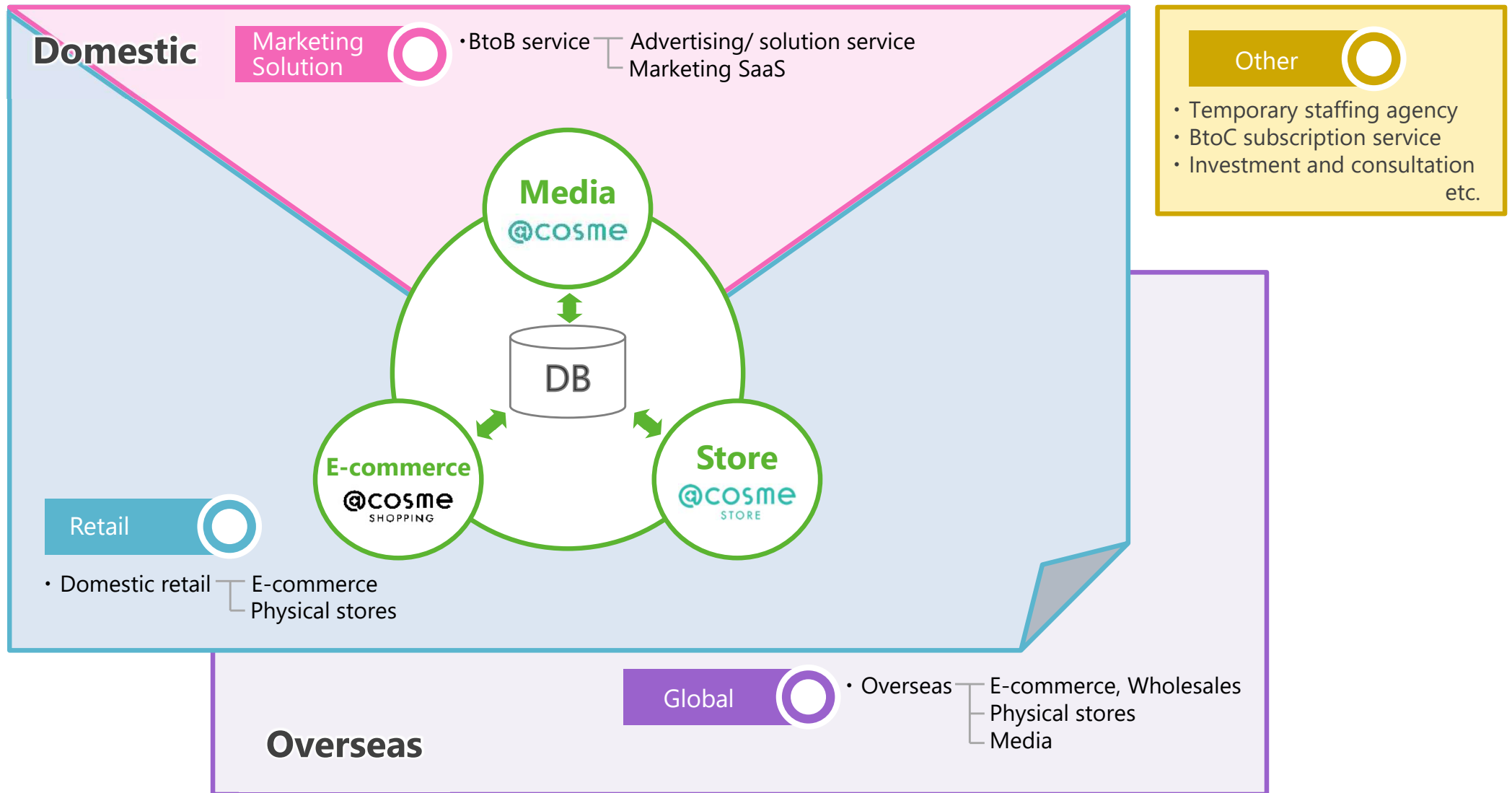


Nov. 10, 2025

istyle Inc.

Stock code: 3660

【Reference】 Business segment



【Reference】 Performance by Business Segment (Yearly)

Segment Description

Sales Distribution FY25

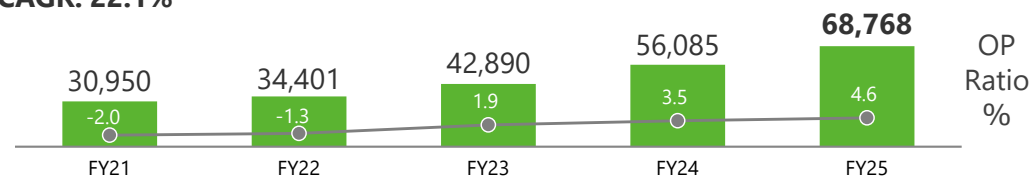
Segment Sales Trends

(Unit: Million JPY)

Consolidated Results

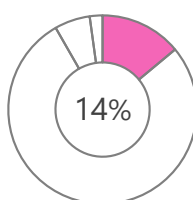


CAGR: 22.1%

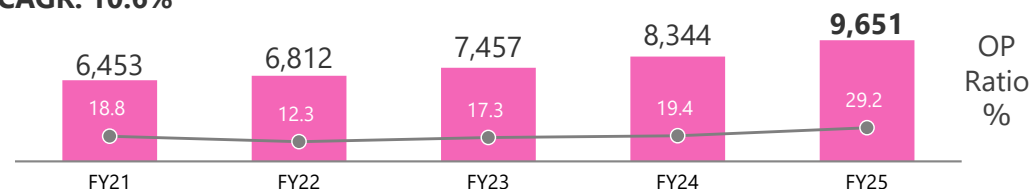


Marketing Solution

- BtoB service
 - Advertising/solution service
 - Marketing SaaS

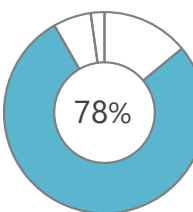


CAGR: 10.6%

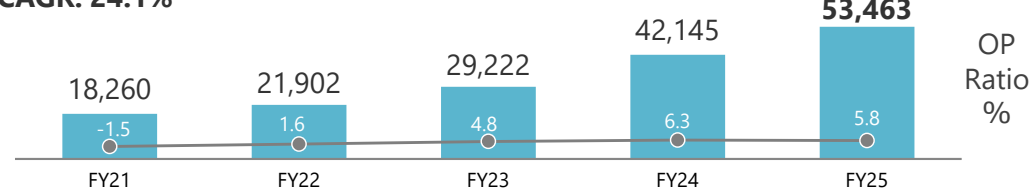


Retail

- Domestic retail
 - E-commerce
 - Physical stores

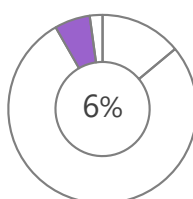


CAGR: 24.1%

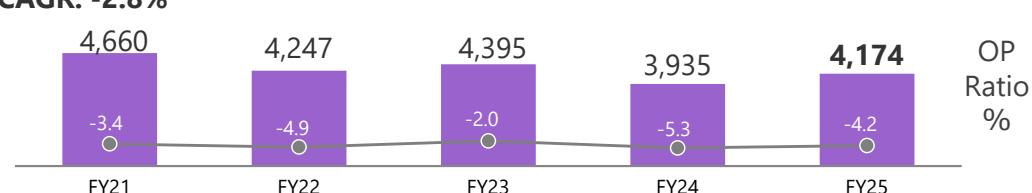


Global

- Overseas
 - E-commerce, Wholesales
 - Physical stores
 - Media

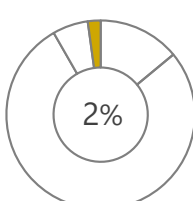


CAGR: -2.8%

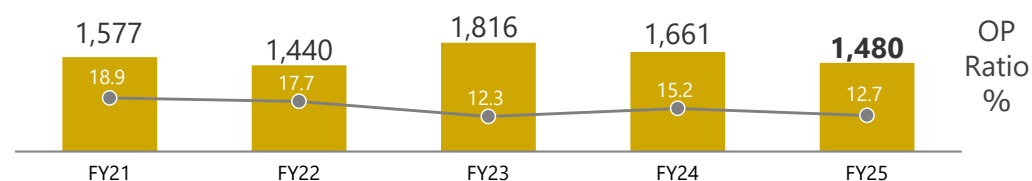


Other

- Temporary staffing agency
- BtoC fee-based service
- Investment and consultation etc.



CAGR: -1.6%



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 1st 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

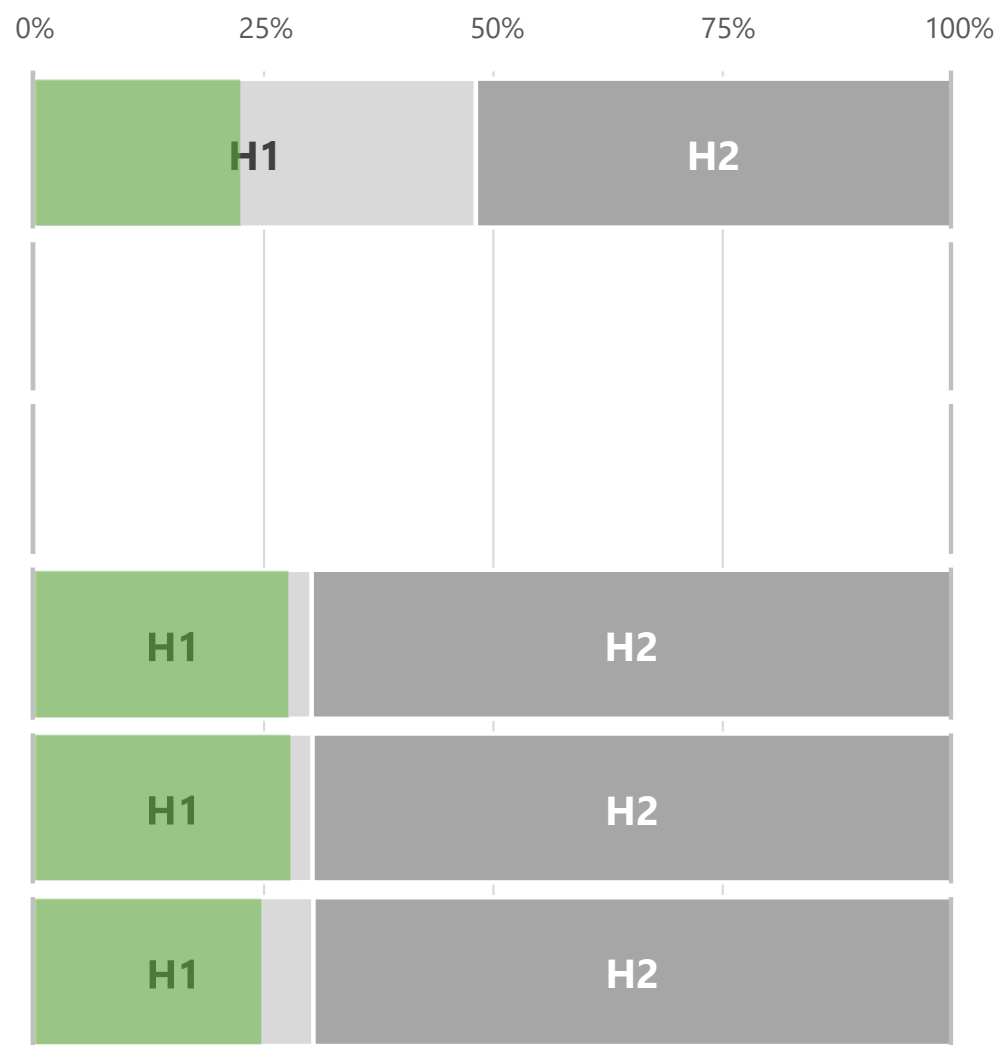
- **Q1 showed strong performance**, exceeding plan, driven by increased revenue contributions from Marketing Solution.
- **Q2 expects a QoQ decrease in profit** due to expenses associated with events such as *@cosme BEAUTY DAY* and *Tokyo Beauty Week*.

Consolidated Performance Summary

(Unit: Million JPY)

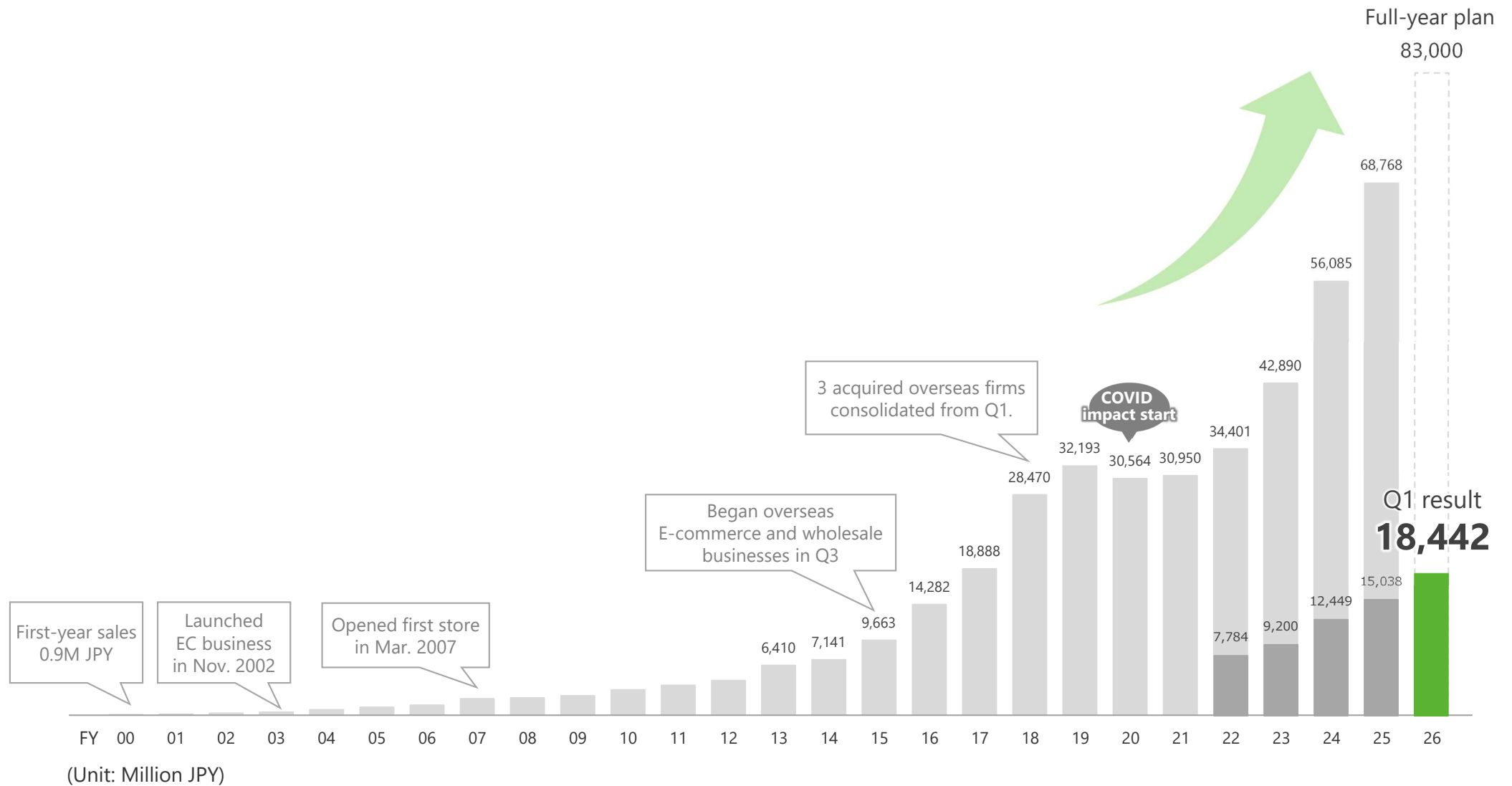
	Full-year Forecast	Q1 result	Progress	YoY
Net sales	83,000	18,442	22.2%	+22.6%
Gross profit	-	8,050	-	+18.8%
SG&A	-	7,011	-	+16.5%
Operating profit	3,800	1,039	27.4%	+36.4%
Ordinary profit	3,800	1,050	27.6%	+25.1%
Profit attributable to owners of the parent company	2,650	648	24.5%	+7.6%

Progress Against Full-year Forecast



Trend in net sales

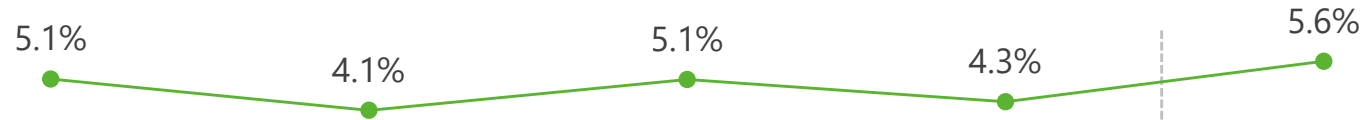
- Record sales and on a growth trajectory.



Trends in segment sales (Quarterly)

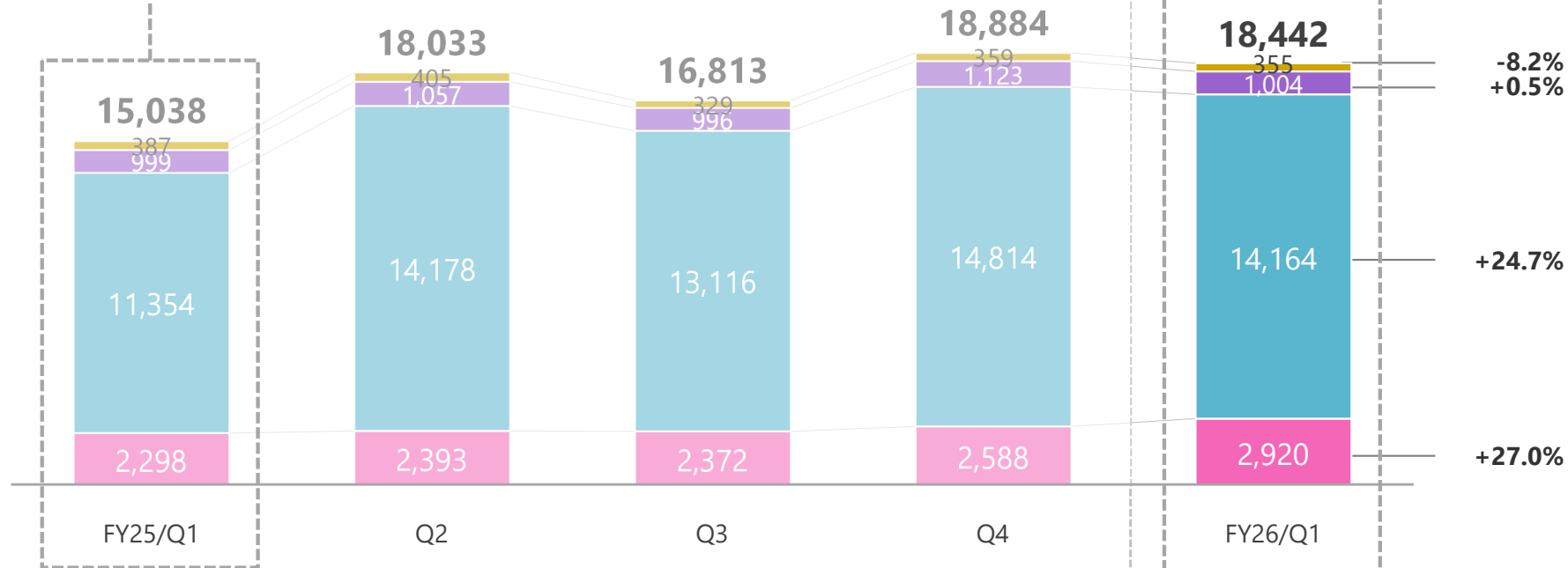
- Marketing Solution and Retail businesses drove top line.

Consolidated OP ratio



Net sales

(Unit: Million JPY)

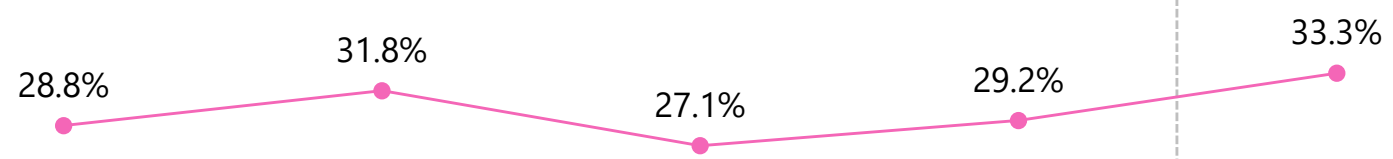




Trends in segment sales (Quarterly)

- 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.**

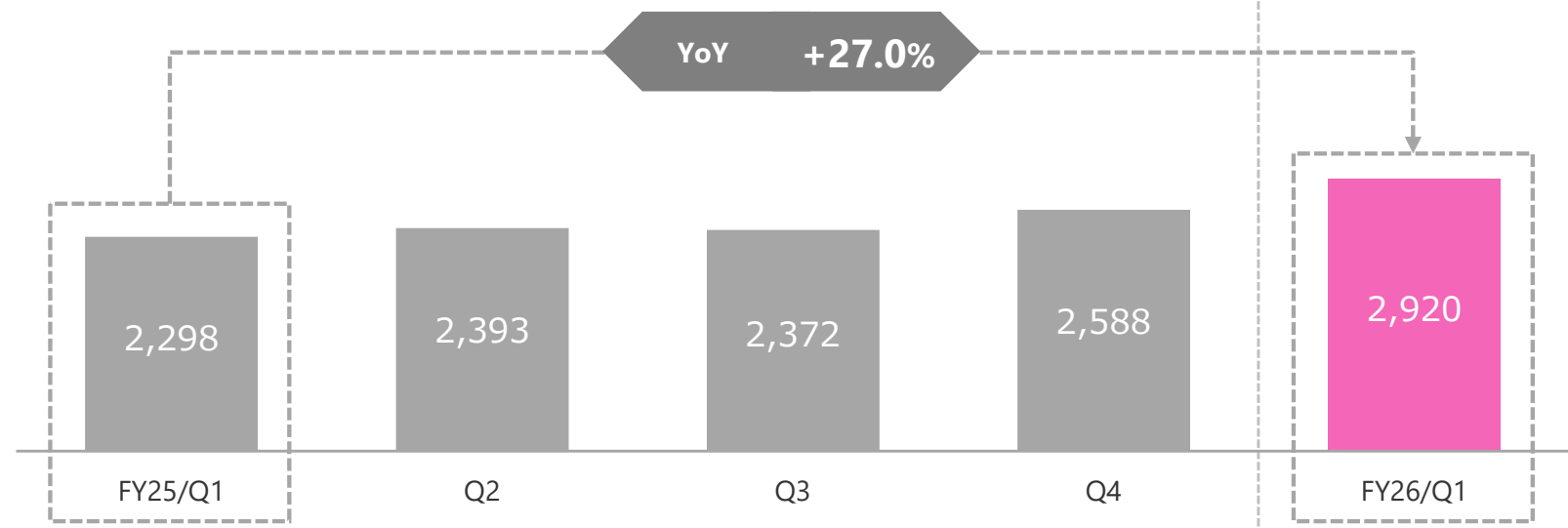
OP ratio



Net sales

(Unit: Million JPY)

BtoB service
Ad/solution services
Marketing SaaS



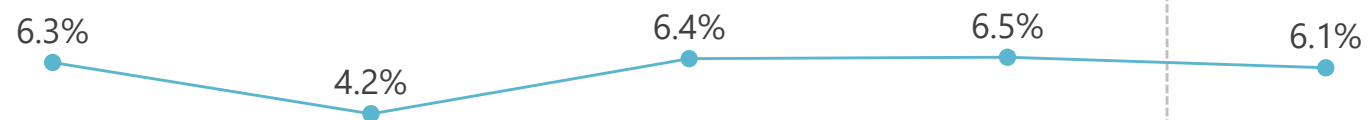
One-time software
amortization expense:
80M JPY

Topics

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.

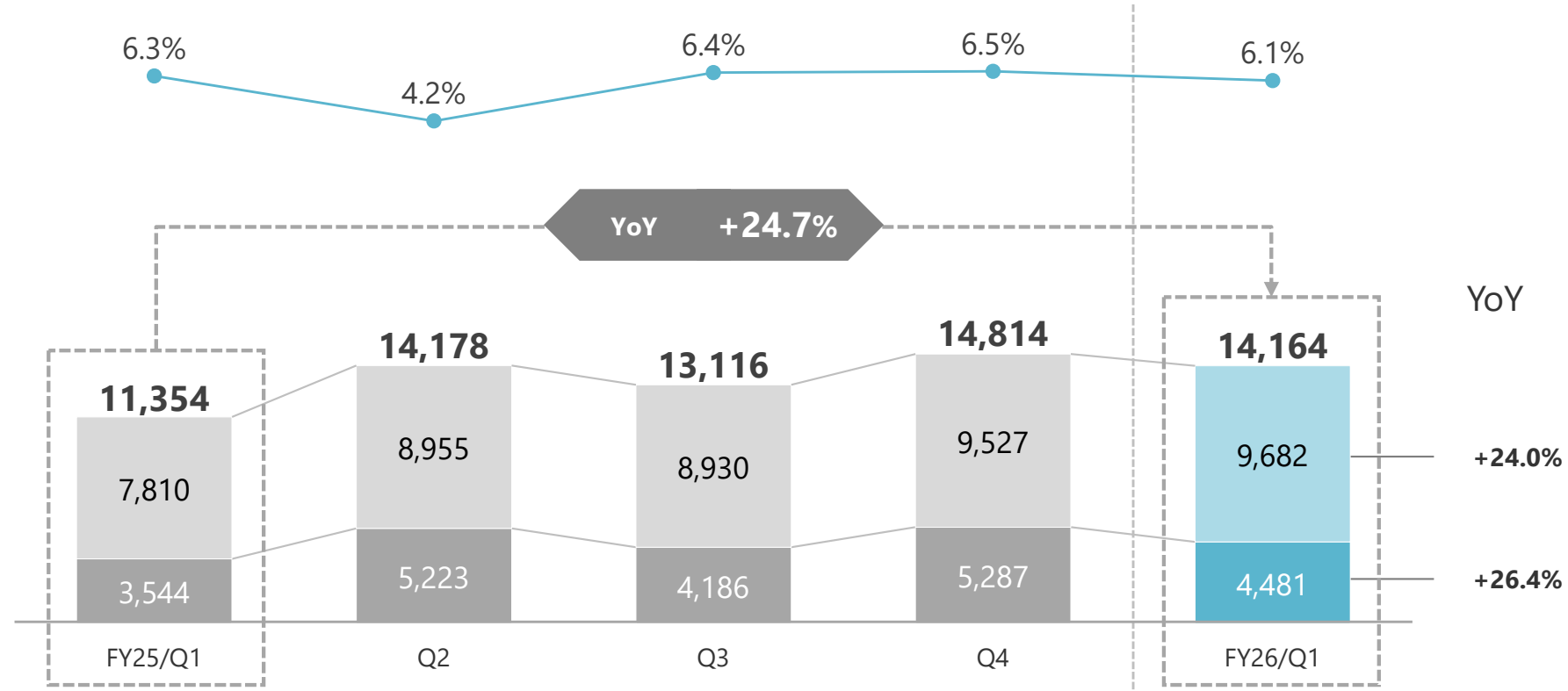
OP ratio



Net sales

(Unit: Million JPY)

Stores ■
E-Commerce ■



Directly managed stores
at end of quarter

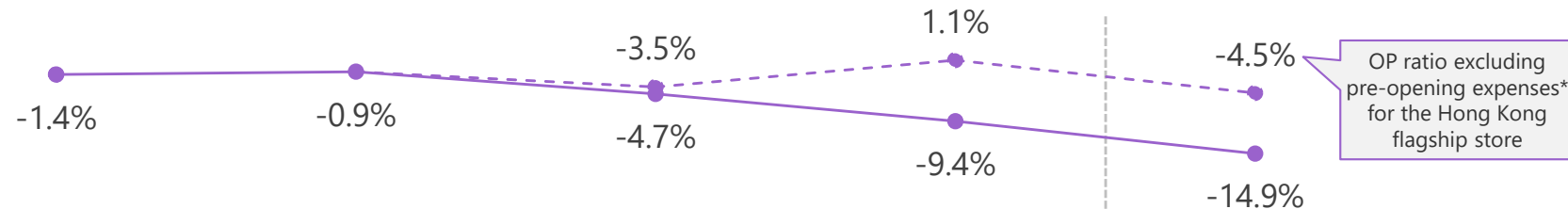
Topics

FY25/Q1	Q2	Q3	Q4	FY26/Q1
30	32	32	32	33
[Expansion & Renovation] AEON MALL Urawamisono store: Jul. Amu Est Hakata store: Aug. Atré Kameido store: Sep. [Closed] Tokyo Komachi LaLaport YOKOHAMA store: Aug.	December sales event @cosme BEAUTY DAY (Booked promotional costs of 119M JPY) [Opened] Stellar place Sapporo store: Oct. KANAZAWA FORUS store: Dec.	[Closure] @cosme TOKYO: 21 days (reopened on March 5)	[Expansion & Renovation] @cosme NAGOYA: Reopened on June 19 after renovation. June sales event @cosme SPECIAL WEEK (Zero promotional expenses)	[Opened] NEWoMan Takanawa store: Sep.

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.

OP ratio



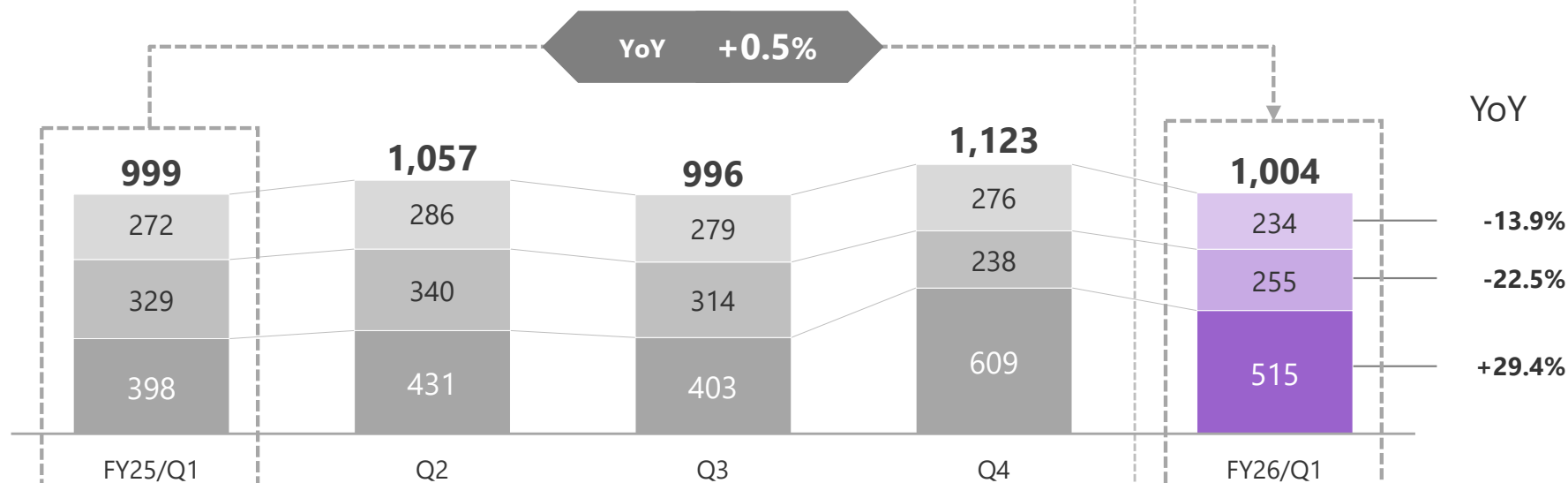
Net sales

(Unit: Million JPY)

Media & Other

Stores

E-Commerce & Wholesale



Stores at end of quarter

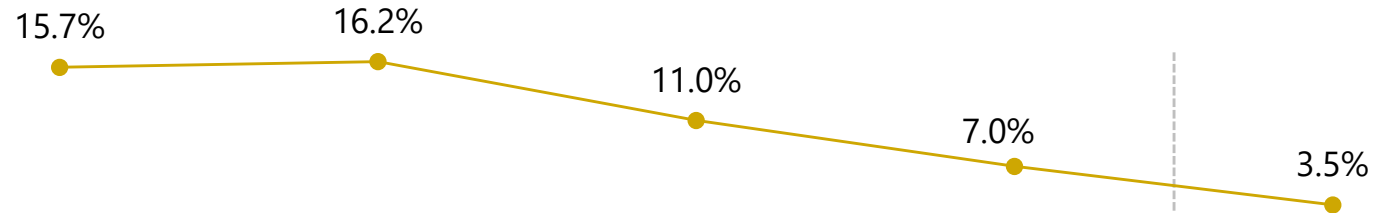
Topics

Period	FY25/Q1	Q2	Q3	Q4	FY26/Q1
Media & Other	272	286	279	276	234
Stores	329	340	314	238	255
E-Commerce & Wholesale	398	431	403	609	515
Stores at end of quarter	3	3	2	2	2
Topics			* Pre-opening expenses for Hong Kong flagship store: 12M JPY [Closed] East Point City Store: February	* Pre-opening expenses for the Hong Kong flagship store: 117 M JPY	* Pre-opening expenses for the Hong Kong flagship store: 104 M JPY

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.

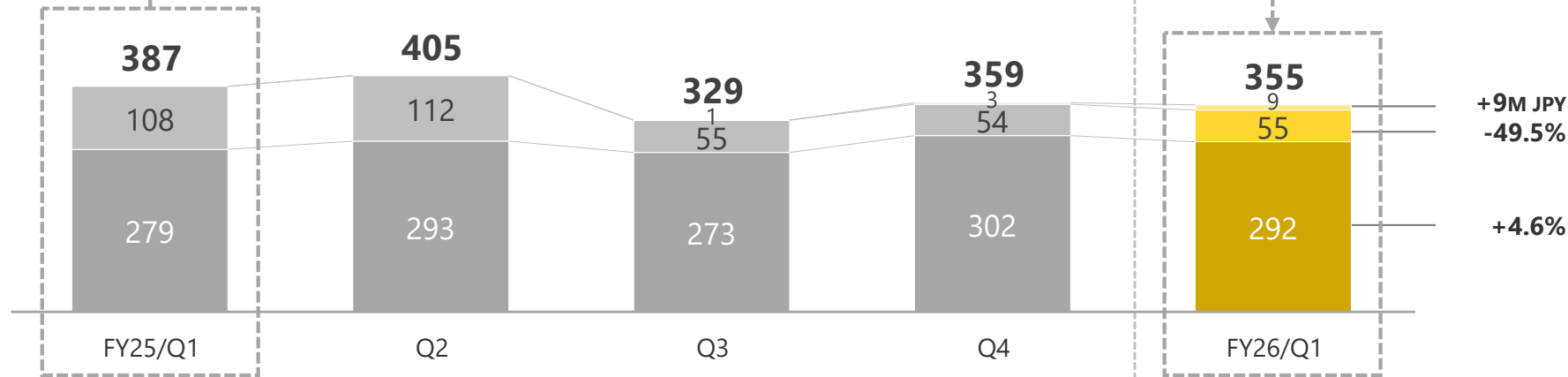
OP ratio



Net sales

(Unit: Million JPY)

Investment & Other
BtoC
Subscription Service
Temporary Staffing agency



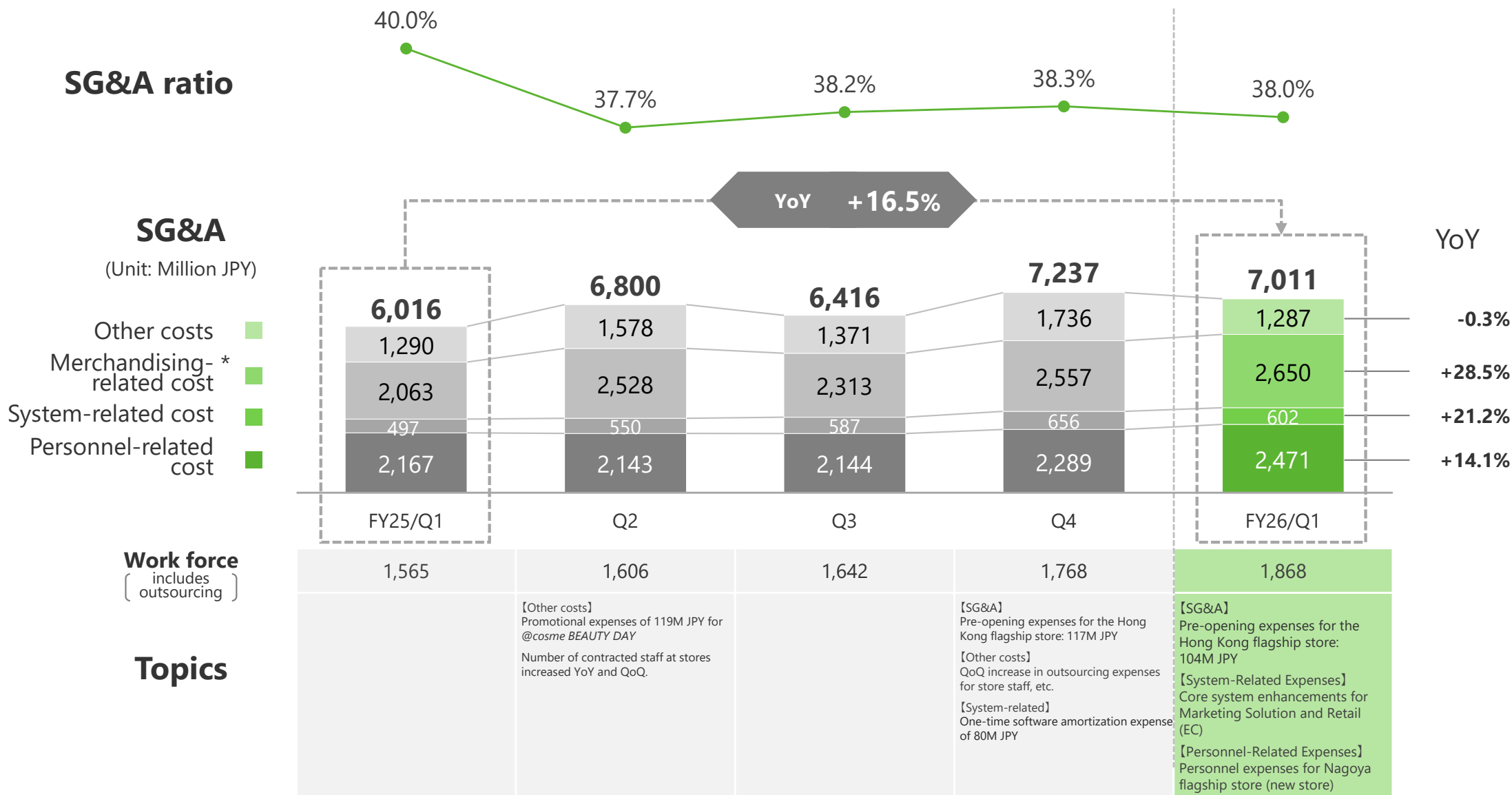
Topics

BLOOMBOX, one of our paid BtoC services, terminated in December.

Supplement, @cosme+, to launch in July

Trends in SG&A expenses (Quarterly)

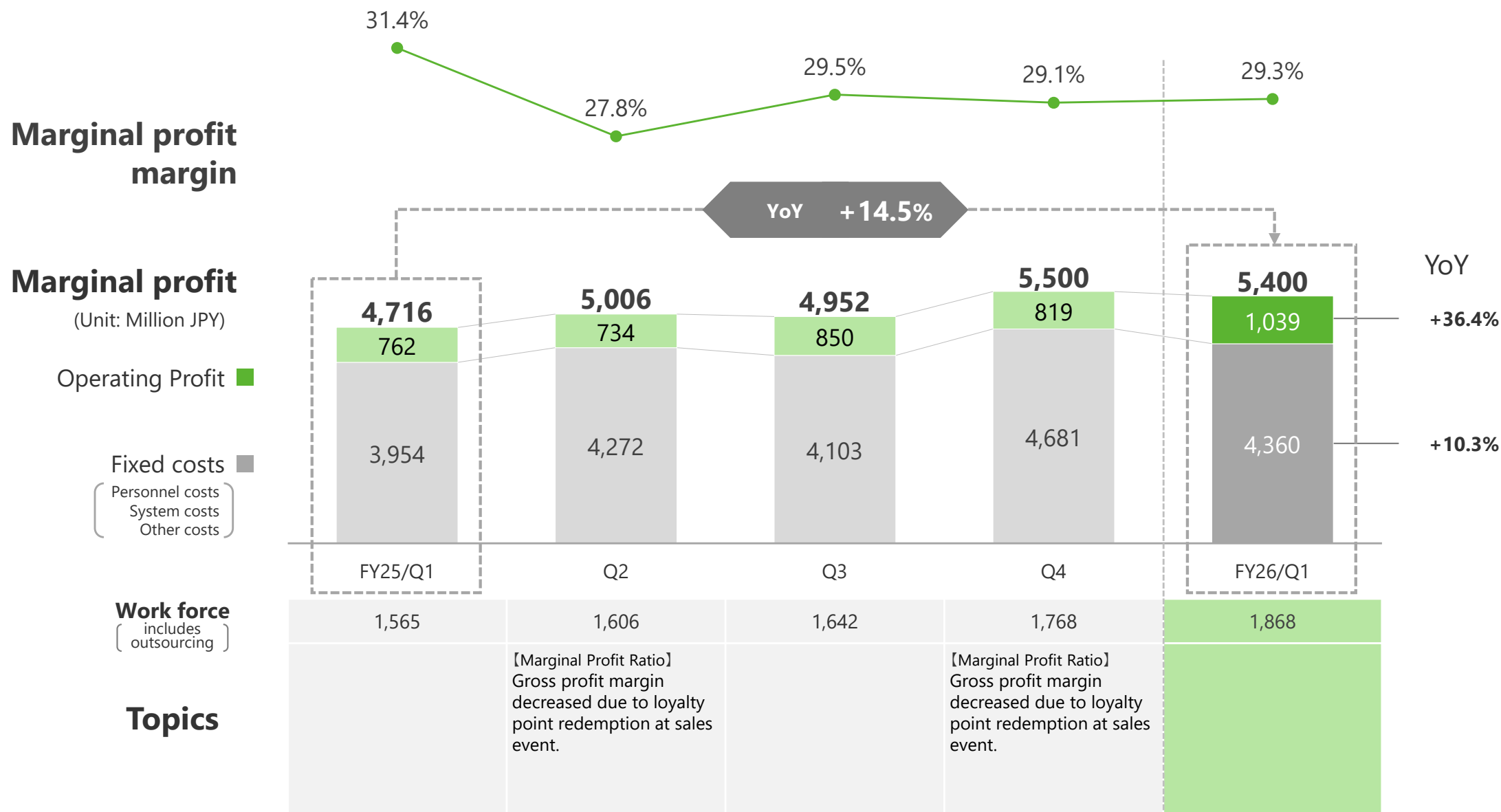
- Pre-opening expenses for Hong Kong flagship store, along with expenses for strengthening infrastructure such as personnel and systems, were recorded. However, top-line growth led to YoY improvement in SG&A ratio.



* Total cost linked to the amount of sales in E-Commerce and store business, such as delivery fee or rent fee

Marginal profit* (Quarterly)

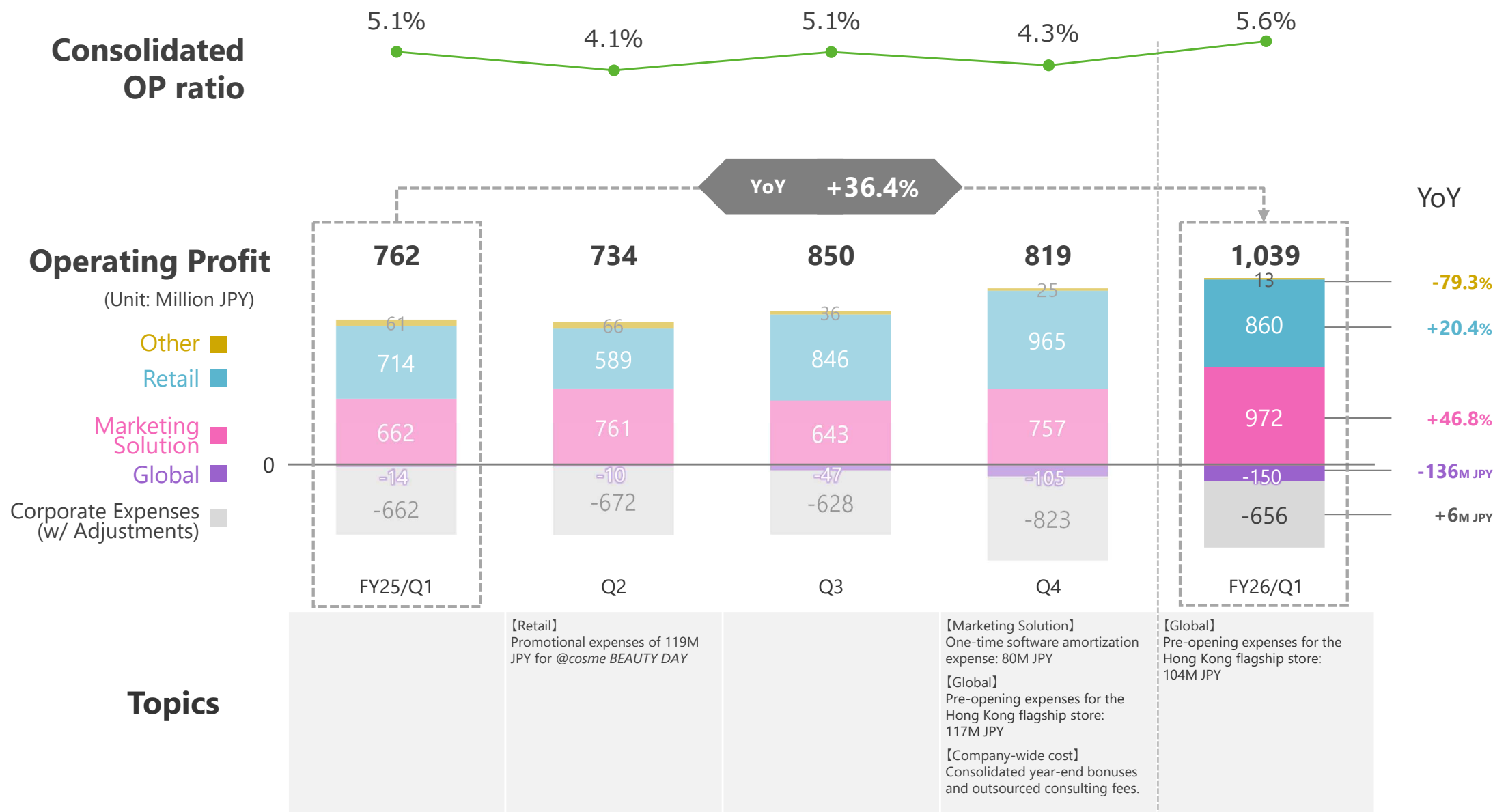
- **Marginal profit grew steadily** although marginal profit ratio decreased YoY due to the rapid growth of Retail business, which has a relatively low gross profit margin.



* 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.



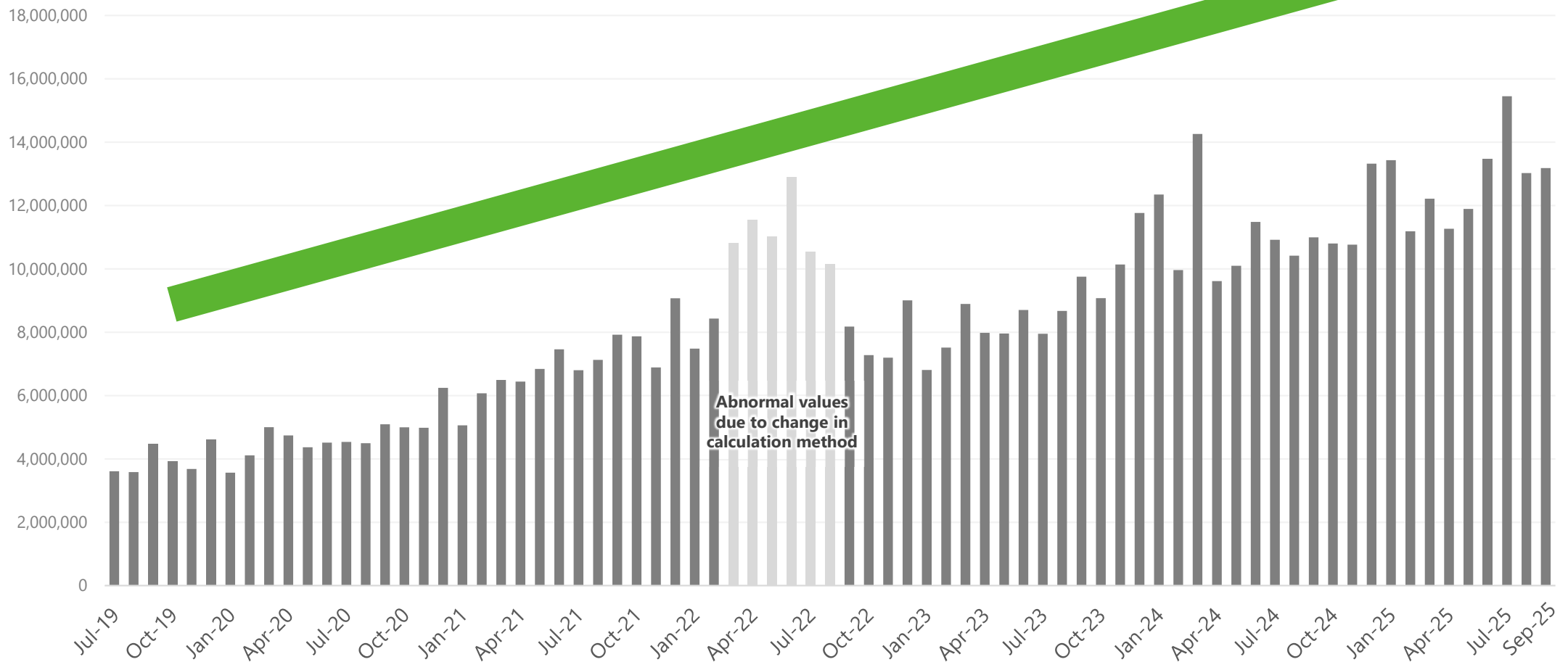
Status of Operating Services

KPI Total User Actions

- 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***

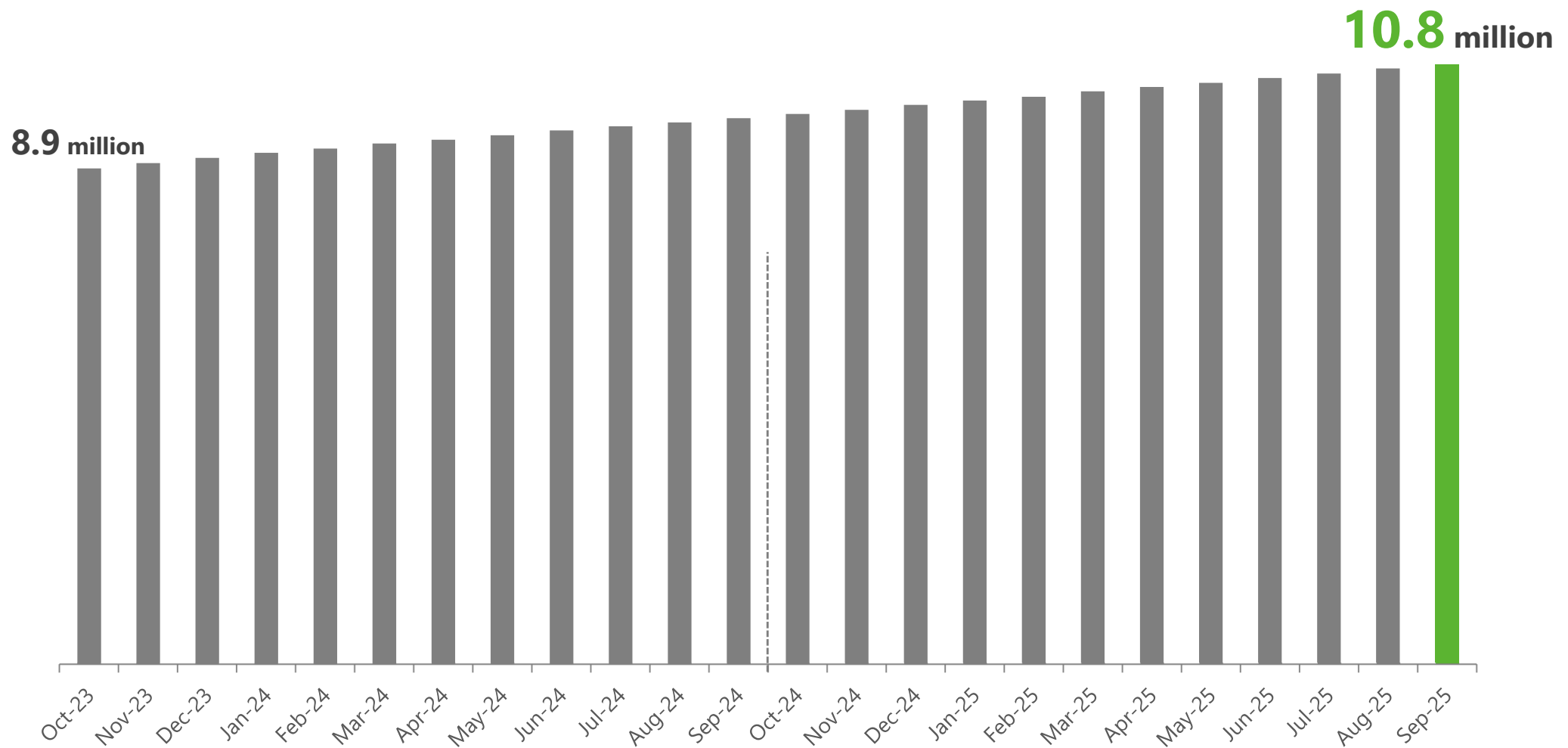
(* Number of users taking action × Number of actions per user)



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

KPI Trend in number of @cosme's members*

- 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】

コスメ欲、年に一度の大解放!

@cosme
BEAUTY DAY
2025

12.1 MON 12:00 - 12.3 WED 23:59

【Participating Brands (selected)】

ESTÉE LAUDER

GUCCI
beauty

GUERLAIN
PARIS

GIVENCHY

shu uemura

NARS

PRADA

MAC

REPLICA
Maison Margiela
PARIS

JO MALONE
LONDON

ath
le
tis

IPSALA

INOUI

Attenir

ANNA
SUI

R M K

SK-II

ELIXIR

KANEBO

DECORTÉ

SHISEIDO
GINZA TOKYO

SNIDEL
BEAUTY

BAUM

medicube

IHADA

dprogram

fwee

- ✓ 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.



Hong Kong Flagship Store, **@cosme HONG KONG**, opening Dec. 5 (Q2)

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

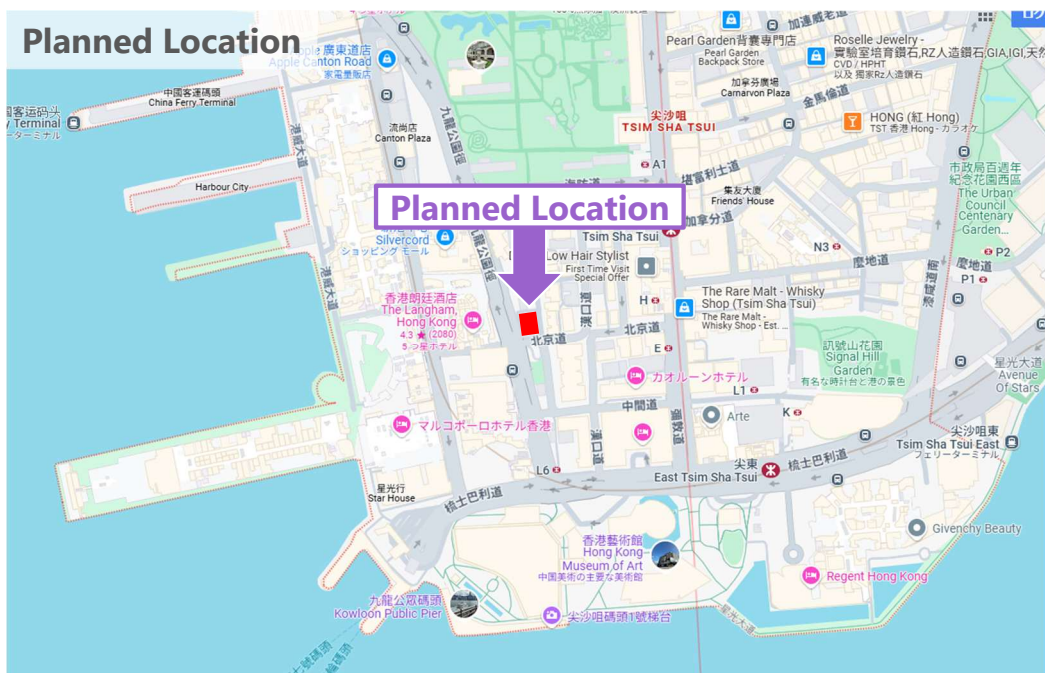
【Store Overview】*Highlighted sections indicate newly determined details

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

Floor space : **1,298m²** (3 floor story / Ground floor to 2nd floors)

Opening date : **December 5, 2025**

of Brands : **Over 500**



Map data ©2025 Google

Store Image



* 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

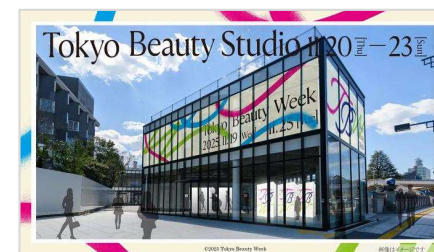
- Held in Harajuku/Omotesando, offering diverse beauty experiences with brands, media, and local partners.
- **Enhanced user engagement (key priority) by enabling brand discovery with diverse partners.**

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* (2,286㎡), *@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】



©2025 Tokyo Beauty Week

【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 原宿表参道商会 原宿竹下通り商店会
稲田キャットストリート商店会 一般財団法人渋谷区観光協会
原宿神宮前商店会

【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 TOKYU PLAZA TOKYU PLAZA Panasonic Beauty
BEAMS MY ONLY FRAGRANCE Maison KOSÉ Laforet HARAJUKU

【Beauty Creator Partners】

ヘア&メイクアップアーティスト イガリシノブ パズル式イガリ学園
ヘア&メイクアップアーティスト 富沢ノボル
青山ビューティ学院 高等部 フロムハンド メイクアップアカデミー
ベルエポック美容専門学校

【Supplier Partners】

LED TOKYO rev:eve palplat

©2025 Tokyo Beauty Week

* 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

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

Company information

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

* 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 1st 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 2nd 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 3rd flagship store in Aichi's Nagoya.

Award History (Extract)

Nikkei Inc.
2002 Nikkei Internet Award
(Business Category)

World Economic Forum
2014 Global Growth Company

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

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

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

KOTLER AWARD JAPAN 2018 
2018 Philip Kotler Award Japan


2014 Michael Porter Prize Japan

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

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

 
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

**Monthly
unique users**

16.7 million

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

**Registered
members**

10.6 million

Covers almost every
brand marketed in
Japan

**Registered
brands**

46 thousand

Expanding beyond
cosmetics into all beauty-
related categories

**Registered
products**

420 thousand

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

**Registered
reviews**

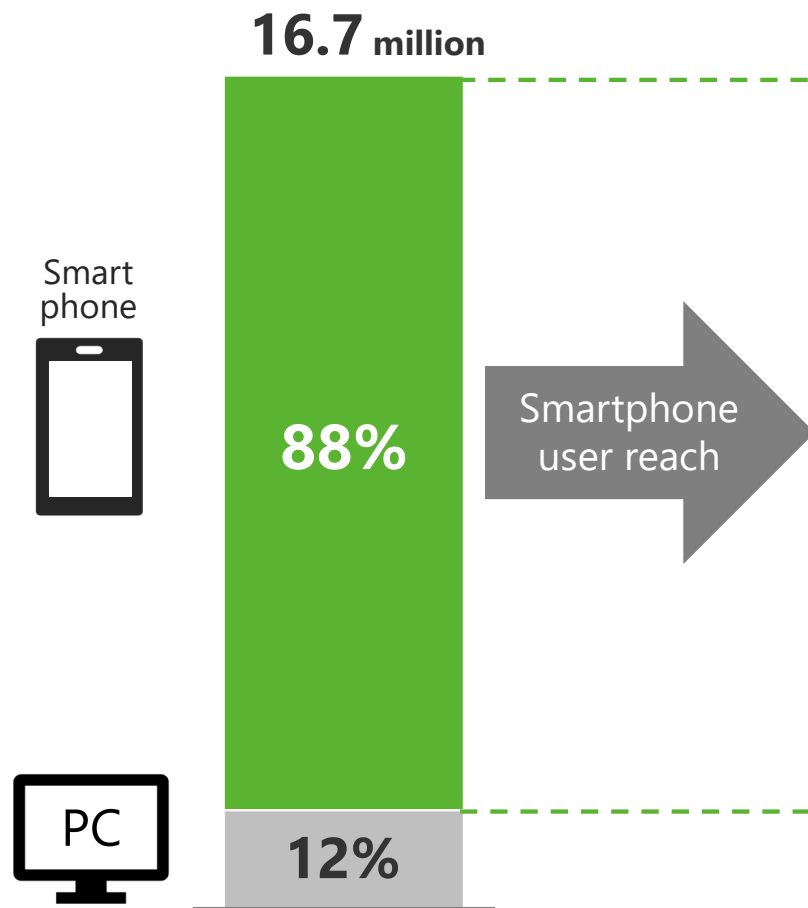
22.3 million

* Figures are as of Jun. 2025

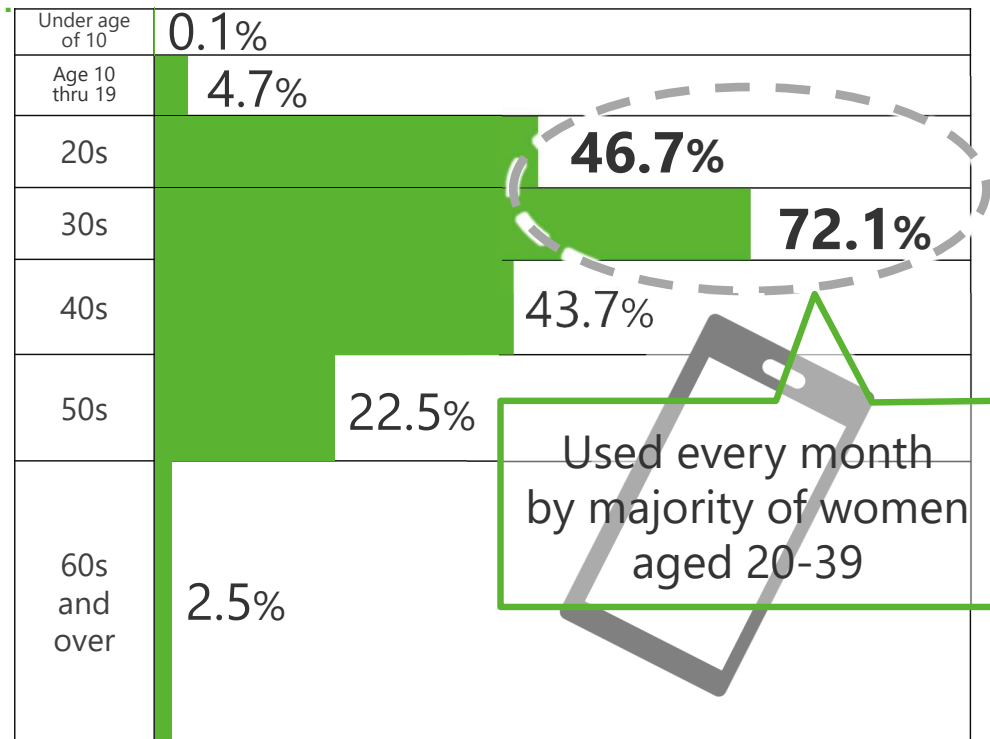
@cosme / Overwhelming usage ratio by female members

- 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)



Source: Population statistics published by Ministry of Internal Affairs and Communications. (figures determined on Jan. 2025)
Calculations based on the number of unique users of PC, smart phone and feature phone as well as member distribution.
(figures determined on Jun. 2025)

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

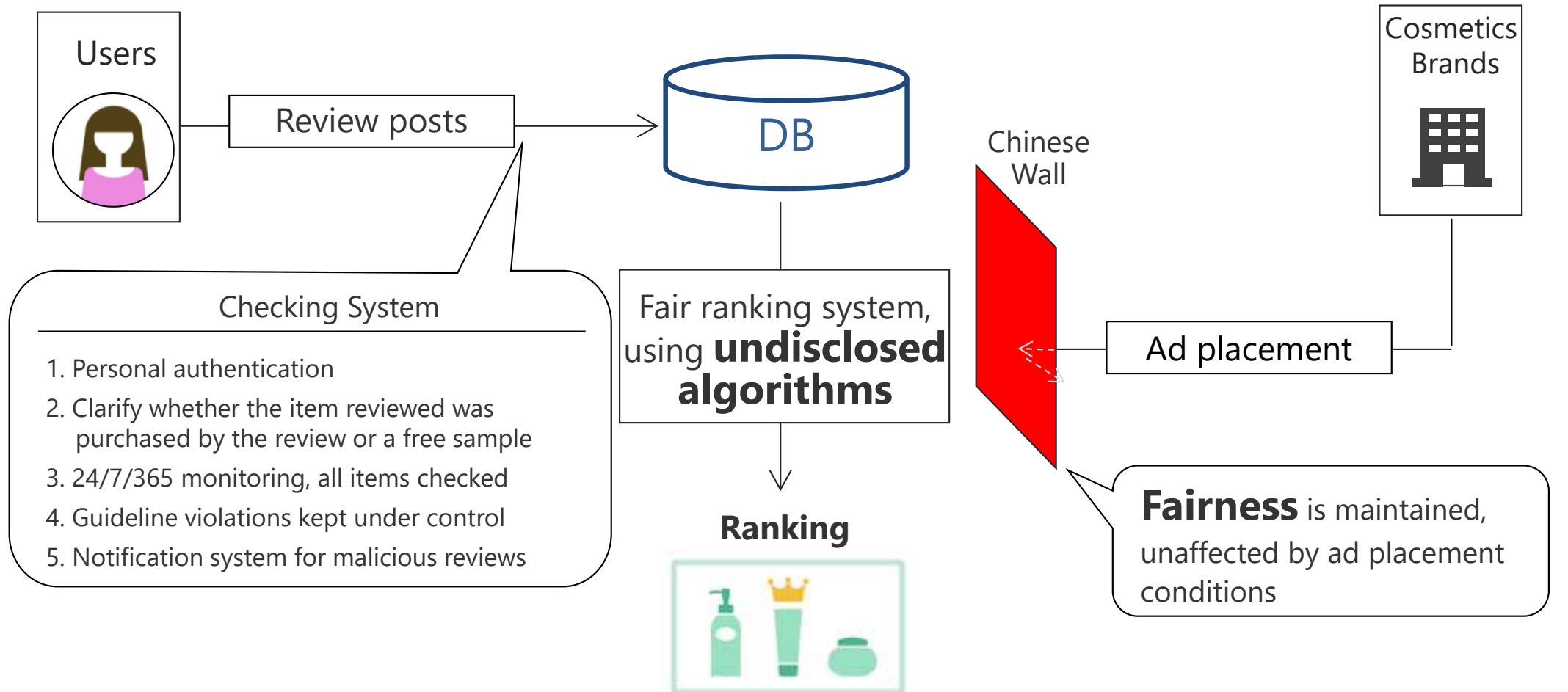
Database soundness

- Each measure ensures that the database is sound

User

@cosme

Cosmetics Brands



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)



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

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.

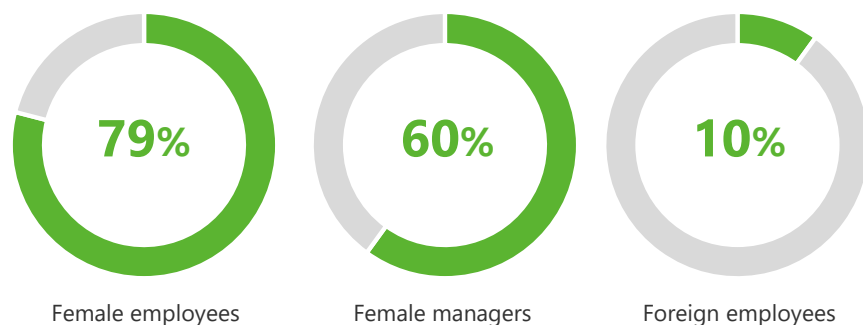


Materiality 03



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

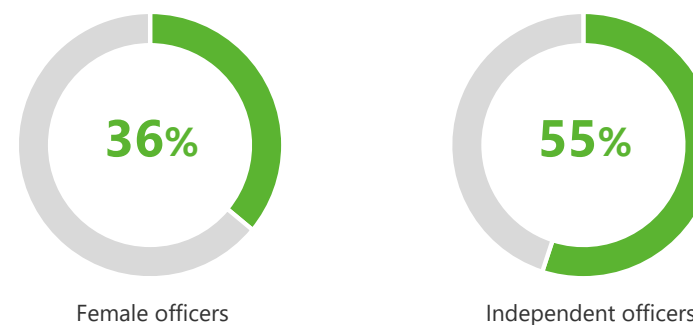


Materiality 04



Enhancement of governance

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



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

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">• Full Flex-time Work• Work from Home• Caregiving and Nursing Leave• Maternity and Parental Support• Reproductive Health Support	<ul style="list-style-type: none">• Permission for Side Jobs• Self-Development Leave• Language Learning Expense Support• Volunteer Leave

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	Changes in procurement terms and conditions due to rising raw material costs
		Reputation	Loss of sensitive customers due to delays in response (consumers and cosmetics manufacturers)
	Physical Risks	Acute	Frequent natural disasters (typhoons, floods) resulting in • Suspension of store operations and in-store events • Risk of delayed delivery in e-commerce Opportunity loss due to supply chain stagnation (delayed delivery of purchased goods, e-commerce sales, etc.)
		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	Increased sales through services tailored to changing customer preferences (ethical consumption)	
	Markets	Increased demand for e-commerce due to decreased opportunities to go out Growing health awareness among consumers	
	Resilience	Diversified risks through the operation of multiple businesses in addition to the acquisition of flexible demand	

<CO₂ emission>

(Unit: t-CO ₂)	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

Appendix

- 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^{※1}

ロレアルパリ史上初^{※2}
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^{※3}

売上No.1^{※4}

売上No.1^{※4}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^{※2}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おう！

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 エクラアンベリアル 艶髪オイル』 @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2位 ※2 ロレアルパリにおいて ※3 ロレアルパリ エルセーブ 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 インターナショナル。アウトバス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（エルセーブシリーズ計）

編集部O子 (28歳)

O子：憧れちゃうな～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が高くなって思うし、同性でも“いい女”って感じますよね。す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したり。髪にいい香りって魅力的だね。

編集部S織 (32歳)

O子：そういえば、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、ヘアオイルをつけてるだけなんですって！

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ね♪ この間、帰る時一緒になったんだけど、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・・・♡

@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！

美髪が叶えられそうな予感♪

「いい香りだね♪」って褒められた♡

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にアップしたくなります。(O子)

ちょっととろみのあるオイルはベタつかず、すると伸びてとっても使いやすい。ブローするといい感じ！美髪がかなえられそうな予感♪ (S織)

オイルをつけた瞬間の香りはもちろん、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！香水何ついているの？」と聞かれました。(O子)

- 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*



Products carried :
51,000 products
(As of Jun. 2025)

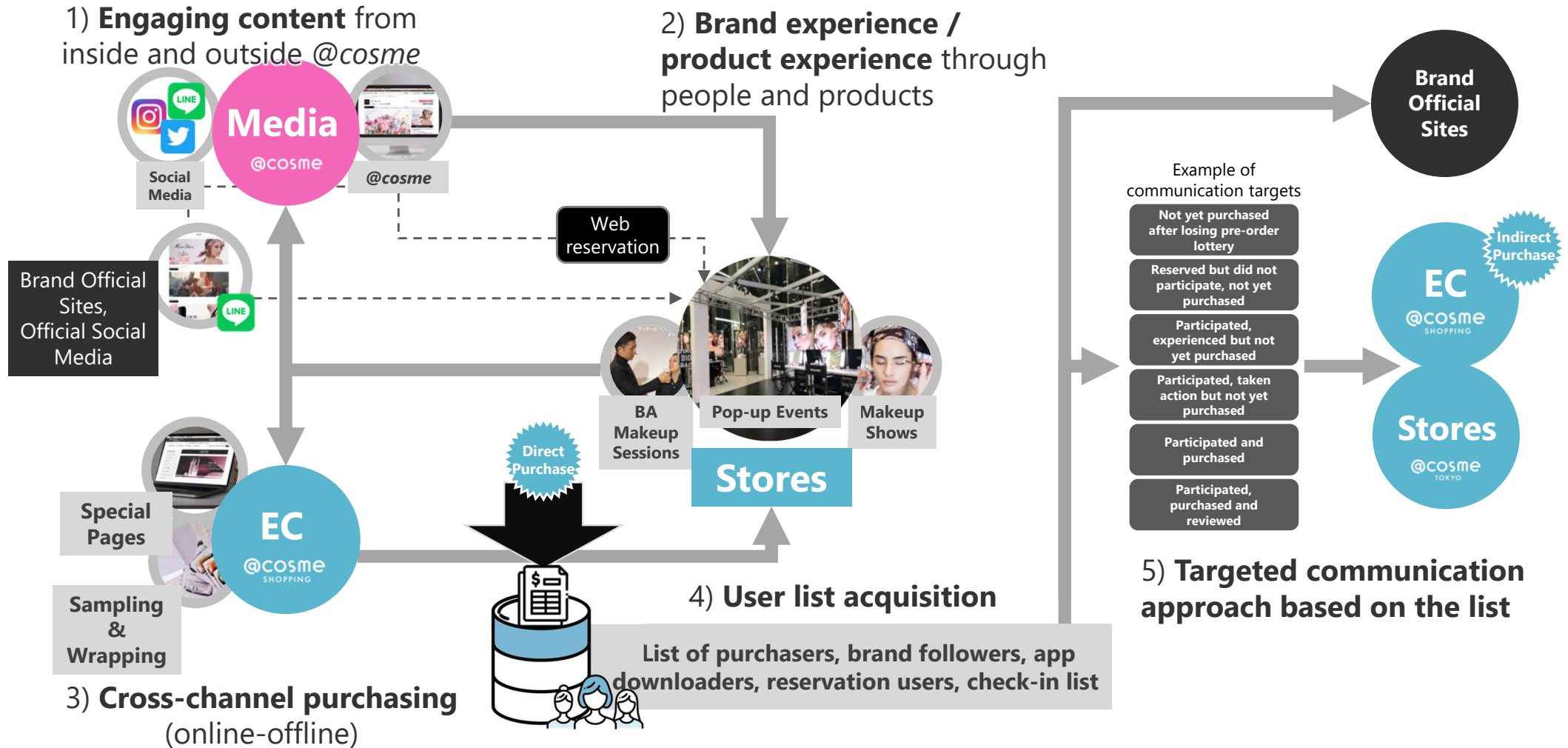
アイシーランニング

1	2	3	4	5
「アーク」シリーズ / 化粧水	「アーク」シリーズ / 乳液	「アーク」シリーズ / 乳液	「アーク」シリーズ / 化粧水	「アーク」シリーズ / 化粧水
¥2,000 (税別)	¥1,500 (税別)	¥1,500 (税別)	¥2,000 (税別)	¥2,000 (税別)

Brand Campaigns including Sales Promotion Integrating Online and Offline Activities

Pre- to During Campaigns

Post-Campaigns



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

Store List (Domestic: 35 stores / Overseas: 3 stores) *As of Sep. 2025

Flagship stores : 3stores

Kanto	@cosme TOKYO	Opened in Jan. 2020 Expansion in Mar. 2025	1,380㎡
Chubu	@cosme NAGOYA	Opened in Apr. 2017 Expansion in Jun. 2025	810㎡
Kinki	@cosme OSAKA	Opened in Mar. 2017 Expansion in Sep. 2023	893㎡

@cosme STORE (24 directly managed stores, Japan)

Hokkaido	Stellar place Sapporo store	Opened in Oct. 2024	460㎡
	TSUTAYA Sapporo Utsukushigaoka store	Opened in Sep. 2016	234㎡
	TSUTAYA Hakodate store	Opened in Nov. 2016	264㎡
Kanto	Aeon Mall Takasaki store	Opened in Oct. 2006 Expansion in Apr. 2020	254㎡
	Lumine Omiya store	Opened in Mar. 2018	241㎡
	Lalaport Fujimi store	Opened in Mar. 2018	244㎡
	AEON MALL Urawamisono store	Opened in Mar. 2012 Renewal in Jul. 2024	255㎡
	Lumine Est Shinjuku store	Opened in Mar. 2007 Renovated in Sep. 2016	238㎡
	Ueno Marui store	Opened in Nov. 2008 Expansion in Feb. 2017	350㎡
	Lumine Ikebukuro store	Opened in Apr.2012	333㎡
	Ikebukuro Sunshine city store	Opened in Oct. 2016	162㎡
	Lumine Yurakucho store	Opened in Feb. 2014	224㎡

Kanto	SYDNEY by @cosme atré Kameido store	Opened in Oct. 1978 Renewal in Sep. 2024	129㎡
	NEWoMan Takanawa store	Opened in Sep. 2025	470㎡
	Mizonokuchi Marui Family store	Opened in Oct. 2015	271㎡
	NEWoMan Yokohama store	Opened in Jun. 2020	323㎡
	Lumine Yokohama store	Opened in Sep. 2022	349㎡
Chubu	Maroot Toyama store	Opened in Sep. 1987 Expansion in Mar. 2022	227㎡
	Aeon Mall Takaoka store	Opened in Sep. 2002 Expansion in Sep. 2019	240㎡
	Kanazawa Forus store	Opened in Dec. 2024	374㎡
Kinki	TSUTAYA EBISUBASHI store	Opened in Nov. 2014	297㎡
	Kobe Marui store	Opened in May 2016	162㎡
Kyushu	Amu Est Hakata store	Opened in Mar. 2017 Expansion in Aug. 2024	419㎡
	TSUTAYA Kumamoto Sannenzaka store	Opened in Jun. 2016	228㎡

東京小町

TOKYO KOMACHI

(2 directly managed stores, Japan)

*Consolidated from Q2 FY23

Kanto	Tokyo Komachi LAZONA Kawasaki store	Opened in Sep. 2006	179㎡
	Tokyo Komachi LaLaport TOYOSU store	Opened in Oct. 2006	202㎡

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	59㎡
	SYDNEY Kitasenju store	Opened in Mar. 1985 Relocated in Jul. 2009	162㎡
	SYDNEY Kinshi store	Opened in Mar. 1995 Relocated in Mar. 2019	97㎡
	SYDNEY Koiwa store	Opened in Jul. 1972 Relocated in Mar. 2022	98㎡

@cosme STORE (2 franchise stores)

Kinki	MiSUGI KEIHAN CITY MALL store	Franchised in Mar. 2022	137㎡
	MiSUGI NAMBA WALK store	Franchised in Sep. 2023	289㎡

@cosme STORE (2 directly managed stores, overseas)

Hong Kong	Langham Place store (Mong Kok)	Opened in Oct. 2019	188㎡
	Lee Theatre store (Causeway Bay)	Opened in Dec. 2019	231㎡

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

China	Haikou International Duty Free City store (Hainan Island)	Opened in Oct. 2022	291㎡
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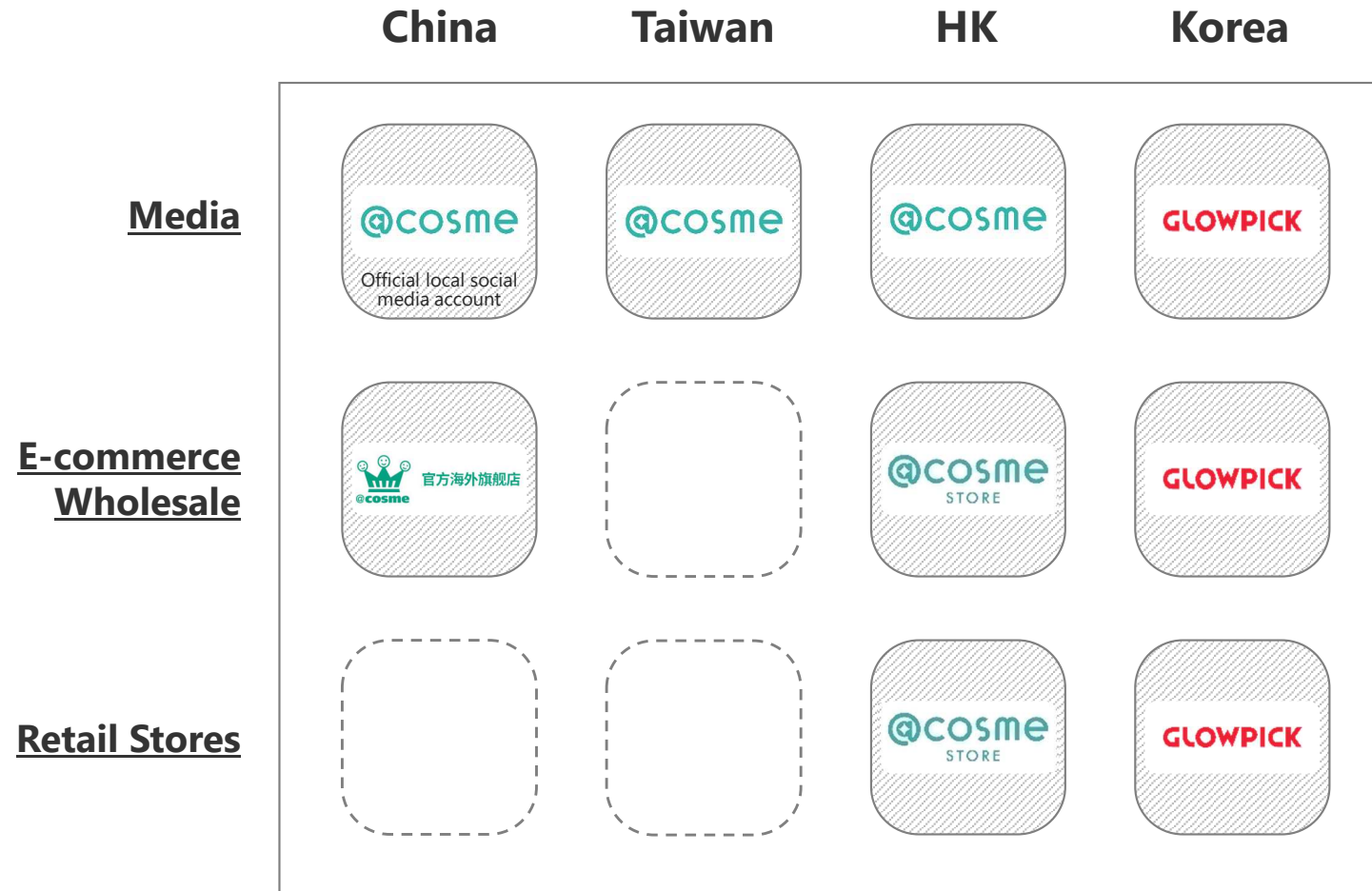
*1 The products are not sold in this store but are purchased online by scanning the QR code in the product description of the displayed products.

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39

Global Our business portfolio

- 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

- 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

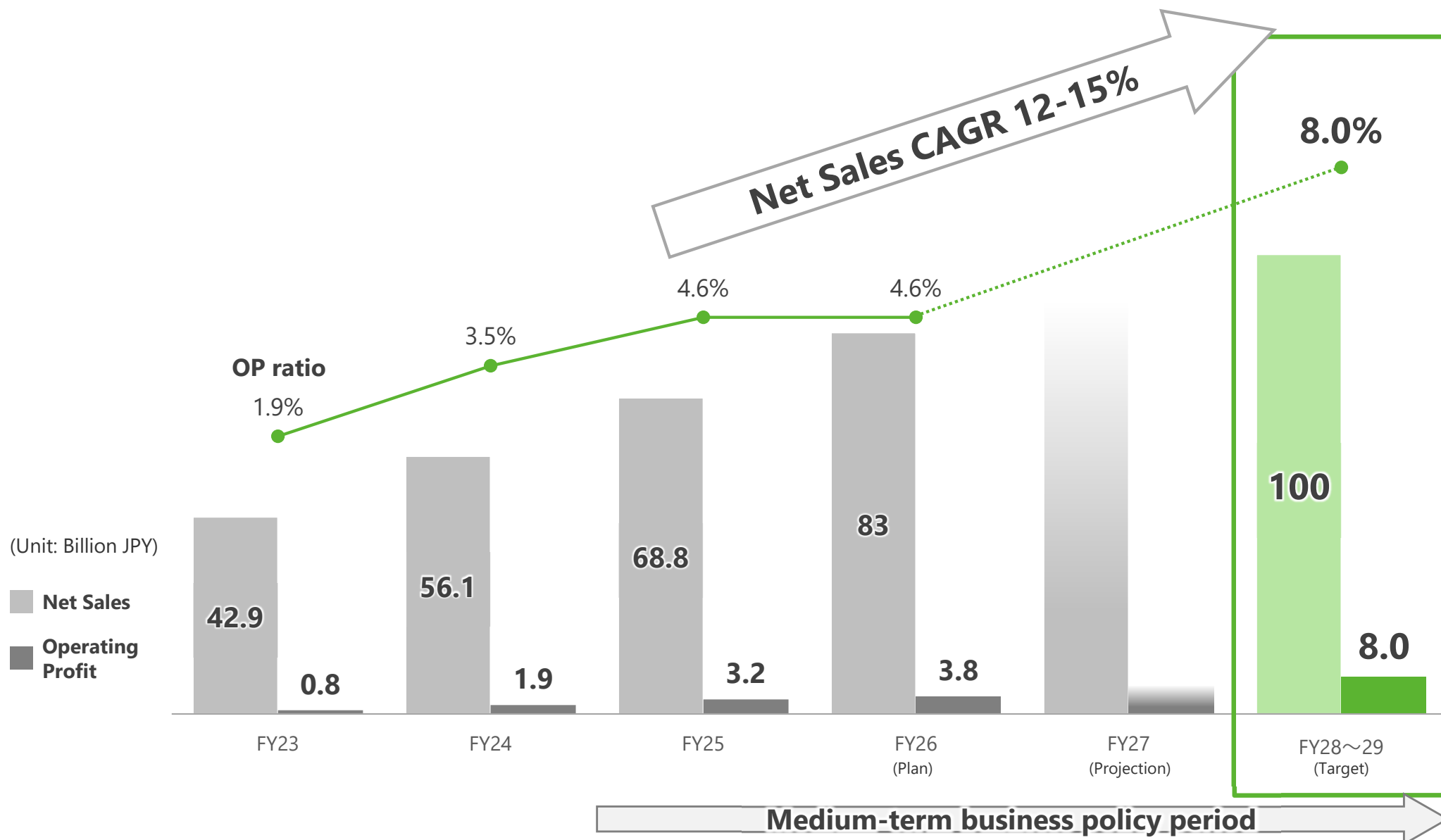
12-15%

<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%

rf	:	1.06 %
β	:	1.1
MRP	:	6.0 %
SRP	:	2-3 %

<

<Capital Profitability>

ROE
(FY25: 17%)

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

β (equity beta): 2-year weekly basis

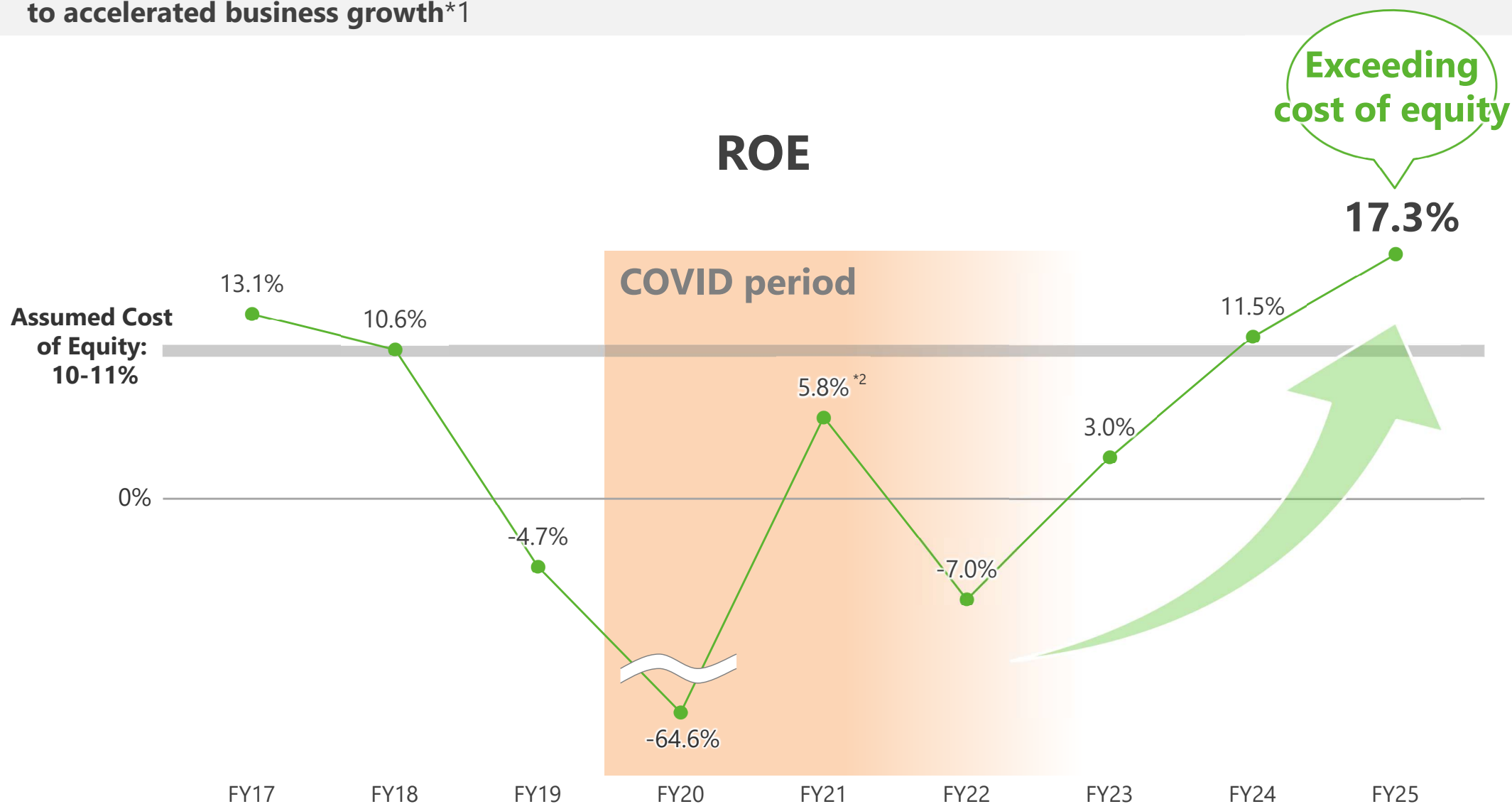
MRP: Market risk premium

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.**





MARKET DESIGN COMPANY

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