Financial Results for the First Six Months of the Year Ending December 31, 2026

August 7, 2026

INNOVATION NEVER ENDS

Executive Summary

H1 Performance

Net sales: ¥26.80 bn (+20.1% YoY)

- Solid growth in Haircare (+12.2% YoY) and Beauty Devices (+12.8% YoY)
- Significant growth in Skincare and Others, driven by health food brands (+52.3% YoY)

EBITDA: ¥2.89 bn (+13.5% YoY) / Operating profit: ¥2.01 bn (+19.2% YoY)

- Significant EBITDA and operating profit growth due to stronger-than-expected sales growth and clearance of slow-moving inventory
- Lower personnel expense ratio through AI-enabled business process efficiencies, optimized staffing, and other measures

COGS ratio: down 3.7 pts YoY

- Significant improvement due to clearance of slow-moving inventory, reduced intermediary margins and growth of mid- to high-end items in Beauty Devices, and growth in Skincare and Others

Future Policy

Various initiatives to accelerate top-line growth and sustainably enhance corporate value

- **Upward revision to full-year forecast**: Strong H1 performance with double-digit YoY growth across all categories; increases of ¥3.0 bn in net sales and ¥0.5 bn each in EBITDA and operating profit from initial forecast
- **Large-scale strategic investments**: Continued aggressive additional investments, building on H1, toward regrowth of existing core businesses (Haircare and Beauty Devices) and expansion of new growth-driver businesses
- **Cost increases from geopolitical risks surrounding Strait of Hormuz and yen depreciation**: Expected H2 cost increases of approx. ¥0.5–0.6 bn from Strait of Hormuz-related factors and approx. ¥0.3 bn from yen depreciation versus initial forecast
- **Implementation of recurrence prevention measures (governance enhancement)**: Completion of system design and launch of operations planned by the end of FY2026, with progress on track; initiatives underway to ensure continued listing of the Company’s shares

01 Consolidated Results Highlights

02 Progress in Respective Categories

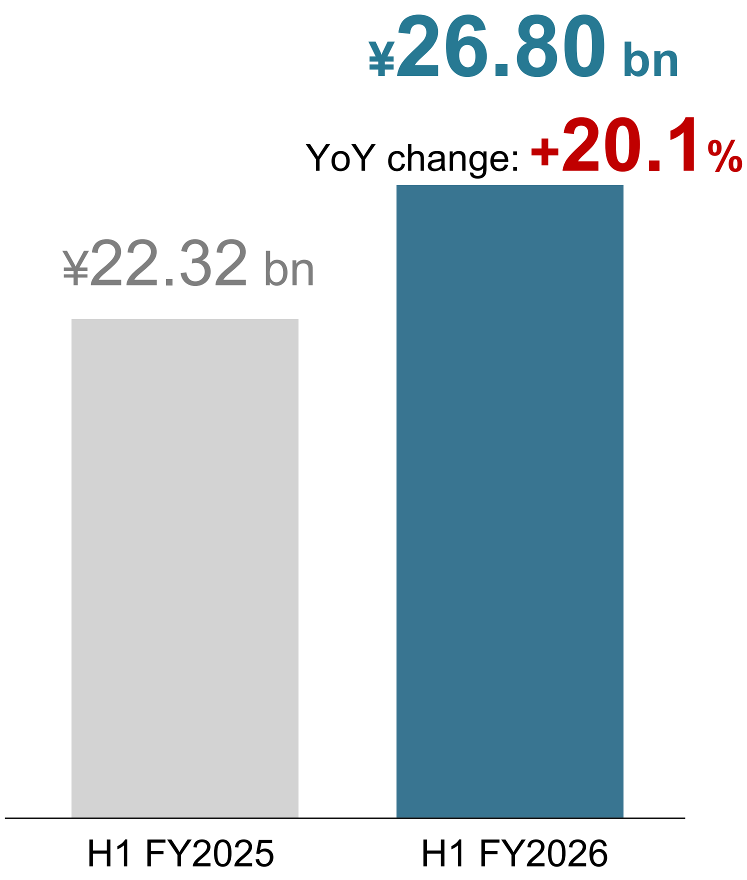
03 Revision to Full-Year Forecast

04 Progress on Recurrence Prevention Measures (Governance Enhancement)

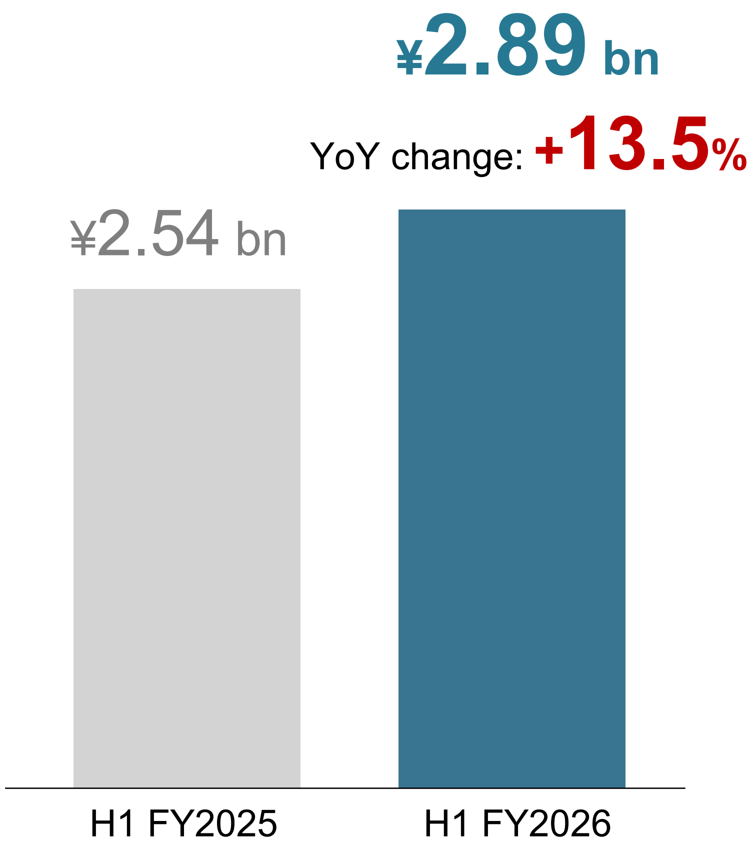
05 Appendix

Consolidated Net Sales, Consolidated EBITDA, Consolidated Operating Profit

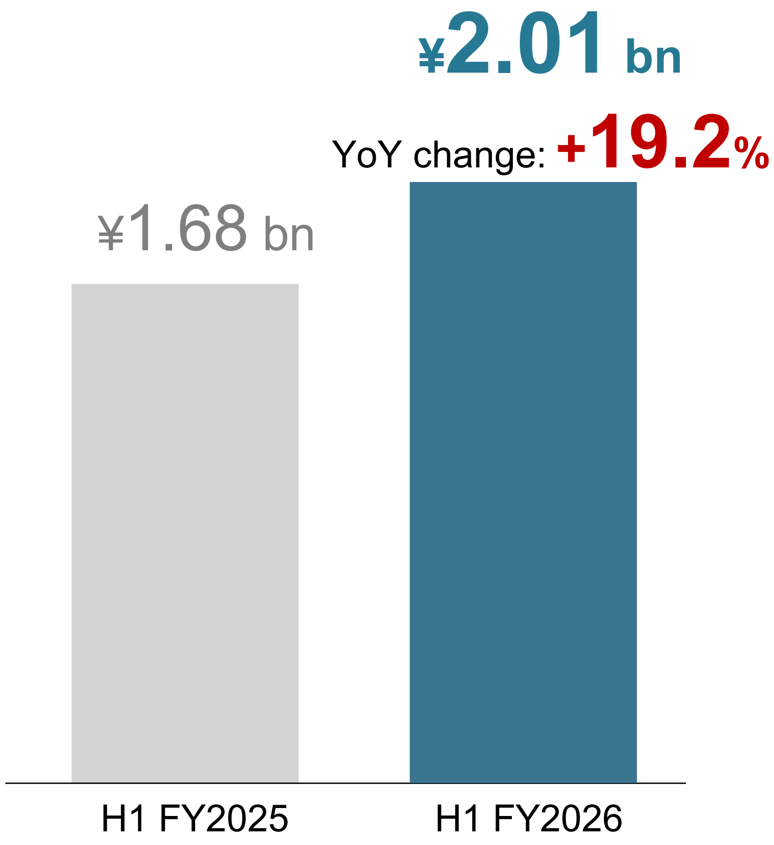
Consolidated net sales



Consolidated EBITDA

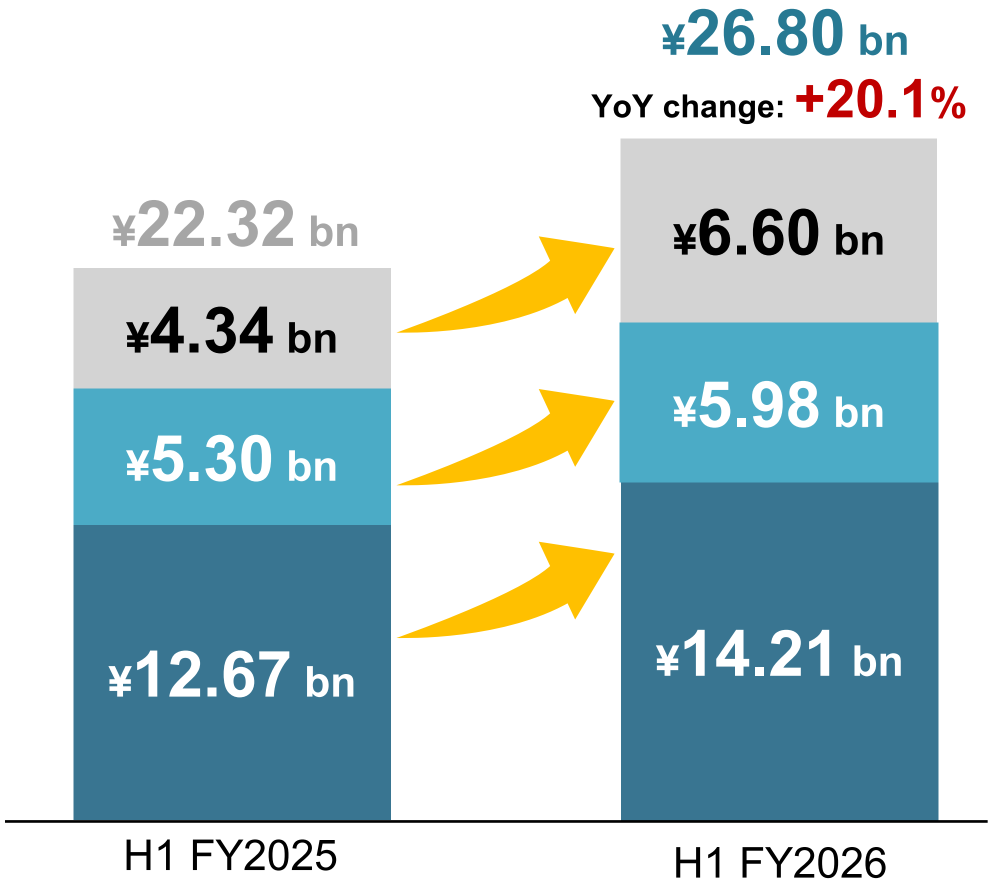


Consolidated operating profit



Net Sales by Category

- Haircare **+12.2% YoY**; Beauty Devices **+12.8% YoY, both achieving double-digit growth**
- Skincare and Others **+52.3% YoY**, driven by significant growth of health food brands; major driver of company-wide performance



Skincare and Others

WrinkFade, TOUT VERT, SKN REMED, murphy, ReWEAR, Collatein, Befas, Teaflex

YoY change:
+52.3%

Beauty Devices

SALONIA

YoY change:
+12.8%

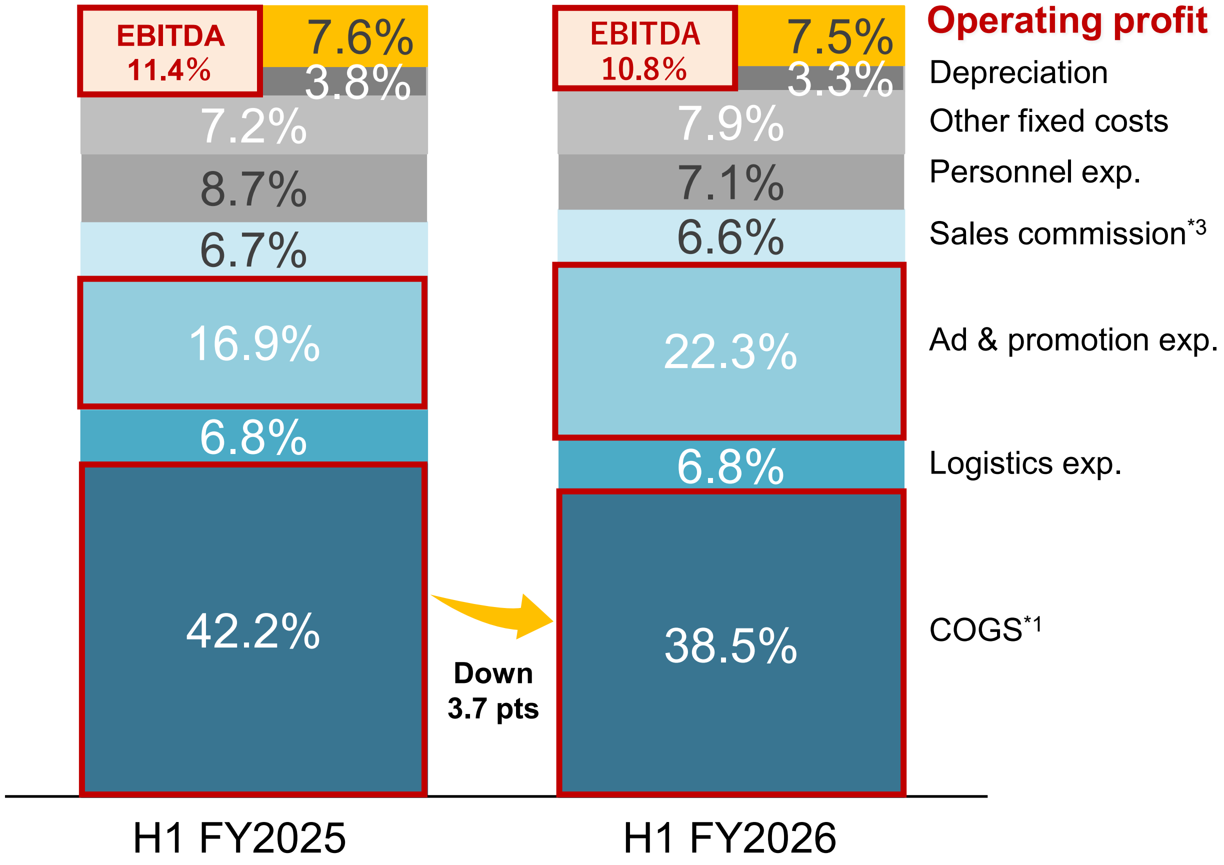
Haircare

BOTANIST, YOLU, WELLP, DROAS, Qurap

YoY change:
+12.2%

Cost Structure

- **COGS[*1] ratio improved by 3.7 pts YoY**
- Advertising and promotion expense ratio up 5.4 pts YoY due to investments under priority strategies for future growth



Variable costs

- ➢ COGS ratio improvement of 3.7 pts YoY, driven by, clearance of slow-moving inventory, reduced intermediary margins in Beauty Devices[*2] and favorable cost mix resulting from growth in Skincare and Others
- ➢ Approx. ¥1.4 bn in additional advertising and promotional investments during H1

Fixed costs

- ➢ Lower personnel expense ratio despite continued revenue growth, driven by AI-enabled business process improvements and optimized staff allocation
- ➢ Higher other fixed cost ratio due to system investments for AI utilization, strategic use of external resources, and approx. ¥0.16 bn impact from shareholder benefit program enhancement

*1 As used here, COGS excludes depreciation (for dies and other assets).
*2 The intermediary margin reduction resulted from distribution through Artemis (formerly TTrading), acquired in Q4 FY2024.
*3 This consists mainly of online marketplace usage fee and payment processing fees for e-commerce channels.

01 Consolidated Results Highlights

02 Progress in Respective Categories

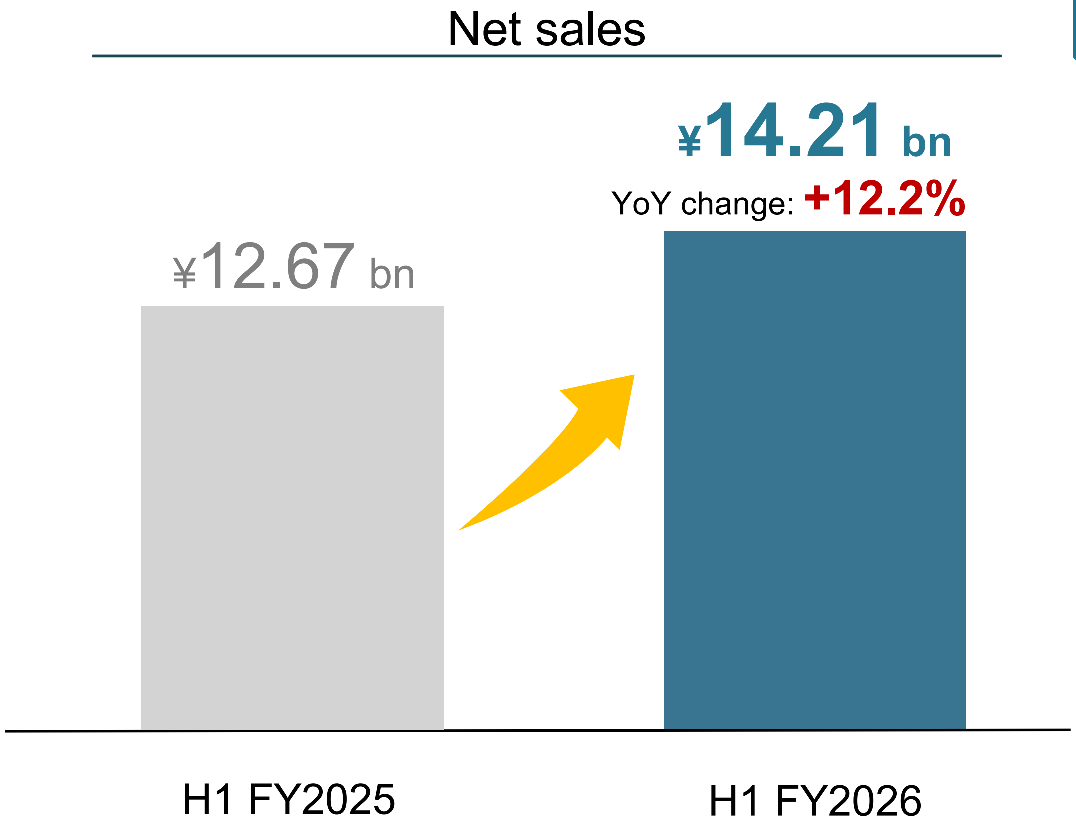
03 Revision to Full-Year Forecast

04 Progress on Recurrence Prevention Measures (Governance Enhancement)

05 Appendix

Progress in Haircare Category

- Overall Haircare category sales **+12.2% YoY, achieving double-digit growth**
- BOTANIST **+20.9% YoY**, driven by global sales growth from offline channel rollout to U.S. Costco stores
- YOLU revenue **+13.1% YoY**, supported by fourth variant, Mellow Night Repair



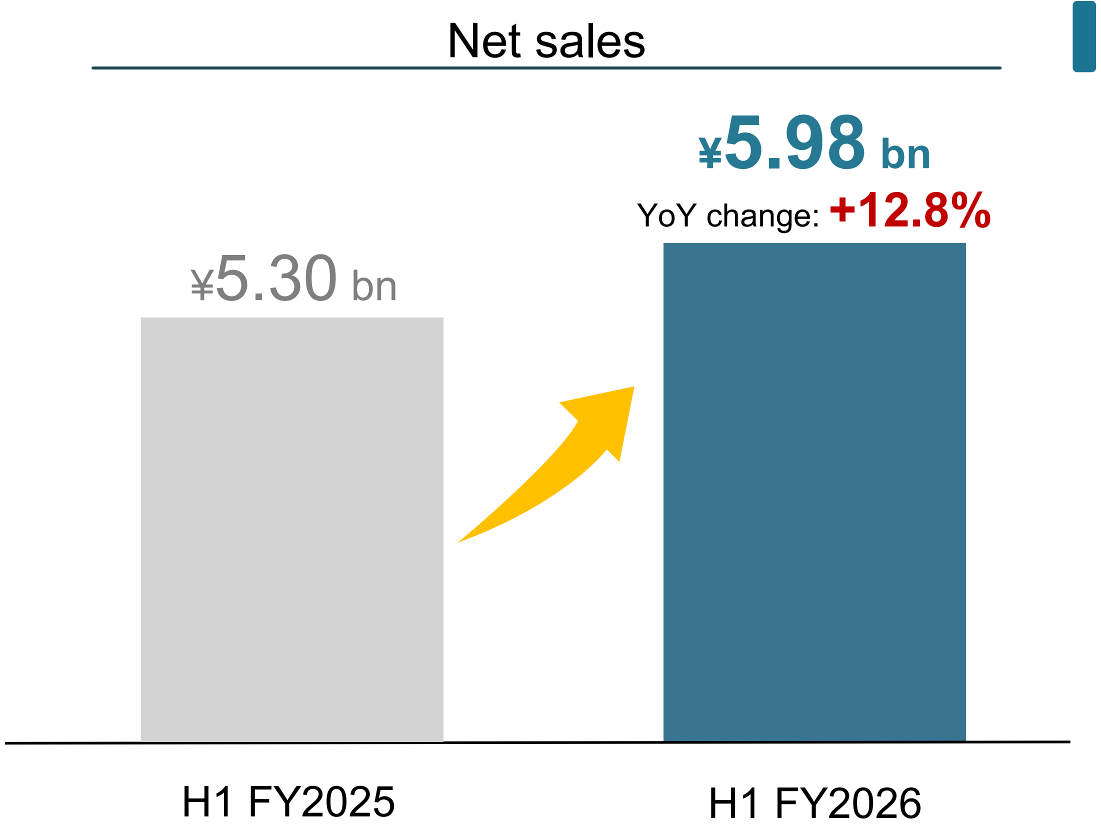
Topics

- BOTANIST: Sales of foaming body soap revamped in 2025 **+105.0% YoY**; overall body care category sales **+19.8% YoY**, maintaining solid performance
- YOLU: Cumulative series sales surpassing **100 million units**[*1] approx. four and a half years after brand launch in August 2021
- New product: Texture-enhancing[*2] haircare brand UNIPLEX launched in June, topping e-commerce sales raking 15 times[*3] within one month of launch

*1 Based on cumulative sales across all YOLU categories from August 2021 to April 2026; the Company research
*2 Moisturizes hair and leaves it glossy
*3 Based on rankings on major e-commerce sites for June

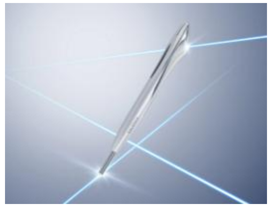
Progress in Beauty Devices Category

<u>H1 sales +12.8% YoY</u>, driven by contributions from new products launched in and after Q4 FY2025, including cordless straight hair iron, Face Current Pointer, and Glossy Care Metal Kassa Comb; **<u>Record-high quarterly sales of ¥3.59 billion in Q2 (+31.8% YoY)</u>**



Topics

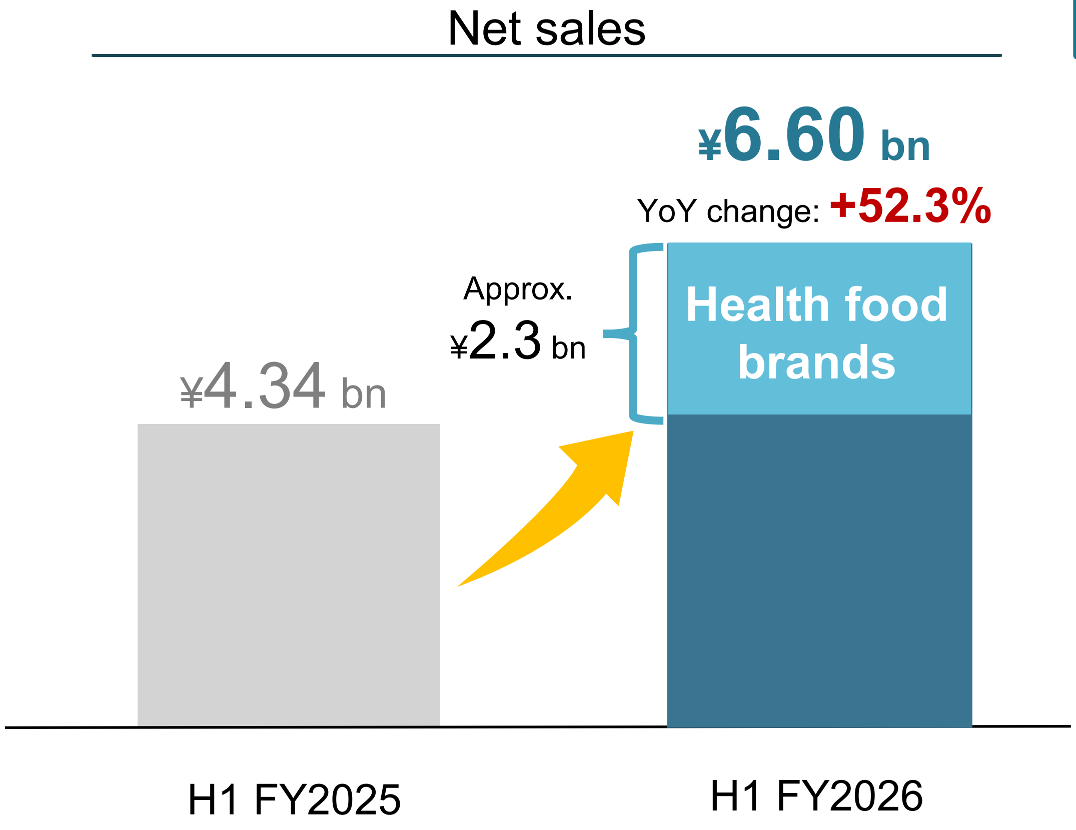
- Face Current Pointer: Winner of Nikkei Trendy "2026 First-Half Hit Product Award" in general merchandise category
- Cordless hair iron and Metal Kassa Comb: Significant growth driven by inbound demand, overseas social media buzz, and expansion into new retail spaces and sales channels
- Glossy Care Dryer and Smooth Shine Smart Dryer launched in 2025: Strong performance, contributing to mid- to high-end item* growth




* Refer to SALONIA items priced at ¥6,000 or more (tax included).

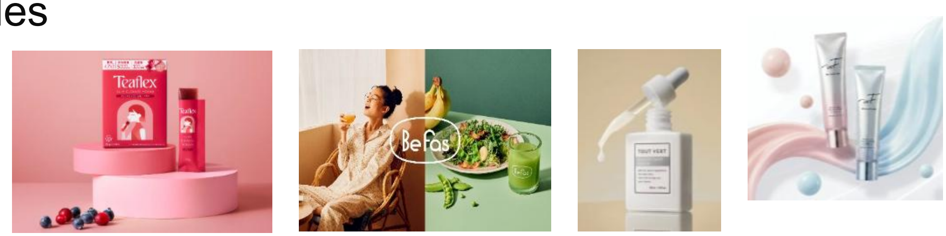
Progress in Skincare and Others Category

- Entire category revenue surged by **52.3% YoY**, driven by aggregate sales of **roughly ¥2.3 bn** from health food category brands launched in 2025 (Teaflex, Befas, and Collatein)



Topics

- Teaflex: Sustained growth since Q1 FY2025 launch; Slim Cleanse Yokan launched in April
- Befas: Consecutive QoQ revenue growth since Q3 FY2025 launch
- TOUT VERT: Outstanding Presentation Award at 26th Annual Meeting of Japanese Society of Anti-Aging Medicine for joint research with Specially Appointed Professor Imokawa; Skin Barrier Care Serum Barrier Shot Serum 2.0 launched in May
- WrinkFade: **YoY growth of 24.1%**, driven by strong new subscriber acquisition and growth in online marketplace sales



Social Beauty Project (Sustainability Initiatives)

- First-ever calculation of FY2025 GHG emissions across entire I-ne Group, including Artemis and TOUT VERT, in accordance with SBT* criteria; third-party verification completed

- BOTANIST Foundation decision to provide new grants to NPO birth and Kyoto Botanical Garden
- Support expanded to six organizations in total

* Abbreviation for Science Based Targets, corporate GHG emissions reduction targets aligned with the goals of the Paris Agreement

01 Consolidated Results Highlights

02 Progress in Respective Categories

03 Revision to Full-Year Forecast

04 Progress on Recurrence Prevention Measures
(Governance Enhancement)

05 Appendix

FY2026 Full-Year Forecast

- Upward revision to full-year forecast based on strong H1 performance with double-digit YoY growth across all categories; increases of ¥3.0 bn in net sales and ¥0.5 bn each in EBITDA and operating profit from initial forecast
- Continued aggressive large-scale strategic investments in H2 as initially planned; expected H2 cost increases of approx. ¥0.5–¥0.6 bn from geopolitical risks surrounding Strait of Hormuz and approx. ¥0.3 bn from yen depreciation versus initial forecast

	H1 FY2026 Actual	FY2026 Initial forecast	FY2026 Latest forecast	Change from initial forecast
Consolidated net sales	¥26.80 bn	¥52.0–¥54.0 bn	¥55.0–¥57.0 bn	+¥3.0 bn
Consolidated EBITDA	¥ 2.89 bn	¥1.2–¥2.7 bn	¥1.7–¥3.2 bn	+¥0.5 bn
Consolidated operating profit	¥ 2.01 bn	-¥0.5–+¥1.0 bn	¥0–¥1.5 bn	+¥0.5 bn

01 Consolidated Results Highlights

02 Progress in Respective Categories

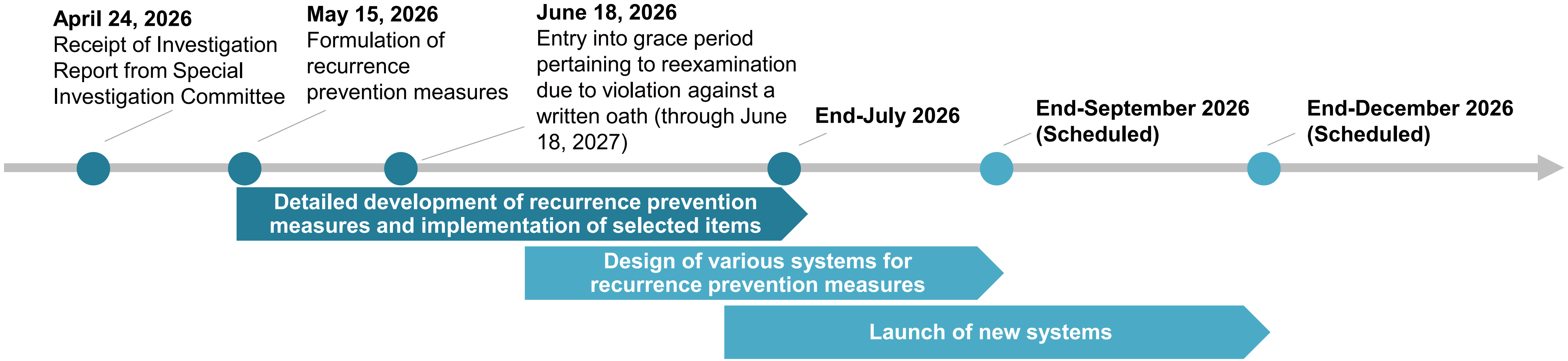
03 Revision to Full-Year Forecast

04 Progress on Recurrence Prevention Measures (Governance Enhancement)

05 Appendix

Progress on Recurrence Prevention Measures (Governance Enhancement)

- Recurrence prevention measures formulated and announced on May 15, 2026, based on Investigation Report from Special Investigation Committee received on April 24, 2026; **advancing detailed development, implementation, and operation of each measure proceeding as planned toward completion of system design in Q3 and launch of operations in Q4 FY2026**
- Continued steady implementation of each measure and advancement of initiatives to ensure the continued listing of the Company's shares; timely and appropriate disclosure of progress going forward



Key recurrence prevention measures

1. **Reform of management mindset and cultivation of corporate culture**
   1. **Transition to governance structure ensuring independence**
   2. **Incorporation of governance factors into director appointment and compensation systems**
   3. **Ongoing education and organizational culture reform**
2. **Effectiveness of Board oversight function**
3. **Enhancement of related-party transaction management system**
4. **Enhancement of information management system**

Measures completed as of end-Jul 2026 (selected)

- Appointment of outside director as Board Chairperson
- Chairperson authority for agenda selection and meeting facilitation
- Advance briefings for outside directors on Board agenda items and materials
- External training for inside directors and executive officers
- Internal whistleblowing system revision
- Establishment of Related-Party Transaction Management Regulations
- Revisions to Information Security Management Regulations and Information Systems Management Regulations

Measures underway or planned from Aug 2026 (selected)

- Revisions to Nomination and Compensation Committee Regulations and Director Compensation Regulations
- Governance training for all employees, including notification of internal whistleblowing system revisions
- Delegation of Authority Regulations review
- Conflict-of-interest transaction monitoring enhancement
- Company-wide training on and operational monitoring of revised Information Security Management Regulations and Information Systems Management Regulations

01 Consolidated Results Highlights

02 Progress in Respective Categories

03 Revision to Full-Year Forecast

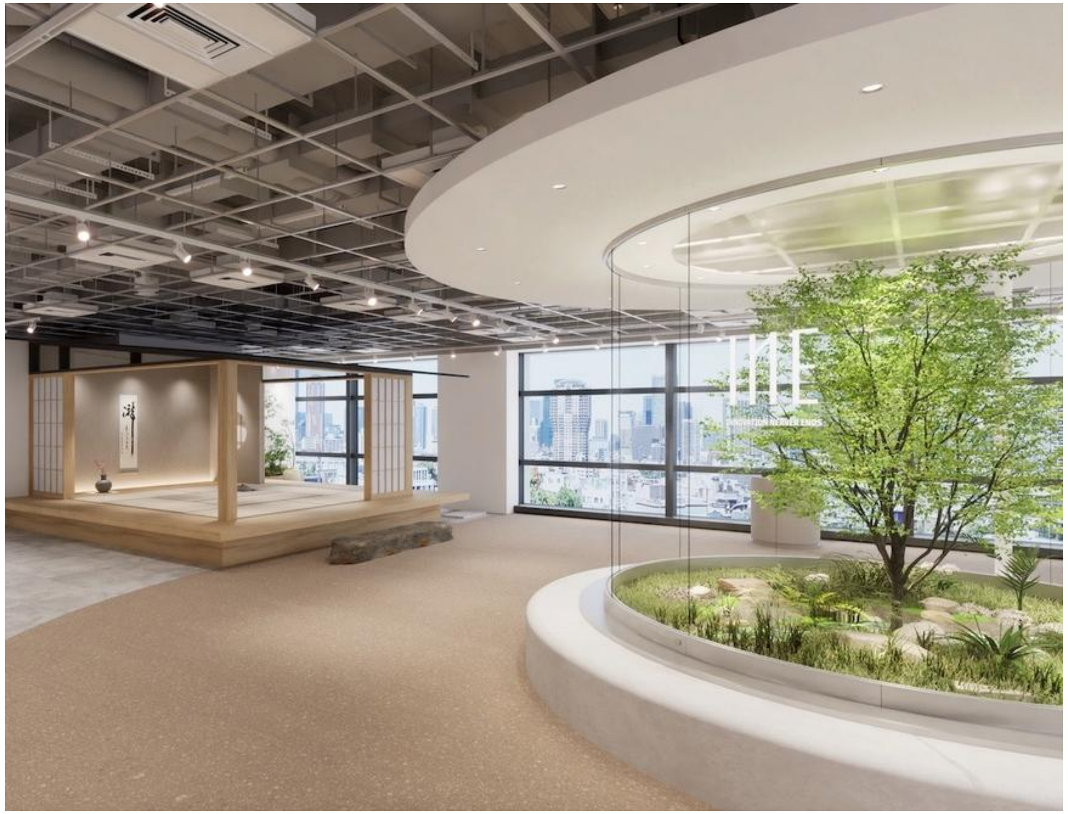
04 Progress on Recurrence Prevention Measures (Governance Enhancement)

05 Appendix

Company Profile

INNOVATION NEVER ENDS

Name	I-ne Co., Ltd. Securities code: 4933
Established	March 2007
Capital	50 million yen (as of June 30, 2026)
Head office	8F Midosuji Daibiru, 4-1-2, Minami Kyuhojimachi, Chuo-ku, Osaka-shi, Osaka 5410058 JAPAN
Employees	387 (as of June 30, 2026, excludes temporary employees)
Representative	Yohei Onishi (President and CEO)
Subsidiaries	3 in Japan, 1 overseas (as of June 30, 2026)



MISSION

We are

Social Beauty Innovators

for

Chain of Happiness

We will continue challenging ourselves to bring a society overflowing with the *"Chain of Happiness"* through beautiful and innovative approaches.

Six Keywords Representing I-ne

1

Osaka-based startup founded in 2007

2

Innovation in the premium mass beauty market

3

In-house R&D combined with fabless manufacturing

4

Buzz creation through digital marketing

5

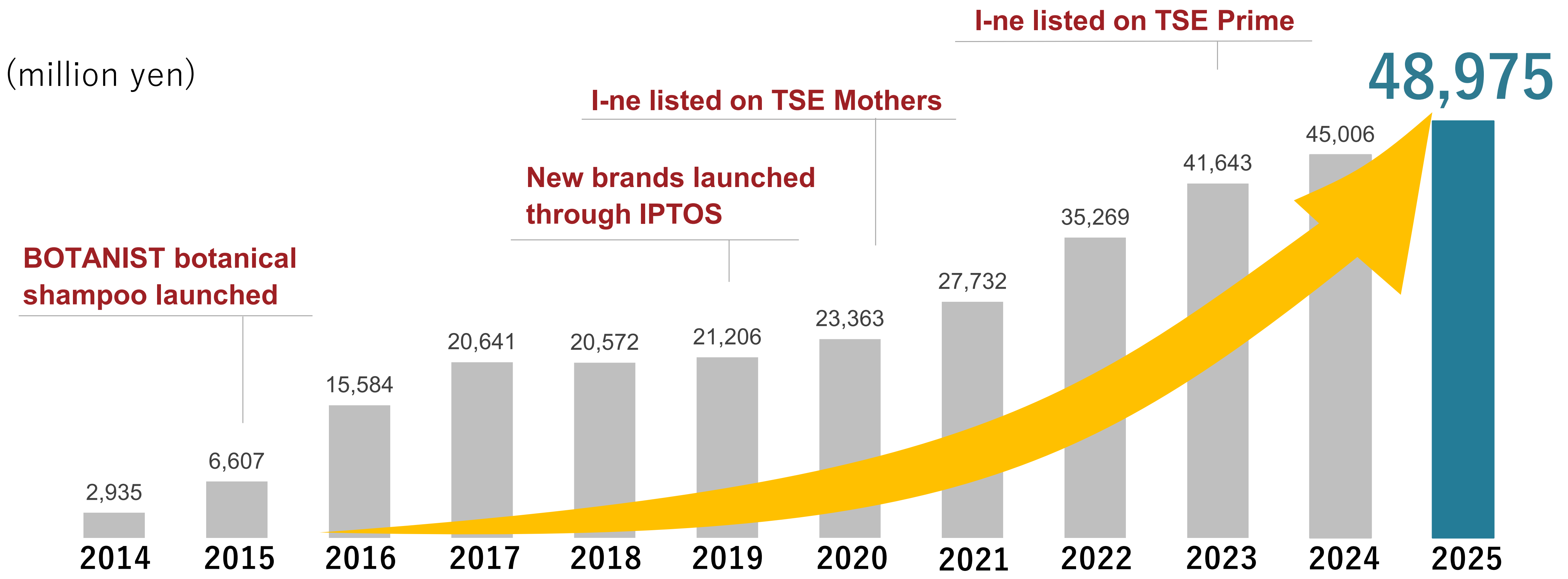
Overwhelming sales power in both online & offline channels

6

Proprietary brand management system "IPTOS"

Top-Line Growth: Net Sales

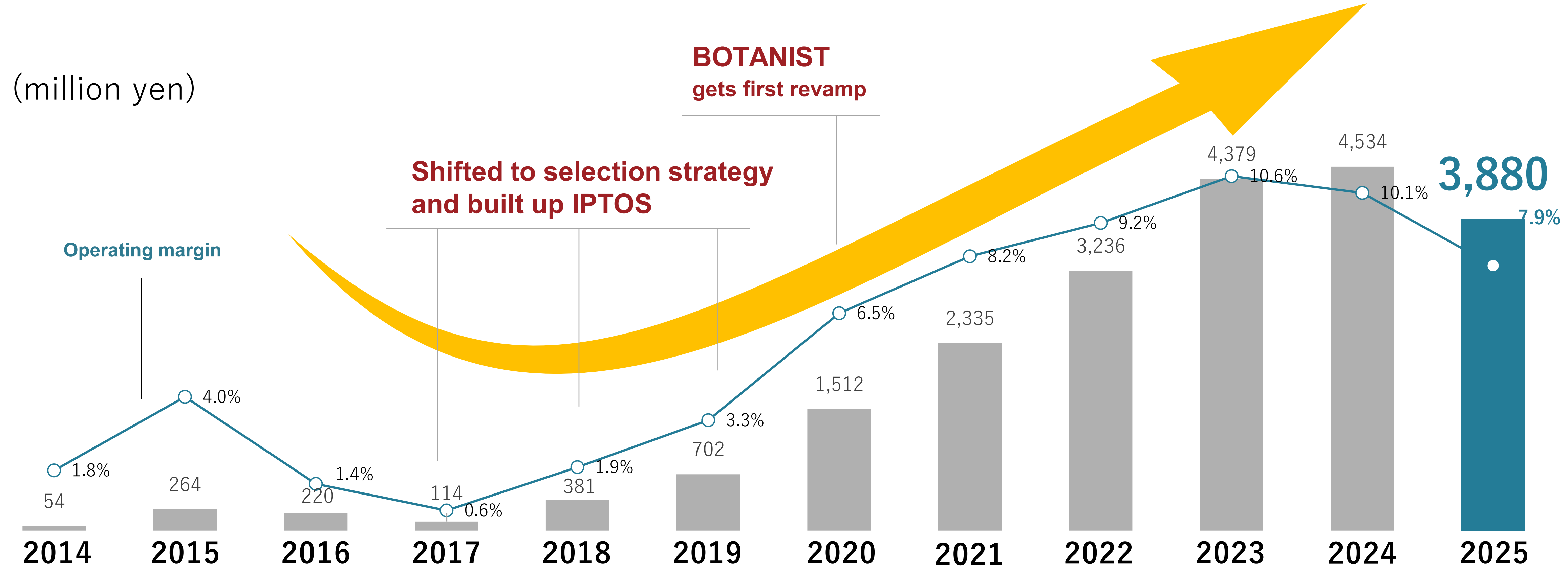
Launch of BOTANIST heralded start of top-line growth trend. We got listed on TSE Prime in September 2023. To further accelerate growth, we'll maintain growth in haircare and beauty devices, expand skincare and other businesses, and go further in our global expansion.



・2014/12-2016/12 uses non-consolidated figures. 2017/12-2021/12 uses consolidated figures.
・2014/12-2017/12: Reference (unaudited data)
・2014/12-2020/12: Before application of revenue recognition standard. /2021/12: After application of new revenue recognition standard
・The standard has been retroactively applied to FY 12/21 (but the retroactive results remain unaudited).

Bottom-Line Growth: Operating Profit, Operating Margin

Since 2018, we've seen impressive bottom-line growth. This is the result of a selection strategy and IPTOS. We'll work to get profitability up to global standard.



・2014/12-2016/12 uses non-consolidated figures. 2017/12-2021/12 uses consolidated figures.
・2014/12-2017/12: Reference (unaudited data)
・2014/12-2020/12: Before application of revenue recognition standard. /2021/12: After application of new revenue recognition standard
・The standard has been retroactively applied to FY 12/21 (but the retroactive results remain unaudited).

Membership of Board of Directors

Yohei Ohnishi
Chief Executive Officer

Founded Y.B.O. as a sole proprietorship while attending university. Recognizing the rapid growth of the mobile e-commerce market and blog media, launched a business leveraging strengths in e-commerce and blog-based marketing. Established a proprietary business model of "creating online demand and driving in-store sales."

Yoshinori Hara
Director

Previously no. 2 in P&G Japan's finance division, Hara has experience in leading business and developing organization. He joined I-ne in 2022 and became CFO. He has served on I-ne's Board of Directors since 2024.

Shoji Sugimoto
Director

Sugimoto joined I-ne as its first employee in 2007. Since its founding, he has consistently worked in sales and led the expansion of domestic and overseas sales channels. After serving as CHRO and CSO, he contributed to organizational development and business growth. He has served on I-ne's Board of Directors since March 2026.

Koichi Mizutome
Outside Director
Board Chairperson

Served as a Trustee Representative in formulating the rehabilitation plan for Japan Airlines, and as former President of Akindo Sushiro*, led its overseas expansion and business recovery. Currently serves as Special Advisor to the Board of Directors at the same company. He has served on I-ne's Board of Directors since 2025.

Hiroshi Sasamata
Outside Director

Works at Kearney, where he helps manufacturers of groceries, non-essential consumables, and household goods to build a portfolio strategy and reform their organizational structures. He also leads Kearney's energy practice in Tokyo. He has served on I-ne's Board of Directors since 2022.

Kohei Omori
Outside Director
(Chairperson of Audit and Supervisory Committee)
(Chairperson of Nomination and Compensation Committee)

After working in finance and accounting at Suntory and helping launch its mail-order business, Omori promoted the development of business infrastructure and risk management systems. He has served on I-ne's Board of Directors since March 2026.

Noriko Yamanaka
Outside Director
(member of the Audit and Supervisory Committee)

Previously served as an auditor/supervisor at KPMG Azsa, Suntory Holdings, and Pronto Corporation. She has served on I-ne's Audit and Supervisory Committee since 2024.

Naoki Watanabe
Outside Director
(Member of Audit and Supervisory Committee)

After engaging in domestic and international M&A and cross-border transactions at Tanaka & Takahashi Law Office, Watanabe worked at Sojitz Corporation and served as External Auditor at LINE Corporation. He is currently a founding partner of Aquaxis Law Office. He became Special Advisor to I-ne in November 2024 and has served on I-ne's Board of Directors since June 2026.

* currently, FOOD & LIFE COMPANIES Ltd.

Categories

Haircare

BOTANIST

YOLU

DROAS

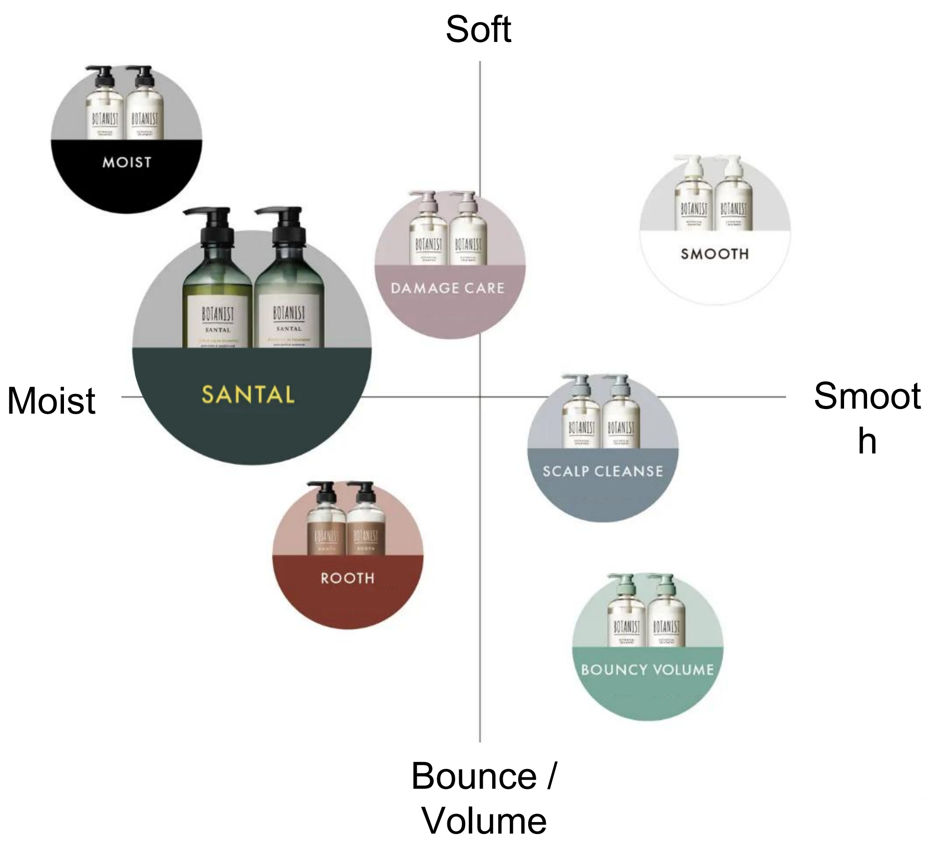
Beauty devices

SALONIA

Skincare (and other businesses)

Products of BOTANIST / SALONIA (excerpt)

BOTANIST



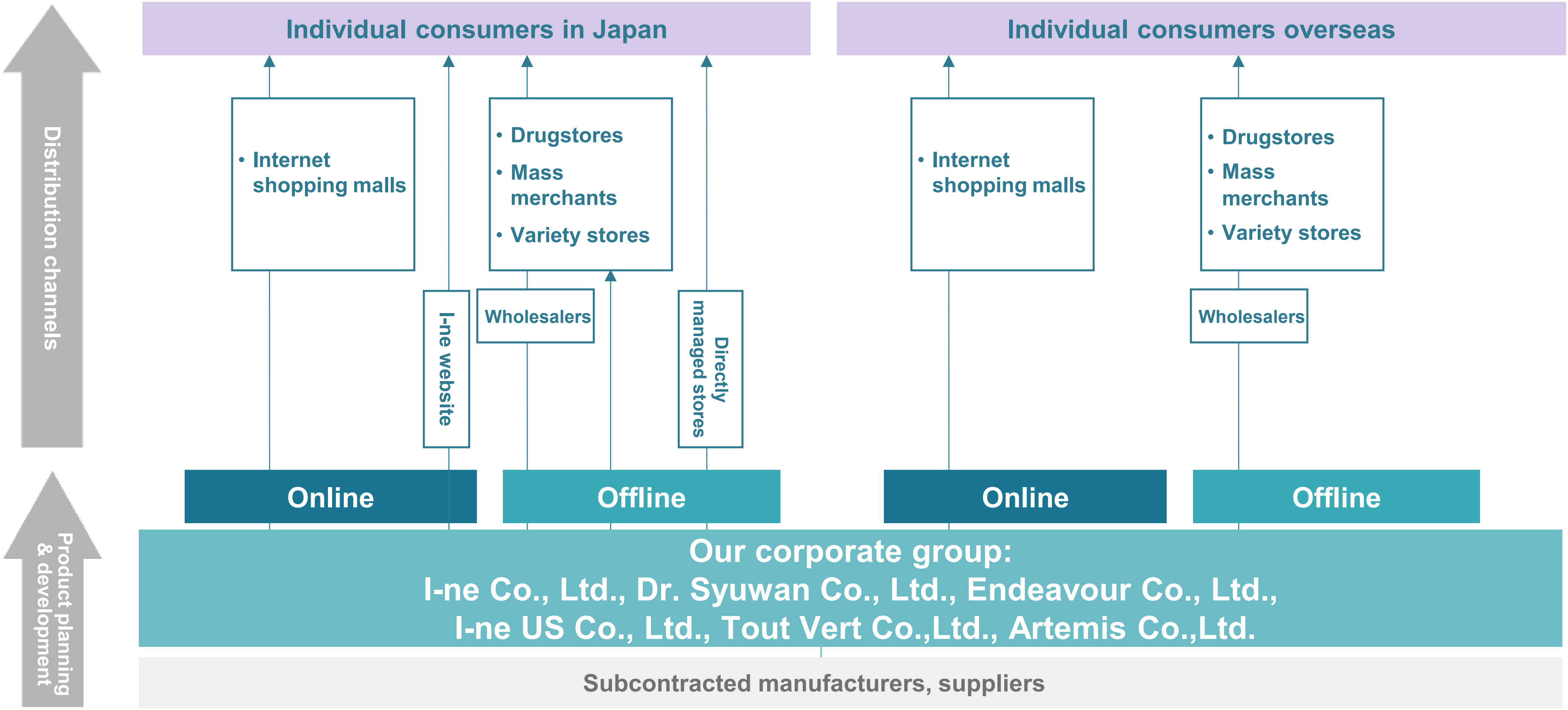
SALONIA

Glossy care hair straightener	Standard hair straightener	Smooth Shine hair straightener
7,678 yen	3,828 yen	13,200 yen

Air treatment dryer	Smooth shine dryer	Glossy care dryer	Speedy ion dryer
29,700 yen	13,200 yen	7,678 yen	5,918 yen

Business Transaction Diagram

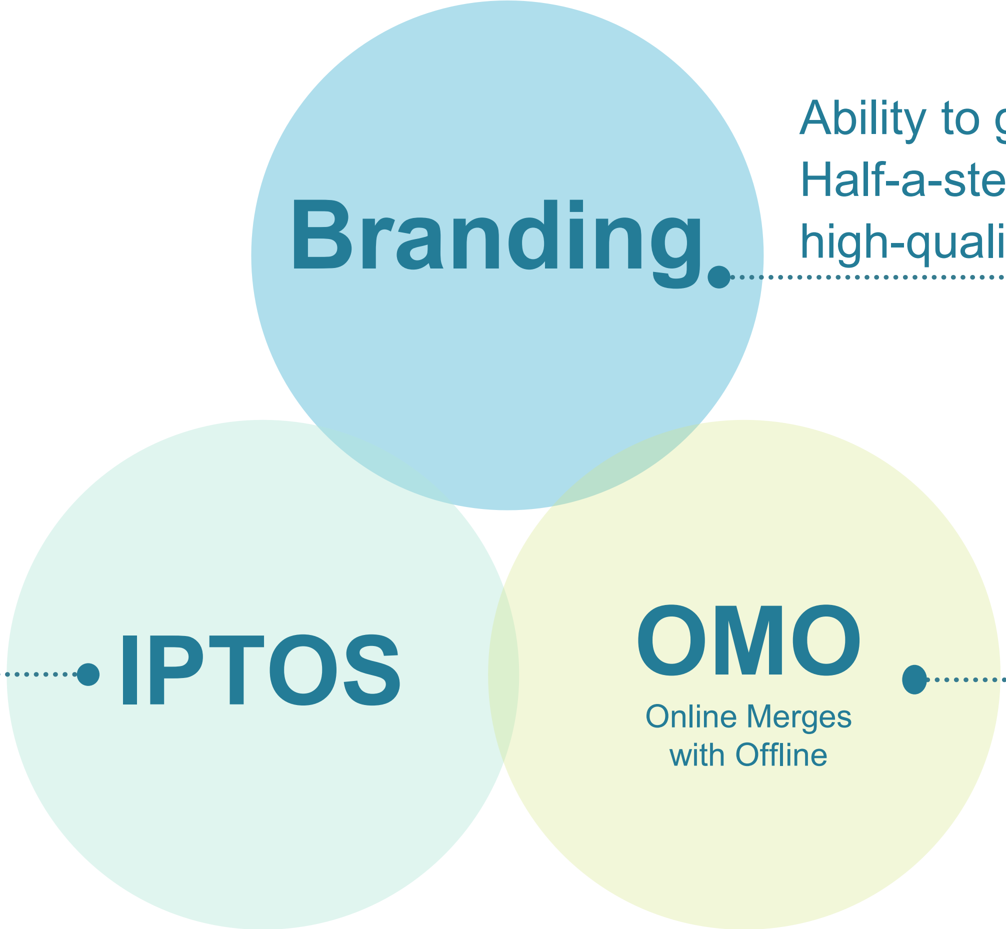
We outsource manufacturing and deliver products to consumers via online and offline distribution channels in Japan and overseas.



Three Strengths for Creating Hit Brands

Ability to generate concepts that are Half-a-step-ahead and to develop high-quality products

A brand management system that increases success rate



Increasing customers with digital marketing and coverage of offline channels

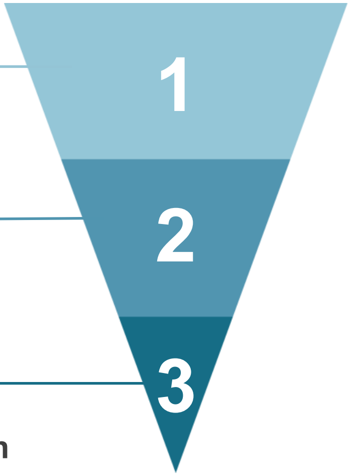
Strength1. Branding

Concept design

Ideas
10,000

Science
Innovativeness
×
Market Demand

Art
Judging on I-ne's own culture



Half-a-step-ahead concepts

BOTANIST
Botanical

YOLU
Night-time beauty care

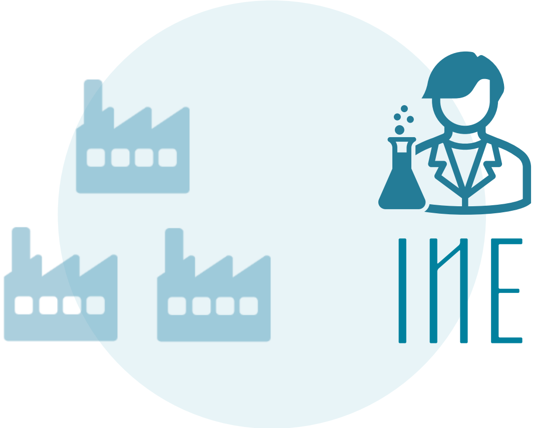
Creativity

Number of in-house creatives:

70*

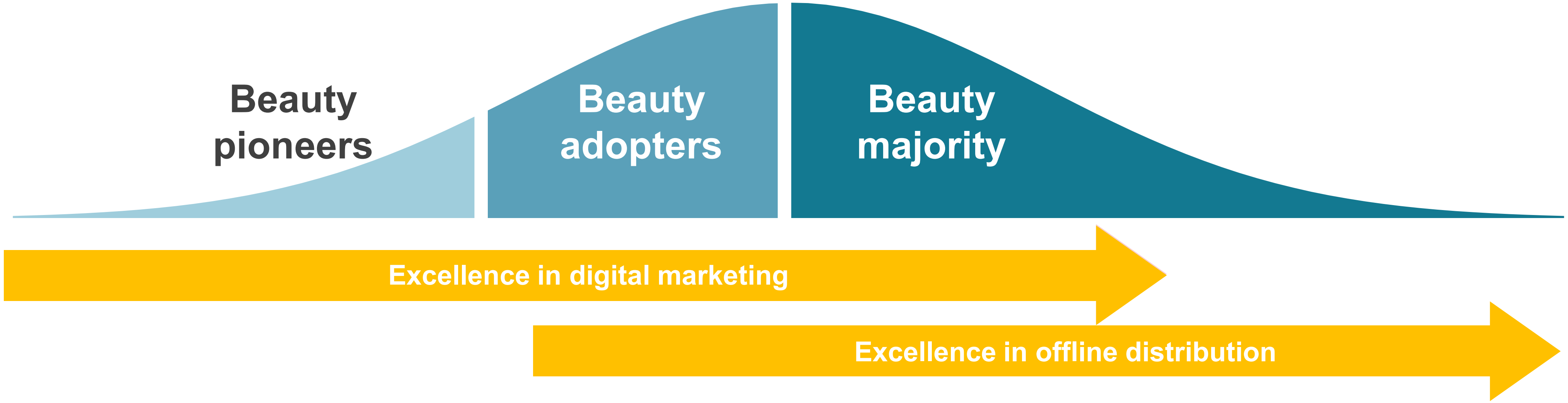
* As of June 30, 2026. The number includes temporary employees.

Product Development



Choosing the best OEM from over 200 partners and developing with I-ne's experts.

Strength2. OMO (Online Merges with Offline)



84 *1

in-house digital marketers

Our products have stocked in

65,000 *2

offline stores

*1 As of June 30, 2026. Includes temporary employees.
*2 As of December 31, 2023. "Offline stores" includes drugstores, hypermarkets, supermarkets, home centers (DIY stores), convenience stores, and electrics stores. Sources: METI, Current Survey of Commerce; JACDS; corporate websites.

Strength3. IPTOS (Brand Management System)

Idea – Idea creation → **Plan** – Planning → **Test** – Testing, demand forecasting → **Online Offline** – Test marketing → **Scale** – Online scale-up, full retail launch

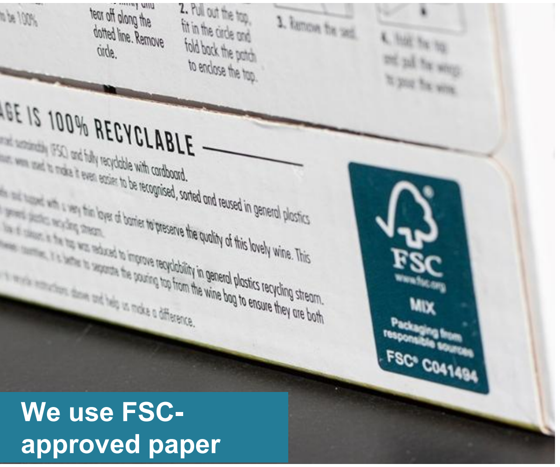
Features

- ✓ Setting KPIs at each gate
- ✓ Accumulation of success and failure experience data
- ✓ Rapid PDCA cycle operation

Benefits

- ✓ Risk mitigation
- ✓ Improved reproducibility of hits
- ✓ Enhanced demand forecasting accuracy

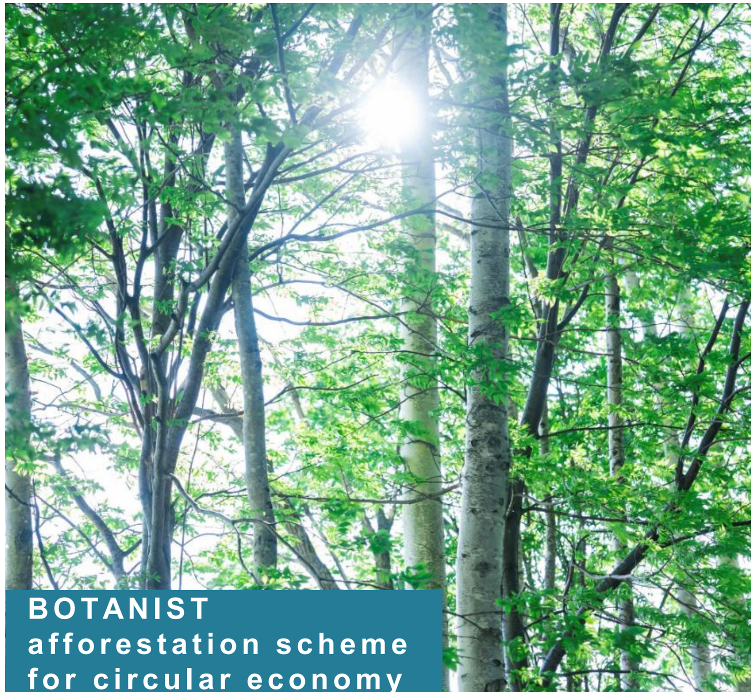
We use bioplastic bottles



We use FSC-approved paper

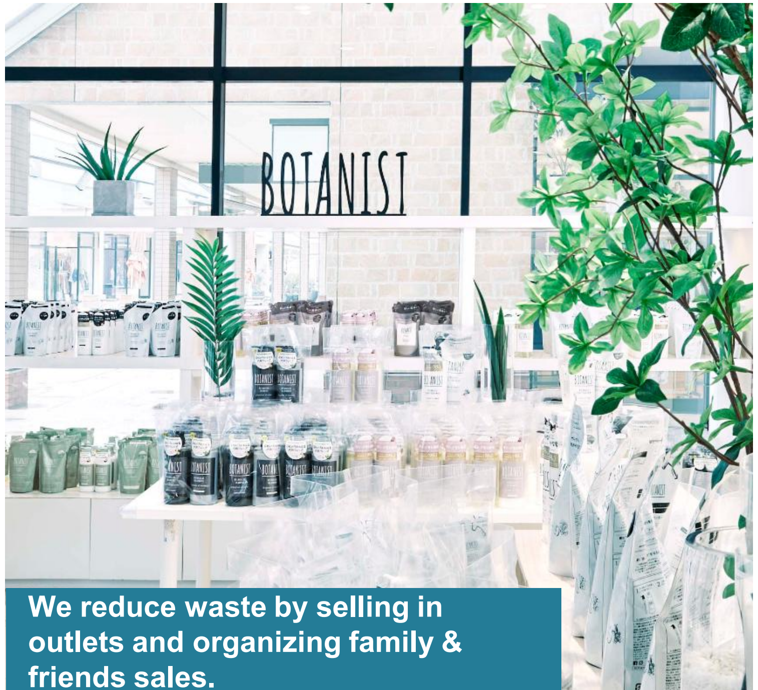
We participate in CosmeBank projects

We support More Trees' efforts to conserve forests

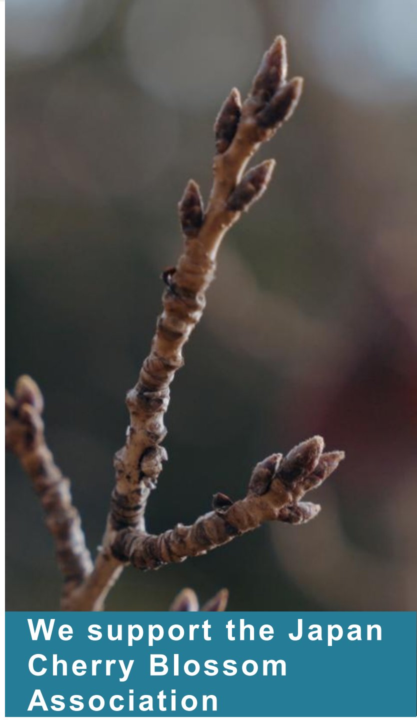


BOTANIST afforestation scheme for circular economy

BOTANIST Forest in Bihoro, Hokkaido



We reduce waste by selling in outlets and organizing family & friends sales.



We support the Japan Cherry Blossom Association

Used home appliances collected and recycled

Promoting M&A Strategy

- Enhancement of capital efficiency through brand divestitures while complementing new strengths through brand acquisitions.
- We'll further drive business expansion by acquiring new strengths and creating synergies that benefit both parties by emphasizing financial discipline in M&A deals.

Achievements in M&A field

Haircare	
Beauty devices	2024 Artemis
Skincare	2022 WrinkFade; 2024 TOUT VERT
New categories	
(Sold)	2022 skinvill; 2023 RELAXATION CHILLOUT

(List not exhaustive)

Proactive implementation of M&A strategy

Stronger organizations

- Strengthen the specialized M&A team, which enhances corporate value
- Secure talent with a focus on PMI and ensure strong commitment from business coordinators

Financial discipline principles

Investment is considered based on the following financial discipline principles:

1. Improving consolidated EPS
2. Setting EBITDA multiples
3. Maintaining a net debt EBITDA of 2x or lower

Cash Allocation Policy

- Continuation of a cash allocation policy prioritizing growth investments, while shareholder return measures will be implemented as appropriate in consideration of cash balance and share price.
- Ongoing promotion of various initiatives to improve CCC.

Policy for capital allocations (order of priority)

1) Investment in organic growth aligned with medium-term business plan

- ➢ Marketing for brand growth
- ➢ Developing sustainable brands and skincare brands
- ➢ Expanding globally
- ➢ Developing human capital and boosting operational productivity

2) Investment in inorganic growth

- ➢ New business development, M&A deals

3) Shareholder returns considering balance sheet management and stock price level

- ➢ Stable, continuous shareholder returns in line with business growth
- ➢ Continuation of common dividends and the shareholder benefit program

Shareholder return initiatives

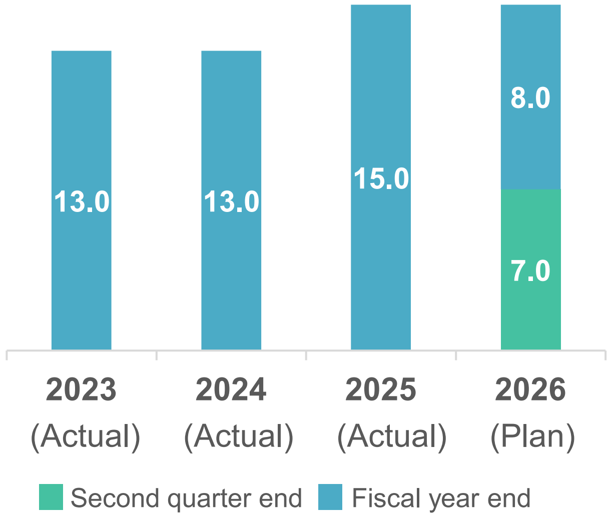
- ➢ **Continuous improvement in operating cash flow through initiatives to enhance CCC, including inventory optimization and revision of payment and collection schemes.**
- ➢ **Annual repayments for borrowings related to the 2024 acquisition of Tvert are expected to be approximately JPY 1.3 billion through 2031, with flexible early repayment also being implemented and considered.**

Shareholder Return Policy

- Continuing proactive business investment while flexibly and agilely enhancing shareholder returns.
- Dividends and shareholder benefits split from once to twice annually.

Dividends

Ordinary dividend of ¥15.0 per share, split into two payments annually



Shareholder benefits

Shareholder benefits announced in November 2025, split into two distributions annually

Vesting date: End June and December

100~499shares

Digital Gift® worth
¥5,000 per implementation
(¥10,000 per year)

500~shares

¥10,000 per implementation
(¥20,000 per year)

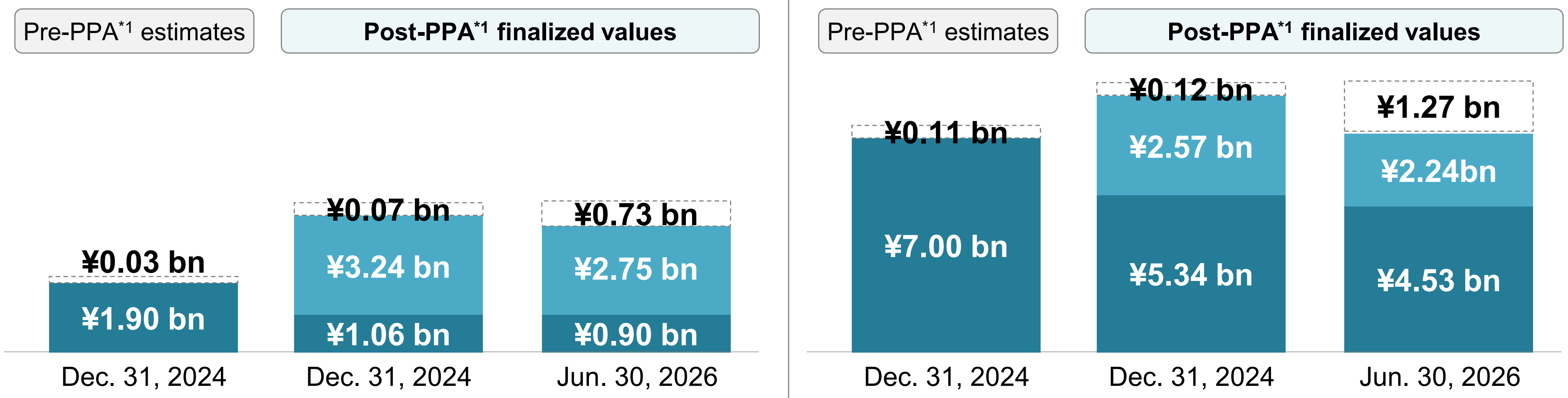
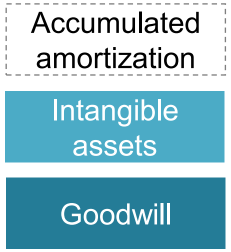
Share buyback

Flexible and agile decision-making based on stock price and free-float market capitalization levels

(Track record)
Executed share buyback of approx. ¥0.5 bn in May 2024

Recognition of Goodwill and Intangible Assets from M&A deals

- The amortization details of goodwill and intangible assets recognized in connection with the two acquisitions completed at the end of October 2024 are as follows.

	Artemis*3	Tout Vert
Recognized amount of goodwill and intangible assets		
		
Amortization period	Goodwill: 10 years; contract-related assets: 10 years	Goodwill: 10 years, customer-related assets: 8 years, trademarks: 15 years
Annual amortization	¥0.44 bn (Goodwill: ¥0.11 bn, contract-related assets: ¥0.33 bn)	¥0.76 bn (Goodwill: ¥0.54 bn, customer-related assets: ¥0.09 bn, trademarks: ¥0.12 bn)

*1：Purchase price allocation: a corporate accounting term referring to the process of determining the fair value of assets, etc. identifiable from the acquired company as of the acquisition date. Must be distinguished from goodwill.
*2：When the assessment is finalized, we will retrospectively adjust the Q4 and full-year FY2024, as well as Q1 FY2025 .
*3：Artemis was formerly known as TTrading Co., Ltd. It adopted its current name following the M&A.

Historical Financial Data

All amounts rounded to nearest million yen	FY2024					FY2025					FY2026	
	1Q	2Q	3Q	4Q*2	FY*2	1Q*2	2Q	3Q	4Q	FY	1Q	2Q
Net Sales	9,082	11,228	10,999	13,695	45,006	11,116	11,205	12,044	14,610	48,975	12,493	14,314
Cost of Sales	4,245	5,197	5,210	6,306	20,959	4,875	4,576	5,110	5,667	20,230	5,016	5,348
…to sales ratio	46.7%	46.3%	47.4%	46.0%	46.6%	43.9%	40.8%	42.4%	38.8%	41.3%	40.2%	37.4%
Advertising/promotion expenses	1,438	1,846	1,910	1,853	7,049	1,753	2,021	2,482	2,518	8,776	2,661	3,324
…to sales ratio	15.8%	16.4%	17.4%	13.5%	15.7%	15.8%	18.0%	20.6%	17.2%	17.9%	21.3%	23.2%
Logistics cost	648	631	630	784	2,694	729	782	854	989	3,355	880	934
…to sales ratio	7.1%	5.6%	5.7%	5.7%	6.0%	6.6%	7.0%	7.1%	6.8%	6.9%	7.0%	6.5%
Sales commision	532	513	657	949	2,652	682	818	859	1,096	3,457	798	980
…to sales ratio	5.9%	4.6%	6.0%	6.9%	5.9%	6.1%	7.3%	7.1%	7.5%	7.1%	6.4%	6.8%
Personnel cost	744	821	834	993	3,394	940	1,008	948	1,013	3,910	907	1,000
…to sales ratio	8.2%	7.3%	7.6%	7.3%	7.5%	8.5%	9.0%	7.9%	6.9%	8.0%	7.3%	7.0%
Other fixed expenses	834	821	834	1,231	3,721	1,246	1,198	1,269	1,650	5,365	1,462	1,480
…to sales ratio	9.2%	7.3%	7.6%	9.0%	8.3%	11.2%	10.7%	10.5%	11.3%	11.0%	11.7%	10.3%
Operating profit	638	1,396	922	1,577	4,534	888	800	519	1,673	3,880	765	1,246
Operating margin	7.0%	12.4%	8.4%	11.5%	10.1%	8.0%	7.1%	4.3%	11.5%	7.9%	6.1%	8.7%
EBITDA*1	719	1,491	1,037	1,949	5,196	1,316	1,231	958	2,120	5,626	1,199	1,692
EBITDA margin	7.9%	13.3%	9.4%	14.2%	11.5%	11.8%	11.0%	8.0%	14.5%	11.5%	9.6%	11.8%

*1 EBITDA = Operating profit + Depreciation and amortization expenses
*2 In Q1 and Q2 of FY2025, we completed the Purchase Price Allocation (PPA) assessments for Artemis Co., Ltd. and Tout Vert Co., Ltd., which was acquired in October 2024. Accordingly, we have retrospectively adjusted the financial figures for Q4 and the full year of FY2024, as well as Q1 FY2025.

Historical Financial Data (Cont.)

All amounts rounded to nearest million yen	FY2024					FY2025					FY2026	
	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q*	2Q
Net Sales	9,082	11,228	10,999	13,695	45,006	11,116	11,205	12,044	14,610	48,975	12,493	14,314
Haircare	6,176	8,031	8,049	9,247	31,505	6,371	6,303	8,281	8,985	29,941	7,012	7,203
└BOTANIST	2,274	3,709	3,190	4,409	13,584	1,906	3,315	3,344	3,950	12,516	3,115	3,196
└YOLU	3,248	3,593	4,390	4,216	15,449	3,832	2,505	4,295	4,576	15,210	3,516	3,654
Beauty Devices	2,481	2,807	2,527	2,844	10,661	2,577	2,728	1,466	3,060	9,833	2,387	3,595
Skincare and Others	424	389	421	1,603	2,839	2,167	2,173	2,295	2,564	9,201	3,093	3,515

All amounts rounded to nearest million yen	FY2024					FY2025					FY2026	
	1Q	2Q	3Q	4Q	FY	1Q	2Q	3Q	4Q	FY	1Q*	2Q
Global	310	370	274	388	1,345	180	388	224	447	1,239	590	399

* Certain figures for the 1Q of the FY2026 have been revised to reflect changes resulting from the revision of the allocation basis for point redemption.

Disclaimers

No investment advice

We produced this document for informational purposes only. Nothing in this document constitutes an offer or solicitation to buy or sell any securities or other financial instruments in the USA, Japan, or any other jurisdiction.

Forward-looking statements

You should consider any statement in this document as forward-looking statement unless the statement concerns only the past or present. Forward-looking statements are often identifiable by language such as “we believe,” “we forecast,” “target,” “strategy,” “we expect,” “we foresee,” “we anticipate,” and “potentially.” They can also include descriptions of future business activities, future performance, or future events or conditions. However, a statement might still be forward-looking even if it contains no such language or description.

All forward-looking statements are based on assumptions that the management considered reasonable at the time in light of information that was available then. No forward-looking statement constitutes a guarantee of future performance. Actual performance depends upon a myriad of risks and uncertainties, and could therefore differ markedly from what the forward-looking statements stated or implied. You should avoid relying upon forward-looking statements to guide your investment decisions. We have no obligation to update or alter any forward-looking statements.