

A large, light blue, stylized letter 'C' logo is positioned on the left side of the slide, partially overlapping the text. The 'C' is composed of two concentric, slightly irregular lines that form a shape resembling a stylized 'C' or a partial circle.

# CYND

**Material on Financial Results  
for the Nine Months Ended December 31, 2025**

**CYND Co., Ltd. (Securities code: 4256)**



# Financial highlights for FY26 3Q

- 1. Financial highlights for FY26 3Q**
  - 2. Topics**
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# Key Financial Highlights for FY26 3Q (Oct-Dec 2025)



Net sales/YoY change

**0.64 billion yen** (FY26 3Q) / **13.3%**

EBITDA<sup>(1)</sup>/YoY change

**0.19 billion yen** (FY26 3Q) / **39.1%**

Consolidated ARR<sup>(2)</sup>/YoY change

**2.39 billion yen** (FY26 3Q) / **11.3%**

Number of contracted stores (consolidated)<sup>(3)</sup>/YoY change

**22,880 stores** (FY26 3Q) / **14.1%**

ARPU (BeautyMerit)<sup>(4)</sup>

**15,330 yen** (FY26 3Q)

ARPU (Kanzashi)<sup>(4)</sup>

**4,199 yen** (FY26 3Q)

Consolidated customer churn rate<sup>(5)</sup>

**0.64%** (FY26 3Q)

(1) EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill.

(2) ARR: Abbreviation for Annual Recurring Revenue. Calculated by multiplying monthly subscription net sales at each fiscal year-end by 12. An indicator representing expected net sales over the next 12 months from existing contracts as of fiscal year-end.

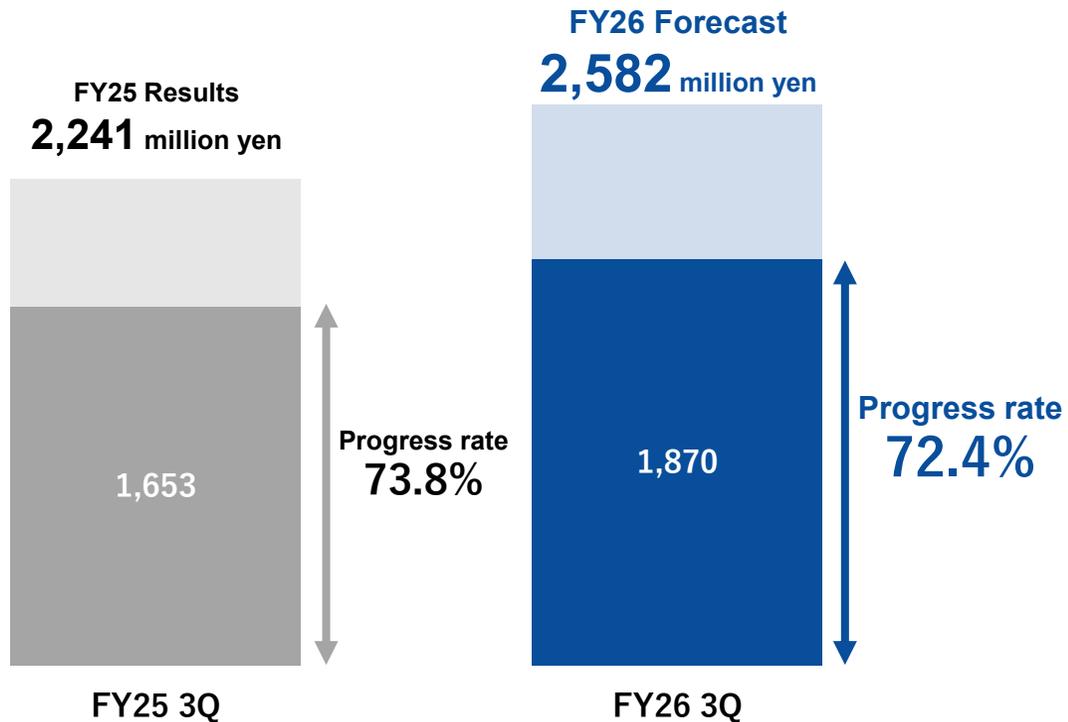
(3) Number of contracted stores: Total number of stores under monthly billing contracts as of each fiscal year-end.

(4) ARPU: Abbreviation for Average Revenue Per User. Average monthly fee per paying store.

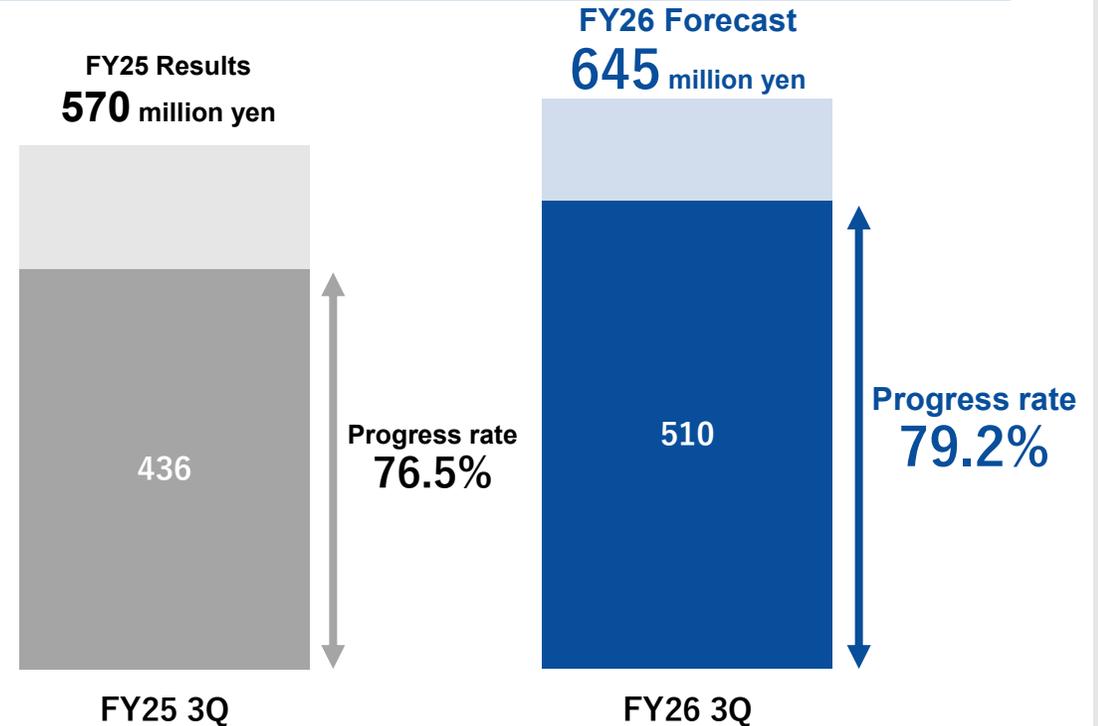
(5) Customer churn rate: Average cancellation rate over the past 12 months based on the number of contracted stores.

**EBITDA progress is ahead of schedule as of the third quarter, but the overall progress rate against the earnings forecast is largely on track due to the anticipated expense for shareholder benefits at year-end.**

## Net sales (Millions of yen)



## EBITDA (Millions of yen)



# Progress for the fiscal year ending March 31, 2026



Millions of yen		FY26 3Q (Results)	FY26 (Forecast)	Progress rate
Net sales	Consolidated	1,870	2,582	72.4%
	CYND	1,386	1,934	71.7%
	Pacific Porter	484	647	74.9%
EBITDA <sup>(1)</sup>	Consolidated	510	645	79.2%
	CYND	415	549	75.8%
	Pacific Porter	94	95	99.7%
Operating income	Consolidated	269	315	85.6%
	CYND	397	516	76.9%
	Pacific Porter	84	82	103.6%
Net income	Consolidated	154	164	94.3%
	CYND	283	353	80.2%
	Pacific Porter	82	89	93.2%
Adjusted net income <sup>(2)</sup>	Consolidated	365	442	82.8%

The number of contracted stores is steadily increasing across all Group companies, and net sales are progressing generally in line with the plan.

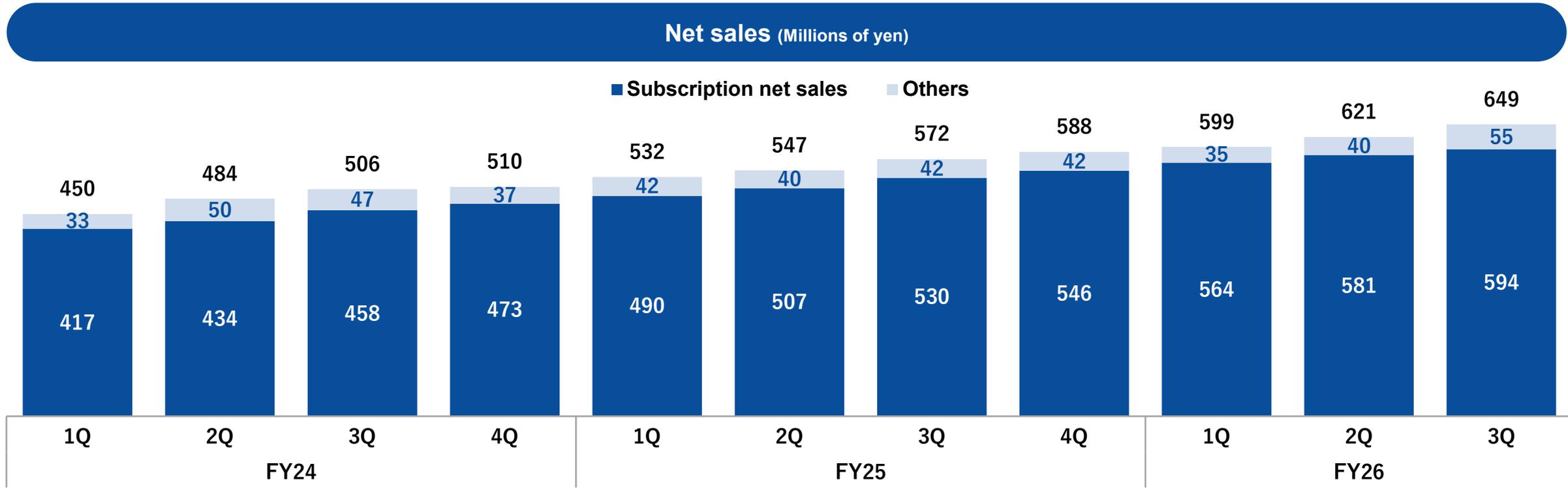
For Pacific Porter, EBITDA and operating income have nearly reached their full-year targets, with progress at approximately 100% as of 3Q. This is due to the scrutiny and non-execution of costs originally intended for strengthening the sales structure. for strengthening the sales structure.

Regarding profitability, due to the recurring revenue business model, profits tend to accumulate toward the latter half of the fiscal year. While the progress rate at the end of the third quarter is relatively high, we anticipate shareholder benefit expenses at the fiscal year-end, indicating steady progress toward the full-year plan.

(1) EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill

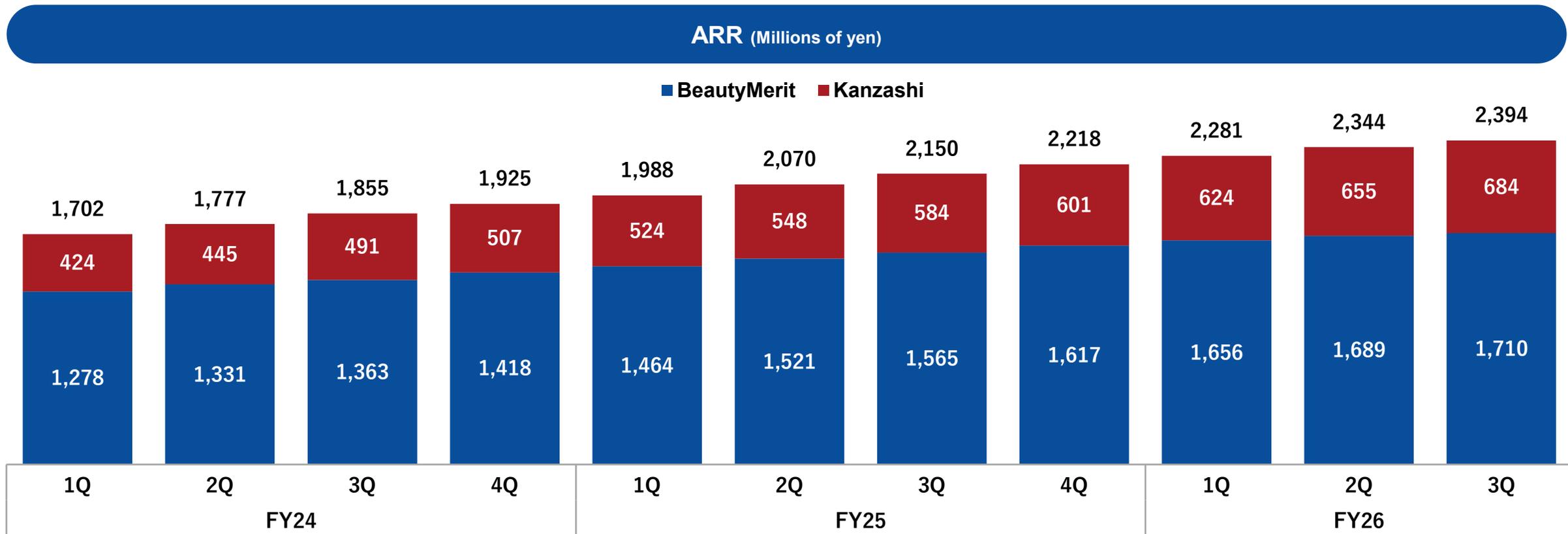
(2) Adjusted net income: Net income + Amortization of goodwill + Amortization of intangible assets (After tax adjustments)

Net sales grew **+13.3%** YoY, subscription sales <sup>(1)</sup> increased **+12.1%** YoY



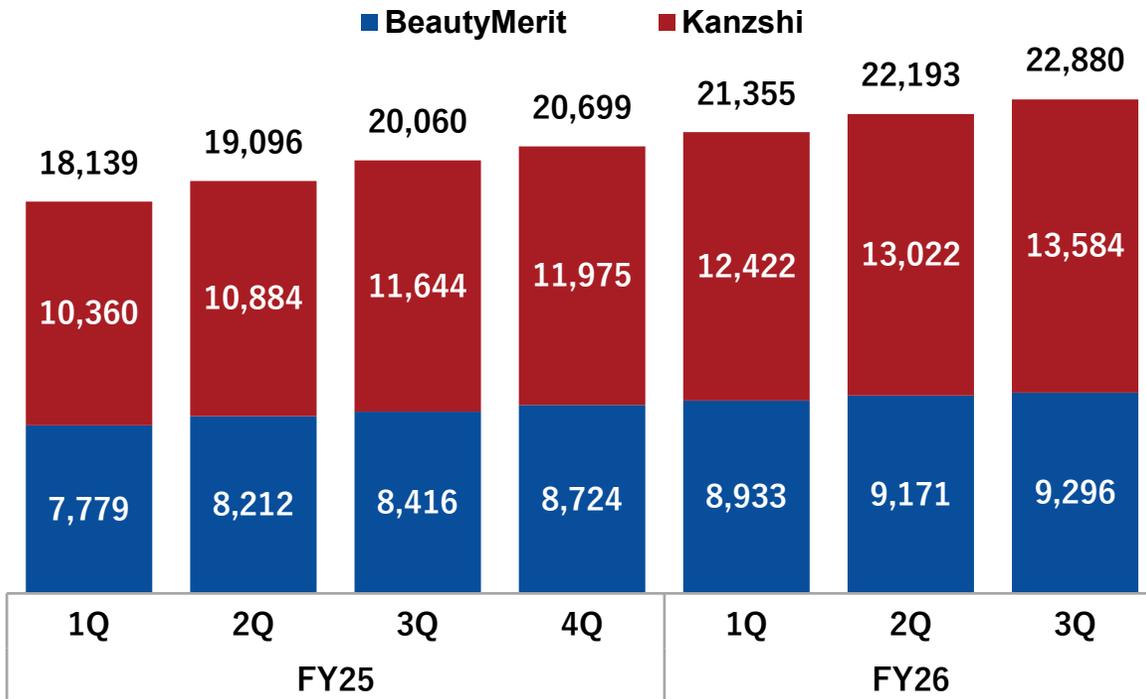
(1) Subscription net sales: Total monthly recurring fees included in net sales.

Continuous expansion of ARR (Up **11.3%** YoY), underscoring the stability of our subscription-based model.

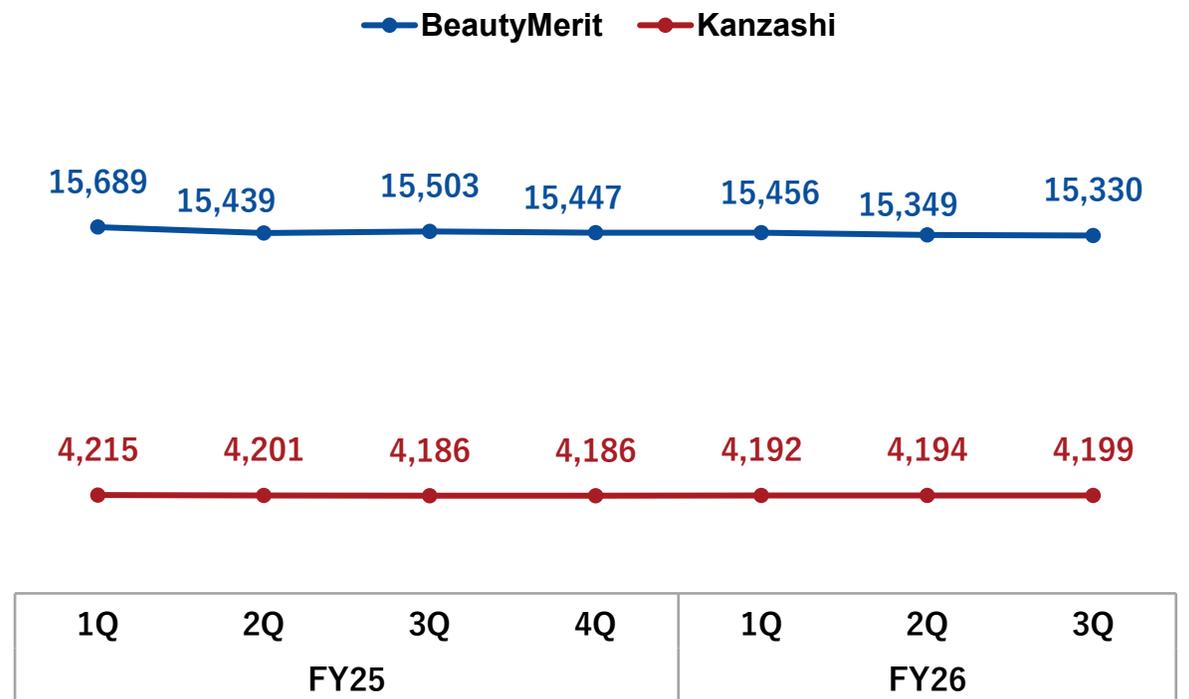


Contracted stores grew by **14.1%** YoY, while ARPU remained flat

Number of contracted stores (Stores)

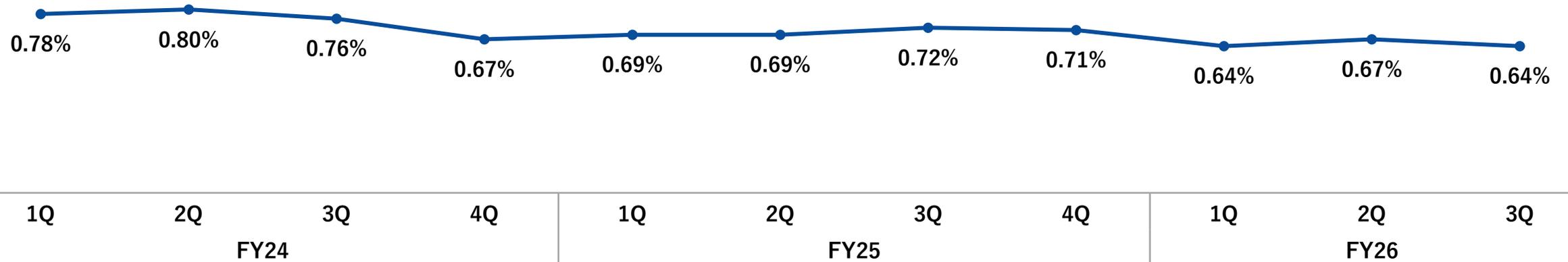


ARPU (Yen)



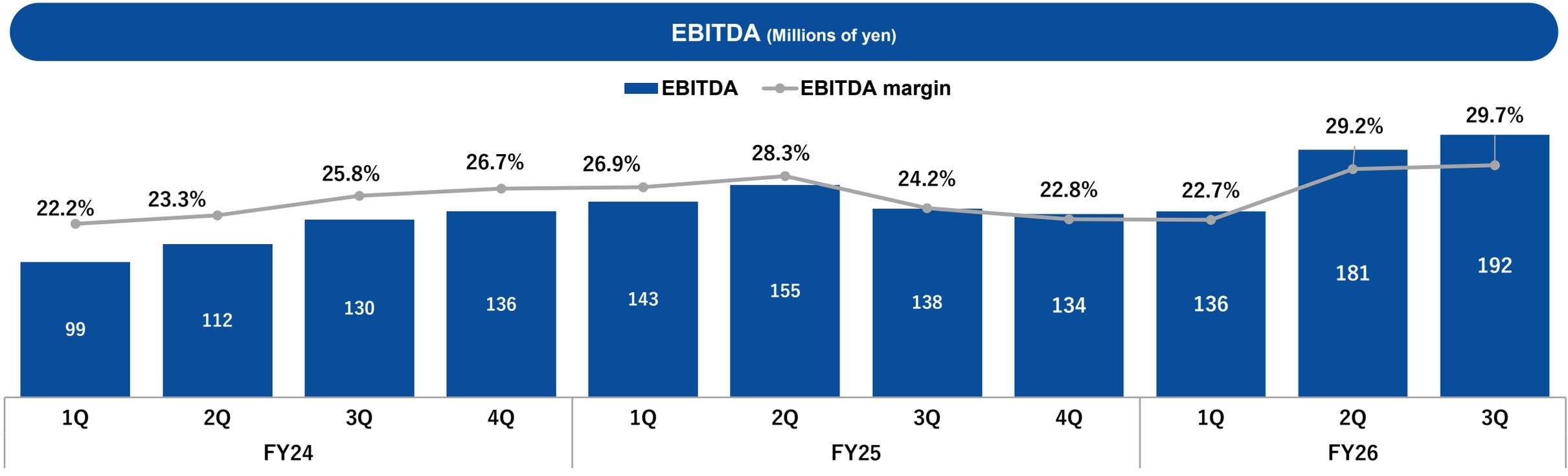
Customer churn rate was **0.64%**, continuing to remain below **1.0%**

## Customer churn rate



\*Customer churn rate is calculated based on the combined number of contracts for BeautyMerit and Kanzashi.

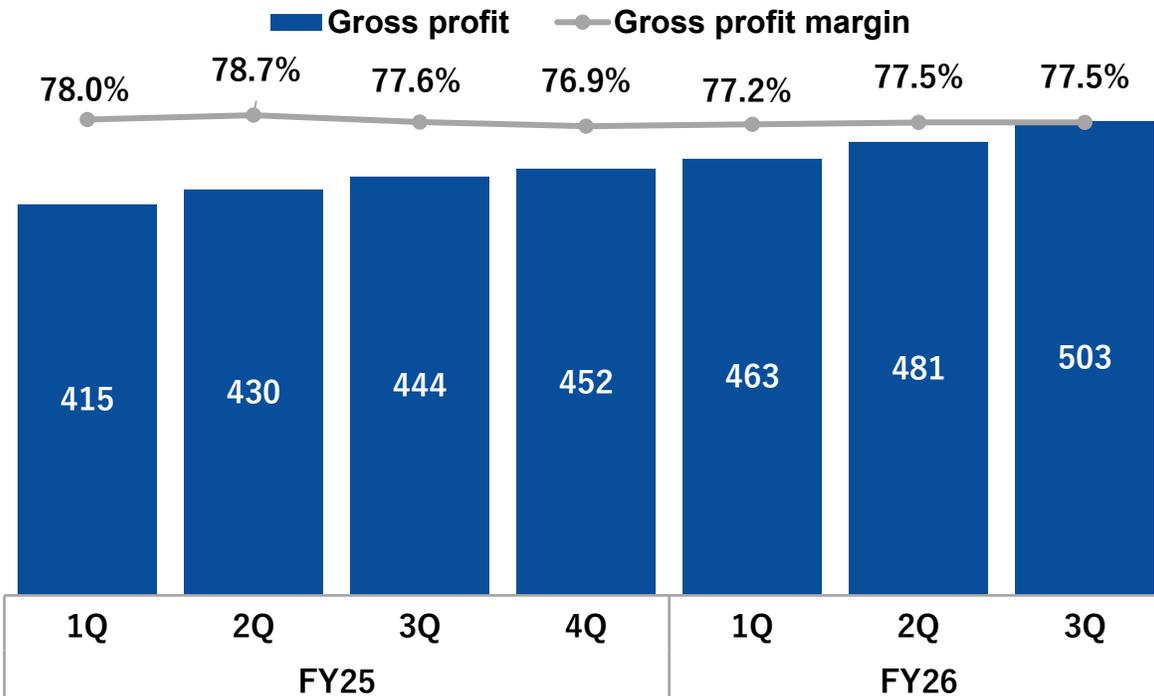
EBITDA grew **+39.1%** year-over-year due to revenue growth and the occurrence of one-time costs associated with the headquarters relocation in the previous period.



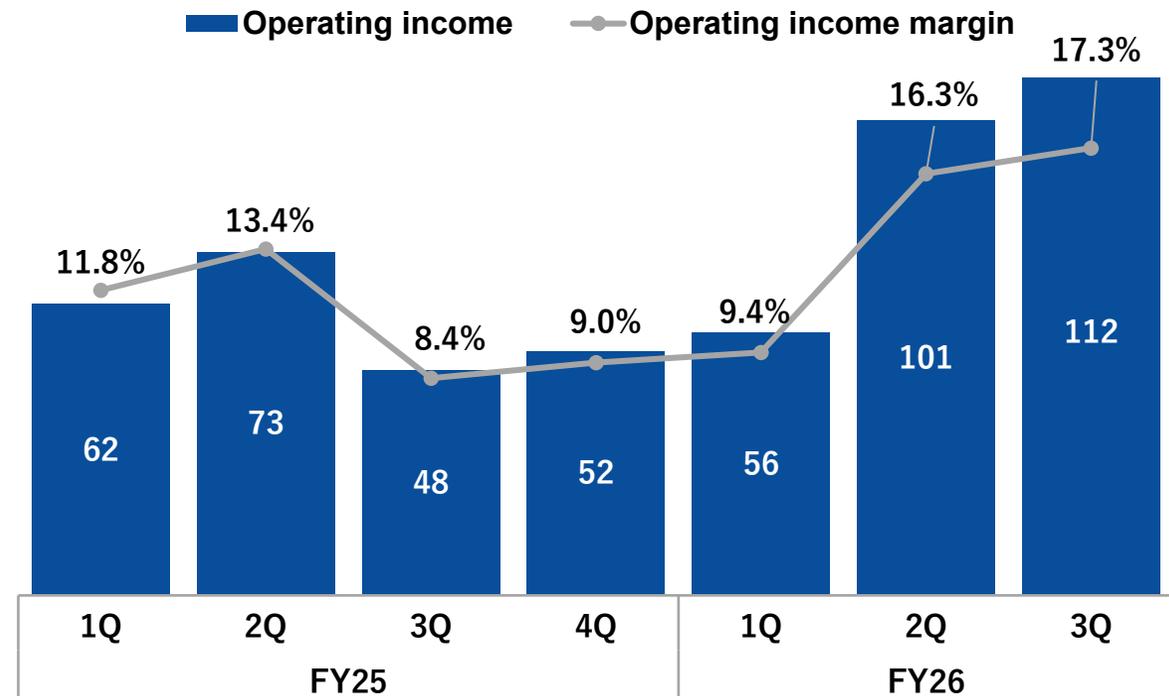
(1) EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill.

**Gross profit grew +13.2% YoY alongside increased sales revenue. Operating profit grew +133.4% YoY, as the previous period included head office relocation expenses.**

### Gross profit (Millions of yen)



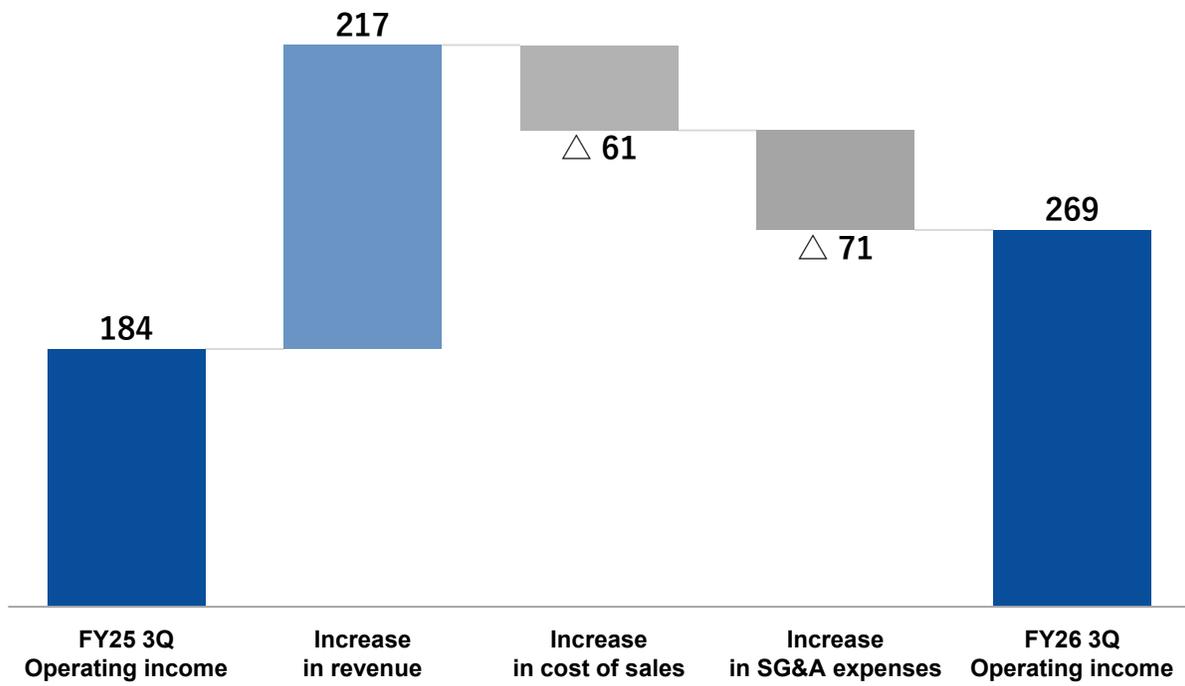
### Operating income (Millions of yen)



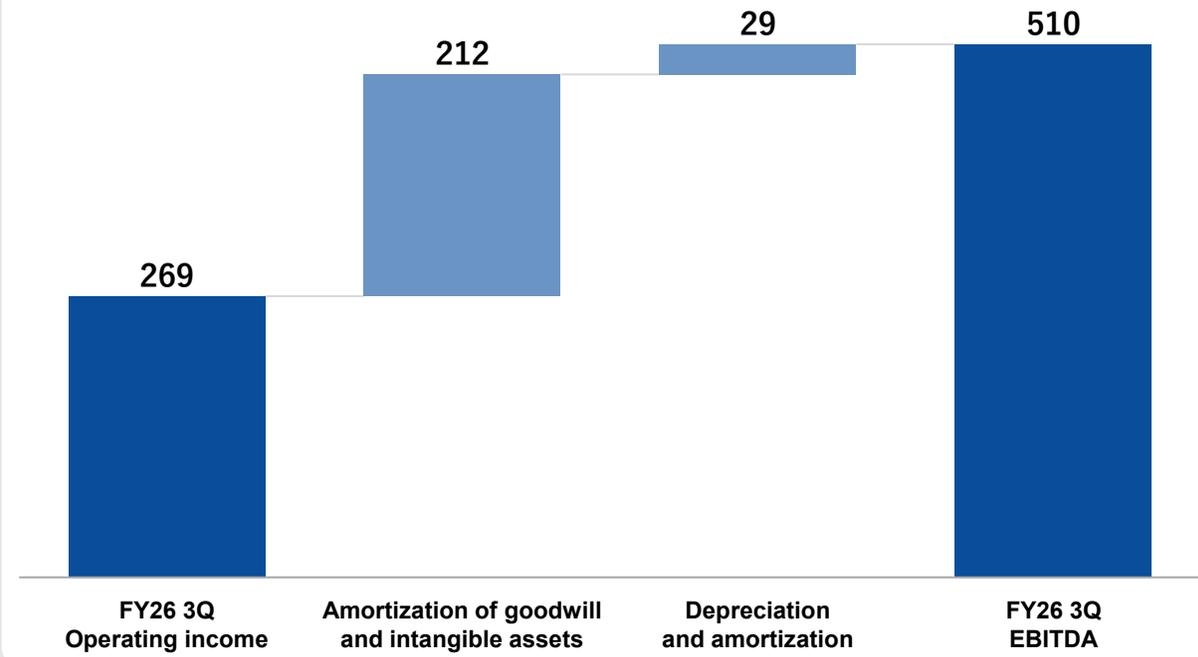
# Factors behind the increase or decrease in operating income and the difference between operating income and EBITDA

**Factors affecting operating profit include increased expenses such as personnel costs and rent associated with office relocation. However, driven by sales growth, it ended at a YoY increase of **+46.4%****

**Factors behind the increase or decrease in operating income**  
(Millions of yen)



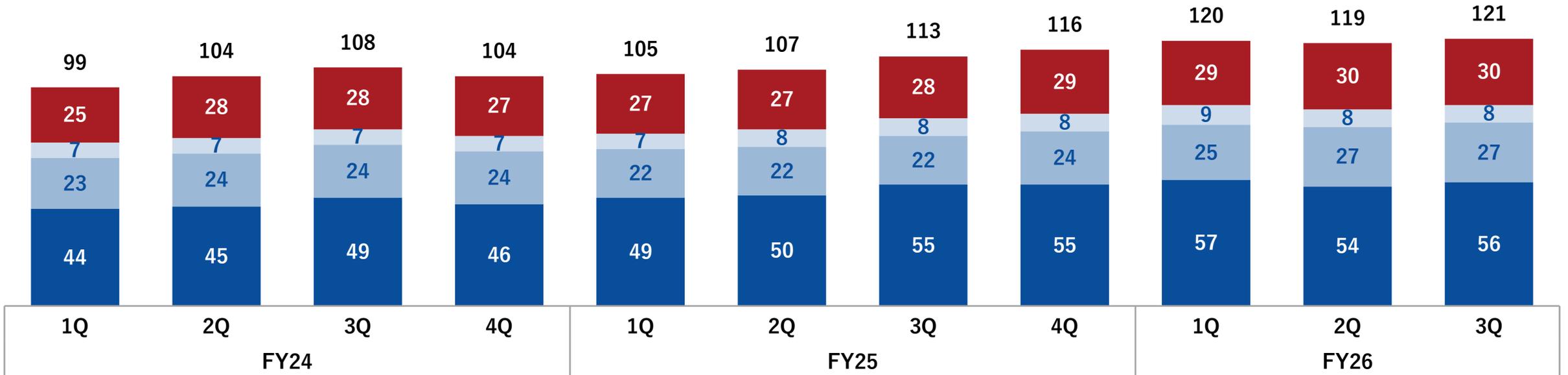
**Difference between operating income and EBITDA** (Millions of yen)



The total group headcount increased by two quarter-on-quarter (QoQ), resulting in **121 employees.**

Number of employees (Persons)

■ Sales ■ Development ■ Administration ■ Group company (Pacific porter)



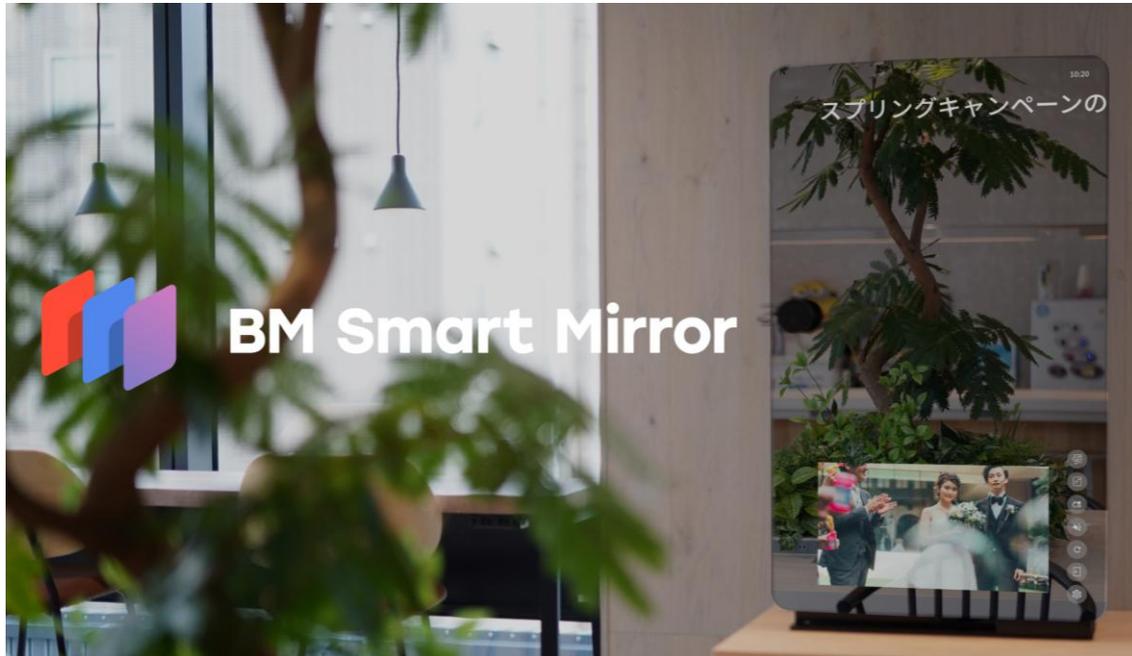
(1) Number of employees at the end of each period.

# 2 Topics

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## Expansion of the “BM Smart Mirror” Sales System

GAMO Co., Ltd., Kikuya Bisyodo Co., Ltd., and BEAUTY GARAGE Inc. begin handling the “BM Smart Mirror” for beauty salons.



## Advertising Distribution Partnership

We have launched a tie-up advertising campaign in collaboration with KINUJO Inc. and JADE JAPAN INC.



“BeautyPay” Now Available

On January 19, 2026, we launched “BeautyPay,” a cashless payment service for the beauty industry.



**BeautyPay** Cashless Payment “Beauty Pay”

Payment processing fee **1.96%~**  
 Industry's Lowest Prices!!

Service implementation cost **¥0**  
 Everything's free! Zero cost to get started!  
 Initial costs, Monthly Fee, Terminal Fee, Transfer Fee

Cashless payment service specialized for the beauty industry

- Beauty salons
  - Barbarshops
  - Nail salons
  - Eye Beauty
  - Realxation salons
  - Acupuncture, Osteopathy, and Chiropractic Clinic
- ※Esthetic and hair removal services are excluded from this service.

**Determination of Shareholder Benefit Items**

■ **Details of the Shareholder Benefits Program**

We will present Digital Gift® to eligible shareholders as of the record date (March 31) starting from March 31, 2026.

Target Shareholders	Benefits
200 shares (2 units) or more	Digital Gift® worth ¥16,000

■ **Main Contents of Shareholder Benefits (Digital Gift®)**

The exchange destinations are scheduled as follows. Please note that the exchange destinations are subject to change in the future.

**Amazon Gift Card / Google Play Gift Code / PayPay Money Lite / Rakuten Point Gift Card / QUO CARD Pay / d POINT / au PAY Gift Card / Visa e Gift / FamiPay Gift / Ponta point / WAON POINT / nanaco Gift / JAL Pay/ Bitcoin by bitFlyer / Bitcoin by CoinTrade / Ripple by CoinTrade / Ethereum by CoinTrade / Litecoin by CoinTrade / Zipangcoin by Cointrade**

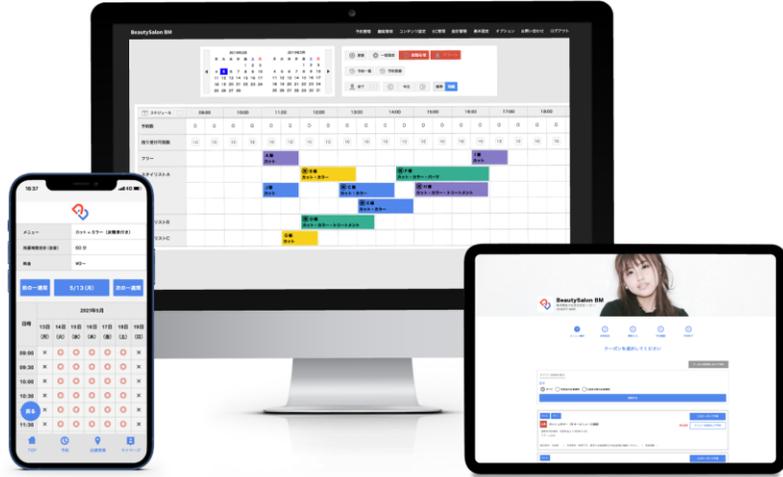
# Business overview

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# **CYBER & MIND**

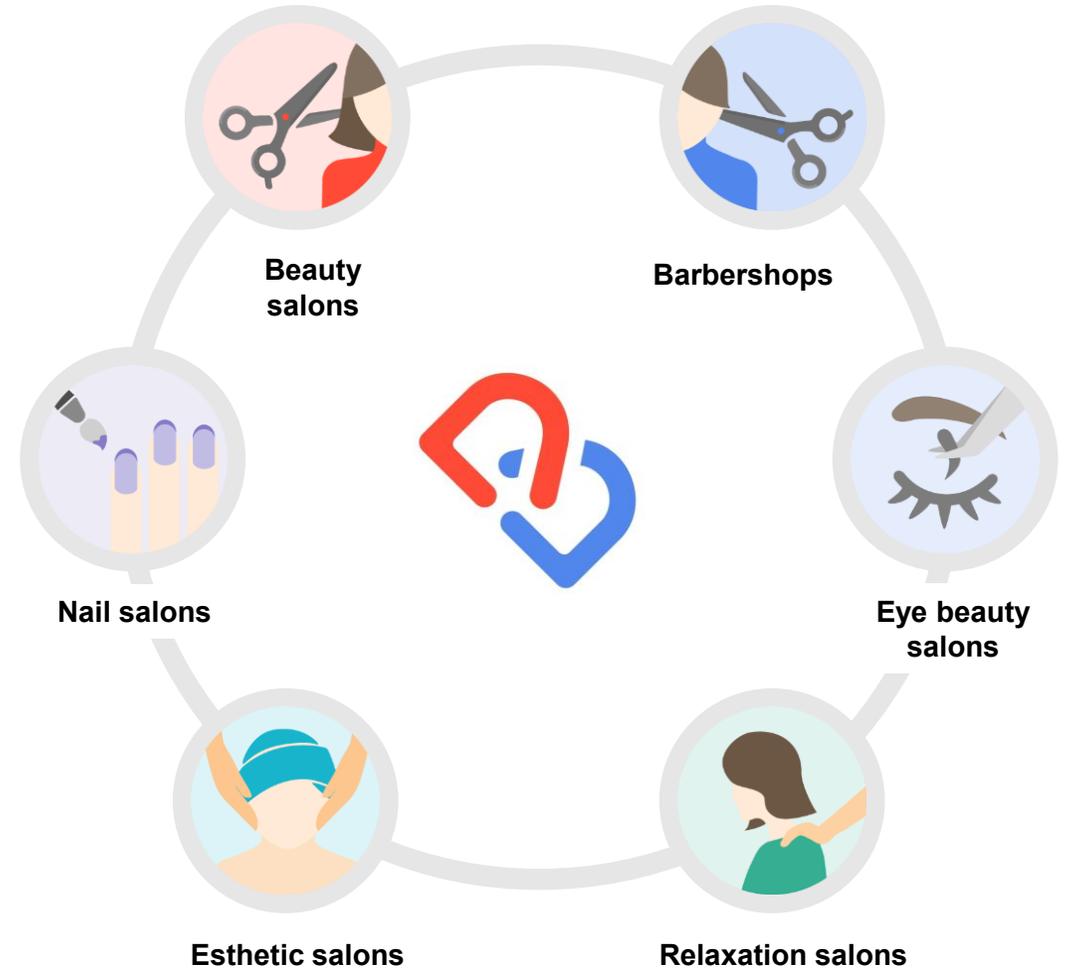
**Connecting Hearts through Technology**

**BEAUTY INDUSTRY INFRASTRUCTURE**



Reservation management system called “BeautyMerit” for beauty salons.

Built around reservation management, provide a subscription-based model that offers services that support connections between stores and customers.



(1) A service that delivers software specialized for specific industries or sectors via the Internet or other computer networks to solve industry-specific challenges.

## In-house reservation system that supports **connecting** stores and customers



### Smartphone application

Features such as point and rank systems to encourage repeat visits, chat functions for aftercare, and e-commerce capabilities for product sales enable salons to provide customer service online that was previously only possible in-store.

### LINE Mini App

Provides a reservation interface within LINE, one of Japan's largest communication apps. Since all notifications are also delivered via LINE, it helps prevent missed reservation confirmations.



### Web reservation function

Online reservations can be enabled simply by adding a link to the salon's website or social media profiles.



### Instagram reservations

A "Book Now" button is placed on the top page of an Instagram account, guiding users directly to the online reservation system.

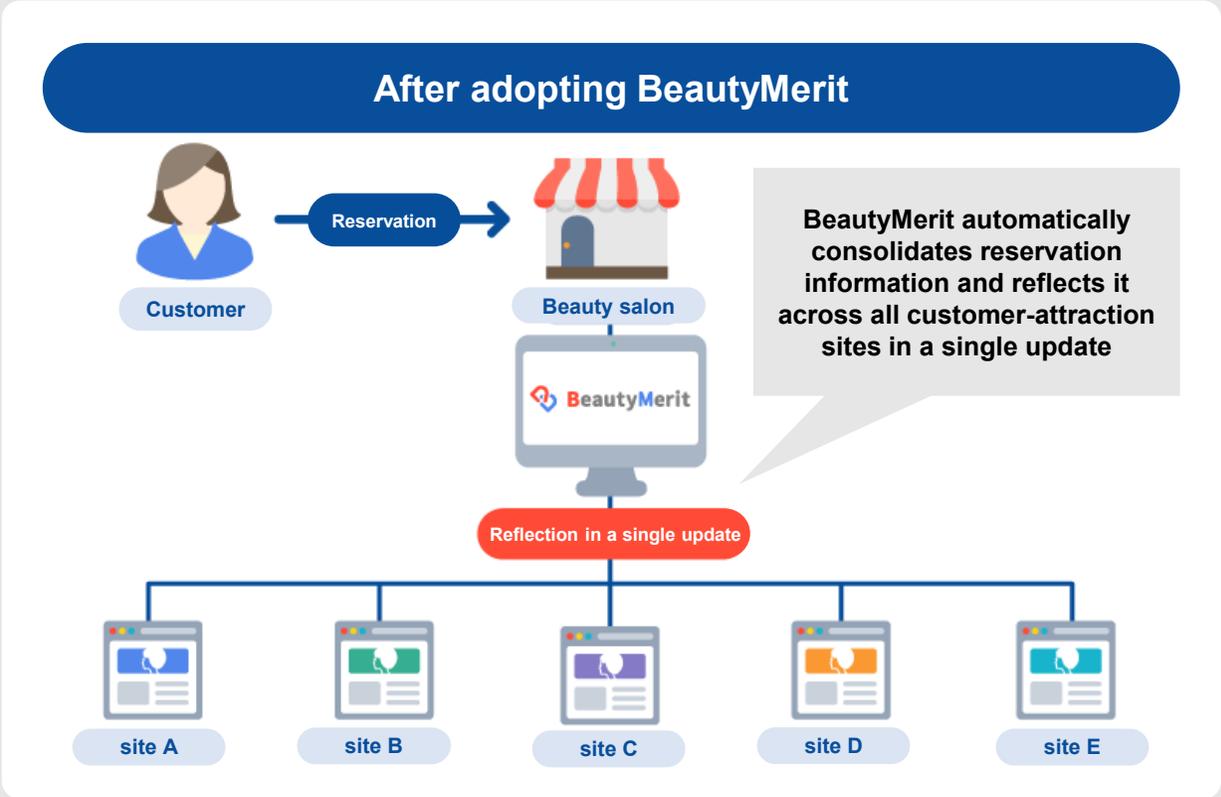
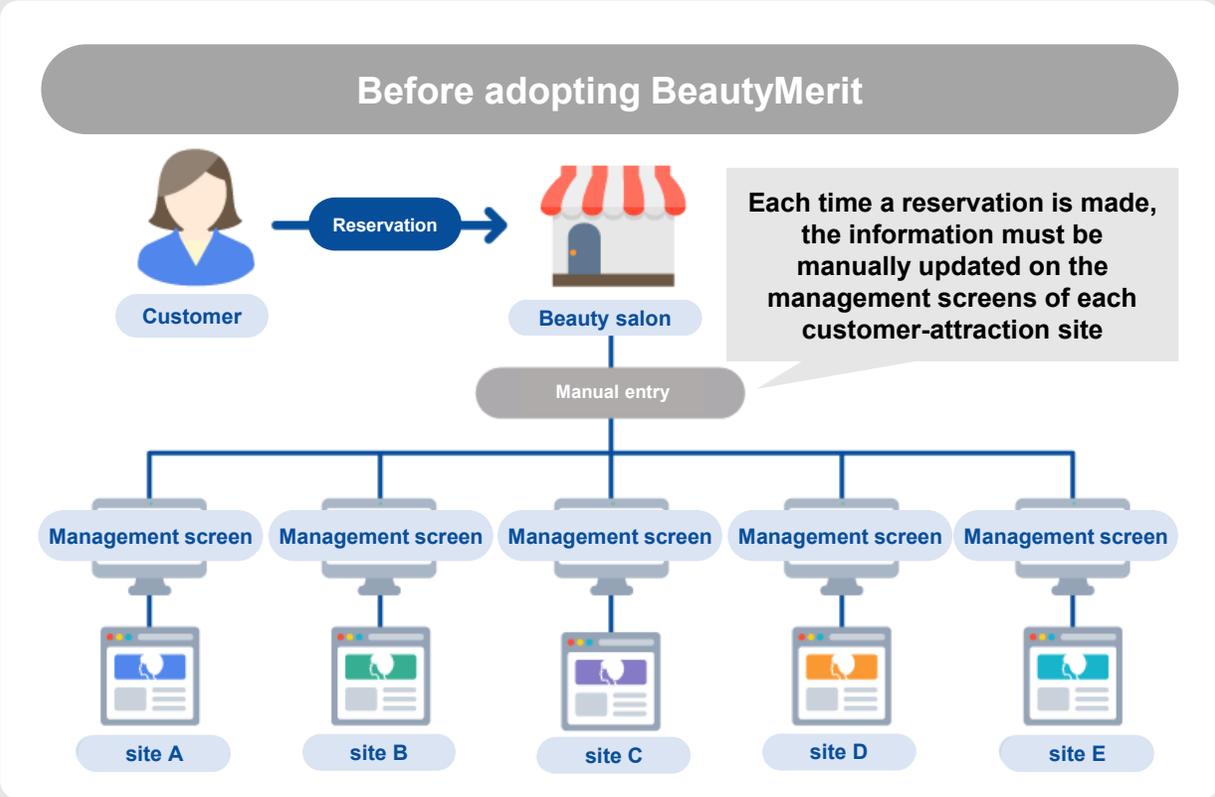
### Reserve with Google

Seamlessly guides potential customers from Google Search or Google Maps directly to the online reservation system.



# Centralized management function that automates the management of customer-attraction sites

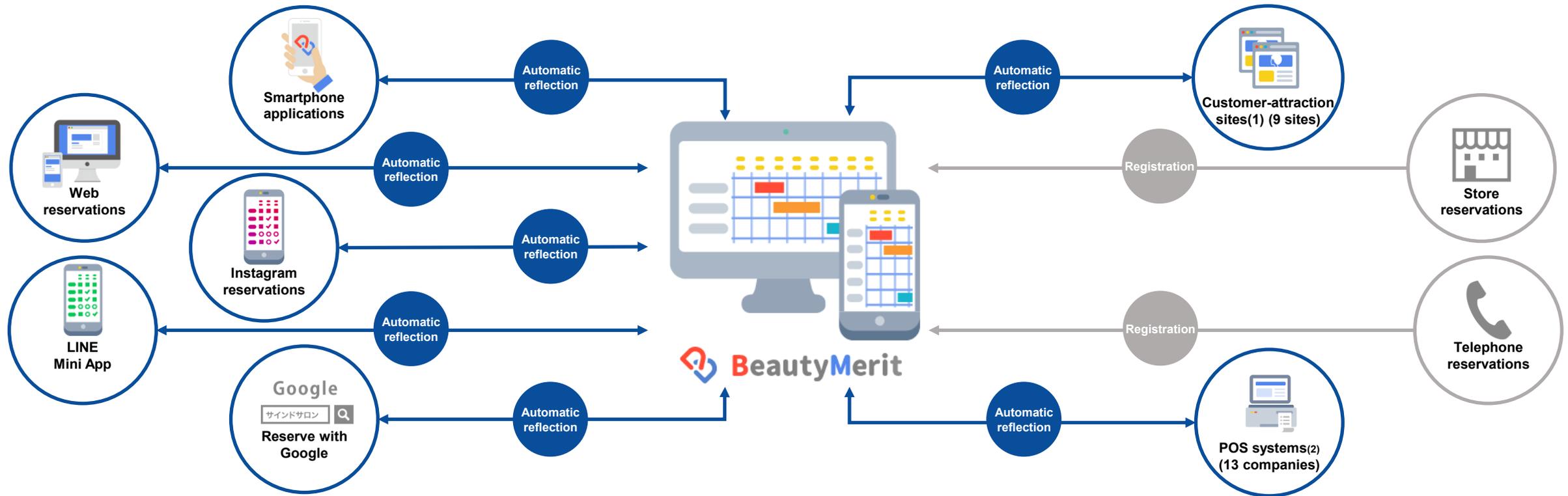
**Automatically consolidates** reservation information from customer-attraction sites<sup>(1)</sup> and **automatically reflects** the salon's availability, significantly reducing the workload associated with reservation management



(1) Customer-attraction sites: Online media designed to support beauty salons in acquiring new customers.

# Centralized management function that supports the digital transformation (DX) of reservation management operation

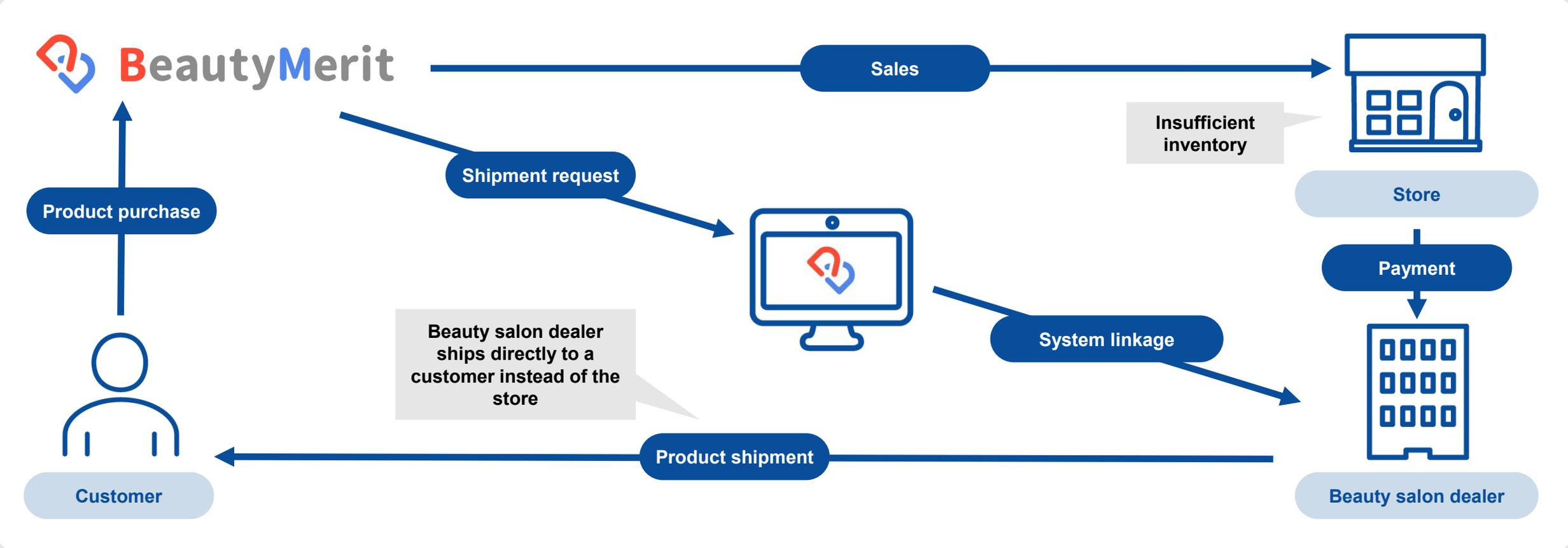
Automates previously fragmented reservation management operations, enabling centralized management of reservations and customer information

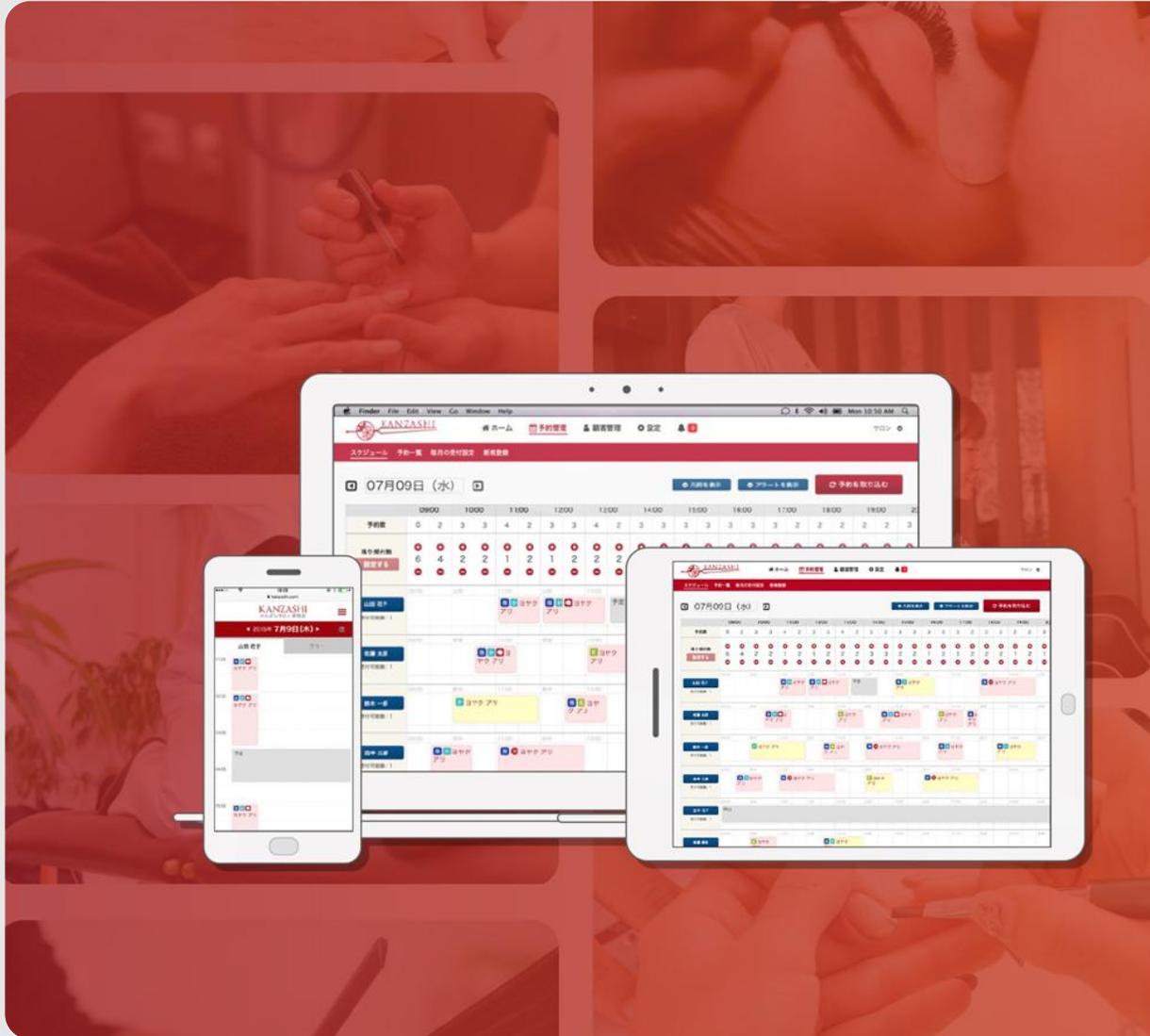


(1) Customer-attraction sites: Online media designed to support beauty salons in acquiring new customers. The number of integrated platforms (nine customer-attraction sites) is as of December 31, 2025.

(2) POS systems: A point-of-sale system that records and aggregates sales data. The number of integrated POS providers (13 companies) is as of December 31, 2025.

By having beauty salon dealers handle packaging and shipping operations, beauty salons can build **an online shopping platform** without operational burden



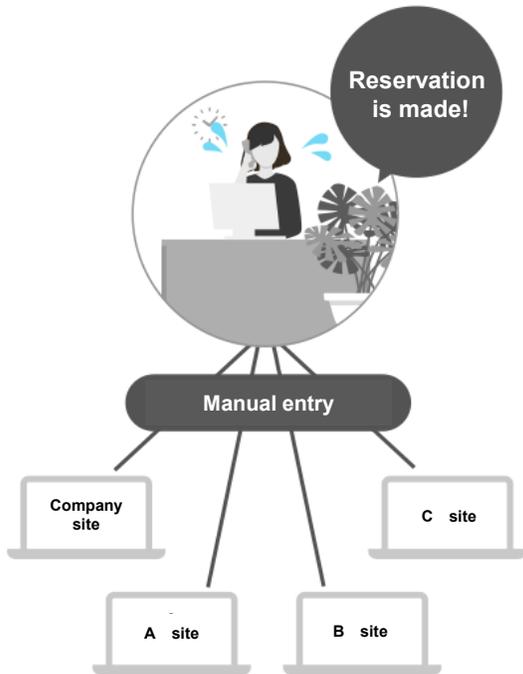


**Streamline beauty industry reservations with the “Kanzashi” centralized management system!**

**Industry-leading affordable pricing! [Monthly] 5,500 yen (including tax)**

*\*Pricing may differ when linked with POS systems.*

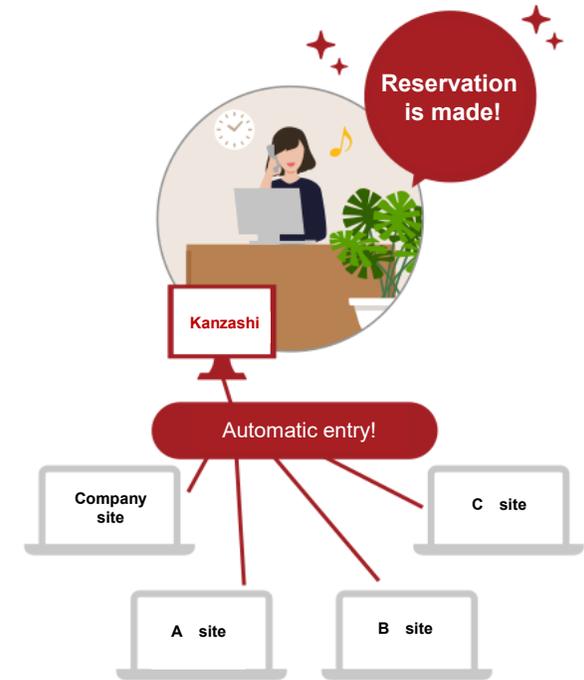
A **centralized reservation management service** that consolidates reservations from various sites



Entries to each site necessary for each reservation

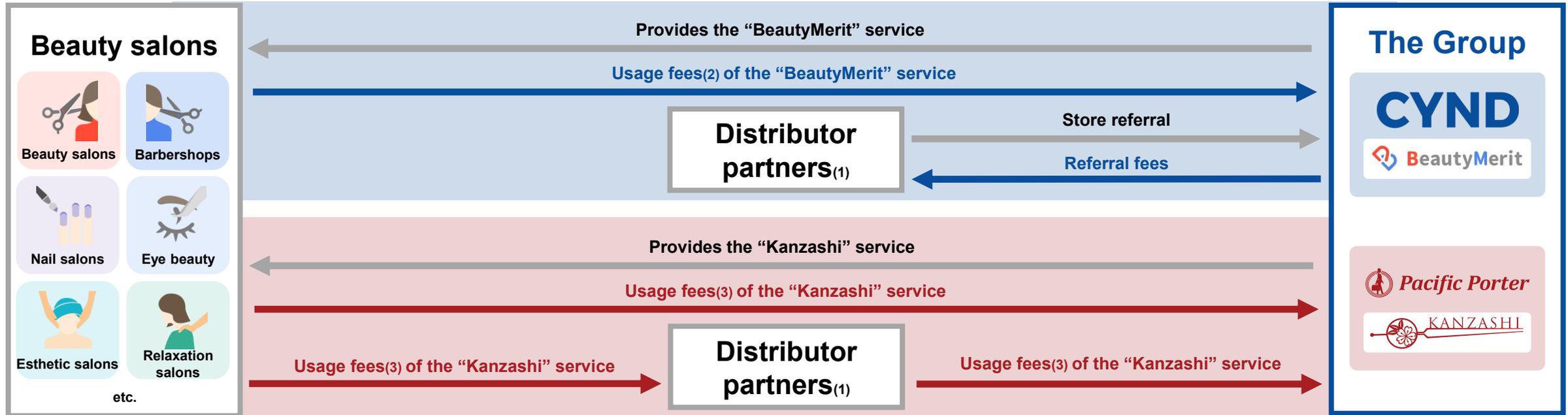


After adopting Kanzashi



Kanzashi automatically reflects to each site

The primary source of revenue is a **subscription-based model** that collects monthly usage fees from beauty salons



(1) Distributor partners: Hairdressing and beauty industry-related businesses that introduce or sell our services to beauty salons.

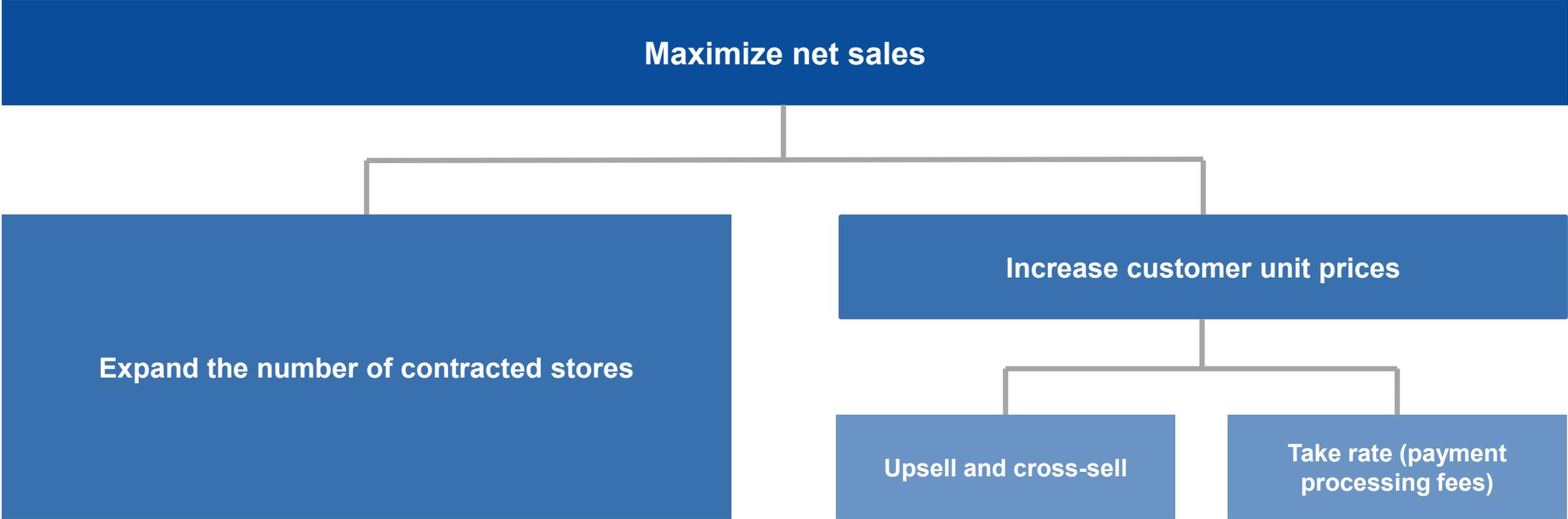
(2) For "BeautyMerit," in addition to monthly subscription fees (subscription-based), an initial setup fee is charged at the time of onboarding to support smooth implementation at beauty salons. This includes account issuance and initial configuration. Additional revenue is also generated through optional feature fees (subscription-based) and payment processing fees from the use of payment and e-commerce functions.

(3) For "Kanzashi," a monthly subscription fee (subscription-based) is charged as the service usage fee.

# 4 Growth strategy

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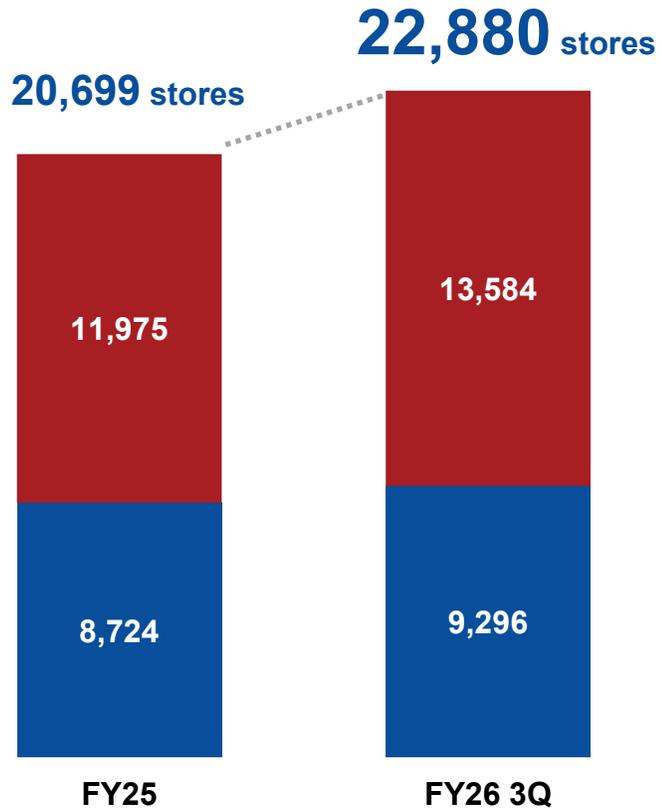
**Aim for growth by expanding the number of contracted stores and increasing customer unit prices towards maximizing net sales**



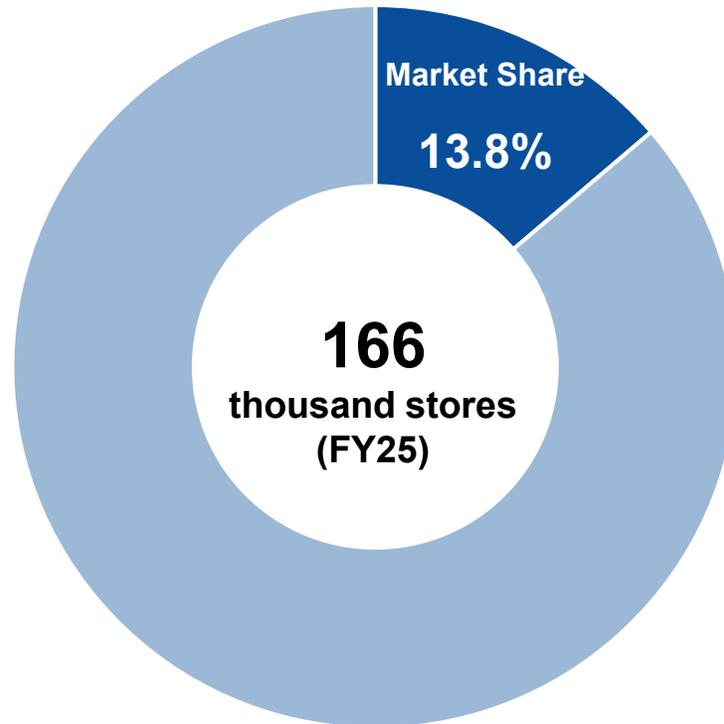
# Number of contracted stores and market share across the entire group

## Number of contracted stores (Stores)

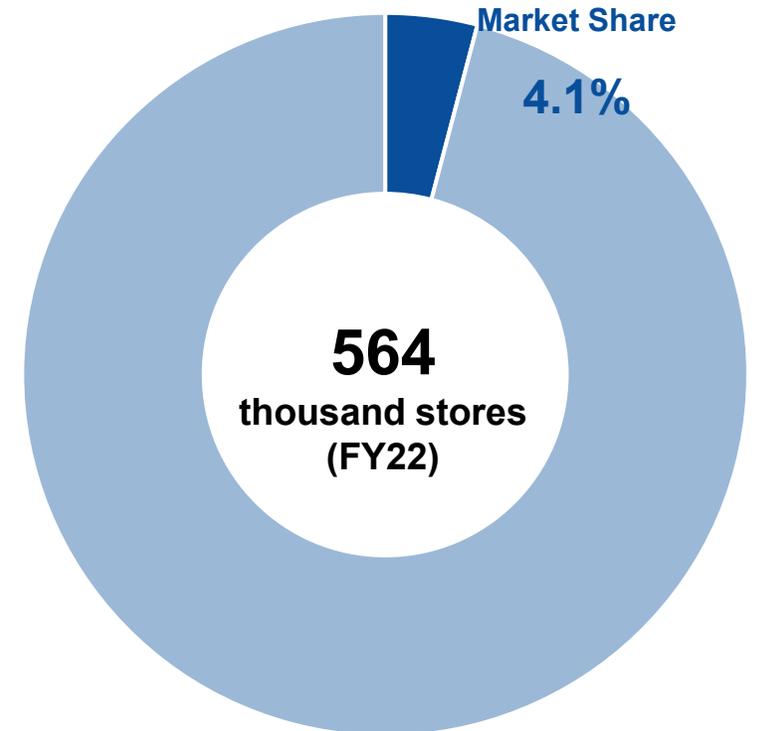
■ BeautyMerit ■ Kanzashi



## Adoption rate among stores<sup>(1)</sup> on customer-attraction sites



## Adoption rate in the hairdressing and beauty services market



(1) Number of participating stores based on "HOT PEPPER Beauty Latest Data Collection" updated in May 2025, by Recruit Co., Ltd.

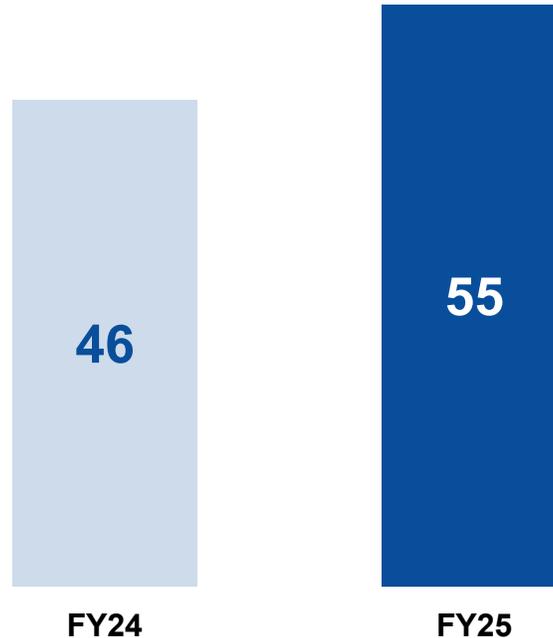
**By establishing offices in various locations and strengthening the sales organization structure, strengthened coordination with both direct sales and sales partners such as hairdressing and beauty dealers**

## Sales offices

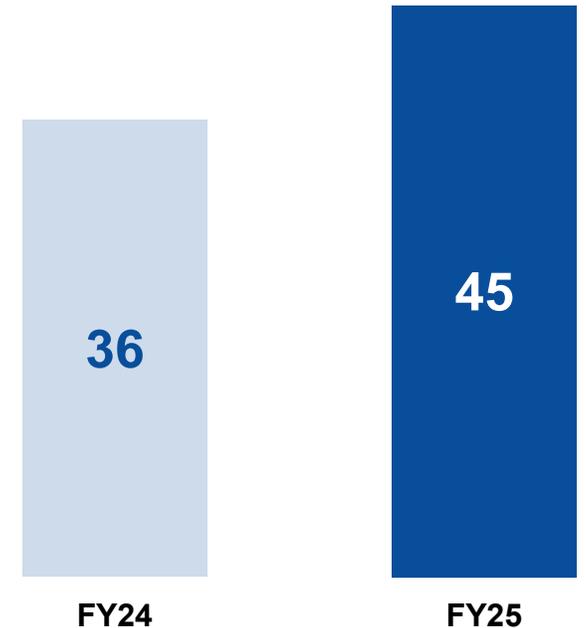
Sales structure with offices established at five locations in total: Osaka, Fukuoka, Sendai, and Sapporo, in addition to the Tokyo headquarters



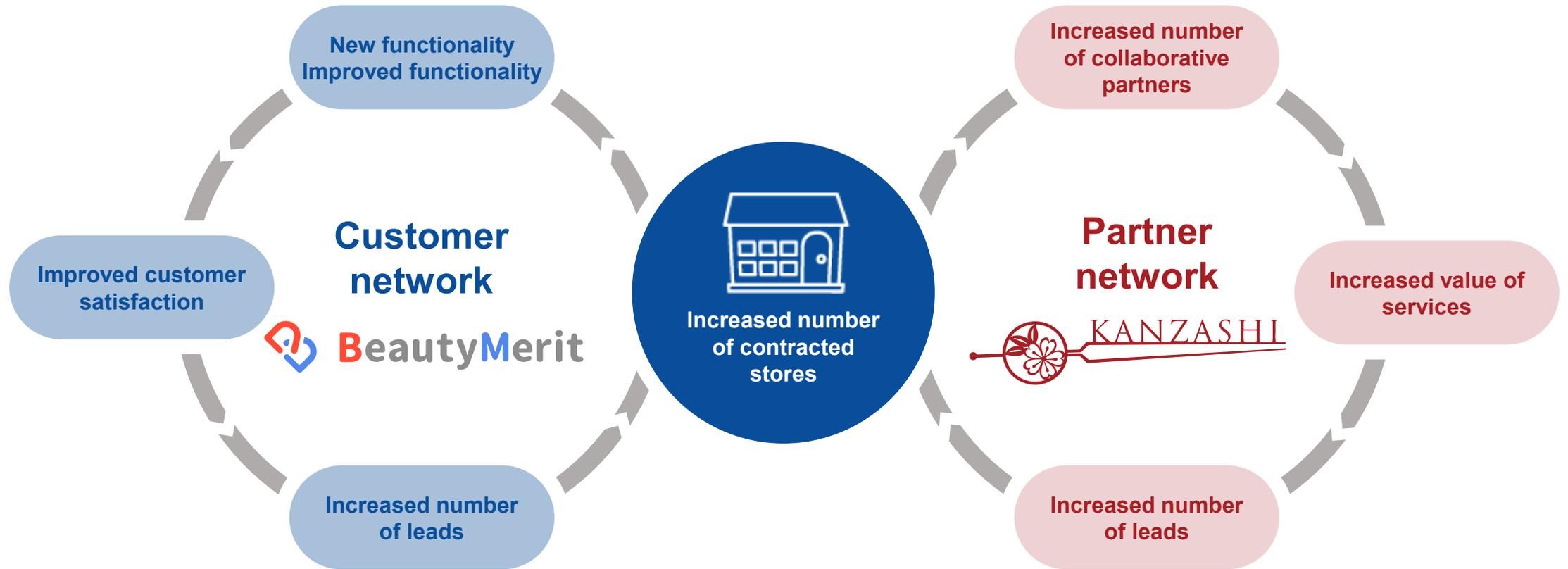
## Sales personnel (Persons)



## Number of hairdressing and beauty dealer partnerships (Companies)



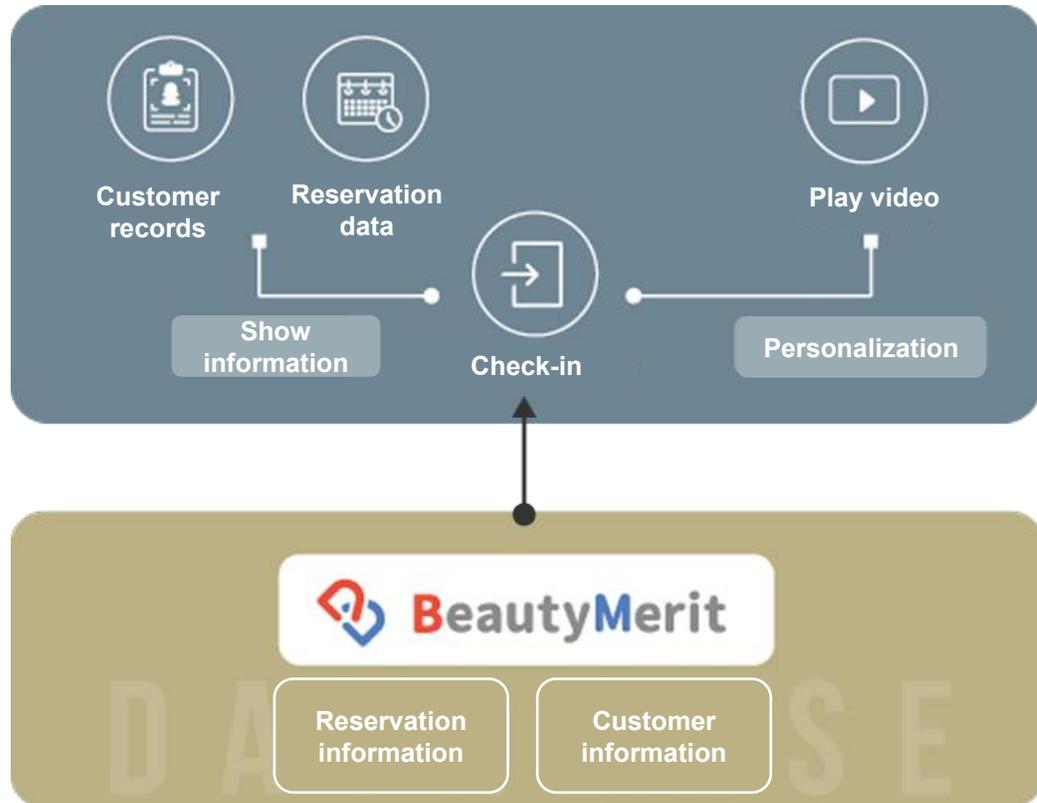
Increase the number of contracted stores through network effectiveness, leveraging the expanded customer and partner base resulting from the integration of both companies



Supporting store DX through the **creation of synergies between both companies** by leveraging vast amounts of data, and by **strengthening collaboration with partners**

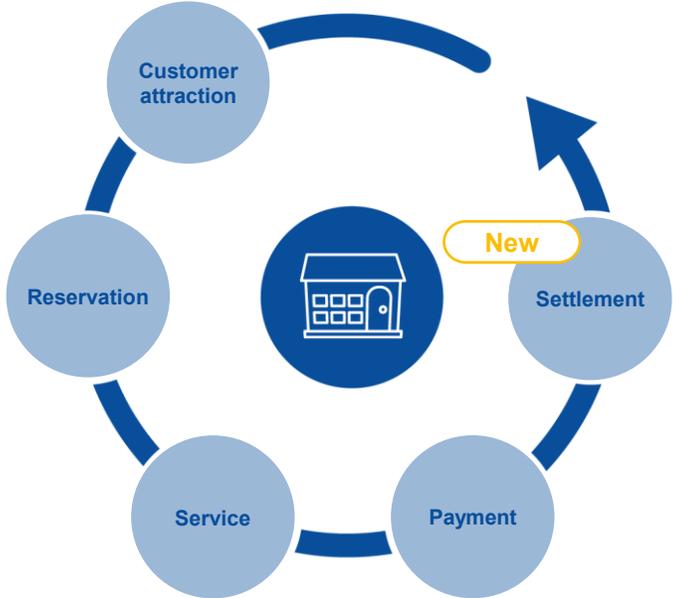


Starting offering **“BM Smart Mirror”** as an initiative for new revenue as **retail media**, through providing various services during the time of stay



**Aim to expand the revenue model based on GMV by providing a convenient and highly economically rational payment experience through integration with the POS system**

From customer acquisition to cashless payment, data linkage becomes possible in one seamless flow.



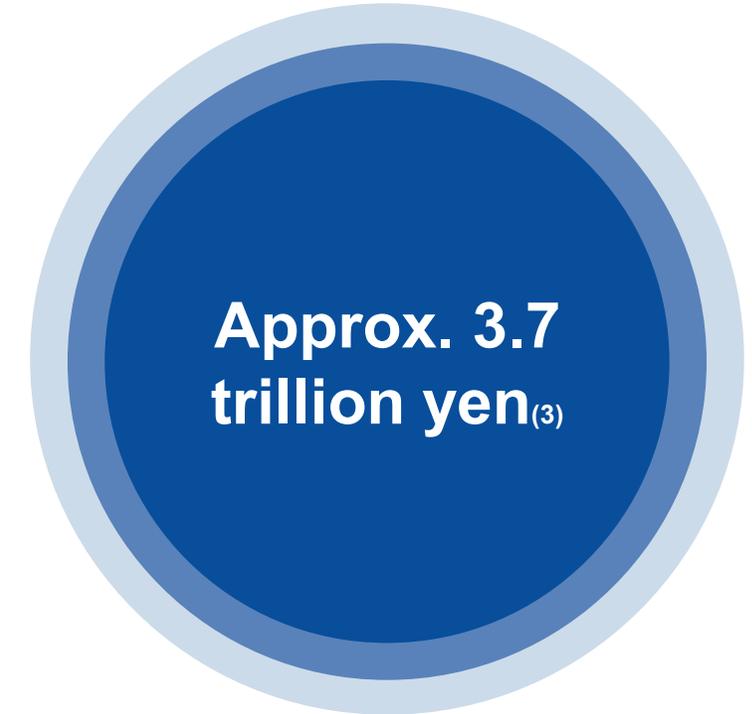
(1) Released on January 19, 2026.

(2) Total reservation amount managed through “BeautyMerit” and “KANZASHI” during FY25.

## Market size



## Economic size of hairdressing and beauty services

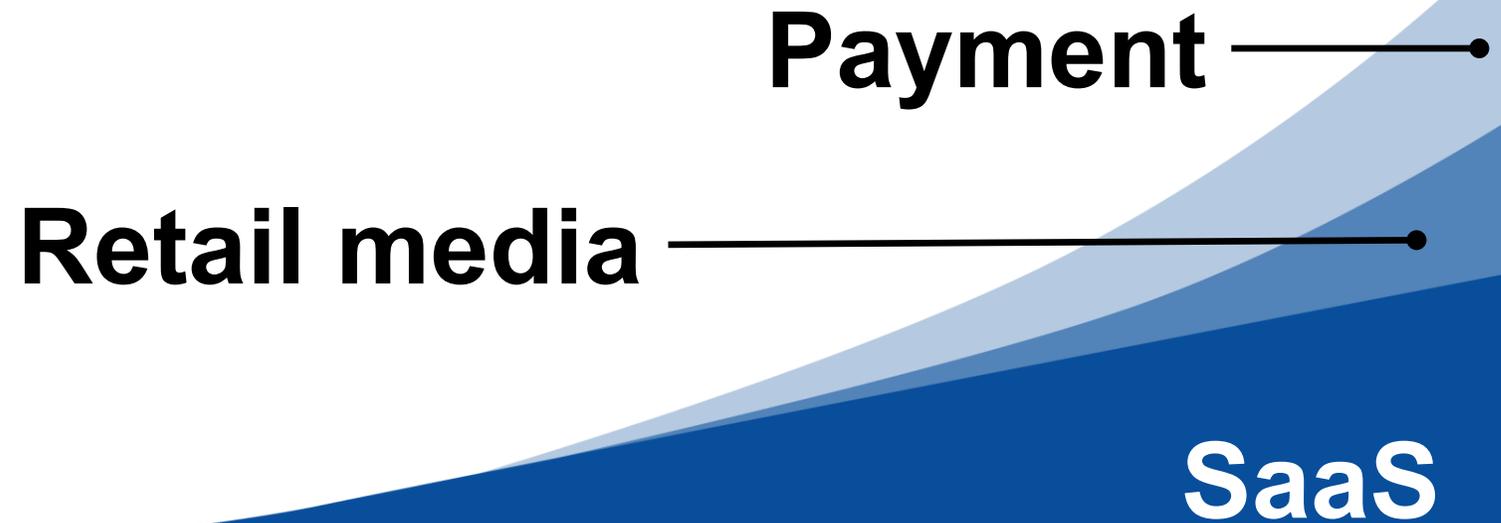


(1) Calculated by multiplying the number of participating stores (166,360 stores) listed in “HOT PEPPER Beauty Latest Data Collection” updated May 2025 by Recruit Co., Ltd. by the annual fee of the “BeautyMerit” premium plan (40,000 yen x 12 months).

(2) Based on “Hair Salons and Barber Shops Market 2023” by Yano Research Institute Ltd., “Aesthetic Salon Industry 2024” by Yano Research Institute Ltd., “Nail White Paper 2023” by Japan Nailist Association, and “Report on Public Health Administration and Services FY2022” by the Ministry of Health, Labour and Welfare, the total for FY22 includes the number of barbershops (112,468), the number of beauty salons (269,889), the number of nail salons (30,400), the number of esthetic salons (7,640), and relaxation salons (144,309), and the calculation multiplies this total by the annual fee of the “BeautyMerit premium plan” (40,000 yen x 12 months).

(3) Based on “Hair Salons and Barber Shops Market 2023” by Yano Research Institute Ltd., “Aesthetic Salon Industry 2024” by Yano Research Institute Ltd., “Relaxation and Warm Bathing Business 2019” by Yano Research Institute Ltd., “Orthopedic, Acupuncture, Moxibustion, and Massage Clinics Markets 2022” by Yano Research Institute Ltd., and “Nail White Paper 2023” by Japan Nailist Association, the total for FY19 includes hairdressing and beauty market (2,125,300 million yen), relaxation market size (122,000 million yen), judo therapy, acupuncture, massage market (971,000 million yen), esthetic salon market size (361,680 million yen), and nail service market size (173,650 million yen).

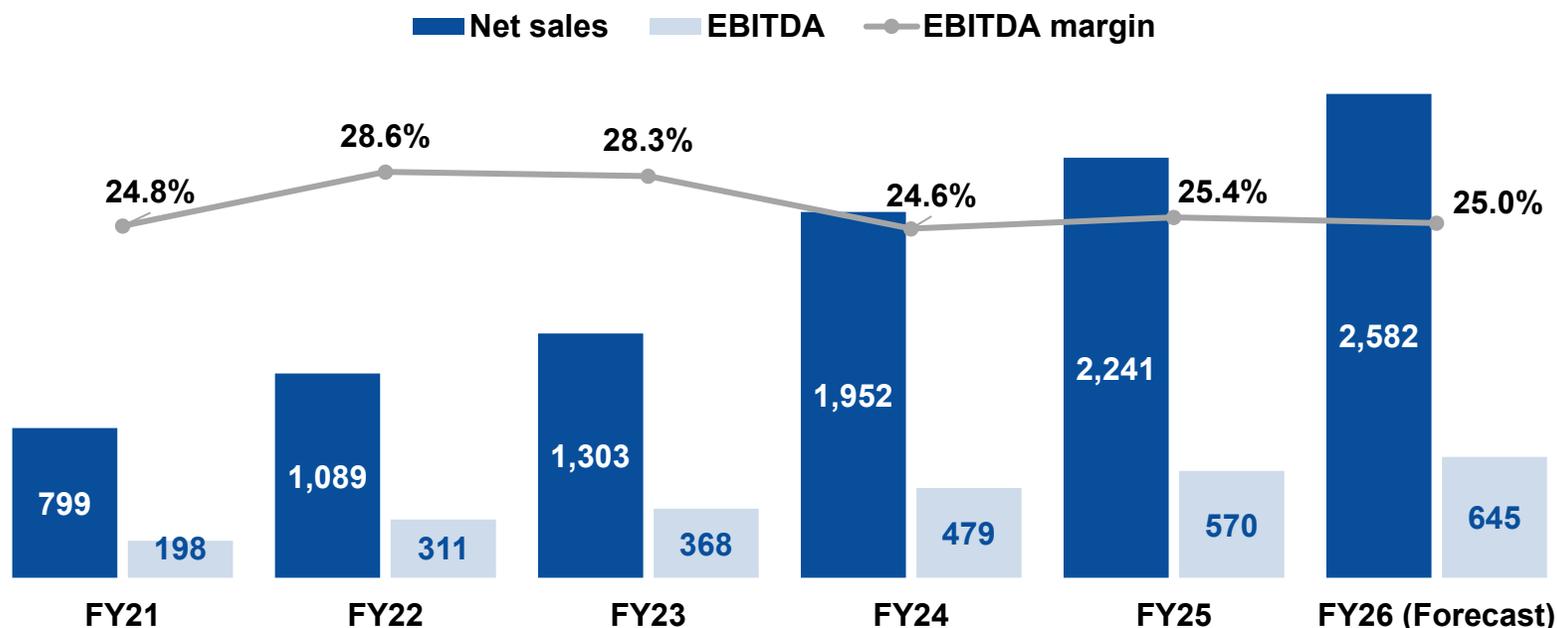
Aim for further growth by utilizing the customer base cultivated to date and building a **multi-layered revenue foundation**



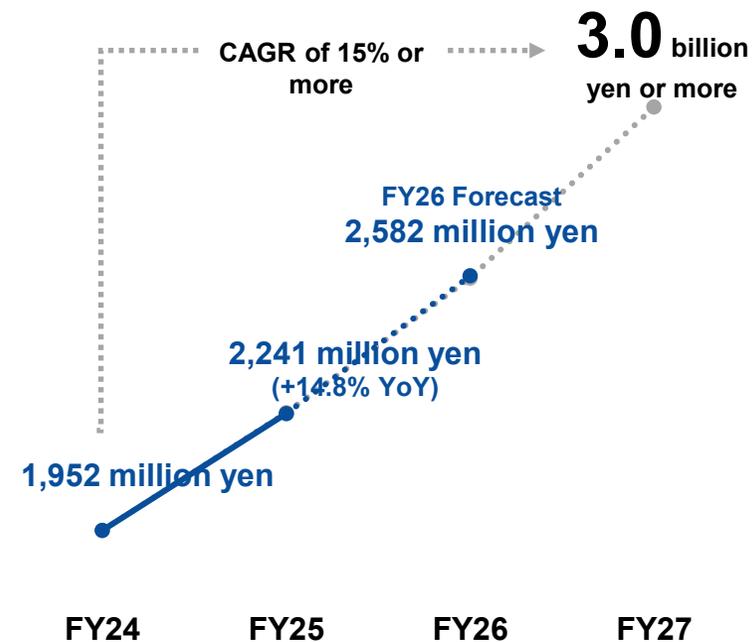
# Mid-term financial targets<sup>(1)</sup> and forecast of consolidated financial results for the fiscal year ending March 31, 2026

**Aim for increased revenues and increased profits, planning for net sales of 2.58 billion yen and EBITDA of 0.64 billion yen**

## Net sales and EBITDA (Millions of yen)



## Net sales



(1) Consolidated net sales of 3.0 billion yen or more for the fiscal year ending March 31, 2027, and 20%-30% EBITDA margin each period.

# Appendix

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# Statement of income (quarterly)

Millions of yen	FY25 3Q	FY26 2Q	FY26 3Q	YoY Change	QoQ Change
<b>Net sales</b>	572	621	649	+ 13.3%	+ 4.5%
<b>Gross profit</b>	444	481	503	+ 13.2%	+ 4.5%
<b>Gross profit margin</b>	77.6%	77.5%	77.5%	- 0.1pt	+0.0pt
<b>EBITDA</b>	138	181	192	+ 39.1%	+6.0%
<b>EBITDA margin</b>	24.2%	29.2%	29.7%	+ 5.5pt	+ 0.5pt
<b>Operating income</b>	48	101	112	+ 133.4%	+11.0%
<b>Operating income margin</b>	8.4%	16.3%	17.3%	+ 8.9pt	+1.0pt
<b>Ordinary profit</b>	45	99	109	+ 139.6%	+9.2%
<b>Net income</b>	3	61	68	+ 2047.0%	+ 11.8%

# Statement of income (cumulative)

Millions of yen	FY25 3Q	FY26 3Q	YoY Change
<b>Net sales</b>	1,653	1,870	+ 13.2%
<b>Gross profit</b>	1,291	1,447	+ 12.1%
<b>Gross profit margin</b>	78.1%	77.4%	- 0.7pt
<b>EBITDA</b>	436	510	+16.9%
<b>EBITDA margin</b>	26.4%	27.3%	+ 0.9pt
<b>Operating income</b>	184	269	+ 46.4%
<b>Operating income margin</b>	11.1%	14.4%	+ 3.3pt
<b>Ordinary profit</b>	177	262	+ 48.4%
<b>Net income</b>	58	154	+ 164.8%

Millions of yen	FY25	FY26 3Q	Change
<b>Current assets</b>	2,282	2,572	+290
<b>Cash and deposits</b>	2,071	2,264	+193
<b>Non-current assets</b>	2,581	2,416	-165
<b>Total assets</b>	4,863	4,989	+126
<b>Current liabilities</b>	762	797	+35
<b>Non-current liabilities</b>	786	721	-65
<b>Total liabilities</b>	1,548	1,518	-30
<b>Total net assets</b>	3,315	3,470	+155
<b>Total liabilities and net assets</b>	4,863	4,989	+126

# Forecast of financial results for the fiscal year ending March 31, 2026



Millions of yen		FY25	FY26 (Forecast)	YoY Change
Net sales	Consolidated	2,241	2,582	+15.2%
	CYND	1,685	1,934	+14.7%
	Pacific Porter	555	647	+16.4%
EBITDA <sup>(1)</sup>	Consolidated	570	645	+13.2%
	CYND	473	549	+15.8%
	Pacific Porter	96	95	-1.9%
Operating income	Consolidated	237	315	+32.9%
	CYND	440	516	+17.2%
	Pacific Porter	80	82	+2.3%
Net income	Consolidated	112	164	+46.1%
	CYND	281	353	+25.5%
	Pacific Porter	109	89	-18.7%
Adjusted net income <sup>(2)</sup>	Consolidated	390	442	+13.2%

- CYND will continue to strengthen our efforts in sales enablement and focus on driving further overall growth across sales divisions.
- Pacific Porter plans to make investments to enhance the sales structure. As a result, profit levels are expected to remain on par with the fiscal year ended March 31, 2025.
- With continued reinforcement of the sales framework and partner network, etc., will plan for the number of contracted stores (consolidated) to reach 23,000 by the end of the fiscal year ending March 31, 2026.
- From the fiscal year ended March 31, 2024 onward, amortization of goodwill from the acquisition of Pacific Porter's shares (0.27 billion yen per year) will be recorded annually. The amortization period is scheduled to run for 10 years (through the fiscal year ending March 31, 2033).

(1) EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill

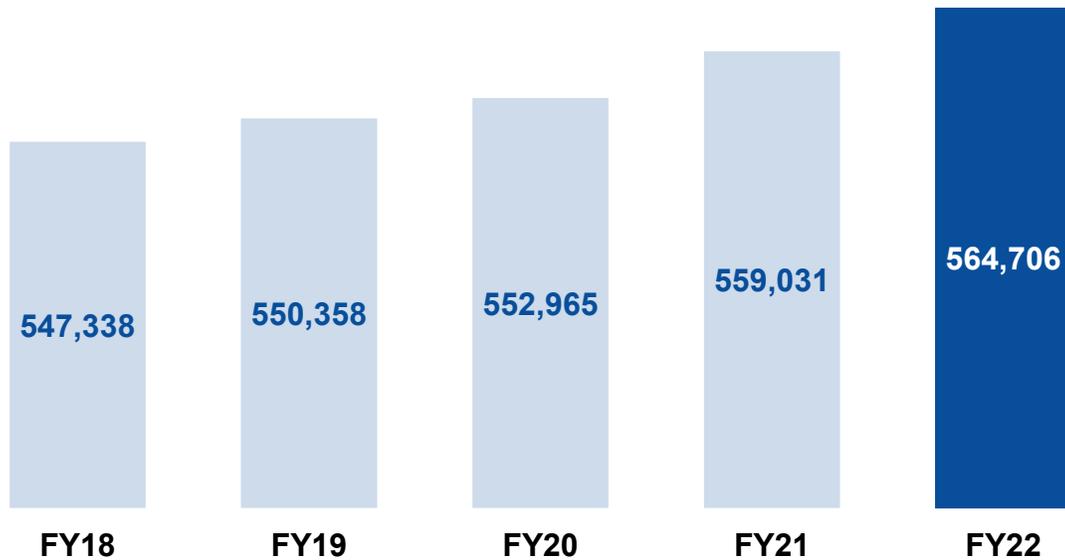
(2) Adjusted net income: Net income + Amortization of goodwill + Amortization of intangible assets (After tax adjustments)

<b>Name</b>	CYND Co., Ltd.	
<b>Address</b>	4-13 8-chome, Nishigotanda, Shinagawa-ku, Tokyo	
<b>Offices</b>	Osaka, Fukuoka, Sendai, and Sapporo	
<b>Established</b>	October 20, 2011	
<b>Share capital</b>	53 million yen	
<b>Business</b>	Provide the reservation management system called “BeautyMerit” to beauty salons	
<b>Number of employees (consolidated)</b>	121 persons (As of December 31, 2025)	
<b>Management</b>	<b>Representative Director and President</b>	Ryuji Okuwaki
	<b>Representative Director and Vice President</b>	Naoya Takahashi
	<b>Director</b>	Shingo Kamei
	<b>Outside Director</b>	Takashi Kanno
	<b>Outside Director</b>	Yosuke Minezaki
	<b>Full-time Audit &amp; Supervisory Board Member</b>	Hajime Koyama
	<b>Part-time Audit &amp; Supervisory Board Member</b>	Kenichi Kakuta
<b>Part-time Audit &amp; Supervisory Board Member</b>	Yuko Sakurai	
<b>Group company</b>	Pacific Porter,inc	



The hairdressing and beauty services sector is a major and growing industry

Trends in the number of hairdressing and beauty service stores<sup>(1)</sup> (Stores)



Hairdressing and beauty services market<sup>(1)</sup> (Stores)

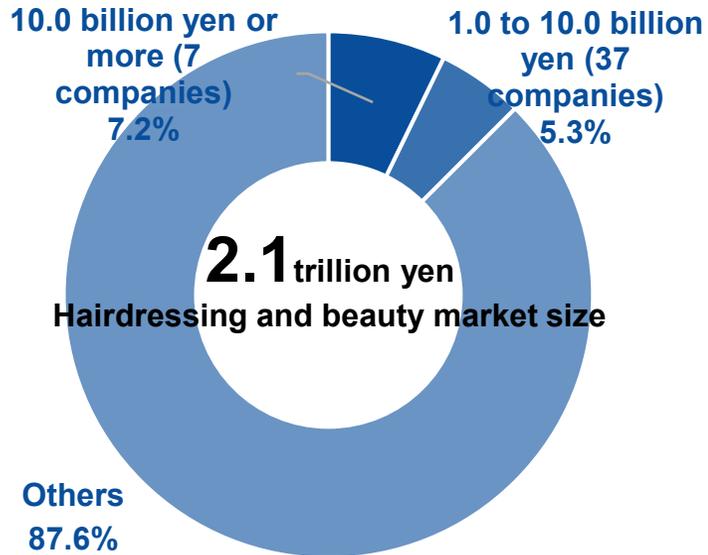


(1) Compiled by the Company based on “Hair Salons and Barber Shops Market 2023” by Yano Research Institute Ltd., “Aesthetic Salon Industry 2024” by Yano Research Institute Ltd., “Nail White Paper 2023” by Japan Nailist Association, and “Report on Public Health Administration and Services FY2022” by the Ministry of Health, Labour and Welfare.

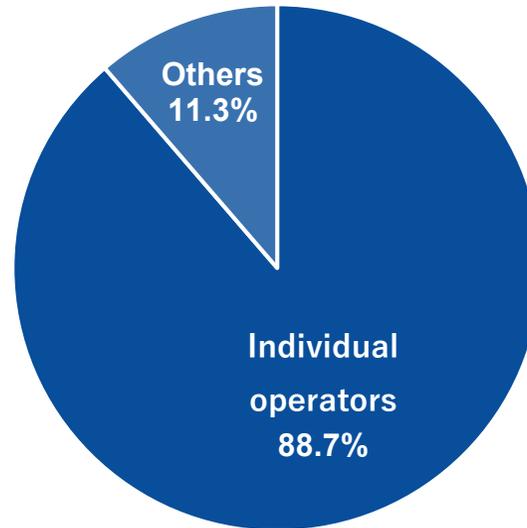
# Status of the hairdressing and beauty industry composed of barbershops and beauty salons

Individual operators manage approximately 90% of beauty salons, and the market is composed of a collective body of businesses with small-scale management bases

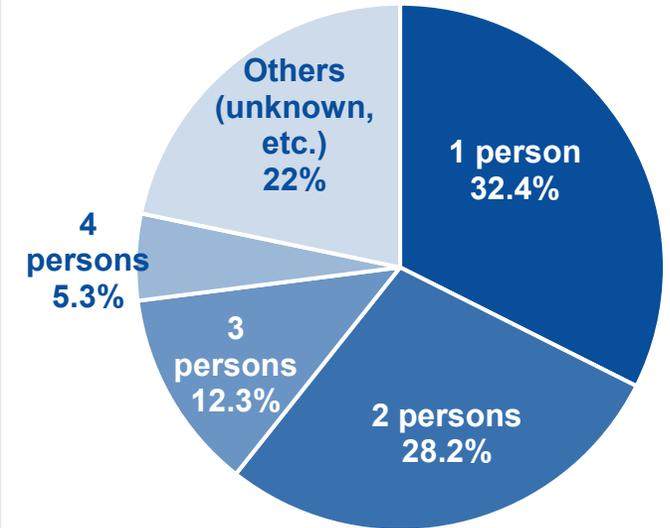
Market share by net sales<sup>(1)</sup>



Composition ratio by management entity<sup>(2)</sup>



Composition ratio of number of facilities by employee scale<sup>(2)</sup>

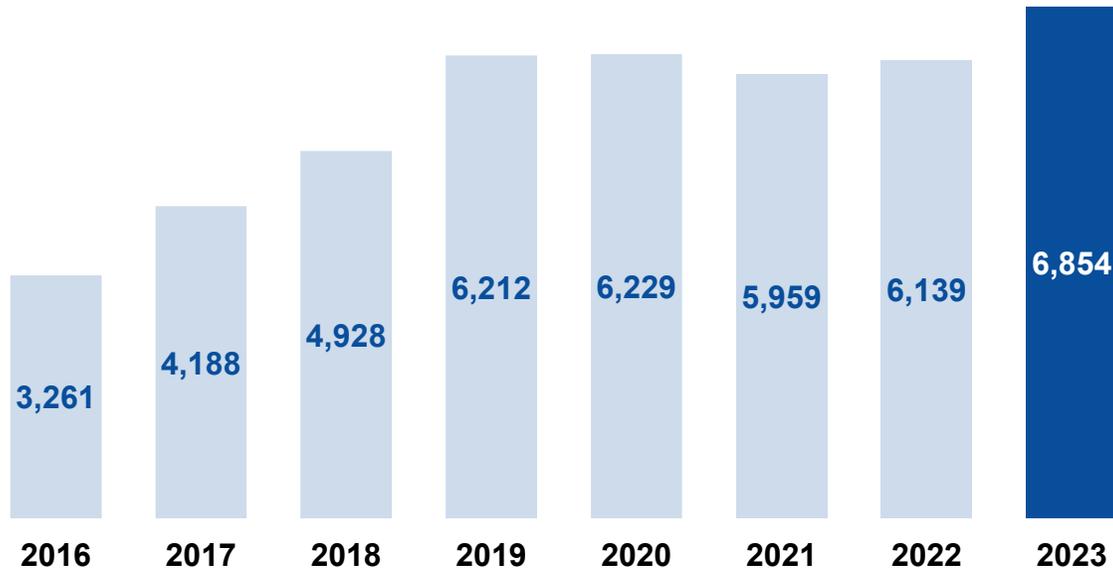


(1) Compiled by the Company based on "Hair Salons and Barber Shops Market 2025" by Yano Research Institute, Ltd.

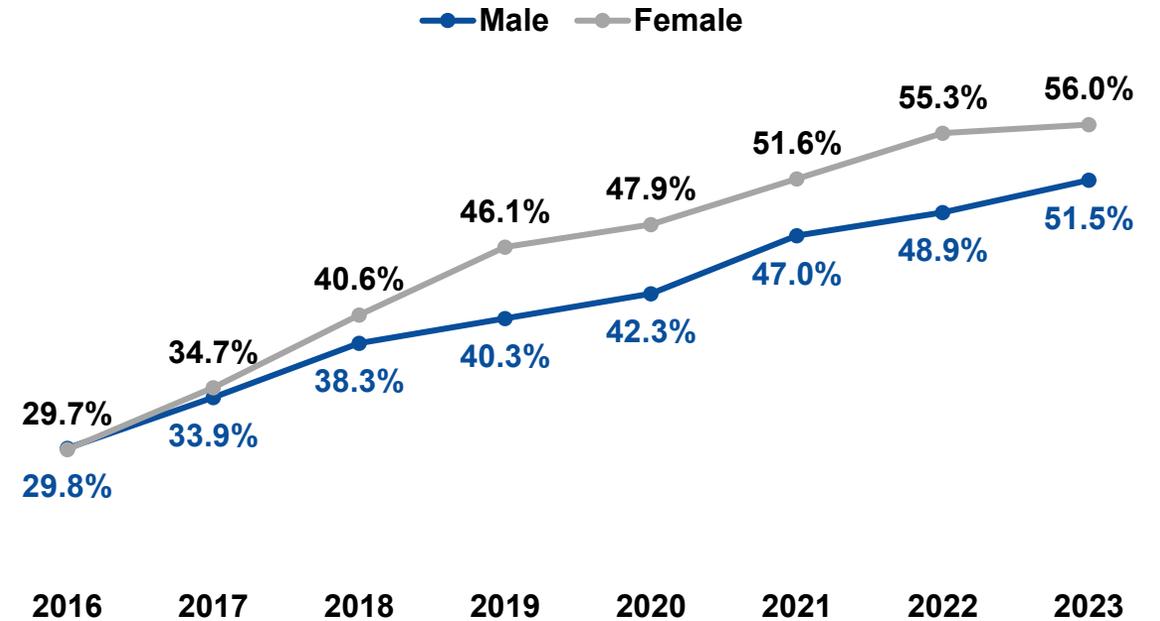
(2) Compiled by the Company based on "Actual Conditions and Management Improvement Measures of the Beauty Industry (Extract) (October 31, 2018)" by the Subcommittee on Sanitation Rationalization, Health Sciences Council.

**Online reservations have become the mainstream in hairdressing and beauty services, further increasing the need for centralized reservation management systems**

**Online reservation market size in hairdressing and beauty services<sup>(1)</sup> (100 millions of yen)**



**Online reservation ratio for beauty salon reservations<sup>(2)</sup>**

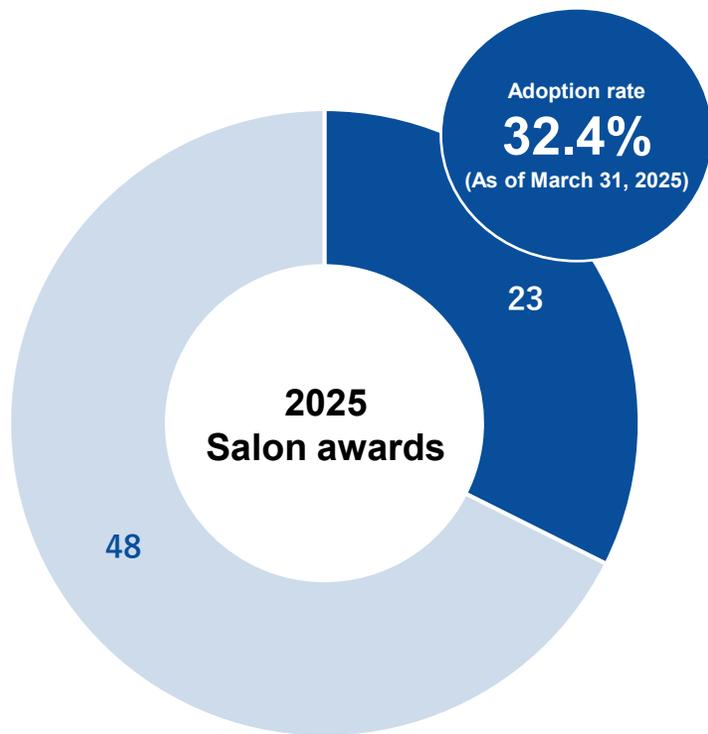


(1) Compiled by the Company based on “Report on the Results of FY2023 E-Commerce Market Survey” by the Ministry of Economy, Trade and Industry.

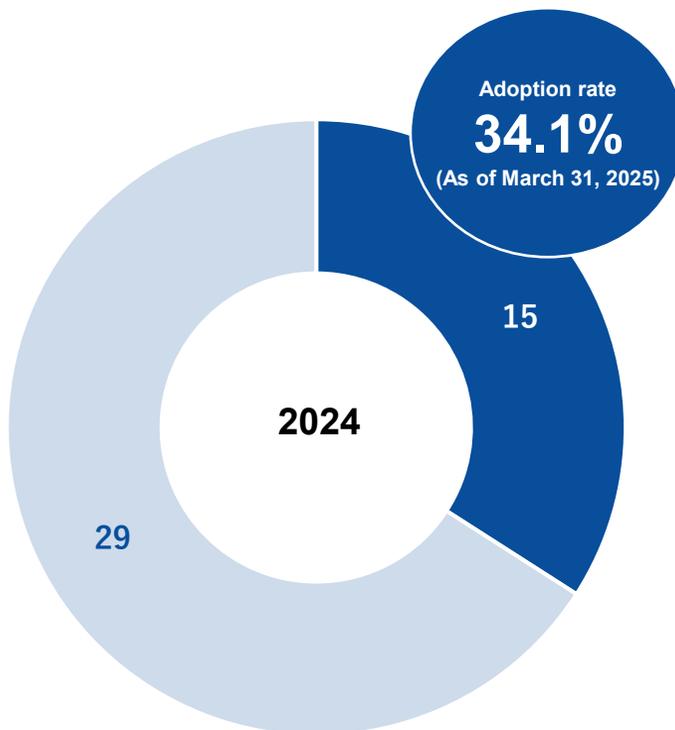
(2) Compiled by the Company based on “Beauty Census 2023 First Half” by Recruit Co., Ltd.

A service used by leading hairdressing and beauty service providers that are driving the industry forward

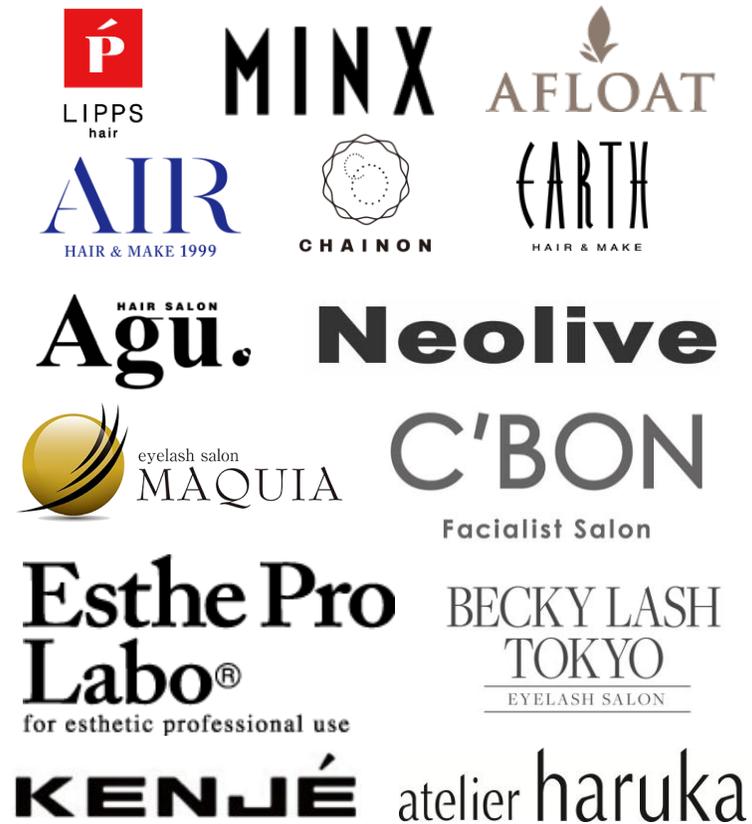
**KAMI CHARISMA<sup>(1)</sup> adoption rate**



**Companies with net sales of 1.0 billion yen or more<sup>(2)</sup> adoption rate**

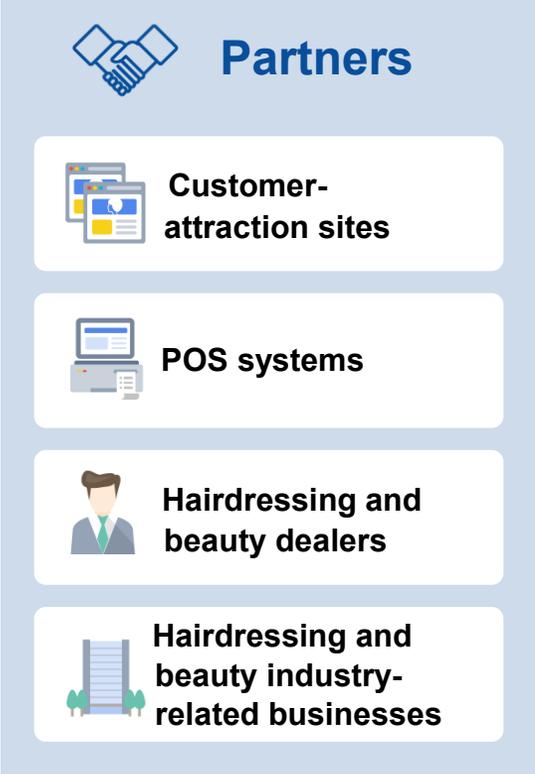


**Examples of stores that have adopted<sup>(3)</sup>**

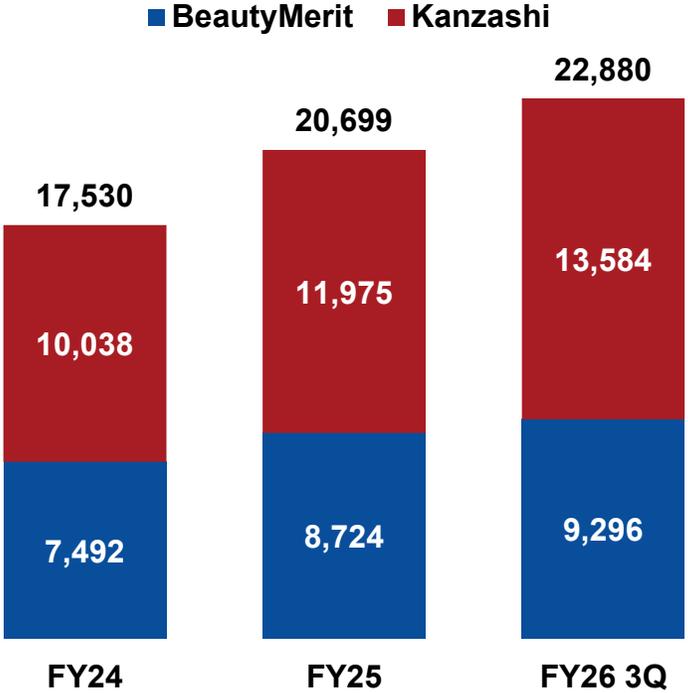


(1) "KAMI CHARISMA 2025" by the KAMI CHARISMA Executive Committee (2) "Hair Salons and Barber Shops Market 2025" by Yano Research Institute Ltd. (3) As of March 31, 2025.

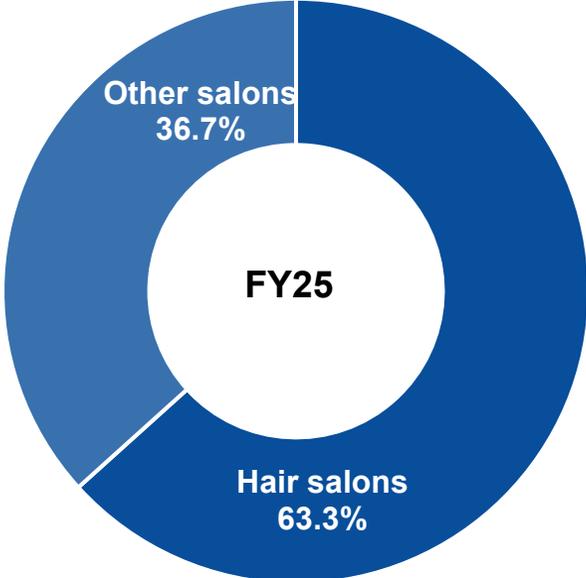
**Efficient sales structure** built by acquiring leads from partners integrated through the product



**Trends in number of contracted stores (Stores)**



**Breakdown of contracted stores by business type**



## Launched BeautyMerit

2012

2013

### 2014

- Centralized management functionality
- Management screen compatibility with smartphones
- Stamp functionality

2014

2015

### 2016

- Reservation functionality
- Facility configuration functionality
- Designation fee setting functionality

2016

2017

### 2018

- Multilingual support for online reservations
- Visit processing for customer-attraction sites

2018

### 2013

- Online reservation functionality

### 2015

- Segment transmission
- Automatic reservation allocation
- Style integration with customer-attraction sites
- Blog integration with customer-attraction sites
- Option menu functionality

### 2017

- Acquisition of “Recosalo” business
- “BeautyMerit Pay”
- Customer management
- Shift scheduling
- Group management
- E-commerce

### 2020

- Data analytics
- Talk functionality
- Compatibility with “Reserve with Google”
- Customer records
- Customer analytics

### 2022

- Recommend functionality

## Kanzashi has joined the CYND Group

### 2024

- E-commerce campaign code functionality

2019

### 2019

- Point and rank system
- Customer ID management

2020

### 2021

- Manage App
- “LINE Mini App” compatibility
- E-commerce subscription ordering
- Dynamic pricing
- Integration with Instagram

2021

2022

### 2023

- Integration with LINE accounts
- Subscription functionality
- Subscription analytics

2023

2024

### 2025

- BM Smart Mirror

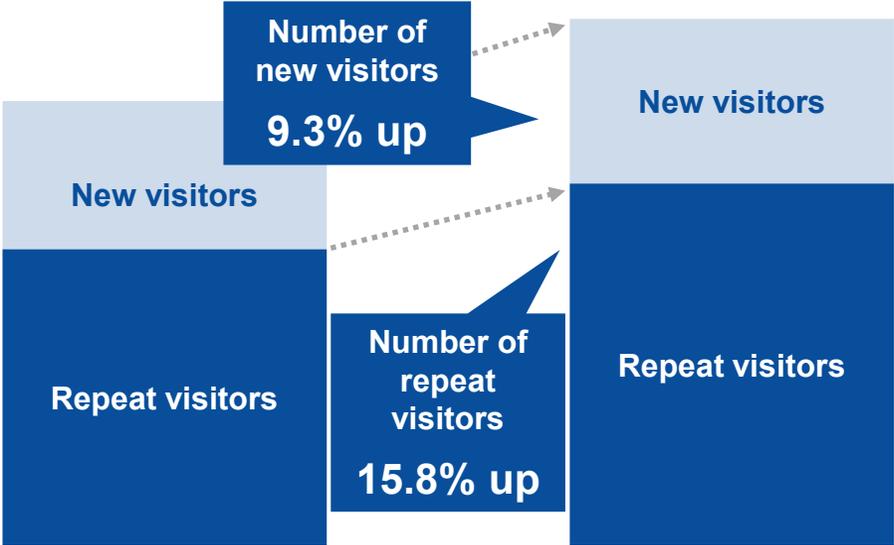
2025

By supporting the digitalization of customer touchpoints, we solve challenges faced by customers, salons, and partners

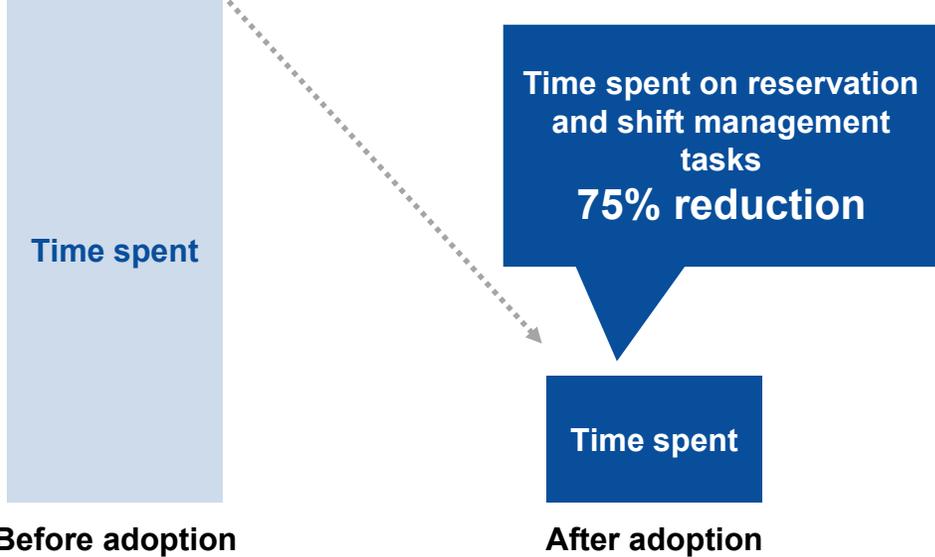
Customer touchpoints	Customers	Stores	Partners
Customer attraction	Availability information is synchronized across all customer-attraction sites, allowing users to make reservations online with confidence	Centralization and automation of reservation and shift management tasks across customer-attraction sites	[Customer-attraction sites] Inventory is unlocked through centralized management, allowing for maximum customer attraction
Reservation	All services from reservation to aftercare are seamlessly integrated within the app, providing personalized campaigns and communication	Reduction of phone reservations and support for inbound customers	
Service		Digitalization of customer records and improvement of customer satisfaction	[POS Systems] Through the centralized management function, efficiency of accounting operations through linkage of reservation data and linkage of payment terminals
Payment		Streamlining of accounting operations, digitalization of point cards, and no-show prevention measures	
Aftercare		Digitalization of customer service and retail product sales	[Hairdressing and beauty dealers] Boost sales by enabling stores to implement e-commerce through EC integration
Accumulated data		Personalized customer experience enabled by leveraging member data	Making informed management decisions through the visualization of management indicators

After adopting BeautyMerit, demonstrated overwhelming effectiveness in both sales and cost aspects

Examples of improvement in number of visitors<sup>(1)</sup>



Examples of improvement in time spent on reservation and shift management tasks<sup>(2)</sup>



(1) Monthly average of year-over-year growth rates in the number of visitors over the 12 months leading up to March 2025, using March 2025 as the baseline (New customers are defined as first-time visitors, repeat customers as those with two or more visits).

(2) Calculated based on the number of integrations with the centralized management function at stores using "BeautyMerit" as of March 2025.

**This document contains forward-looking statements. These forward-looking statements are based on information available as of the date of this document. These statements do not guarantee future results or performance. Such forward-looking statements include known and unknown risks and uncertainties, and as a result, actual future performance and financial condition may differ significantly from the forecasts of future performance or results explicitly or implicitly indicated in the forward-looking statements.**

**Factors that could cause actual results to differ significantly from those described in these statements include, but are not limited to, changes in domestic and international economic conditions and trends in the industry in which the Company operates.**

**In addition, while the content of this document has been prepared with the utmost care, we make no guarantees regarding its validity, accuracy, or usefulness.**

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**CYND**

**Connecting Hearts through Technology**

**-Beauty industry infrastructure-**