



CYND

**Material on Financial Results
for the Fiscal Year Ended March 31, 2026**

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

Financial highlights for the full year

1. Financial highlights for the full year
 2. Topics
 3. Forecast of financial results for the fiscal year ending March 31, 2027
 4. Shareholder returns
 5. Business overview
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Net sales/YoY change

2.54 billion yen (FY26) / **13.4%**

EBITDA⁽¹⁾/YoY change

0.65 billion yen (FY26) / **14.4%**

Consolidated ARR⁽²⁾/YoY change

2.46 billion yen (FY26) / **10.9%**

Number of contracted stores (consolidated)⁽³⁾/YoY change

23,553 stores (FY26) / **13.8%**

ARPU (BeautyMerit)⁽⁴⁾

15,375 yen (FY26)

ARPU (Kanzashi)⁽⁴⁾

4,199 yen (FY26)

Consolidated customer churn rate⁽⁵⁾

0.65% (FY26)

(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.

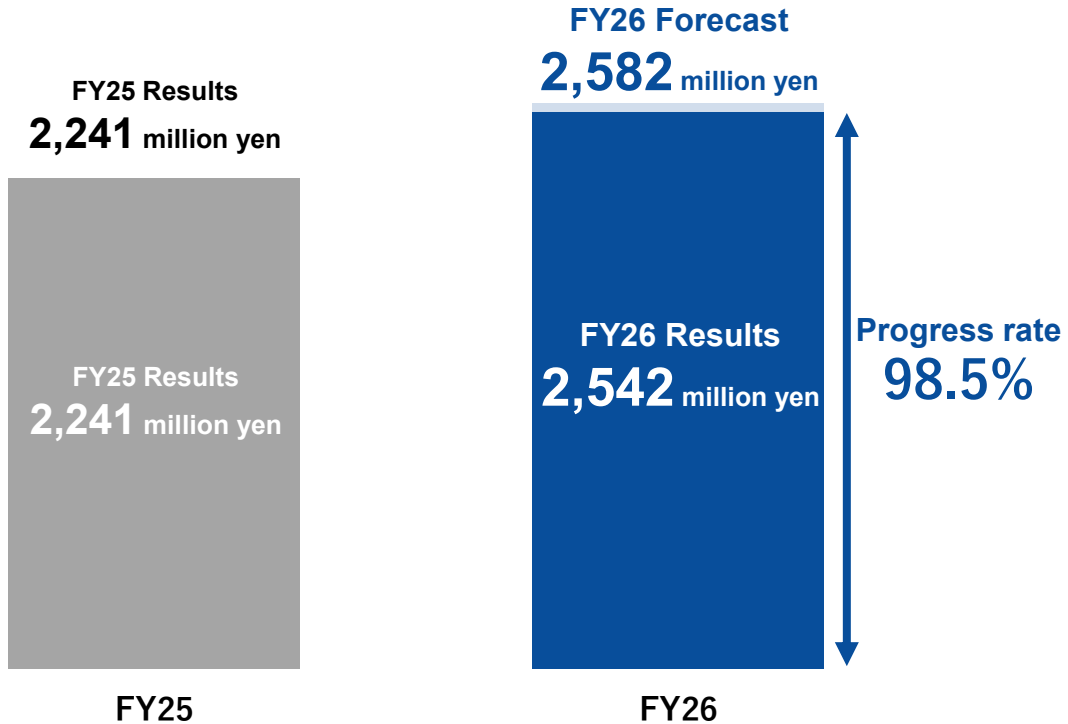
(3) Number of contracted stores: Total number of stores under monthly billing contracts as of each fiscal year-end.

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

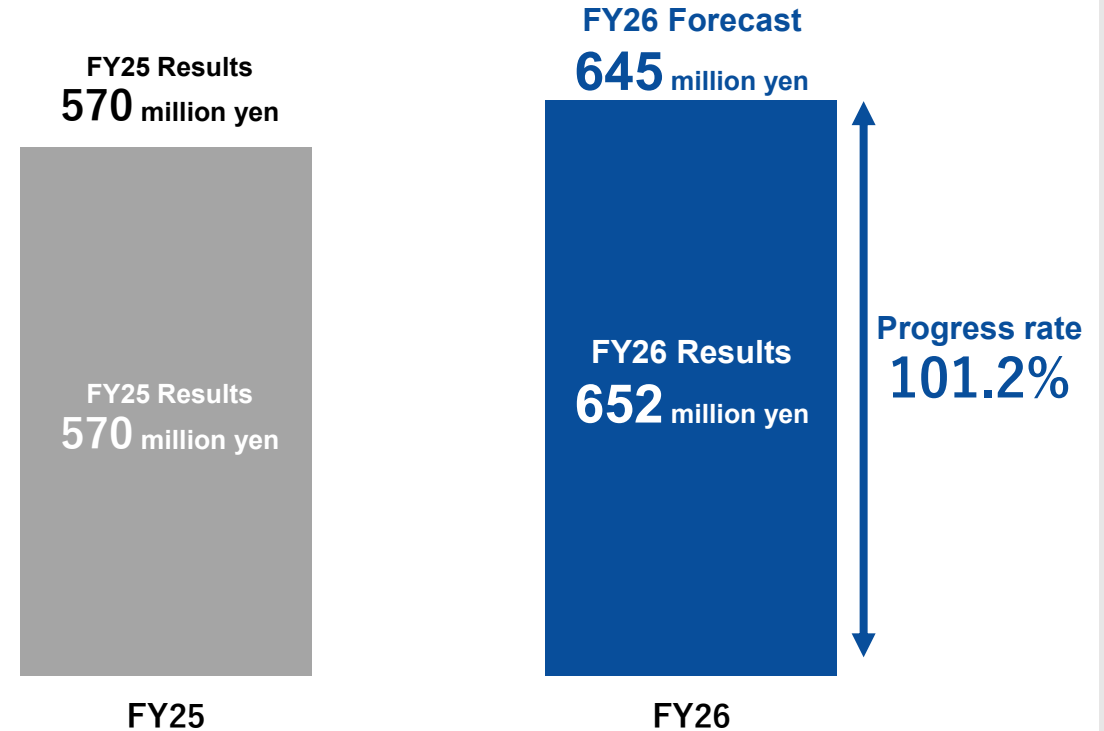
(5) Customer churn rate: Average cancellation rate over the past 12 months based on the number of contracted stores.

Although revenue was slightly below forecast, EBITDA was in line with expectations, supported by cost control measures and other factors.

Net sales (Millions of yen)



EBITDA (Millions of yen)



Progress of the fiscal year ended March 31, 2026

Millions of yen		FY26 (Results)	FY26 (Forecast)	Progress rate
Net sales	Consolidated	2,542	2,582	98.5%
	CYND	1,882	1,934	97.3%
	Pacific Porter	659	647	101.9%
EBITDA ⁽¹⁾	Consolidated	652	645	101.2%
	CYND	523	549	95.4%
	Pacific Porter	129	95	136.0%
Operating income	Consolidated	331	315	105.1%
	CYND	497	516	96.4%
	Pacific Porter	117	82	142.7%
Net income	Consolidated	172	164	105.2%
	CYND	309	353	87.6%
	Pacific Porter	144	89	161.9%
Adjusted net income ⁽²⁾	Consolidated	453	442	102.6%

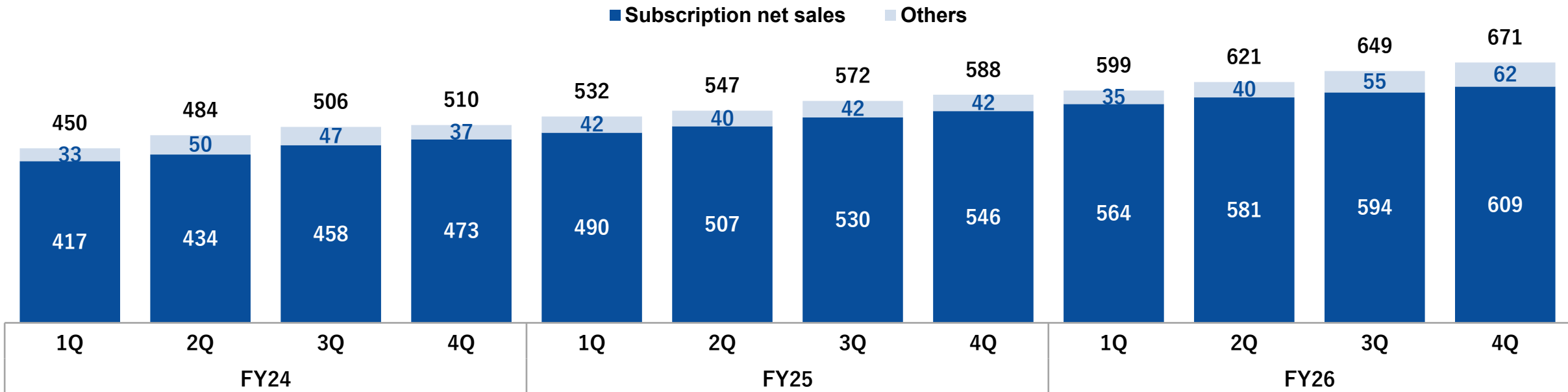
- For BeautyMerit, although the number of newly contracted companies increased year on year, revenue came in slightly below plan, as orders from large chain customers fell short of expectations.
- Pacific Porter's EBITDA and operating income exceeded the full-year plan, mainly due to a review of costs associated with strengthening the sales structure and the postponement of certain expenditures.
- Regarding net income, while CYND results fell short of the forecast due to the recognition of shareholder benefit expenses, Pacific Porter's profits exceeded the forecast due to the recognition of deferred tax assets and other factors; as a result, consolidated net income exceeded the full-year forecast

(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)

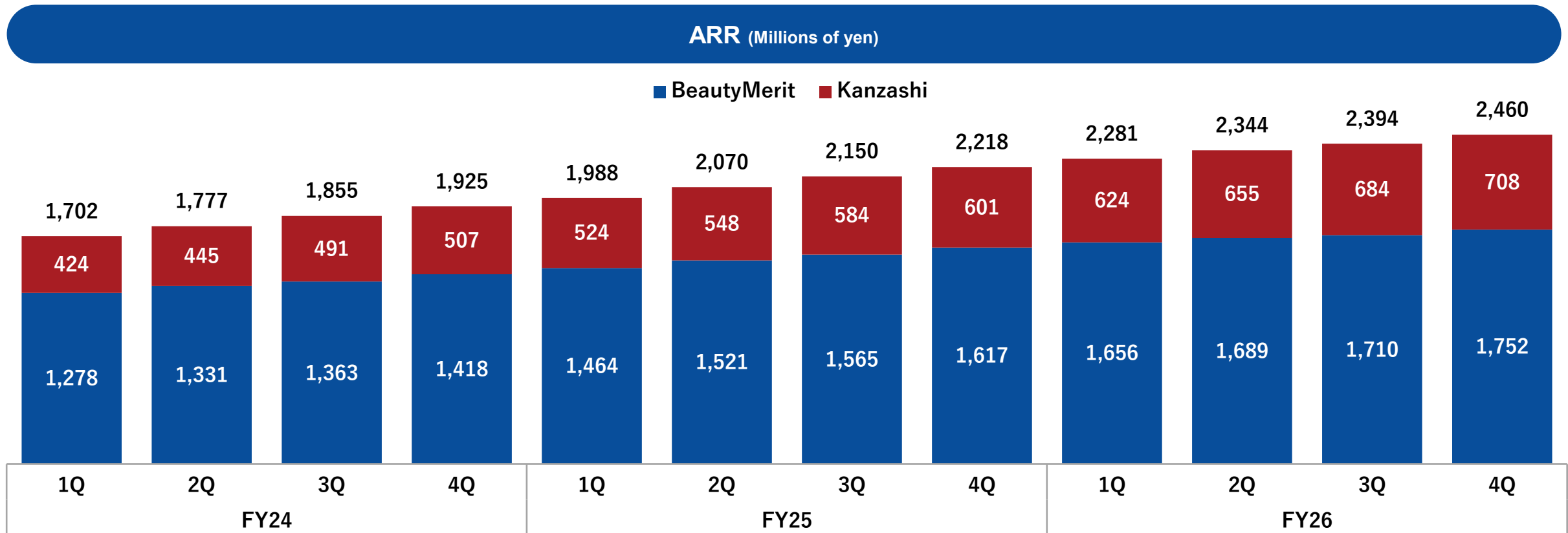
Net sales increased **14.2%** YoY, while subscription net sales⁽¹⁾ increased **11.4%** YoY

Net sales (Millions of yen)



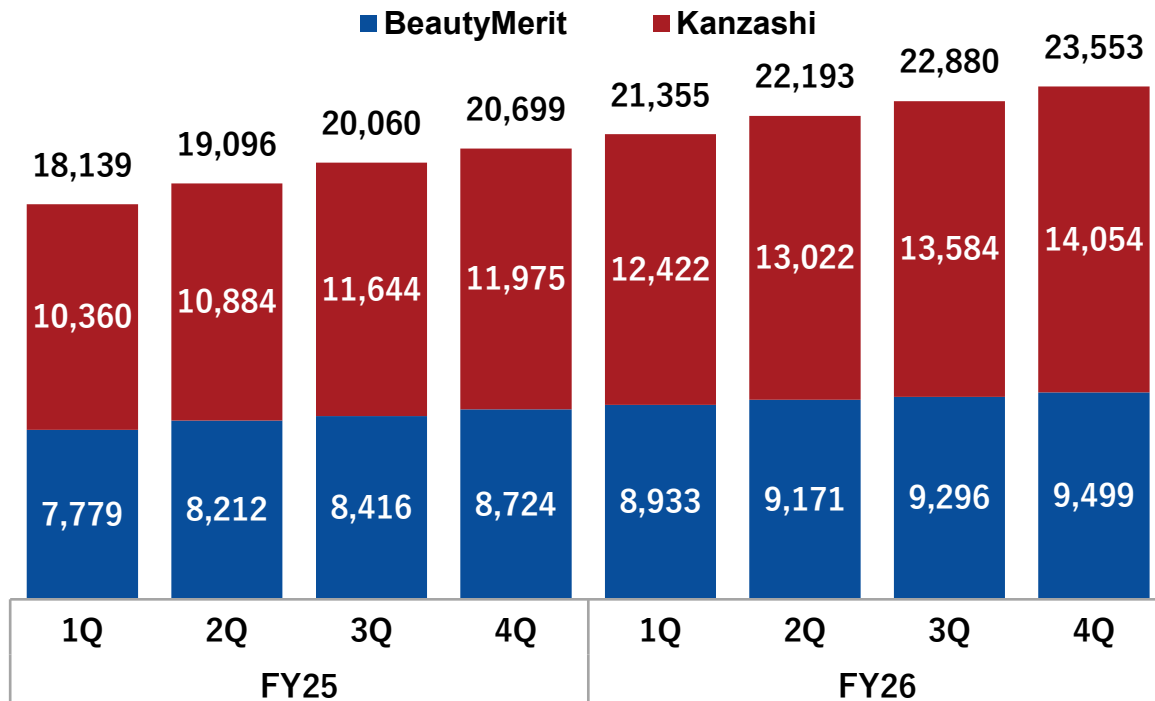
(1) Subscription net sales: Total monthly recurring fees included in net sales.

The number of contracted stores for each service continued to increase steadily, and ARR grew **10.9% YoY**.

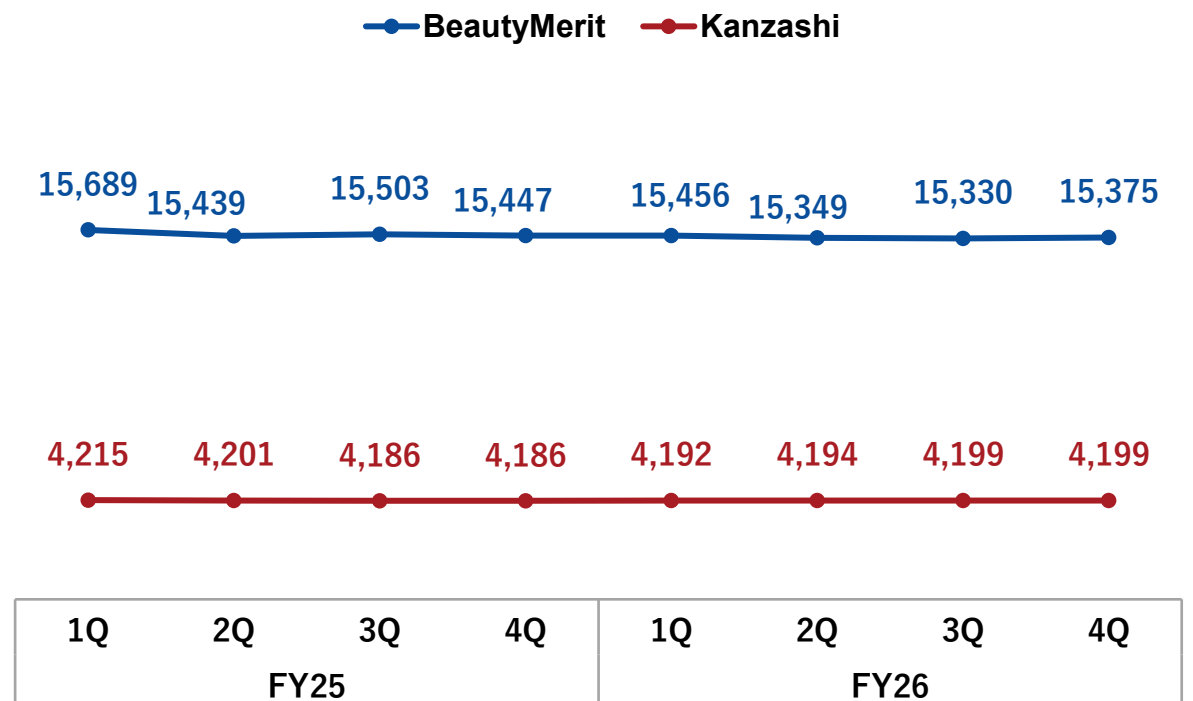


Contracted stores grew by **13.8%** YoY, while ARPU remained flat

契約店舗数(店舗)

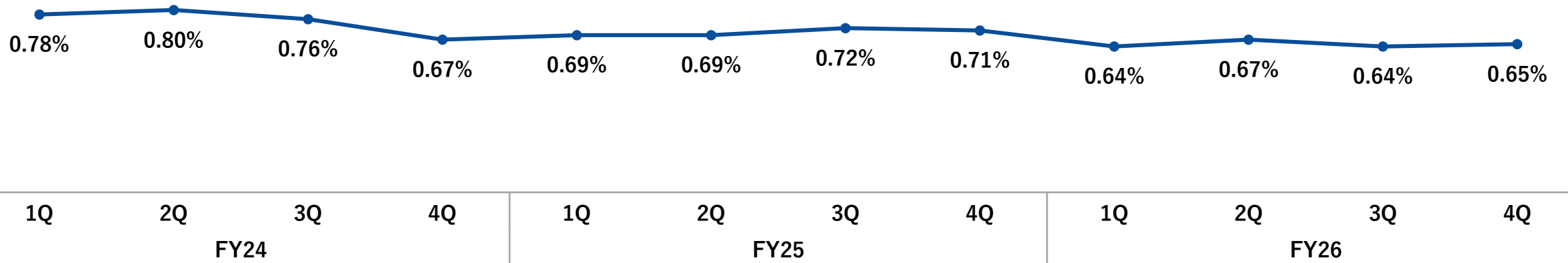


ARPU(円)



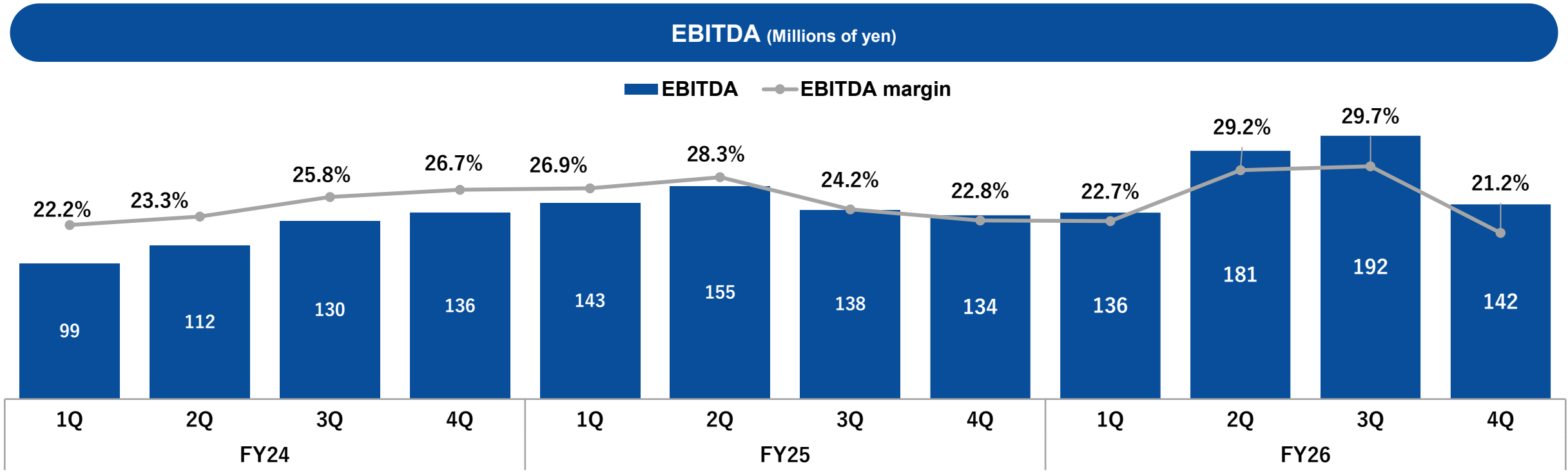
The customer churn rate remained low at **0.65%**, staying below **1.0%**.

Customer churn rate



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

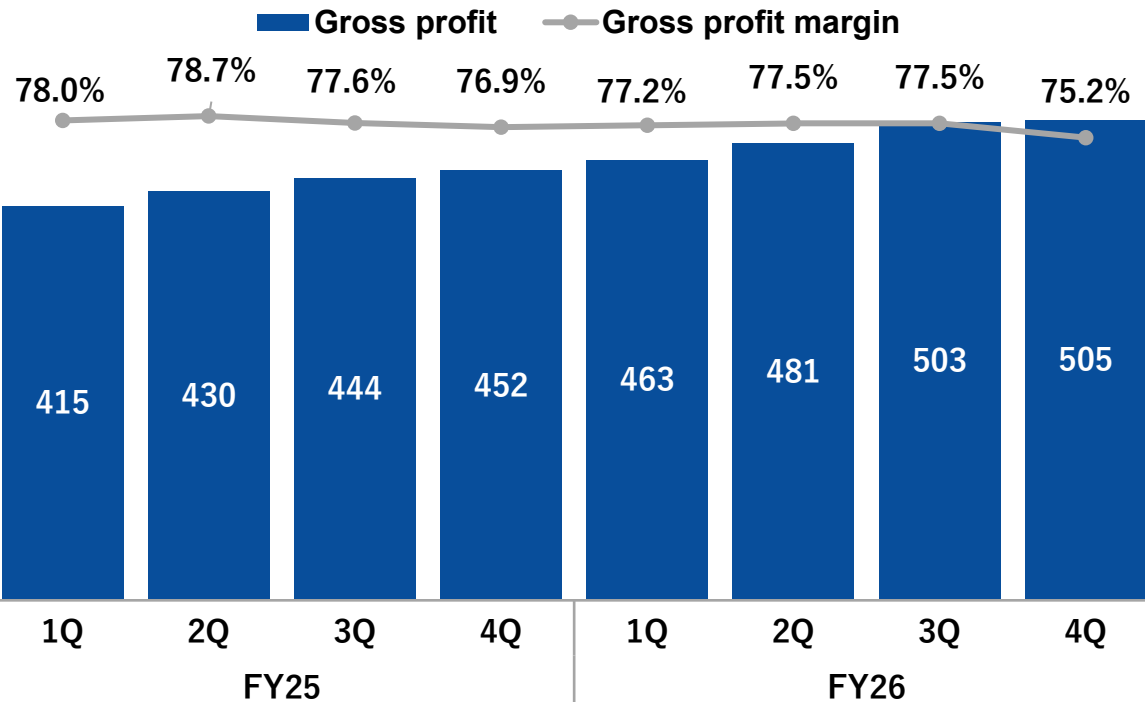
Driven by revenue growth and other factors, EBITDA grew **6.2%** YoY, while the EBITDA margin declined slightly due to investments in human capital and marketing



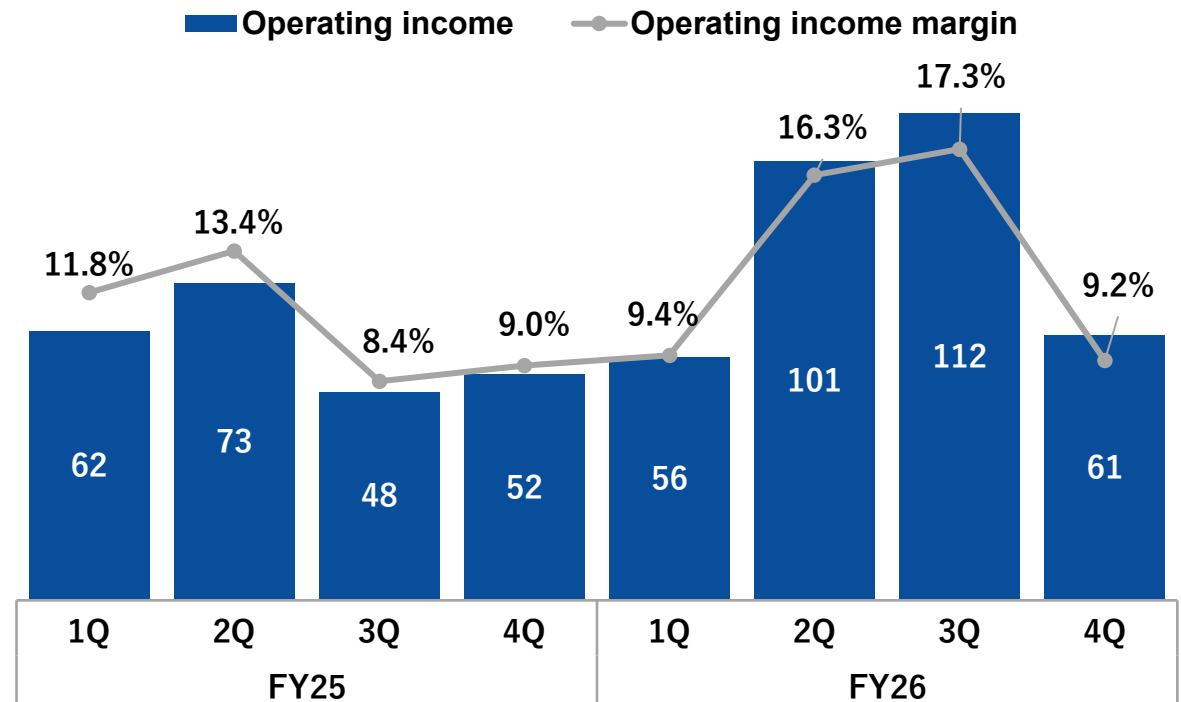
(1) EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill.

Gross profit grew **11.7%** YoY in line with the increase in revenue, while operating profit has been declining since the third quarter due to investments in human capital and marketing

Gross profit (Millions of yen)



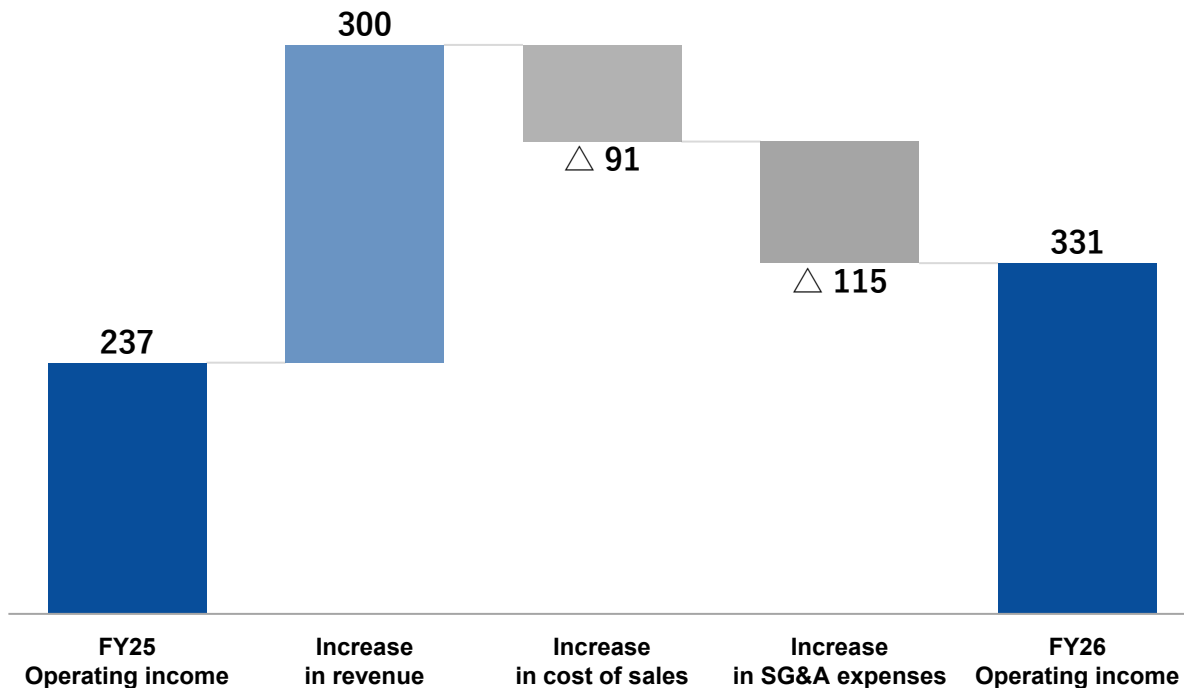
Operating income (Millions of yen)



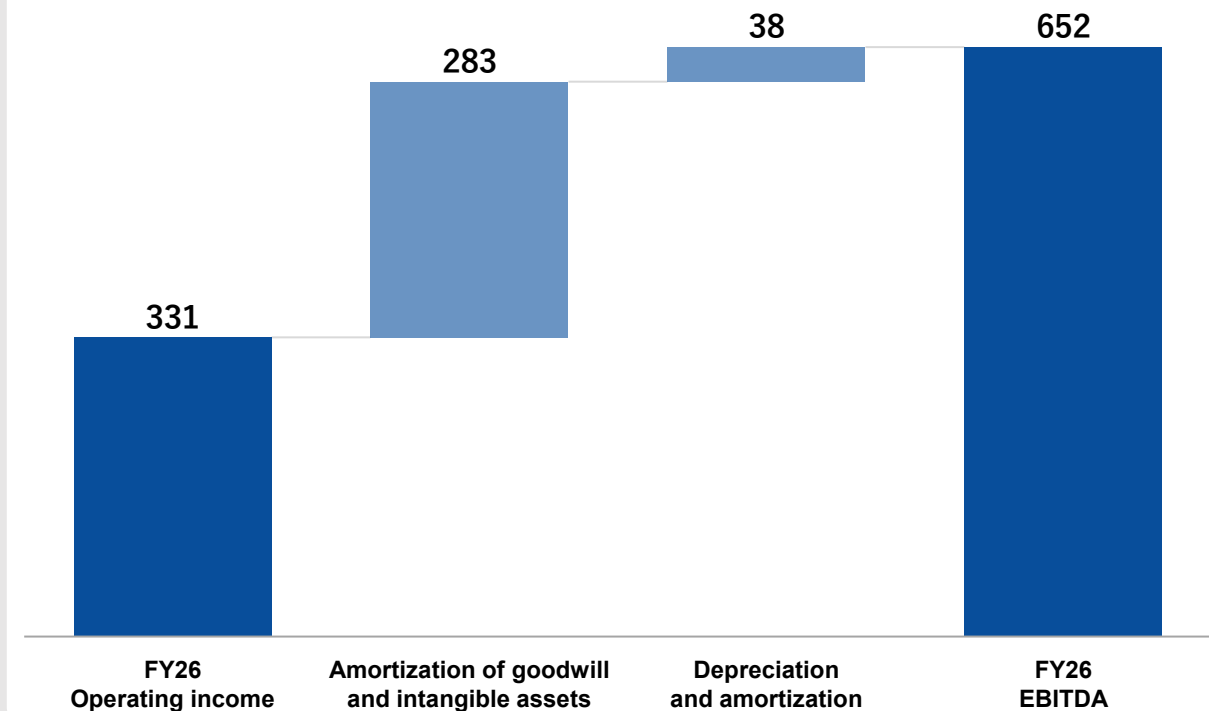
Factors Affecting Changes in Operating Income and Reconciliation Between Operating Income and EBITDA

Operating income rose **39.7%** YoY, driven by revenue growth, despite increases in personnel expenses and rent associated with the office relocation.

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



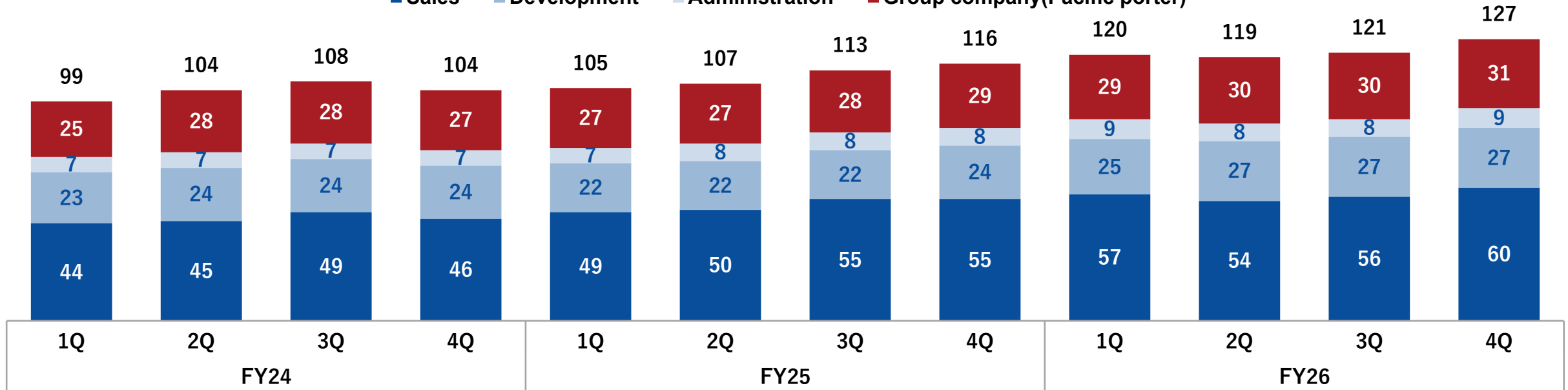
Difference between operating income and EBITDA (Millions of yen)



The total group headcount increased by six quarter-on-quarter (QoQ), resulting in **127** 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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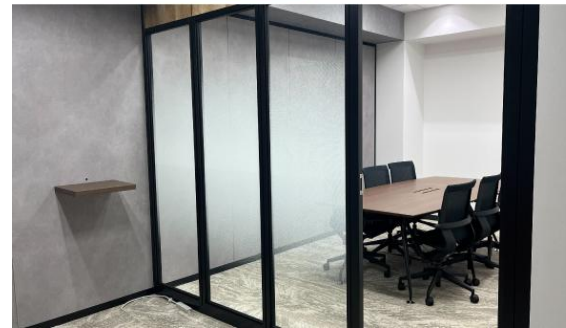
Implementation of the “BM Smart Mirror”

All three locations of the Noella Group—recipients of Shiga Prefecture’s “KAMI CHARISMA” award—have installed BM Smart Mirrors in every seat



Relocation of the Sendai Branch Office

To expand our business in the Tohoku region and strengthen our sales capabilities, we relocated our Sendai Sales Office on April 1, 2026



Apology and Notice Regarding the Detection of Unauthorized Access Due to a Cyberattack and Possible Information Leakage

On March 10, 2026, we confirmed that “BeautyMerit,” a cloud-based appointment management system for beauty salons, had been subject to unauthorized access resulting from an external cyberattack. It was also determined that this incident may have resulted in the leakage of personal information of users of the system. The incident has not affected any functions of the system, which continues to operate normally. As of this writing, no unauthorized use has been confirmed.

Background	<p>Incident Detection: March 10—Suspicious access detected; investigation initiated</p> <p>Initial Response: Immediately implemented measures such as network isolation and coordinated with external specialized agencies</p> <p>Initial Report: Reported the incident to the Personal Information Protection Commission and filed a damage report with the local police station</p> <p>Follow-up Report: April 27—Published the results of the forensic investigation conducted by an external specialized agency</p>
Survey Results	<p>The results of a forensic investigation conducted by an external security firm revealed no evidence that personal information within our system had been downloaded or otherwise removed from the system. Furthermore, no evidence was found of backdoors or other means of unauthorized access having been installed. However, we have determined that it is difficult to completely rule out the risk of a leakage of personal information regarding information that could have been accessed and viewed by third parties through unauthorized access to our system. Consequently, we are working with the stores that use the system to notify them sequentially.</p>
Impact on Financial Performance	<p>At this time, we believe the impact of this matter on our Group’s consolidated financial results (for the fiscal year ending March 2027) will be minimal; however, should any new information requiring disclosure arise, we will notify you promptly.</p>
Press Release	<p>https://cynd.co.jp/2026/03/24/announce01/</p> <p>https://cynd.co.jp/2026/04/27/announce02/</p>

Forecast of financial results for the fiscal year ending March 31, 2027

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Forecast of financial results for the fiscal year ending March 31, 2027



Millions of yen		FY26	FY27 (Forecast)	YoY Change
Net sales	Consolidated	2,542	3,001	+ 18.1%
	CYND	1,882	2,247	+ 19.4%
	Pacific Porter	659	754	+ 14.3%
EBITDA ⁽¹⁾	Consolidated	652	662	+ 1.4%
	CYND	523	500	- 4.5%
	Pacific Porter	129	162	+ 25.4%
Operating income	Consolidated	331	345	+4.2%
	CYND	497	473	- 4.9%
	Pacific Porter	117	155	+32.4%
Net income	Consolidated	172	188	+9.0%
	CYND	309	291	- 5.9%
	Pacific Porter	144	174	+ 20.8%
Adjusted net income ⁽²⁾	Consolidated	453	466	+ 2.8%

- CYND plans to invest in marketing to expand “BeautyMerit” and in building the business foundation for “BeautyPay”; as a result, we expect revenue to grow by 19.4% YoY, while profits are expected to decline.
- Through continued reinforcement of the sales framework and partner network, the number of contracted stores on a consolidated basis is planned to reach 26,500 by the end of the fiscal year ending March 31, 2027.
- 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)

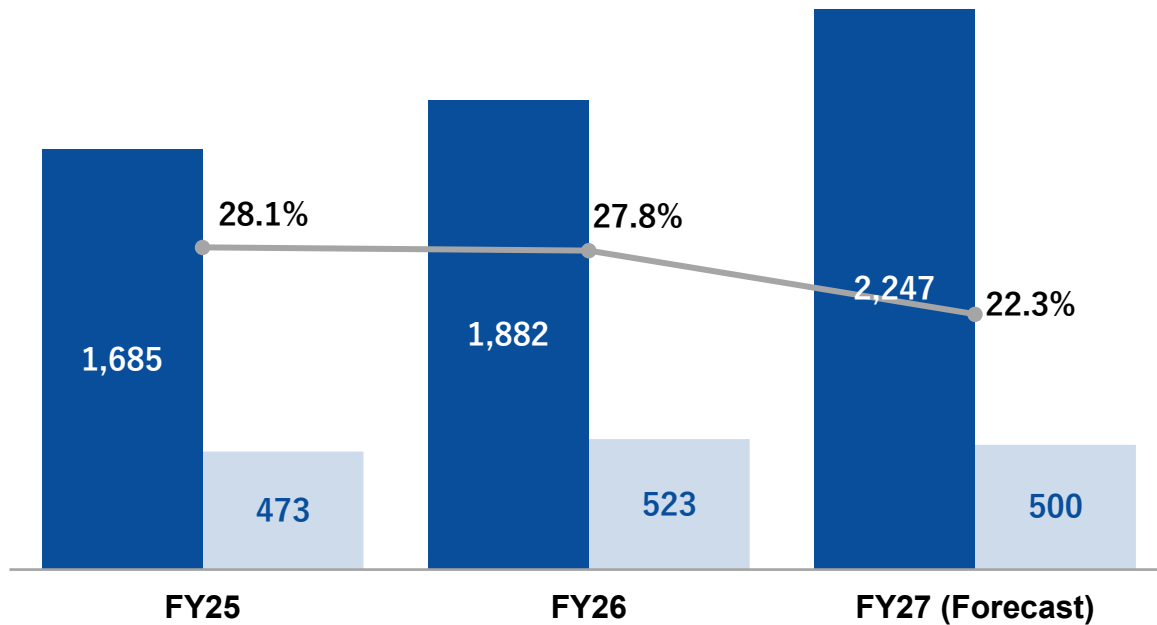
Forecast of financial results for each company for the fiscal year ending March 31, 2027



Each company plans to increase revenue by expanding the number of contracted stores, while CYND plans to invest in marketing and in building the business foundation for new services.

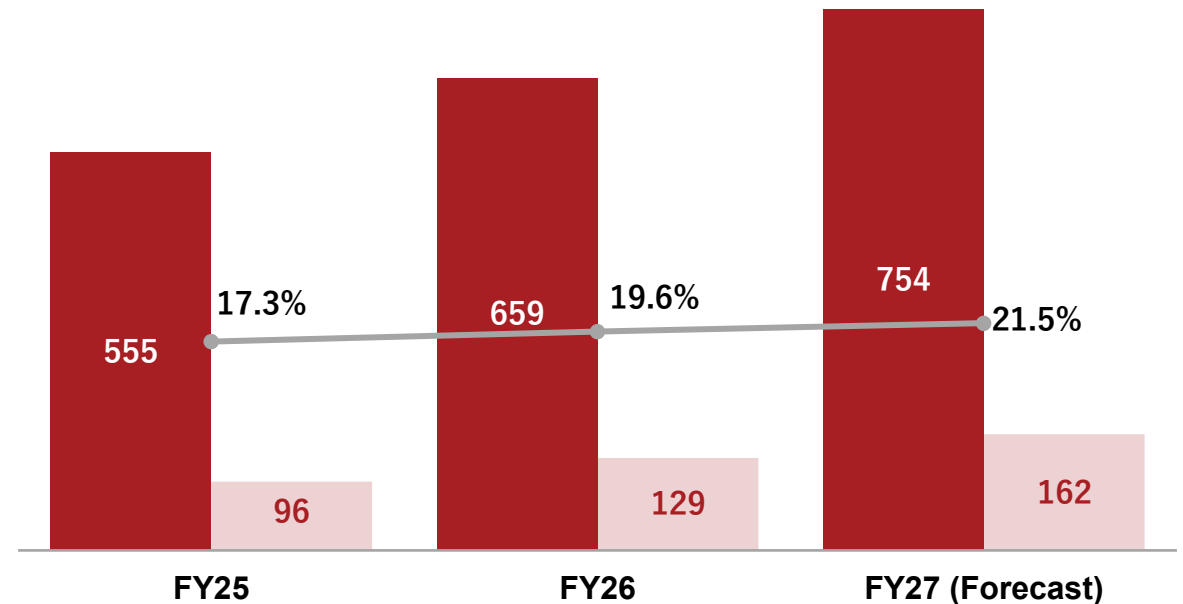
CYND net sales and EBITDA (Millions of yen)

Net sales EBITDA EBITDA margin



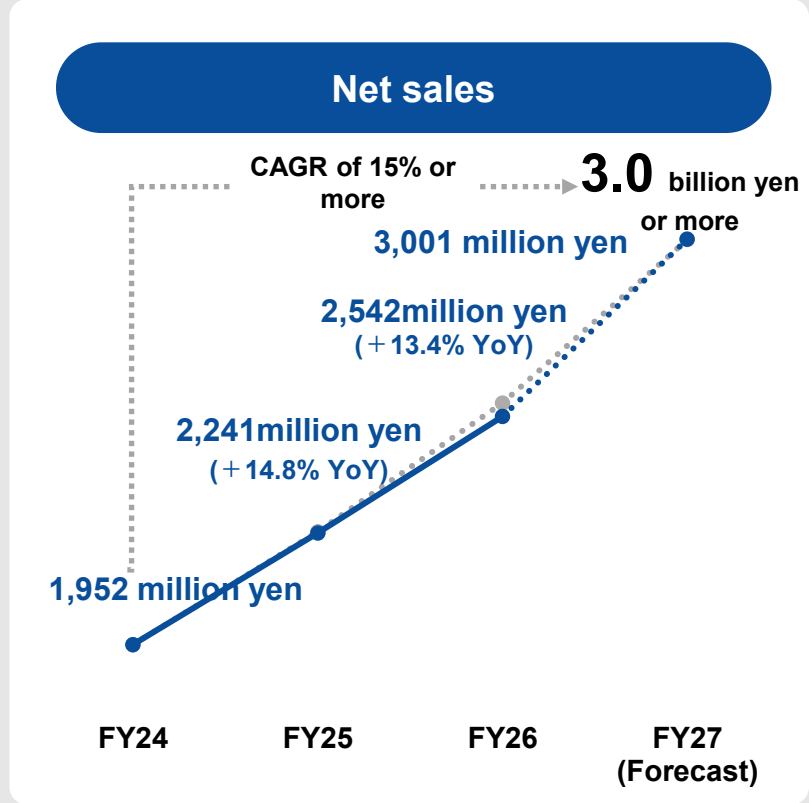
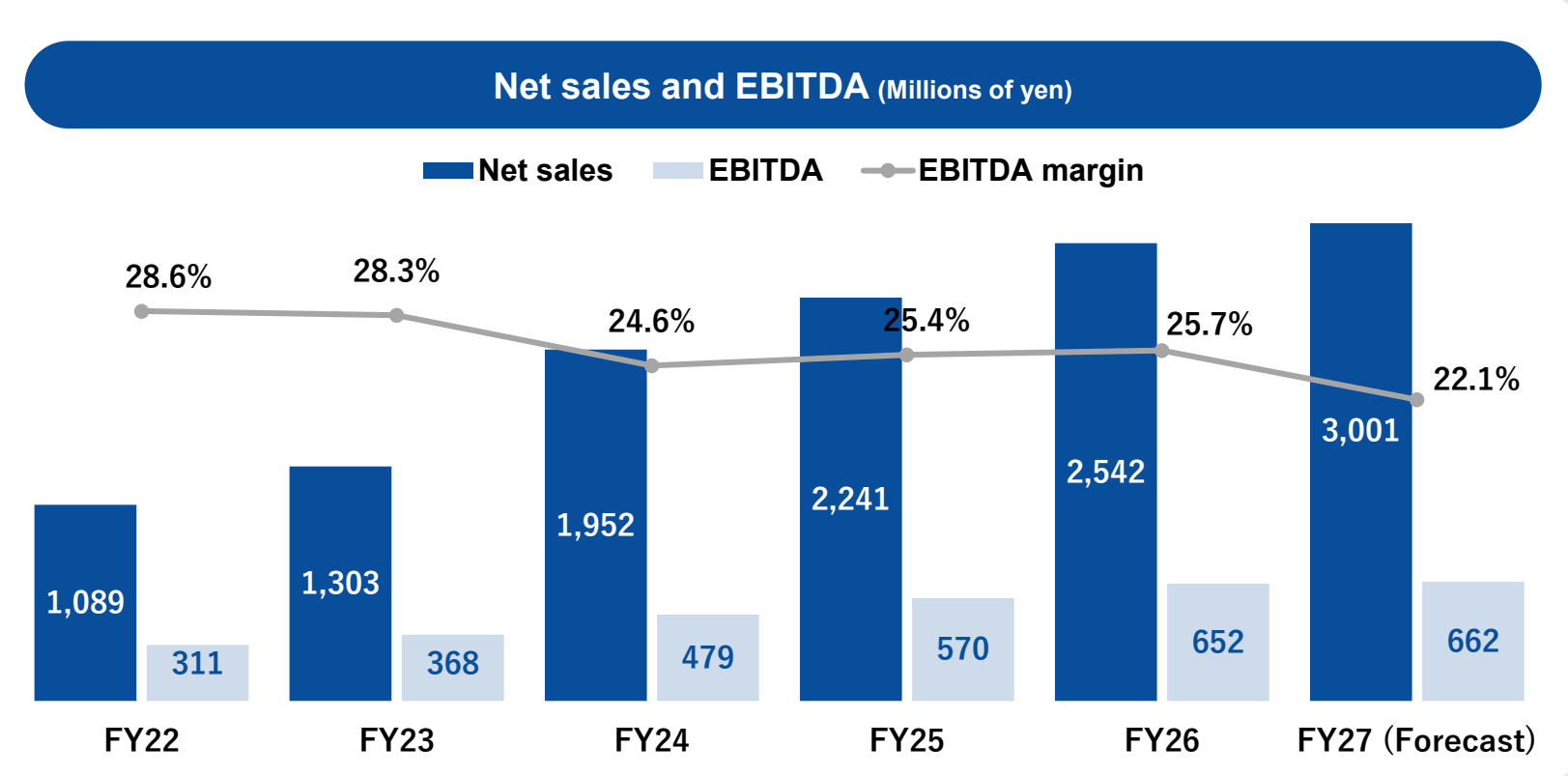
Pacific Porter net sales and EBITDA (Millions of yen)

Net sales EBITDA EBITDA margin



Mid-term financial targets⁽¹⁾ and forecast of consolidated financial results for the fiscal year ending March 31, 2027

We plan to achieve both revenue and profit growth, with net sales of **3.00 billion yen** and EBITDA of **0.66 billion yen**, while investing in marketing and new services.



(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.

Shareholder returns

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Overview of the Shareholder Benefits Program

■ 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

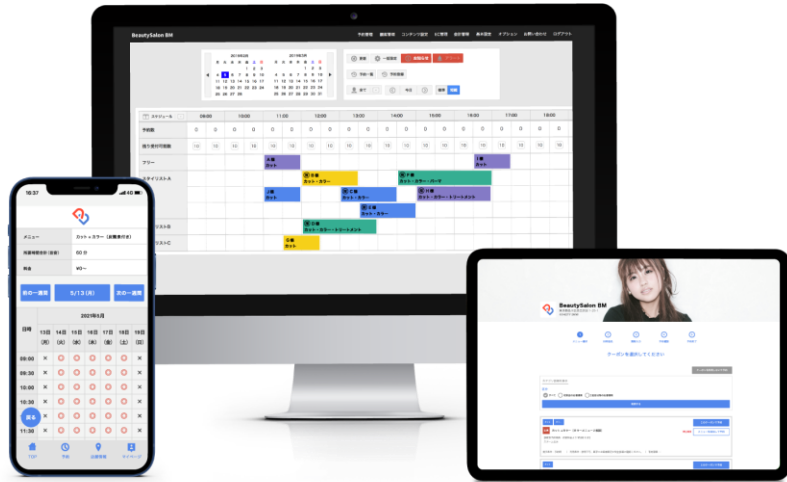
5 Business overview

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CYBER & MIND

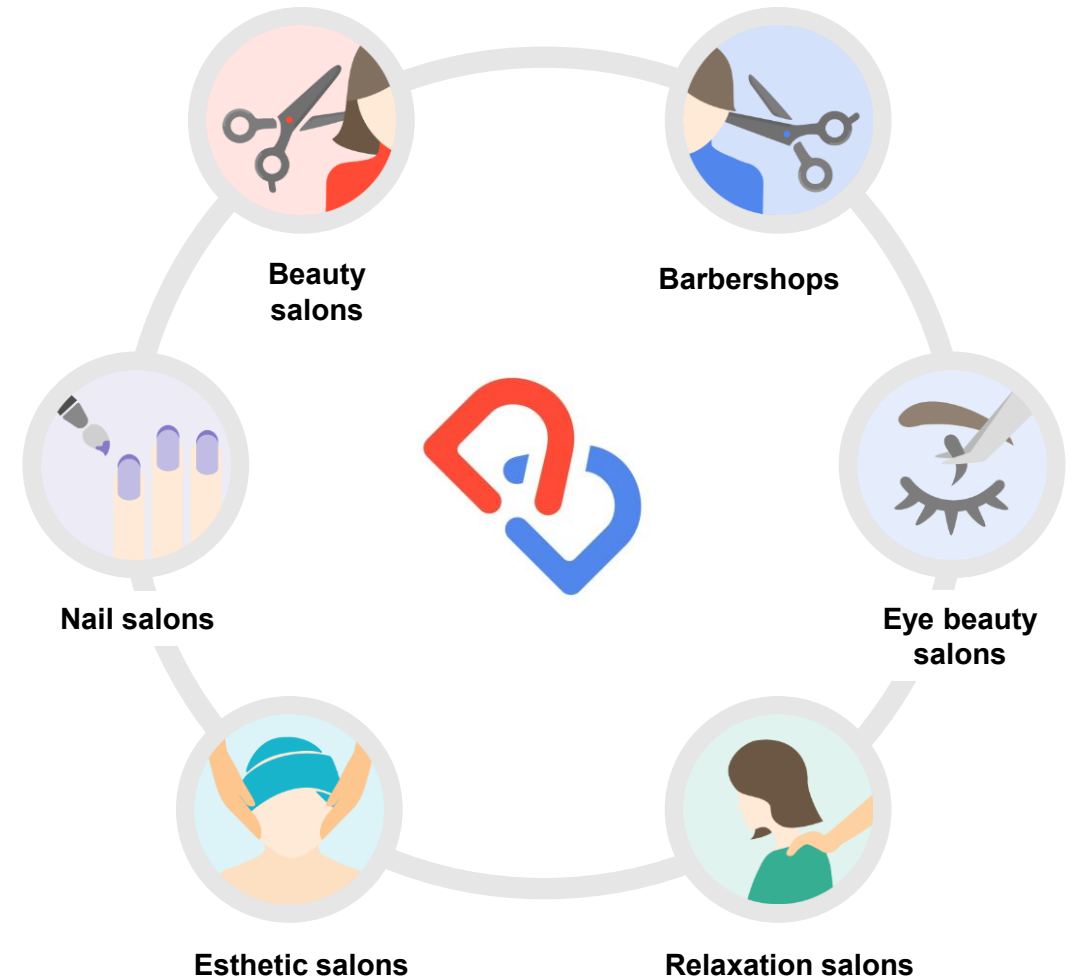
Connecting Hearts through Technology

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

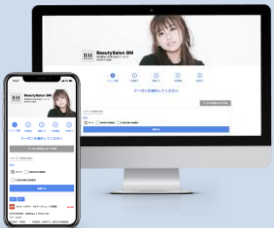


Smartphone application

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

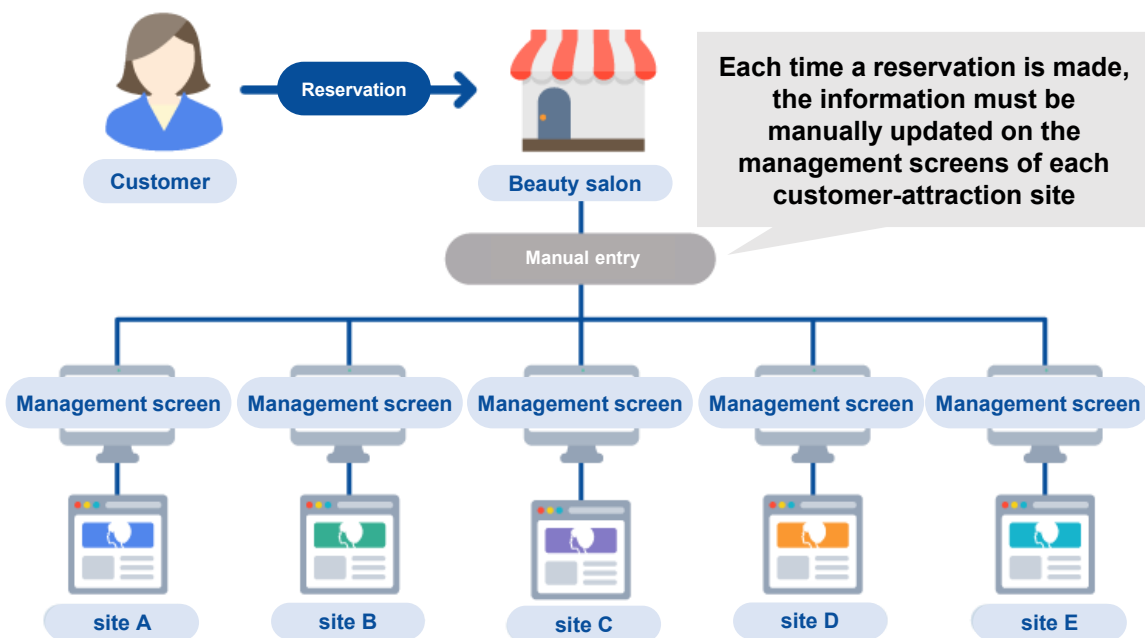
Seamlessly guides potential customers from Google Search or Google Maps directly to the online reservation system.



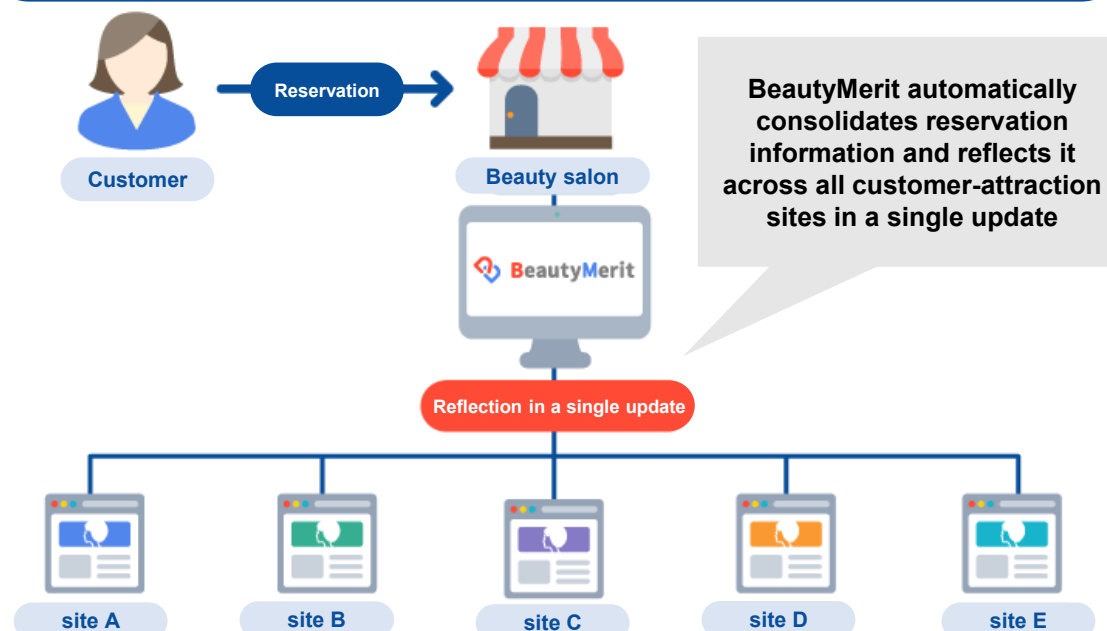
Centralized management function that automates the management of customer-attraction sites

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

Before adopting BeautyMerit



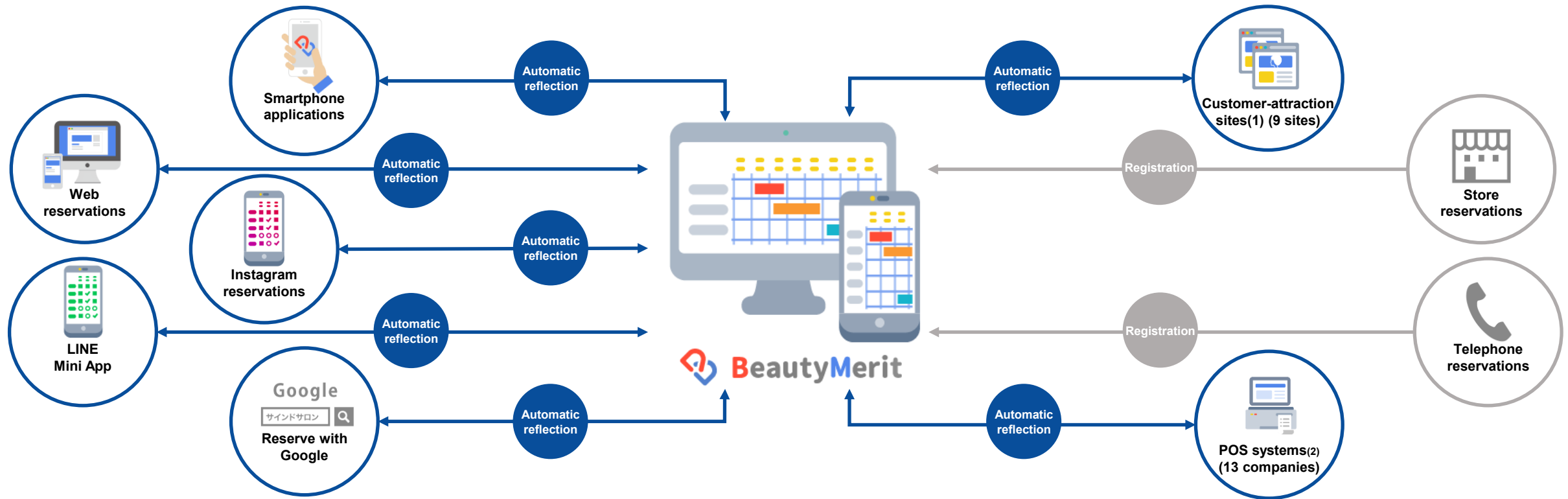
After adopting BeautyMerit



(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

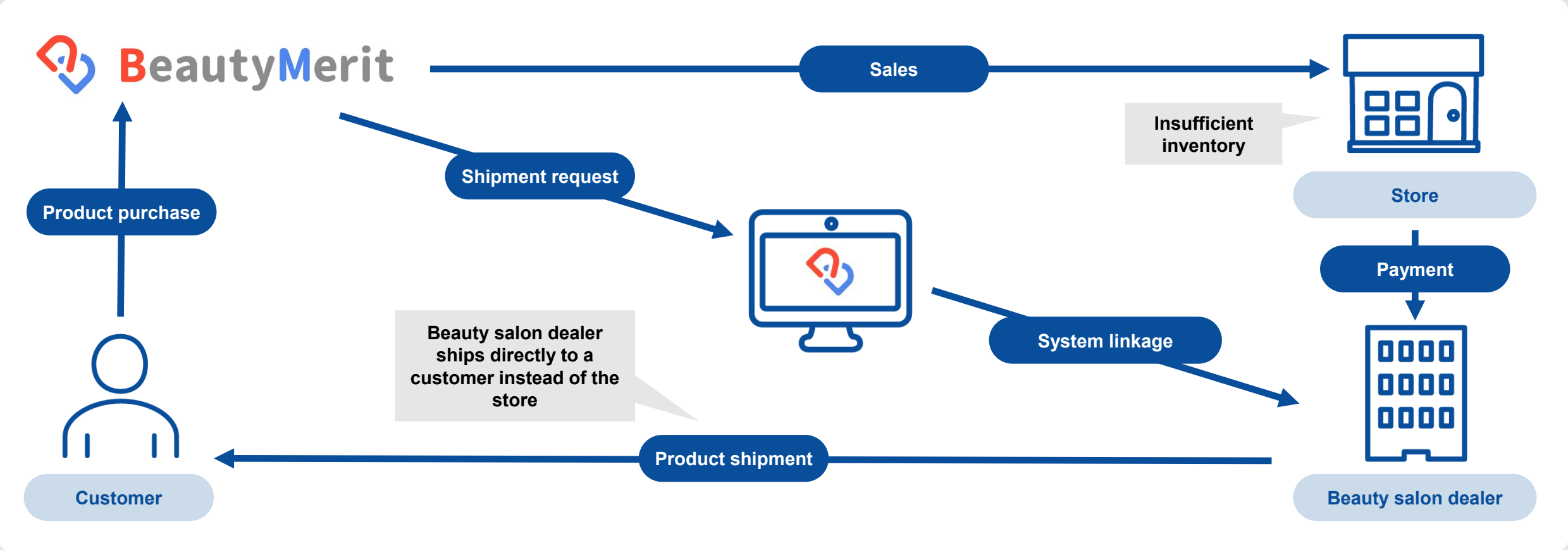
Automates previously fragmented reservation management operations, enabling centralized management of reservations and customer information

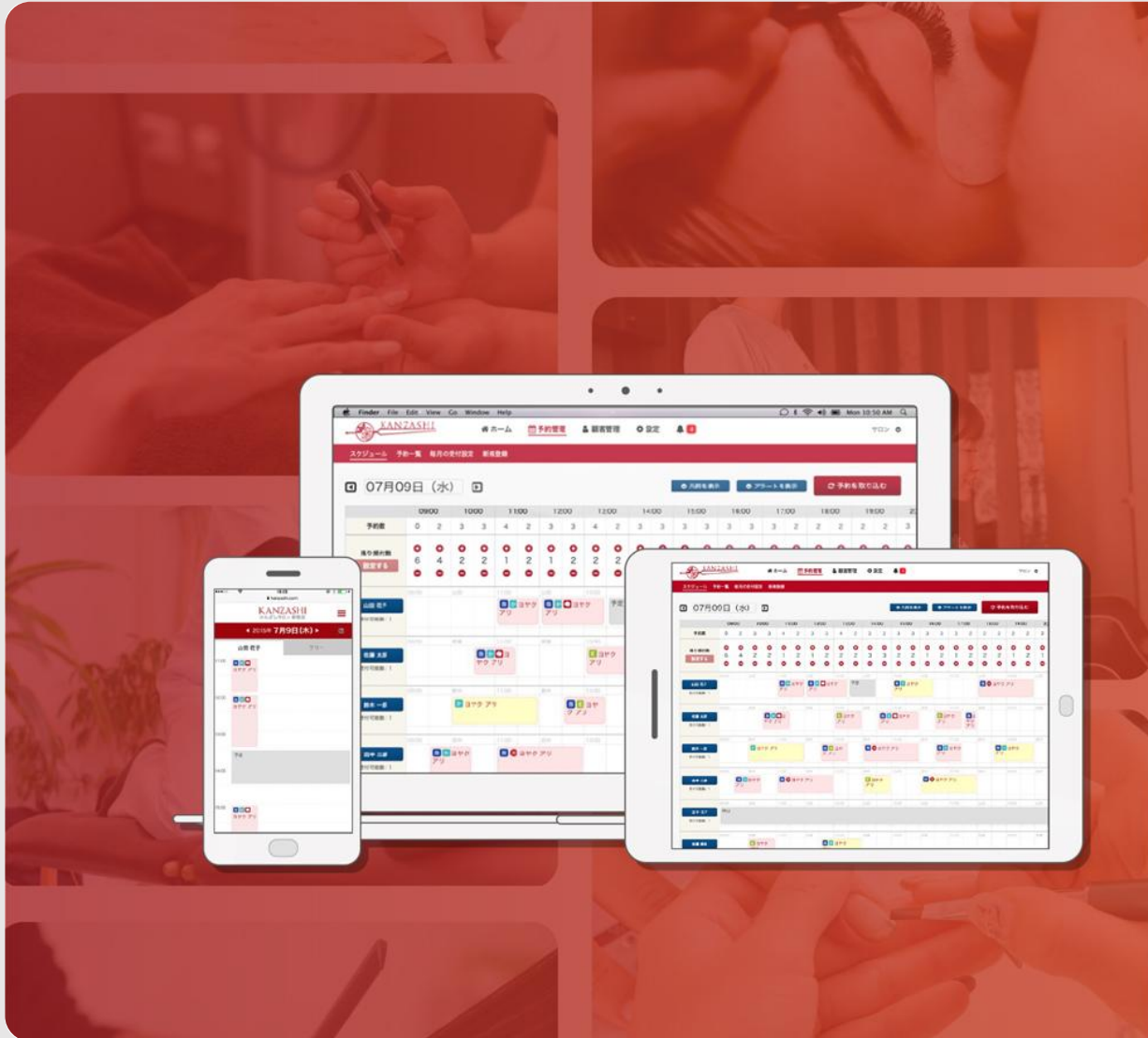


(1) Customer-attraction sites: Online media designed to support beauty salons in acquiring new customers. The number of integrated platforms (nine customer-attraction sites) is as of March 31, 2026.

(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 March 31, 2026.

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



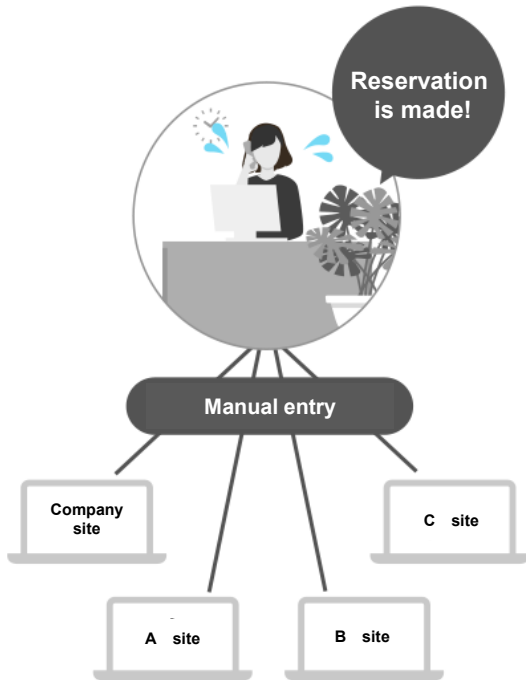


Streamline beauty industry reservations with the “Kanzashi” centralized management system!

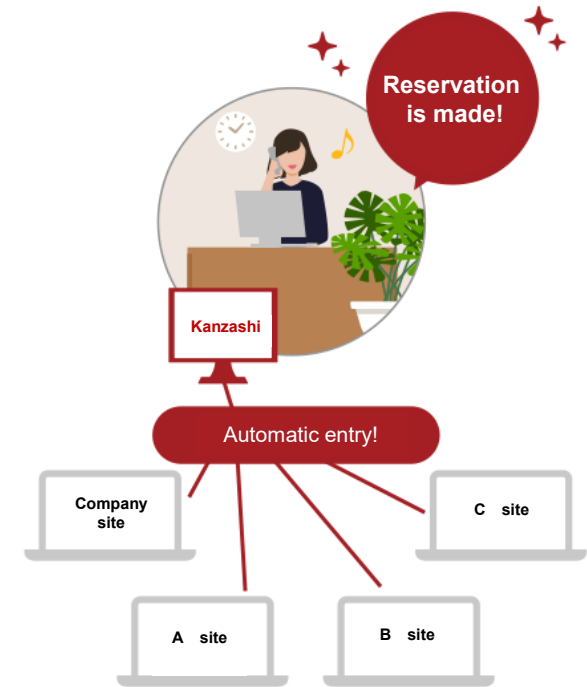
Industry-leading affordable pricing! [Monthly] 5,500 yen (including tax)

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

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

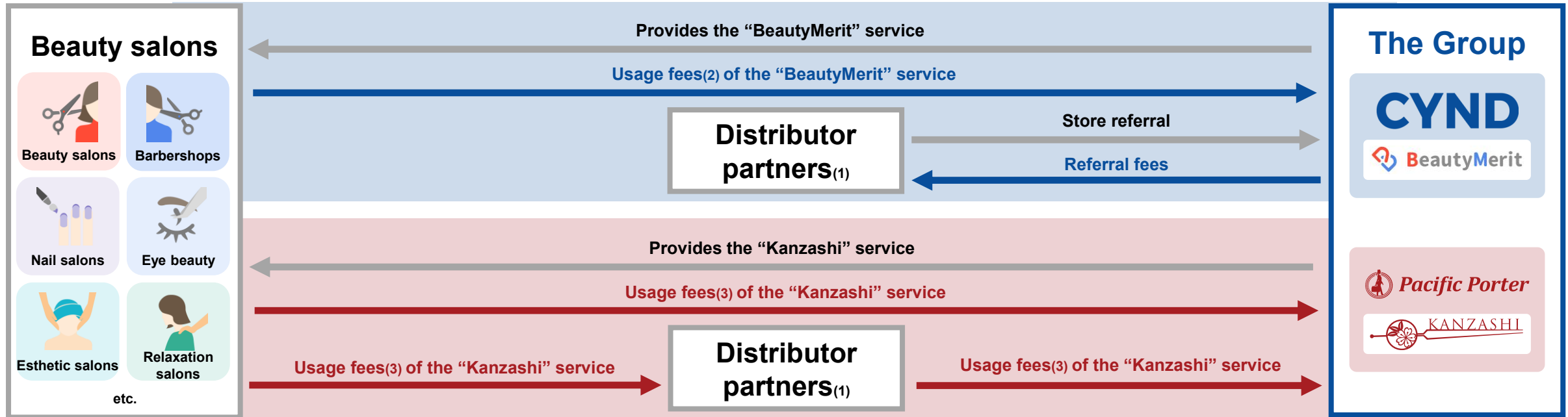


Entries to each site necessary for each reservation



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.

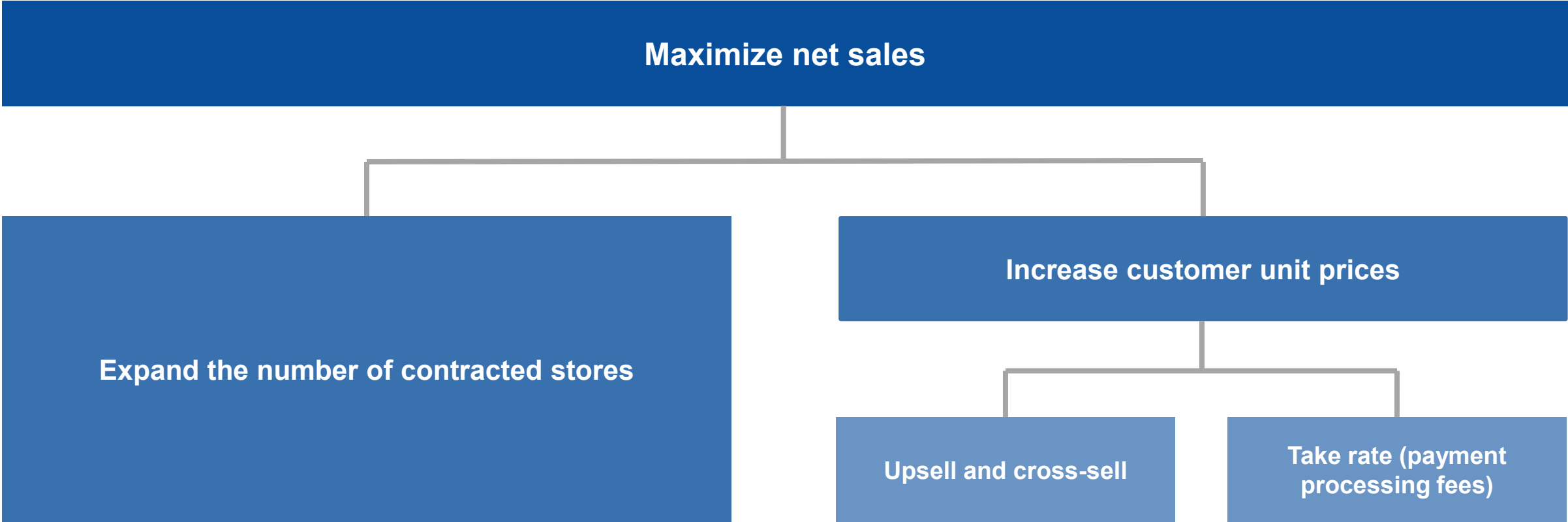
(2) For "BeautyMerit," in addition to monthly subscription fees (subscription-based), an initial setup fee is charged at the time of onboarding to support smooth implementation at beauty salons. This includes account issuance and initial configuration. Additional revenue is also generated through optional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

6 Growth strategy

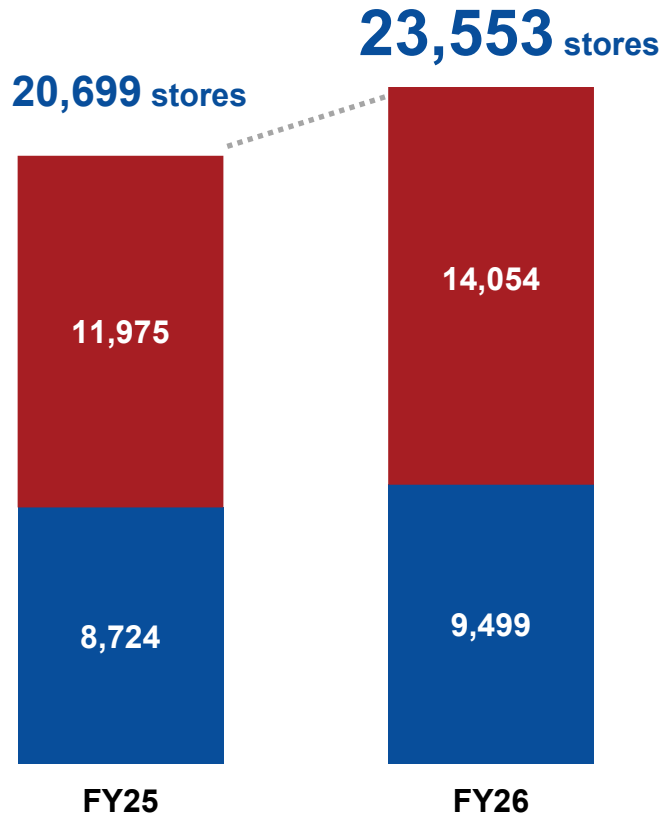
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Aim for growth by expanding the number of contracted stores and increasing customer unit prices towards maximizing net sales

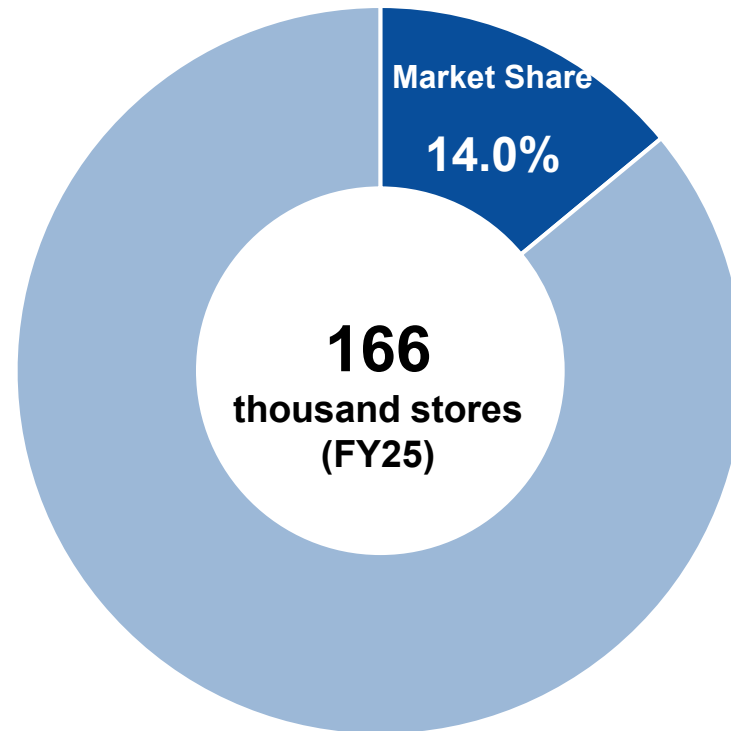


Number of contracted stores (Stores)

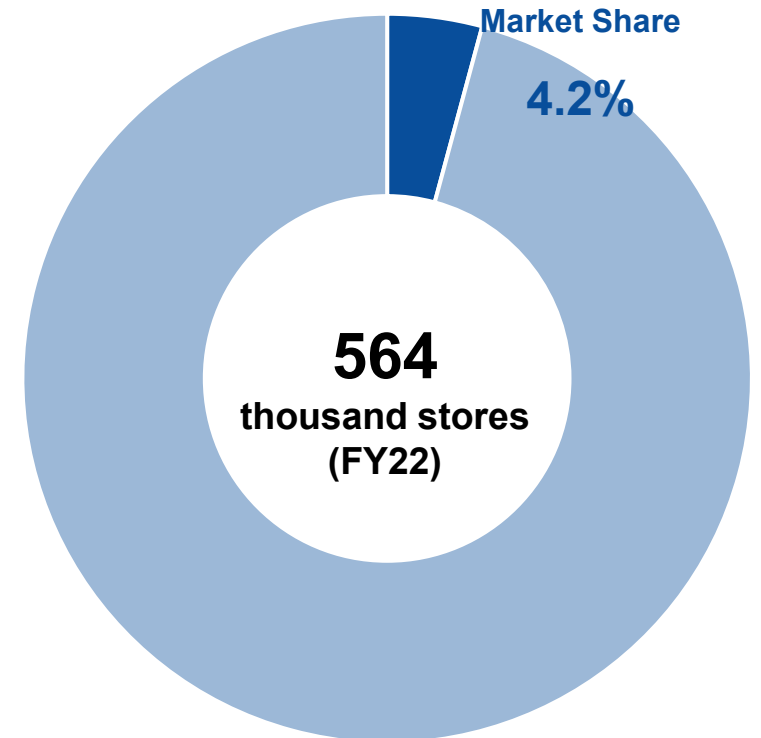
■ BeautyMerit ■ Kanzashi



Adoption rate among stores⁽¹⁾ 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.

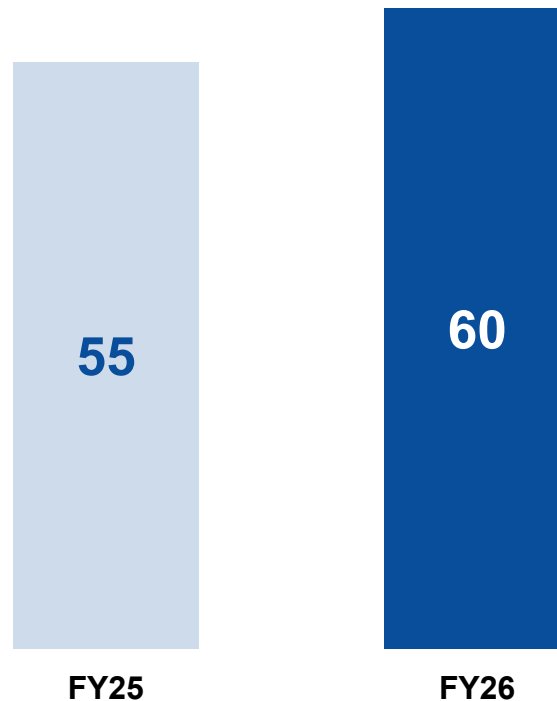
By establishing offices in various locations and strengthening the sales organization structure, strengthened coordination with both direct sales and sales partners such as hairdressing and beauty dealers

Sales offices

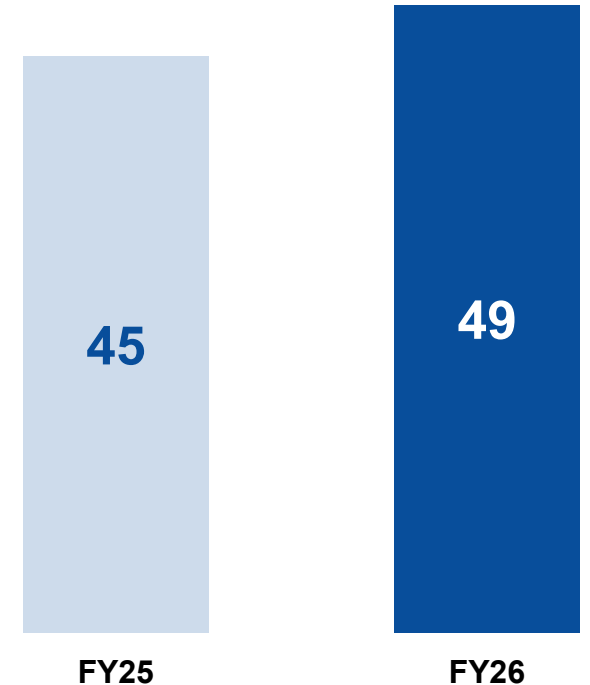
Sales structure with offices established at five locations in total: Osaka, Fukuoka, Sendai, and Sapporo, in addition to the Tokyo headquarters



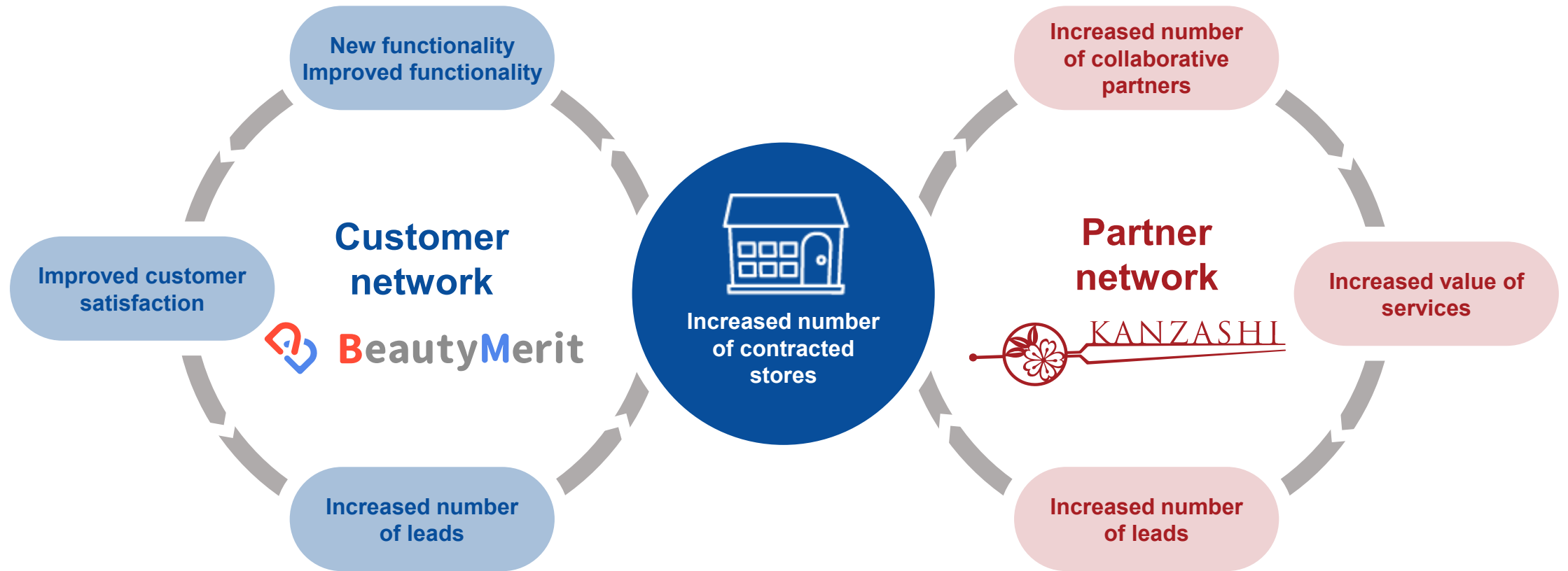
Sales personnel (Persons)



Number of hairdressing and beauty dealer partnerships (Companies)



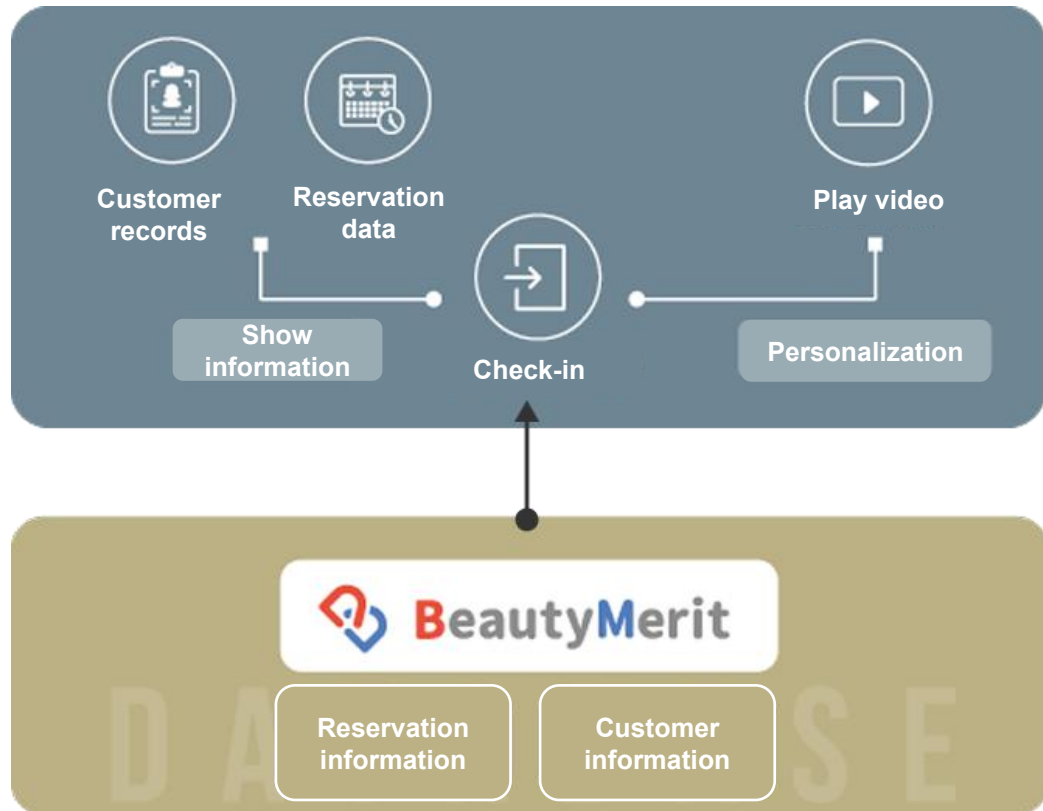
Increase the number of contracted stores through network effectiveness, leveraging the expanded customer and partner base resulting from the integration of both companies



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



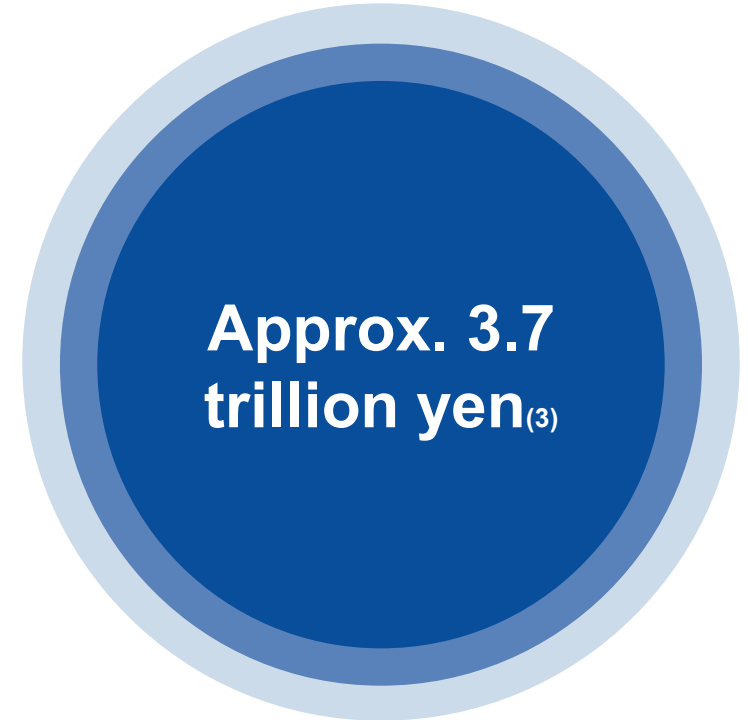
Starting offering **“BM Smart Mirror”** as an initiative for new revenue as **retail media**, through providing various services during the time of stay



Market size



Economic size of hairdressing and beauty services

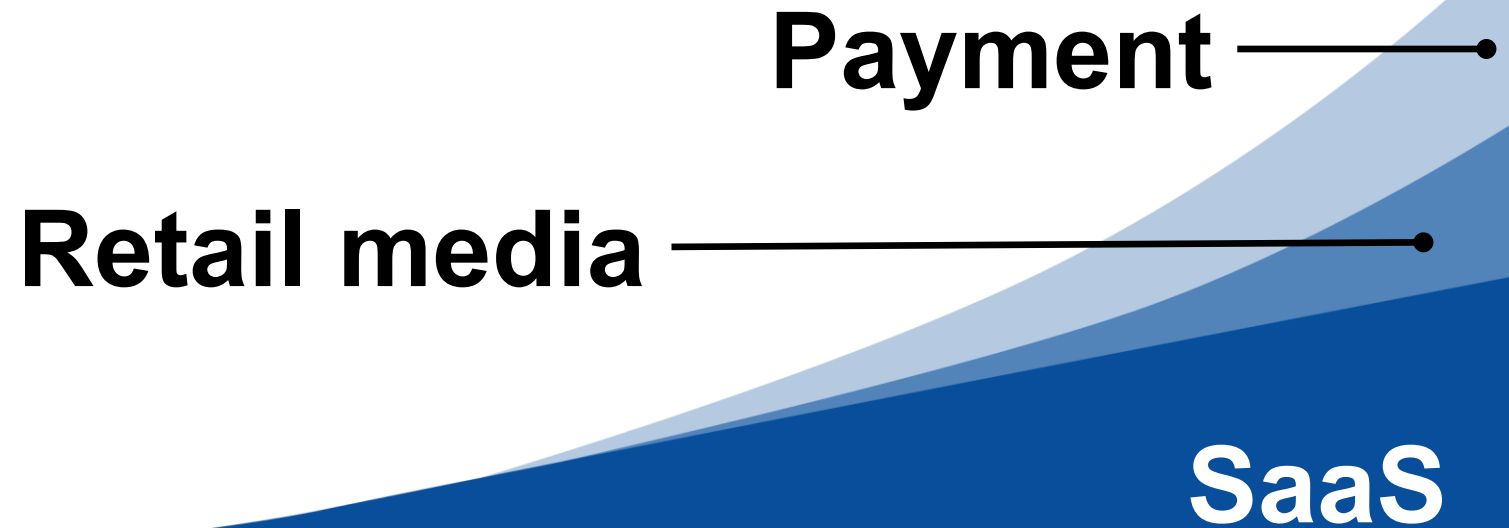


(1) Calculated by multiplying the number of participating stores (166,360 stores) listed in “HOT PEPPER Beauty Latest Data Collection” updated May 2025 by Recruit Co., Ltd. by the annual fee of the “BeautyMerit” premium plan (40,000 yen x 12 months).

(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**



Appendix

- 1. Financial highlights for the full year**
- 2. Topics**
- 3. Forecast of financial results for the fiscal year ending March 31, 2027**
- 4. Shareholder returns**
- 5. Business overview**
- 6. Growth strategy**

Appendix

Statement of income (quarterly)

Millions of yen	FY25 4Q	FY26 3Q	FY26 4Q	YoY Change	QoQ Change
Net sales	588	649	671	+ 14.2%	+ 3.4%
Gross profit	452	503	505	+ 11.7%	+ 0.4%
Gross profit margin	76.9%	77.5%	75.2%	- 1.7pt	- 2.3pt
EBITDA	134	192	142	+ 6.2%	- 26.1%
EBITDA margin	22.8%	29.7%	21.2%	- 1.6pt	- 8.5pt
Operating income	52	112	61	+ 16.4%	- 45.1%
Operating income margin	9.0%	17.3%	9.2%	+ 0.2pt	- 8.1pt
Ordinary profit	50	109	8	- 83.3%	- 92.2%
Net income	53	68	17	- 66.9%	- 74.0%

Statement of income (cumulative)

Millions of yen	FY25	FY26	YoY Change
Net sales	2,241	2,542	+ 13.4%
Gross profit	1,743	1,953	+ 12.0%
Gross profit margin	77.8%	76.8%	− 1.0pt
EBITDA	570	652	+14.4%
EBITDA margin	25.5%	25.7%	+ 0.2pt
Operating income	237	331	+ 39.7%
Operating income margin	10.6%	13.0%	+ 2.4pt
Ordinary profit	227	271	+ 19.0%
Net income	112	172	+ 53.7%

Millions of yen	FY25	FY26	Change
Current assets	2,282	2,519	+237
Cash and deposits	2,071	2,214	+143
Non-current assets	2,581	2,360	- 221
Total assets	4,863	4,880	+17
Current liabilities	762	726	- 36
Non-current liabilities	786	665	- 121
Total liabilities	1,548	1,392	- 156
Total net assets	3,315	3,488	+173
Total liabilities and net assets	4,863	4,880	+17

Statement of cash flows

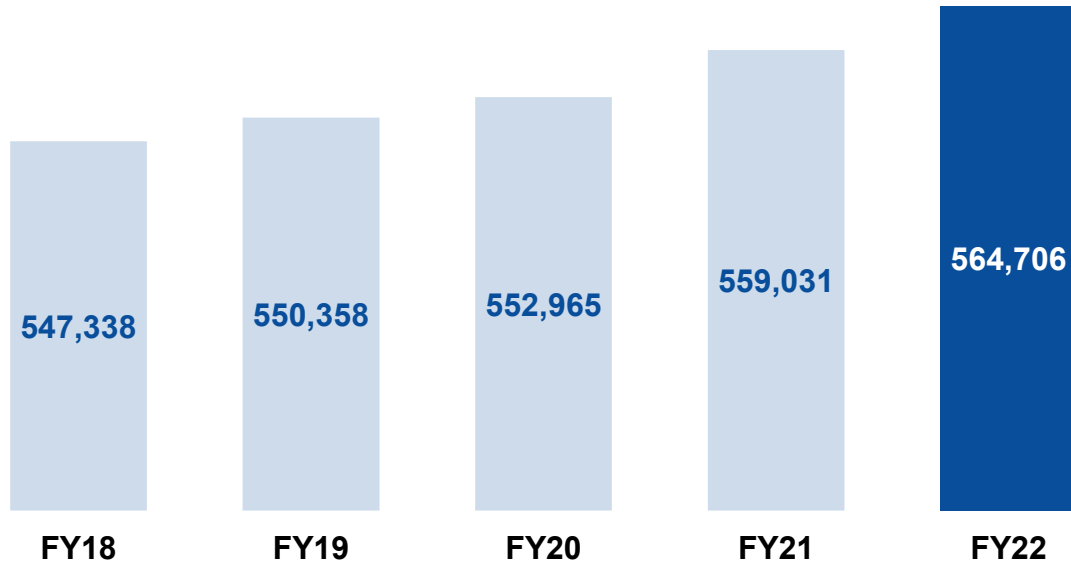
Millions of yen	FY25	FY26
Cash flows from operating activities	417,462	542,412
Cash flows from investing activities	(141,544)	(17,893)
Cash flows from financing activities	(210,854)	(381,503)
Net increase (decrease) in cash and cash equivalents	65,063	143,015
Cash and cash equivalents at beginning of period	2,006,253	2,071,316
Cash and cash equivalents at end of period	2,071,316	2,214,332

Name	CYND Co., Ltd.	
Address	4-13 8-chome, Nishigotanda, Shinagawa-ku, Tokyo	
Offices	Osaka, Fukuoka, Sendai, and Sapporo	
Established	October 20, 2011	
Share capital	53 million yen	
Business	Provide the reservation management system called “BeautyMerit” to beauty salons	
Number of employees (consolidated)	127 persons (As of March 31, 2026)	
Management	Representative Director and President	Ryuji Okuwaki
	Representative Director and Vice President	Naoya Takahashi
	Director	Shingo Kamei
	Outside Director	Takashi Kanno
	Outside Director	Yosuke Minezaki
	Full-time Audit & Supervisory Board Member	Hajime Koyama
	Part-time Audit & Supervisory Board Member	Kenichi Kakuta
Part-time Audit & Supervisory Board Member	Yuko Sakurai	
Group company	Pacific Porter,inc	

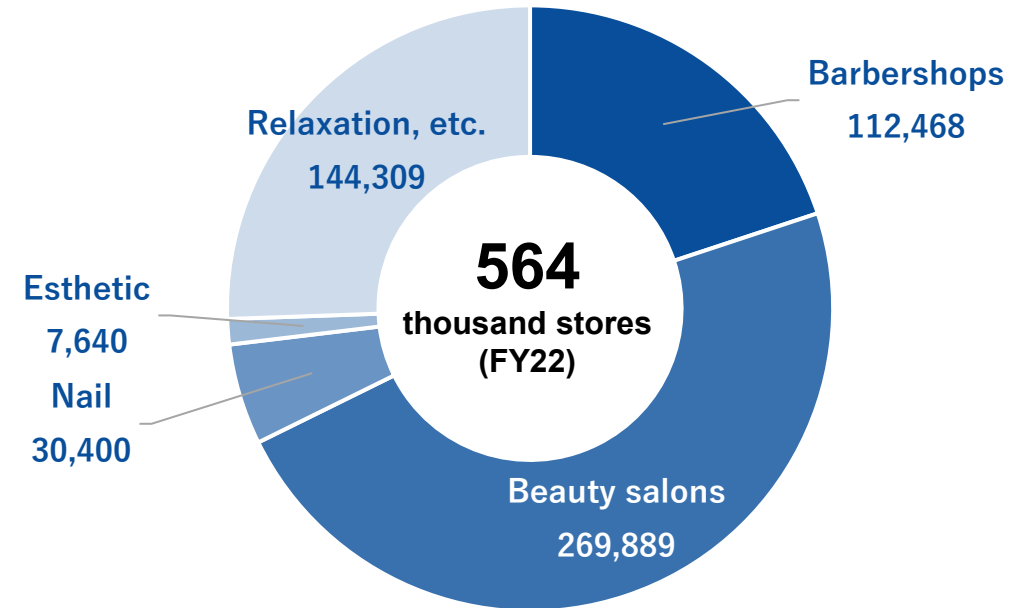


The hairdressing and beauty services sector is a major and growing industry

Trends in the number of hairdressing and beauty service stores⁽¹⁾ (Stores)



Hairdressing and beauty services market⁽¹⁾ (Stores)

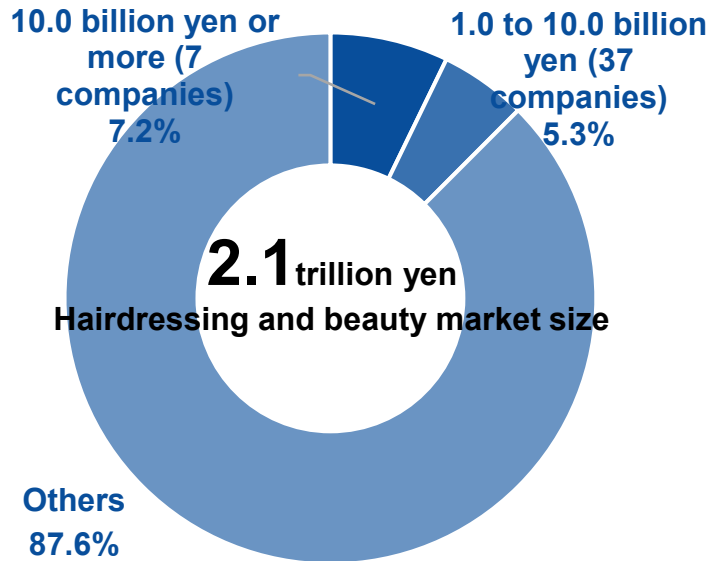


(1) Compiled by the Company based on “Hair Salons and Barber Shops Market 2023” by Yano Research Institute Ltd., “Aesthetic Salon Industry 2024” by Yano Research Institute Ltd., “Nail White Paper 2023” by Japan Nailist Association, and “Report on Public Health Administration and Services FY2022” by the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

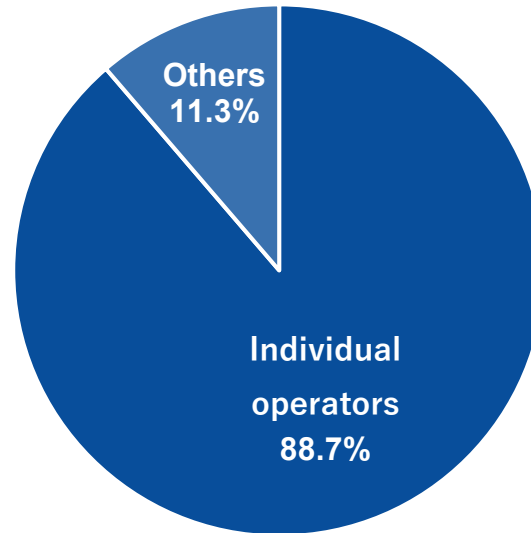
Status of the hairdressing and beauty industry composed of barbershops and beauty salons

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

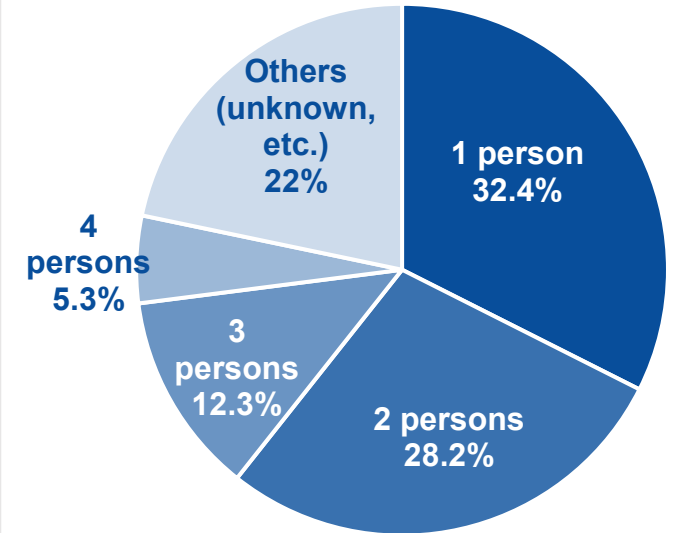
Market share by net sales⁽¹⁾



Composition ratio by management entity⁽²⁾



Composition ratio of number of facilities by employee scale⁽²⁾

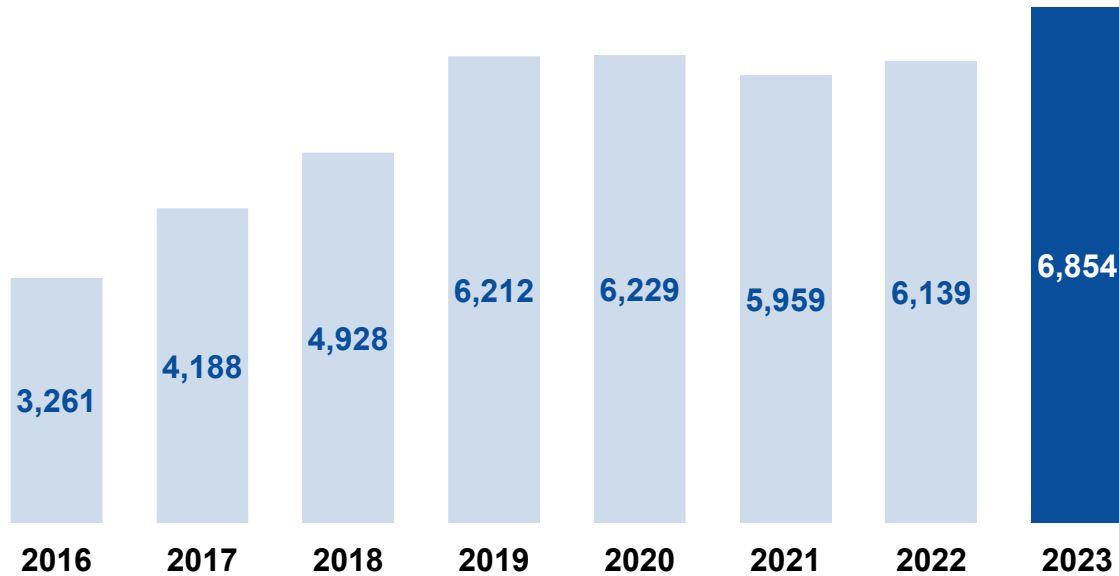


(1) Compiled by the Company based on "Hair Salons and Barber Shops Market 2025" by Yano Research Institute, Ltd.

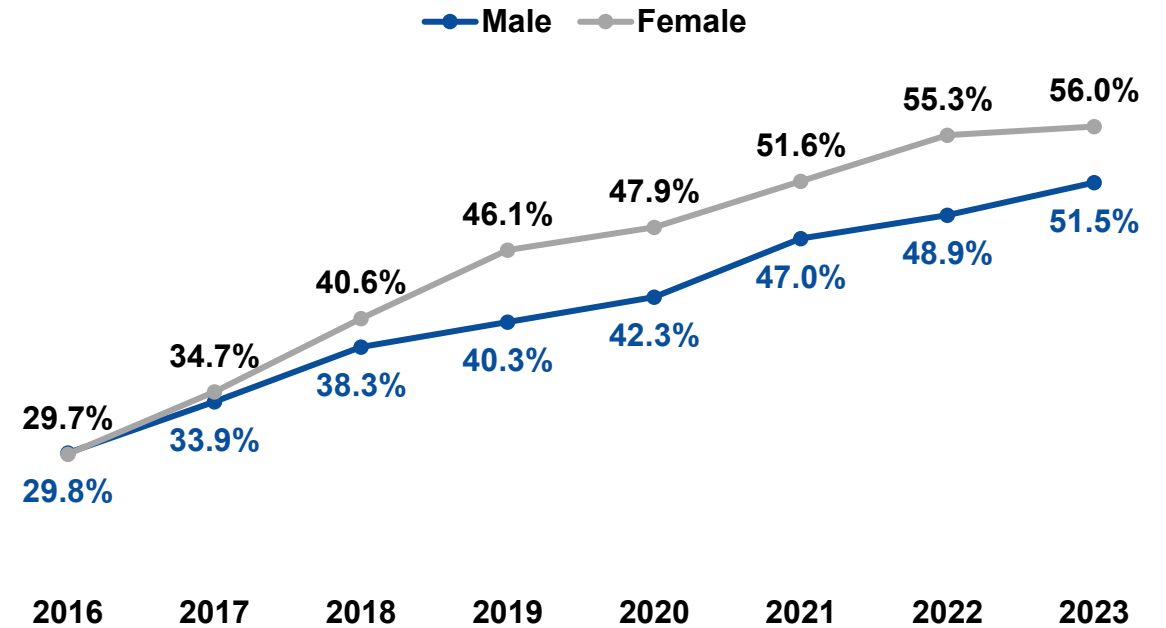
(2) Compiled by the Company based on "Actual Conditions and Management Improvement Measures of the Beauty Industry (Extract) (October 31, 2018)" by the Subcommittee on Sanitation Rationalization, Health Sciences Council.

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⁽¹⁾ (100 millions of yen)



Online reservation ratio for beauty salon reservations⁽²⁾

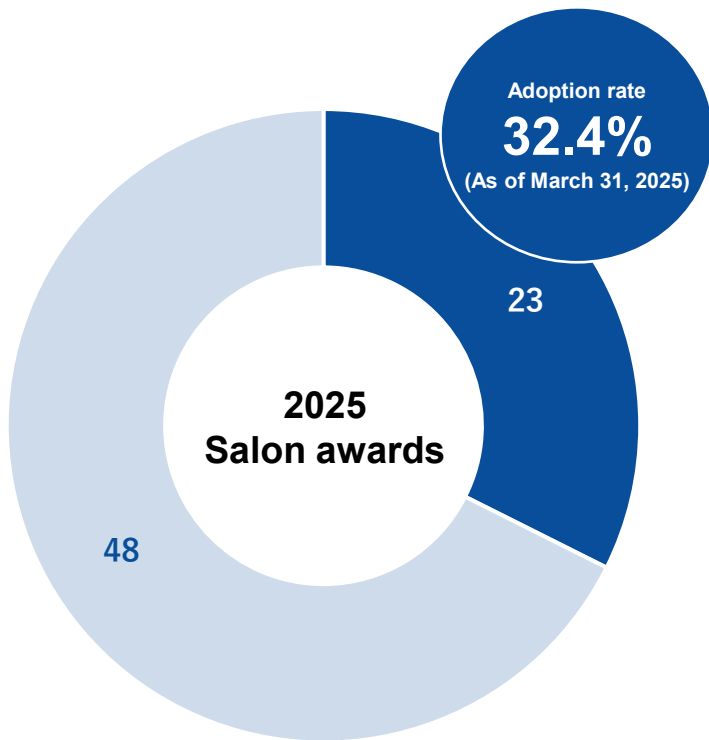


(1) Compiled by the Company based on “Report on the Results of FY2023 E-Commerce Market Survey” by the Ministry of Economy, Trade and Industry.

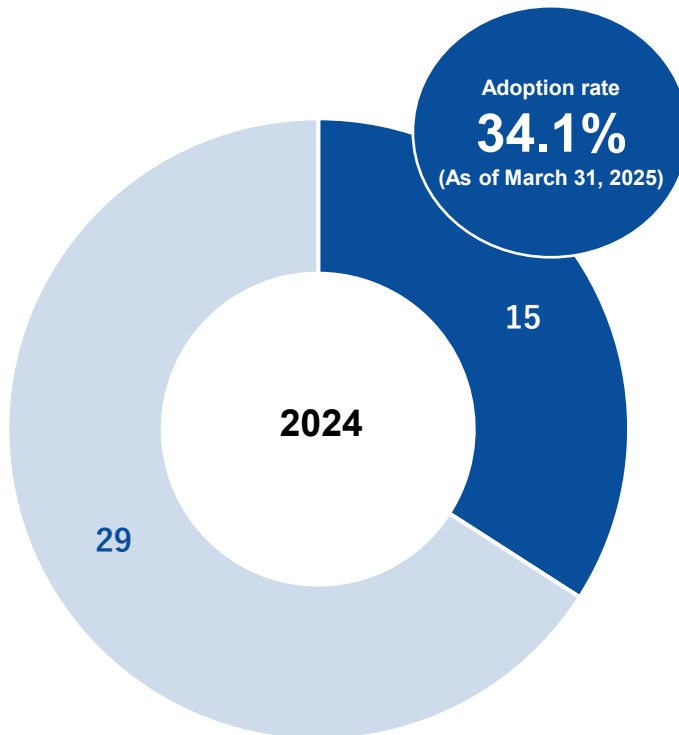
(2) Compiled by the Company based on “Beauty Census 2023 First Half” by Recruit Co., Ltd.

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

KAMI CHARISMA⁽¹⁾ adoption rate



Companies with net sales of 1.0 billion yen or more⁽²⁾ adoption rate

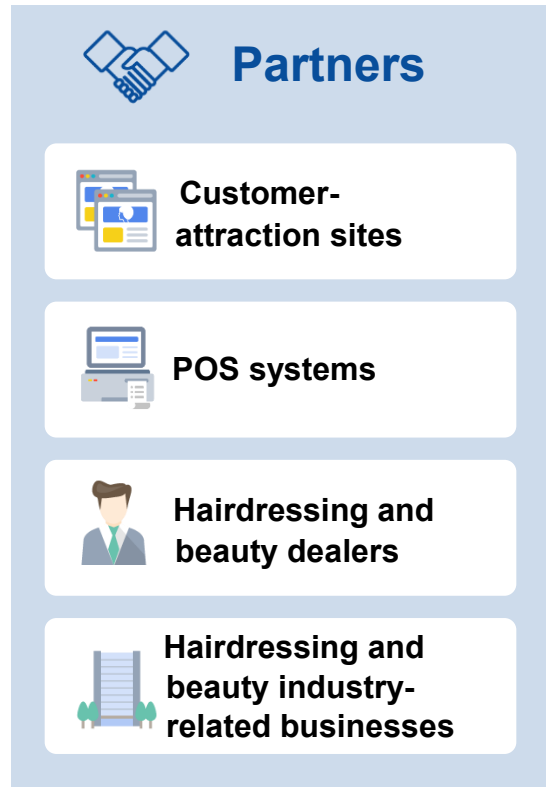


Examples of stores that have adopted⁽³⁾

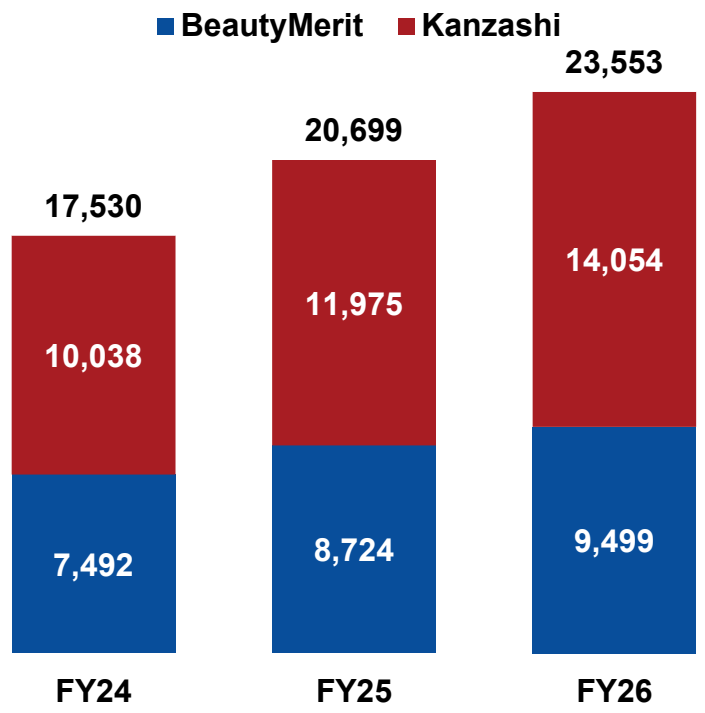


(1) "KAMI CHARISMA 2025" by the KAMI CHARISMA Executive Committee (2) "Hair Salons and Barber Shops Market 2025" by Yano Research Institute Ltd. (3) As of March 31, 2025.

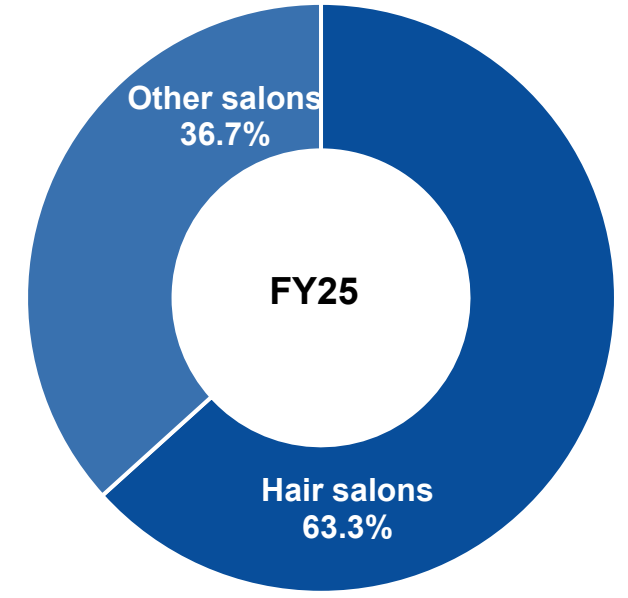
Efficient sales structure built by acquiring leads from partners integrated through the product



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

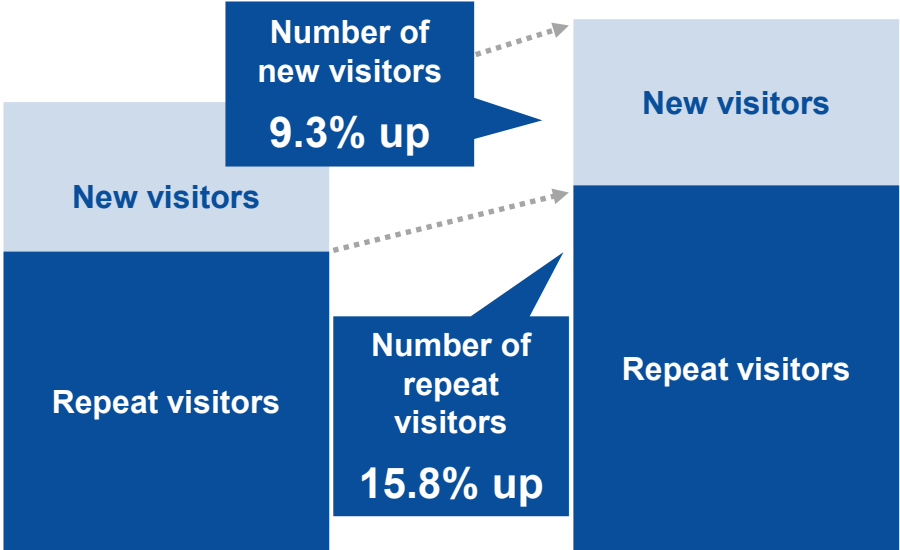
2025

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

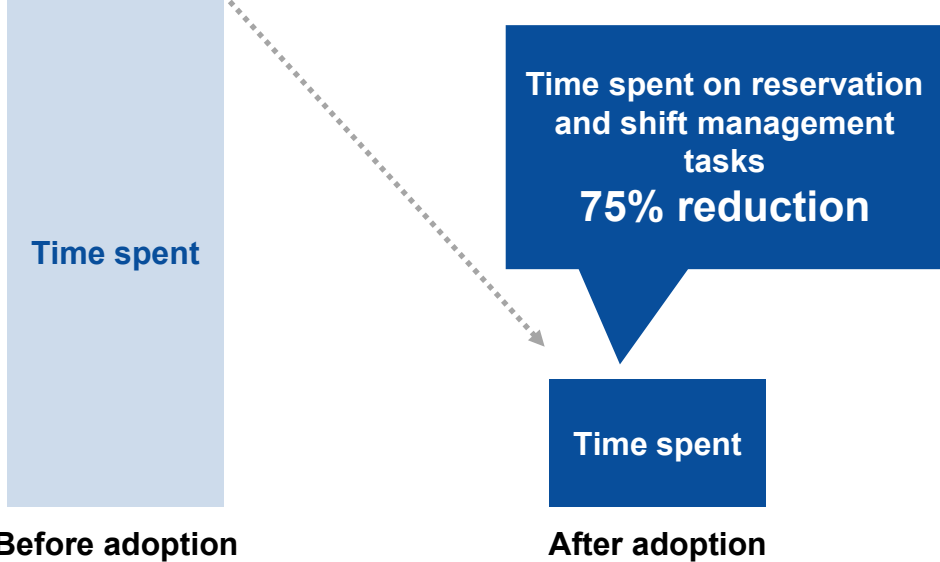
Customer touchpoints	Customers	Stores	Partners
Customer attraction	Availability information is synchronized across all customer-attraction sites, allowing users to make reservations online with confidence	Centralization and automation of reservation and shift management tasks across customer-attraction 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⁽¹⁾



Examples of improvement in time spent on reservation and shift management tasks⁽²⁾



(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.

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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-