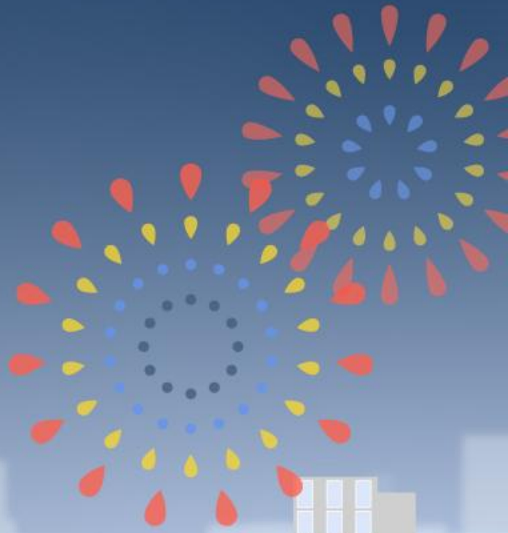
CYND

Material on Financial Results for the Three Months Ended June 30, 2026

August 14, 2026

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



CYND

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Financial highlights for FY27 1Q

Key Financial Highlights for FY27 1Q (Apr-Jun 2026)

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Net sales/YoY change

0.69 billion yen (FY27 1Q) /15.5%

EBITDA(1)/YoY change

0.15 billion yen (FY27 1Q) /16.3%

Consolidated ARR(2)/YoY change

2.56 billion yen (FY27 1Q) /12.2%

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

24,292 stores (FY27 1Q) /13.8%

ARPU (BeautyMerit)(4)

15,448 yen (FY27 1Q)

ARPU (Kanzashi)(4)

4,208 yen (FY27 1Q)

Consolidated customer churn rate(5)

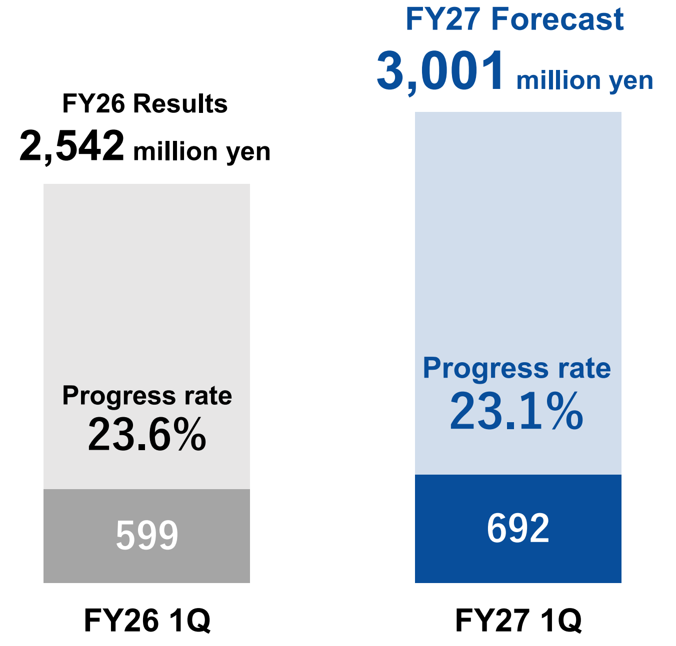
0.68% (FY27 1Q)

(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.

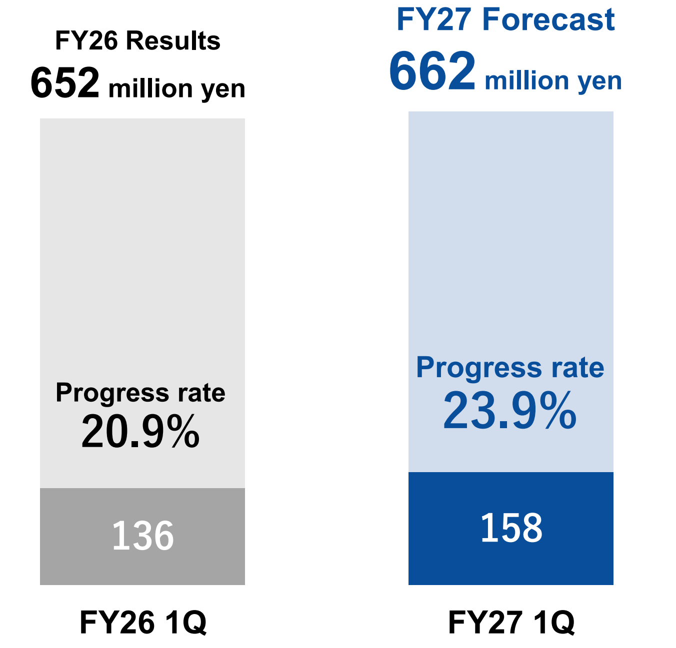
Progress toward Net Sales, EBITDA, and Adjusted Net Income (Non-GAAP)(1) Targets

The number of contracted stores continues to increase steadily, and progress toward the full-year forecasts for both net sales and EBITDA is largely in line with plan

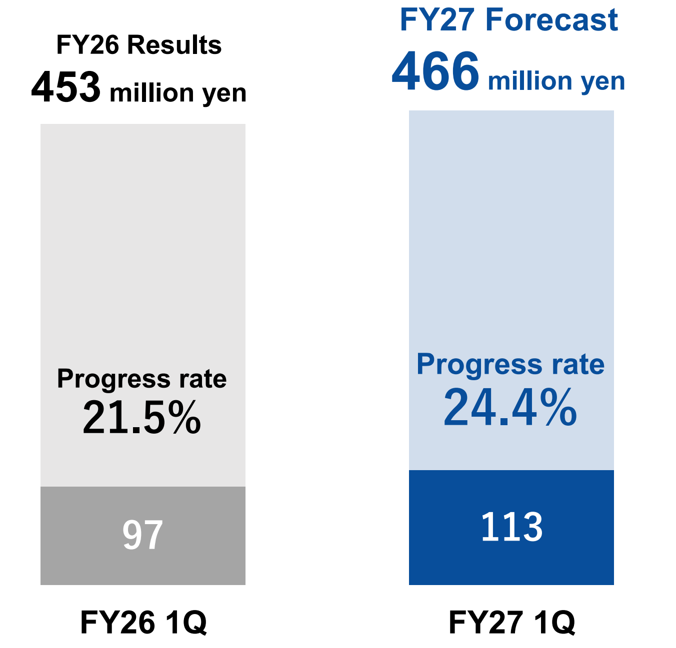
Net sales (Millions of yen)



EBITDA (Millions of yen)



Adjusted net income (Millions of yen)



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

Progress for the fiscal year ending March 31, 2027

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Millions of yen		FY27 1Q (Results)	FY27 (Forecast)	Progress rate
Net sales	Consolidated	692	3,001	23.1%
	CYND	512	2,247	22.8%
	Pacific Porter	180	754	24.0%
EBITDA(1)	Consolidated	158	662	23.9%
	CYND	119	500	23.9%
	Pacific Porter	38	162	23.9%
Operating income	Consolidated	78	345	22.9%
	CYND	113	473	23.9%
	Pacific Porter	36	155	23.7%
Net income	Consolidated	44	188	23.5%
	CYND	77	291	26.8%
	Pacific Porter	35	174	20.7%
Adjusted net income(2)	Consolidated	113	466	24.4%

Net sales are progressing in line with plan, driven by steady growth in the number of contracted stores across the Group and continued adoption of new services, including BeautyPay and BM Smart Mirror.

EBITDA and operating profit are also making steady progress toward the full-year targets across the Group.

Net income at CYND is showing a relatively high level of progress in the first quarter, as expenses related to the shareholder benefit program are expected to be recorded at the end of the fiscal year.

(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)

Quarterly trends in net sales

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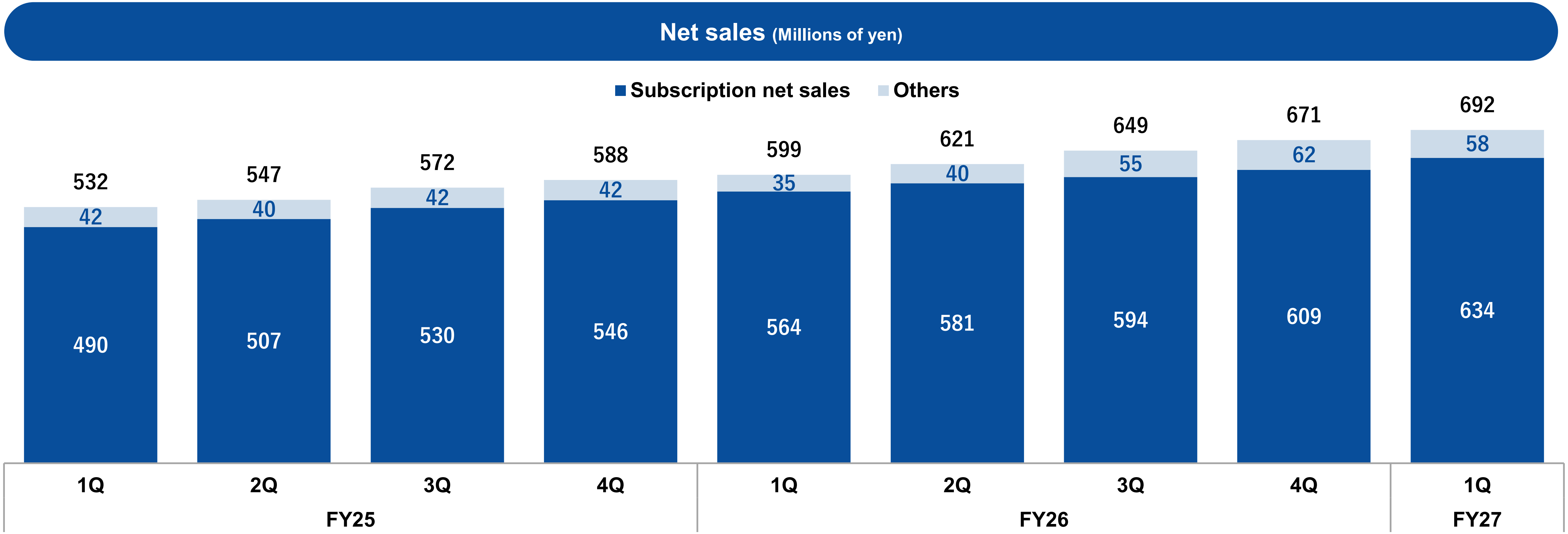
Net sales grew +15.5% YoY, subscription sales increased +12.4% YoY



Quarterly trends in ARR

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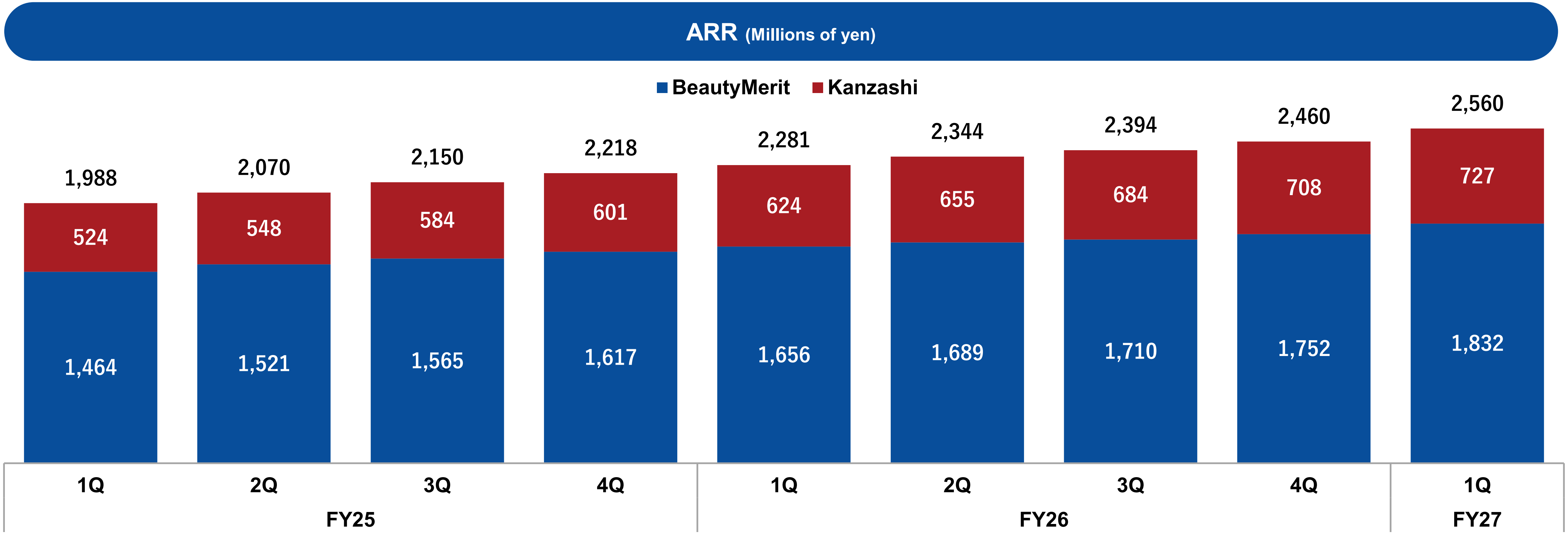
The number of each services increased steadily, and ARR grew by 12.2% YoY



Quarterly trends in the number of contracted stores and ARPU

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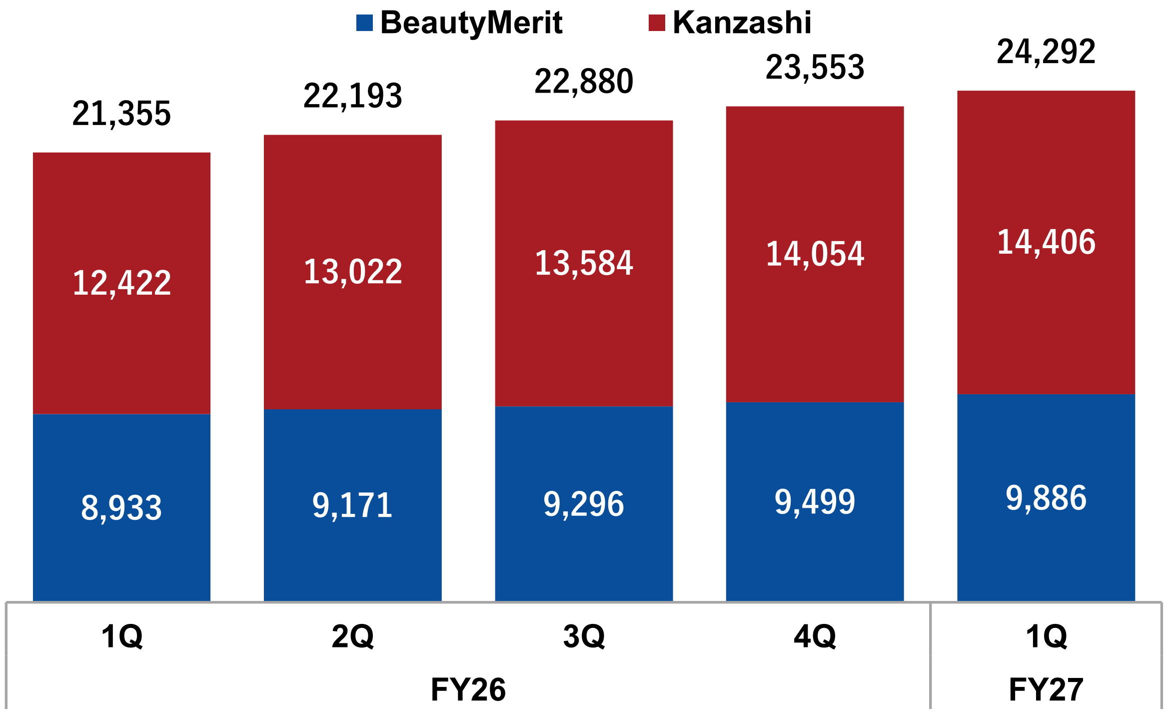
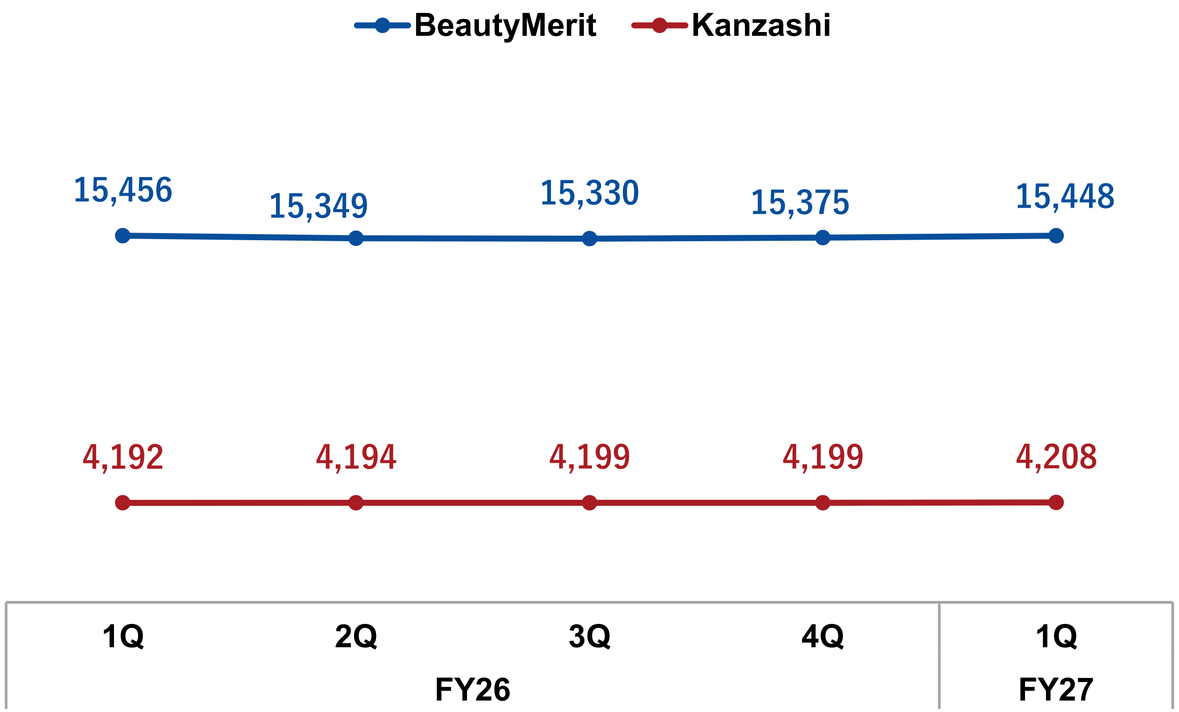
Contracted stores grew by 13.8% YoY, while ARPU remained flat

Number of contracted stores (Stores)



ARPU (Yen)



Quarterly trends in the customer churn rate

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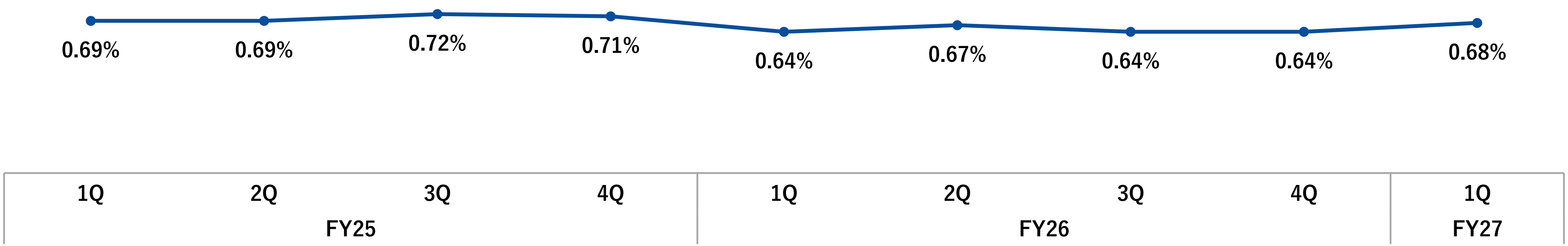
Customer churn rate remained low at 0.68%, remained below 1.0%

Customer churn rate



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

Quarterly trends in EBITDA(1)

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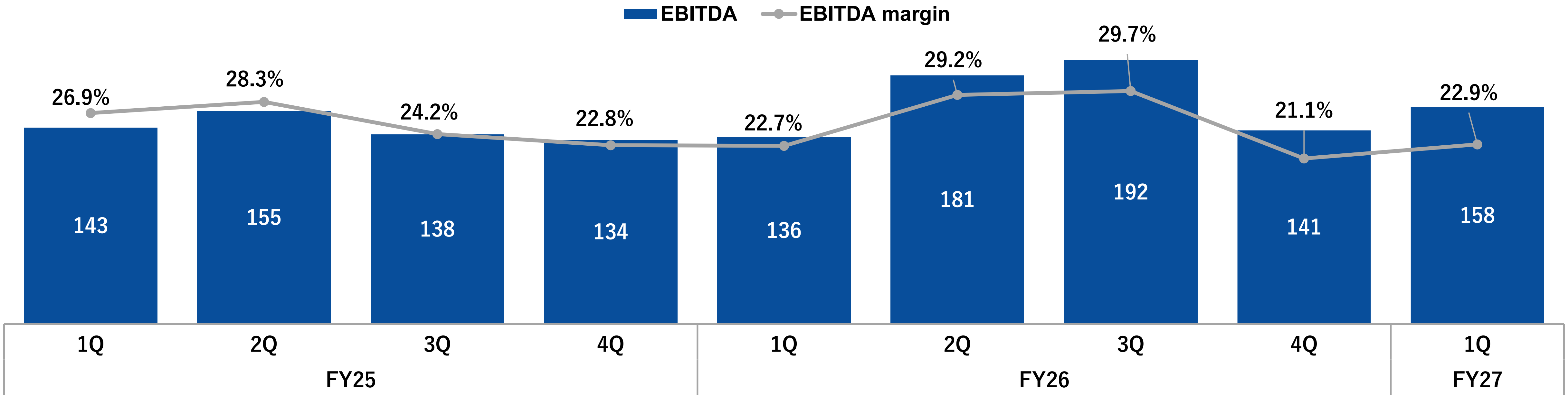
EBITDA increased 16.3% year over year, driven by growth in net sales and other factors, while the Q1 EBITDA margin was in line with the full-year plan of 22.1%

EBITDA (Millions of yen)



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

Quarterly trends in gross profit and operating income

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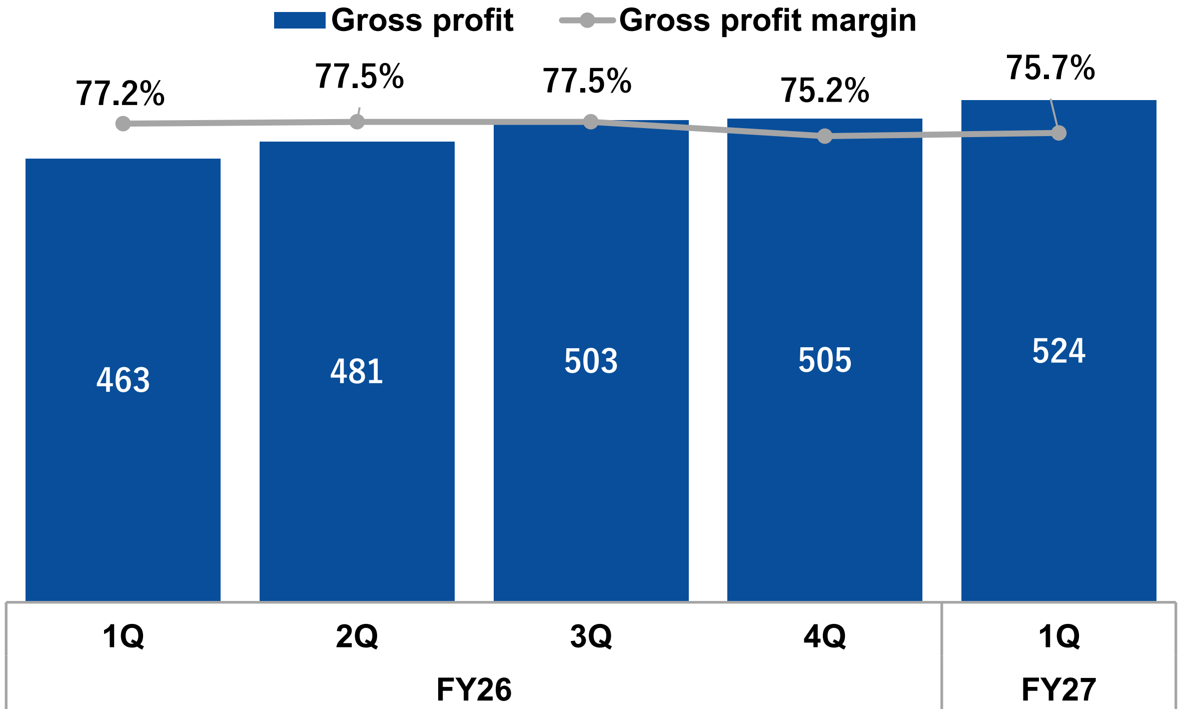
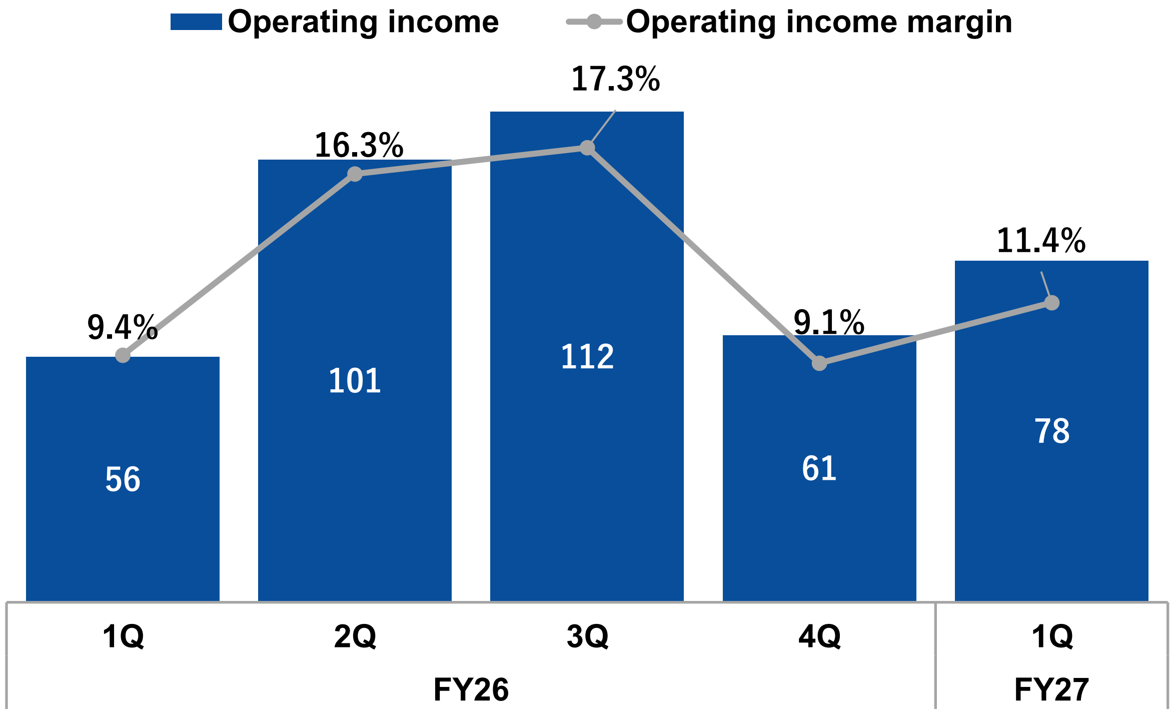
Gross profit increased by 13.3% year over year, driven by growth in net sales, while operating profit increased by 40.7% year over year

Gross profit (Millions of yen)



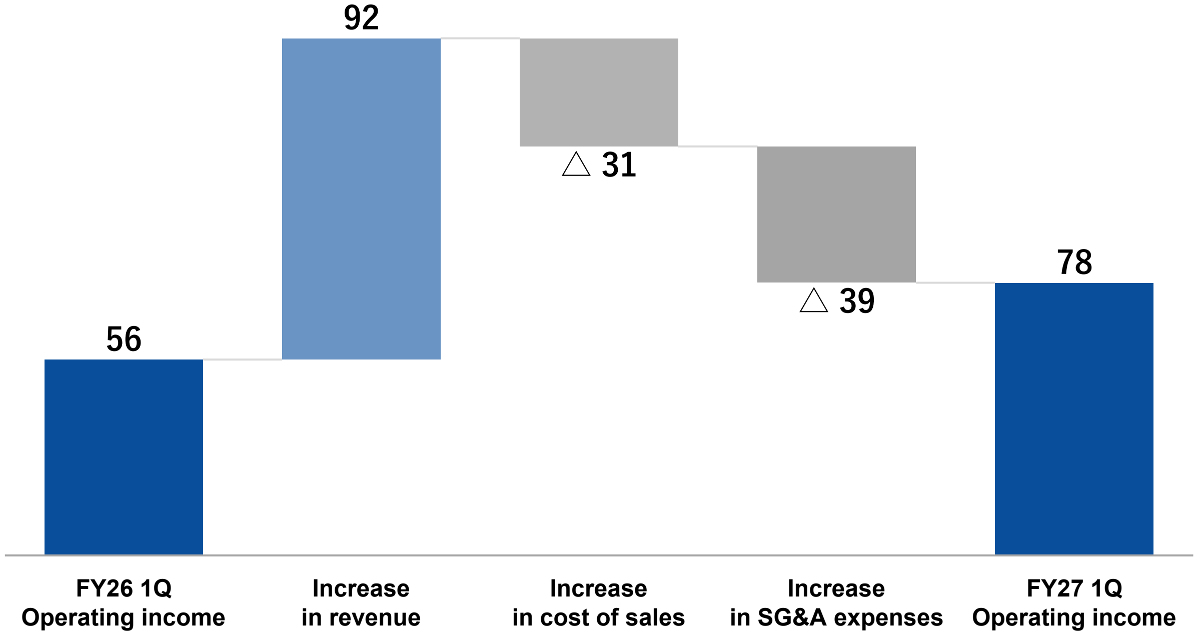
Operating income (Millions of yen)



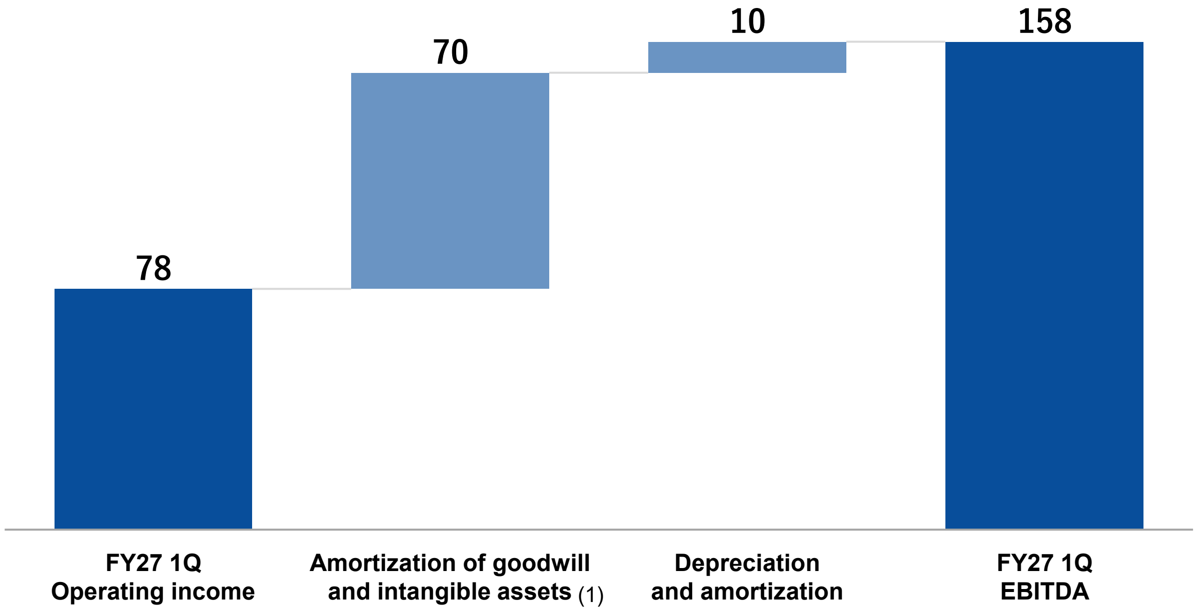
Factors behind the increase or decrease in operating income and the difference between operating income and EBITDA

Despite higher expenses resulting from investments in human capital and marketing, operating income increased by 40.7% year over year, driven by growth in net sales

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



Difference between operating income and EBITDA (Millions of yen)



(1) With regard to the goodwill arising from the acquisition of Pacific Porter as a subsidiary, the company plans to record goodwill amortization of approximately 0.27 billion yen for each fiscal year through the fiscal year ending March 2033.

Quarterly trends in the number of employees(1)

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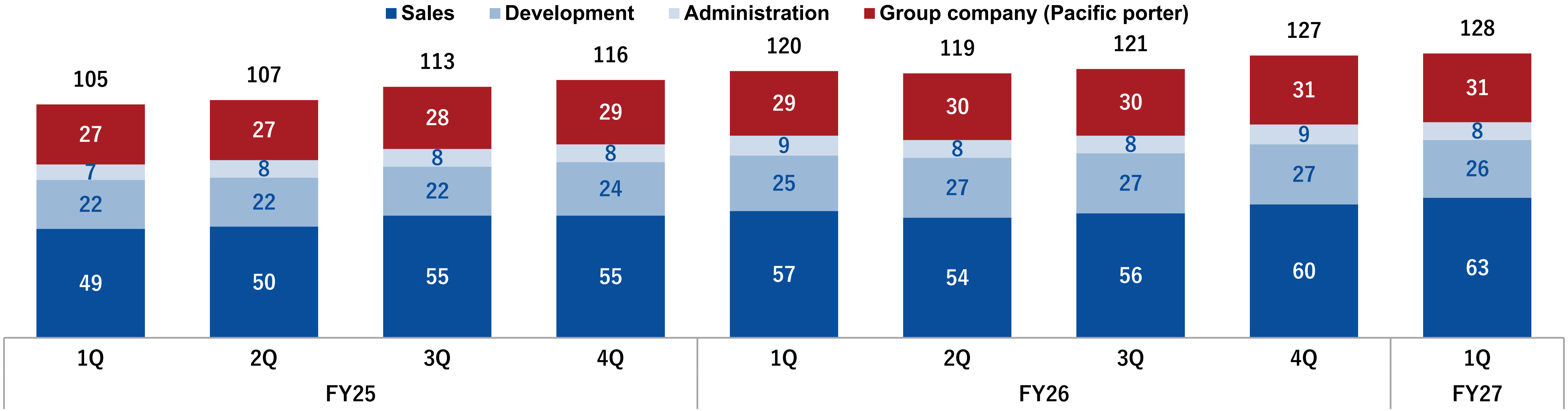
The total group headcount increased by one quarter-on-quarter (QoQ), resulting in 128 employees.

Number of employees (Persons)



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

Topics

Topics

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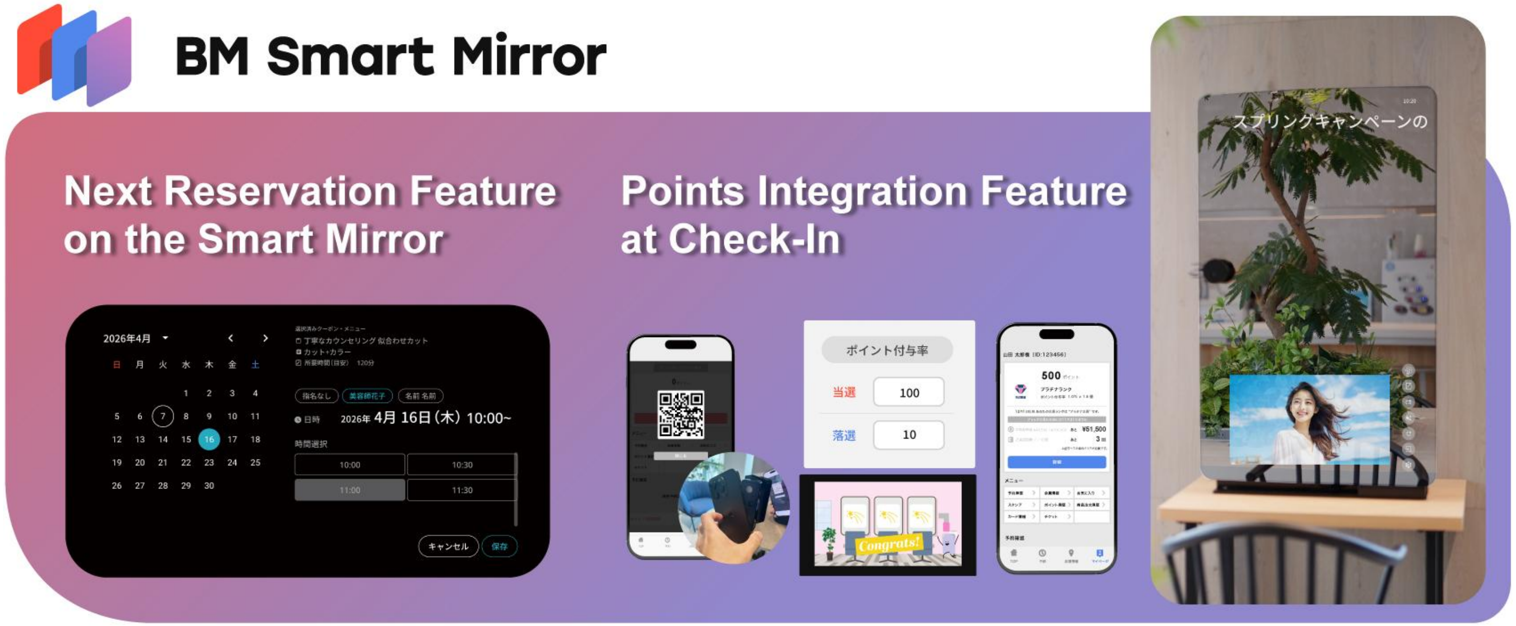
Participated in events to increase awareness of our services and acquire new customers, and launched new features for BM Smart Mirror

Beautyworld Tokyo

Expanding the Features of the BM Smart Mirror



3 Business overview

CYBER & MIND

Connecting Hearts through Technology

BEAUTY INDUSTRY INFRASTRUCTURE

Development of various services specializing in hairdressing and beauty services

CYND

Reservation and customer management system

BeautyMerit

Centralized reservation management system

KANZASHI

Smart mirror

BM Smart Mirror

NEW

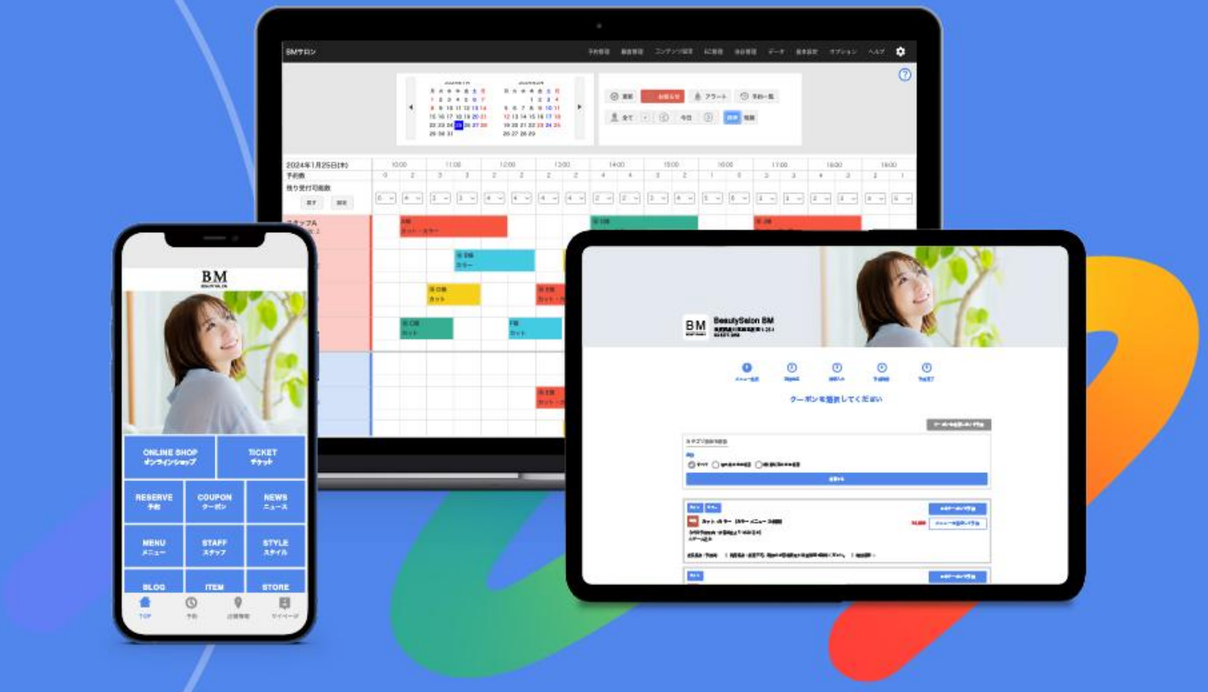
Payment service

BeautyPay

NEW

Reservation and customer management system

BeautyMerit



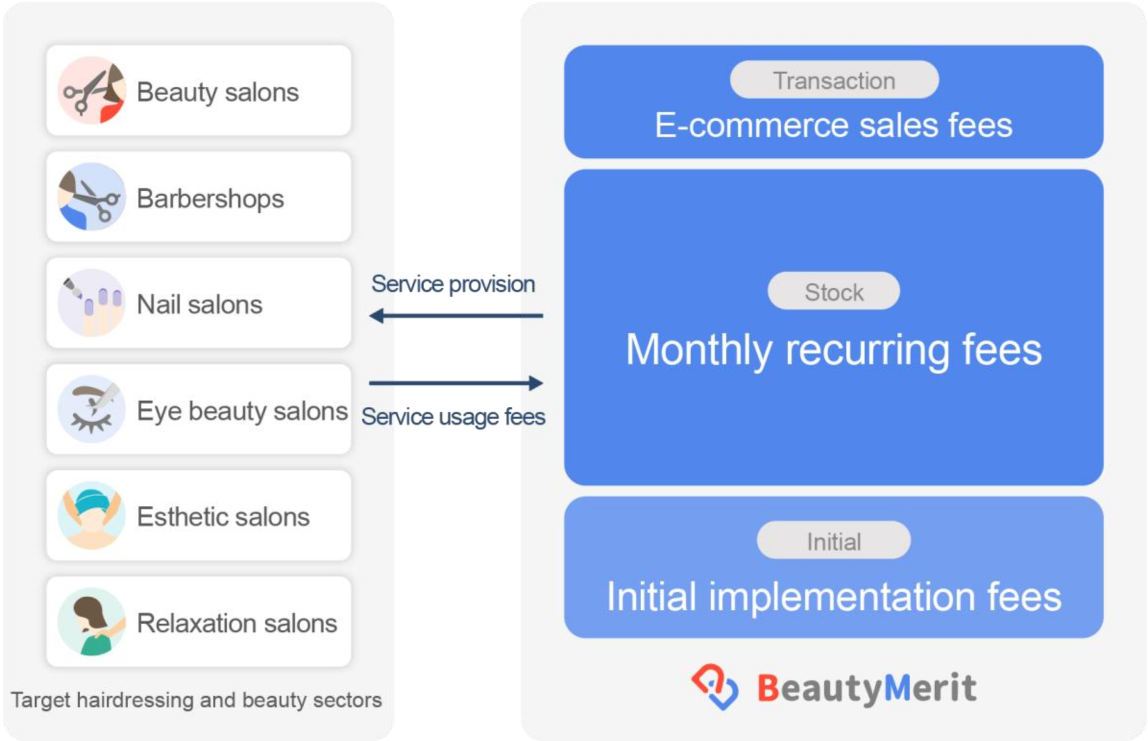
Business overview

Providing a reservation and customer management system through a subscription-based model

Supporting salon management through data utilization, centered on centralized reservation management and in-house reservation systems

Revenue structure

Revenue model based on initial implementation fees and monthly recurring fees



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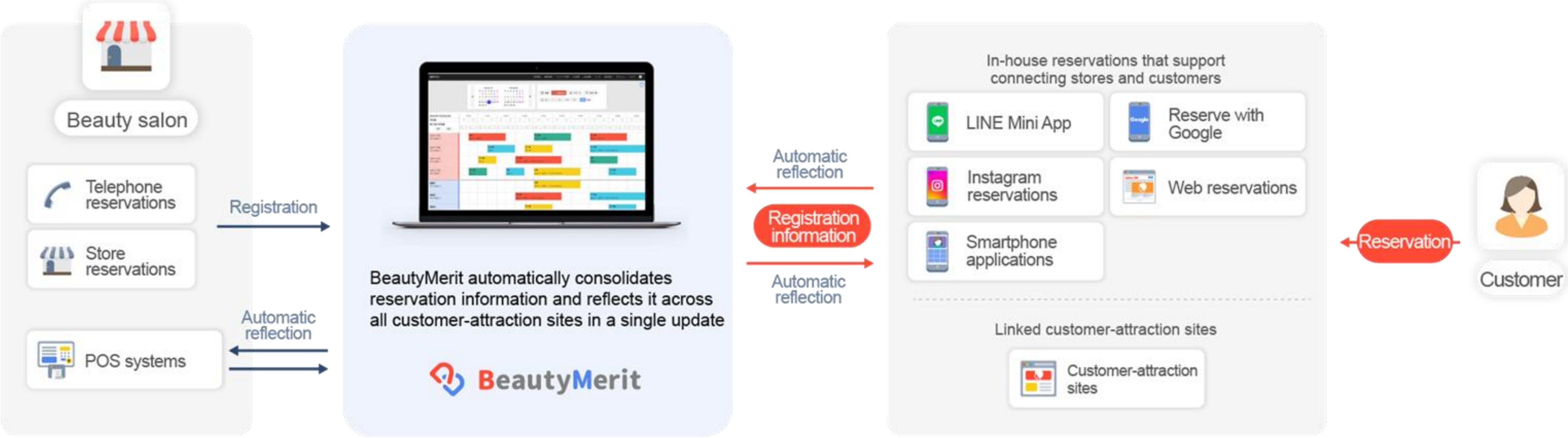
Automatically consolidates reservation information from customer-attraction sites(1) and **automatically reflects** the salon's availability, significantly reducing the workload associated with reservation management



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

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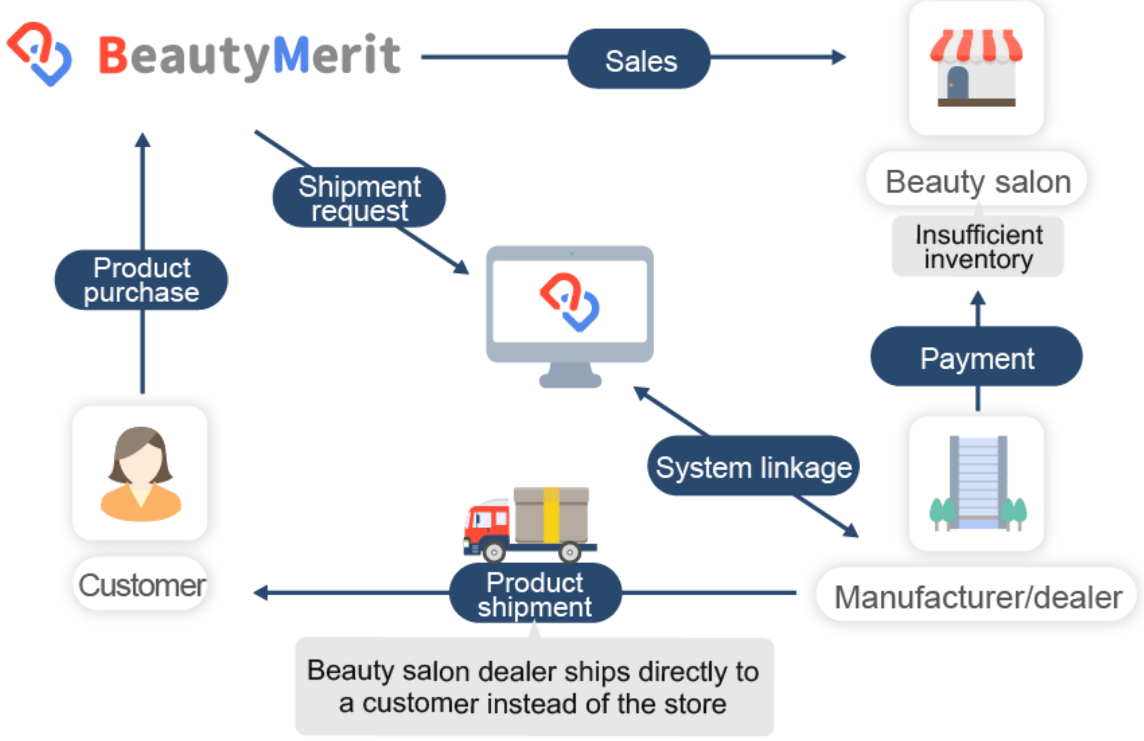
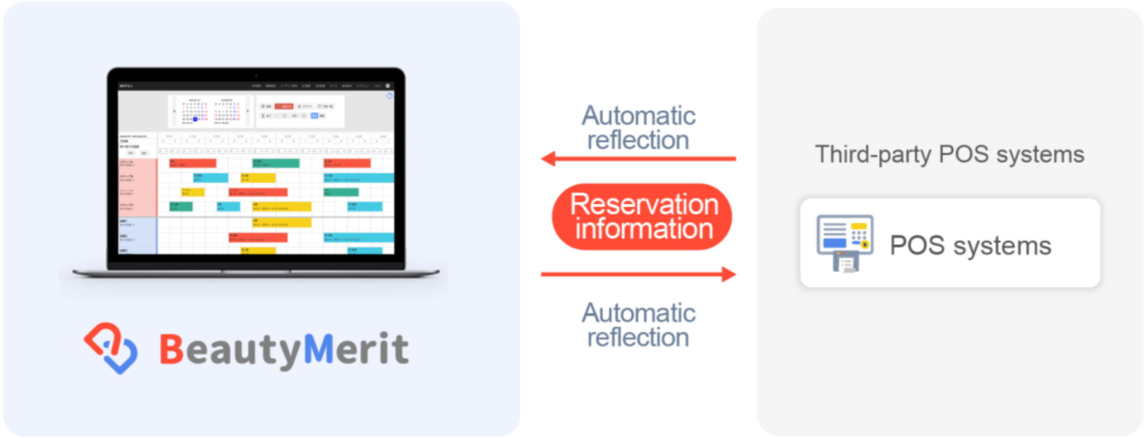
Collaboration with beauty salon dealers with e-commerce functionality

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



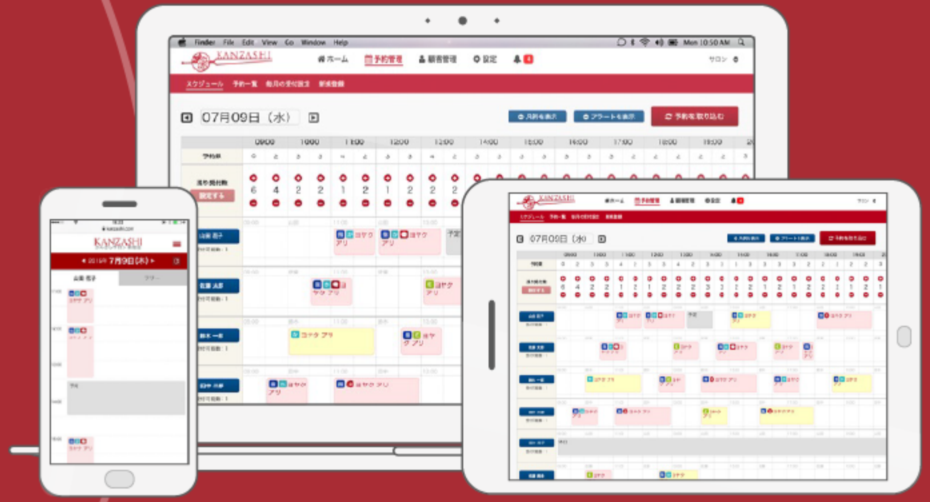
Integration with third-party POS systems

Automatically reflecting and integrating reservation information with major third-party POS systems to improve the efficiency of store operations



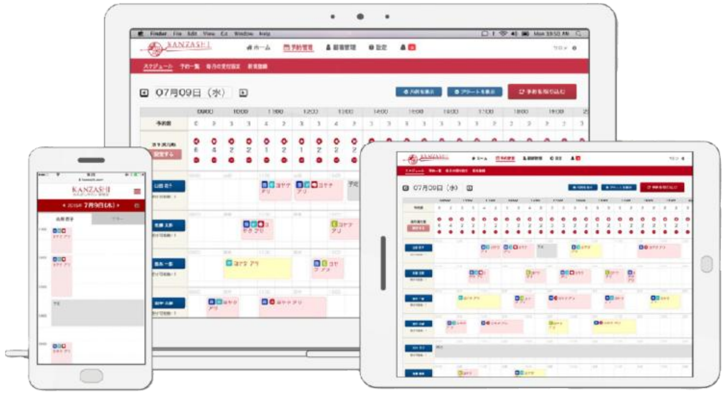
Centralized reservation management system

KANZASHI



Business overview

Providing a centralized reservation management system through a subscription-based model



KANZASHI

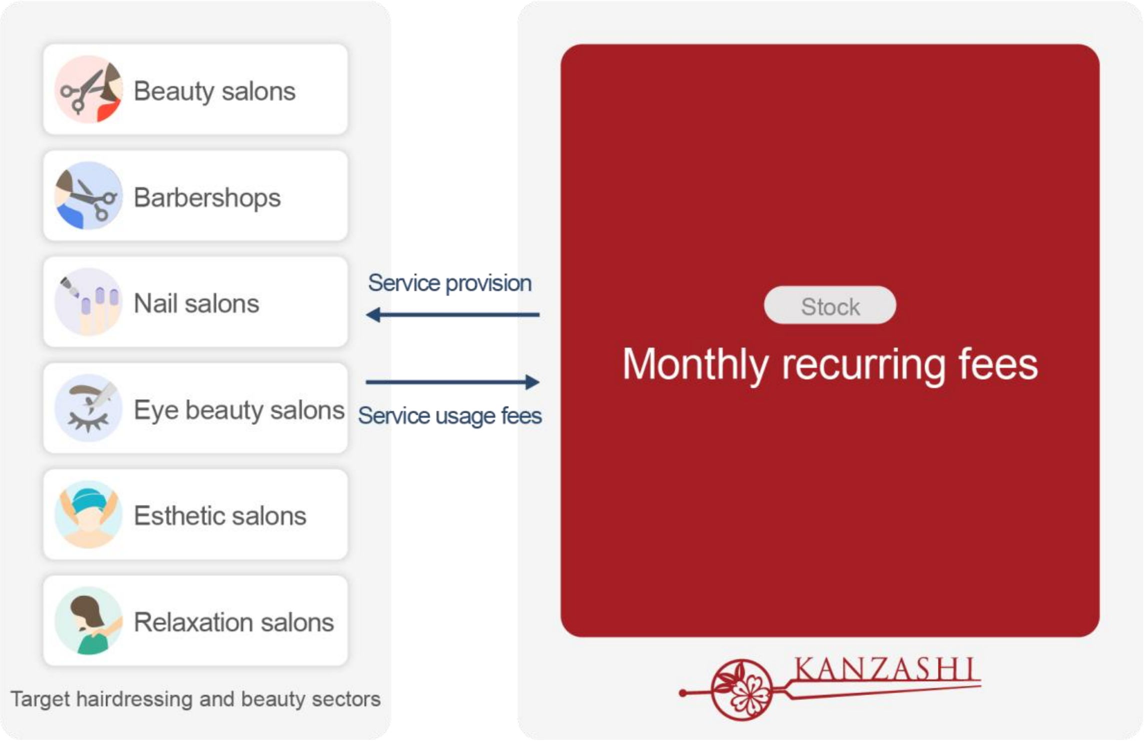
Industry-leading, easy-to-adopt pricing plan

No optional feature fees!

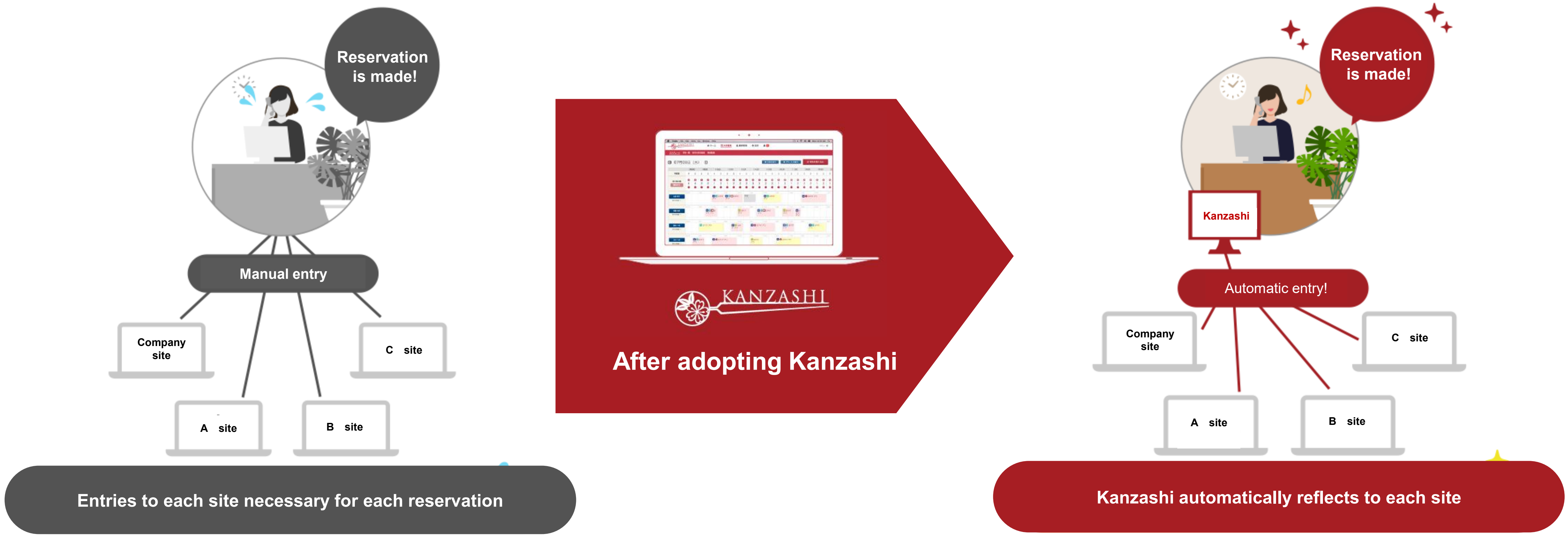
[Monthly] 5,500 yen (including tax)

Revenue structure

Revenue model based on monthly recurring fees

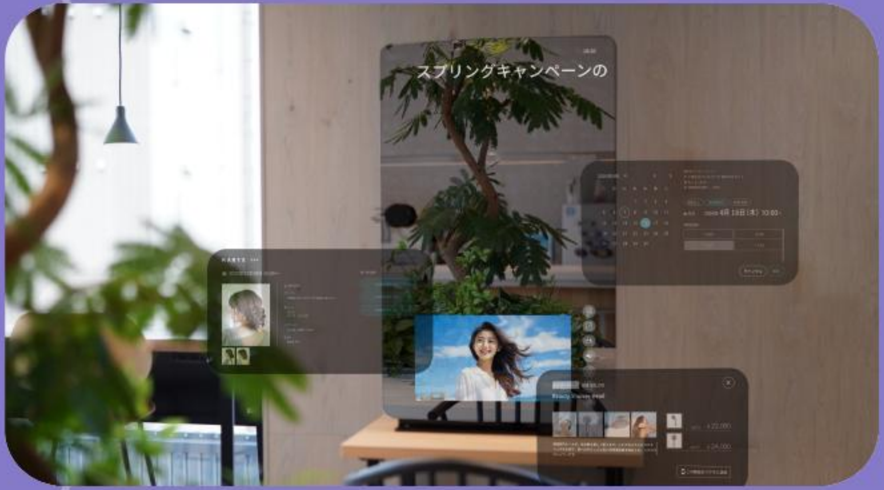


A centralized reservation management service that consolidates reservations from various sites



Smart mirror

BM Smart Mirror



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Business overview

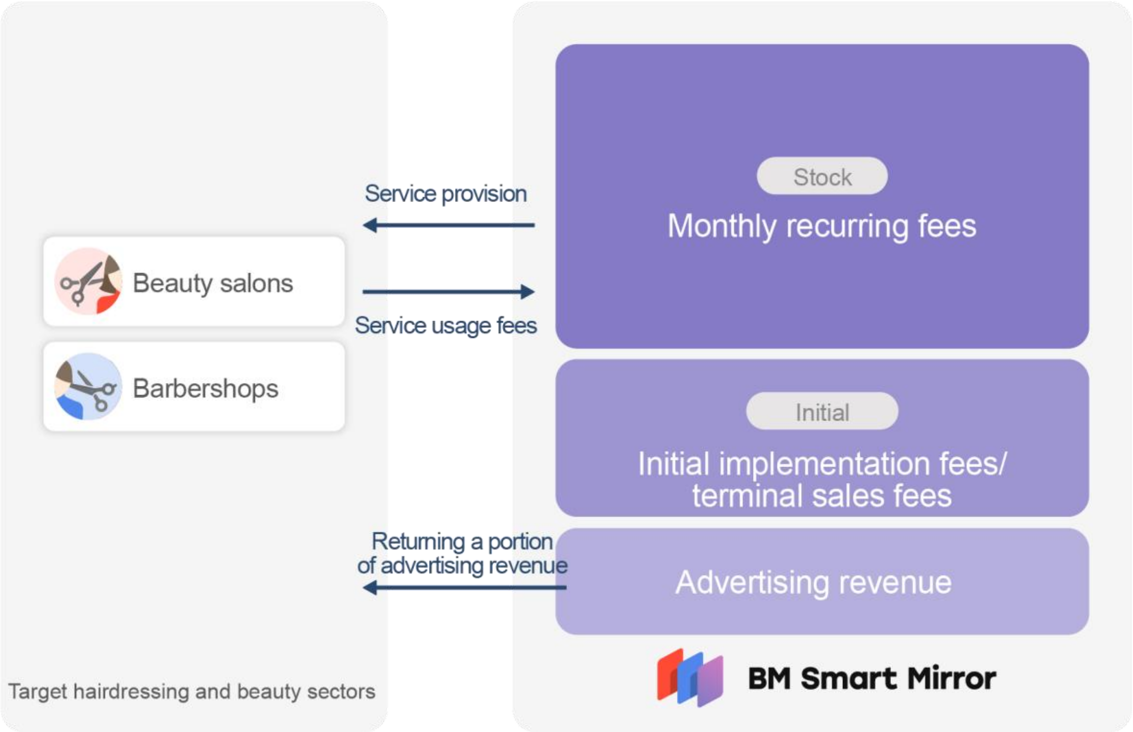
Providing new value in the treatment space and time spent at beauty salons

Turning stay time into value through the digitalization of mirrors

BM Smart Mirror

Revenue structure

Hybrid model that generates advertising revenue as media, in addition to initial and monthly system usage fees



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Providing a smart experience linked to customer data, while enabling effective promotions and advertising monetization through video distribution

BM Smart Mirror

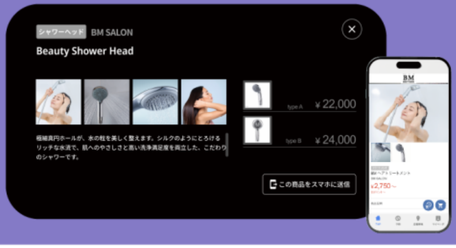
Main types of content provided by BM Smart Mirror

BM ···Data linkage with BeautyMerit

Customer records BM

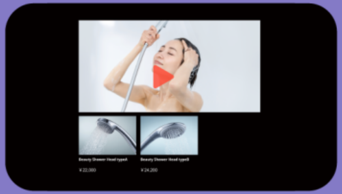
Next reservation BM

Online shop BM

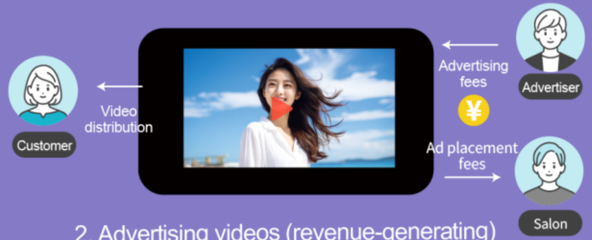


Videos

Video distribution tailored to customer attributes such as gender and age group is possible.



1. Announcement of products sold at salons



2. Advertising videos (revenue-generating)

3. Notices from salons

Payment service

BeautyPay

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Business overview

Cashless payment service for the beauty industry

Industry-lowest level
Payment processing fee **1.96%-**

Initial fee / Monthly fee / Terminal fee / Bank transfer fee **0 yen**

Reducing the beauty industry’s burden of introducing cashless payments to “zero”

BeautyPay

Revenue structure

Transaction revenue model centered on payment processing fees generated when payments are made at salons

- Beauty salons
- Barbershops
- Nail salons
- Eye beauty salons
- Relaxation salons

Target hairdressing and beauty sectors

← Service provision

→ Payment processing fees

Transaction

Payment processing fees

BeautyPay

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

Maximize net sales

Expand the number of contracted stores

Increase customer unit prices

Upsell and cross-sell

Take rate (payment processing fees)

Number of contracted stores and market share across the entire group

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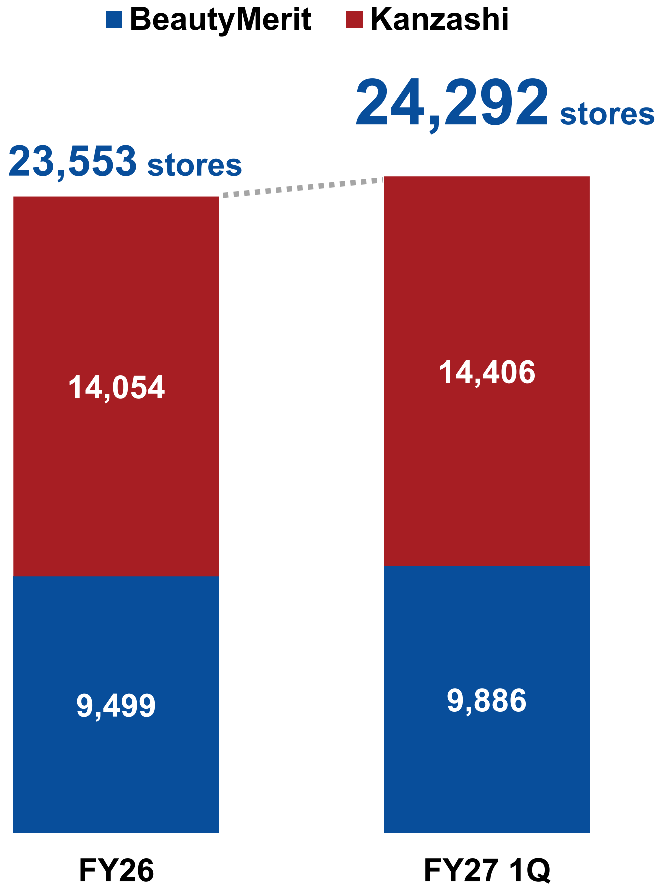
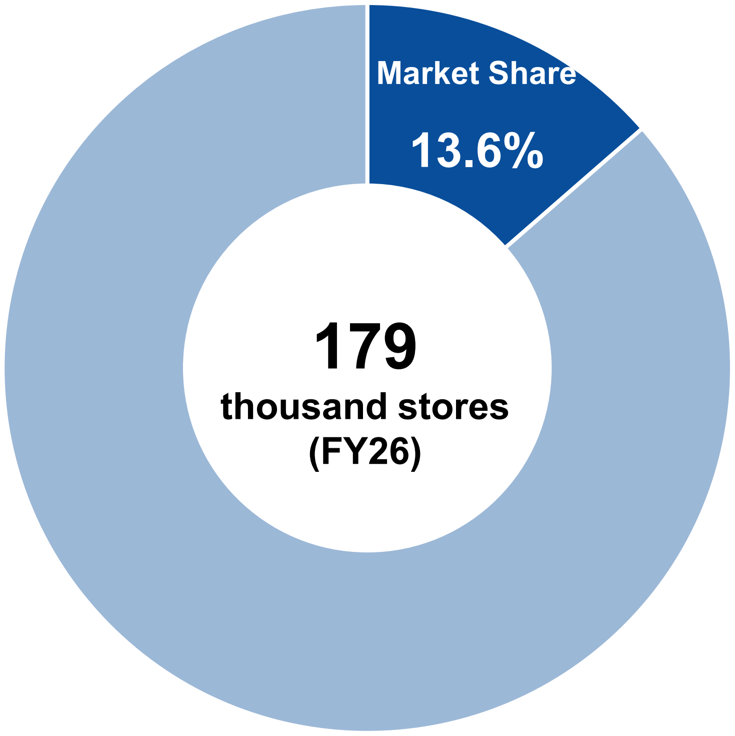
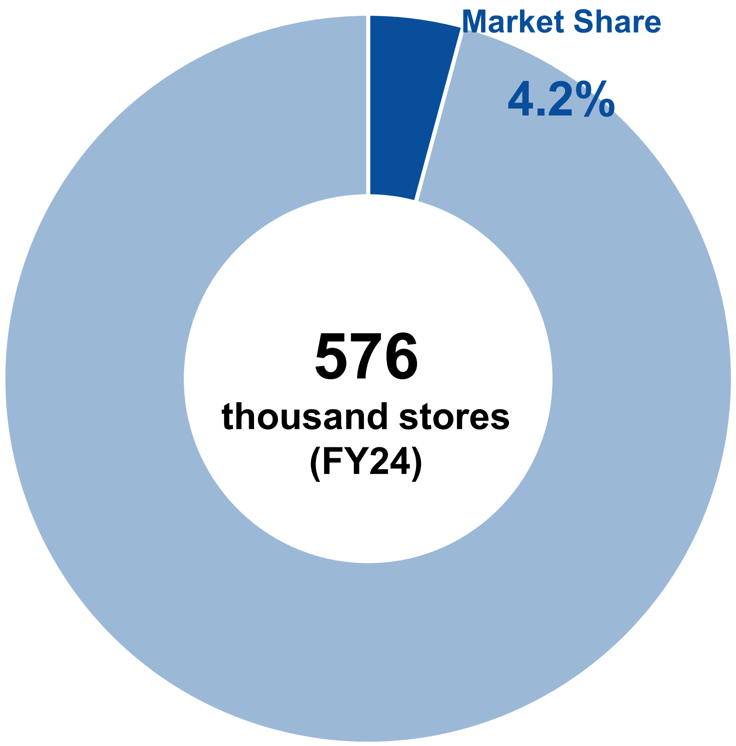
Number of contracted stores (Stores)



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 June 2026, by Recruit Co., Ltd.

Strengthening of the sales organization structure

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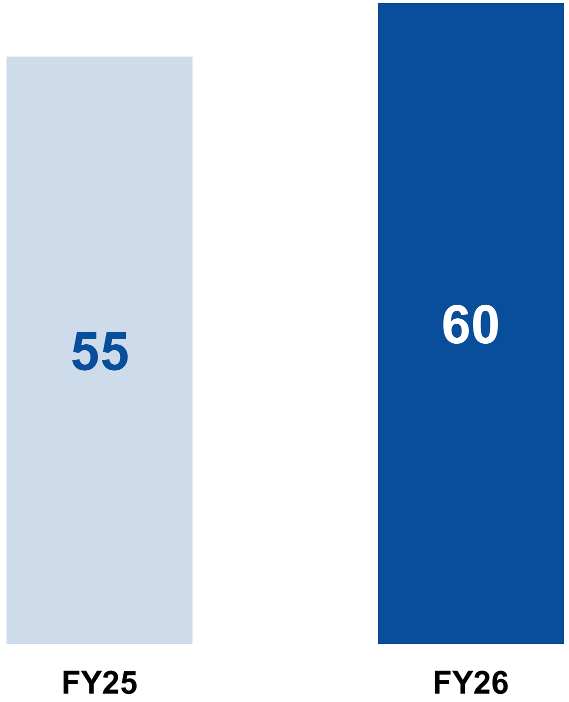
By establishing offices in various locations and strengthening the sales organization structure, strengthened coordination with both direct sales and sales partners such as hairdressing and beauty dealers

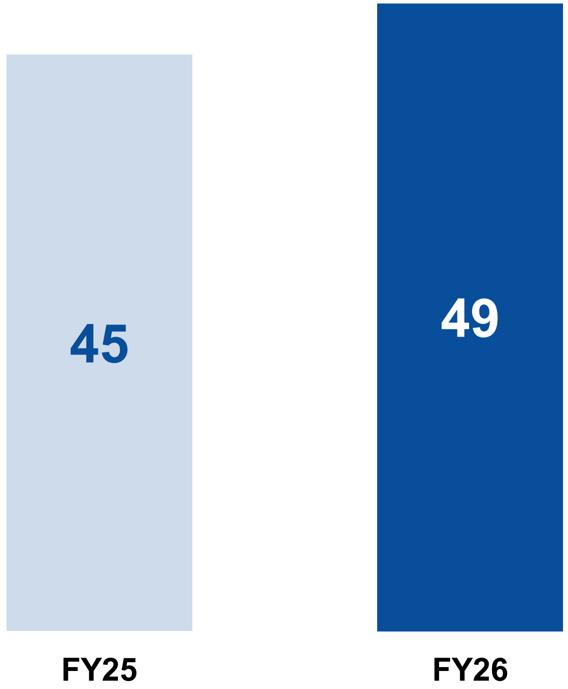
Sales offices

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 network effectiveness

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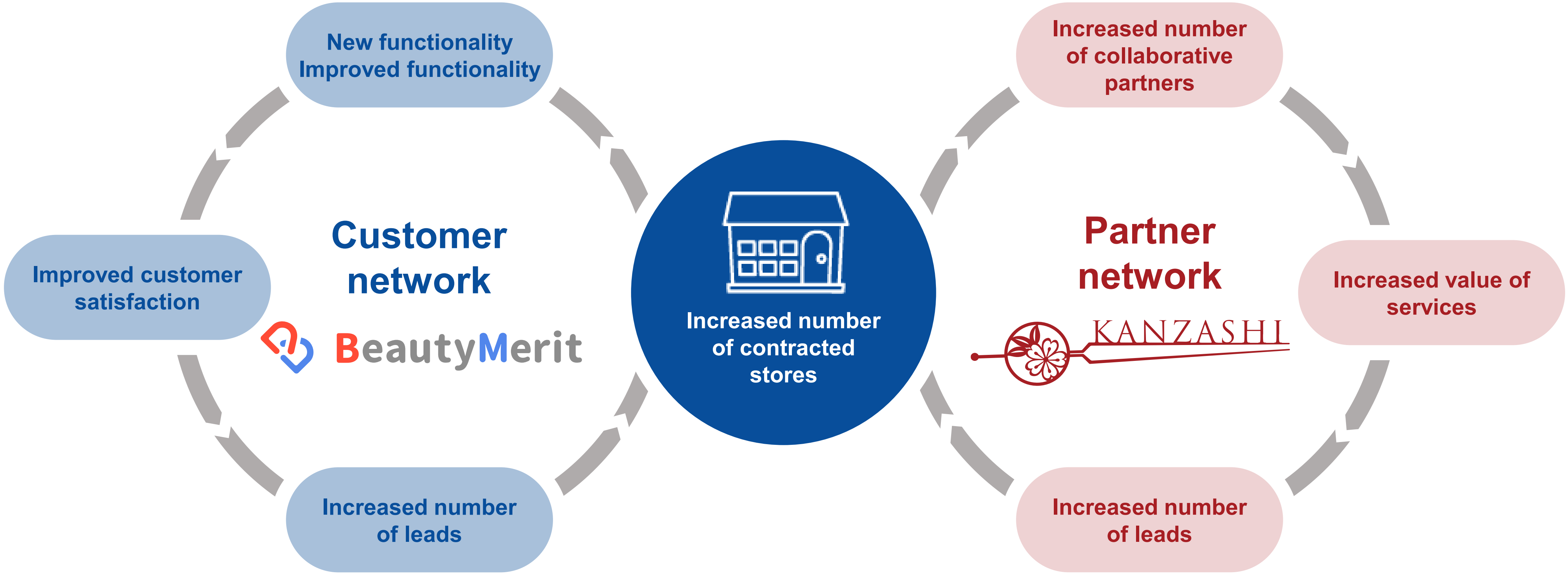
Increase the number of contracted stores through network effectiveness, leveraging the expanded customer and partner base resulting from the integration of both companies



Store DX leveraging data

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

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BeautyMerit

Pacific Porter

KANZASHI

Partners

Customer-attraction sites

POS systems

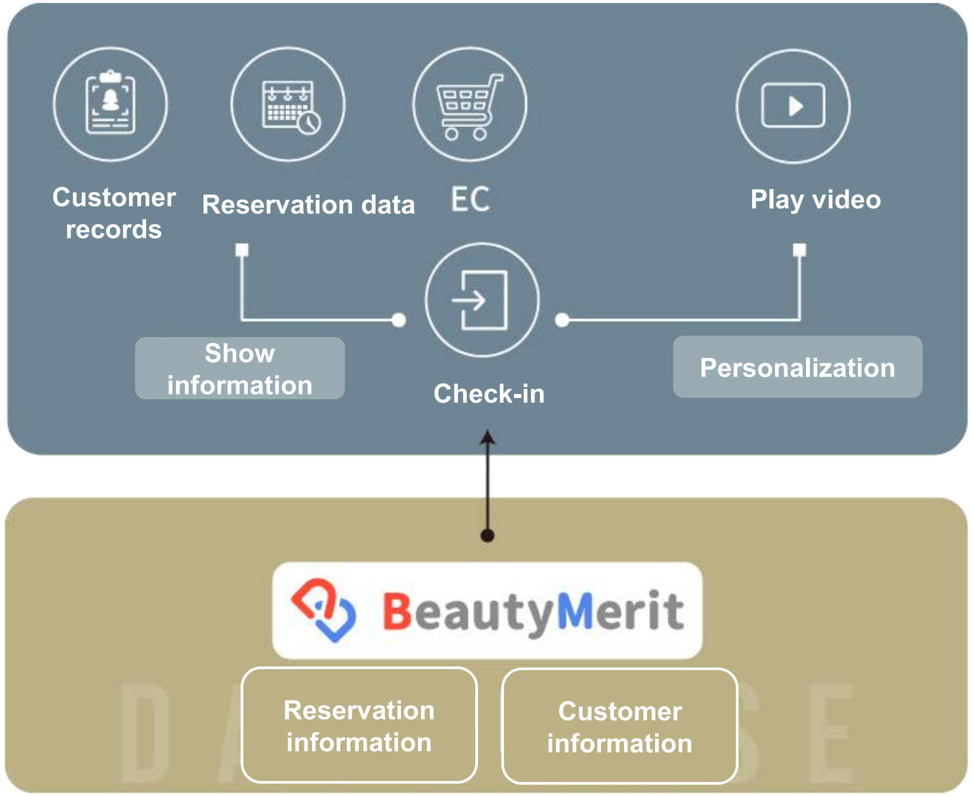
Hairdressing and beauty industry-related businesses

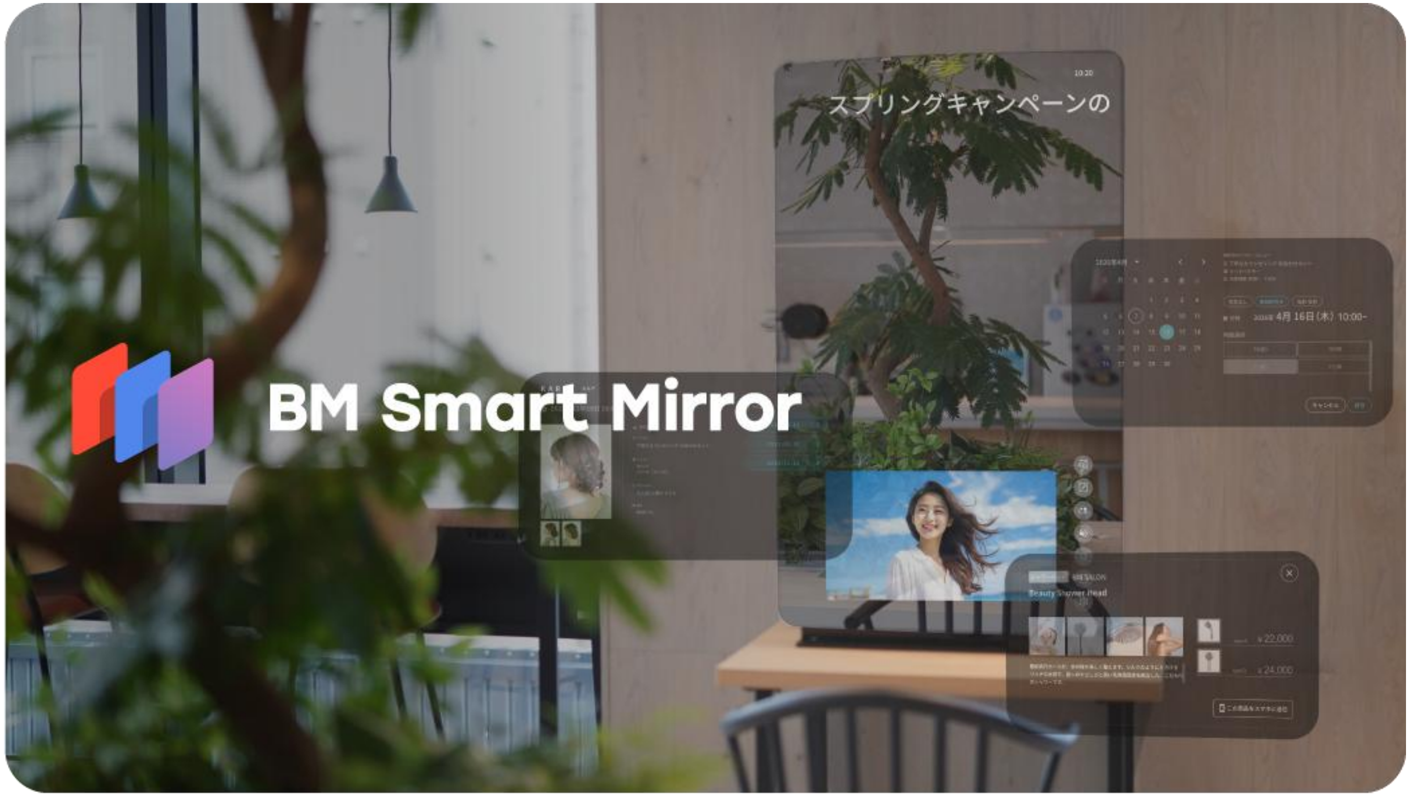
Data platform built around centralized management of reservations

Reservation data, customer data, sales data, employee data, etc.

Retail media utilizing reservation and customer data

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





Expansion of the revenue model through enhancement of cashless payment service(1)

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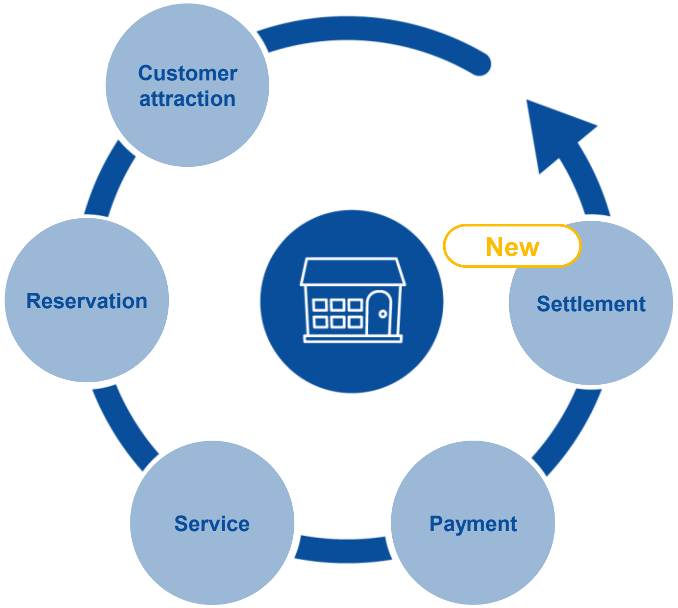
Aim to expand the revenue model based on GMV by providing a convenient and highly economically rational payment experience through integration with the POS system

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 FY26.

Market size of hairdressing and beauty services

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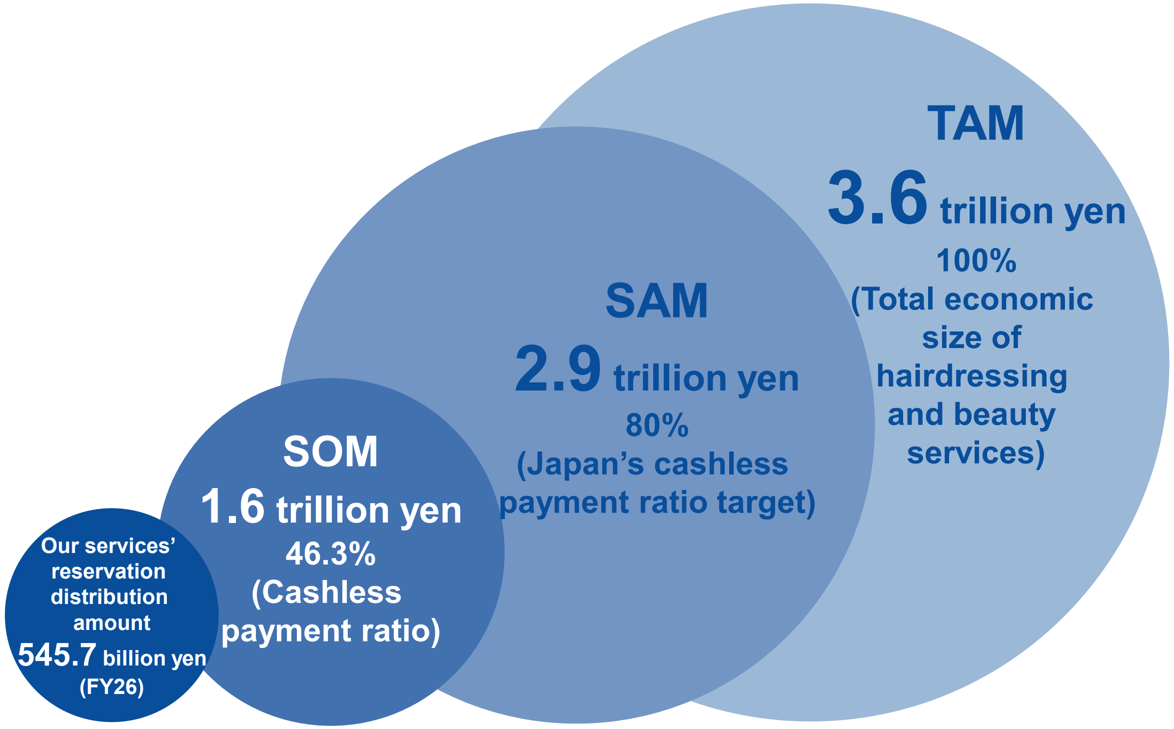
Market size

Economic size of hairdressing and beauty services(3)



(1) Calculated by multiplying the number of participating stores listed in "HOT PEPPER Beauty Latest Data Collection" updated June 2026 by Recruit Co., Ltd. by the annual fee of the "BeautyMerit" premium plan (40,000 yen x 12 months).
(2) Calculated by multiplying the market of hairdressing and beauty services prepared by the Company based on "Hair Salons and Barber Shops Market 2025" by Yano Research Institute Ltd., "Aesthetic Salon Industry 2025" by Yano Research Institute Ltd., "Nail White Paper 2025" by Japan Nailist Association, "Report on Public Health Administration and Services FY2024" by the Ministry of Health, Labour and Welfare, "Relaxation and Warm Bathing Business 2022" by Yano Research Institute Ltd., and "Orthopedic, Acupuncture, Moxibustion, and Massage Clinics Markets 2024" by Yano Research Institute Ltd. by the annual fee of the "BeautyMerit" premium plan (40,000 yen x 12 months).
(3) Compiled by the Company based on "Hair Salons and Barber Shops Market 2025" by Yano Research Institute Ltd., "Aesthetic Salon Industry 2025" by Yano Research Institute Ltd., "Nail White Paper 2025" by Japan Nailist Association, "Report on Public Health Administration and Services FY2024" by the Ministry of Health, Labour and Welfare, "Relaxation and Warm Bathing Business 2022" by Yano Research Institute Ltd., "Orthopedic, Acupuncture, Moxibustion, Massage Clinics Markets 2024" by Yano Research Institute Ltd., and "Changes in the cashless payment amount and cashless payment ratios in Japan (2025)" (announced on March 31, 2026) by the Ministry of Economy, Trade and Industry.

Growth to date and illustrative diagram of future expansion

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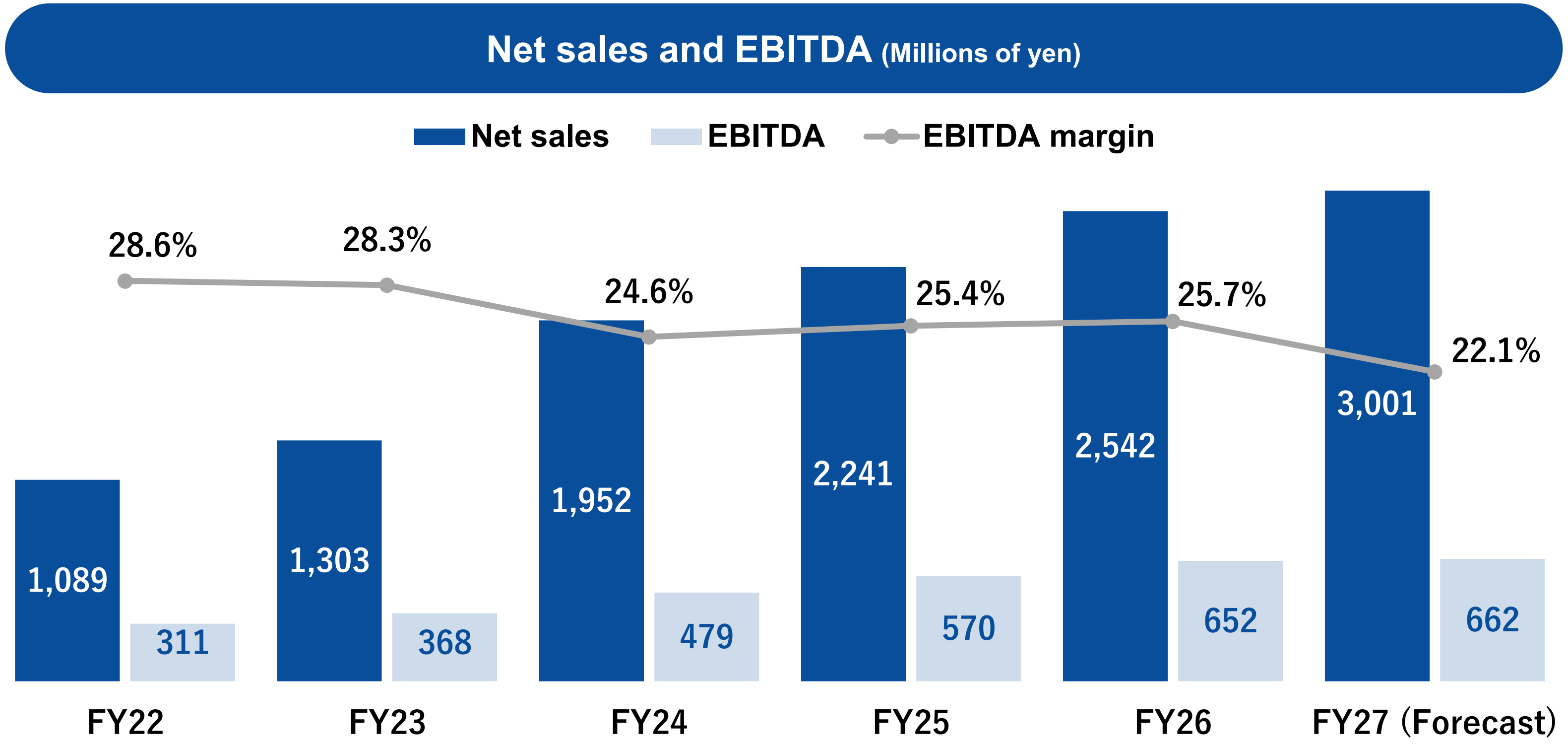
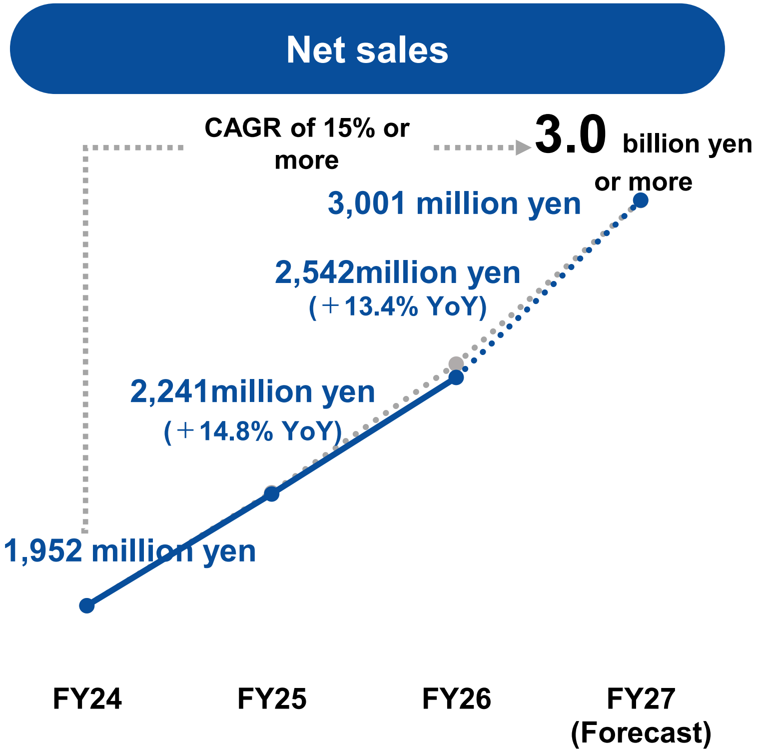
Aim for further growth by utilizing the customer base cultivated to date and building a multi-layered revenue foundation

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.

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Appendix

Statement of income (quarterly)

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Millions of yen	FY26 1Q	FY26 4Q	FY27 1Q	YoY Change	QoQ Change
Net sales	599	671	692	＋15.5%	＋3.2%
Gross profit	463	505	524	＋13.3%	＋3.9%
Gross profit margin	77.2%	75.2%	75.7%	－1.5pt	＋0.5pt
EBITDA	136	141	158	＋16.3%	＋11.4%
EBITDA margin	22.7%	21.1%	22.9%	＋0.2pt	＋1.8pt
Operating income	56	61	78	＋40.7%	＋28.2%
Operating income margin	9.4%	9.1%	11.4%	＋2.0pt	＋2.3pt
Ordinary profit	53	7	73	＋35.3%	＋760.0%
Net income	25	17	44	＋75.3%	＋148.6%

Balance sheet

CYND

Millions of yen	FY26	FY27 1Q	Change
Current assets	2,520	2,639	+119
Cash and deposits	2,214	2,182	−32
Non-current assets	2,360	2,287	−73
Goodwill	1,886	1,819	−67
Total assets	4,881	4,926	+45
Current liabilities	727	770	+43
Non-current liabilities	665	623	−42
Total liabilities	1,393	1,435	+42
Total net assets	3,487	3,532	+45
Total liabilities and net assets	4,881	4,926	+45

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

CYND

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).

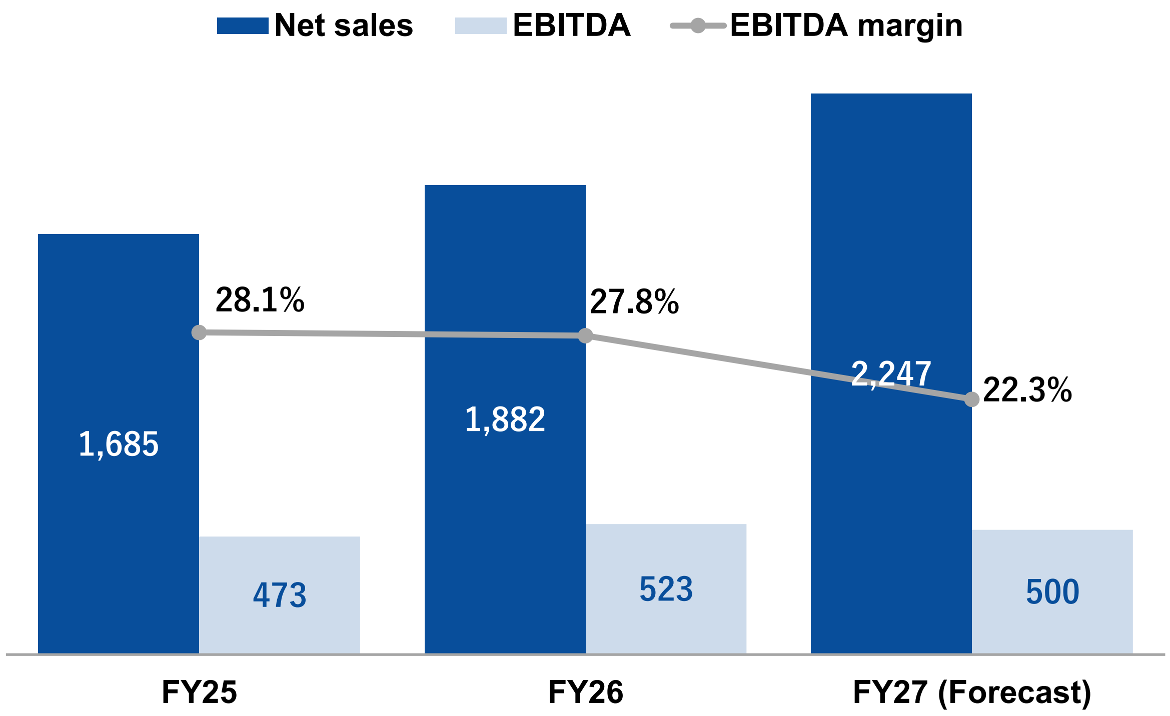
(1) EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill
(2) Adjusted net income: Net income + Amortization of goodwill + Amortization of intangible assets (After tax adjustments)

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

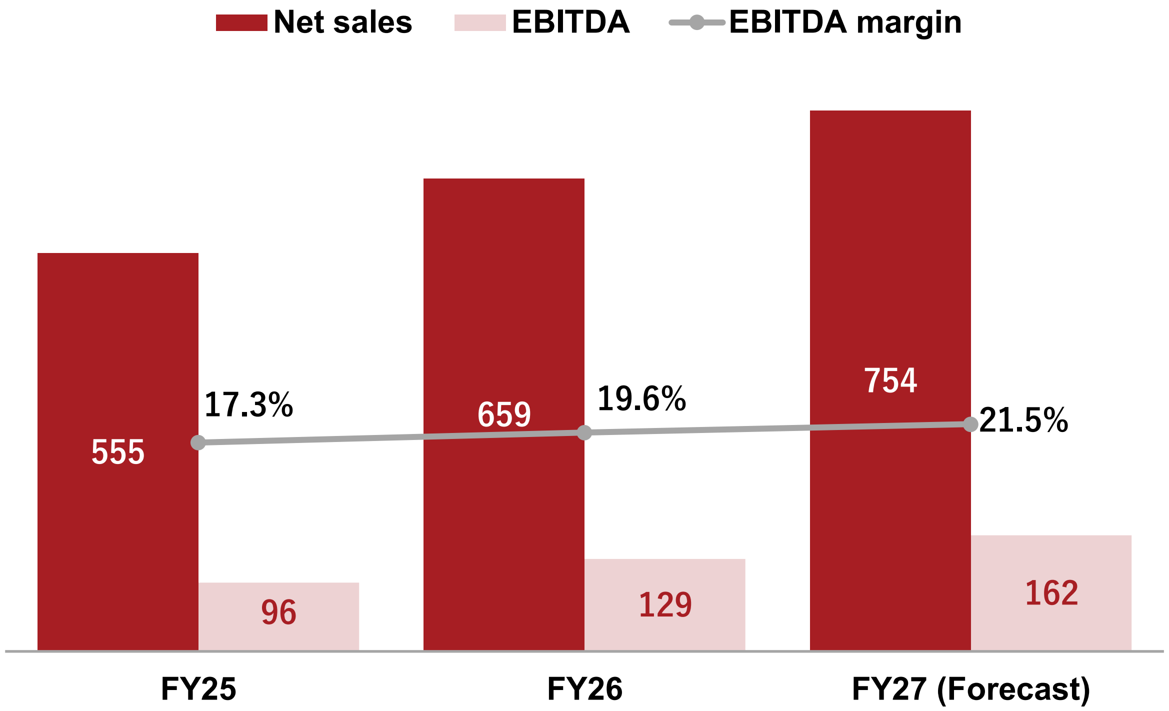
CYND

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)



Pacific Porter net sales and EBITDA (Millions of yen)



CYND

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

Basic information

CYND

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)	128 persons (As of June 30, 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

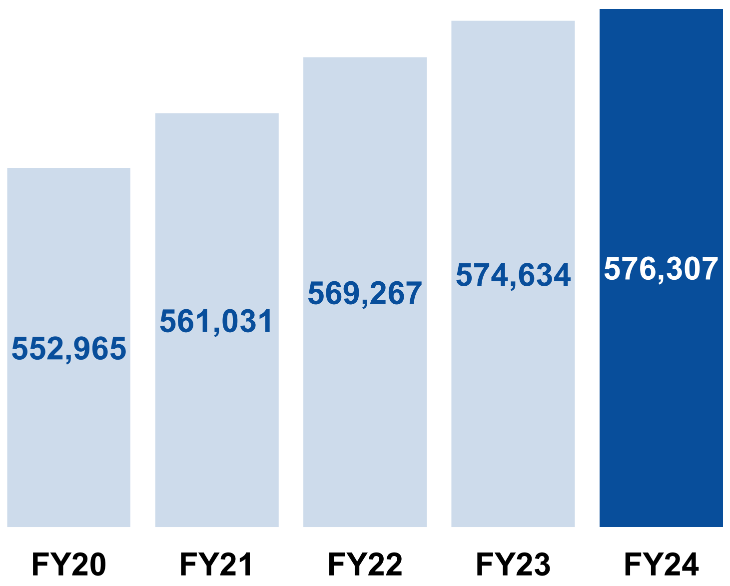
Group company	Pacific Porter,inc

An ever-expanding number of hairdressing and beauty service stores across a vast market

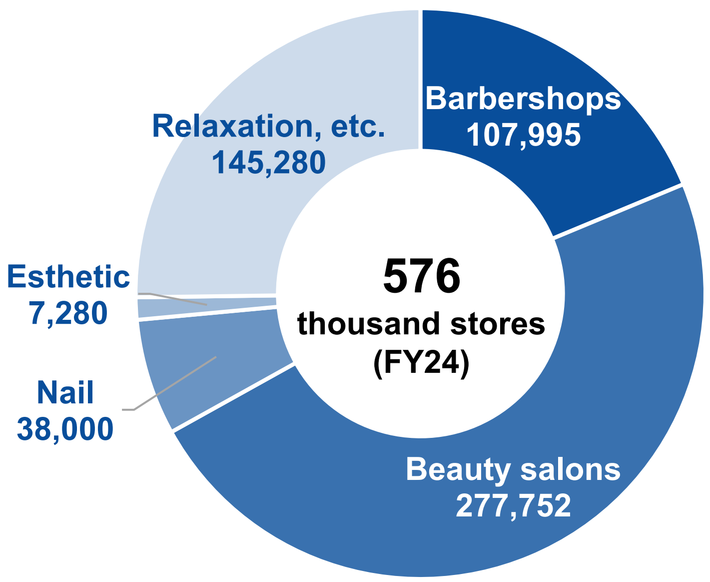
CYND

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

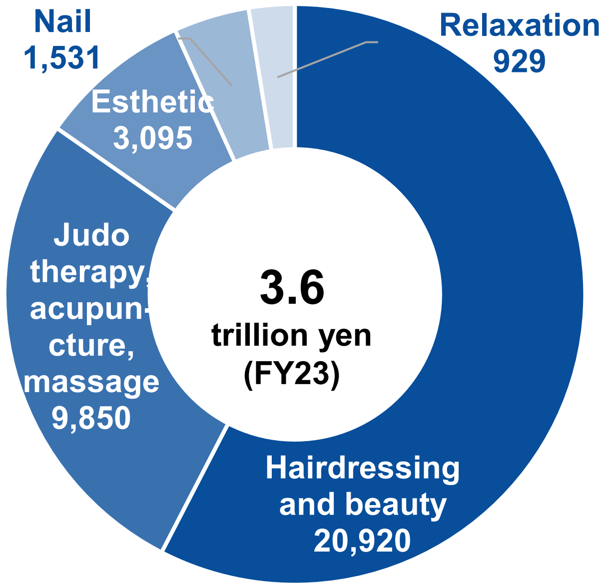
Trends in the number of hairdressing and beauty service stores(1) (Stores)



Hairdressing and beauty services market(1) (Stores)



Economic size of hairdressing and beauty services(1) (100 millions of yen)



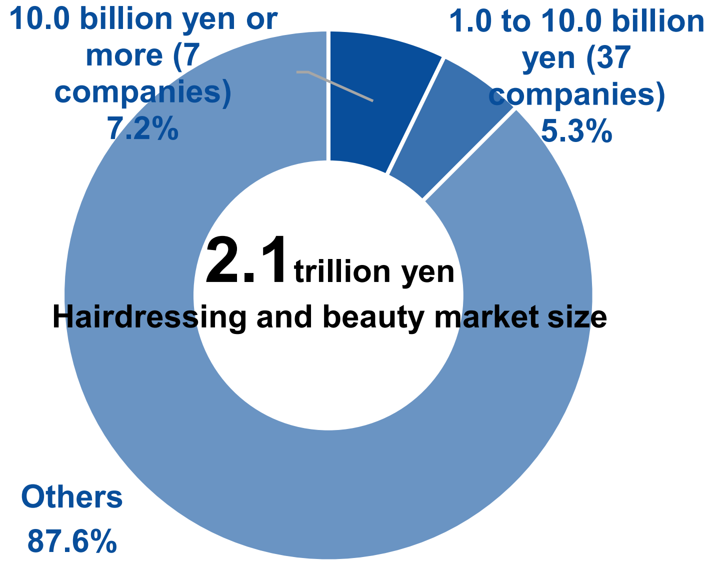
(1) Compiled by the Company based on "Hair Salons and Barber Shops Market 2025" by Yano Research Institute Ltd., "Aesthetic Salon Industry 2025" by Yano Research Institute Ltd., "Nail White Paper 2025" by Japan Nailist Association, "Report on Public Health Administration and Services FY2024" by the Ministry of Health, Labour and Welfare, "Relaxation and Warm Bathing Business 2022" by Yano Research Institute Ltd., and "Orthopedic, Acupuncture, Moxibustion, and Massage Clinics Markets 2024" by Yano Research Institute Ltd.

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

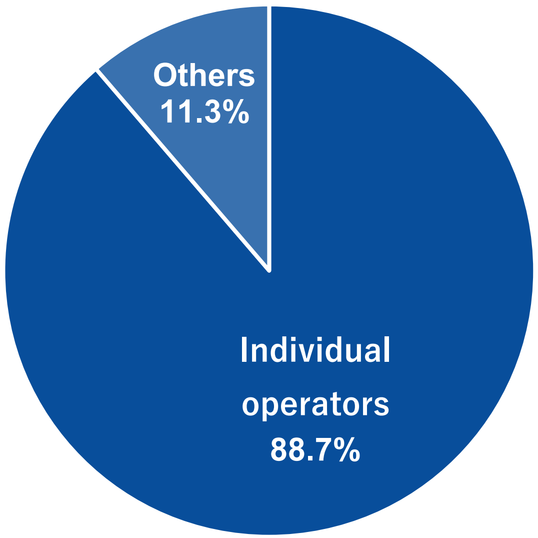
CYND

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

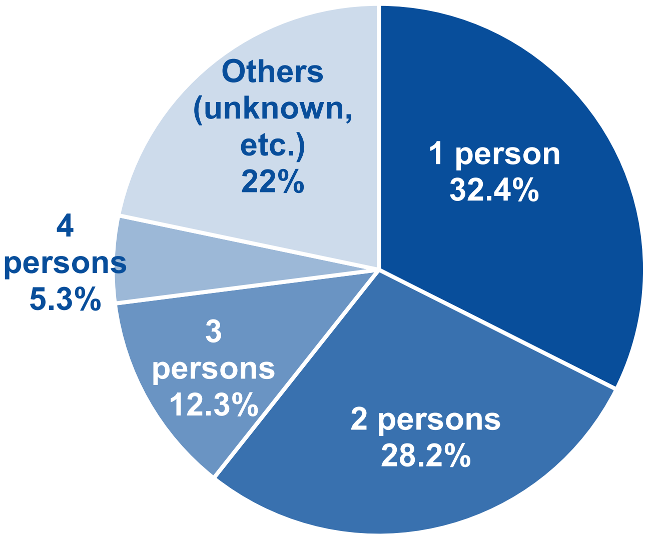
Market share by net sales(1)



Composition ratio by management entity(2)



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



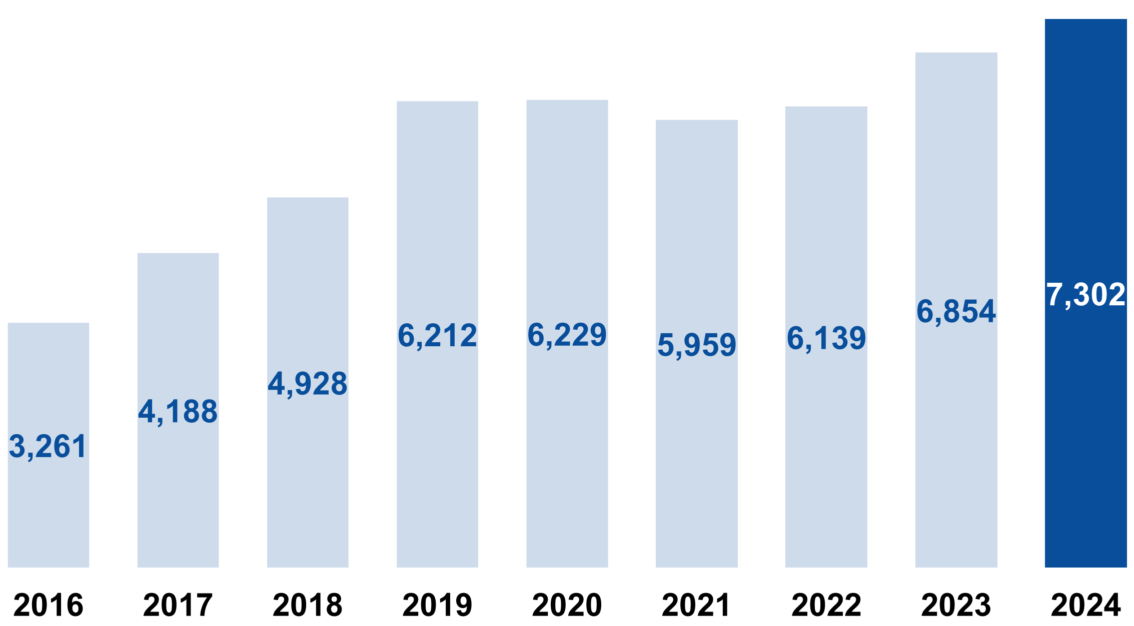
(1) Compiled by the Company based on “Hair Salons and Barber Shops Market 2025” by Yano Research Institute, Ltd.
(2) Compiled by the Company based on “Actual Conditions and Management Improvement Measures of the Beauty Industry (Extract) (October 31, 2018)” by the Subcommittee on Sanitation Rationalization, Health Sciences Council.

Status of the online reservation market in hairdressing and beauty services

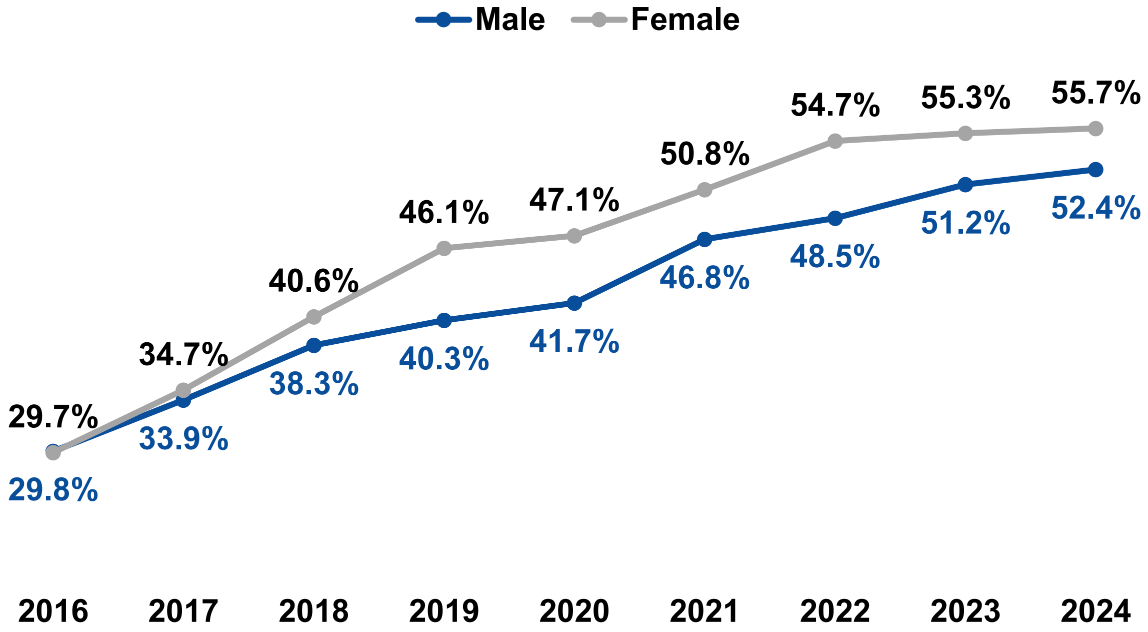
CYND

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)

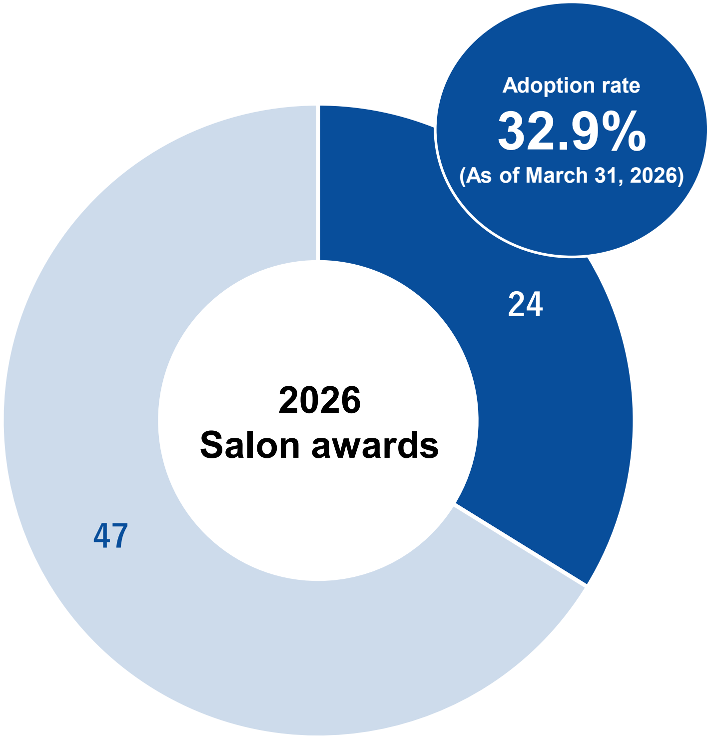


(1) Compiled by the Company based on "Report on the Results of FY2024 E-Commerce Market Survey" by the Ministry of Economy, Trade and Industry.
(2) Compiled by the Company based on "Beauty Census 2024 First Half" by Recruit Co., Ltd.

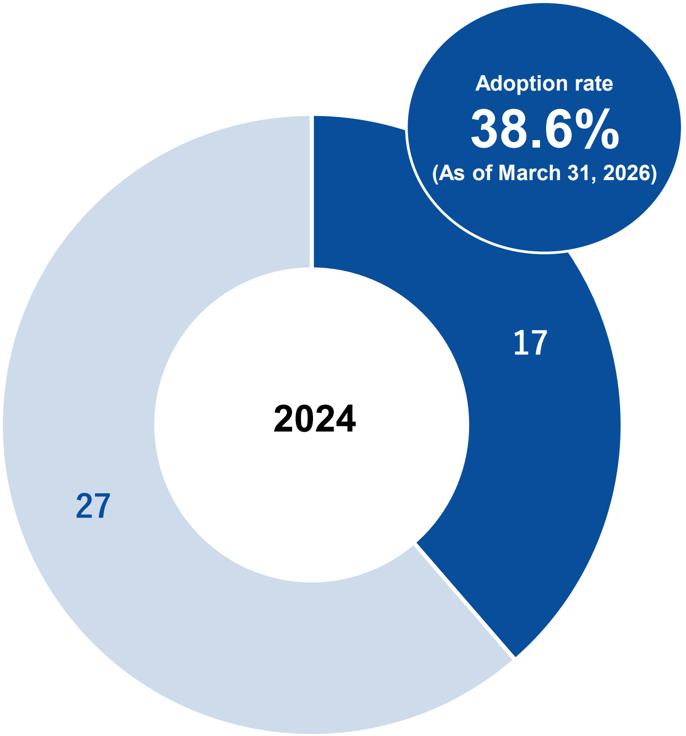
A service used by leading hairdressing and beauty service providers that are driving the industry forward

CYND

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)

LIPPS hair
CHAINON
AFLOAT
AIR HAIR & MAKE 1999
C'BON Facialist Salon
HAIR SALON Agu.
Neolive
Esthe Pro Labo® for esthetic professional use
EARTH HAIR & MAKE
eyelash salon MAQUIA
BECKY LASH TOKYO EYELASH SALON
KENJÉ
atelier haruka

(1) “KAMI CHARISMA 2026” by the KAMI CHARISMA Executive Committee (2) “Hair Salons and Barber Shops Market 2025” by Yano Research Institute Ltd. (3) As of March 31, 2026.

Efficient sales structure leveraging the partner network

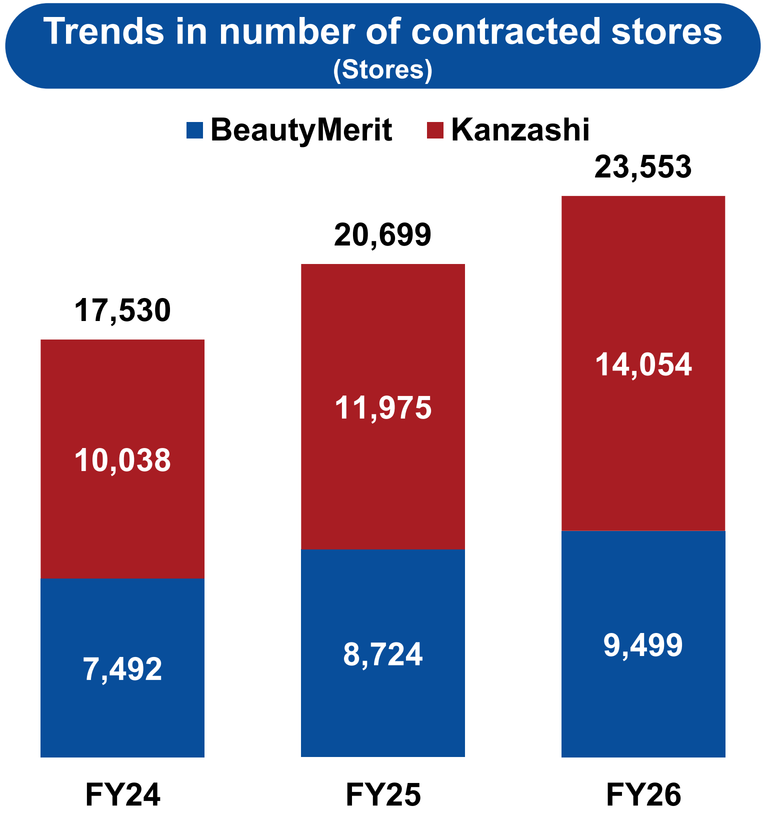
CYND

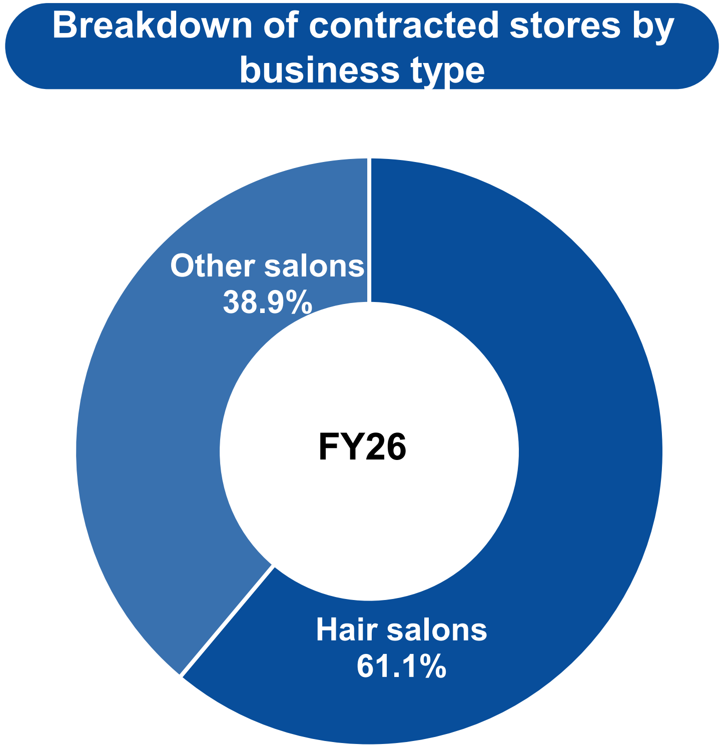
Efficient sales structure built by acquiring leads from partners integrated through the product

Partners

- Customer-attraction sites
- POS systems
- Hairdressing and beauty dealers
- Hairdressing and beauty industry-related businesses

Acquire leads





Product competitiveness driven by a consistent track record of feature releases

CYND

2012	• Launched BeautyMerit
2013	• Online reservation functionality
2014	• Centralized management functionality • Management screen compatibility with smartphones • Stamp functionality
2015	• Segment transmission • Automatic reservation allocation • Style integration with customer-attraction sites • Blog integration with customer-attraction sites • Option menu functionality
2016	• Reservation functionality • Facility configuration functionality • Designation fee setting functionality
2017	• Acquisition of “Recosalo” business • “BeautyMerit Pay” • Customer management • Shift scheduling • Group management • E-commerce
2018	• Multilingual support for online reservations • Visit processing for customer-attraction sites

2019	• Point and rank system • Customer ID management
2020	• Data analytics • Talk functionality • Compatibility with “Reserve with Google” • Customer records • Customer analytics
2021	• Manage App • “LINE Mini App” compatibility • E-commerce subscription ordering • Dynamic pricing • Integration with Instagram
2022	• Recommend functionality
2023	• Integration with LINE accounts • Subscription functionality • Subscription analytics • Kanzashi has joined the CYND Group (Pacific Porter)
2024	• E-commerce campaign code functionality
2025	• Launched BM Smart Mirror • Web online shopping functionality
2026	• Launched BeautyPay

Solving challenges through the digitalization of customer touchpoints

CYND

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

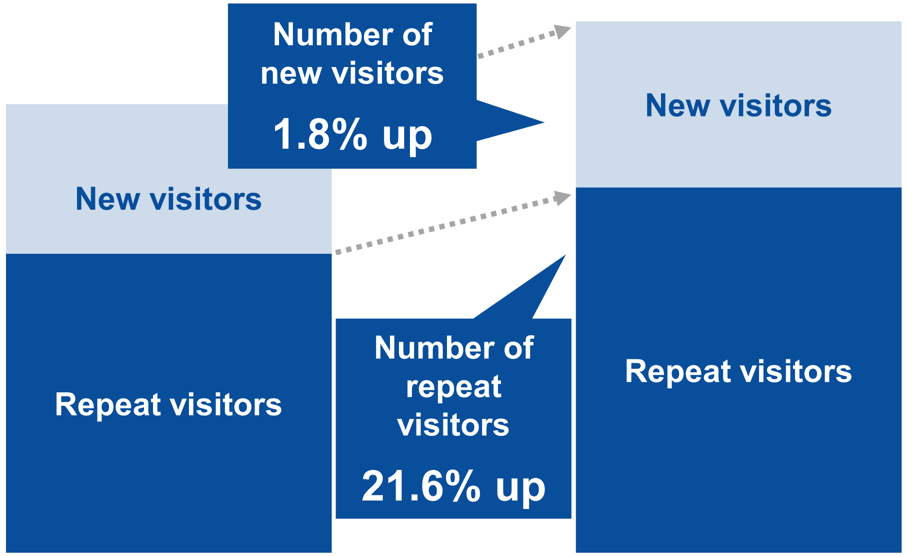
Customer touchpoints	Customers	Stores	Partners
Customer attraction	Availability information is synchronized across all customer-attraction sites, allowing users to make reservations online with confidence	Centralization and automation of reservation and shift management tasks across customer-attraction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

Effectiveness of adopting BeautyMerit

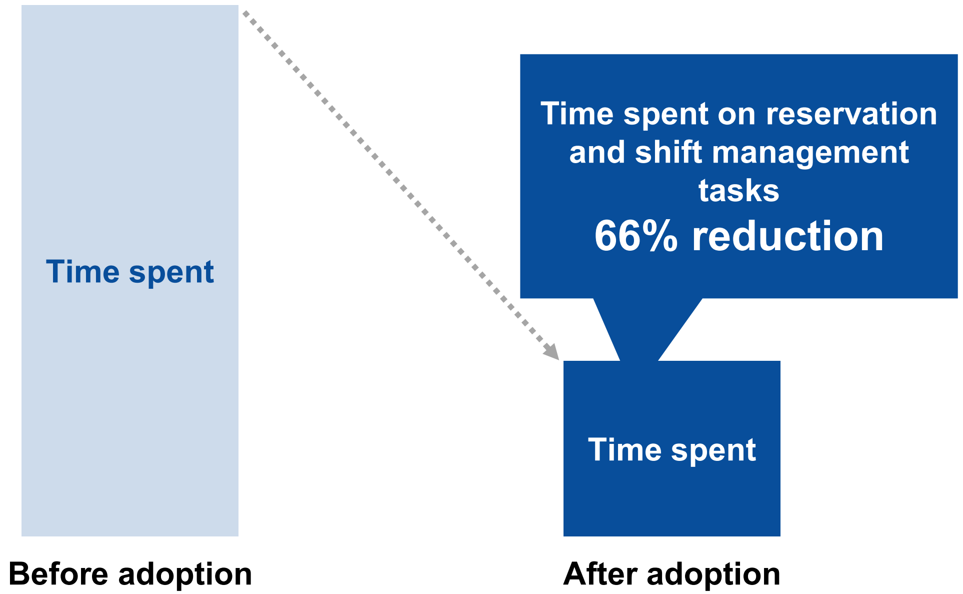
CYND

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 2026, using March 2026 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 2026.

Disclaimer

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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-