

# Introduction to istyle



istyle Inc.  
Stock code: 3660

As of June 2025

## About istyle



### **Vision**

istyle to create new “Consumer-centric” industries

### **Who We Are**

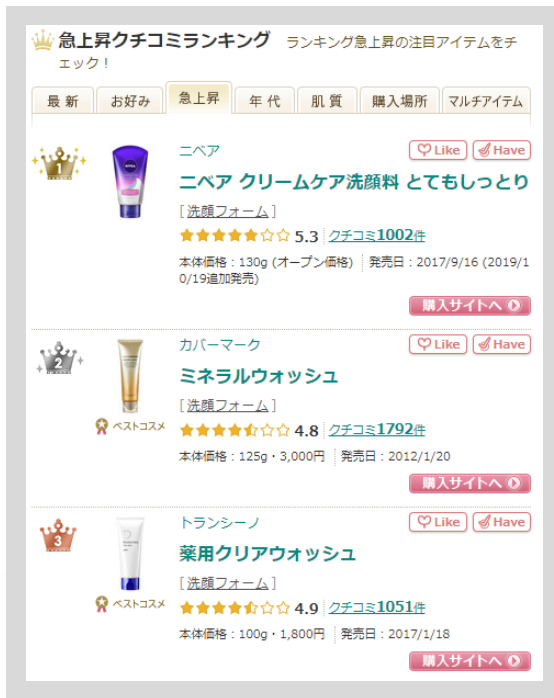
“Market Design Company”

### **Mission**

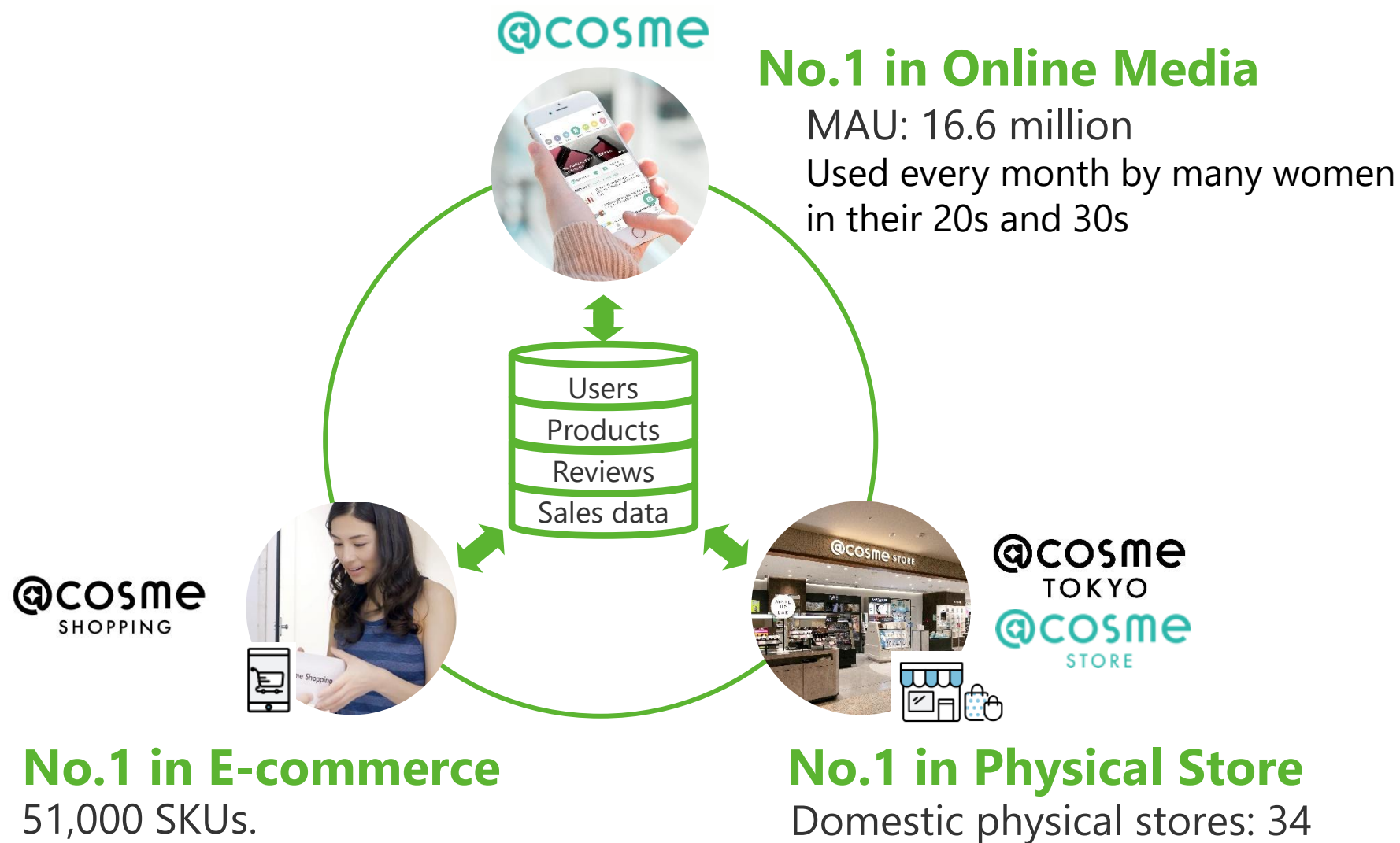
To make people happy while updating the world of Beauty

# Japan's largest level comprehensive beauty site @cosme

- **Very neutral and massive review database and rankings** that is supported by many stakeholders, such as users and brands



# Utilized consumer data to build Japan's No. 1 beauty platform

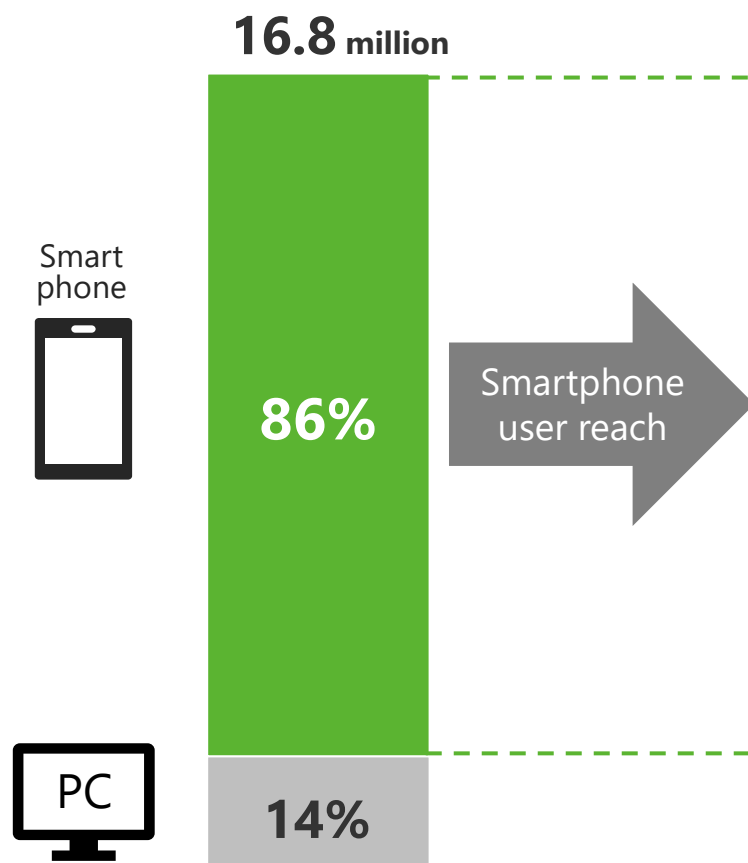


\* Figures are as of Jun. 2025

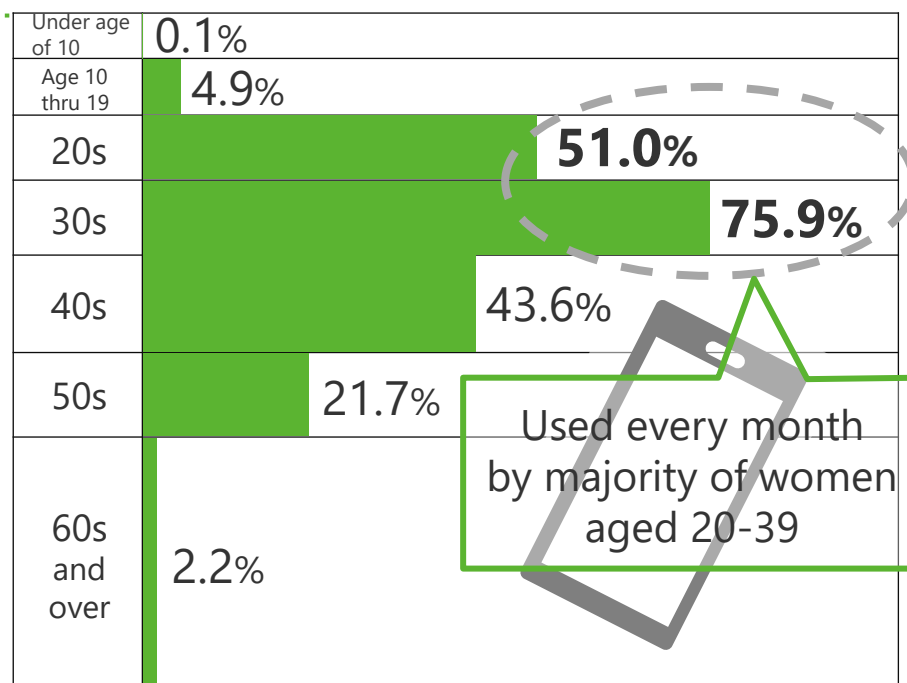
# @cosme / Overwhelming usage ratio by female members

- Roughly 17.6 million monthly unique users use @cosme portal site. (As of Jun. 2024)
- Massive reach among Japanese female members in their 20s and 30s.

Breakdown of monthly unique users  
(women only)



@cosme smartphone users  
as percentage of Japanese females (by age group)



Source: Population statistics published by Ministry of Internal Affairs and Communications. (figures determined on Jan. 2023)  
Calculations based on the number of unique users of PC, smart phone and feature phone as well as member distribution.  
(figures determined on Jun. 2024)

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

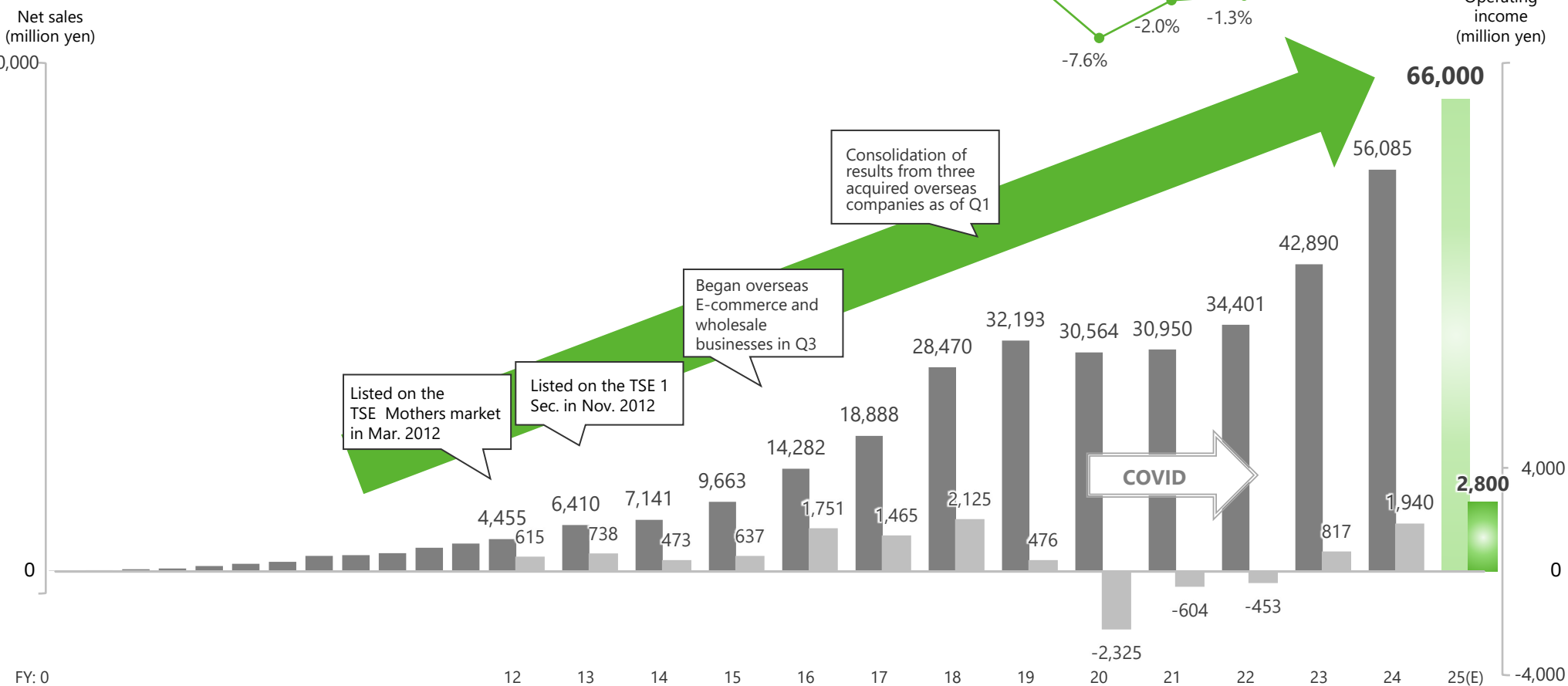
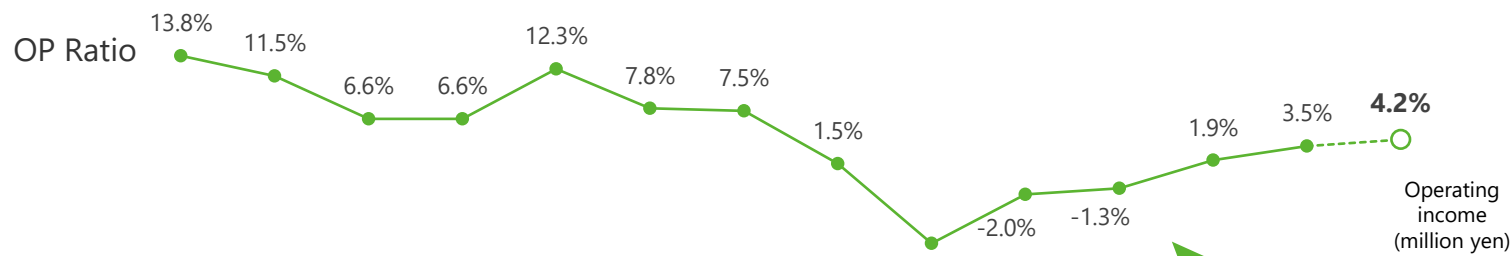
## Our business portfolio

---

# Trend in Net Sales and Operating Income

## Trend in operating results

(■ : Net sales ■ : Operating income)





# Business Portfolio

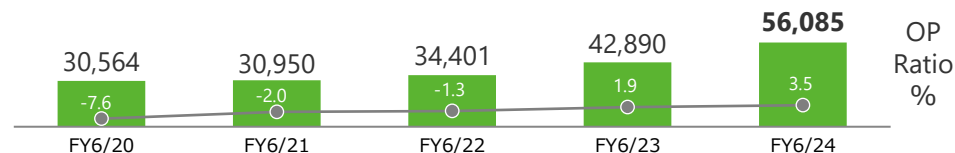
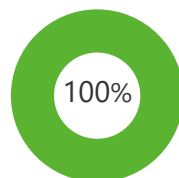
## Segment Description

## Sales Distribution FY24

## Segment Sales Trends

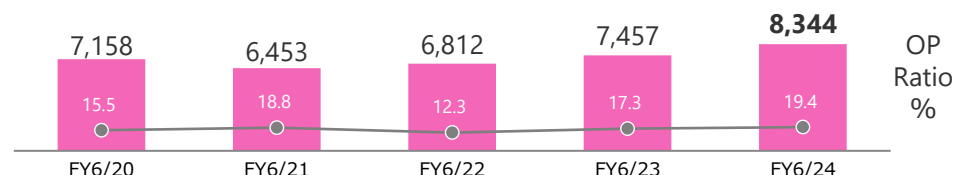
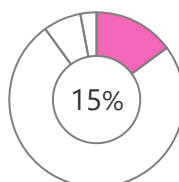
(Unit: Million yen)

### Consolidated Results



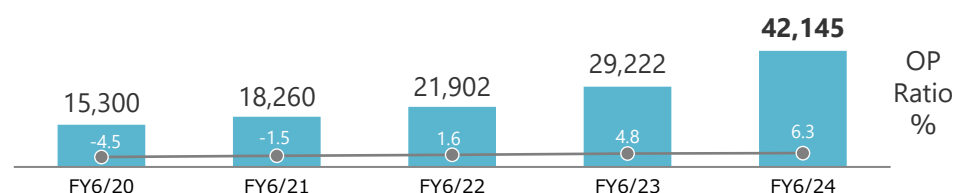
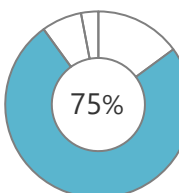
### Marketing Solution

- BtoB service
  - Advertising/solution service
  - Marketing SaaS
- etc.



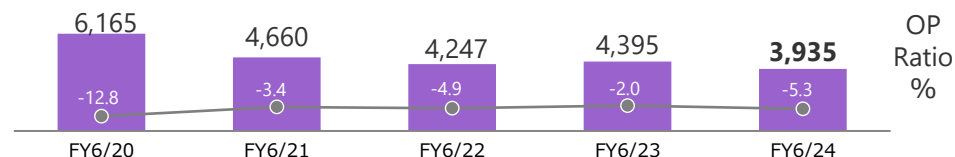
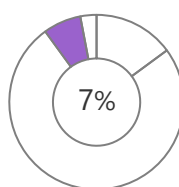
### Retail

- Domestic retail
  - E-commerce
  - Physical stores
- etc.



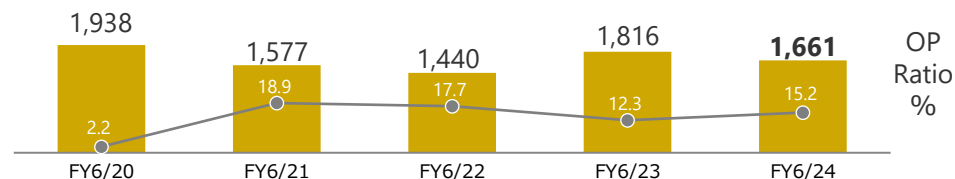
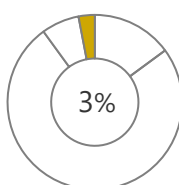
### Global

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



### Other

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





## Example: Branding ads

- Branding ads not for product recognition but for gaining a deeper understanding
- From 5 million yen for advertising over four weeks

L'ORÉAL PARIS

2年連続ベスコス受賞<sup>※1</sup>

ロレアルパリ史上初<sup>※2</sup>  
そのまま花を閉じ込めた  
フレグランスヘアオイル誕生

香水のように  
一日中香り立つ、うるツヤ髪へ<sup>※3</sup>

売上No.1<sup>※4</sup>

売上No.1<sup>※4</sup>の「ロレアル パリ」ヘアオイルシリーズから、まるで香水のような香りを楽しめる  
フレグランスヘアオイルが登場。人気シリーズの美髪作用はそのままに、  
ロレアルパリ史上初<sup>※2</sup>そのまま花を閉じ込めた見た目にもときめくヘアオイルで、  
一日中続く香りを手にいれて、ワンランク上の女子力を狙っちゃおう！

現品をセットで **400** 名様にプレゼント！

※1 『エクストラオーディナリー オイル エクストラバリアル 髪髪オイル』 @cosme ベスコスメアワード2016 ベストヘアケア 第1位、@cosme ベスコスメアワード2017 ベストヘアケア 第2位 ※2 ロレアル パリ エルセーヴ エクストラオーディナリー オイル レザン フィジオン ローズにおいて ※4 インテージ SR1調べ、アウトバスヘアケアオイルトリートメント市場2012年1月～2018年7月累計販売金額（エルセーヴシリーズ計）

編集部O子 (28歳)

O子：憧れちゃうな～って最近思うのはいい香りがする人。  
それだけでおしゃれ感が高くなって思うし、同性でも“いい女”って感じますよね。すれ違う時や近づいた時に、ふわっと香るのが理想的♪

編集部S織 (32歳)

S織：わかる！ さりげなくいい香りがする人は清潔感があるし、それだけで好感度上がっちゃう。しかも、髪からいい香りがするとドキッとしちゃう。  
髪の香って魅力的だね。

O子：そういえば、いつもいい香りがする先輩にどんな香水を使ってるか聞いてみたんです。そしたら、ヘアオイルをつけてるだけなんですって！

S織：あの先輩の香り、私も覚えてたんだ～。言われてみれば、いつもいい香りだし、髪もロングなのにツヤツヤでキレイだよ～ この間、帰る時一緒になったんだけど、夜なのにツヤツヤの髪で、ほのかにいい香りだった！  
私もそんな風になりたいなあ・・・♡

@cosme 編集部 CHECK

編集部O子とS織が「ロレアル パリ エクストラオーディナリー オイル インフュージョン」を実際に試してみました。

花を閉じ込めた  
ビジュアルが素敵！

美髪が叶えられそう  
な予感♪

「いい香りだね♪」  
って褒められた♡

ボトルの中に花をそのまま閉じ込めたビジュアルが素敵でときめきます！そのままつけておいてもおもしろい、思わず写真を撮ってSNSにアップしたくなります！（O子）

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

オイルをつけた瞬間の香りはもちろん、ふわとした上品な香りが一日中続いてくれるのが嬉しい！仕事帰りの女子会で「いい香り！香水何つたの？」って聞かれた♡（O子）

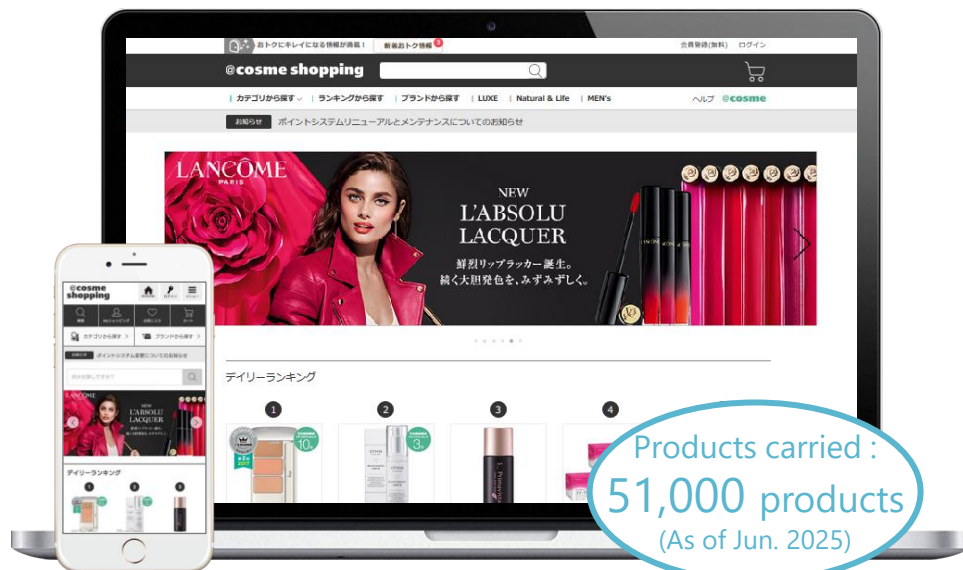


## Our business portfolio (summary)

- **One-stop shopping that brings together a wide range of brands and products** from drugstore brands to department store brands, primarily those that are at the upper end of the @cosme ranking
- **Reassuring buying experience** that can be offered only by istyle, which guarantees sound information, such as reviews

### Online retail (E-Commerce)

@cosme SHOPPING



**Largest product line  
in Japan's cosmetics E-commerce**

### Offline retail (retail stores)

@cosme STORE



Products sold: 8,000~10,000 sku per store

**Free to try cosmetics  
that are popular on @cosme**





- **Promotion of participation in e-commerce by brands that should change Japan's low e-commerce rate**

## 【Event overview】

- **Many products that are only sold at this event**, such as limited-time products, restored products, and brand products that are normally not sold via e-commerce
- **20% points back on all products**

Held in  
**December**



【@cosme BEAUTY DAY】

Held in  
**June**

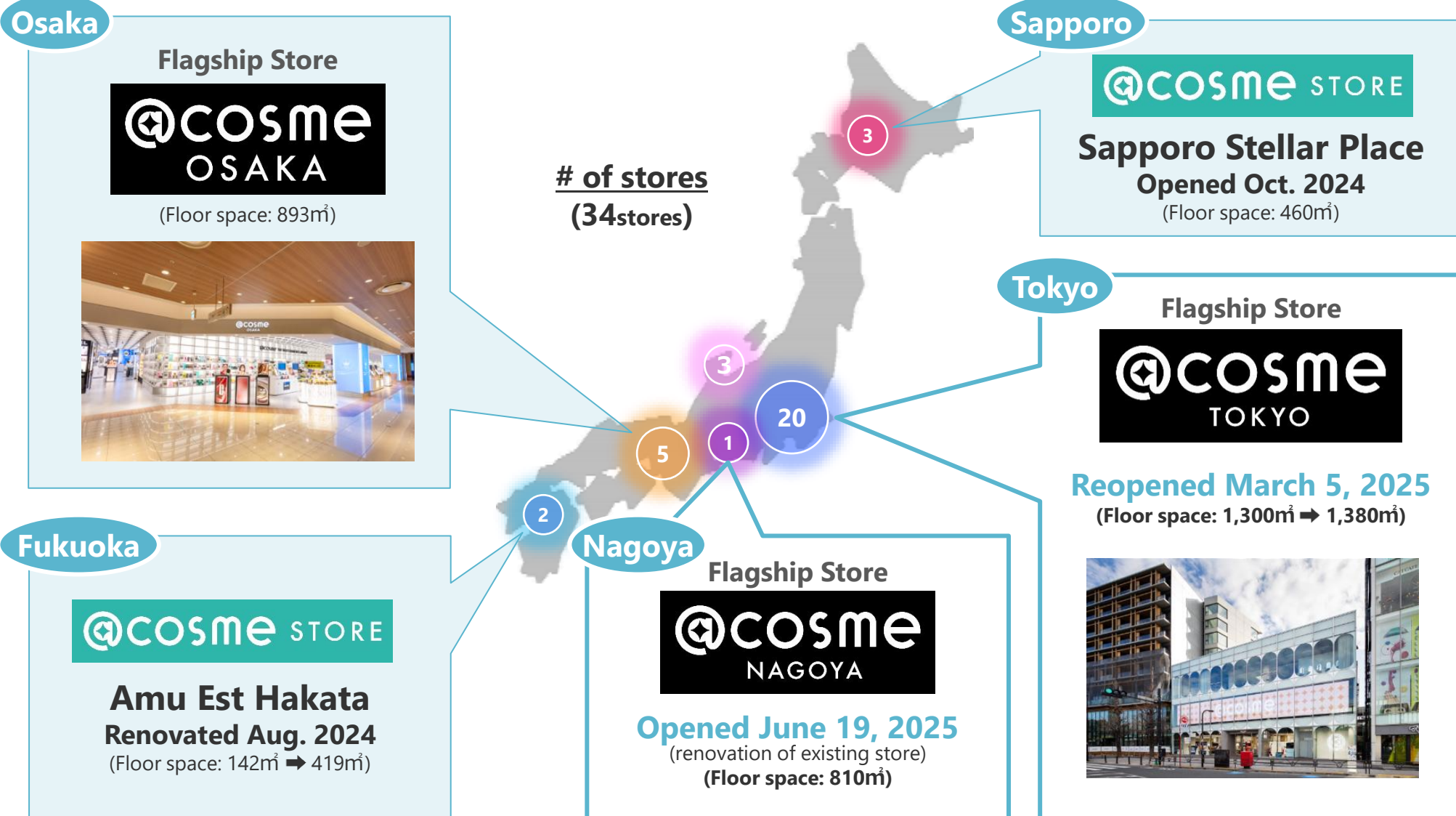


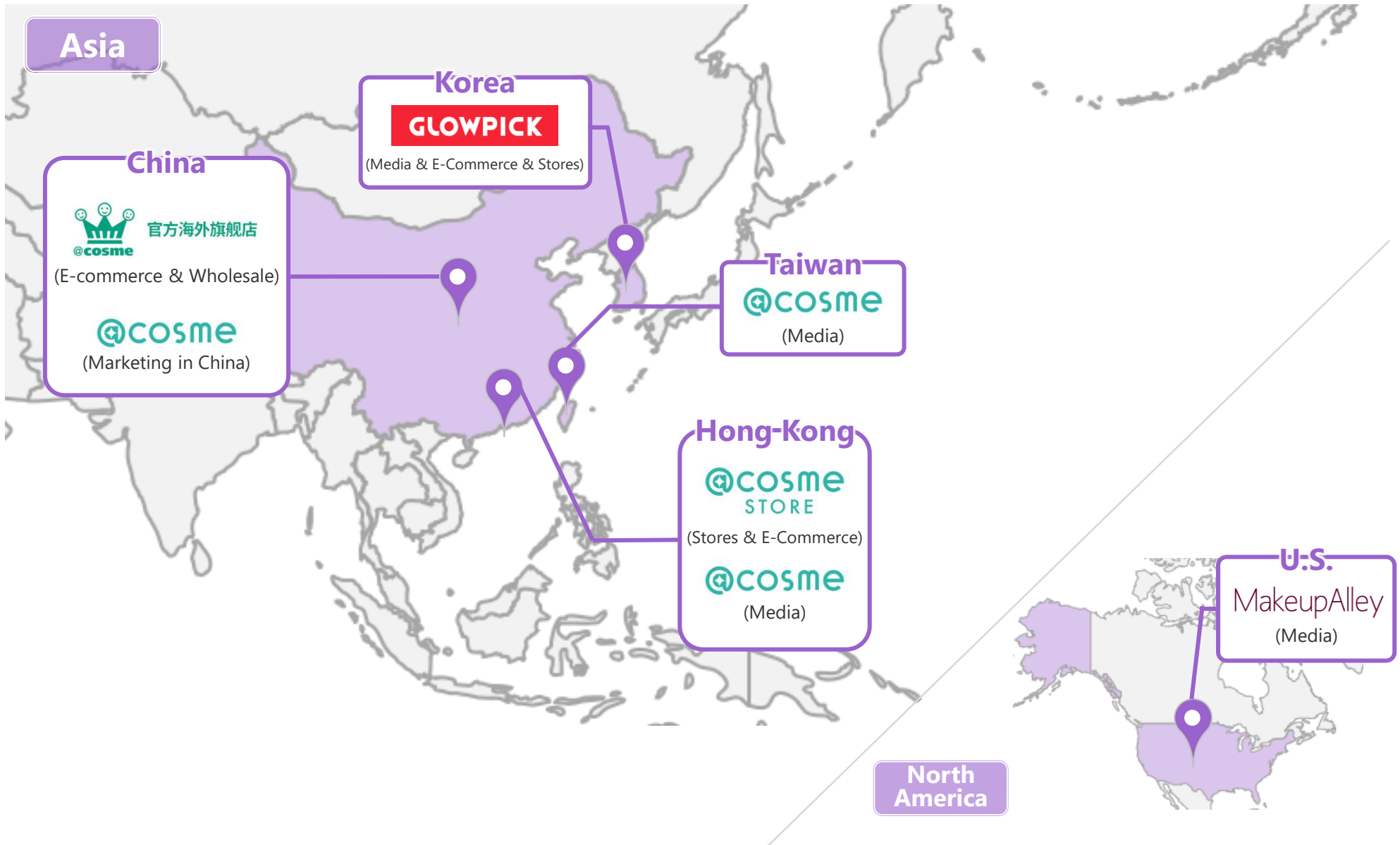
【@cosme SPECIAL WEEK】



# Stores: Expanding store network, centered around **Japan's five major cities**

- With the opening of @cosme NAGOYA in June 2025, **expand our flagship stores, which are the key drivers for providing experiences on @cosme, to the five major cities.**





## ○ Medium-Term Business Policy

---

# Overview of Mid-term Business Policy

- **Formulated a business policy for the next four to five years.** Aim for **further growth and business domain expansion** as a unique, one-of-a-kind platform provider in the beauty industry.

## Mid-term Business Policy

### <Existing Businesses>

- ✓ Increase points of contact between users and brands in Retail business (BtoC), and **monetize these points of contact and data in Marketing Solution business** (BtoB).

### <New Businesses>

- ✓ **Launch into other beauty categories beyond cosmetics** (health foods / aesthetic medicine, etc.).

## Mid-term Business Targets

### <Net Sales>

**100** billion yen

### <Operating Income>

**8** billion yen

### <Growth>

**CAGR for Net Sales**

**12~15%**

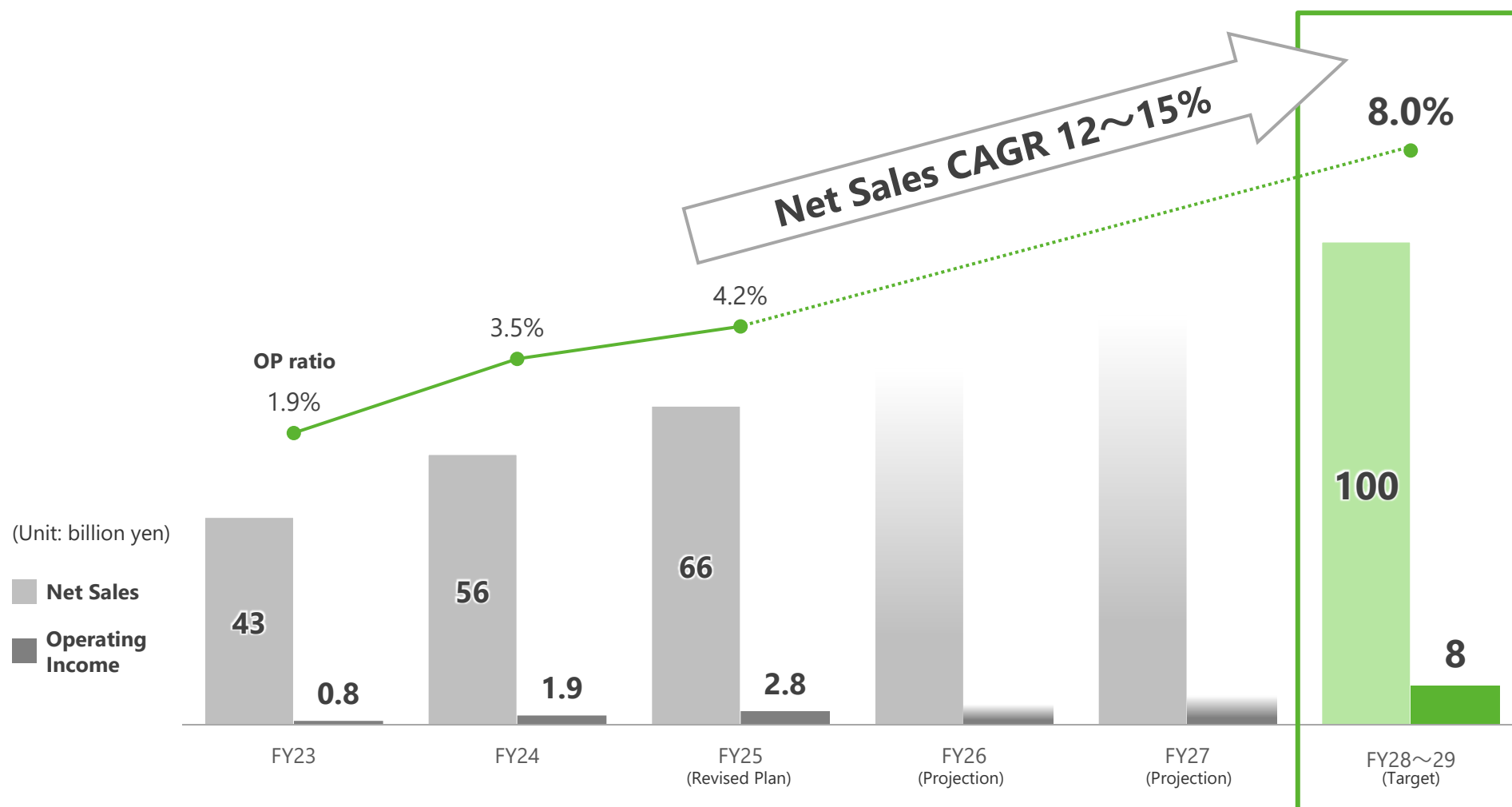
### <Capital Profitability>

**ROE** exceeding  
cost of equity



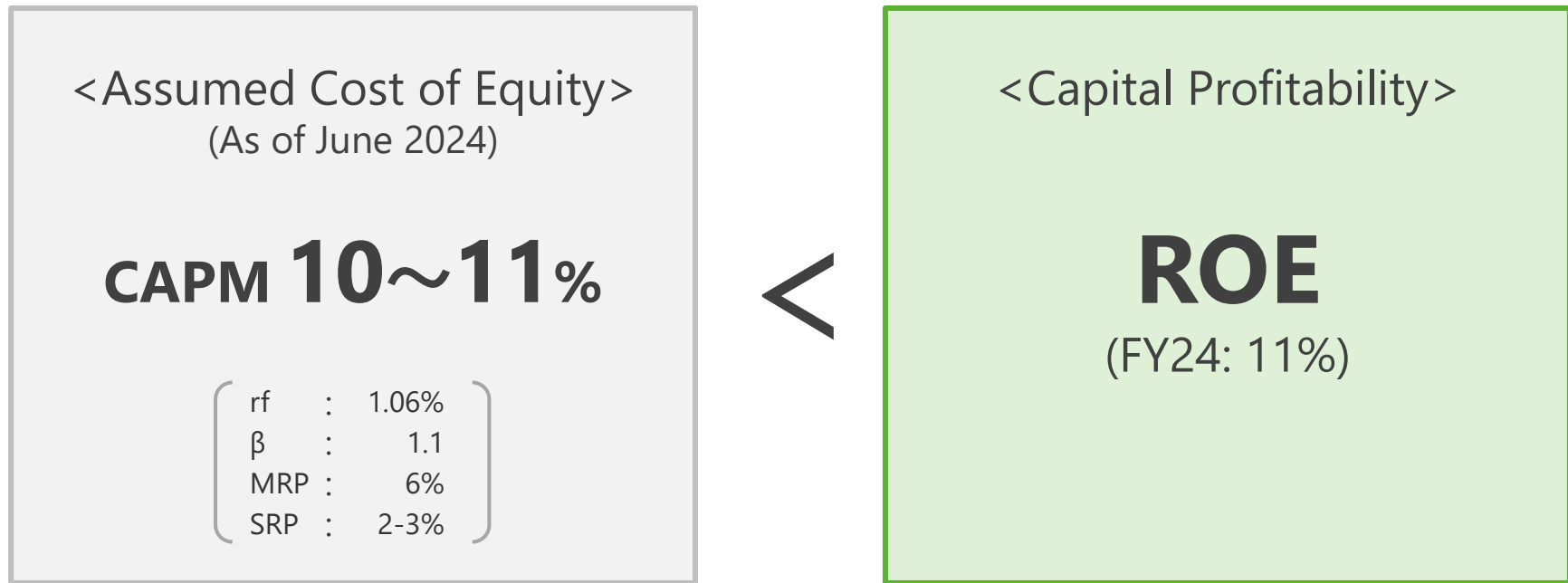
# Mid-term Business Targets (Financial Targets, Growth)

- **In addition to continuous increase in sales and profit, raise consolidated OP ratio**, with strong foundation of businesses in Japan as the core.
- Target period for this goal is set at a range of 4 to 5 years, in light of the fact that new store openings are affected by external factors and that new businesses require careful consideration.



## Mid-term Business Targets (Capital Profitability)

- **Aim for capital profitability that exceeds cost of equity** in line with TSE's Action to Implement Management that is Conscious of Cost of Capital and Stock Price.



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

β (equity beta): 2-year weekly basis

MRP: Market risk premium

SRP: liquidity taken into account based on market capitalization as size risk premium

\* MRP and SRP are estimates based on dialogue with shareholders and investors.

# Shareholder Return Policy

- **Resume dividends at the right time as part of our IR strategy** in light of the recovery of retained earnings.

## Shareholder Return Policy

- ✓ **Scheduled to resume dividend payments**, suspended from 2019, in light of stable profit generation.
- ✓ **Increase stable shareholders** by attracting investors who do not invest in companies that do not pay dividends **and reduce stock price volatility** (= reduce cost of capital).
- ✓ **Return to shareholders mainly through medium- to long-term stock price increases due to business growth.**



## Appendix



## Company information \*As of end of Jun. 2024

Corporate name	istyle Inc.
Listed stock exchange/ securities code	Listed on the Prime Market of the Tokyo Stock Exchange / 3660
Chairperson and CEO President and COO	Tetsuro Yoshimatsu Hajime Endo
Date of establishment	July 27, 1999
Headquarters	1-12-32 Akasaka, Minato-ku, Tokyo, Japan
Capital	7,118 million yen (As of May 2025)
Accounting period	June 30
Description of business	<ul style="list-style-type: none"> <li>- Planning and operation of the beauty site <i>@cosme</i></li> <li>- Provides the related advertising and marketing research services</li> </ul>
Number of employees	1,079 (consolidated)

# Main subsidiaries and affiliates

## 【Domestic】



### **istyle retail Inc.**

Operation of Cosmetics specialty store "*@cosme STORE*" and Cosmetics specialty E-commerce "*@cosme SHOPPING*"



### **istyle trading Inc.**

Wholesale, retail, and import/export of beauty products, and proxy services for the same



### **istyle career Inc.**

Operating "*@cosme CAREER*", a job listing site for the cosmetics and beauty industries, and offering general worker temporary placement services



### **istyle me Inc.**

Influencer marketing business and web advertising agency business



### **IS Partners Inc.**

Creation, management, and editing of digital content specializing in the subject of beauty



### **istyle Data Consulting**

Established in collaboration with NODE, a consulting firm specializing in CX strategy development support.



### **MEDIA GLOBE CO., LTD.**

PR and other communication about cosmetics to women's magazines, beauty magazines, and women's websites



### **Over The Border Inc.**

Operation of cross-border MCN



### **Trenders, Inc.**

Marketing business, Investment business

## 【Overseas】



### **istyle China Co., Limited.**

Import/export, sale, and marketing support for cosmetics manufacturers



### **istyle Global (Singapore) Pte. Limited**

Alliances and business investments in southeast Asian countries



### **istyle Global (Hong Kong) Co., Limited.**

Alliances, services, and business investments in Asian countries



### **istyle Retail (Hong Kong) Co., Limited**

Shop planning, development, and operation; promotional support for the retail and logistics sectors



### **i-TRUE Communications Inc.**

Operation of Taiwanese version of "*@cosme*"



### **Glowdayz, Inc.**

Planning and operation of beauty platform "GLOWPICK" and provision of related advertising services



### **MUA Inc.**

Operating beauty-related media outlets, etc.

# Management Team (Directors)

## ■ Directors



***Representative Director,  
Chairperson & CEO***  
**Tetsuro Yoshimatsu**

- istyle founder
- Former consultant at Accenture
- He graduated in Biological Science and Technology from the Tokyo University of Science.



***Representative Director,  
President & COO***  
**Hajime Endo**

- He currently oversees all of the istyle Group's domestic and international retail and E-commerce operations.
- Former consultant at Funai Consulting



***Director,  
Vice Chairperson & CFO***  
**Kei Sugawara**

- As well as serving as CFO, oversees Global segment and corporate divisions.
- Former consultant at Accenture and Arthur D. Little
- He received his MBA from the University of Bristol.



***Director***  
**Meyumi Yamada**

- istyle co-founder
- Formerly engaged in product development at cosmetics manufacturer
- She graduated in Biological Science and Technology from the Tokyo University of Science.



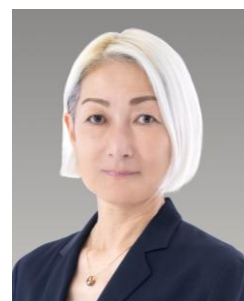
***Outside Director***  
**Michimasa Naka**

- CEO of Boardwalk Capital Inc.
- Former Executive Vice President and Director of Citigroup Securities Co., Ltd.
- He became an outside director of istyle Inc. in 2014.



***Outside Director***  
**Shinsuke Usami**

- CEO of CARTA HOLDINGS, INC. (stock code: 3688)
- He became an outside director of istyle Inc. in 2021.



***Outside Director***  
**Hikari Kanokogi**

- Outside Director of Graniph Inc.
- Former Representative Director of G-Star International Co., Ltd.
- She became an outside director of istyle Inc. in 2024.

# Management Team (Auditors and Senior Executive Officers)

## ■ Auditors



**Outside Auditor**  
**Hitoshi Hara**

- Certified Public Accountant
- Previously worked for KPMG Azsa LLC
- He became an outside auditor of istyle Inc. in 2008.



**Outside Auditor**  
**Kenji Miyako**

- Certified Tax Accountant
- Previously worked for Arthur Andersen Group
- Representative Director of Altus Co. Ltd.
- He became an outside auditor of istyle Inc. in 2006.



**Outside Auditor**  
**Junko Kotakemori**

- Certified Public Accountant,
- Previously worked for KPMG AZSA LLC
- Head of Kotakemori CPA office
- She became an outside auditor of istyle Inc. in 2023.

## ■ Senior Executive Officers



**Senior Executive Officers & CSO**  
**Kensaku Hamada**

- General Manager, Corporate Strategy Office
- Former consultant at Future Architect



**Senior Executive Officers**  
**Shuntaro Kondo**

- Head of Technology & Creative Development Center



# History

1999	Jul	Limited company I-Style Co., Ltd. Founded
	Dec	Launched @cosme, a cosmetics portal site
2000	Apr	I-Style Co., Ltd. becomes istyle Inc., a joint-stock corporation
2002	Nov	Opened cosmetics online shopping site <i>cosme.com</i> (now @cosme SHOPPING) and started operating of E-Commerce
2007	Mar	Opened first @cosme STORE in Shinjuku Lumine Est, Tokyo by cosme next co.,Ltd.
2008	Jan	Launched online recruitment website @cosme CAREER
2010	Sep	cosme next Co., Ltd. becomes a wholly owned subsidiary
2012	Mar	istyle Inc. went public on the Tokyo Stock Exchange Mothers market
	May	Acquired CyberStar Inc. (istyle Beauty Solutions Inc.), which runs <i>ispot</i> , and made it a consolidated subsidiary (Merged with istyle Inc. in July 2017)
	Aug	Established istyle Global (Singapore) Pte. Limited in Singapore
	Oct	Established istyle China Co., Limited in China
	Nov	Alteration of listing market from Mothers to Tokyo Stock Exchange First Section
2014	Jul	Acquired all shares in Beauty Trend Japan Co., Ltd., which runs GLOSSYBOX (now BLOOMBOX)
	Dec	Established istyle trading, Inc. to begin overseas E-Commerce and wholesale business in January 2015
2015	Jul	Established istyle career Inc., a recruitment company specializing in the cosmetics and beauty businesses
	Sep	Acquired Media Globe Co., Ltd., a PR company specializing in the cosmetics business, and made it a subsidiary (Became wholly owned subsidiary via share swap in June 2018)
2016	Mar	Established IS Partners Inc.
	Sep	Acquired shares in cosmetics retailer United Cosme Inc. and made it a subsidiary (Merged with cosme Next Co. Ltd. in July 2018)
	Oct.	Established istyle Retail (Hong Kong) Co., Limited
2017	May	Acquired shares in i-TRUE Communications Inc., which operates beauty portal site in Taiwan, and made it a subsidiary
		Established istyle USA Inc., thorough which company acquired U.S. beauty portal site MUA Inc. and made it a subsidiary in July
	Jun	Raised approximately ¥3.6 billion by the issue of new shares by international offering
2020	Jan	Opened a large flagship store “@cosme TOKYO” in Harajuku
	Nov	Raised approximately ¥2.1 billion by the issue of new shares by third-party allotment
2022	Apr	Moved to Tokyo Stock Exchange Prime market
	Sep	Raise 5 billion yen through convertible bonds
2023	Sep	@cosme OSAKA is scheduled to open
2024	Feb	Capital and business alliances with Trenders, Inc

## Award History (Extract)

Nikkei Inc.  
**2002 Nikkei Internet Award**  
(Business Category)

World Economic Forum  
**2014 Global Growth Company**

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

 **Forbes WOMEN AWARD**  
**2017 Forbes Japan Women Award**  
(Grand-Prix 2<sup>nd</sup> Place)

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

 **KOTLER AWARD JAPAN 2018**  
**2018 Philip Kotler Award Japan**

 **PORTER PRIZE**  
**2014 Michael Porter Prize Japan**

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

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

  **SHOP OF THE YEAR 2020** **コスメ・香水 ジャンル賞 Rakuten** **SHOP OF THE YEAR 2021** **コスメ・香水 ジャンル賞 Rakuten**  
**2020-2021 Rakuten Shop of The Year**  
(Beauty Category)

# Japan's largest level comprehensive beauty site @cosme

- @cosme is one of the Japan's largest comprehensive beauty site supported not only by users, but many other stakeholders (e.g. brands) as well.



Used every month  
by many women in  
their 20s and 30s

Monthly  
unique users

**16.6 million**

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

Registered  
members

**10.3 million**

Covers almost every  
brand marketed in  
Japan

Registered  
brands

**45 thousand**

Expanding beyond  
cosmetics into all beauty-  
related categories

Registered  
products

**410 thousand**

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

Registered  
reviews

**22.0 million**

\* Figures are as of Mar. 2025

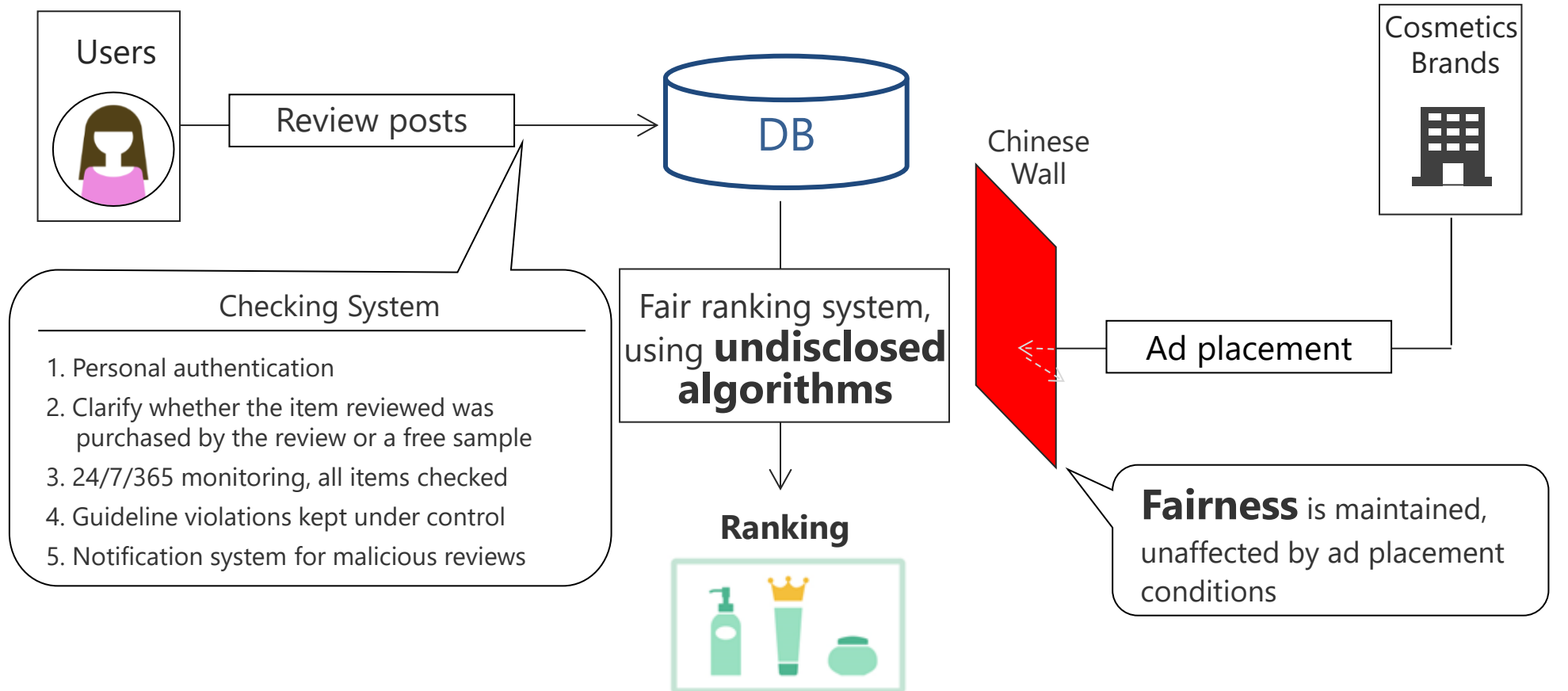
# Database soundness

- Each measure ensures that the database is sound

User

@cosme

Cosmetics Brands



Store List (Domestic: 34 stores / Overseas: 3 stores) \*As of June 2025

Flagship stores : 3stores

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

@cosme STORE (23 directly managed stores, Japan)

Hokkaido	Stellar place Sapporo store	Opened in Oct. 2024	460㎡
	TSUTAYA Sapporo Utsukushigaoka store	Opened in Sep. 2016	234㎡
	TSUTAYA Hakodate store	Opened in Nov. 2016	264㎡
Kanto	Aeon Mall Takasaki store	Opened in Oct. 2006 Expansion in Apr. 2020	254㎡
	Lumine Omiya store	Opened in Mar. 2018	241㎡
	Lalaport Fujimi store	Opened in Mar. 2018	244㎡
	AEON MALL Urawamisono store	Opened in Mar. 2012 Renewal in Jul. 2024	255㎡
	Lumine Est Shinjuku store	Opened in Mar. 2007 Renovated in Sep. 2016	238㎡
	Ueno Marui store	Opened in Nov. 2008 Expansion in Feb. 2017	350㎡
	Lumine Ikebukuro store	Opened in Apr.2012	333㎡
	Lumine Yurakucho store	Opened in Feb. 2014	224㎡
	Mizonokuchi Marui Family store	Opened in Oct. 2015	271㎡

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

東京小町 (2 directly managed stores, Japan) \*Consolidated from Q2 FY23

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

COSMETICS SYDNEY (4 directly managed stores, Japan) \*Consolidated from Q1 FY24

Kanto	SYDNEY/ATELIER ALBION atré Kichijoji store	Opened in Dec. 1969 Relocated in Dec. 2010	59㎡
	SYDNEY Kitasenju store	Opened in Mar. 1985 Relocated in Jul. 2009	162㎡
	SYDNEY Kinshi store	Opened in Mar. 1995 Relocated in Mar. 2019	97㎡
	SYDNEY Koiwa store	Opened in Jul. 1972 Relocated in Mar. 2022	98㎡

@cosme STORE (2 franchise stores)

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

@cosme STORE (2 directly managed stores, overseas)

Hong Kong	East Point City store (Hang Hau)	Closed in Feb. 2025	191㎡
	Langham Place store (Mong Kok)	Opened in Oct. 2019	188㎡
	Lee Theatre store (Causeway Bay)	Opened in Dec. 2019	231㎡

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

China	Haikou International Duty Free City store (Hainan Island)	Opened in Oct. 2022	291㎡
-------	---	---------------------	------

\*1 The products are not sold in this store but are purchased online by scanning the QR code in the product description of the displayed products.

# SUSTAINABILITY MATERIALITY - Main Efforts

## Materiality 01



### Trusted platforms

- Operate sound and independent review media (@cosme Declaration)
- Strengthen information security
- Create new value through IT (DX promotion/database)



Declarations

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

## Materiality 02

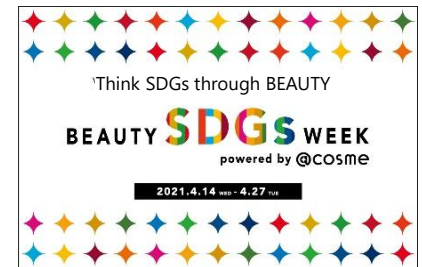


### Co-creation through partnership

- Foster awareness of sustainability among consumers
- Strive toward a recycling-oriented society with cosmetics brands  
(Show consideration for the environment by promoting recycling and reducing packaging materials.)

#### BEAUTY SDGs WEEK powered by @cosme

In order to realize a sustainable society, events will be held to increase awareness of sustainable activities of partner companies and increase the number of people interested in SDGs through the @cosme platform.

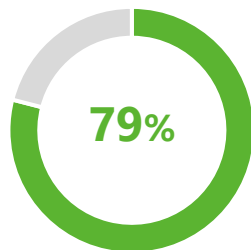


## Materiality 03

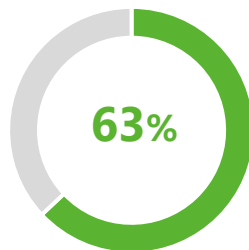


### Talent empowerment

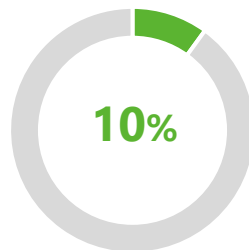
- Provide various options for ways to work (WFH/childcare leave)
- Substantial HR training system that promotes career development
- Promote diversity in human resources



Female employees



Female managers



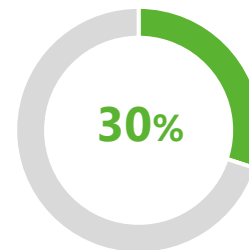
Foreign employees

## Materiality 04

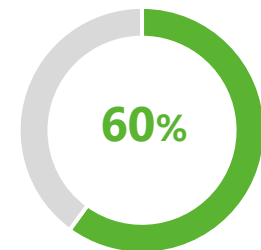


### Enhancement of governance

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



Female officers



Independent officers

\* Each numerical value is as of Jun. 2024 (The ratio of each board member as of Sep. 2024)

# Overview of Human Capital Management

- The purpose of our human capital management is "To foster people who continue to update the world of BEAUTY, becoming a company that is consistently chosen."

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

\* For more details, please refer to *the Integrated Report 2024* (Japanese Text only): [https://ssl4.eir-parts.net/doc/3660/ir\\_material3/238199/00.pdf#page=31](https://ssl4.eir-parts.net/doc/3660/ir_material3/238199/00.pdf#page=31)



# DE&I (Diversity, Equity, and Inclusion)

- To navigate a complex society, we offer systems that support “individualized ways of working” and “promote growth through self-driven choices.”

## "iselect": a system enabling everyone to thrive, regardless of gender or life stage.

Focusing on maximizing individuality and synergy among employees to drive new value creation.

As a result, the key indicators are as follows:

(As of June 2024)

Ratio of Female Employees	:	79%
Ratio of Female Managers	:	63%
Workplace Return Rate for Women After Maternity Leave	:	100%
Paternity Leave Utilization Rate for Men	:	100%

## Co-creation beyond disabilities

In departments with employees with disabilities, we promote work sharing in collaboration with the entire company. Currently, these employees are responsible for **73 tasks across 20 departments** within the group.

Today, their responsibilities have expanded to include roles in stores, providing them with even more opportunities to contribute.



Support individualized ways of working	Foster growth through self-driven choices
<ul style="list-style-type: none"><li>• Full Flex-time Work</li><li>• Work from Home</li><li>• Caregiving and Nursing Leave</li><li>• Maternity and Parental Support</li><li>• Reproductive Health Support</li></ul>	<ul style="list-style-type: none"><li>• Permission for Side Jobs</li><li>• Self-Development Leave</li><li>• Language Learning Expense Support</li><li>• Volunteer Leave</li></ul>

### Ranked 21st in the "Women's Empowerment Companies Ranking" by Toyo Keizai

As a result of our ongoing efforts, we were ranked 21st overall out of 30,000 companies in the "Women's Empowerment Companies" ranking announced by Toyo Keizai in May 2024. Particularly, we were ranked 3rd in the information and communications industry and 4th in the cosmetics industry (chemical sector), receiving high praise across various industries.

\* For more details, please refer to our company website: <https://www.istyle.co.jp/news/info/2024/05/0530.html> (Japanese text only)



# Overview of Climate Change Initiatives

- Aiming for a carbon-neutral society, we are focusing on climate change initiatives across the entire company.

## <Risks and Opportunities>

Classification Based on TCFD Recommendations			Potential Risks and Opportunities (Items in bold are qualitatively recognized as important)
Risks	Transition Risks	Policies (Regulations)	Increased financial burden due to the introduction of a carbon tax Soaring unit prices of materials such as promotional materials due to tighter plastics regulations
		Laws	- (No specific risks related laws are expected due to the nature of the business)
		Technologies	Increased costs due to increased demand for renewable energy
		Markets	<b>Changes in procurement terms and conditions due to rising raw material costs</b>
		Reputation	Loss of sensitive customers due to delays in response (consumers and cosmetics manufacturers)
	Physical Risks	Acute	<b>Frequent natural disasters (typhoons, floods) resulting in</b> • <b>Suspension of store operations and in-store events</b> • <b>Risk of delayed delivery in e-commerce</b> <b>Opportunity loss due to supply chain stagnation (delayed delivery of purchased goods, e-commerce sales, etc.)</b>
		Chronic	Decreased opportunities to go outside due to higher average temperatures leading to decreased opportunities to wear makeup
Opportunities	Resource Efficiency		Reduced and streamlined packaging materials, etc., in response to increased consumer awareness of the environmental
	Energy Sources		- (No specific opportunities related laws are expected due to the nature of the business)
	Products and Services		<b>Increased sales through services tailored to changing customer preferences (ethical consumption)</b>
	Markets		<b>Increased demand for e-commerce due to decreased opportunities to go out</b> <b>Growing health awareness among consumers</b>
	Resilience		Diversified risks through the operation of multiple businesses in addition to the acquisition of flexible demand

## <CO<sub>2</sub> emission>

(Unit: t-CO <sub>2</sub> )	FY22	FY23	2030 Target
Scope1	0	0	0
Scope2 (Market Criteria)	709	662	300
Scope2 (Location Criteria)	674	635	300
Scope3	-	136,395	-
Category 1	-	93,630	-
Category 2	-	3,196	-
Category 3	-	102	-
Category 4	-	3,885	-
Category 5	-	5	-
Category 6	-	206	-
Category 7	-	137	-
Category 9	-	34,319	-
Category 11	-	557	-
Category 12	-	329	-
Category 14	-	28	-

\* For more details, please refer to *the Integrated Report 2024* (Japanese Text only): [https://ssl4.eir-parts.net/doc/3660/ir\\_material3/238199/00.pdf#page=40](https://ssl4.eir-parts.net/doc/3660/ir_material3/238199/00.pdf#page=40)



**MARKET DESIGN COMPANY**

---

The purpose of this document is to provide information on our financial results and does not constitute an offer to sell or solicitation of an offer to purchase any investment security issued by *istyle*. The information and outlook contained in this document have been compiled, based on *istyle*'s judgment, using information available at the time of preparation. As a result, we do not guarantee the accuracy of the information contained herein which may differ from the Company's actual performance and/or results due to various factors going forward.