

Elements of achievement of Mid-term Business Targets		Skills and experience expected of officers
A	Strengthening the management foundation	Management experience, corporate governance, sustainability, human capital management, finance, and accounting/tax affairs
B	Maximizing the value of platform	Cosmetics, Internet, advertising/promotion, and retail/distribution
C	Expanding business domains	DX/AI, innovation, M&A, and international business

Skills			Criteria for deeming skill possession
A	Strengthening the management foundation	Management experience	Experience as a “representative” director of a company
		Corporate governance	Experience as outside officer (other than at the Company) or related business experience/relevant qualifications (attorney, etc.)
		Sustainability	Experience in formulating (supporting) ESG strategies and achievements in managing a promotion organization
		Human capital management	Experience in formulating (supporting) human resource strategies and achievements in managing a promotion organization
		Finance	Experience in formulating and implementing (supporting) finances and financial strategies
		Accounting/tax affairs	Accounting and tax affairs qualifications (certified public accountant, certified public tax accountant, etc.) and practical experience in an accounting department
B	Maximizing the value of platform	Cosmetics	Experience in the cosmetics industry
		Internet	Experience in the Internet-related business
		Advertising/promotion	Experience in advertising and public relations for companies or products
		Retail/distribution	Experience in retail (stores and e-commerce) or distribution (logistics and wholesale)
C	Expanding business domains	DX/AI	Experience in digitization of business processes, system development, etc., and involvement in AI-related projects
		Innovation	Experience in launching new businesses, products and services, and promoting technological innovation
		M&A	Experience in deal management for formulating and executing M&A strategies and formulating and executing post-acquisition PMI strategies
		International business	Experience in controlling overseas business operations

Position/ Name	Among skills held by each officer, the Company has particular expectations for the below													Main achievements and past experience as the reason for setting the skills	Attributes	
	A						B				C				Inde- pendence (Outsid e only)	Male (★) Female (☆)
	Strengthening the management foundation						Maximizing the value of platform				Expanding business domains					
	Manage- ment experien- ce	Corpora- te governance	Sustaina- bility	Human capital manage- ment	Finance	Account- ing/ tax affairs	Cosmeti- cs	Internet	Advertis- ing/ promoti- on	Retail/ distribut- ion	DX/AI	Innovati- on	M&A			
Chairperson and CEO Tetsuro Yoshimatsu	○	○		○	○		○	○	○	○	○	○		▶ Management experience: Served as Representative Director of the Company since its founding ▶ Corporate governance: Served as Outside Director at UT Group Co., Ltd. and other companies ▶ Human capital management: Promoted human capital management as chairperson of the Company’s Human Resources Committee ▶ Finance: Formulated a capital policy immediately after the Company's founding and raised funds several times by himself ▶ Cosmetics: Pursued co-creation with the cosmetics industry through the operation of @cosme since its founding ▶ Internet: Achieved the launch of various online services in the Group ▶ Advertising/promotion: Achieved the launch of the Marketing Solution segment of the Company at the time of its founding ▶ Retail/distribution: Achieved the launch of the Retail segment of the Company and served as Outside Director at PLANET, INC., a distribution VAN operator ▶ DX/AI: Experienced in building the Company's front and back-end systems, as well as working as an IT consultant in a previous position ▶ Innovation: Achieved the launch of @cosme and other innovative services since the Company’s founding ▶ M&A: Led M&A transactions of several online companies in the Group	—	★
President and COO Hajime Endo	○			○			○		○	○	○	○	○	▶ Management experience: Currently serves as Representative Director of the Company and istyle retail Inc. ▶ Human capital management: Promoted human capital management as the head of the Company's human resource strategy operation ▶ Cosmetics: Experienced in the cosmetics industry for a long time at TASHIRO CO., LTD. and the Company ▶ Advertising/promotion: Experienced in managing the Company's Marketing Solution segment in the past ▶ Retail/distribution: Experienced in retailing in e-commerce and retail stores at TASHIRO CO., LTD. and the Company ▶ DX/AI: Experienced in promoting several system development projects in the Group ▶ Innovation: Achieved the launch of a new type of cosmetics stores called @cosme STORE ▶ M&A: Experienced in leading M&A transactions and PMI for two retail chains in the Group ▶ International business: Experienced in launching and managing an overseas store business	—	★
Vice Chairperson and CFO Kei Sugawara	○	○	○	○	○		○	○	○		○	○	○	▶ Management experience: Served as representative director of several subsidiaries in the Group, both in Japan and overseas ▶ Corporate governance: Served as outside director for several listed and unlisted companies, including Open8 Inc. ▶ Sustainability: Currently serves as chairperson of the Sustainability Promotion Committee of the Company ▶ Human capital management: Experienced in managing the human resources department as the General Manager of the Company's Human Resources Division ▶ Finance: Conducted financing several times since the Company was unlisted ▶ Cosmetics: Pursued co-creation with the cosmetics industry through the operation of @cosme since its founding ▶ Internet: Achieved the launch of various online services in the Group ▶ Advertising/promotion: Achieved the promotion of the Marketing Solution segment of the Company at the time of its founding ▶ DX/AI: Promoted several system developments as CTO of the Company, and worked as an IT consultant ▶ Innovation: Experienced in launching several new businesses in Japan and overseas, such as private brand business in the Group ▶ M&A: Experienced in conducting acquisitions and subsequent PMI in the Group, both in Japan and overseas ▶ International business: Experienced in launching new businesses in several countries in the Group and managing overseas business	—	★

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	A						B				C				Indepe ndence (Outsid e only)	Male (★) Female (☆)	
	Strengthening the management foundation						Maximizing the value of platform				Expanding business domains						
	Manage ment experien ce	Corpora te governa nce	Sustaina bility	Human capital manage ment	Finance	Account ing/ tax affairs	Cosmeti cs	Internet	Advertis ing/ promoti on	Retail/ distribut ion	DX/AI	Innovati on	M&A				Internat ional business
Director (part-time) Meyumi Yamada	○	○	○	○			○	○	○			○	○		▶ Management experience: Served as Representative Director of the Company as a co-founder ▶ Corporate governance: Served and currently serves as outside director for several companies, including Seven & i Holdings Co., Ltd. ▶ Sustainability: Currently serves as Representative Director of Bank for Smiles, a general incorporated association, which provides support to single mothers, etc. ▶ Human capital management: Achieved in leading succession planning for CEO and directors at several companies where she served as outside director ▶ Cosmetics: Worked for a cosmetic fragrance manufacturer and a cosmetics manufacturer, and pursued co-creation with the cosmetics industry since the Company's founding ▶ Internet: Achieved the launch of the Company's @cosme ▶ Advertising/promotion: Achieved in managing the Company's Marketing Solution segment in the past ▶ Innovation: Achieved in launching innovative services such as @cosme since the Company's founding ▶ M&A: Achieved in leading PMI as a post-acquisition representative director in several M&A transactions	—	☆
Director (Outside) Michimasa Naka	○	○	○	○	○								○	○	▶ Management experience: Currently serves as Representative Director at Boardwalk Capital Co., Ltd. and other companies ▶ Corporate governance: Currently serves and served as outside director for several unlisted and listed companies, including Vision Inc. and VECTOR, INC. ▶ Sustainability: Served as chairperson of the Sustainability Promotion Committee at Citigroup Global Markets Japan Inc. ▶ Human capital management: Experienced in managing a recruiting group as the person responsible for recruiting at Citigroup Global Markets Japan Inc. ▶ Finance: Conducted large-scale financings through management experience at several foreign securities companies, including Citigroup Global Markets Japan Inc. ▶ M&A: Experienced in management at several foreign securities companies such as Citigroup Global Markets Japan Inc. and several M&A transactions at companies where he served as outside director ▶ International business: Experienced in cross-border transactions at several foreign securities companies such as Citigroup Global Markets Japan Inc.	○	★
Director (Outside) Shinsuke Usami	○	○	○	○	○			○	○		○	○	○		▶ Management experience: Currently serves and served as representative director of several companies, including CARTA HOLDINGS, INC. ▶ Corporate governance: Served as outside director of several unlisted and listed companies, including Unipos Inc. ▶ Sustainability: Served as chairperson of the Sustainability Promotion Committee of CARTA HOLDINGS, INC. ▶ Human capital management: Achieved in reforming the personnel system at the time of corporate integration at CARTA HOLDINGS, INC. ▶ Finance: Formulated a capital policy and conducted financing at CARTA HOLDINGS, INC. ▶ Internet: Launched and managed internet-related services at CARTA HOLDINGS, INC. ▶ Advertising/promotion: Launched advertising-related services and managed digital marketing business at CARTA HOLDINGS, INC. ▶ DX/AI: Managed several in-house system development projects and experienced IT consultant at Deloitte Tohmatsu Consulting LLC ▶ Innovation: Launched several new businesses at CARTA HOLDINGS, INC. ▶ M&A: Conducted several M&A transactions at CARTA HOLDINGS, INC.	—	★

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	Strengthening the management foundation						Maximizing the value of platform				Expanding business domains						
	Manage- ment experien- ce	Corpora- te governance	Sustaina- bility	Human capital manage- ment	Finance	Account- ing/ tax affairs	Cosmeti- cs	Internet	Advertis- ing/ promoti- on	Retail/ distribut- ion	DX/AI	Innovati- on	M&A	Internat- ional business			
Director (Outside) Hikari Kanokogi	○	○	○	○						○				○	▶ Management experience: Served as Representative Director of G-Star International Co., Ltd. and other companies ▶ Corporate governance: Currently serves as Outside Director of Graniph Inc. ▶ Sustainability: Experienced in leading SDGs promotion in Japan at G-Star International Co., Ltd. ▶ Human capital management: Experienced in managing the human resources department as executive officer at Heinz Japan Ltd. ▶ Retail/distribution: Achieved management of retail and distribution at Louis Vuitton Japan K.K. and other companies ▶ International business: Experienced in managing business in the Asia-Pacific region for several foreign companies	○	☆
Director (Outside) Mie Miura					○	○	○			○			○	○	▶ Finance: Experienced in financing with owner funds at SOGO MEDICAL CO., LTD. ▶ Accounting/tax affairs: Developed career in FP&A function consistently from The Procter & Gamble Company ▶ Cosmetics: Experienced in the cosmetics industry at The Procter & Gamble Company, Johnson & Johnson K.K., and Shiseido Japan Co., Ltd. ▶ Retail/distribution: Experienced in cosmetics distribution at The Procter & Gamble Company, Johnson & Johnson K.K., and Shiseido Japan Co., Ltd. ▶ M&A: Managed the acquisition and PMI of DR.CI:LABO at Johnson & Johnson K.K. ▶ International business: Experienced in working abroad in Singapore, the United States, and the Philippines at The Procter & Gamble Company	○	☆
Auditor (Outside) Hitoshi Hara		○		○	○	○	○						○		▶ Corporate governance: Served and currently serves as outside officer of several unlisted and listed companies ▶ Human capital management: Experienced in managing the human resources department as the General Manager of the Human Resources Department at TOYO SHINYAKU Co., Ltd. ▶ Finance: Experienced in capital financing at TOYO SHINYAKU Co., Ltd. and Interaset Co., Ltd. ▶ Accounting/tax affairs: Holds the qualification as certified public accountant with experience in auditing the accounts of numerous companies ▶ Cosmetics: Experienced cosmetics business through working at TOYO SHINYAKU Co., Ltd. ▶ M&A: Supported M&A transactions for several companies in which he served as outside officer	○	★
Auditor (Outside) Kenji Miyako	○	○			○	○							○		▶ Management experience: Served as Representative Director at Altus Group ▶ Corporate governance: Served and currently serves as outside officer of several unlisted and listed companies ▶ Finance: Supported financings for Altus Group, which he managed, and several companies in which he served as outside officer ▶ Accounting/tax affairs: Holds the qualification as certified public tax accountant with experience in tax affairs for several companies ▶ M&A: Supported M&A transactions of Altus Group, which he managed, and several companies in which he served as outside officer	○	★
Auditor (Outside) Junko Kotakemori		○			○	○							○	○	▶ Corporate governance: Served and currently serves as outside officer for several unlisted and listed companies, and advised numerous companies at KPMG Consulting Co., Ltd. and other companies ▶ Finance: Advised several unlisted companies on financing ▶ Accounting/tax affairs: Holds the qualification as certified public accountant with experience in auditing the accounts of numerous companies ▶ M&A: Supported numerous M&A transactions for clients at KPMG AZSA LLC and other companies from a financial DD perspective ▶ International business: Engaged in many cross-border projects at KPMG AZSA LLC and other companies	○	☆