June 9, 2025

Company name BEAUTY GARAGE Inc.
Name of representative Hideki Nomura, Representative Director/
Chief Executive Officer/Chief Operative Officer
(Securities code:3180
Prime Market of the Tokyo Stock Exchange)
Contact Takahiro Saito, Operating officer/
Supervisory Manager of Business Management Group
(TEL. +81-3-6805-9785)

Notice regarding the formulation of the midterm management plan

We are pleased to announce that our Board of Directors today approved a resolution on our next five-year "Midterm Management Plan 2025-2029" which will end in FY2030.

Notes

1. Planning period
Five years from fiscal year 2026 to fiscal year 2030 (May 2025 to April 2030)

2. Goals for FY2030
The company aims to achieve its current vision of becoming "the No. 1 salon concierge company providing comprehensive support for opening and thriving salons."

3. Growth Strategy
① Maximizing platform functions for the beauty salon industry
② Significantly strengthening store opening support capabilities through new value creation
③ Boldly take on new markets and create the next business

4. Numerical targets

	FY2026 Forecasts	FY2027 Target	FY2028 Target	FY2029 Target	FY2030 Target
Sales	38.08 Billion yen	43.10 Billion yen	47.50 Billion yen	54.00 Billion yen	62.00 Billion yen
Ordinary profit	1.83 Billion yen	2.24 Billion yen	2.75 Billion yen	3.30 Billion yen	4.00 Billion yen
Ordinary profit ratio	4.8%	5.2%	5.8%	6.1%	6.5%

For details of the plan, please refer to the attached document.

End

BEAUTY GARAGE

Midterm Management Plan 2025-2029

June 9, 2025

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1. Review of the previous Midterm Management Plan 2020-2024

2. New MidTerm Management Plan 2025-2029

3. Appendix

Company Overview

Company name	BEAUTY GARAGE Inc.
Headquarters	1-34-25 Sakura-shinmachi, Setagaya Ward, Tokyo
Established	April 24, 2003
Capital	768,385,250円
Securities exchange listing	Tokyo Stock Exchange Prime Market (Securities code: 3180)
Director and CEO	Hideki Nomura
Total Employees	576 (including 404 full-time employees) (on a consolidated basis at the end of April 2025)
Offices	<Sales offices> Sapporo / Sendai / Niigata / Kanazawa / Tokyo / Saitama / Nagoya / Osaka / Hiroshima/ Fukuoka <Other> Kashiwa DC / Amagasaki DC / Representative office in Guangzhou, China / Singapore / Malaysia / Vietnam
Group Companies	Japan: 11 companies, overseas: 3 companies

Slogan

Change the beauty industry

Mission

Contribute to the prosperity of salon business by creating new value in the beauty industry.

Vision

Be the No.1 concierge for beauty salons, providing total Support, from launch through ongoing growth and expansion.

Basic Belief

1. **Provide pleasure and excitement to customers**
2. **Continue to make new challenges**
3. **Improve and evolve every day**
4. **Value effort , ideas , and speed**
5. **Make judgement on right or wrong, rather than profitable or not.**

Business Overview Diagram

By combining IT and reality, the company operates a business that provides total support for beauty salons, from opening to running them.

Business content

WholeSaling business of professional beauty products

Store Design Business

Other Solution Business

Store lease / Brokerage / CardsCustomer acquisition support / POS / Insurance / Electricity etc.

Sales channels

ONLINE（Digital）

EC site & app



×

OFFLINE（Face to face）

Showroom & Store



＋

Corporate sales



Main customers

- Barbers
  Beauty salons
- Esthetic salons
- Massage
  Relaxation
- Nail salons
- Eyelash salons
- Acupuncture and osteopathic clinic
- Fitness Gym

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Review_What were the goals of the 2020-2024 Midterm Plan?

Place to reach for in FY 2025

Become a top beauty product dealer in Japan

※Our company has many faces as a salon concierge company, but our first priority is to become the top in the "beauty dealer" category.

Aiming to become the No. 1 beauty dealer in Japan by FY 2024

Beauty Garage's sales revenue for FY 2025 is expected to reach 33.72 billion yen

Changes in the "Domestic Beauty Dealer Sales Ranking" over the past 5 years 【Results】

【At the time of midterm plan formulation (FY2020】

First place: Company G 26.00 billion yen（FY2020）

Second place: Company K 23.80 billion yen （FY2020）

Third place: Company D 16.67 billion yen（FY2020）

Fourth place: Our company15.73 billion yen（FY2020）

Fifth place: Company F 10.87 billion yen（FY2020）

Sixth place: Company M 8.14 billion yen（FY2020）

5 years later

【Latest figures (FY2025)】

First place: Our company 33.72 billion yen (FY2025)

Second place: Company G 33.70 billion yen (FY2025)

Almost the same level

Third place: Company K 30.70 billion yen (FY2025)

Fourth place : Company D 25.51 billion yen (FY2025)

Fifth place: Company F 13.40 billion yen（FY2025）

Sixth place: Company M 12.01 billion yen（FY2025）

※Some figures include those from the previous fiscal year.
※Based on our research (recruitment sites and online media)

Although some of the latest figures from other companies are not available、、、 It can be said that

We have largely achieved our goal of becoming the No. 1 beauty dealer in Japan.

Review: Numerical targets and results

Five-year numerical plan (initial goal)

CAGR expected to be 13.8%

	FY2020（Actual）	FY2021（Forecasts）	FY2022（Target）	FY2023（Target）	FY2024（Target）	FY2025（Target）
Sales	15.73 Billion yen	16.73 Billion yen	19.50 Billion yen	22.50 Billion yen	26.10 Billion yen	30.00 Billion yen
Ordinary profit	0.74 Billion yen	0.60 Billion yen	0.92 Billion yen	1.18 Billion yen	1.40 Billion yen	1.70 Billion yen
Ordinary profit ratio	4.8%	3.6%	4.7%	5.2%	5.4%	5.7%

Five-year numerical plan (revised targets)

※Upward revision implemented in June 2021

CAGR forecast: 17.3%

	FY2020（Actual）	FY2021（Actual）	FY2022（Forecasts）	FY2023（Target）	FY2024（Target）	FY2025（Target）
Sales	15.73 Billion yen	19.59 Billion yen	23.06 Billion yen	26.50 Billion yen	30.50 Billion yen	35.00 Billion yen
Ordinary profit	0.74 Billion yen	1.08 Billion yen	1.30 Billion yen	1.55 Billion yen	1.80 Billion yen	2.10 Billion yen
Ordinary profit ratio	4.8%	5.5%	5.7%	5.8%	5.9%	6.0%

2020-2024の5ヶ年実績値

Actual CAGR: 16.5%

	FY2020（Actual）	FY2021（Actual）	FY2022（Actual）	FY2023（Actual）	FY2024（Actual）	FY2025（Actual）
Sales	15.73 Billion yen	19.59 Billion yen	23.40 Billion yen	26.42 Billion yen	29.84 Billion yen	33.72 Billion yen
Ordinary profit	0.74 Billion yen	1.08 Billion yen	1.21 Billion yen	1.35 Billion yen	1.71 Billion yen	1.58 Billion yen
Ordinary profit ratio	4.8%	5.5%	5.2%	5.1%	5.8%	4.7%

The initial targets for sales were achieved in FY2025, and for ordinary profit in FY2024.
However, the revised targets for both sales and ordinary profit were not achieved.
(Ordinary profit was significantly affected by the recording of preparation costs for the construction of a new logistics center scheduled to start operation in FY 2025.)

Review - Performance against basic policy

self-evaluation

❶ Significantly improve convenience, product lineup, price, and brand recognition

・We were able to open trading accounts with many major brand name manufacturers (especially cosmetic ingredients) and significantly expand our product lineup.
・We implemented a marketplace function and, with new sellers opening stores, we are now able to handle products that we could not handle before.
・We continue to make steady improvements and evolution to the UI and UX of the e-commerce site, including the search function.



❷ Expansion of logistics functions and improved convenience

・Opened Western Japan DC, expanded next-day delivery area and capacity, and dispersed disaster risk.
・Deployed "Express Delivery" in Shibuya, Osaka, Sendai, Sapporo, and Fukuoka, delivering in as little as 30 minutes from sales bases.
・Focused on preparations for operation of new automated logistics center (Kashiwa FC).



❸ Optimizing omni-channel sales through the OMO concept

・The evolution into an experiential showroom and store is still in progress.
・The corporate sales team will be expanded to strengthen face-to-face sales to corporate customers, while promoting a shift to digital ordering.
・While eliminating paper mail-order catalogs, digital sales promotion has been strengthened and chatbots and AI support have been introduced



❹ Expansion of solutions business

・The store leasing/subleasing business grew significantly, driving growth in the overall solutions business.
・The store design business was able to expand its customer target, but sales figures were sluggish.
・Although new businesses such as electricity supply services and laundry services were launched, the contribution to performance was small.



❺ Creating new services and incorporating external resources

・Launched "Salon.EC (online shop creation service)", a BtoBtoC business, and gained a large number of registrations.
・Issued the "Salon Professional Card", a business credit card exclusively for salons, and promoted loyal customer base.
・Launched a new marketing support business and strengthened the media business through M&A.



❻ Early profitability of overseas business and review of strategy

・Overseas business was heavily affected by the COVID-19 pandemic, and was forced to make major course corrections (withdrew from Taiwan business).
・By concentrating resources in Singapore and Malaysia, the company has been able to reduce its losses, but has yet to turn a profit.
・Although cross-border e-commerce has made some progress, building a system and networking are still issues for further expansion.



Review_KPIs and quantitative targets

Target KPIs

■ EC Sales: 20 billion yen ⇒ 24 billion yen (initial target) (revised target) → FY2025 24.33 billion yen

266% compared to FY 2020

※E-commerce sales in FY 2020 was 9.16 billion yen

initial target: Done / revised target: Done

■ Number of active users: 180,000 accounts ⇒ 200,000 accounts (initial target) (revised target) → FY2025 191,000 accounts

174% compared to FY 2020

※As of the end of fiscal year 2019, the number of active users was 109,817 accounts.

initial target: Done / revised target: Not Done

■ Store Design＋Solution Sales : 7 billion yen ⇒ 7.5 billion yen (initial target) (revised target) → FY2025 0.599 billion yen

161% compared to FY 2020

※Store Design＋Solution Sales in FY2020 was 0.373 billion yen

initial target: Done / revised target: Not Done

Quantitative targets (excluding sales and ordinary profits)

■ ROE : more than 10% ⇒ more than 15% (initial target) (revised target) → FY2025 14.0%

FY2024 actual result: 16.7%

※ROE for FY 2020 was 10.5%

initial target: Done / revised target: Not Done

■ Equity ratio: more than 50% ⇒ more than 50% (initial target) (no revise) → FY2025 46.9%

※Capital adequacy ratio at the end of FY 2020 was 55.0%

Not Done

■ Total return ratio: more than 30% ⇒ 30% (initial target) (no revise) → FY2025 35.1%

※FY2018-20 average 22.6%

Done

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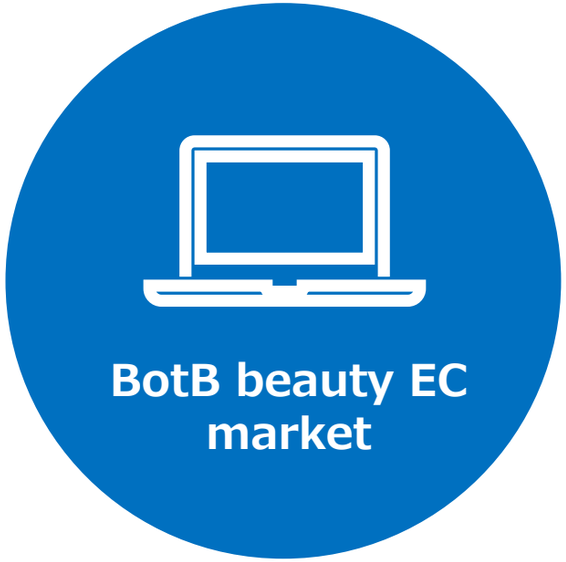
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What we have achieved so far

Up until now, they have created a lot of value under the slogan "changing the beauty industry.“
The greatest value they have created is the "distribution revolution" in the B2B beauty industry.



Promoting digitalization of beauty products
Eliminating middlemen (achieving low prices)
Speedy delivery



Creating a reuse market
Contributing to a recycling-oriented society
CO2 reduction



Providing new options
Reducing store opening costs
Reducing operating costs



One-stop service for business start-ups
Accelerating business start-ups/store openings

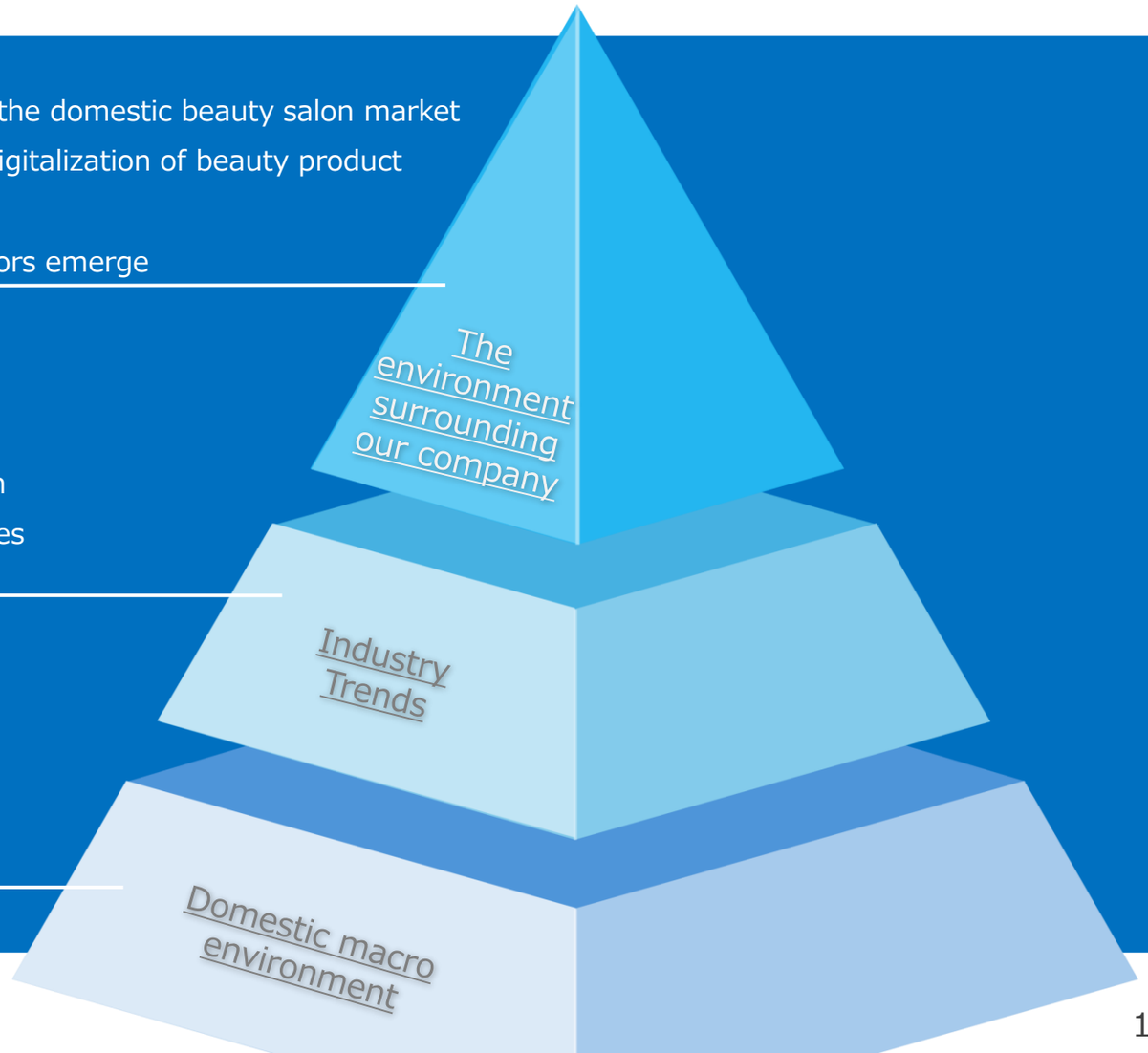
external environment

We have achieved the top position as a beauty dealer in Japan, and we would like to continue to create "new value" in the future as a leader in the beauty industry and contribute to the development of the salon business.

- Stagnation of the domestic beauty salon market
- Accelerating digitalization of beauty product distribution
- New competitors emerge

- Increase in freelancers
- Overstore
- Diversification of customer attraction
- Difficulty in securing human resources

- Domestic population decline
- Technological development
- Increasing prices
- Aging population and declining birthrate



What we aim for in FY 2030

Our current vision is

to become the No. 1 salon concierge company offering comprehensive support for opening and thriving salons.

We will continue to create new value and combine it with the evolution of our existing businesses to further refine our one-stop services.We view the solutions business as a core business next to product sales, and aim to grow it into our second pillar of business.

Growth Strategy

1. Maximizing platform functions for the beauty salon industry
   - EC growth flywheel
   - Information Platform
   - Fulfillment
   - BtoBtoC
2. Significantly strengthening store opening support capabilities through new value creation
   - Support
   - Store Design
3. Boldly take on new markets and create the next business
   - Recruitment, training, and customer acquisition
   - Wellness
   - abroad

Five-year Numerical Plan (FY2026-FY2030)

In the first half of the fiscal year, profit margins are expected to be slightly squeezed due to active investments for the future, such as in the third data center and new businesses. In the second half of the fiscal year, profit margins are expected to improve through improved productivity and the results of new initiatives, putting the company on a growth trajectory.

	FY2025(Actual)	FY2026(Forecasts)	FY2027(Target)	FY2028(Target)	FY2029(Target)	FY2030(Target)
Sales	33.72 Billion yen	38.08 Billion yen	43.10 Billion yen	47.50 Billion yen	54.00 Billion yen	62.00 Billion yen
Ordinary profit	1.58 Billion yen	1.83 Billion yen	2.24 Billion yen	2.75 Billion yen	3.30 Billion yen	4.00 Billion yen
Ordinary profit ratio	4.7%	4.8%	5.2%	5.8%	6.1%	6.5%

FY2026-2027 Investment Stage

・Realize stable operation of new logistics center (Kashiwa FC) (realize return on investment)
・Improve UI/UX of EC site (enhance functions such as data utilization)
・Build information platform
・Strengthen product lineup and private brand equipment development
・Launch new business (finance/HR area, etc.)
・Make overseas business profitable

FY2028-2030 Breakthrough Stage

・Creating economies of scale
・Expanding share in product sales
・Significantly improving productivity (especially logistics)
・Increasing the proportion of solutions-based profits
・Growing new businesses and expanding synergies with existing businesses
・Opening new bases for overseas businesses

FY2031- New Stage

Aiming to become the No. 1 salon concierge company

We aim to maximize LTV by providing comprehensive support throughout the various stages of a beauty salon's life cycle.

We will continue to develop and provide valuable services by capturing changing needs such as the increase in freelancers and the use of AI.

Preparation for store opening/funding

Property, interior and equipment

Closing/selling

SALONスターター

海外進出支援サービス

サロン不動産ネット

サロン店舗設計デザイン

TOUGH design product



BEAUTY GARAGE Professional Beauty Supply

サロン資金サポート

サロンまるごとサポート

サロン解体サポート
SALON DISMANTLING SUPPORT

開業支援・経営支援

ヒト × モノ × カネ × 情報

Salon Print



Salon.EC

サロンM&Aネット

サロン決済ナビ



BGでんき

サロン退店売却サポート

BG ACADEMY Produced by BEAUTY GARAGE

スマートワン

サロン保険net.



サロン集客ナビ

Googleマップ
上位表示対策サービス



サロンシステムnavi

美容業界ニュースメディア Beautopia

HAIR MODE

美容の経営プラン

Information/Education

Attracting customers and promoting sales

Materials and Infrastructure

The driving force behind "Salon DX" is Beauty Garage Group

Growth Strategy 1

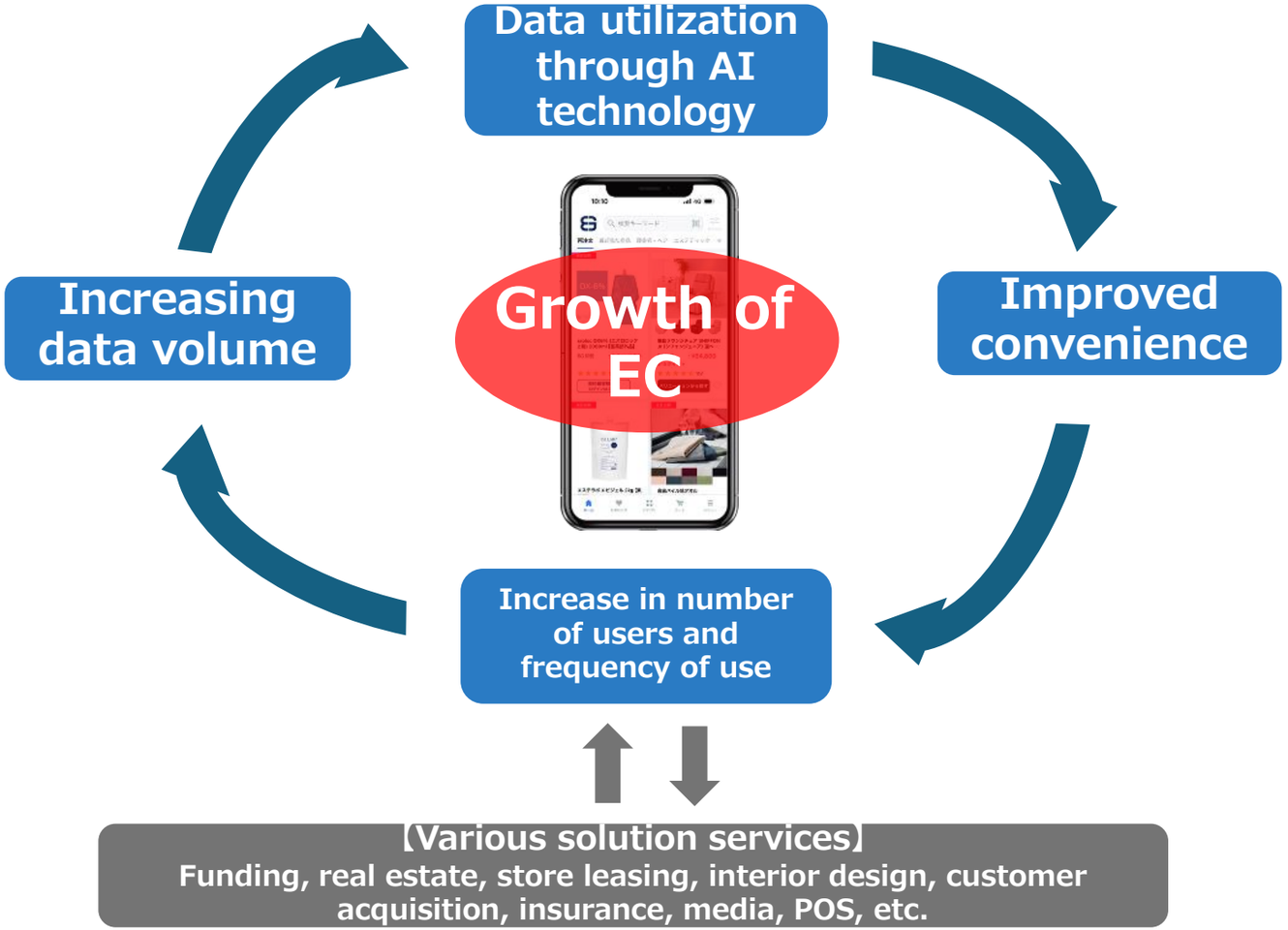
Maximizing platform functions for the beauty salon industry

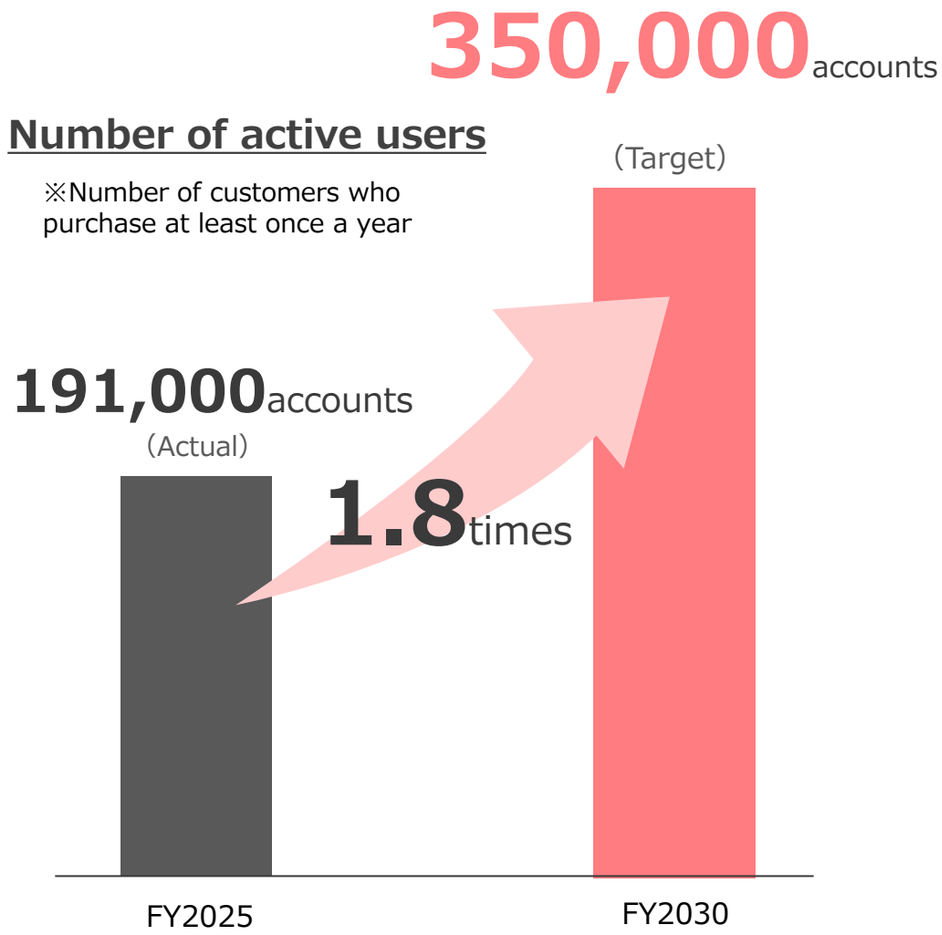
By utilizing the latest technologies such as AI and databases, the company is evolving into a next-generation e-commerce site. It will continue to expand its attractive product lineup and provide convenient services that take advantage of the industry's most advanced logistics functions.

Specific Measures

1. Creating a growth loop for "EC sites" by introducing the latest technologies such as generative AI
2. Building an "information platform" that utilizes a large database and content production capabilities
3. Leveraging its overwhelming logistics capabilities, the company launches a "fulfillment service"
4. Developing the consumer market (BtoBtoC) by revitalizing the SaaS-based EC construction support service "Salon.EC"

By using the latest technologies such as generative AI to automatically convert the overwhelming amount of data obtained from the increase in the number of users and frequency of use into "convenience," we will achieve a sustainable growth loop that other companies cannot match.

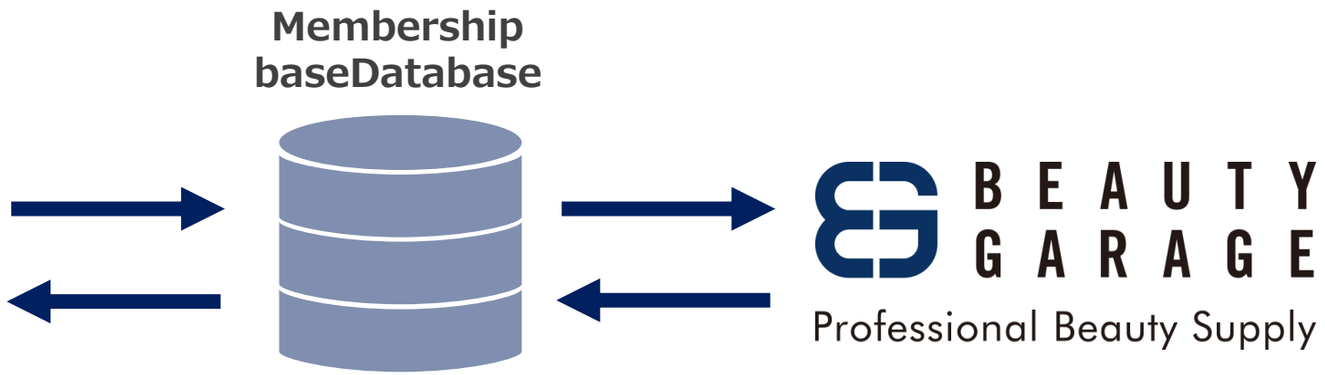




The goal is to build an "information platform for hairdressers" that covers all the information that hair salons and hairdressers truly want. Rather than a one-way information acquisition, it will enable information dissemination, information sharing, and community formation.

※Utilizing the highly specialized content production capabilities on pharmaceuticals and technology of Hair Mode Co., Ltd. (formerly Josei Mode Co., Ltd.), a beauty industry publishing company acquired in April 2024





By playing a role similar to that of "m3.com"※ in the BtoB beauty industry, the company will also develop a "marketing support business" for beauty manufacturers/vendors.

※Japan's largest portal site for medical professionals

We have fully launched our "fulfillment business" for beauty salon headquarters and beauty manufacturers, and are working to become the logistics infrastructure that supports the development of the beauty industry.

We store OEM products and supplied products at our logistics center and manage them all together regardless of BtoB or BtoC.



We handle all shipping operations to consumers and support EC operations

As salons continue to move towards e-commerce, we will standardize our logistics services and establish a competitive edge in the BtoBtoC market.

Reference) Effects of opening the Kashiwa Fulfillment Center (third logistics base)

	FY2025 (Actual)		FY2030 (Target)
Storage Capacity SKU	38,000SKU	Approximately **2.6** times	**100,000**SKU
Shipping capacity/day	7,000 shipments/day	Approximately **2.8** times	**20,000** shipments/day
Logistics cost ratio to sales	11.5%	Approximately improved by **1.4** points	**10.1**%

Aiming to build the No. 1 logistics system in the beauty industry by implementing three bases in the east and west and state-of-the-art material handling systems



Kashiwa Distribution Center (large equipment and devices)Approximately 20,000㎡ Kashiwa City, Chiba Prefecture



Amagasaki Fulfillment Center (Mainly materials and accessories) Approximately 6,690 ㎡ Amagasaki City, Hyogo Prefecture



Kashiwa Fulfillment Center (Mainly materials and accessories) Approximately 62,000 ㎡ Kashiwa City, Chiba Prefecture

- ✓ **The introduction of cutting-edge equipment has significantly improved all indicators (= contributed greatly to sales growth).**
- ✓ **The logistics cost ratio compared to sales is kept low, contributing to profit generation (= profit margins will improve significantly in the medium to long term).**

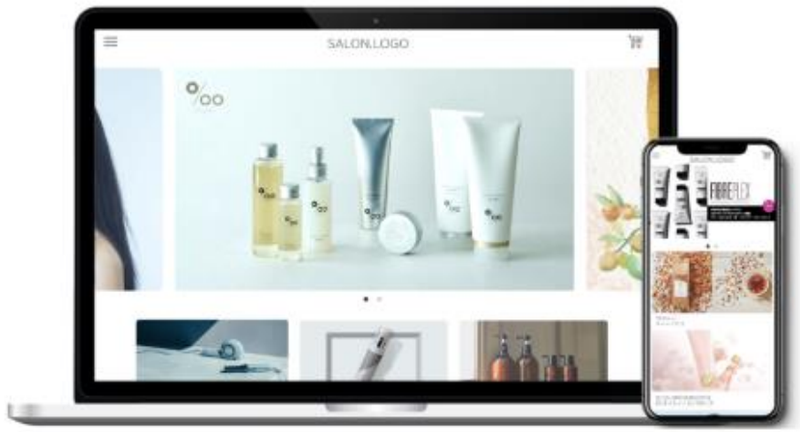
Developing the consumer market (BtoBtoC) by revitalizing the SaaS-based EC construction support service "Salon.EC"

BtoBtoC

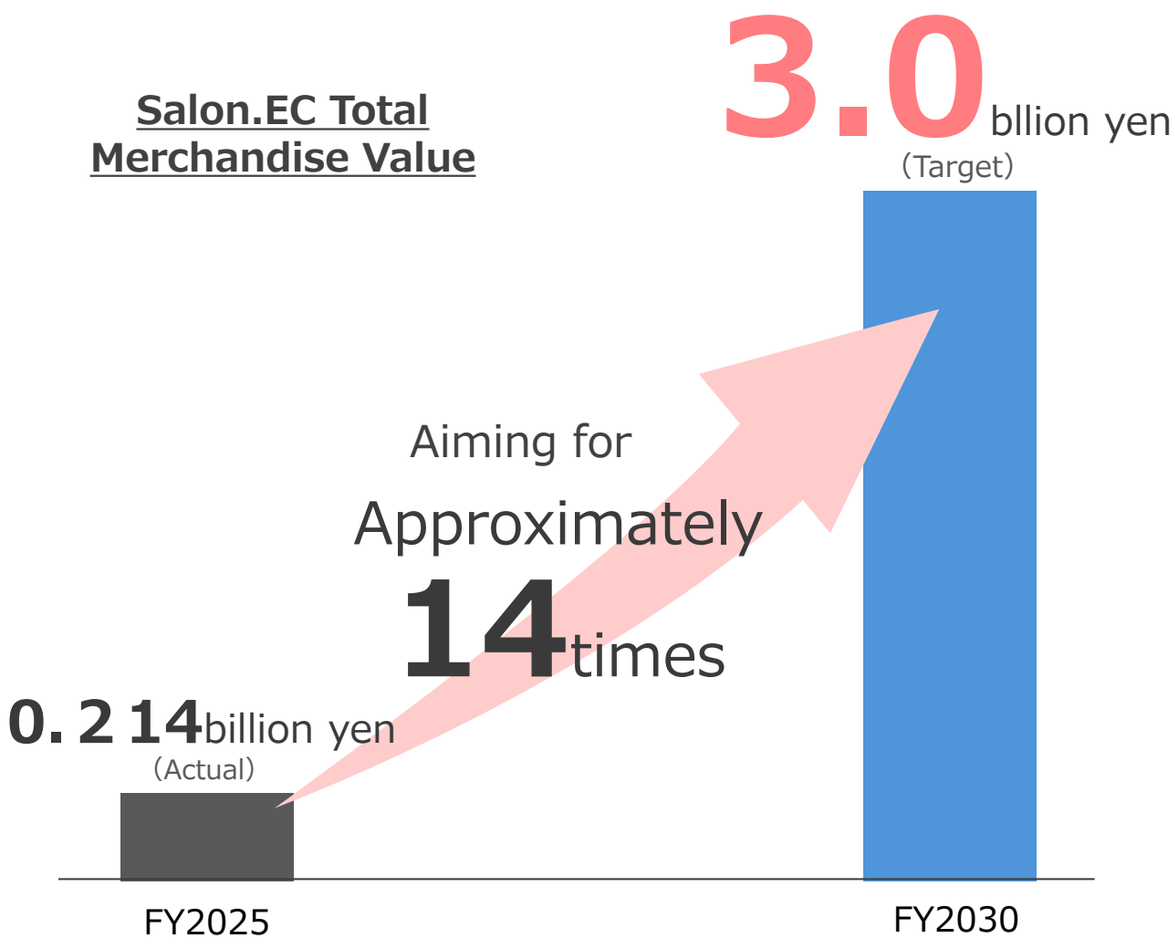
BEAUTY GARAGE

By significantly evolving the salon's in-store sales platform "Salon.EC", we will contribute to expanding salon in-store sales while also developing the consumer market.

Salon.EC
サロン専用ネットショップ構築サービスの決定版



Salon.EC Total Merchandise Value



Future initiatives (plans)

- Introduction of generation AI
- UI/UX improvement
- Functionality expansion (POS integration, etc.)
- Fulfillment Utilization　etc.

Growth Strategy ②

Significantly strengthening store opening support capabilities through new value creation

"Store Landlord" provides strong support for store openings + "BPO Service" provides management support.The store design business will significantly expand its business domain.

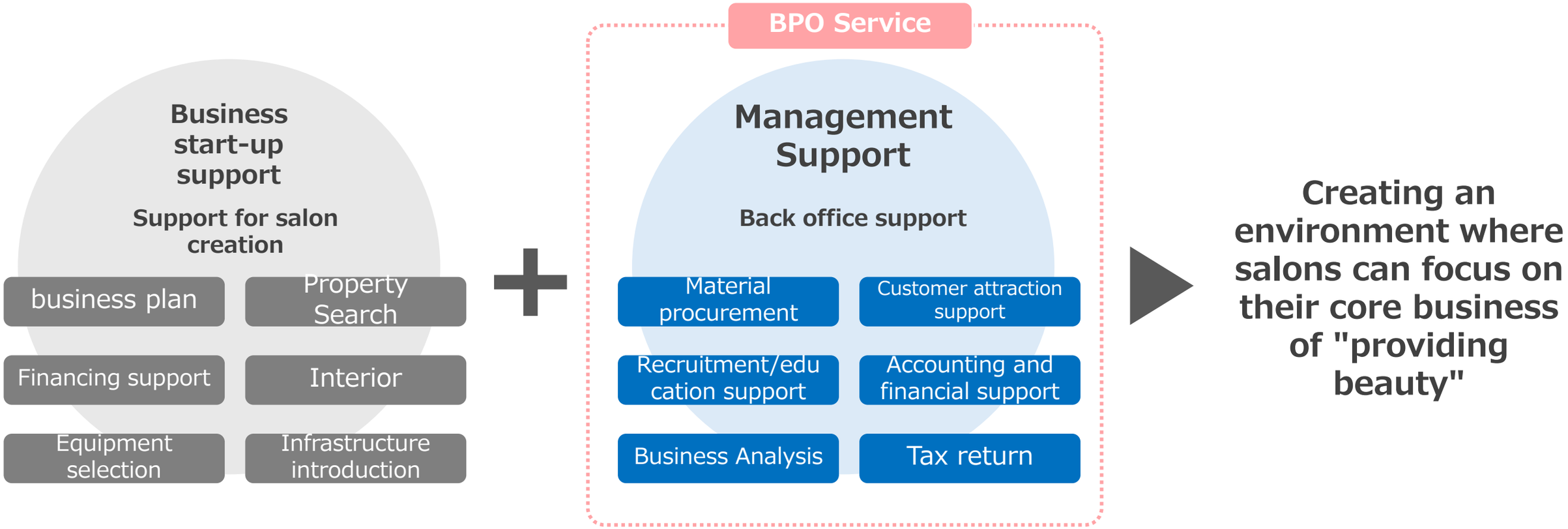
Specific Measures

1. We provide support through “Bikei Bunri" to accommodate various forms of independence※

2. Transformed into a store design business capable of creating stores of all types and scales

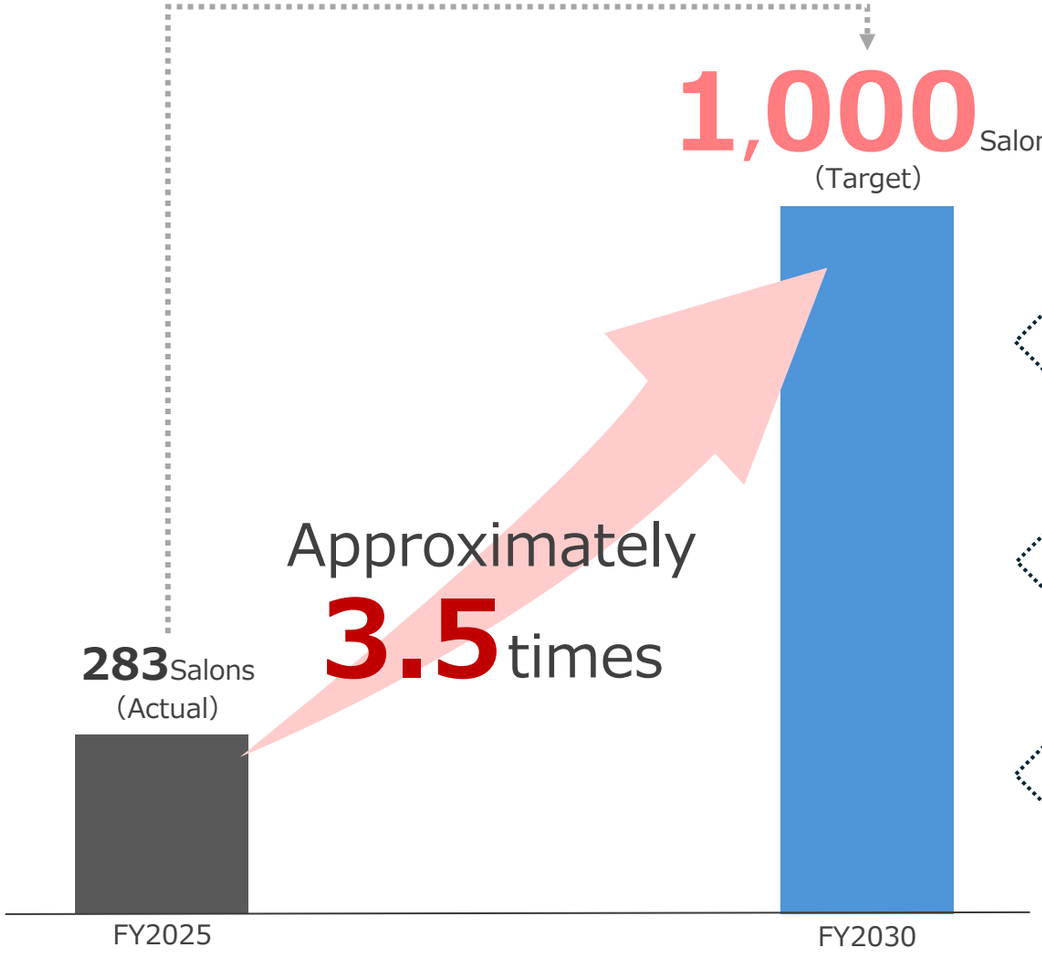
※「Bikei Bunri」 : This means separating beauty work from management duties.By covering the non-core back office operations of our clients, we aim to contribute to creating an environment where clients can focus on their core work (= beauty work).

We are promoting BPO services in which our group undertakes back-office operations, which are non-core tasks for salons.In addition to providing financial support at the time of salon opening, we have begun supporting salons from opening preparations through to management.



In addition to reducing the burden of initial costs, we also contribute to a significant reduction in effort and time, providing thorough support to promote business opening and success.

By significantly improving convenience and the attractiveness of our services, we aim to become the No. 1 retail landlord company in Japan, able to offer the best properties (for salons).



Store Lease
+
Store Sublease
+
Store management outsourcing

BEAUTY GARAGE
×
BG PARTNERS
×
TOUGH design product

1．Strengthening the organizational capabilities of Tough Design Products Co., Ltd.

While continuing to strengthen recruitment and training, we will also strengthen our support system for designers to become independent, and create a cycle in which they can continue to contribute while maintaining good relationships with us even after they become independent.



Strengthening onboarding Strengthening study sessions

Actively recruiting new graduates and experienced personnel

Reviewing the employment status of designersFurther promoting the independence support system

Deploy executives to local offices to revitalize and strengthen sales capabilities

TOUGH design product



2. Expanding customer targets and areas served

We aim to expand our customer base and increase orders from places other than beauty salons.We will also promote orders from overseas by setting up an English version of our website.



By increasing the number of locations from the current five to six or seven, the company will expand its service area



※New office location

3. A new challenge

The company plans to establish a new company specializing in small-scale construction and interior maintenance.It aims to respond to a wide range of customer needs while also creating an environment that allows designers to focus on their core work.

Store design work

TOUGH design product



invest ment

New company establishment

Salon Build Co., Ltd.
(Tentative name)

Construction and minor works
Interior maintenance work



The company aims to expand its service area by opening a new base and significantly expand the scope of its contracting operations by establishing a new company.



Target KPI (as of FY2030)

Number of designers

※FY2025 : 37 people

over **50** people

Number of cases over 1 million yen

※FY2025 : 340cases

over **500** cases

Average unit price

※FY2025 : 10.29million yen

12.00 million yen

Growth Strategy ③

Boldly take on new markets and create the next business

We are pursuing both a "vertical growth strategy" and a "horizontal growth strategy."We are also strengthening our overseas business by serving as a bridge for Japanese brands to enter the ASEAN region.

Specific Measures

1. Taking on the biggest management challenges for salons: “Recruitment," “Education," and “Customer attraction"

2. Developing the wellness market with our business model

3. Spreading the appeal of "JAPAN BEAUTY" to ASEAN

The market size is also large!

I want to be able to address the three biggest concerns salons face: “recruitment”, “training”, and “attracting customers”.

Salon recruitment market

Existing services/players

- REJOBre-quest
- QJ navi
- HOT PEPPER
- beauty WorkTimee/SPOJOB
- Use of various SNS and others

Salon education market

Existing services/players

- Beauty colleges
- Various beauty academies/courses
- Manufacturer/dealer training
- HAIRCAMP and others

サロン向け集客市場

Existing services/players

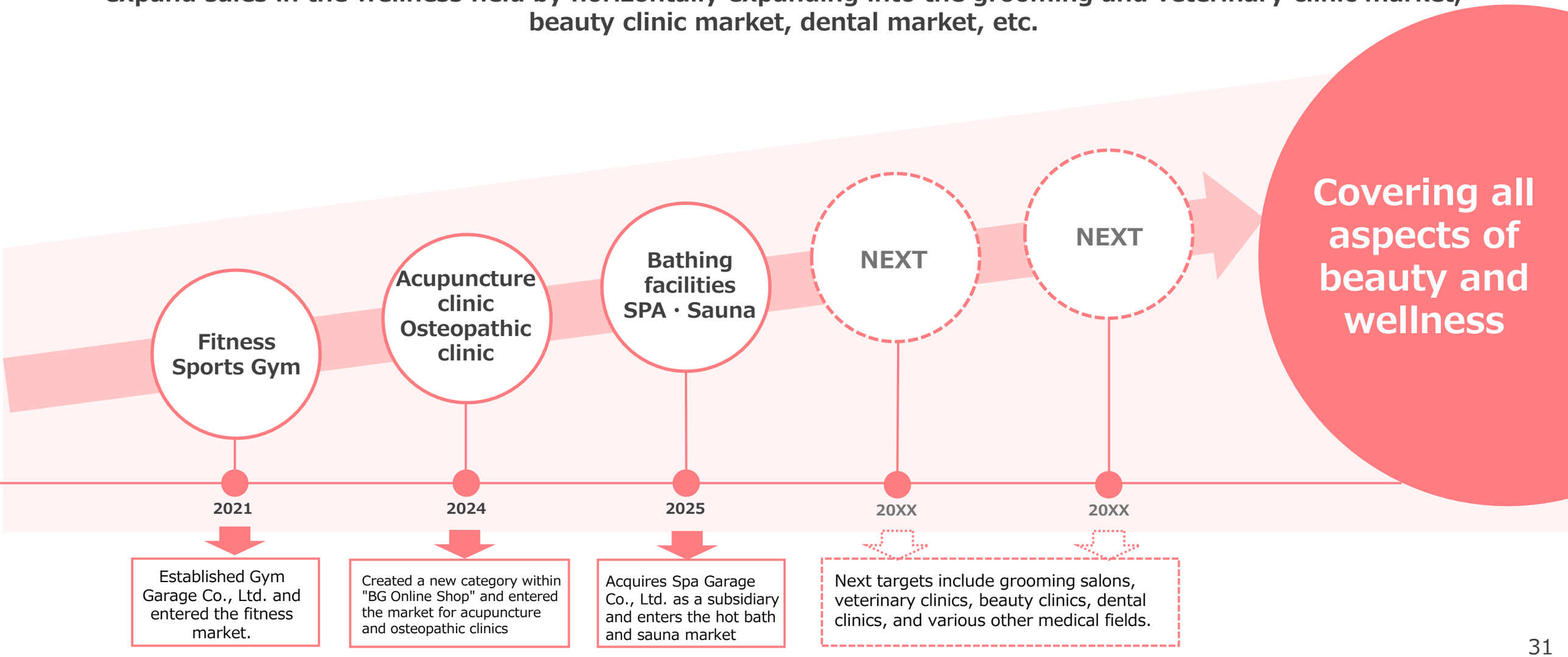
- HOT PEPPER Beauty
- Google Map/Purchase Ads
- Beauty Merit
- Use of various SNS and others

Utilizing technology and databases,

strengthening collaboration※ with existing players or/and exploring the launch of new services

※Including capital alliance/M&A

While focusing on the new markets of the fitness gym market and the acupuncture and osteopathic clinic market,the company is making a full-scale entry into the SPA, hot spring, and sauna facilities market,armed with its unique business model and salon customer database.Furthermore, in the future, the company aims to expand sales in the wellness field by horizontally expanding into the grooming and veterinary clinic market, beauty clinic market, dental market, etc.



Using Japan's high-quality products and technology, we aim to spread the Japanese beauty experience overseas.

PRODUCT SALES
Distributor of famous Japanese manufacturers

Teaming up with famous Japanese manufacturers to expand sales of high-quality, highly functional cosmetics and equipment locally

ARIMINO

b·ex

MT COSMETICS

marbb

New!

New!

New!

New!

EDUCATION
HAIR CAMP・Colorlog

Exporting Japanese beauty techniques and culture to the world through educational web content.

HAIRCAMP

カラログ

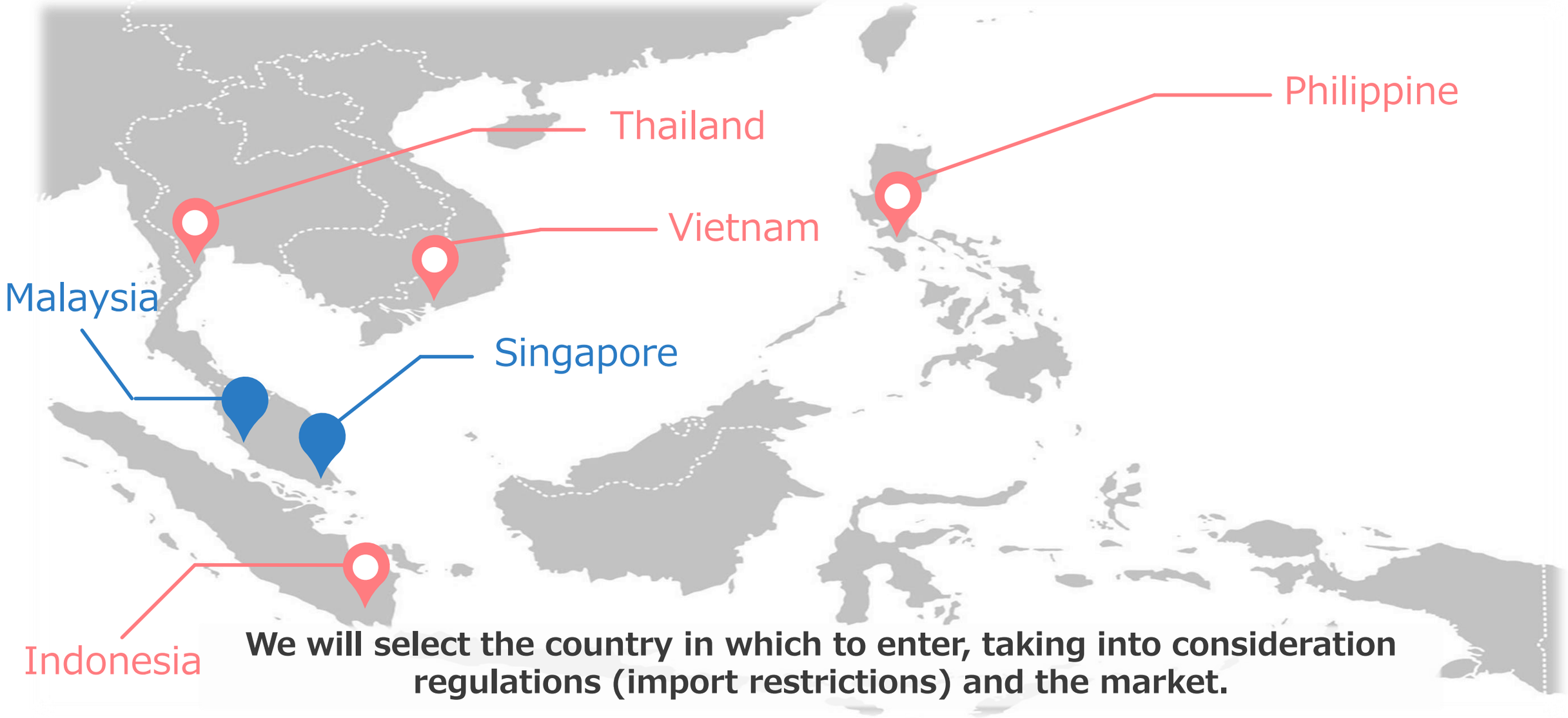


SALON MANAGEMENT
Support for beauticians to advance overseas

We will develop Japanese-style beauty salons in ASEAN and support Japanese beauticians in expanding overseas.By lowering the barriers to expansion overseas, we will promote the export of Japanese beauty techniques and culture.



Regarding overseas expansion, the company is currently based in two locations (Singapore and Malaysia), but is aiming to focus its new operations on ASEAN countries first.



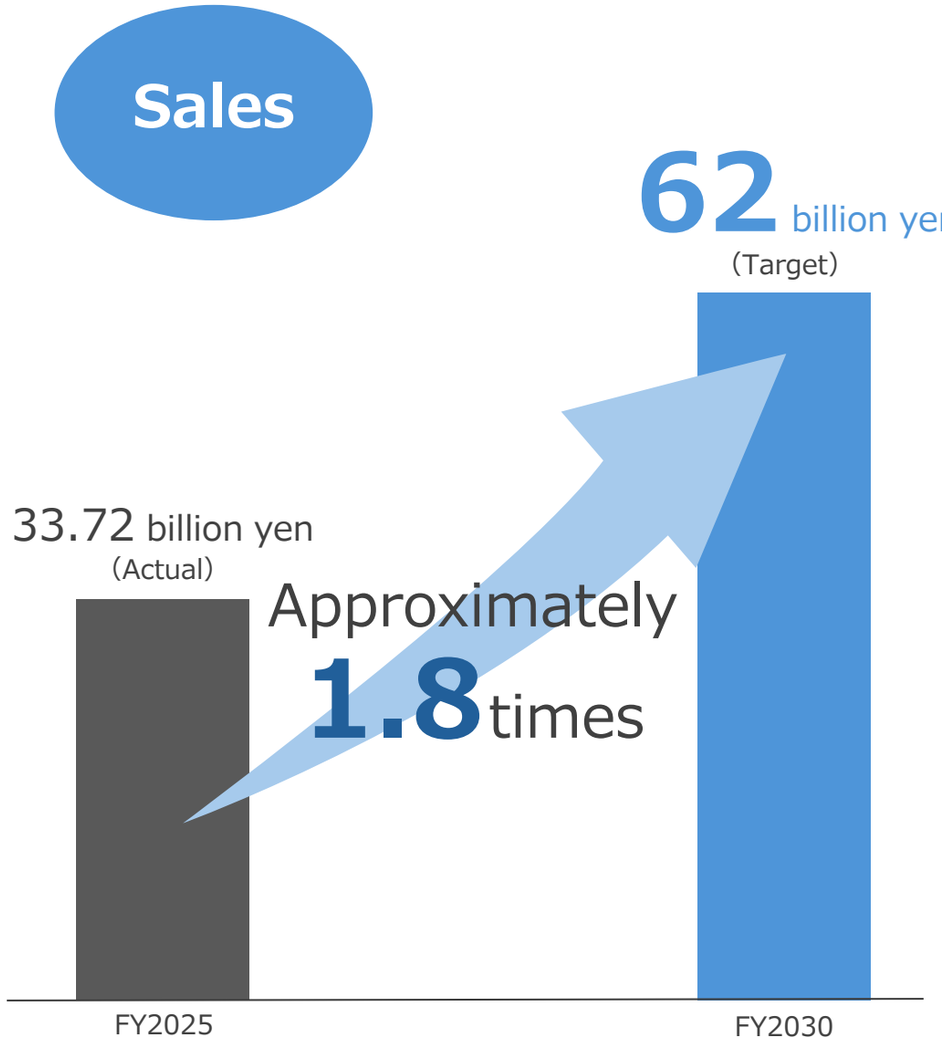
We will select the country in which to enter, taking into consideration regulations (import restrictions) and the market.

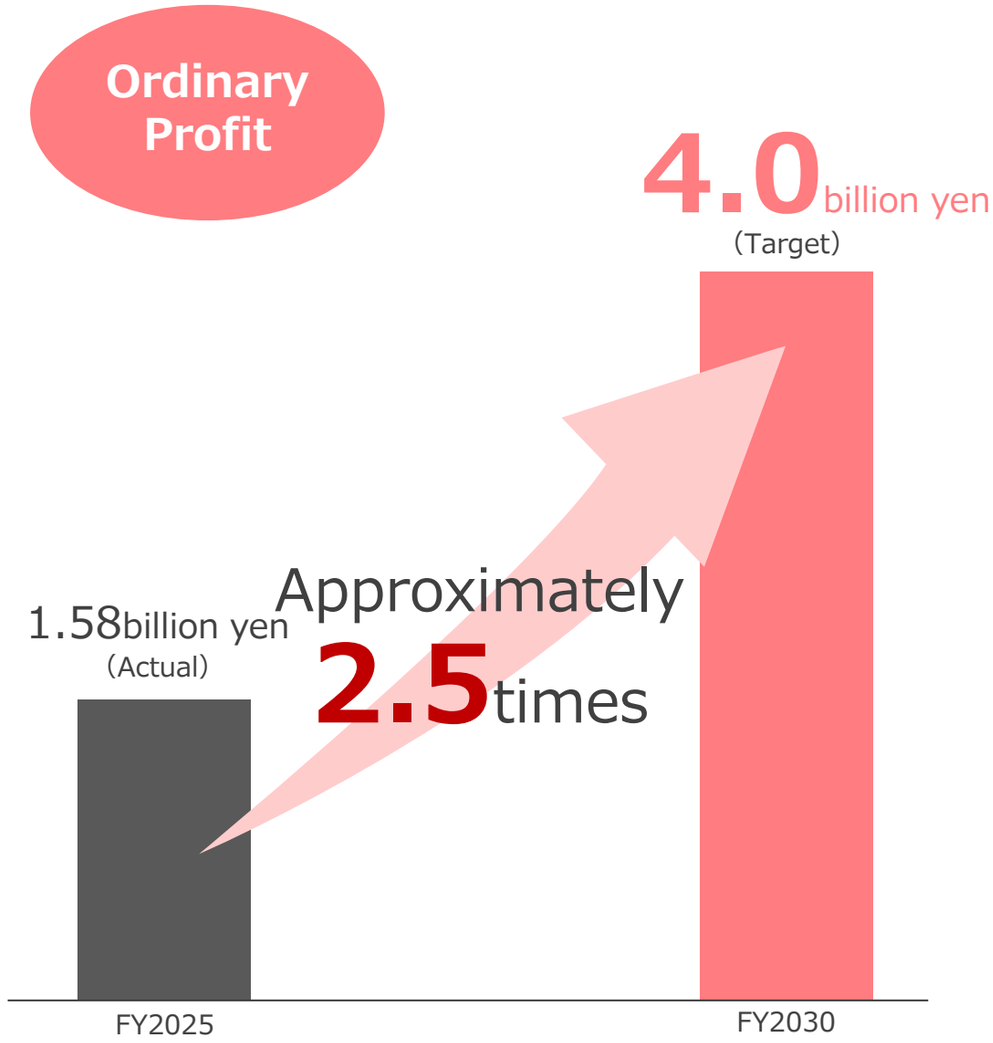
What we want to achieve FY 2030, five years from now

<Vision>

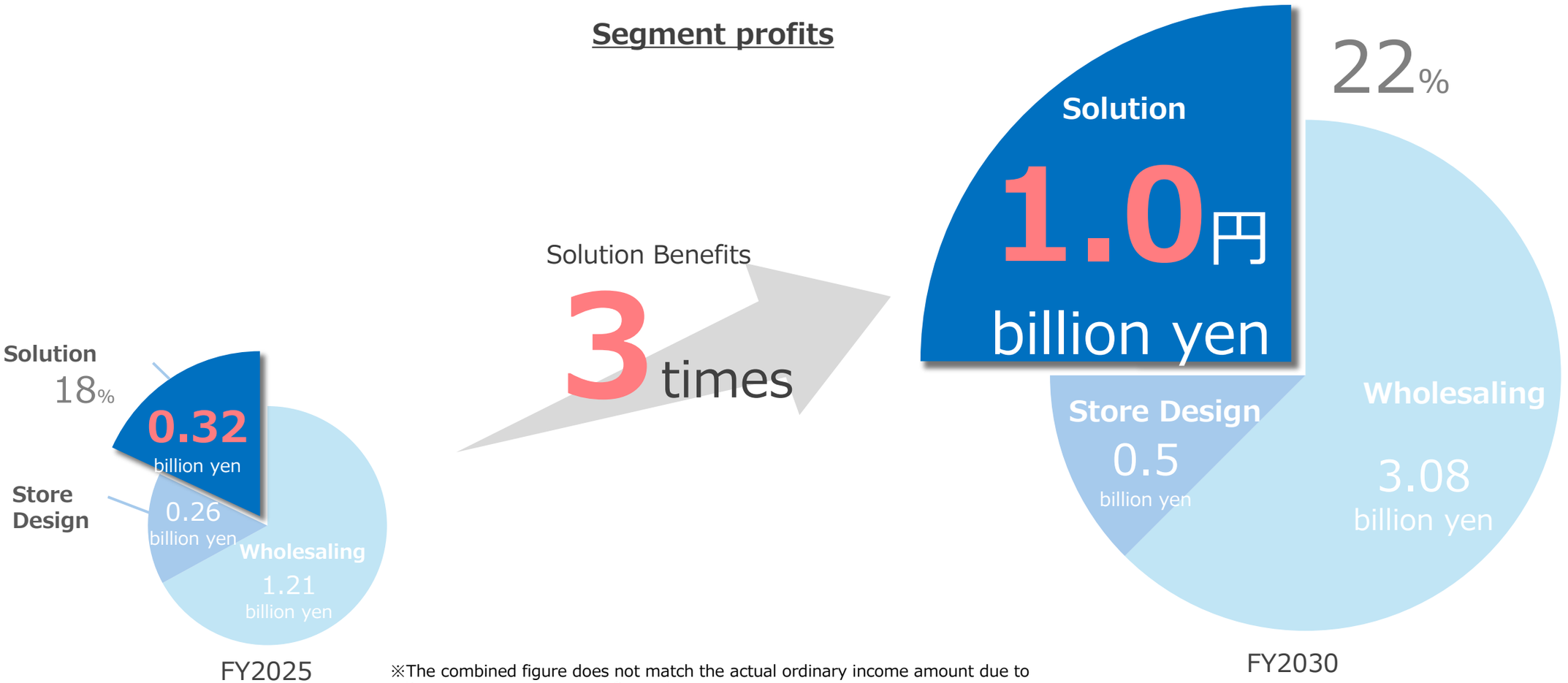
We aim to become "the No. 1 salon concierge company providing comprehensive support for opening and thriving salons."

Financial targets for FY 2030





By evolving into a true solutions company, we aim to dramatically change our profit portfolio.



※The combined figure does not match the actual ordinary income amount due to adjustments to segment profits such as corporate expenses.。

Key KPIs and quantitative targets (as of FY2030)

Targeted Key Performance Indicators

Number of active users

350,000

accounts

※Approximately 191,000 accounts in FY2025

Store lease/sublease

1,000

salons

※283 stores by the end of FY 2025

Number of store design contracts

(Over 1 million yen)

500件accounts

※340 cases FY 2025

Quantitative target

Market capitalization

50 billion yen

※Approximately 19 billion yen by the end of FY2025

ROE

more than **15**%

※14.0% in FY2025

Dividend payout ratio

more than **20**%

※18.5% in FY 2025

About Sustainability (Environment)

E
Environment
環境

Through various sustainability initiatives, we will strive to create a better global environment, contribute to the development of the beauty industry, and build a corporate foundation that enables sustainable growth.

Theme	Main Initiatives
Reduce	●Reducing waste from packaging materials and shipping ●Reducing paper use by promoting digitalization ●Reducing waste by improving the accuracy of inventory management ●Promoting energy conservation measures such as electricity ●Promoting sales of outlet products
Reuse	● Stimulating the distribution of used equipment ● Strengthening repair and maintenance ● Expanding refill products
Recycle	● Collection and recycling of color containers, etc. ● Expansion of recyclable resources ● Expansion of recyclable products

Towards a sustainable society, beauty industry, and companies

By creating a system that attracts talented people, fostering an environment in which people can grow, and providing a rewarding work environment, we aim to achieve sustainable corporate growth.

Our Vision

Towards a self-sustaining organization that can continue to create new value

Establishing a new department to promote organizational development, committed to the growth of human resources and organizations

Recruitment

Recruiting talent that can bring change to the beauty industry

●Creating an environment where specialized personnel can work comfortably (updating compensation and personnel systems), etc.

Development

Cultivating human resources with self-leadership through delegation of authority and promotion

●Enhancing the training system to support growth ●Fostering next-generation leaders through challenge assignments●Supporting independent career development (activating the job challenge system and side job system) ●Implementing 360-degree feedback, etc.

Cultivating a good culture

Fostering an organizational culture that balances challenge and security

● Conducting surveys to improve employee engagement ● Promoting health management ● Creating a more comfortable working environment● Promoting diversity (actively hiring people with disabilities, increasing the ratio of female managers and executives, promoting understanding of LGBTQ), etc.

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1. Review of the previous Midterm Management Plan 2020-2024

2. New MidTerm Management Plan 2025-2029

3. Appendix

Future Growth Strategy (TAM)

We will continue to expand our services with a focus on solutions, and also strive to expand our target customer base by expanding into neighboring markets and overseas.

Expanding the range of products and services offered



Expanding target customer areas

※Figures are estimates based on Yano Research Institute's "Beauty Salon Marketing Directory 2022 Edition" and "Aesthetic Salon Marketing Directory 2022 Edition," the Japan Nail Technician Association's "Nail White Paper 2020," Nihon Jitsugyo Publishing's "The Latest Beauty Salon Opening Guide Without Failure," articles in the Eye Beauty Journal, materials from the Japanese Society of Aesthetic Plastic Surgery (JSAPS), and the Ministry of Health, Labor and Welfare's "2018 Medical Facility [Dynamics] Survey."

Five-year numerical plans by segment (FY2026-FY2030)

	FY2025(Actual)	FY2026(Forecasts)	FY2027(Target)	FY2028(Target)	FY2029(Target)	FY2030(Target)
Sales	33.72 Billion yen	38.10 Billion yen	43.10 Billion yen	47.50 Billion yen	54.00 Billion yen	62.00 Billion yen
Wholesaling	27.73 Billion yen	31.02 Billion yen	34.72 Billion yen	40.20 Billion yen	45.57 Billion yen	52.37 Billion yen
Store Design	3.52 Billion yen	4.08 Billion yen	4.70 Billion yen	5.40 Billi	6.05 Billion yen	6.75 Billion yen
Solution	2.46 Billion yen	2.97 Billion yen	3.68 Billion yen	1.90 Billion yen	2.38 Billion yen	2.88 Billion yen
Ordinary profit	1.58 Billion yen	1.83 Billion yen	2.24 Billion yen	2.75 Billion yen	3.30 Billion yen	4.00 Billion yen
Wholesaling	1.24 Billion yen	1.39 Billion yen	1.72 Billion yen	2.13 Billion yen	2.55 Billion yen	3.08 Billion yen
Store Design	0.27 Billion yen	0.31 Billion yen	0.33 Billion yen	0.37 Billion yen	0.42 Billion yen	0.50 Billion yen
Solution	0.32 Billion yen	0.41 Billion yen	0.52 Billion yen	0.65 Billion yen	0.81 Billion yen	1.00 Billion yen
Ordinary profit ratio	4.7%	4.8%	5.2%	5.8%	6.1%	6.5%
Wholesaling	4.5%	4.5%	5.0%	5.3%	5.6%	5.9%
Store Design	7.7%	7.6%	7.0%	6.9%	6.9%	7.4%
Solution	13.3%	13.8%	14.1%	34.2%	34.0%	34.7%

Reduced impact of new lease accounting standards

※Ordinary income does not match the combined figure for the three businesses due to adjustments between businesses.

Long-term target indicators (10-year span)

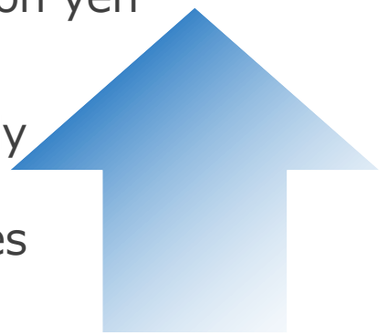
We aim to achieve significant growth in sales, profit (ratio), and market capitalization.

Sales

10.00

billion yen

Approximately **3.0** times



FY2025 : 33.7 billion yen

Ordinary profit ratio

more than **7.0** %

+ **2.3** points



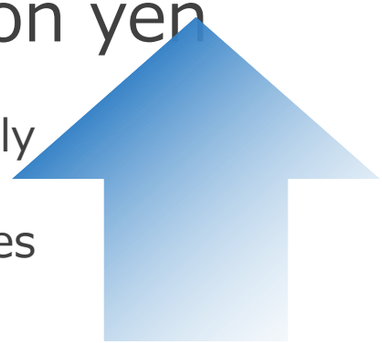
FY2025 : 4.7%

Market capitalization

10.00

billion yen

Approximately **5.3** timies



FY2025 : 19.0 billion yen

BEAUTY GARAGE

Beauty Industry Innovator
Challenging conventional wisdom in the beauty industry

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様々な要因の変化により実際の業績や結果とは大きく異なる可能性があることをご承知おきください。