

Results of Operations for FY12/25 (Fiscal year ended December 31, 2025)

YA-MAN LTD.

February 13, 2026

A new beautiful.

Exceptional manufacturing that transforms beauty into reality is achieved through inexhaustible ideas and outstanding product development. We will continue to renew our definition of “beautiful” to help attain perfect beauty and bring delight and inspiration to the world.

Overview of Results of Operations

YAMAN Summary of Profits and Losses

Results of Operations
for FY12/25

(Millions of yen)	FY4/25	FY12/25	YoY	Remarks on major changes
Net sales	25,040	17,246	—	Sales composition: beauty equipment 80%; cosmetics 16%; and others 4%
Gross profit (Gross profit ratio)	14,215 [56.8%]	9,539 [55.3%]	—	
Selling, general and administrative expenses	13,587	10,257	—	
Operating profit (Operating margin)	628 [2.5%]	(718) [(4.2%)]	—	
Ordinary profit	310	(638)	—	
Profit attributable to owners of parent	706	(1,197)	—	Impairment loss on goodwill and other assets : 541Millions
Net income per share (Yen)	12.85	(21.77)	—	

*Due to a change in the fiscal year-end, the 52nd fiscal period was an eight-month abbreviated period. As it is not possible to make year-on-year comparisons, this information has been omitted.

YAMAN Segment Profits and Losses

Results of Operations
for FY12/25

This period is a transformative phase for rebuilding our growth foundation. Although revenue structure reforms and initial investments caused a temporary deficit, they are strategic investments that will lead to sustained revenue expansion in the medium to long term.

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(Millions of yen)	Net sales			Operating profit		
	FY4/25	FY12/25	YoY	FY4/25	FY12/25	YoY
Home shopping sales	3,330	1,475	—	958	397	—
Store sales	8,068	4,953	—	1,575	875	—
Direct sales	7,521	4,855	—	1,065	449	—
Overseas operations	5,858	5,427	—	1,332	443	—
Others	842	533	—	287	373	—
Adjustment*	(581)	—	—	(4,591)	(3,257)	—
Total	25,040	17,246	—	628	(718)	—

(Millions of yen)

	April 30, 2025	Dec 31, 2025	Change		April 30, 2025	Dec 31, 2025	Change
Current assets	25,640	24,691	(949)	Liabilities	3,539	3,503	(35)
Cash and deposits	16,968	14,498	(2,469)	Trade payables	1,030	1,770	+740
Accounts receivable Allowance for doubtful accounts	3,943	5,271	+1,327	Interest-bearing debt	595	119	(475)
Inventories	3,725	4,096	+370				
Non-current assets	3,796	3,198	(598)	Net assets	25,897	24,386	(1,511)
Total Assets	29,436	27,889	(1,547)	Liabilities and net assets	29,436	27,889	(1,547)
				Equity ratio	88.0%	87.4%	(0.6)pt

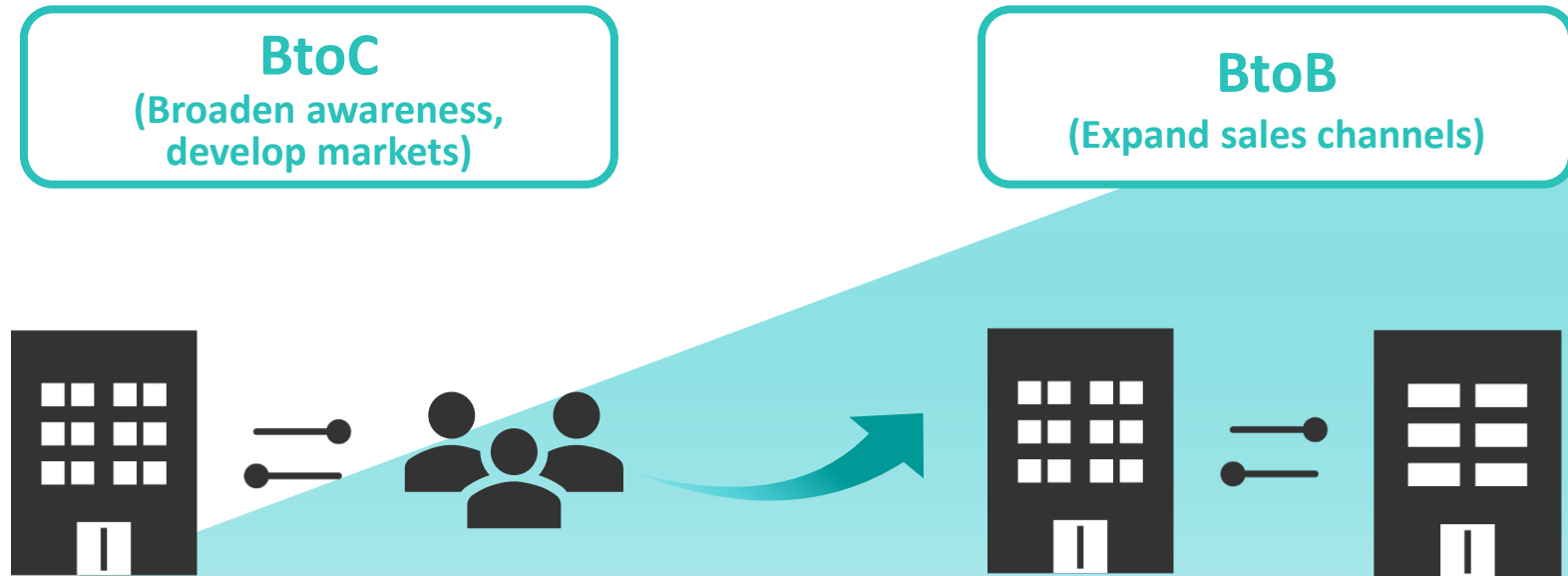
(Millions of yen)

	FY4/25	FY12/25	Change	YoY
Cash flows from operating activities	2,215	(1,413)	—	Decrease in income due to factors such as a decline in pre-tax profit and an increase in accounts receivable.
Cash flows from investing activities	154	(175)	—	
Free cash flows	2,369	(1,589)	—	
Cash flows from financing activities	(1,178)	(964)	—	
Net increase (decrease) in cash and cash equivalents	816	(2,469)	—	
Cash and cash equivalents at end of period	16,968	14,498	—	

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Report on Progress in FY12/25 and Initiatives for the Future

In view of recent changes in customers' buying behavior, we will first work directly via BtoC channels to broaden customers' awareness of our products and eventually expand into BtoB channels in order to make a smooth entry into the markets.



Curb and optimize administrative costs through continuous efforts to improve gross profit and thereby establish a sustainable business foundation

During the third quarter, we continued to focus on developing the new sales channels and platforms we have added in the direct sales segment. As a result, in the BtoC sales channel, our Ginza flagship store recorded its highest-ever sales.



“YA-MAN the store GINZA,” our first global flagship store, achieved a record high sales.

Through this store, we aim to promote our facial beauty device technologies, not only in Japan but also across the globe, and to further strengthen the store as a key earnings base.

Japan

We have won multiple awards, including LDK the Beauty BEST COSME AWARDS 2025. We have also boosted brand awareness through initiatives such as exhibiting in Cosme EXPO@NAGOYA.

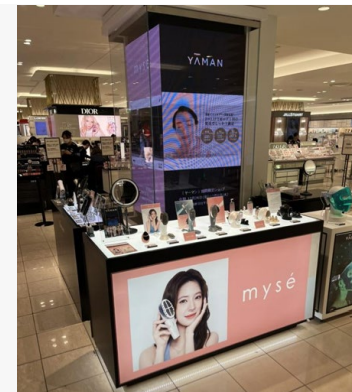
▶ **Smooth Iron Photo Ion Plus**

“Smooth Iron Photo Ion Plus,” a popular moisturizing hair iron, won 1st place in the Hair Straightener category of the LDK the Beauty BEST COSME AWARDS 2025.



▶ **Cosme EXPO@NAGOYA**

From late December to early January, YA-MAN operated a pop-up store at a joint event by Nagoya Takashimaya, Gate Tower Mall, and @cosme to boost brand awareness.



Developed updated models of existing products to meet the market needs.

Hair care



Lift Dryer Smart Smooth Iron Photo Ion Plus

A new color, “SAKURA Pink,” brings excitement to two popular hair care items. We aim to expand our share further in the hair care market.

Body care



Music EMS

Exercise machine where EMS waveforms sync with music rhythms. Revived “Dancing EMS,” which was launched in 2013, with modern lifestyle updates.

Developed updated models of existing products to meet the market needs.

Lift care



Face Line Lift-Up Band

Launched new facial contour products in the Design Lift series. Pioneering mask-type wearable beauty devices since “Medi Lift” launched in 2019.

mysé

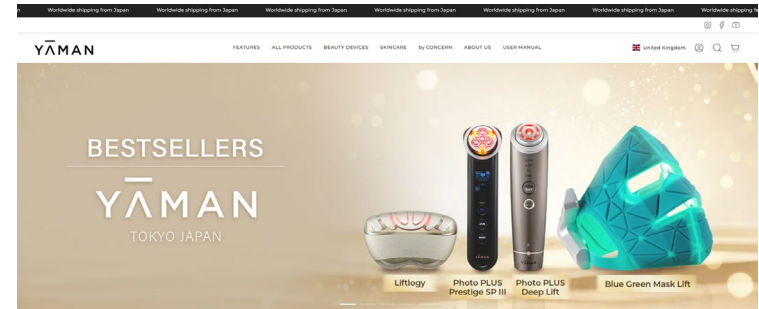


Eye Designer

The mysé series, with cumulative sales exceeding 1 million units, has launched a new eye care beauty device. Simple care achieved by just holding it to the skin.

Global

Launched cross-border EC featuring strong sales of mask-type wearable beauty devices such as “Medi Lift PLUS.” Plan to expand countries of operation sequentially to accelerate global rollout.



United States

Operated a pop-up store on the first floor of Macy's Herald Square flagship in Manhattan, New York, known as one of the world's largest department stores.



Vietnam

Held events in both Ho Chi Minh City and Hanoi, attracting roughly 5,000 visitors. Introduced “Queen Lift TIARA” and hosted product experience sessions.



Saudi Arabia

Obtained certification for “Photo PLUS Prestige SP” and “Liftology,” and began sales in December. Aiming for full-scale rollout and sales expansion of beauty devices in Saudi Arabia.



Earnings and Dividend Forecasts

Following the change to an 8-month fiscal year-end, the 53rd fiscal year ending in December 2026 will be our first 12-month fiscal year. Our top priority will be "achieving profitability and prioritizing profits" to ensure a solid return to our growth trajectory.

Since the 52nd fiscal period is eight months, we will compare the results of the 52nd fiscal period converted to a 12-month equivalent with the forecast for the 53rd fiscal period.

(Billions of yen)

	FY12/25 Results (8 months)	【reference value】 FY12/25 Results (12months)	FY12/26 Forecast (12months)	YoY Change
Net sales	17.2	25.87	27.5	+1.63
Operating profit	(0.72)	(1.08)	0.45	+1.53
Ordinary profit	(0.64)	(0.96)	0.5	+1.46
Profit attributable to owners of parent	(1.2)	(1.8)	0.35	+2.15

we are currently strengthening its foundation and investments in new businesses to achieve renewed growth in sales and profits starting from the 53rd fiscal year. We have set a new numerical target of ¥50 billion in sales for the fiscal year ending December 2028, which marks our 50th anniversary. We will disclose our mid-term management plan for achieving this target by March 2026.

The new medium-term management plan seeks to increase corporate value over the long term under the themes of “reviving the phrase ‘look no further than YA-MAN for facial beauty devices’” and “creating global-level products and brands that are ‘born in Japan.’” The management team and persons in charge of each business division are currently engaged in detailed review and adjustments regarding matters that affect the grand design of corporate management, in order to ensure the plan’s feasibility.

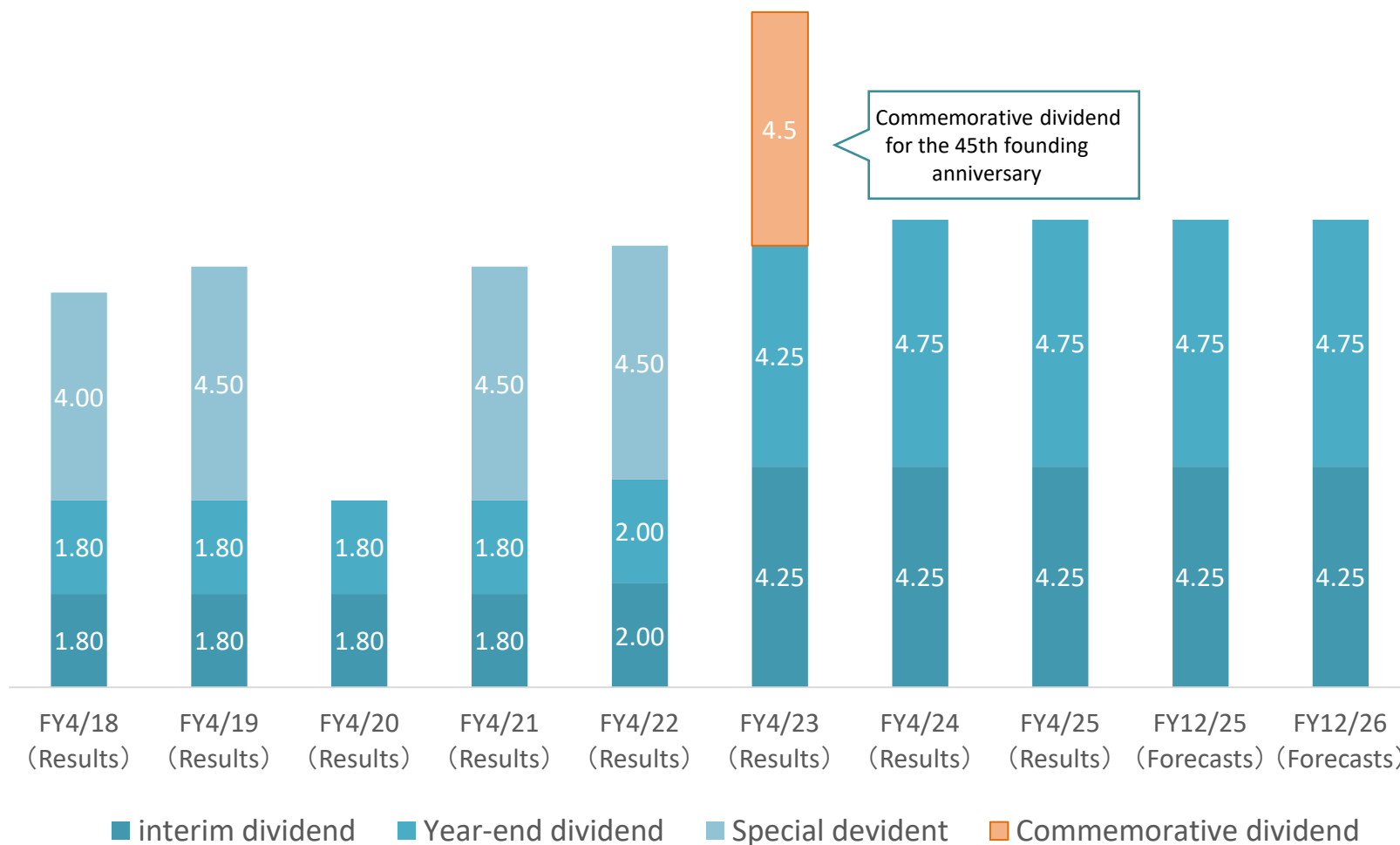
Although we recorded a temporary loss for the current period,
There is no change from the dividend forecasts announced on June 13, 2025.

The dividend forecast for this fiscal year is also expected to be 9.00 yen per share.

	FY12/26 Forecast	(Yen/per share) FY12/25 Results
Interim dividend	4.25	4.25
Year-end dividend	4.75	4.75
Total annual ordinary dividend	9.00	9.00

➤ **Basic dividend policy**

As a general rule, we pay stable, ongoing dividends every fiscal year, and the final amount will be determined by taking into account the full-year results and other factors.



Note: Dividends per share are adjusted to reflect the stock split on November 1, 2017.

- Forecasts regarding future performance in these materials are based on certain assumptions judged to be valid and information currently available to YA-MAN. Actual performance may differ significantly from these forecasts for a number of reasons.
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