

The logo for YA-MAN, featuring the letters Y, A, M, and N in a bold, sans-serif font. A horizontal bar is positioned above the letter A. The logo is centered on the left side of the page, set against a background of a blurred ocean scene at sunset or sunrise.

**YĀMAN**

**YA-MAN LTD. TSE Prime Market: 6630**

# **Going Global Strategy**

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**Progress and Revision of the Medium-Term  
Management Plan  
(January 2026 — December 2028)**

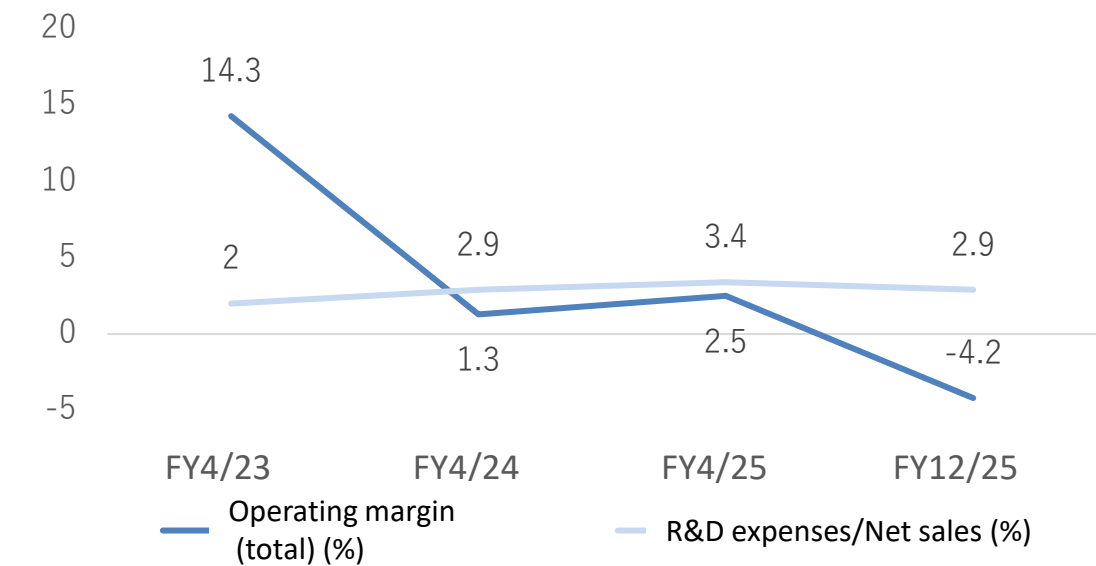
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# **1. Progress of the Medium-Term Management Plan**

# YAMAN (1) Comparison with the original plan

- Due to drastic changes in business environment, financial results for FY4/25 and FY12/25 (an eight-month period, due to change in fiscal year-end) were weak, and original plan was not achieved.
- Although the top line decreased from the FY4/23 (the year preceding the plan) level, we (i) continued investing in R&D and (ii) for the global market, entered into new agency agreements with partners in Southeast Asia and GCC countries.

<b>Gist of the plan</b>	<p style="text-align: center;">“Going Global Strategy” Growth investments in R&amp;D and for global expansion</p>
<b>Key targets</b>	<p style="text-align: center;">Maintain an operating margin of 10% or more and eventually aim for 20% in the long run</p>



	Results for the year preceding the plan	Original plan		
	FY4/23	FY4/24	FY4/25	FY4/28
Net sales	43.0 billion yen	45.0 billion yen	50.0 billion yen	70.0 billion yen
Operating profit	6.1 billion yen	6.5 billion yen or more	5.0 billion yen or more	7.0 billion yen or more
Operating margin	14.3%	10% or more	10% or more	10% or more

Results		
FY4/24	FY4/25	(8 months, due to change in fiscal year end) FY12/25
32.0 billion yen	25.0 billion yen	17.2 billion yen
0.4 billion yen	0.6 billion yen	(0.7) billion
1.3%	2.5%	(4.2)%

# YAMAN (2) Background to the revision

Owing to drastic changes in business environment, financial results for the interim years of FY4/25 and FY12/25 (an eight-month period, due to change in fiscal year-end) floundered.  
The net sales target of 70.0 billion yen in the plan's final year of FY12/28 is unlikely to be achieved.

## Japan

Tougher competition in the beauty devices market  
Lack of consistency between branding strategy and marketing strategy  
Deterioration of sales structure catered to each sales channel  
Changes in social environment triggered by COVID-19

Boost creation of new categories  
Strengthen development of highly unique products making use of new technologies  
Strengthen acquisition of new BtoC customers  
Deepen penetration into BtoBtoC customer accounts  
Strengthen efforts to reach new corporate customers

## Overseas

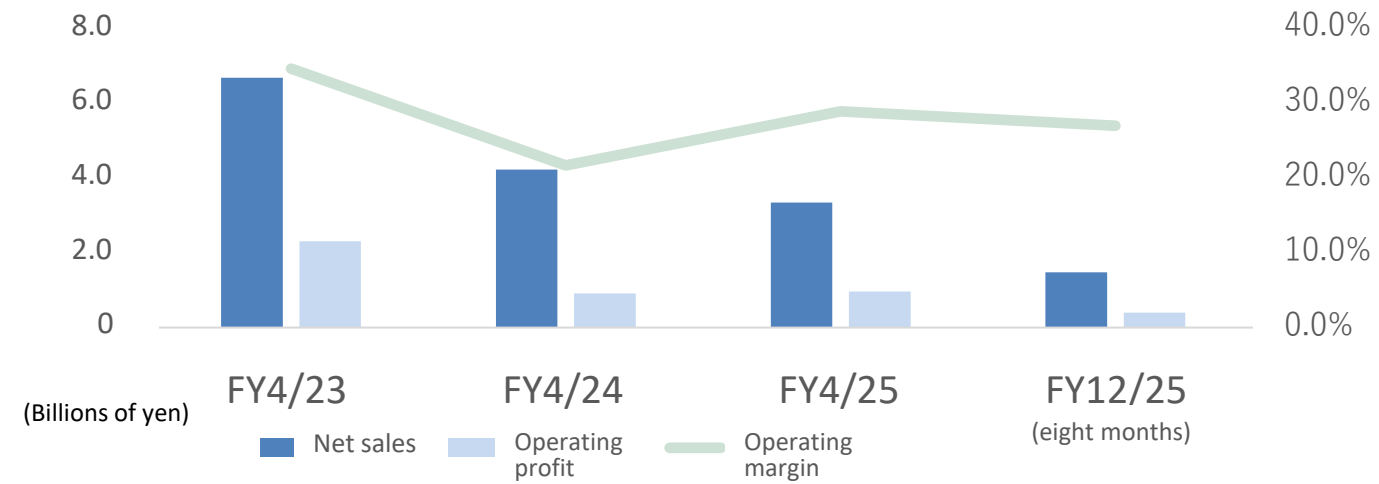
Changes in business environment resulting from changes in laws and regulations  
Changes in global consumer behavior brought on by rapid IT advancement  
Uncertainty becoming a constant due to growing geopolitical risks  
Growing exchange rate volatility

Review strategy for alliance with partners in China  
Boost profitability of US business  
Enhance efforts to obtain local certifications  
Establish business foundation without delay in areas where we have developed into  
Broaden new expansion areas

**Rebuild branding strategy**  
**Rebuild sales structure**  
**Accelerate materialization of the effects of growth investments made to date**

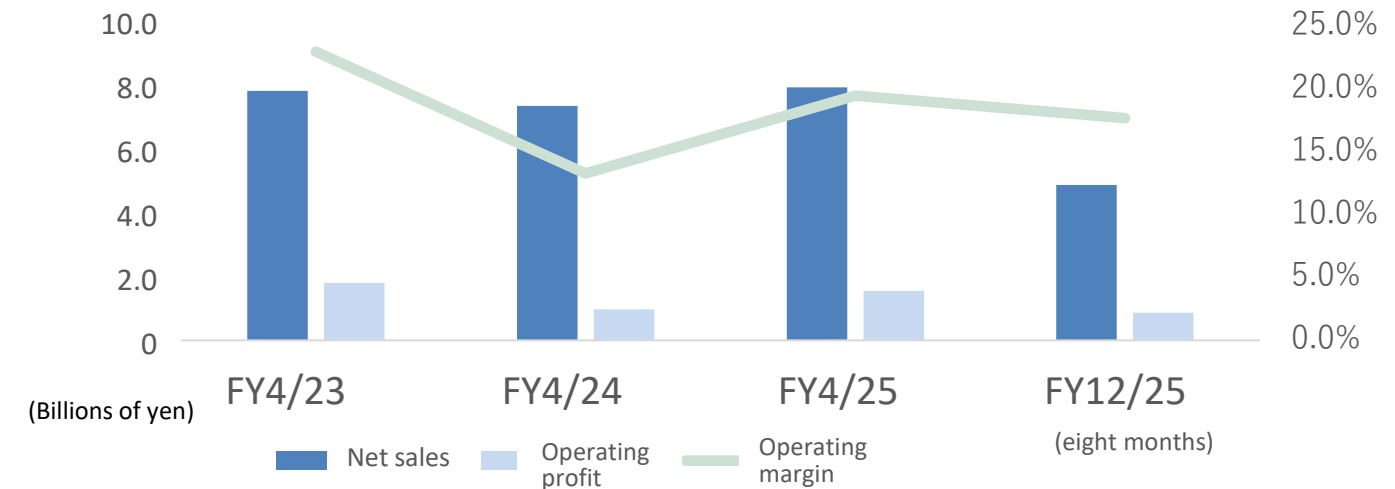
# YAMAN (3) Performance by segment

## Home shopping sales



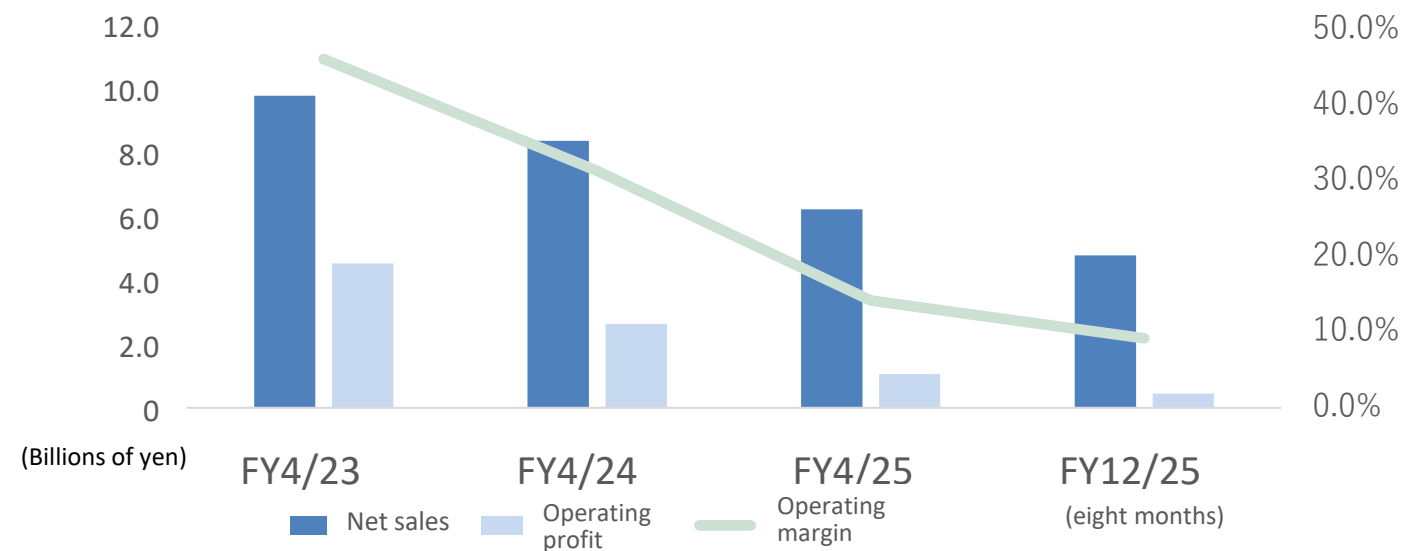
A mismatch between brand-oriented product lineup and TV-based sales method led to sluggish sales.

## Store sales



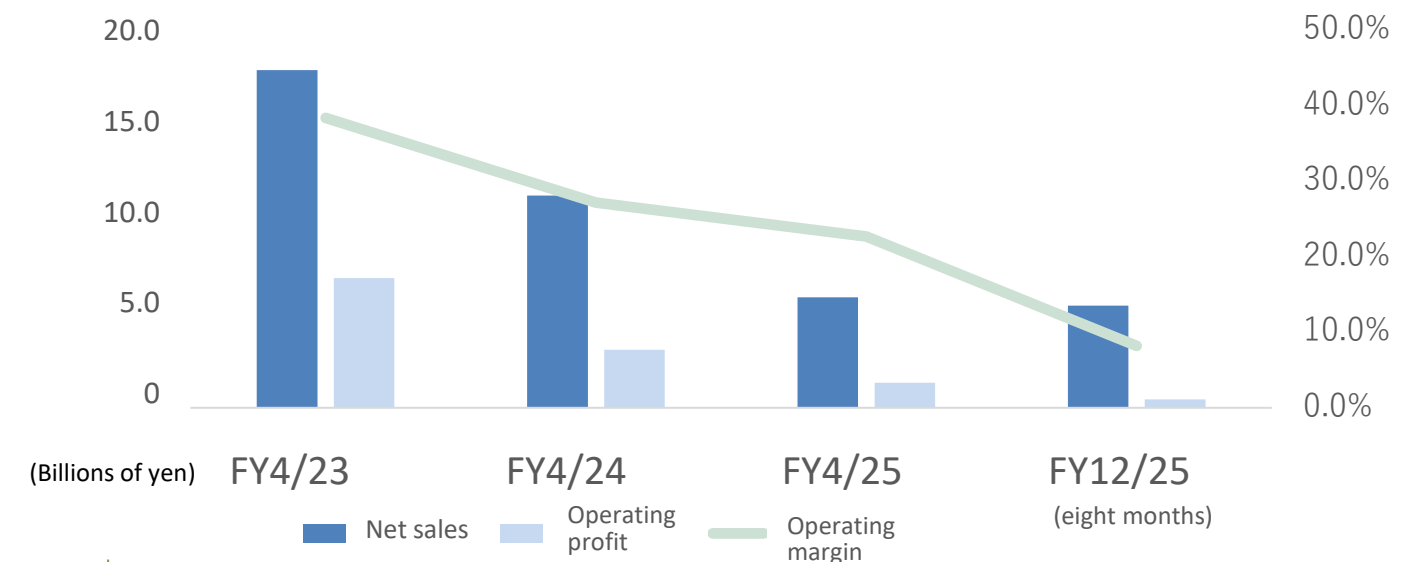
Suffered delay in finding new business partners, plunge in inbound customers, and increased competition in existing categories, while the Ginza flagship store thrived.

## Direct sales



Sales declined due to the impact of post-COVID-19 consumer trend towards going out and spending offline and curbing of advertising expenses, in addition to the delay in switching to repeat sales products

## Overseas operations



Experienced a turmoil in China's facial beauty devices market prior to introduction of RF regulations but expanded into Southeast Asia and GCC countries.

# YAMAN (4) Growth investments

Area of investment	Major initiatives	Total amount invested in FY4/23-FY12/25
R&D	<ul style="list-style-type: none"> <li>Establishment of “HYOJO Science Lab” equipped with leading-edge research facilities and creation of new categories based on the lab’s research               <ul style="list-style-type: none"> <li>Mask-type facial beauty device, facial beauty device in the form of an electric toothbrush, tableware products that support a low-sodium diet, etc.</li> </ul> </li> <li>Commercialization of “CERTEC,” a new technology</li> <li>Acquisition of certification for household medical devices and pharmaceutical approval abroad</li> <li>Implementation of cosmetics technology certification program and courses on beauty equipment</li> </ul>	12.0 billion yen
Branding	<ul style="list-style-type: none"> <li>Opening of global flagship store               <ul style="list-style-type: none"> <li>YA-MAN the store GINZA</li> </ul> </li> <li>Expansion of “FACE LIFT GYM” outlets, a specialized facial training gym</li> <li>Expansion of customer touchpoints</li> <li>Renewal of in-house e-commerce system, refining of CRM measures</li> </ul>	
Global expansion	<ul style="list-style-type: none"> <li>Diversified access to the Chinese market               <ul style="list-style-type: none"> <li>Entry into BtoC business through an e-commerce subsidiary established in Zhejiang</li> </ul> </li> <li>Accelerated development of overseas markets other than China               <ul style="list-style-type: none"> <li>Taiwan, Vietnam, Saudi Arabia, Israel, etc.</li> <li>Strengthening of direct sales business in the U.S.</li> </ul> </li> <li>Launch of cross-boarder e-commerce</li> </ul>	

## **2. Long-Term Growth Vision and Long-Term Management Strategy**

# YAMAN (1) Long-term growth vision

## Target for the final year of the Medium-Term Management Plan

**Net sales: 50.0 billion yen**

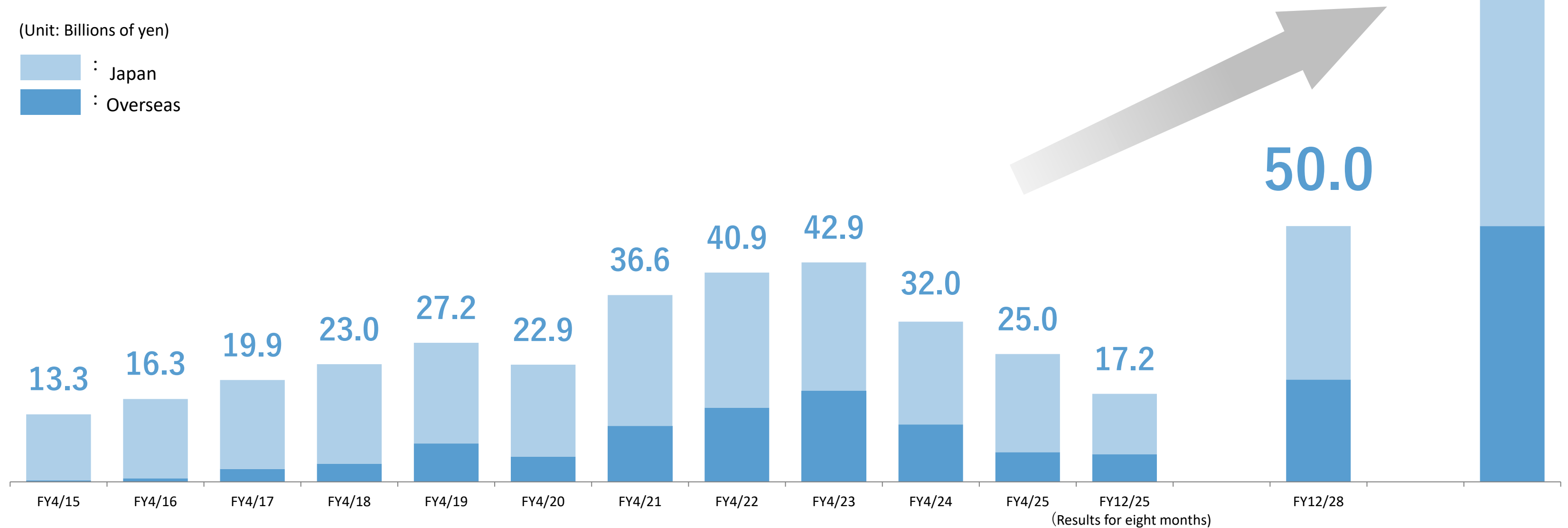
**Operating profit: 5.0 billion yen or more**

**Going Global Strategy — Aim to become a “global niche top” company —**

100.0

(Unit: Billions of yen)

■ : Japan  
■ : Overseas



## Basic policy

- Distinguish ourselves from the rest with our technology, with the aim of becoming a “Global Brand Company from Japan”
- Aim to become a “global niche top” company by providing high-value-added and high-quality products using cutting-edge, innovative, and highly sophisticated technologies, as a pioneer in cosmetics technology
- Build resilience to geopolitical risks, uncertainties, and volatilities of the global market and establish a robust management structure, and work to evolve our corporate brand with a 50-year perspective by maintaining a balance between tradition and innovation

## Domestic business

- Upgrade the branding strategy to expand corporate brand awareness and earn trust, with the aim of increasing customer loyalty
- Increase the top line with a marketing strategy that is consistent with the branding strategy, in addition to maximizing profit through strategic pricing
- Broaden corporate customer base that will contribute to future growth by strengthening provision of solutions drawing on our unique technologies, in addition to BtoC and BtoBtoC business

## Overseas business

- Make the most of our strong brand power cultivated in Japan to boost global expansion, basing our competitive edge on our being a “born in Japan” brand
- Broaden business bases in China and the U.S., where we have continuously been investing over many years, while also developing business in Asia, GCC countries, and Europe, to make them our third core market, so as to stabilize foundation for overseas business
- Aim to eventually raise the percentage of sales from overseas to 50%

## Product development

- Bring out the best of HYOJO Science Lab’s functions to boost its capability for new technology development and also work to develop products that help solve social issues with the numerous unique technologies we have accumulated to date
- Focus efforts on creating new categories while also increasing efforts to attend to the diversifying needs of the market

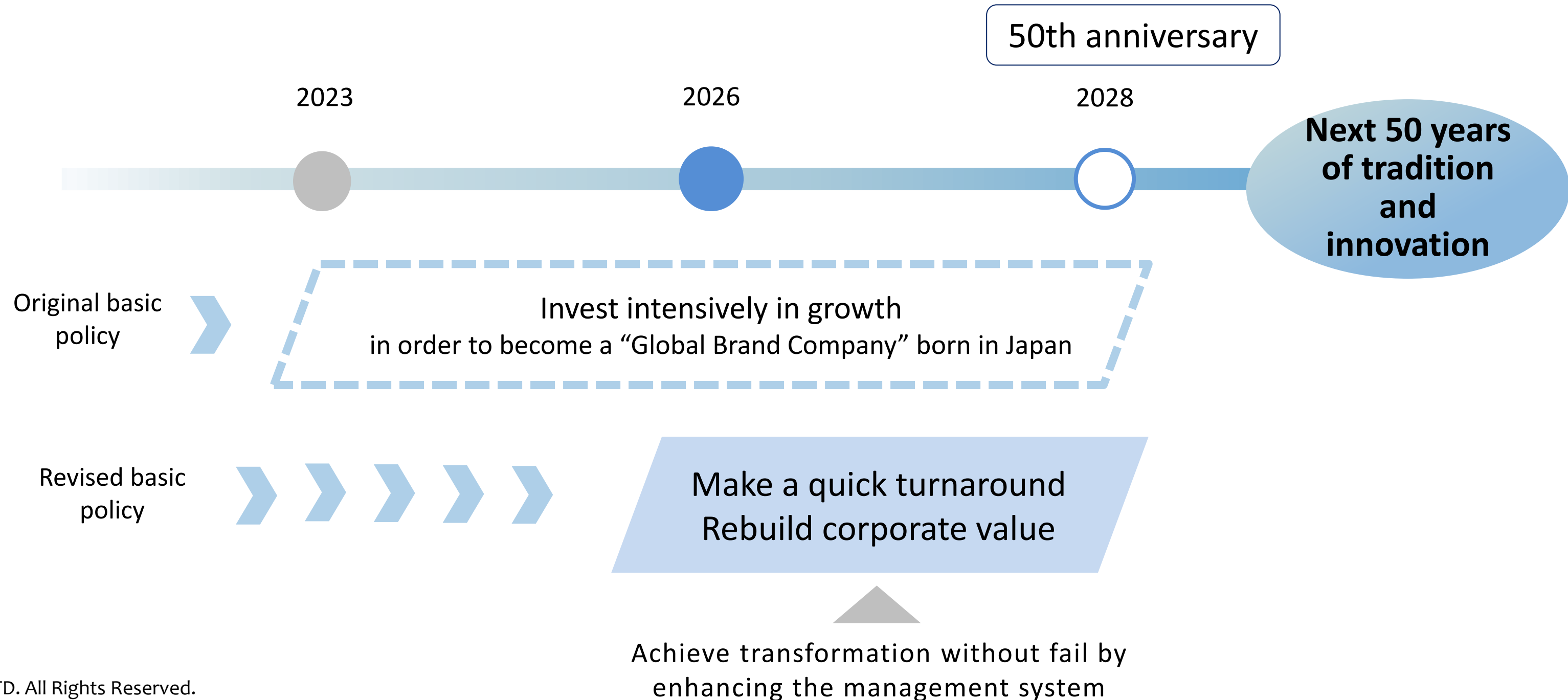
## **3. Revision of the Medium-Term Management Plan**

# YAMAN (1) Basic policy

Revive the phrase “look no further than YA-MAN for facial beauty devices”

Creating global-level products and brands that are “born in Japan”

- Work to change organizational culture and strengthen management structure, and take up the challenge of transformation that will mark the 50th anniversary
  - Clearly designate key strategic areas in which our strengths can be maximized and fully implement a strategy of differentiation
  - Strengthen management structure for the plan’s monitoring and ensure that the revamping of profit structure will show effect
  - Upgrade budget management to ensure that the right actions can be taken in a speedy manner



# YAMAN (2) Performance targets

Management indicators			KPI		
	FY12/26 Forecast	FY12/28 Plan		FY12/26 Forecast	FY12/28 Plan
Net sales	27.5 billion yen	50.0 billion yen	Sales of facial beauty devices	12.0 billion yen	28.0 billion yen
Japan	21.0 billion yen	30.0 billion yen			
Overseas	6.5 billion yen	20.0 billion yen	Ratio of overseas sales to total sales	20%	40%
Operating profit	0.45 billion yen	5.0 billion yen or more	Ratio of direct sales to total sales	40%	50%
Operating margin	1.6%	10% or more	Ratio of advertising cost to sales	30%	20%
Inventory turnover ratio	6.5 times	9 times			
ROE	1.4%	15% or more			
Equity ratio	86%	80% or more			

# YAMAN (3) Business strategies (i)

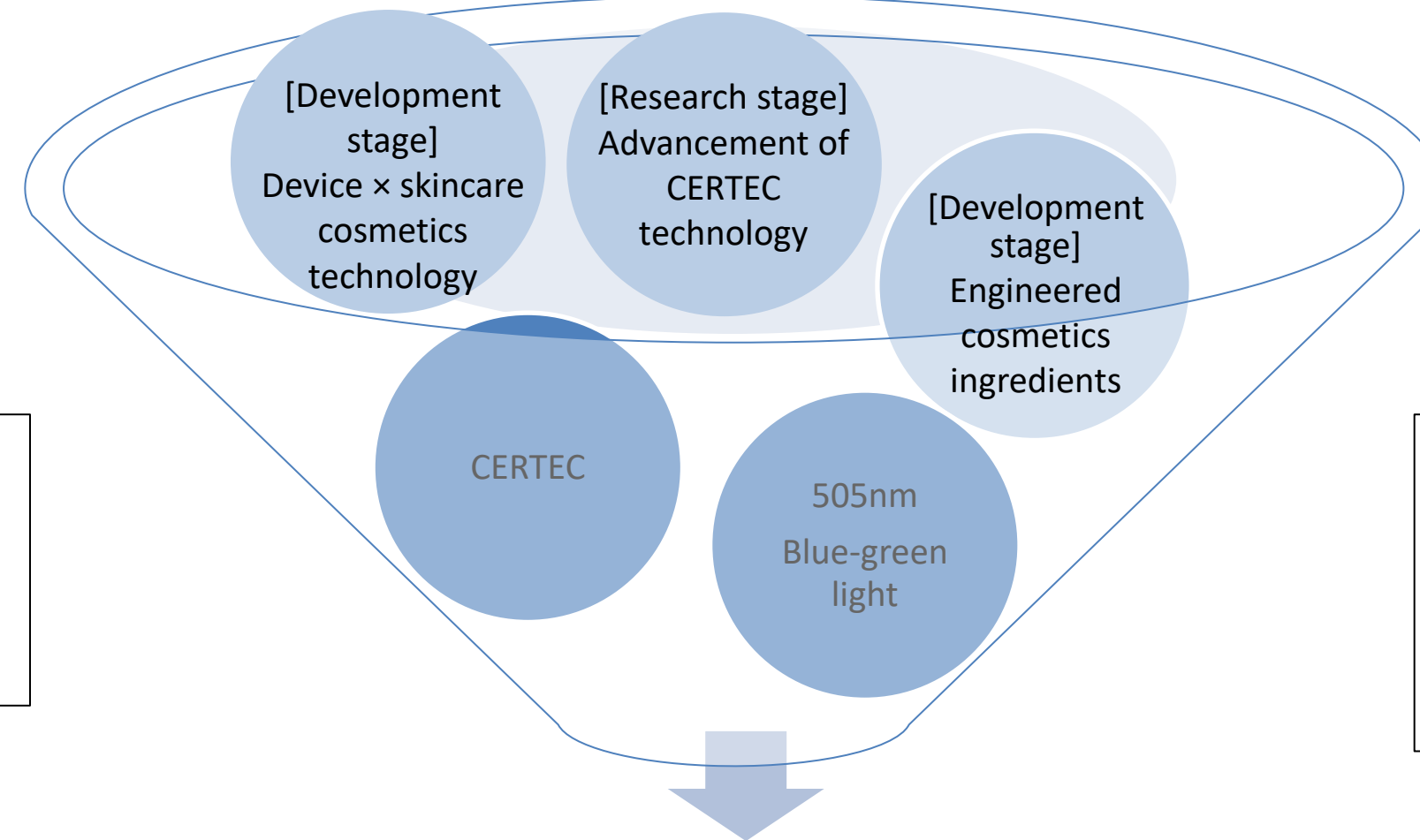
## Key measures

Domestic business	Product sales strategy	<ul style="list-style-type: none"> <li>Position facial beauty devices as the key strategic category, promote their sales mainly via direct sales and directly operated stores, and aim to gain No. 1 share in the facial beauty devices market</li> <li>Strengthen cross-selling of beauty equipment and cosmetics, boost sales of repeat purchase products</li> </ul>
	Channel strategy	<ul style="list-style-type: none"> <li>[50th anniversary projects] Opening of the second global flagship store</li> </ul>
	Sales structure	<ul style="list-style-type: none"> <li>Strengthen organizational sales capability by restructuring sales structure for each sales channel</li> <li>Strengthen efforts to reach new corporate customers that would become our key account through solution sales, making use of our unique technologies</li> </ul>
	Operational reform	<ul style="list-style-type: none"> <li>Review operational flow, consolidate middle- and back-office work, and increase productivity through digital transformation (DX)</li> </ul>
Overseas business	China	<ul style="list-style-type: none"> <li>Increase top line by reviewing alliance schemes with local partners</li> </ul>
	U.S.	<ul style="list-style-type: none"> <li>Establish a stable earnings base by strengthening direct sales business</li> </ul>
	Other regions	<ul style="list-style-type: none"> <li>Steady growth in Vietnam, Taiwan, and GCC countries</li> <li>Expand into Europe</li> </ul>
Product development	New technologies	<ul style="list-style-type: none"> <li>Commercialize CERTEC, an advanced technology beyond RF</li> <li>Develop products that combine devices and skincare cosmetics</li> </ul>
	New categories	<ul style="list-style-type: none"> <li>Develop devices for BtoB business</li> <li>[50th anniversary projects] First launch of a series of medical devices for cosmetic medicine</li> </ul>

## Accelerate technology/product development led by HYOJO Science Lab

Speed up the advancement of YA-MAN's technologies centering on the cosmetics technologies we have built over the years, whose strengths lie in research in cosmetic engineering × dermatology

### Core technologies



- Focus on development of skincare cosmetics and commercialize technologies that work in synergy with devices
- Increase the proportion of cosmetics in sales
- Strengthen development of new skincare cosmetics with an engineering mindset

- Commercialize high-end facial beauty devices on which skin measurement sensor works together with our original algorithm
- Evolve and apply technologies used in cosmetic medicine to home-use beauty devices
- Measures to broaden target customers by utilizing commodity technologies

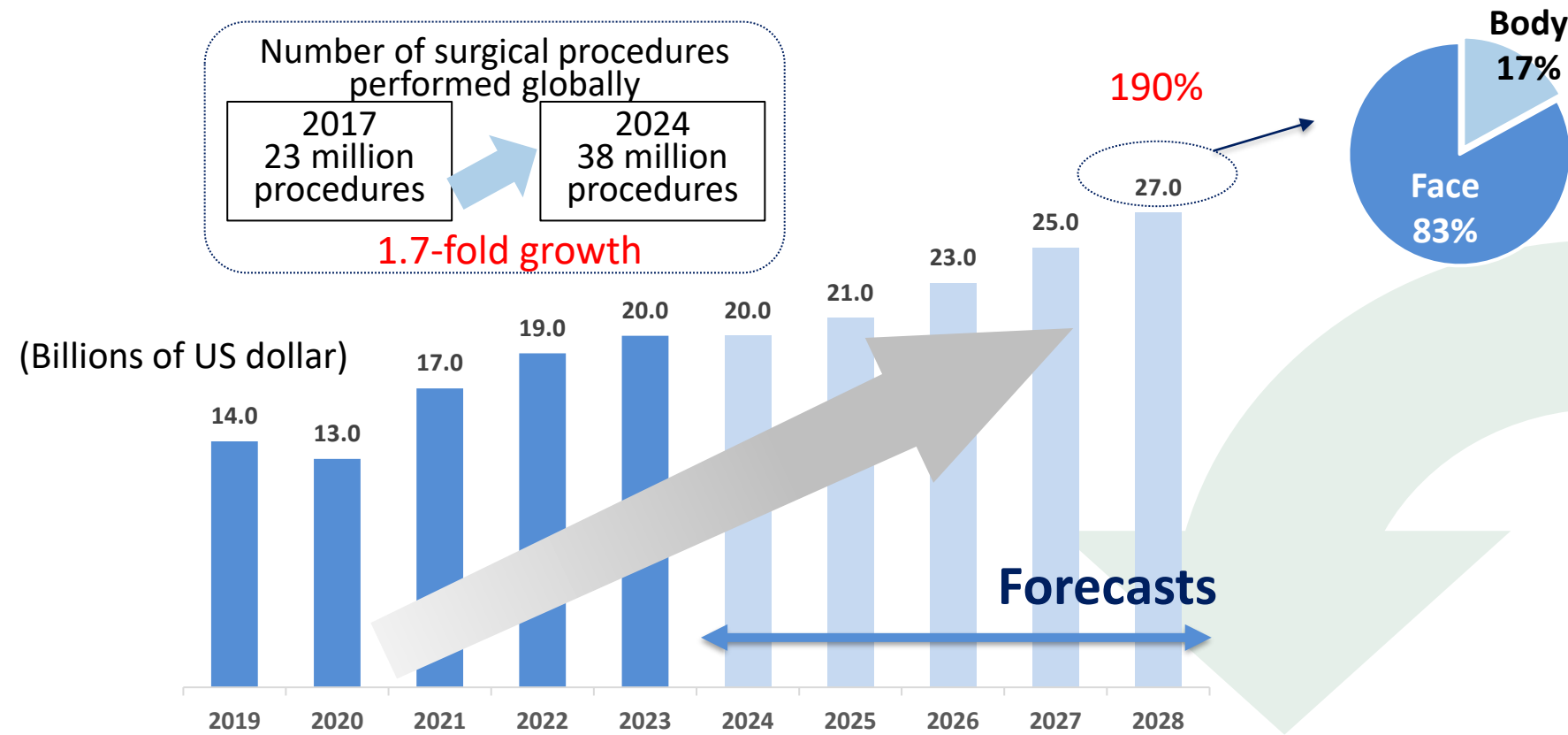
Leveraging technologies in the R&D pipeline and core technologies along with our branding power and sales capability to achieve

(i) development of new categories (cosmetic medicine, wellness, cross-industrial collaborations)

(ii) branding of technologies (each product to be equipped with core technology)

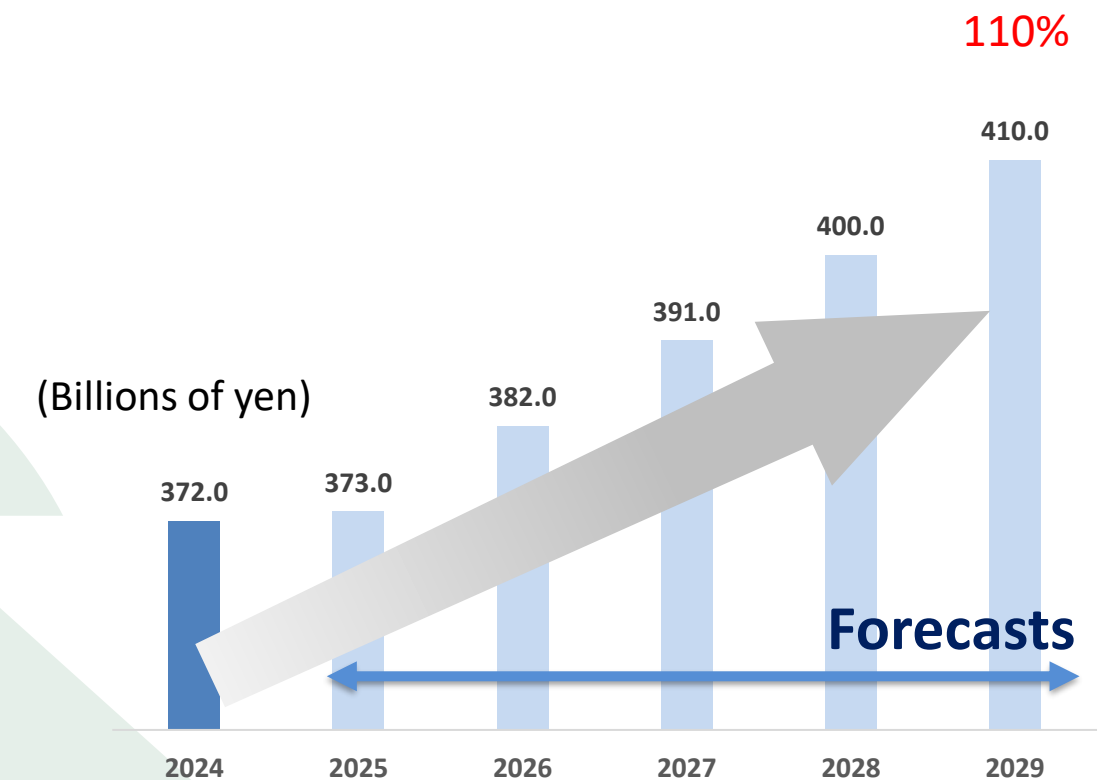
### Global market size of cosmetic medicine and facial beauty devices

#### Cosmetic medicine market



(Prepared by YA-MAN based on research by Boston Consulting Group and International Society of Aesthetic Plastic Surgery)

#### Facial beauty devices market



(Prepared by YA-MAN based on Fuji Keizai Co., Ltd. "Comprehensive Study on Global Home Appliance Markets 2025")

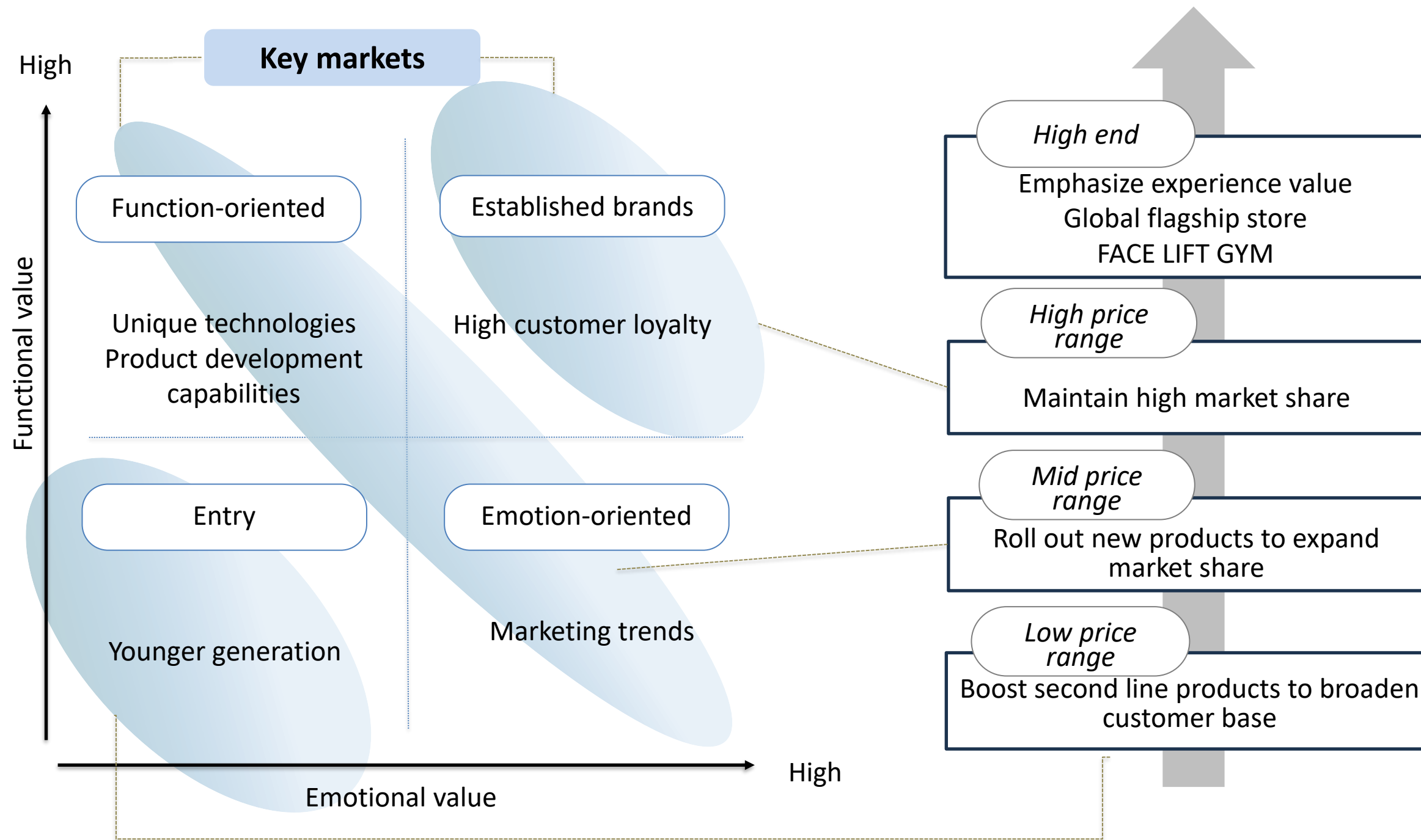
At-home beauty care is taking root and products are equipped with higher functions

Fusion of anti-aging and aging care

Technologies mounted on cosmetic medical devices are diverted to facial beauty devices

A combination of cosmetic medicine treatment with home care using facial beauty devices is becoming a mainstream style

## YA-MAN's position in the facial beauty devices market



**“PRO Line”**  
A line of total beauty care products built on cutting-edge technologies



**“YA-MAN TOKYO JAPAN”**  
Our core brand that makes the impossible in beauty possible with technology

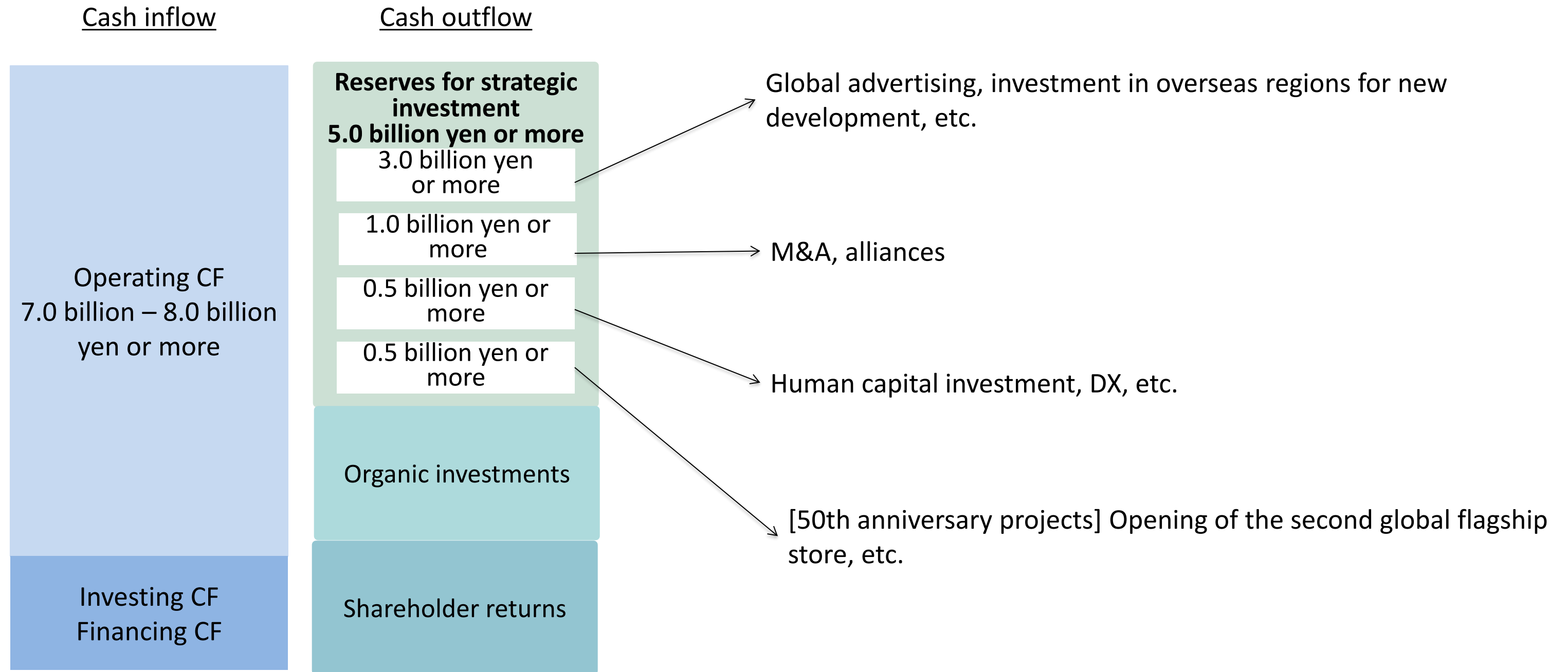


**“mysé”**  
A home aesthetic care brand that allows users to enjoy the very best treatment in a beauty salon in a more free-style approach

Reviving the phrase “look no further than YA-MAN for facial beauty devices”

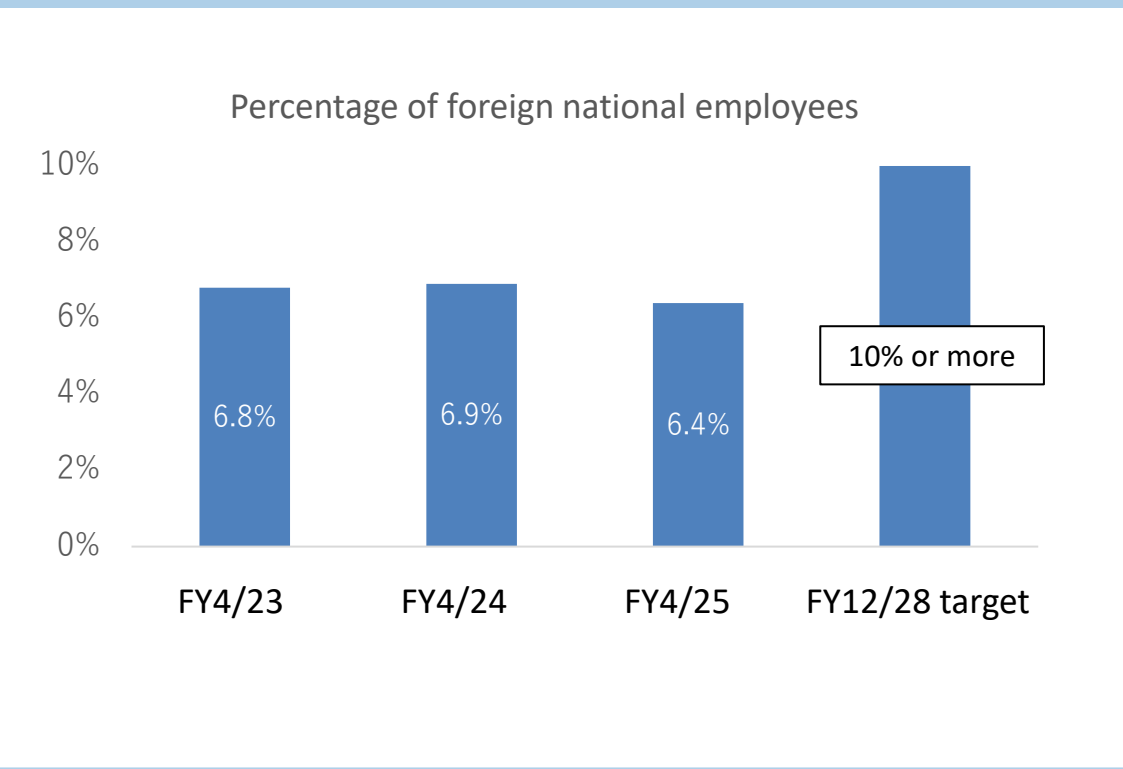
## Investment plan

[Total for 2026-2028]

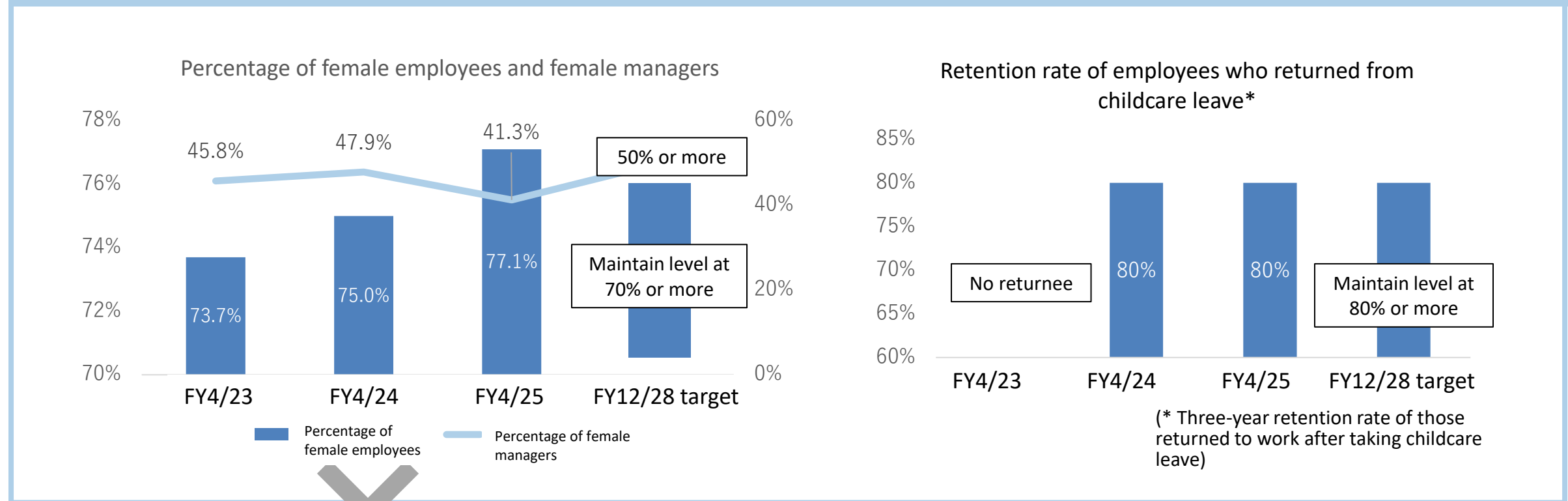


Build a “multilayered organization” to speed up implementation of strategies: Blending different viewpoints × Developing an environment that facilitates challenges

Improve understanding of global markets and ability to adapt to foreign business practices in order to expand overseas sales and sales to inbound customers



Boost sensitivity to diversifying customer needs in the market for beauty and wellness, and create innovation with UI/UX in mind



**Maximize human capital on the foundation of “Kurumin/Eruboshi” certifications**

Career continuation: Prevent departure owing to life events, strengthen retention

Enhance capability to attract and hire: Establish recruitment branding using official certifications

# YĀMAN (5) Human capital strategy (ii)

## Personnel policy

Aiming to become a company in which people and the organization resonate with each other and infinitely keep growing, we will develop an environment and system that support employees' growth and challenges and properly reward "doers" or "those who produce results"

### Phase 1 Design

- Redefine "roles and responsibilities" so that members can share a clear, high-resolution picture of the organization and each person can work autonomously at an increased speed
- Build a "compensation structure" that speeds up challenges and achievements

### Phase 2 Spread, resonate

- Strengthen "job level-based training" linked to ranks and roles and carry out management reform to make full use of diverse individualities
- Operate the new system "with high-resolution" and thoroughly implement fair evaluation and feedback
- Deepen dialogue between the management and field staff, with the aim of making staff members regard strategies as their own matter and resonate with the organization

### Phase 3 Take root, work autonomously

- Optimize human resources infrastructure based on operational data and feedback from the field
- Provide a platform of psychological safety on which diverse employees autonomously take up challenges and create businesses
- Become established as a "self-driven organization" in which individual growth is linked to continued growth of the organization

Use DX to accelerate and increase transparency of the cycle of evaluation and training and turn "organizational knowledge" into assets

**Increase productivity per person**

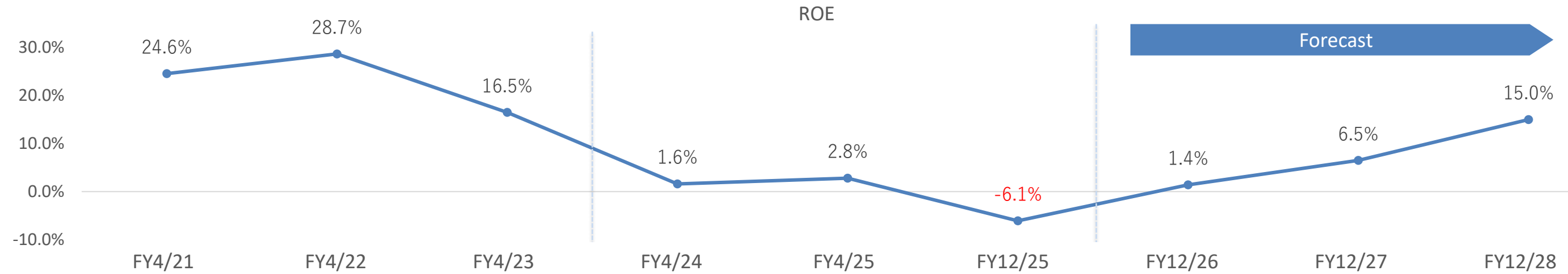
**Raise specialist production rate\***

\* Success rate of YA-MAN's own certification examination of cosmetics technology

**Produce and appoint next generation leaders**

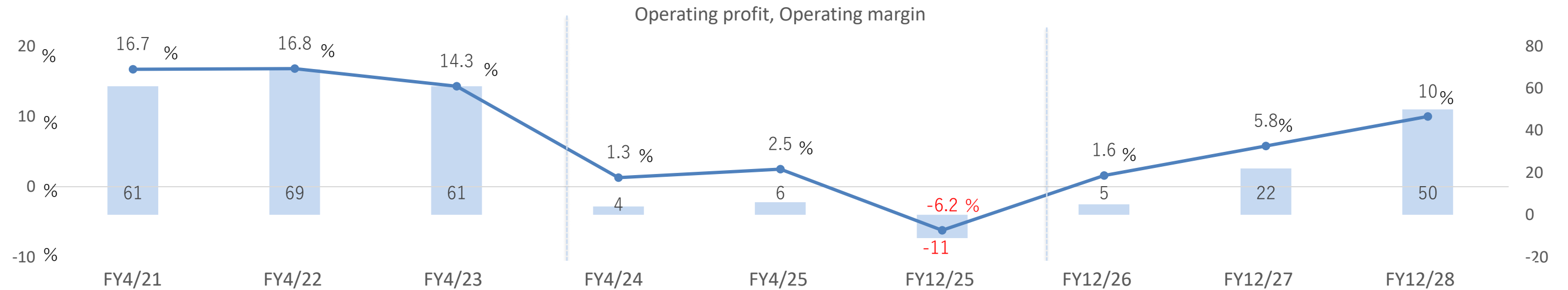
# YAMAN (6) Approach to capital efficiency

Capital efficiency

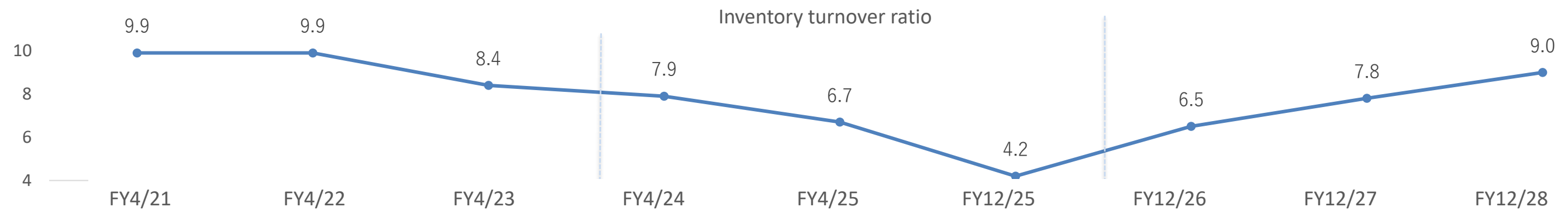


- The Company recognizes the cost of capital based on the capital asset pricing model (CAPM), using 10-year government bond yield as risk-free rate and historical  $\beta$  (60 months) as  $\beta$ , and adding liquidity risk premium based on quantitative estimate model.
- Figures for the eight-month period of FY12/25 (due to a change in fiscal year end) has been annualized, and extraordinary losses, which were non-recurring, have been individually adjusted.

Growth prospect



Efficiency



YĀMAN

Forward-looking statements included in this material are forecasts projected by YA-MAN based on information currently available to the Company and are subject to potential risks and uncertainties. Please note that actual performance may therefore differ from these forecasts for a number of reasons.