

## Income Statement

	Years Ended December 31,		
	2024	2023	2022
Revenues:			
Revenue from directly-operated salons	¥ 7,352,868	¥ 5,656,519	¥ 5,396,294
Franchise revenue	792,633	971,027	1,163,998
Other revenues	153,633	200,397	393,765
Total revenues	8,299,134	6,827,943	6,954,057
Cost of revenues and operating expenses:			
Cost of revenue from directly-operated salons	5,575,568	4,552,408	4,129,240
Cost of franchise revenue	316,655	523,330	645,733
Cost of other revenues	160,626	183,337	276,627
Selling, general and administrative expenses	2,241,515	1,960,447	1,805,490
Impairment loss on long-lived assets	22,872	—	—
Total cost of revenues and operating expenses	8,317,236	7,219,522	6,857,090
Operating income (loss)	-18,102	-391,579	96,967
Other income (expense):			
Dividend income	2	2	2
Interest income	8	1,111	6,072
Interest expense	-49,745	-36,868	-9,800
Gain from sales of salons	40,631	413,678	—
Subsidies	13,855	21,376	20,625
Foreign currency exchange gain	18,121	26,825	14,830
Other, net	42,943	-13,923	51,078
Total other income	65,815	412,201	82,807
Income before income tax expense	47,713	20,622	179,774
Income tax (benefit) expense	-90,478	-94,427	30,809
Net income	138,191	115,049	148,965
Less: Net loss attributable to noncontrolling interests	-10,572	-355	—
Net income attributable to shareholders of the Company	¥ 148,763	¥ 115,404	¥ 148,965
Net earnings per share attributable to shareholders of the Company			
Basic	¥ 29.13	¥ 23.64	¥ 30.54
Diluted	¥ 28.52	¥ 22.34	¥ 27.23
Weighted average shares outstanding			
Basic	5,107,405	4,882,501	4,877,405
Diluted	5,851,516	5,166,653	5,470,655