

## FS IncomeStatement

	Years Ended December 31,		
	2023	2022	
Revenues:			
Revenue from directly-operated salons	¥ 5,656,519	¥ 5,396,294	¥
Franchise revenue	971,027	1,163,998	
Other revenues	200,397	393,765	
Total revenues	6,827,943	6,954,057	
Cost of revenues and operating expenses:			
Cost of revenue from directly-operated salons	4,552,408	4,129,240	
Cost of franchise revenue	523,330	645,733	
Cost of other revenues	183,337	276,627	
Selling, general and administrative expenses	1,960,447	1,805,490	
Impairment loss on long-lived assets	—	—	
Total cost of revenues and operating expenses	7,219,522	6,857,090	
Operating income (loss)	-391,579	96,967	
Other income (expense):			
Dividend income	2	2	
Interest income	1,111	6,072	
Interest expense	-36,868	-9,800	
Gain from sales of salons	413,678	—	
Subsidies	21,376	20,625	
Foreign exchange income	26,825	14,830	
Other, net	-13,923	51,078	
Total other (expense) income	412,201	82,807	
Income (loss) before income tax expense	20,622	179,774	
Income tax (benefit) expense	-94,427	30,809	
Net income (loss)	115,049	148,965	
Less: Net loss attributable to noncontrolling interests	-355	—	
Net income (loss) attributable to shareholders of the Company	¥ 115,404	¥ 148,965	¥
Net earnings (loss) per share attributable to shareholders of the Company			
Basic	¥ 23.64	¥ 30.54	¥
Diluted	¥ 22.34	¥ 27.23	¥
Weighted average shares outstanding			
Basic	4,882,501	4,877,405	
Diluted	5,166,653	5,470,655	

2021

4,006,834

1,359,026

43,965

5,409,825

3,281,781

691,286

21,347

1,822,787

63,211

5,880,412

-470,587

2

839

-11,950

—

27,846

14,992

24,377

56,106

-414,481

576,250

-990,731

—

-990,731

-203.13

-203.13

4,877,405

4,877,405