



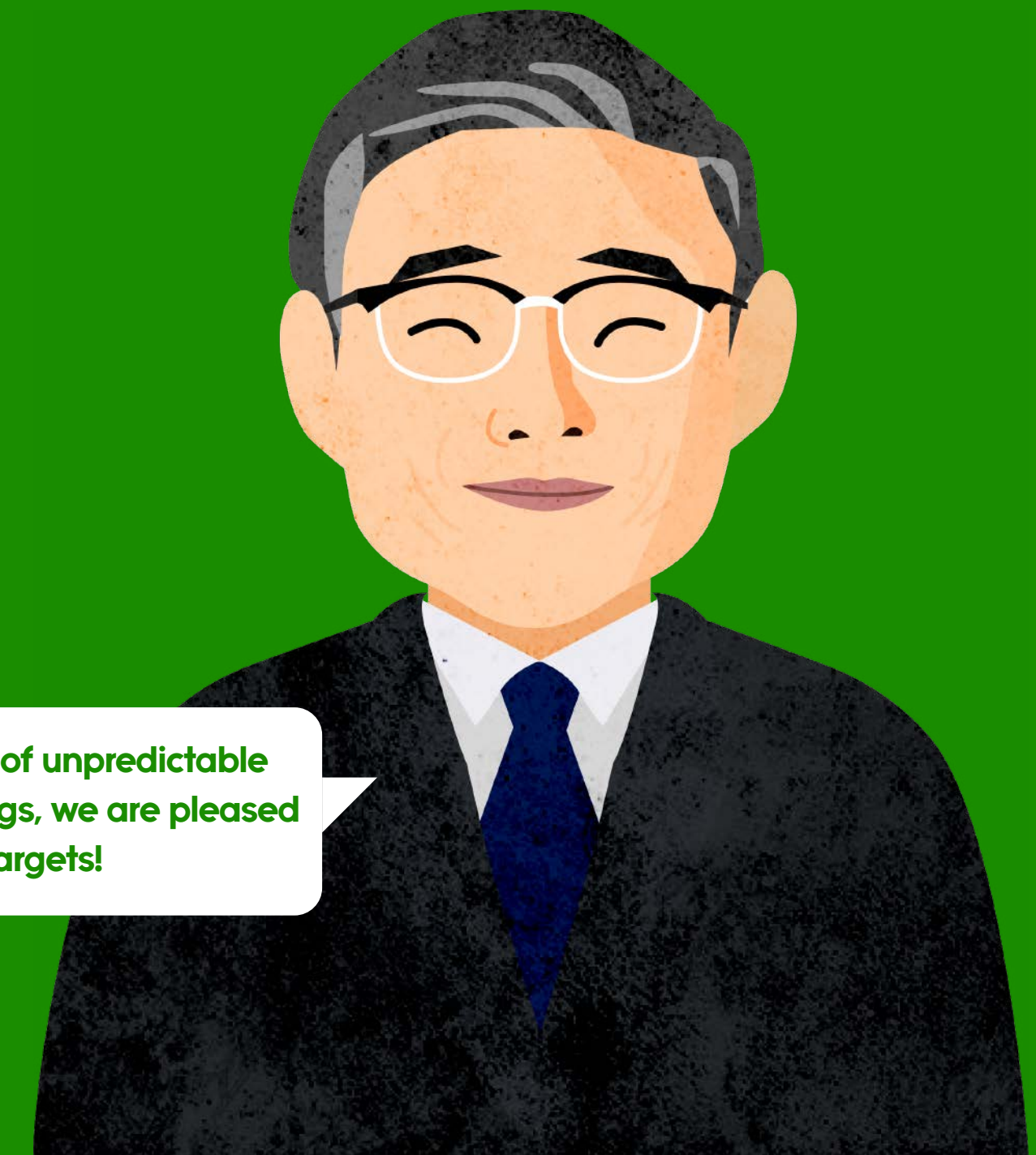
# **FY2024 ZOZO, Inc. CONSOLIDATED BUSINESS RESULTS**



# HIGHLIGHTS



While FY2024 brought its share of unpredictable weather and temperature swings, we are pleased to have achieved our full-year targets!





## FY2024 HIGHLIGHTS

**Gross Merchandise Value**

**614.3 billion yen**  
(+7.0% YoY / Achievement rate 100.8%)

**Gross Merchandise Value**  
(excluding other GMV)

**574.6 billion yen**  
(+7.0% YoY / Achievement rate 100.4%)

**Operating Profit**

**64.7 billion yen**  
(+7.8% YoY / Achievement rate 100.9%)

**Operating Profit Margin**

**11.3 %**  
(+0.1 point YoY)

**Profit attributable to owners of parent**

**45.3 billion yen**  
(+2.3% YoY / Achievement rate 100.3%)

\* Operating profit margin is calculated by dividing operating profit by the Gross Merchandise Value (excluding other GMV).



# OVERVIEW OF EACH QUARTER

(million¥)

	FY2023				FY2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Gross Merchandise Value	131,920	126,870	168,354	147,227	141,885	137,267	182,018	153,190
Gross Merchandise Value (excluding other GMV)	123,327	118,317	157,851	137,411	132,631	128,193	171,089	142,752
YoY (%)	6.4%	6.1%	9.2%	6.4%	7.5%	8.3%	8.4%	3.9%
Net sales	45,871	44,345	57,351	49,448	50,387	48,414	62,274	52,054
SG&A	27,182	28,100	36,332	31,452	31,060	30,477	36,763	35,254
YoY (%)	4.4%	9.5%	16.0%	-1.4%	14.3%	8.5%	1.2%	12.1%
(% to the Gross Merchandise Value)	22.0%	23.8%	23.0%	22.9%	23.4%	23.8%	21.5%	24.7%
Operating profit	15,862	13,068	16,767	14,381	15,895	14,580	21,285	12,994
YoY (%)	10.8%	1.3%	-3.8%	22.0%	0.2%	11.6%	26.9%	-9.6%
(% to the Gross Merchandise Value)	12.9%	11.0%	10.6%	10.5%	12.0%	11.4%	12.4%	9.1%

\* The percentages are calculated by dividing each item by the Gross Merchandise Value (excluding other GMV).

FY2024 | ZOZO, Inc.

# BUSINESS RESULTS

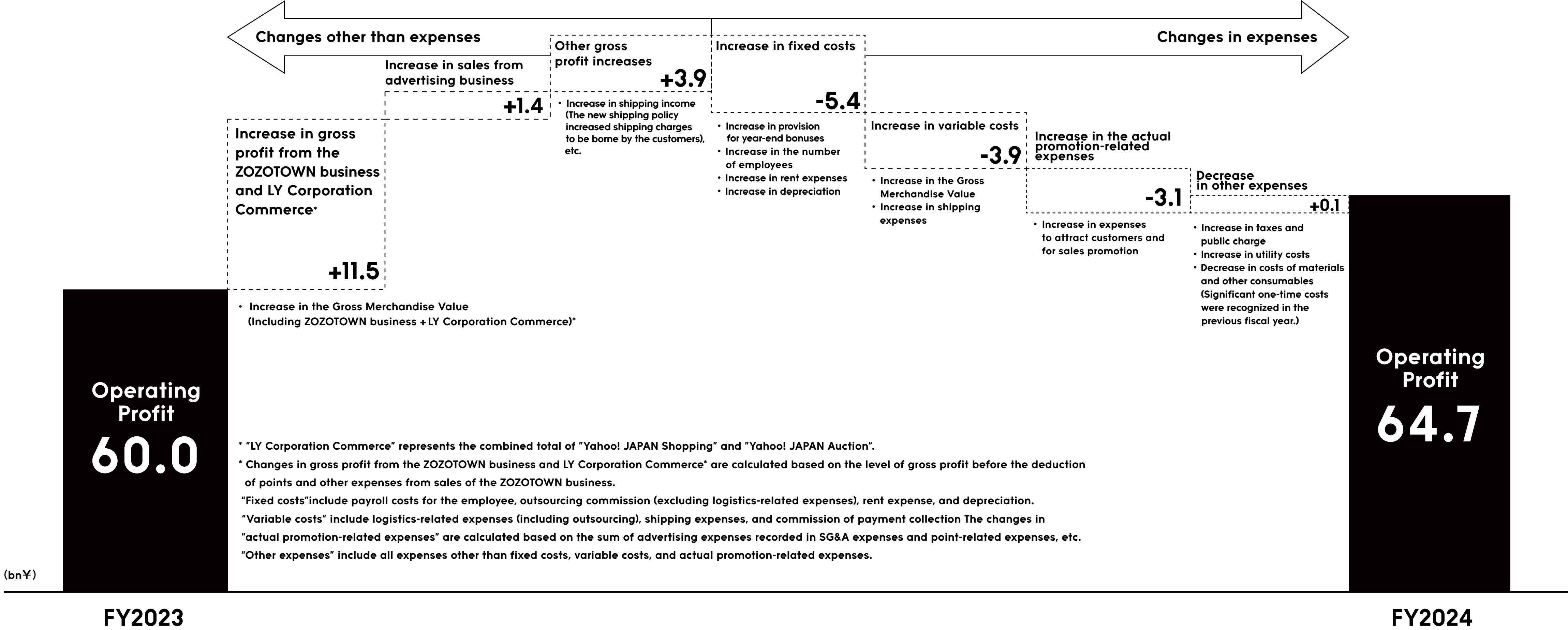


We will continue to place strong emphasis not only on business growth, but also on delivering returns to our shareholders.





# INCREASE-DECREASE ANALYSIS OF OPERATING PROFIT (YoY COMPARISON)





# CASH FLOWS

(million¥)

	FY2023	FY2024	YoY	Reason for change
Cash flows from operating activities	42,589	60,114	17,525	<ul style="list-style-type: none"><li>• Increase in profit before income taxes</li><li>• Increase in depreciation</li><li>• Decrease in working capital</li></ul>
Cash flows from investing activities	-9,879	-6,285	3,594	<ul style="list-style-type: none"><li>• Previous fiscal year: Investment in ZOZOBASE TSUKUBA 3</li><li>• Current fiscal year: Investment in DPL Tsukuba Chuo and replacement of equipment at existing logistics centers</li></ul>
Cash flows from financing activities	-37,138	-32,081	5,056	<ul style="list-style-type: none"><li>• Increase in dividend payments</li></ul>
Cash and cash equivalents at the end of the year	69,748	91,486	21,738	



# SELLING, GENERAL AND ADMINISTRATIVE(SG&A) EXPENSES

(million¥)

	FY2023		FY2024		YoY	Increase / decrease factors
	Amount	% to the Gross Merchandise Value	Amount	% to the Gross Merchandise Value	% to the Gross Merchandise Value	
Payroll and staff costs(*)	33,357	6.2%	34,937	6.1%	-0.1%	
Payroll costs for employee	14,300	2.7%	16,634	2.9%	0.2%	Transition of the number of employees on consolidated basis: FY2023 4Q 1,681 → FY2024 4Q 1,738 Increase in year-end bonus payments
Logistics-Related Expenses (Including Outsourcing)	19,056	3.5%	18,302	3.2%	-0.3%	(Previous fiscal year) Decline in operational efficiency due to strained inventory storage conditions. (Current fiscal year) Improved operational efficiency resulting from better inventory storage conditions and cost reductions achieved through the implementation of equipment designed for labor-saving.
Outsourcing Commission (Excluding Logistics-Related Expenses)	6,615	1.2%	7,582	1.3%	0.1%	
Shipping	33,439	6.2%	37,363	6.5%	0.3%	Increase in the cost ratio due to a rise in shipping fees by YAMATO TRANSPORT CO., LTD. starting from April 1, 2024.
Commission of Payment collection	12,360	2.3%	13,127	2.3%	0.0%	
Advertising	12,050	2.2%	13,340	2.3%	0.1%	
Rent expense	7,332	1.4%	8,478	1.5%	0.1%	Increase in the number of logistics centers (Increase in expenses related to ZOZOBASE TSUKUBA 3, which was leased from March 2023, and DPL Tsukuba Chuo, which was leased from April 2024)
Depreciation	3,491	0.7%	4,491	0.8%	0.1%	Increase in the number of logistics centers
Amortization of goodwill	352	0.1%	251	0.0%	-0.1%	
Stock Compensation Expenses	260	0.0%	288	0.1%	0.1%	
Others	13,808	2.6%	13,693	2.4%	-0.2%	(Previous Year) A significant one-time cost for equipment and related items at our large logistics center, ZOZOBASE TSUKUBA 3.
Total SG&A	123,067	22.9%	133,556	23.2%	0.3%	

\* Payroll includes directors' remuneration, employee salaries, bonuses, legal welfare expenses, welfare expenses, retirement benefits cost, provision for employee bonuses, expenses of company pension premium, subcontracting payroll, a portion of expenses at logistics centers operation. "Employee" includes directors, full-time employees and personnel engaged in operations other than logistics operation, "Logistics-Related Expenses" includes part-timers, dispatched workers(subcontracting payroll) and substantial personnel expenses within outsourcing commission of staff working for logistics operations.

\* The percentages to the Gross Merchandise Value are calculated by dividing each expense by the Gross Merchandise Value (excluding other GMV).



# OVERVIEW OF SG&A BY EACH QUARTER

(million¥)

	FY2023								FY2024							
	1Q		2Q		3Q		4Q		1Q		2Q		3Q		4Q	
	Amount	% to the Gross Merchandise Value	Amount	% to the Gross Merchandise Value	Amount	% to the Gross Merchandise Value	Amount	% to the Gross Merchandise Value	Amount	% to the Gross Merchandise Value	Amount	% to the Gross Merchandise Value	Amount	% to the Gross Merchandise Value	Amount	% to the Gross Merchandise Value
Payroll and staff costs(*)	7,562	6.1%	7,731	6.5%	9,248	5.9%	8,815	6.4%	8,267	6.2%	7,833	6.1%	8,413	4.9%	10,423	7.3%
Payroll costs for employee	3,353	2.7%	3,413	2.9%	3,523	2.2%	4,009	2.9%	3,745	2.8%	3,601	2.8%	3,628	2.1%	5,659	4.0%
Logistics-Related Expenses (Including Outsourcing)	4,208	3.4%	4,317	3.6%	5,724	3.6%	4,806	3.5%	4,521	3.4%	4,232	3.3%	4,785	2.8%	4,763	3.3%
Outsourcing Commission (Excluding Logistics-Related Expenses)	1,591	1.3%	1,585	1.3%	1,685	1.1%	1,752	1.3%	1,740	1.3%	1,702	1.3%	1,872	1.1%	2,267	1.6%
Shipping	7,920	6.4%	7,880	6.7%	9,302	5.9%	8,337	6.1%	9,087	6.9%	8,881	6.9%	10,391	6.1%	9,003	6.3%
Commission of Payment collection	2,921	2.4%	2,777	2.3%	3,598	2.3%	3,061	2.2%	3,099	2.3%	2,964	2.3%	3,891	2.3%	3,172	2.2%
Advertising	2,168	1.8%	2,338	2.0%	4,912	3.1%	2,631	1.9%	2,368	1.8%	2,473	1.9%	5,216	3.0%	3,281	2.3%
Rent expense	1,568	1.3%	1,880	1.6%	1,969	1.2%	1,914	1.4%	2,120	1.6%	2,114	1.6%	2,119	1.2%	2,123	1.5%
Depreciation	522	0.4%	626	0.5%	1,062	0.7%	1,279	0.9%	1,032	0.8%	1,077	0.8%	1,143	0.7%	1,238	0.9%
Amortization of goodwill	96	0.1%	96	0.1%	96	0.1%	62	0.0%	62	0.0%	62	0.0%	62	0.0%	62	0.0%
Stock Compensation Expenses	33	0.0%	74	0.1%	83	0.1%	69	0.1%	69	0.1%	77	0.1%	71	0.0%	71	0.0%
Others	2,797	2.3%	3,110	2.6%	4,373	2.8%	3,527	2.6%	3,212	2.4%	3,289	2.6%	3,581	2.1%	3,609	2.5%
Total SG&A	27,182	22.0%	28,100	23.8%	36,332	23.0%	31,452	22.9%	31,060	23.4%	30,477	23.8%	36,763	21.5%	35,254	24.7%

\* Payroll includes directors’ remuneration, employee salaries, bonuses, legal welfare expenses, welfare expenses, retirement benefits cost, provision for employee bonuses, expenses of company pension premium, subcontracting payroll, a portion of expenses at logistics centers operation.

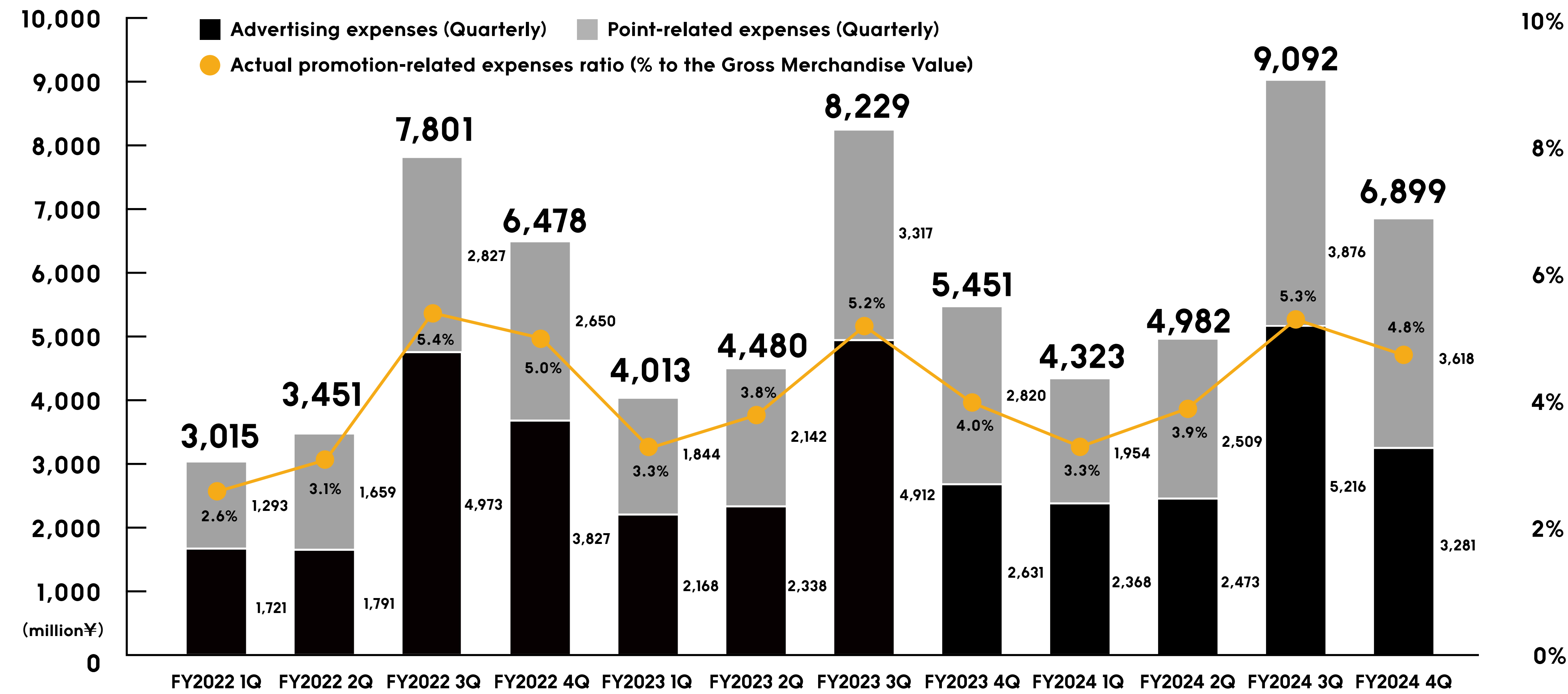
“Employee” includes directors, full-time employees and personnel engaged in operations other than logistics operation, “Logistics-Related Expenses” includes part-timers, dispatched workers(subcontracting payroll) and substantial personnel expenses within outsourcing commission of staff working for logistics operations.

\* The percentages to the Gross Merchandise Value are calculated by dividing each expense by the Gross Merchandise Value (excluding other GMV).



# ACTUAL PROMOTION-RELATED EXPENSES

Actual promotion-related expenses: The sum of advertising expenses and point-related expenses



For the full fiscal year, the ratio of actual promotion-related expenses to GMV came in at 4.4%, slightly exceeding the initial plan. This was due to the active investment of unspent promotional budget from the first three quarters in the fourth quarter to support sales. Compared to the same period of the previous year, the main drivers of the increase were increased investment in web advertising and free-shipping measures.

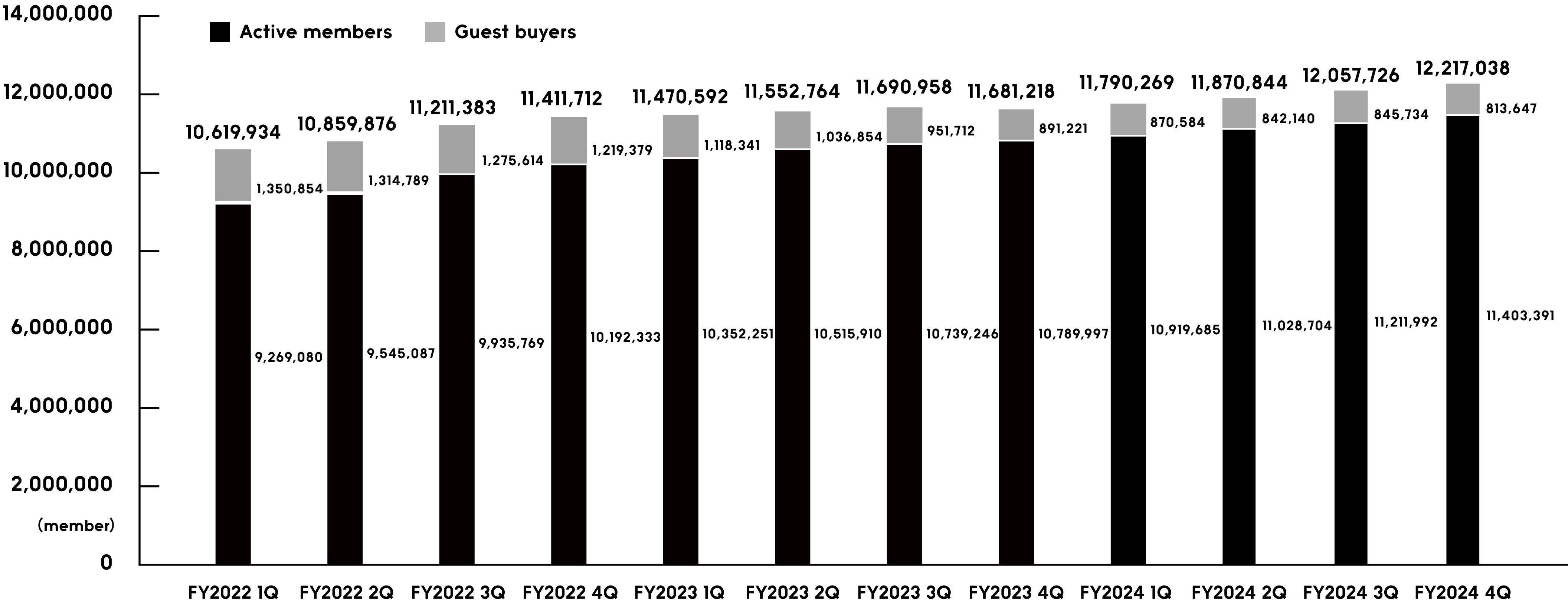


\* The actual promotion-related expenses ratio is calculated by dividing the actual promotion-related expenses by the Gross Merchandise Value (excluding other GMV)

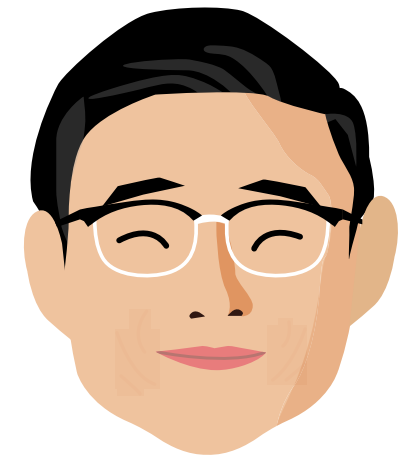


# NUMBER OF TOTAL BUYERS

Number of total buyers = Active members and guest buyers who made at least one purchase within a year  
Guest buyers = Total number of guest purchases within a year  
Active members = Members who have made at least one purchase within a year



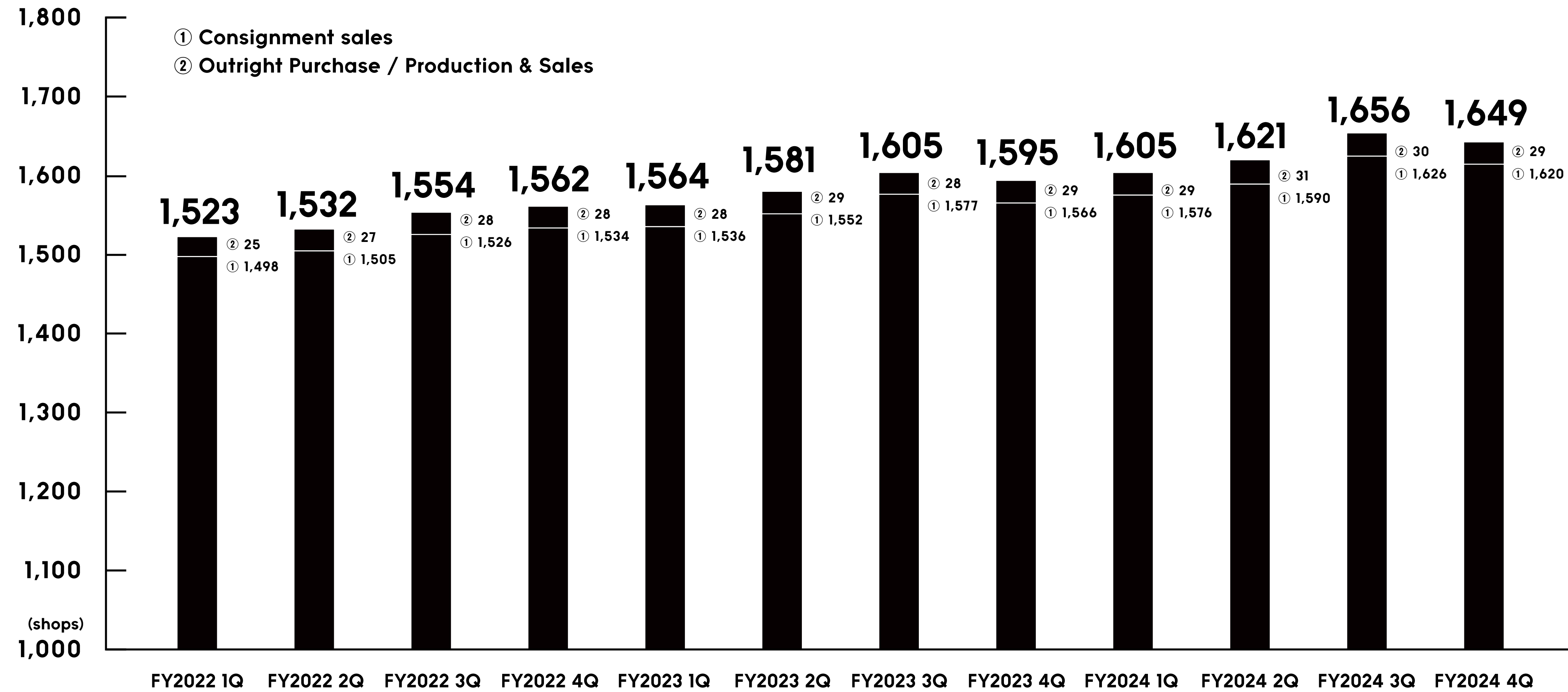
In January and February, new member acquisition was challenging due to factors such as a shortage of sale inventory. However, from March onward, acquisition improved, supported by active promotional efforts including web advertising and rising demand for spring/summer items.



\* The results are only from the ZOZOTOWN business. LY Corporation Commerce is not included.  
\* Excluding the users who only purchased the body measurement device “ZOZOSUIT” “ZOZOMAT” and “ZOZOGLASS”.



# NUMBER OF SHOPS ON ZOZOTOWN



For the full fiscal year, the number of new shop openings met the initial plan. However, in the fourth quarter, the total number of shops declined compared to the previous quarter due to an increase in shop closures resulting from brand terminations and other factors.

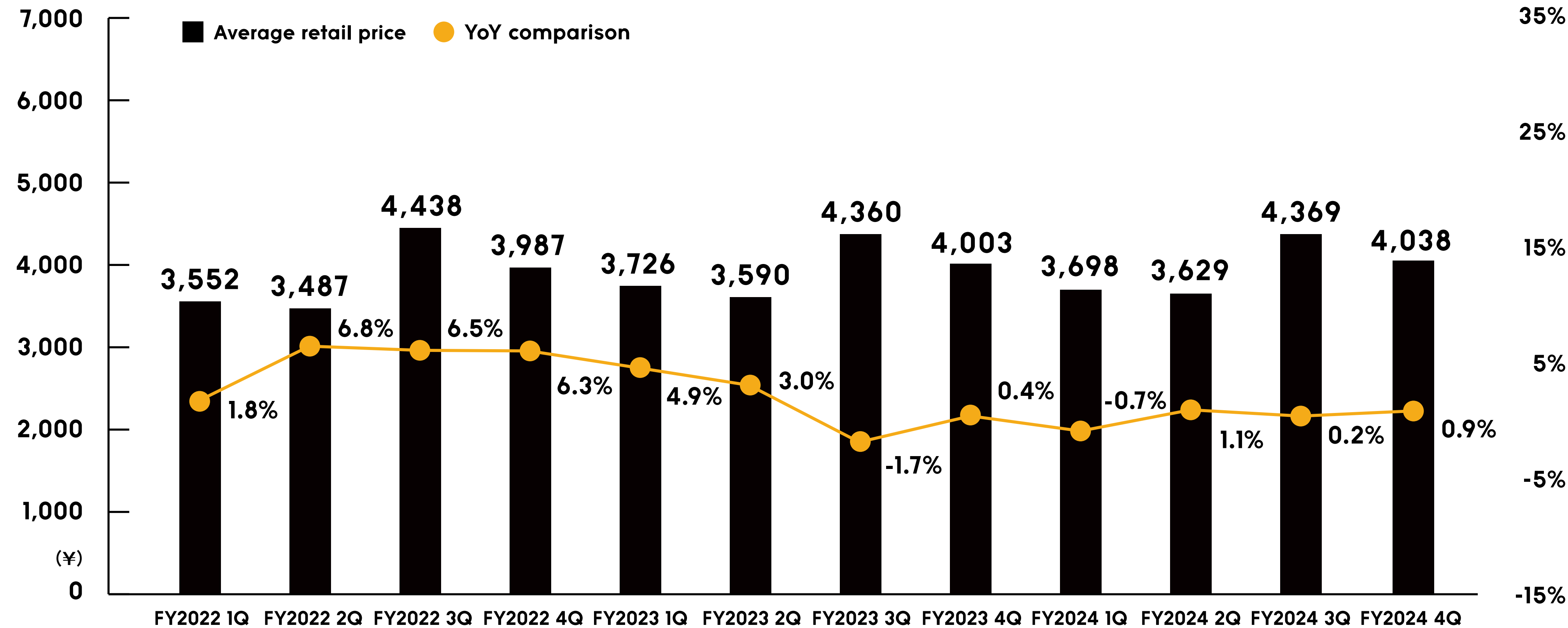


\* Shops of the private brand "ZOZO" and "Multi-Size" are not included to the number of shops.

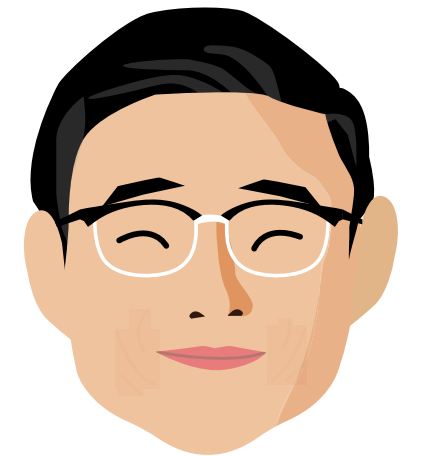


# AVERAGE RETAIL PRICE

Average retail price  
= Gross Merchandise Value of the ZOZOTOWN Business / Number of pieces shipped



During the January-February sale period, many brands experienced a shortage of sale inventory, resulting in a lower ratio of items offered on sale compared to the same period of the previous fiscal year. As a result, the average retail price was positively impacted and showed a slight year-over-year increase.

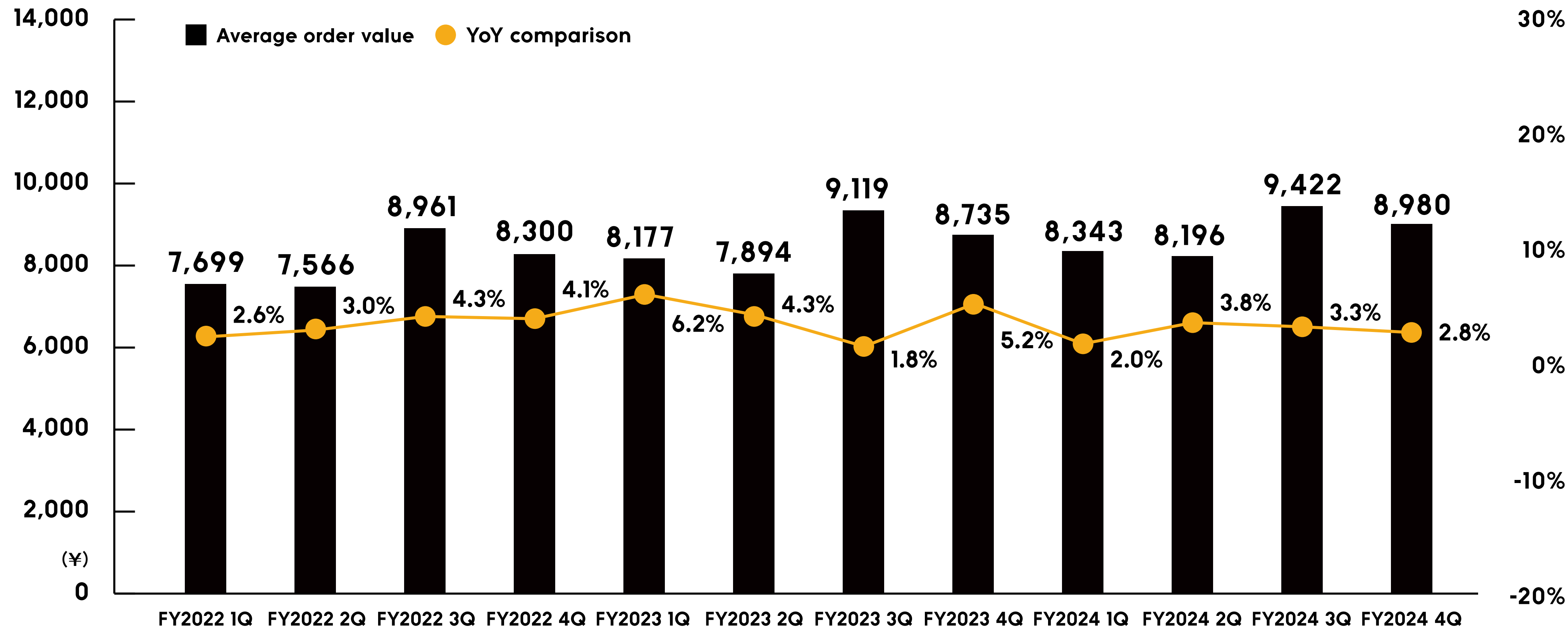


\* The results are only from the ZOZOTOWN business. LY Corporation Commerce is not included.  
\* Excluding the users who only purchased the body measurement device “ZOZOSUIT” “ZOZOMAT” and “ZOZOGLASS”.



# AVERAGE ORDER VALUE

Average order value  
= Gross Merchandise Value of the ZOZOTOWN Business / Number of shipments



Average order value continued to increase, driven by an increase in combined purchases, etc. This was due to a higher number of days offering ourwell-received free-shipping measures for purchases of ¥12,000 or more, compared to the previous fiscal year.



\* The results are only from the ZOZOTOWN business. LY Corporation Commerce is not included.  
\* Excluding the users who only purchased the body measurement device “ZOZOSUIT” “ZOZOMAT” and “ZOZOGLASS”.

# BUSINESS PLAN FOR FY2025



As I enter my 20th year at ZOZO, I've found a new and exciting challenge in the acquisition of LYST. I'm truly looking forward to what lies ahead!





# CONSOLIDATED BUSINESS FORECAST AND DIVIDEND FORECAST FOR FY2025

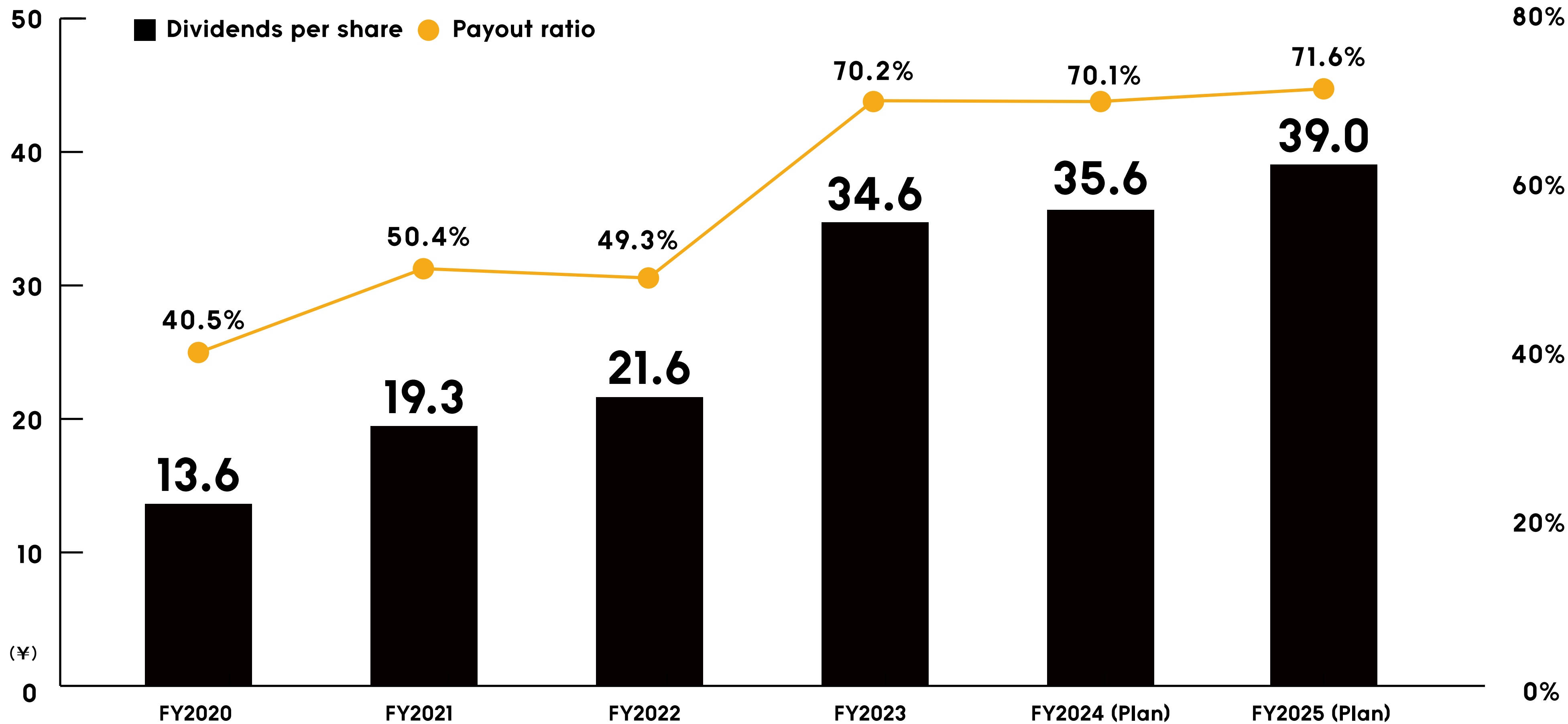
- Gross Merchandise Value (excluding other GMV) is expected to increase by 5.0% year over year, and EBITDA is projected to rise by 10.2%.
- To more clearly reflect the actual earning power after the consolidation of LYST LTD, we have begun disclosing EBITDA and EBITDA margin as key performance indicators.
- The standalone performance impact of LYST LTD is currently under review and is not reflected in the current forecast. Once the review is complete, we plan to promptly revise and disclose updated figures.
- Regarding Gross Merchandise Value in the “Others” segment, the recognition of GMV from ZOZO Option contract stores on Yahoo! JAPAN Shopping will end in the first half of the current fiscal year.
- Accordingly, starting from FY2026, we plan to discontinue the disclosure of Gross Merchandise Value. (excluding other GMV)

	FY2025 Plan	YoY
Gross Merchandise Value	623.6 billion yen	1.5%
Gross Merchandise Value (excluding other GMV)	603.4 billion yen	5.0%
Net sales	224.1 billion yen	5.1%
Operating profit	69.8 billion yen	7.8%
Operating Profit Margin (% to the Gross Merchandise Value)	11.6 %	-
EBITDA	76.9 billion yen	10.2%
EBITDA Margin (% to the Gross Merchandise Value)	12.7 %	-
Ordinary profit	69.8 billion yen	7.6%
Profit attributable to owners of parent	48.5 billion yen	7.0%
Net profit per share	54.44 yen	-
Estimated dividends per share (Plan)	39.0 yen	-

\*EBITDA is calculated as operating profit plus depreciation, amortization of goodwill, and stock compensation expenses.  
\*Operating profit margin and EBITDA margin are calculated by dividing operating profit and EBITDA by the Gross Merchandise Value (excluding other GMV).  
\*The Company implemented a three-for-one stock split effective April 1, 2025. Dividend per share is presented on a post-stock-split basis.



# DIVIDENDS PER SHARE AND PAYOUT RATIO



A stock split was implemented at a ratio of three shares for every one share, effective April 1, 2025. The dividend for the fiscal year ended March 2025 will be based on the number of shares before the split, and the planned dividend per share remains unchanged at ¥107. For the fiscal year ending March 2026, the Company plans to maintain a dividend payout ratio of 70% or higher.



\*The Company implemented a three-for-one stock split effective April 1, 2025. Dividend per share is presented on a post-stock-split basis. Without considering the stock split, the forecasted dividend per share for the fiscal year ended March 31, 2025, is ¥107.0, and for the fiscal year ending March 31, 2026, is ¥117.0.



# FY2025 TARGET BY BUSINESS SEGMENT

- The standalone performance impact of LYST LTD is currently under review and is not reflected in the current forecast. Once the review is complete, we plan to promptly revise and disclose updated figures.
- Regarding Gross Merchandise Value in the “Others” segment, the recognition of GMV from ZOZO Option contract stores on Yahoo! JAPAN Shopping will end in the first half of the current fiscal year.
- As a result, the “Others” segment is expected to decline from the previous year, but the impact on overall earnings will be limited.

	Target for Gross Merchandise Value	YoY
ZOZOTOWN Business	518.8 billion yen	5.5%
Outright Purchase/Production & Sales	4.1 billion yen	11.1%
Consignment sales	493.7 billion yen	5.4%
USED sales	21.0 billion yen	6.9%
LY Corporation Commerce*	76.1 billion yen	9.3%
BtoB Business	8.5 billion yen	-35.2%
Gross Merchandise Value (excluding other GMV)	603.4 billion yen	5.0%
Others	20.2 billion yen	-49.1%
Gross Merchandise Value	623.6 billion yen	1.5%

	Target for Net Sales	YoY
Advertising business	11.5 billion yen	2.6%

\* "LY Corporation Commerce" represents the combined total of "Yahoo! JAPAN Shopping" and "Yahoo! JAPAN Auction".



# DECISION ON SHARE REPURCHASE AND CANCELLATION OF TREASURY SHARES

As for profit return to shareholders, our group has the basic policy for deliberating and implementing profit return by balancing internal reserve through comprehensive consideration of the following: business performance, financial status, future business, and investment plans.

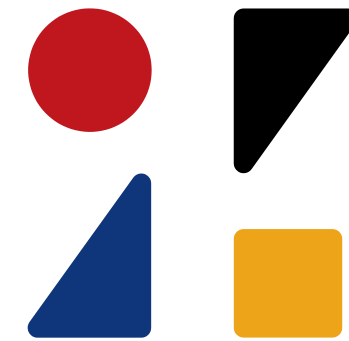
On October 31, 2023, the Company announced a new shareholder return policy: "Our goal is to maintain a total return ratio, including share buybacks, of more than 80% on a 5-year average starting from the fiscal year ended March 2024. Since then, the Company has continued to consider the acquisition of our own shares, taking into account factors such as stock price trends and market liquidity. As a result, the Company has decided to repurchase shares on April 30, 2025, in order to achieve our total return ratio target. In addition to this resolution, the Company has decided to cancel a portion of its treasury shares.

## ① Repurchase of shares

Up to 10 billion yen or 10 million shares to be repurchased on the market  
Repurchase period: May 1, 2025 - September 1, 2025 (planned)

## ② Cancellation of treasury shares

Number of shares to be cancelled: 9,390,171 shares (1.04% of total shares outstanding before cancellation)  
Scheduled date of cancellation: May 9, 2025



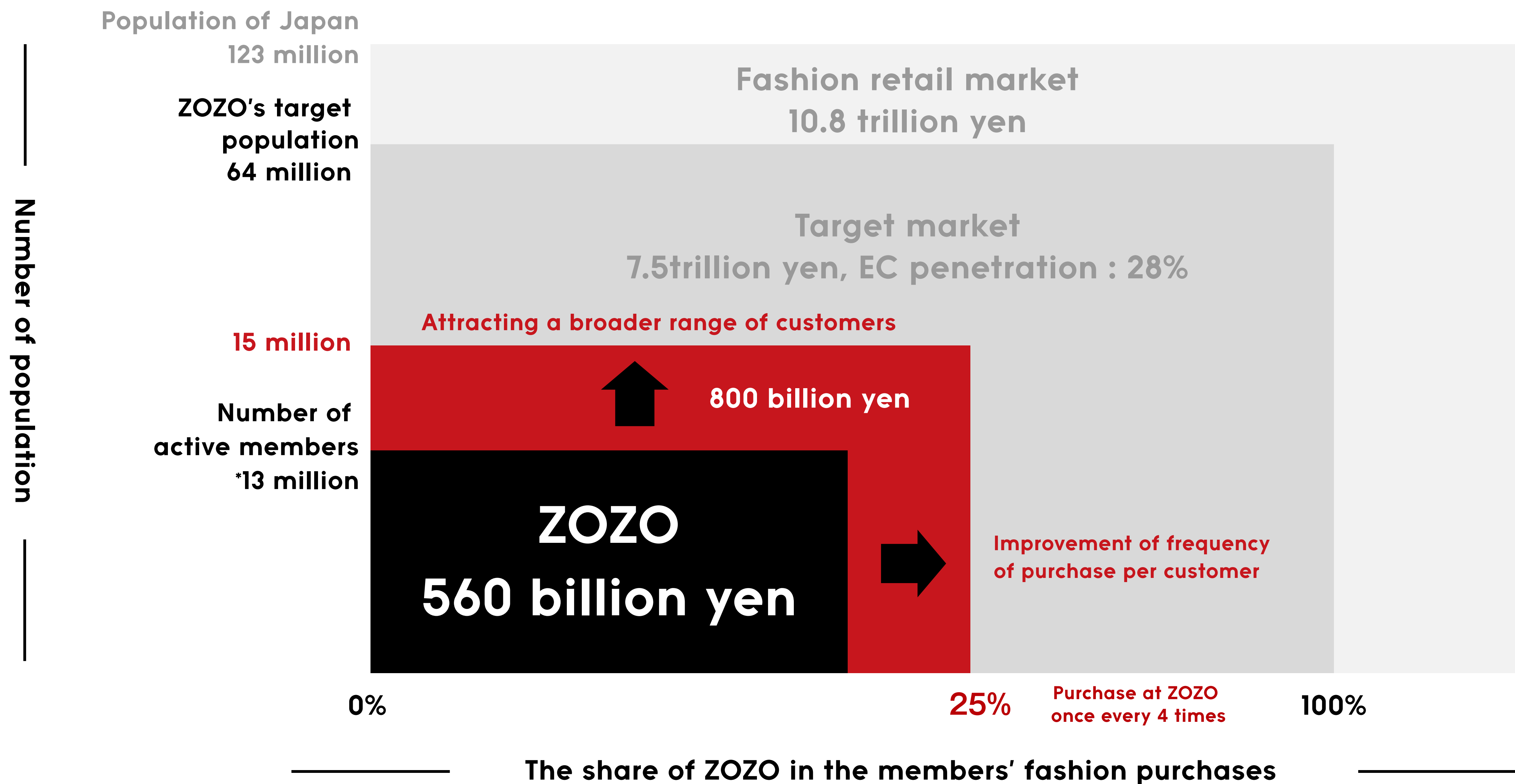
**ZOZO**

# Supplementary Information

for FY2024 Financial Results

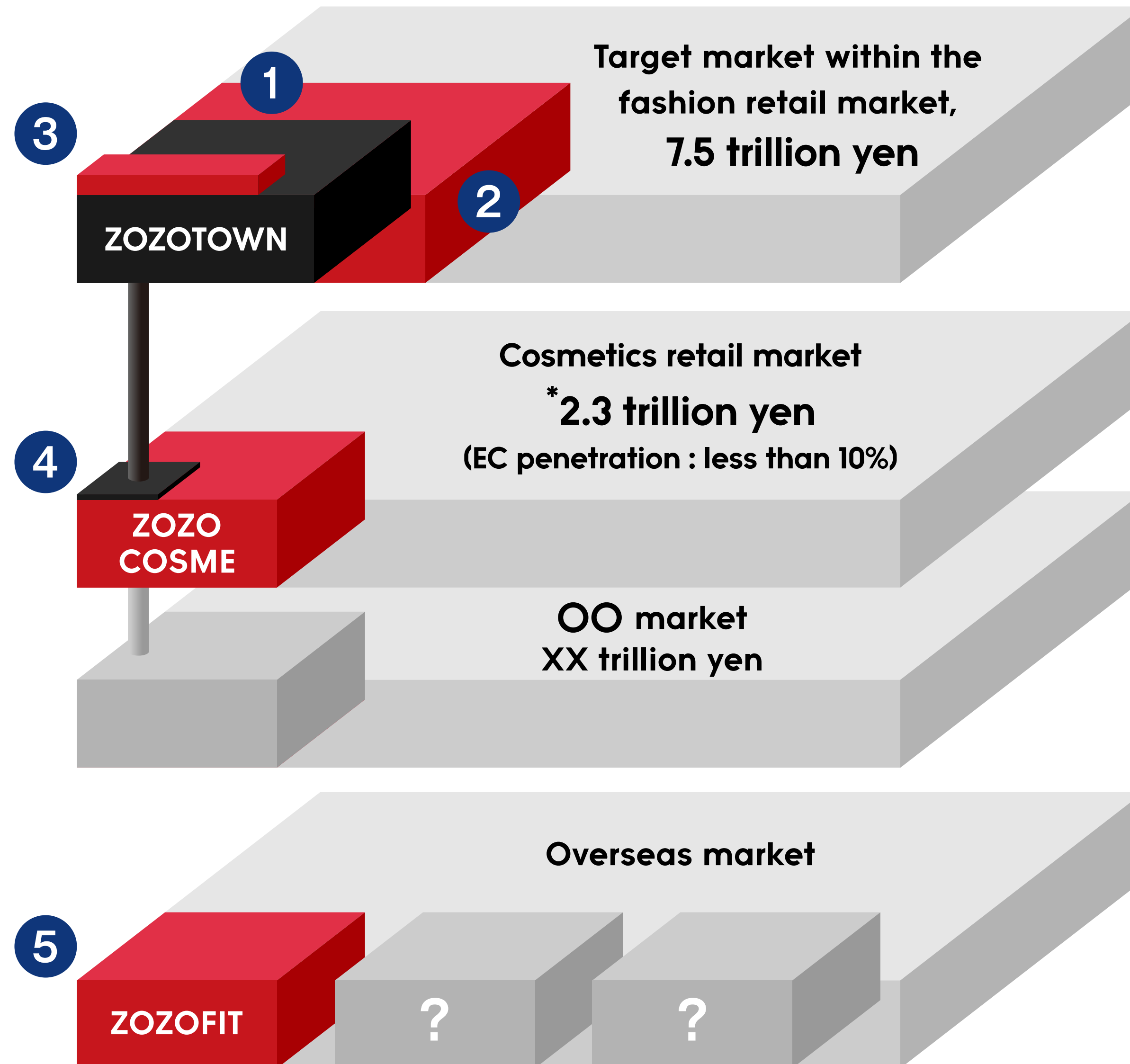


# Potential to gain further market share in the future



\*The sum of ZOZOTOWN and ZOZOTOWN on Yahoo! JAPAN Shopping (Members registered at both sites are counted as one member)

# Future expansion plans



- 1 Attracting a broader range of customers
- 2 Improvement of frequency of purchase per customer
- 3 Production support
- 4 Expansion of the cosmetics category and its next step
- 5 Monetization of technologies (≡overseas market)

# 1 Attracting a broader range of customers

We are implementing initiatives targeting a specific demographic to strengthen recognition and recall of ZOZO.

For young people

2024

Ticket purchasers:

Approximately half were aged 25 or younger,  
of which 99% are female.

Significantly contributed to new member  
acquisition on ZOZO



ASEA  
Presented by  
ZOZOTOWN

ZOZOTOWN会員限定 チケット最速先行 抽選販売!  
Stray Kids、JO1、INIなども! 出演者続々発表

Coming in 2025



豪華出演者続々発表!

timelesz aespa

&TEAM HANA

Newsen @Style THE STAR

Kアリーナ横浜  
5/28.29  
開催!

3月25日正午よりZOZOTOWN会員限定でチケット最速先行抽選販売開始!

ASEA 2024" to bring a special experience to ZOZOTOWN users and K-POP fans in Japan.

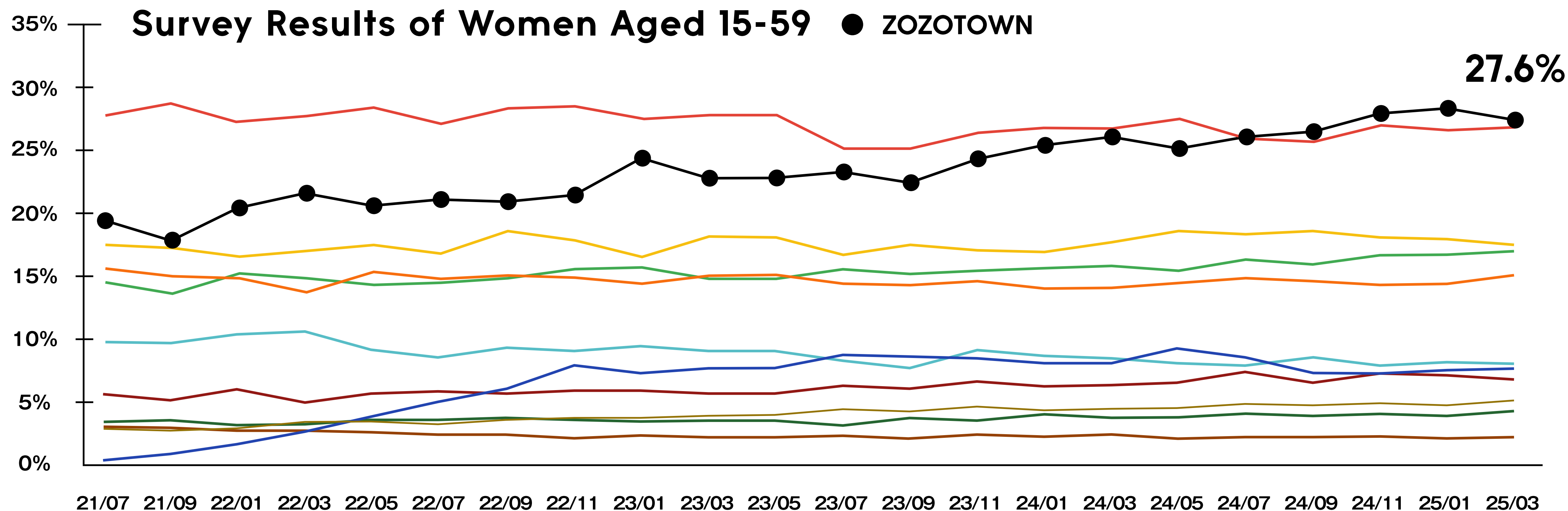
ASEA 2024" is an award that unites fans around the world with music, featuring top artists representing Asia.

Asian artists, including K-POP artists who have performed internationally over the last year will be there to perform.

# 1 Attracting a broader range of customers

We have steadily built recognition among women overall, including through physical stores.

Q.When you think of buying fashion products,please tell us up to three places/stores/EC sites/apps in the order that comes to your mind. (FA)



\*If you can't think of anything in particular, please write 'none' in the top answer box and go on to the next question. Graph of the percentage of respondents who responded to any of the first three positions.

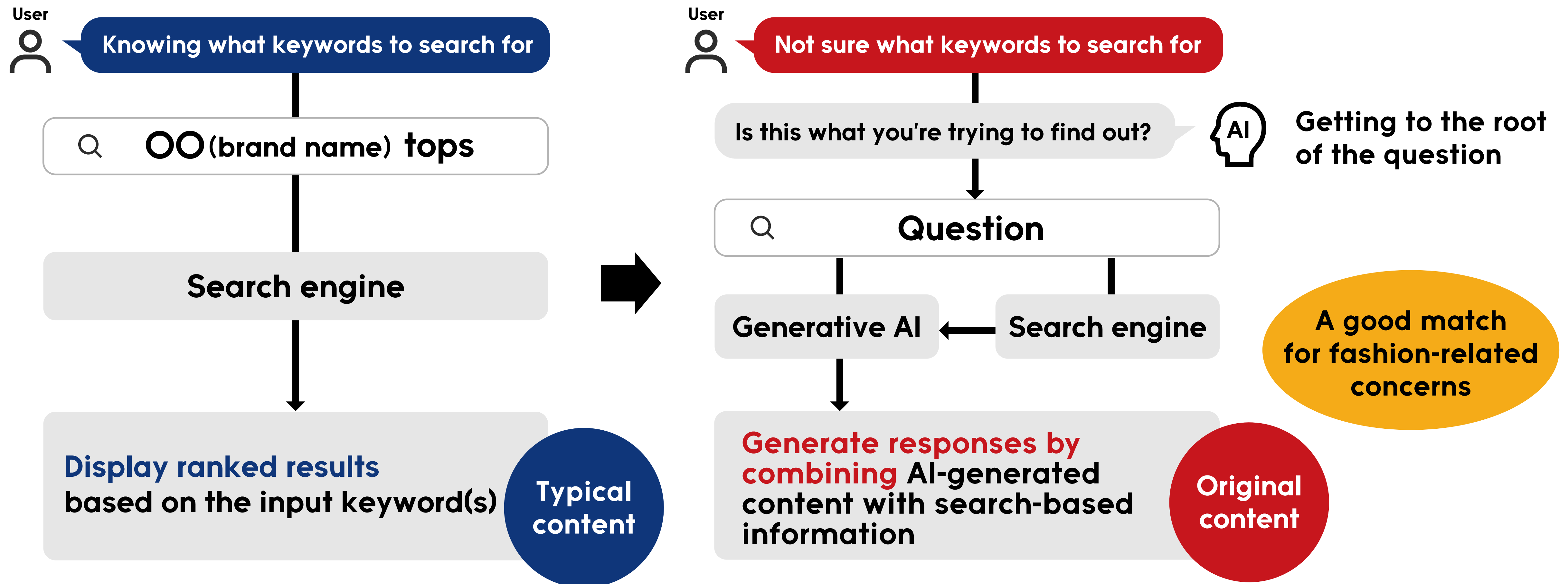
(\*Graphs in this document are extracted only from major online companies.)

\*Target group: 15-59 years (male and female) Frequency of implementation: every other month (odd-numbered months) Sample size: 30,000ss

Number of samples when broken down by sex and age (e.g. female teenagers): approx. 3,000ss

## 2 Improvement of frequency of purchase per customer

We view shifts in search behavior as an opportunity, and are developing a fashion-focused AI agent to adapt to emerging traffic channels.



## ② Improvement of frequency of purchase per customer

On WEAR by ZOZO, we are starting with “fashion genre assessment” and moving toward enhancing AI agent capabilities to expand how users discover fashion.



We have revamped the app to offer a fashion genre assessment for users who struggle to put their preferred style into words.

Following the app revamp, the referral rate to ZOZOTOWN increased by **1.2x**.

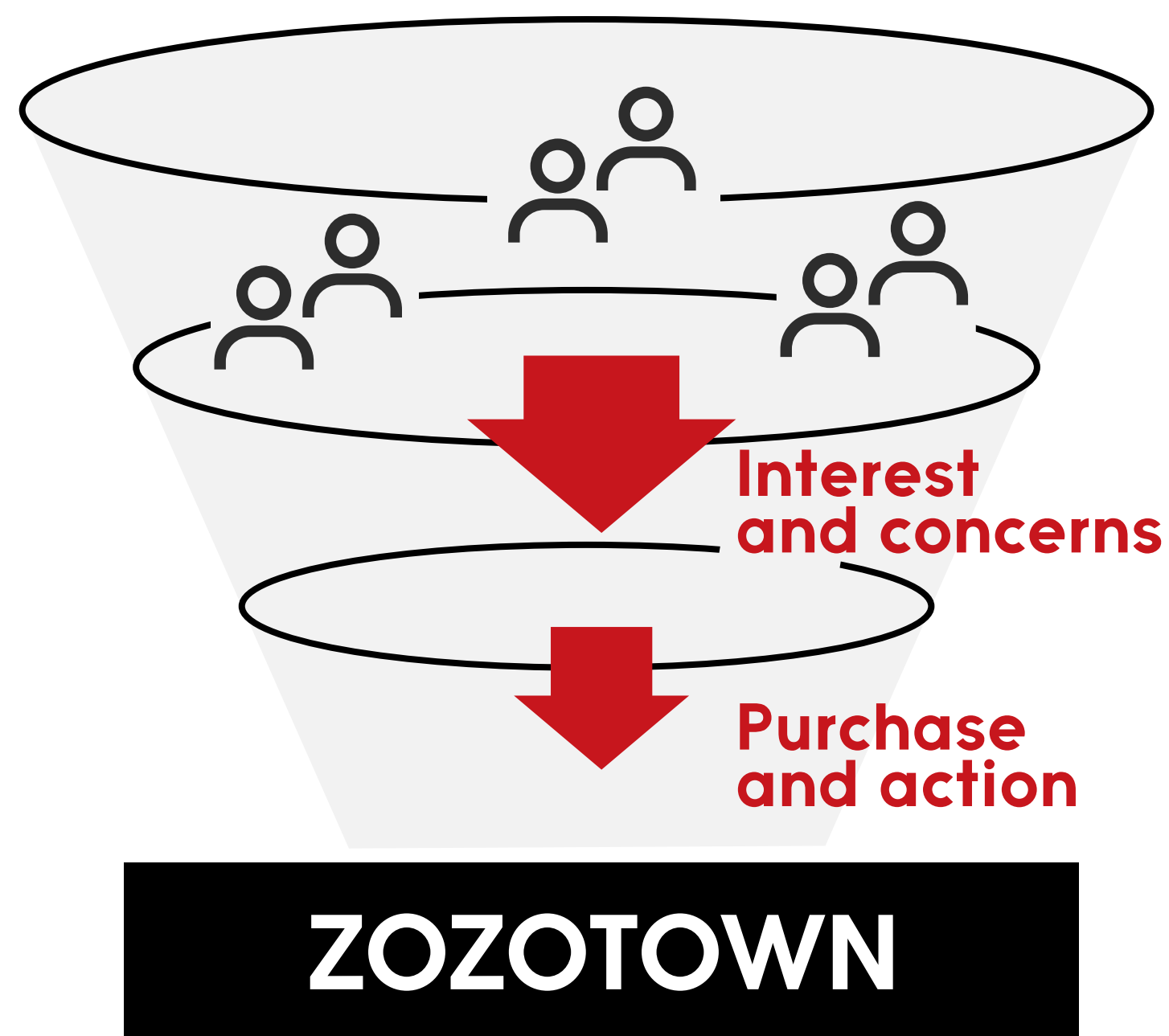
We will continue to enhance our AI agent capabilities moving forward.

## 2 Improvement of frequency of purchase per customer

LINE will be added as a new channel for the AI agent, and ZOZOTOWN will implement such capabilities, too.

### What we aim to become

ZOZO as the place **for** fashion



Future opportunities  
to address user concerns

I don't know  
what styling suits me...

A chance to capture  
fashion-related traffic

### Our challenge

An AI agent that helps users  
find their own **"style"**

What we want to try next

Assessment-type  
experience

Conversational  
experience

WE  
AR



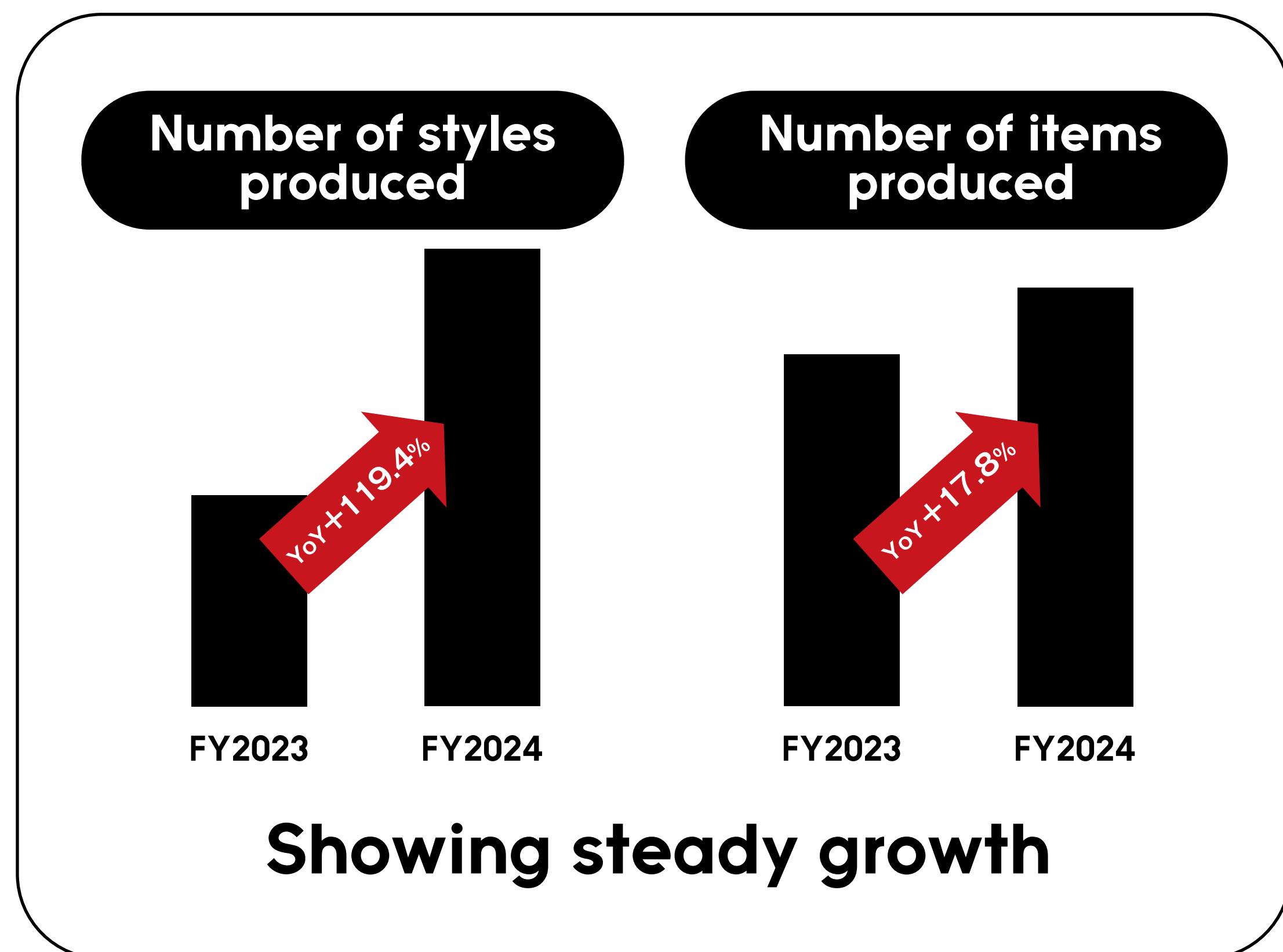
To be implemented in the future

ZOZOTOWN

### 3 Production support

**The number of styles produced increased by 119.4% year over year, and the total number of items produced rose by 17.8%.**

**By offering comfortable clothing in a variety of sizes and styles to suit individual preferences, we are contributing to a world where everyone—including people with disabilities—can enjoy fashion.**



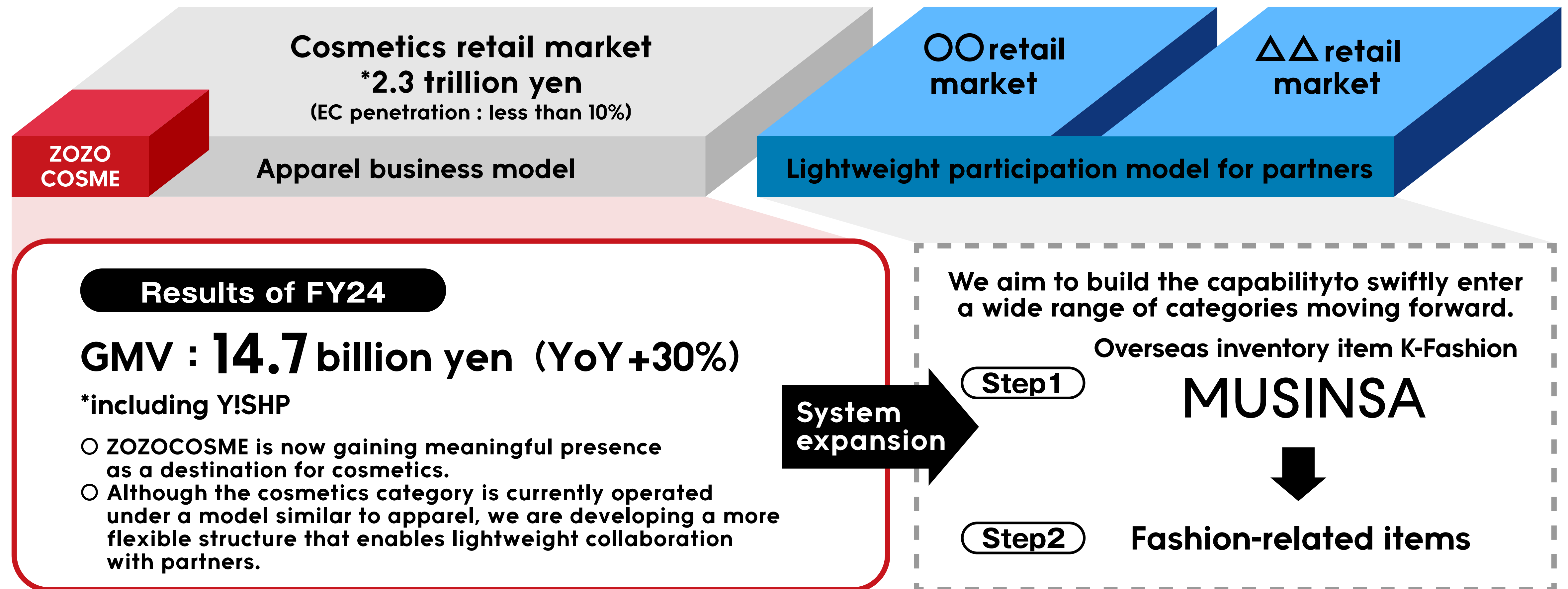
August 6, 2024

プレスリリース

**ZOZO to Launch “KIYASUKU with ZOZO” on August 10, supporting inclusive apparel production by brands through Made by ZOZO**

## ④ Expansion of the cosmetics category and its next step

We are set to establish the foundation for category expansion this year.  
We plan to rapidly expand into overseas inventory items and other item categories.



## 5 Monetization of technologies (≡overseas market)

**We are working to expand our measurement technologies and related capabilities into Europe.**



**We will now move on to the CFO's explanation of our global strategy.**

External evaluation



MSCI ESG RATINGS:AAA



CDP (formerly Carbon Disclosure Project),  
in the area of climate change



Sustainalytics ESG  
Risk Rating : Low Risk

2024 CONSTITUENT MSCI日本株  
ESGセレクト・リーダーズ指数  
  
2024 CONSTITUENT MSCI日本株  
女性活躍指数 (WIN)



MSCI Japan ESG Select Leaders Index  
MSCI Japan Empowering Women Index (WIN)  
MSCI ESG Leaders Indexes



FTSE4Good



FTSE Blossom  
Japan Index



FTSE Blossom  
Japan Sector  
Relative Index

FTSE4Good Index Series /  
FTSE Blossom Japan Index  
FTSE Blossom Japan Sector Relative Index

Dow Jones Best-in-Class Asia Pacific Index

Dow Jones Best-in-Class  
Asia Pacific Index



Morningstar Japan ex-REIT  
Gender Diversity Tilt Index



S&P/JPX Carbon Efficient Index



iSTOXX MUTB Japan  
Platinum Career 150 Index



**LYST**

**Announcement Regarding the Acquisition of Shares in LYST LTD**



# Agenda

- 1. ZOZO's Global Strategy**
- 2. Overview of LYST**
- 3. The Future Created by Both Companies**
- 4. Transaction Structure**



# **ZOZO's Corporate Philosophy**

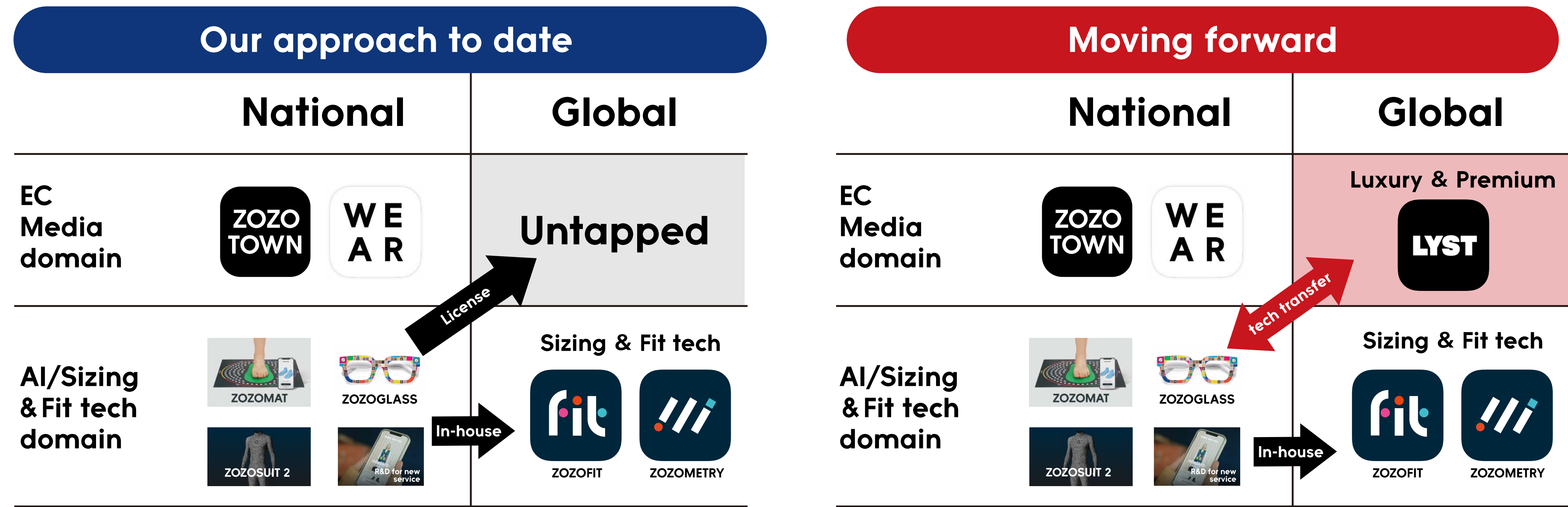
**Inspire the world.  
Deliver joy every day.**





# The Evolution of ZOZO's Overseas Strategy

We have pursued a dual-track approach based on technology assets cultivated in Japan: licensing to overseas platforms and in-house business development. Going forward, by welcoming LYST — a company that shares our vision — into our group, we will enter the e-commerce and media domains, further deepening and accelerating ZOZO's global expansion.



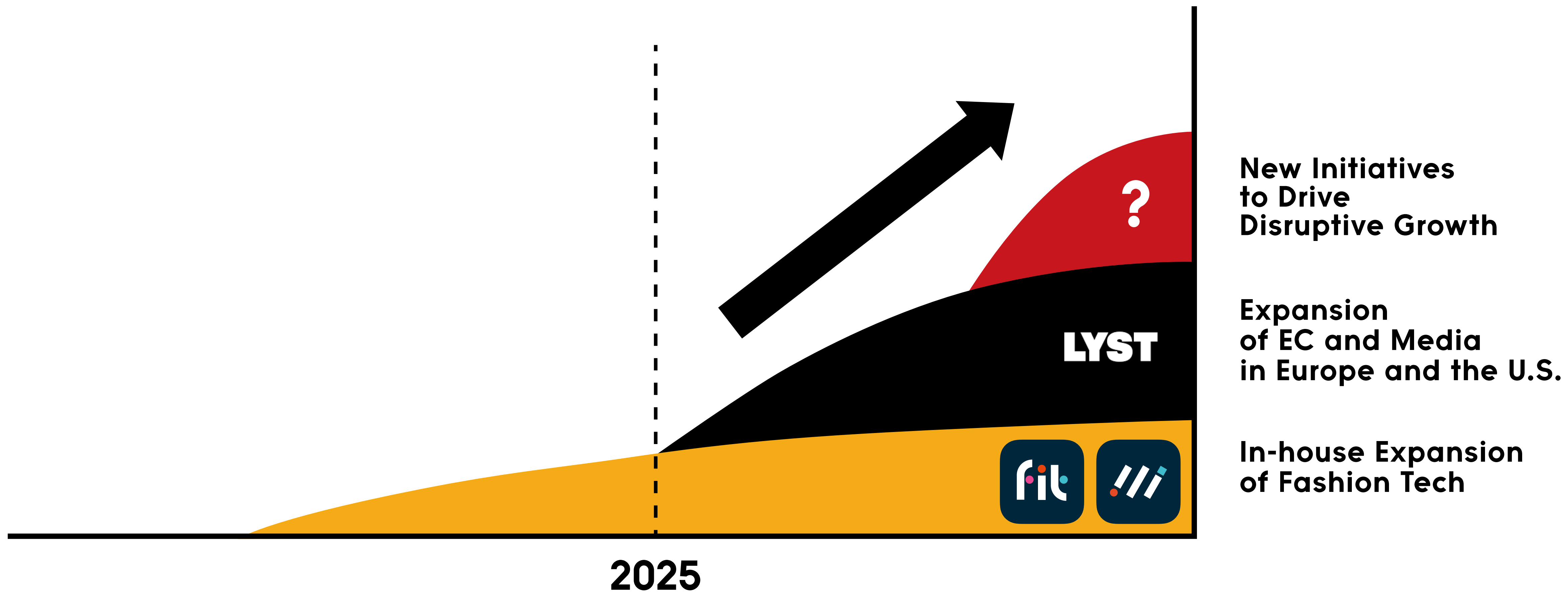
In parallel with expanding Fashion Tech overseas through in-house development, we have also been exploring licensing sales.

We will establish a business foundation in Europe and the U.S. with LYST at the core while providing ZOZO's technical expertise to the company to drive further growth.



# Overseas Growth Vision

With LYST now serving as the cornerstone of ZOZO's global expansion, we're committed to driving bold, non-linear growth through new business ventures and strategic M&A.



# LYST, A Leading Global Fashion Shopping Platform

A fashion-focused global platform based in the UK, connecting the world's best brands with millions of shoppers in the US, UK and European markets.

## Corporate Overview

Name	LYST LTD	Address	Floor 7, The Minster Building 21 Mincing Lane London
Core business	Fashion Affiliate	Foundation	2010
CEO	Emma McFerran	Employee	129 as of 31 March 2025

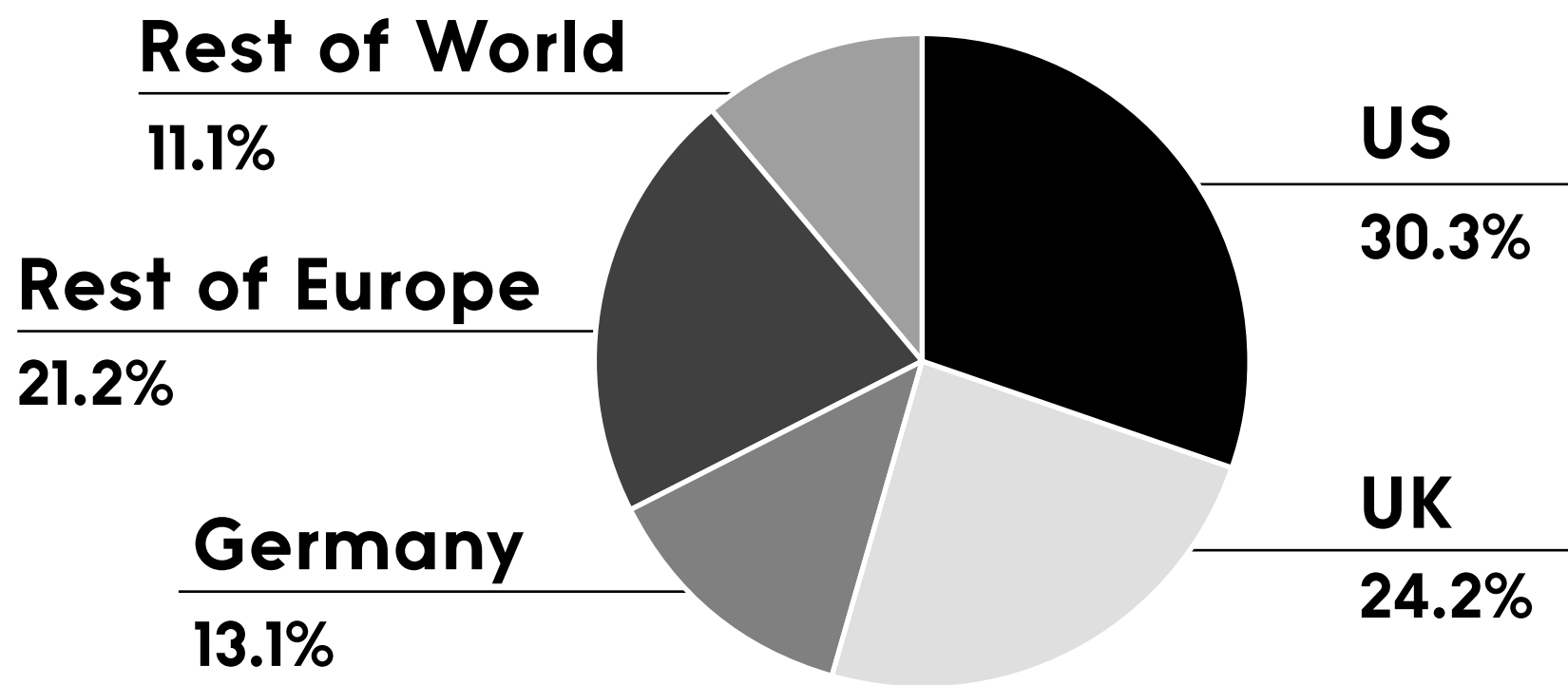
## Financials FY2023

Revenue	50,146 £
Operating Profit	444 £
Net Asset	4,094 £
Total Asset	22,459 £

## Mission & Vision

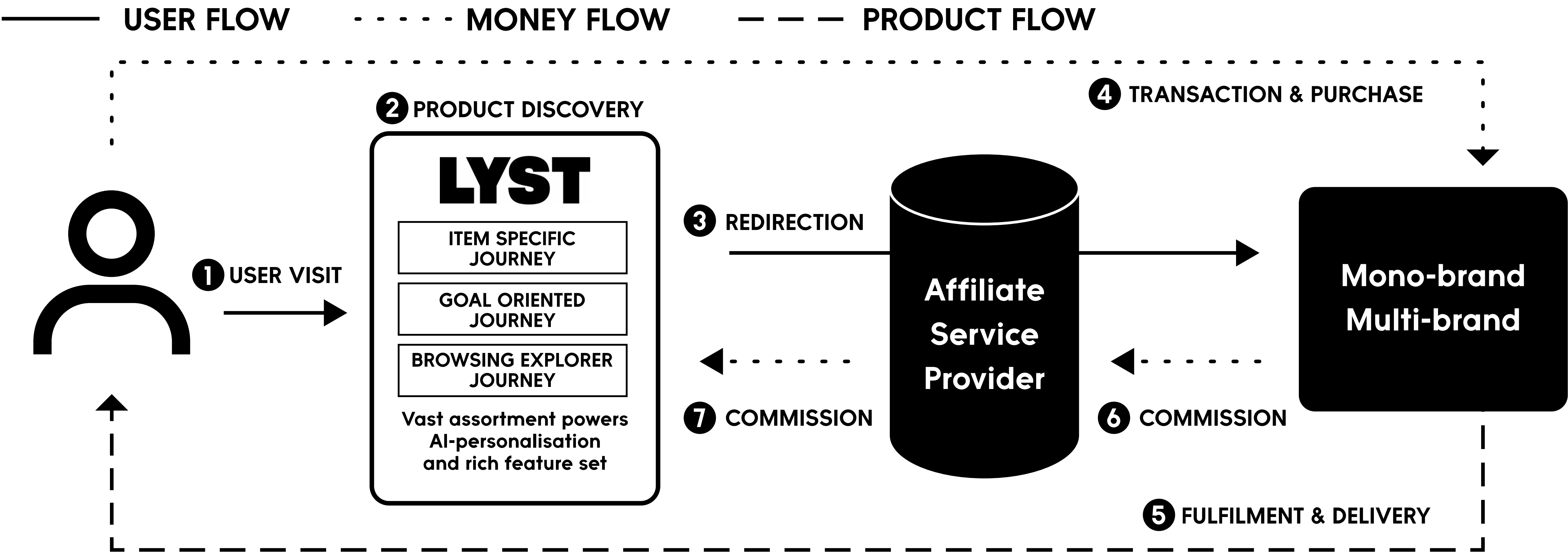
Help shoppers make better choices and help partners find better audiences, creating a better & brighter future for fashion

## Core Region Based on GMV



# LYST: An Asset-light Model

LYST is the inventory-free fashion shopping platform that connects global shoppers with the world's leading brands. LYST curates inventory from 27,000+ brands, using AI-driven recommendations to match customers with the right products. Our business model is performance-based, generating revenue through a commission on the orders our drive for our partners.



# LYST's Core Metrics

By partnering with the world's leading brands and retailers, LYST offers unparalleled breadth and depth in fashion, making it the go-to destination for millions of shoppers.

FY23's data

Partners

550+

Brands

27,000+

Unique SKUs

97M

Annual Unique Shoppers

157M

Annual Active Buyers

2.2M

AOV

420\$

※Average Order Value of Top 10 Partners


# ZOZO & LYST: Combined Strengths to Drive Growth

LYST and ZOZO are both tech-driven, brand-led e-commerce and media platforms that operate without holding inventory.

LYST		=	ZOZO	
1 Largest Assortment	<ul style="list-style-type: none"><li>• A vast product catalog covering 27,000 brands across luxury, premium, and contemporary fashion.</li><li>• Adaptive platform responding to consumer and industry trends, powered by the largest data-set in fashion.</li></ul>		Japan's Largest Brand Lineup	
2 Strong Fashion Industry Credibility	<ul style="list-style-type: none"><li>• Trusted by partners, who retain pricing control and brand integrity, with dedicated support to drive performance and growth.</li><li>• The LYST Index, a quarterly ranking of fashion's hottest brands and products powered by data, holds significant influence in the fashion industry.</li></ul>		Brand-Led Consignment Sales Model	
3 Technology at the Core	<ul style="list-style-type: none"><li>• Technology, data, and AI are in LYST's DNA—powering the product, operations, and the culture of the business.</li><li>• Bringing together top-notch engineers to solve fashion's challenges through technology.</li></ul>		Tech-Driven with Data & AI	

# Expected Synergies

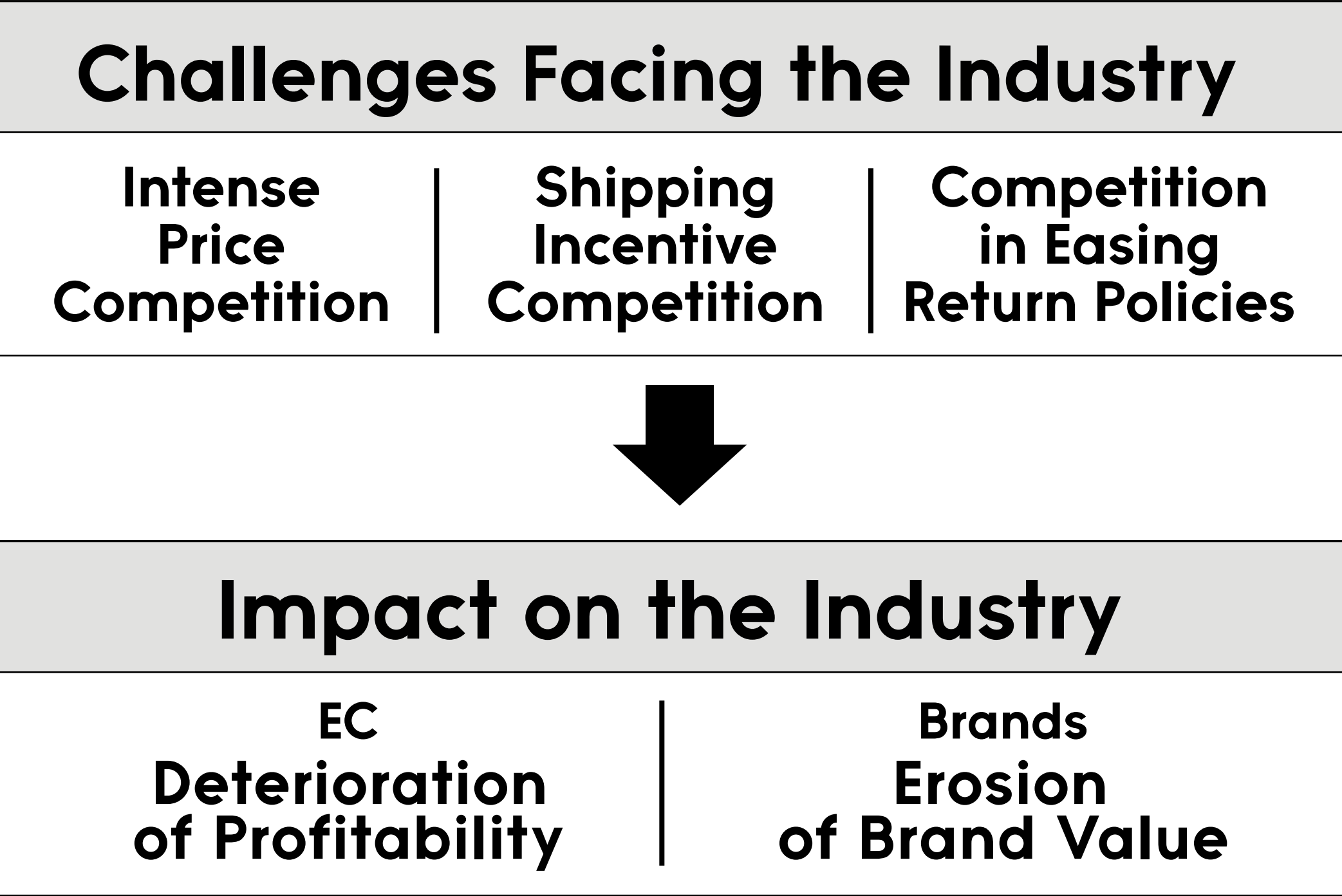
The geographic coverage and technological foundations of both companies form an ideal complementary relationship, creating broad synergies in sales, technology, and scale advantages.

		<b>LYST</b>
Geography and Price-point	Japan Contemporary	US, UK & Europe Luxury & Premium
Technology & Expertise	AI Sizing & Fit	SEO & AI Personalisation
Scale Advantages	Shared System Infrastructure & Integrated Administrative Operations	

# Win-Win-Win Fashion Experience

ZOZO, together with LYST, aims to redefine the ideal way to enjoy fashion and build a sustainable future where both consumers and the industry can thrive together.

## The State of Global Fashion E-Commerce



## The Future we aim

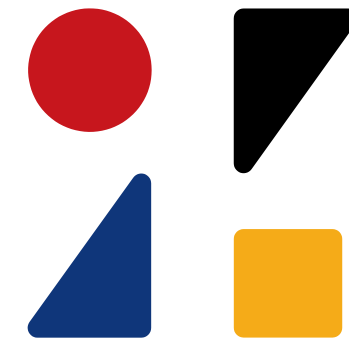


## Transaction Structure

<b>Method of Share Acquisition</b>	<b>The Company has acquired all outstanding shares of LYST for approximately JPY 22.1 billion through a newly established subsidiary.</b>
<b>Funding Method</b>	<b>The full amount was funded from our existing cash and cash equivalents.</b>
<b>Schedule</b>	<b>The acquisition was completed on April 18, 2025.</b>
<b>Impact on Financial Results</b>	<b>The impact on consolidated financial results for the fiscal year ending March 2026 is currently under review.</b>



**LYST**



**ZOZO**