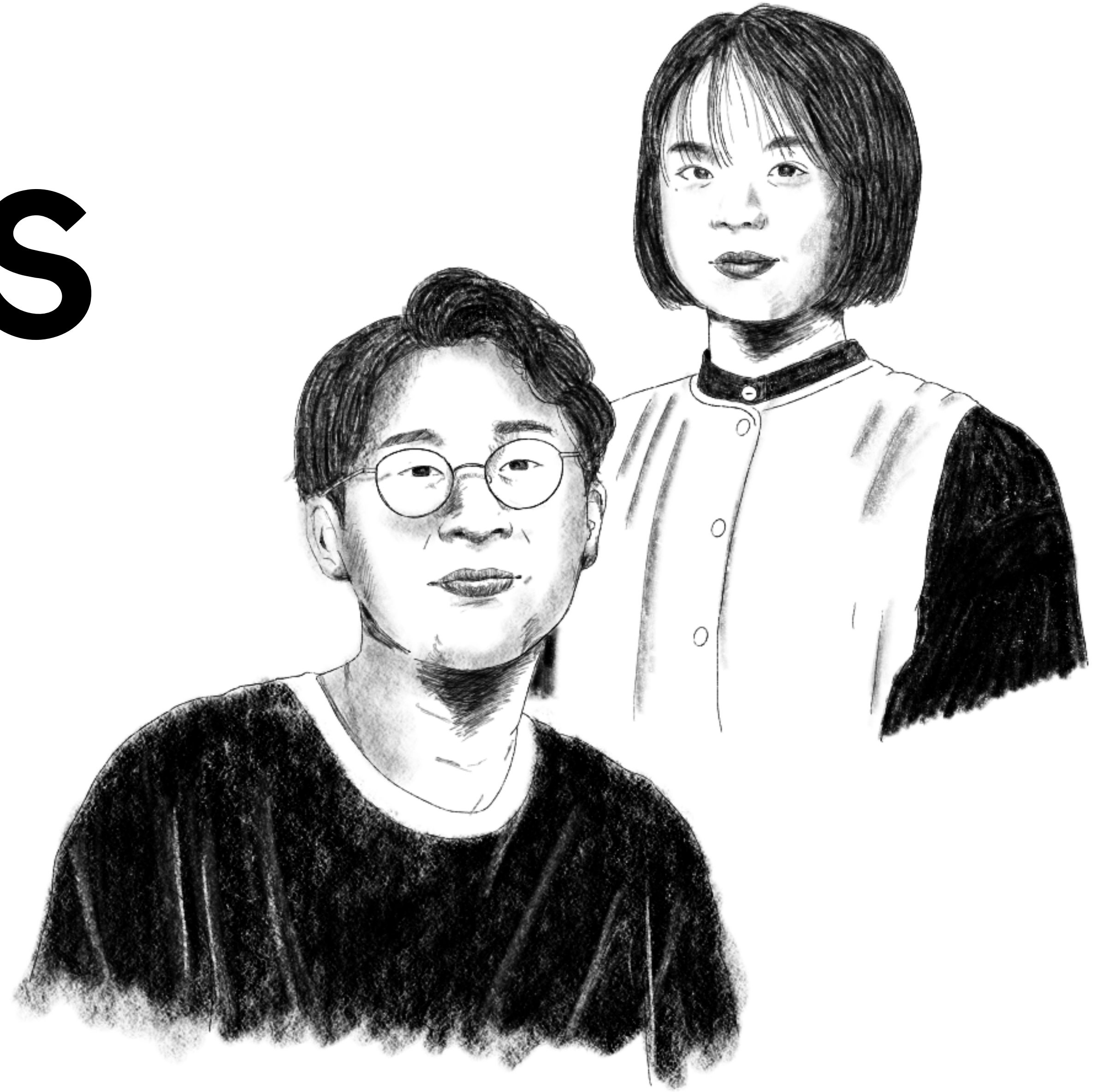




HIGHLIGHTS



3Q FY2025 ZOZO, Inc.
CONSOLIDATED BUSINESS RESULTS

FY2025 3Q HIGHLIGHTS

Gross Merchandise Value

502.9 billion yen
(+9.1% YoY / Achievement rate 74.6%)

Gross Merchandise Value
(excluding other GMV)

483.1 billion yen
(+11.9% YoY / Achievement rate 73.9%)

EBITDA

60.6 billion yen
(+9.5% YoY / Achievement rate 79.1%)

EBITDA Margin

12.6 %
(-0.2 point YoY)

*EBITDA margin is calculated by dividing EBITDA by the Gross Merchandise Value (excluding other GMV).
*The achievement rate is based on a comparison between the revised plan announced on July 31, 2025, and the actual results.

OVERVIEW OF EACH QUARTER

(million¥)

	FY2024				FY2025		
	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Gross Merchandise Value	141,885	137,267	182,018	153,190	159,263	153,210	190,499
Gross Merchandise Value (excluding other GMV)	132,631	128,193	171,089	142,752	149,100	143,587	190,451
YoY (%)	7.5%	8.3%	8.4%	3.9%	12.4%	12.0%	11.3%
Net sales	50,387	48,414	62,274	52,054	54,028	51,220	66,556
SG&A	31,060	30,477	36,763	35,254	33,845	33,529	38,081
YoY (%)	14.3%	8.5%	1.2%	12.1%	9.0%	10.0%	3.6%
(% to the Gross Merchandise Value)	23.4%	23.8%	21.5%	24.7%	22.7%	23.4%	20.0%
Operating profit	15,895	14,580	21,285	12,994	16,920	14,153	23,847
YoY (%)	0.2%	11.6%	26.9%	-9.6%	6.4%	-2.9%	12.0%
(% to the Gross Merchandise Value)	12.0%	11.4%	12.4%	9.1%	11.3%	9.9%	12.5%
EBITDA	17,060	15,797	22,562	14,367	18,577	16,175	25,923
YoY (%)	3.3%	13.9%	25.3%	-9.0%	8.9%	2.4%	14.9%
(% to the Gross Merchandise Value)	12.9%	12.3%	13.2%	10.1%	12.5%	11.3%	13.6%

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

Notice regarding the discontinuation of the production business

Following a review of the business outlook, the Company has decided to discontinue its production business, including Multi-size, Made by ZOZO, and KIYASUKU.

In connection with the discontinuation of the production business, the Company recorded an extraordinary loss of ¥707 million in the third quarter of the fiscal year ending March 2026.

New order intake was suspended as of October 20,2025.

The Company will continue to sell existing inventory, and will cease selling once the inventory has been fully sold through.

The Company will continue to leverage the knowledge and expertise accumulated through the production business and remain committed to proactively pursuing new business opportunities going forward.

**“K-FASHION”, a Korean brand feature zone, launched on ZOZOTOWN
Korea-based fashion platform “MUSINSA” opened a shop (Nov 6, 2025)**

MUSINSA shop overview (as of December 31, 2025)

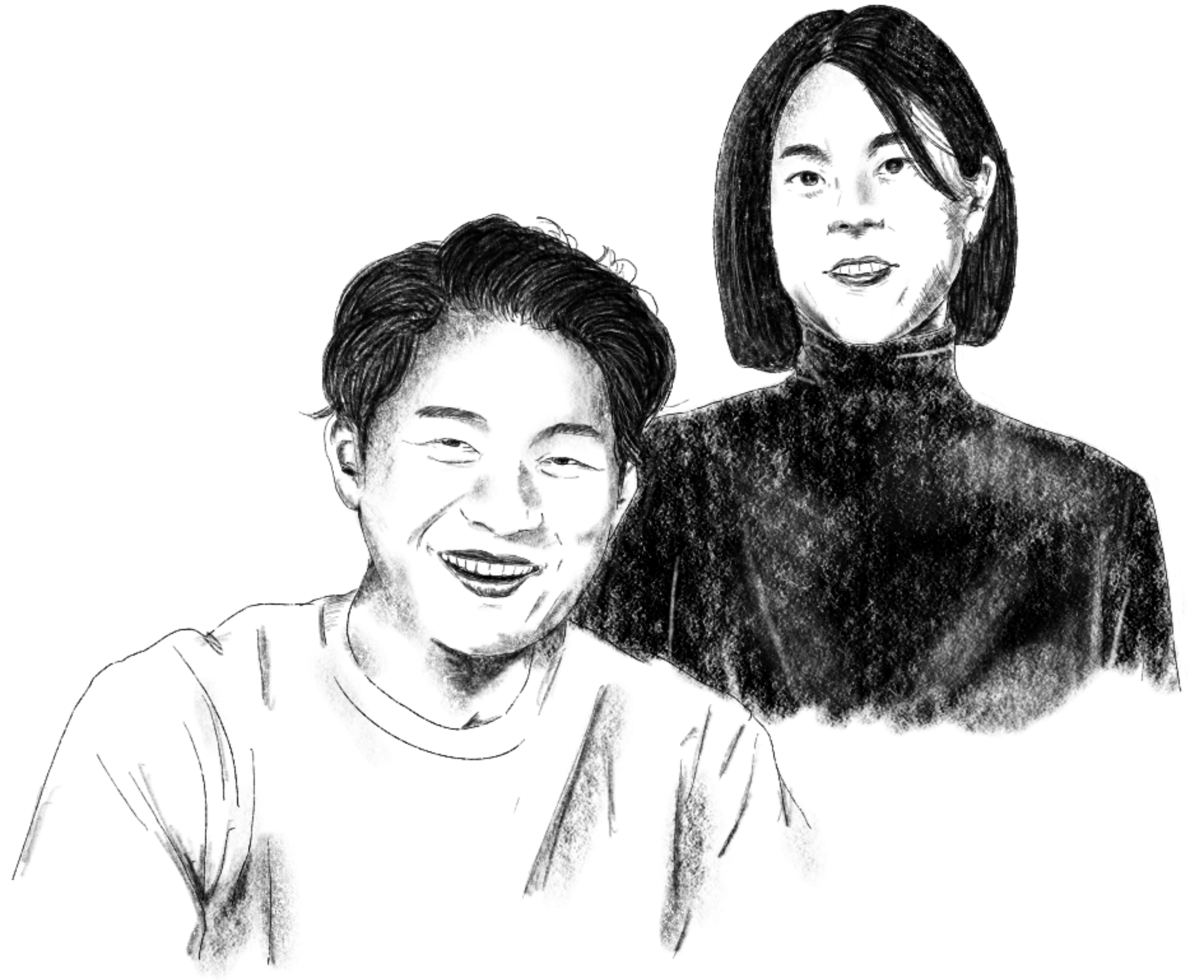
- Number of brands: 2,015
- Number of SKUs: approx. 200,000
- Expected to continue expanding

MUSINSA initial customer response

- Off to a solid start, in line with initial expectations
- Gaining strong traction primarily among women in their early 20s
- Trend-driven Korean brands are performing particularly well



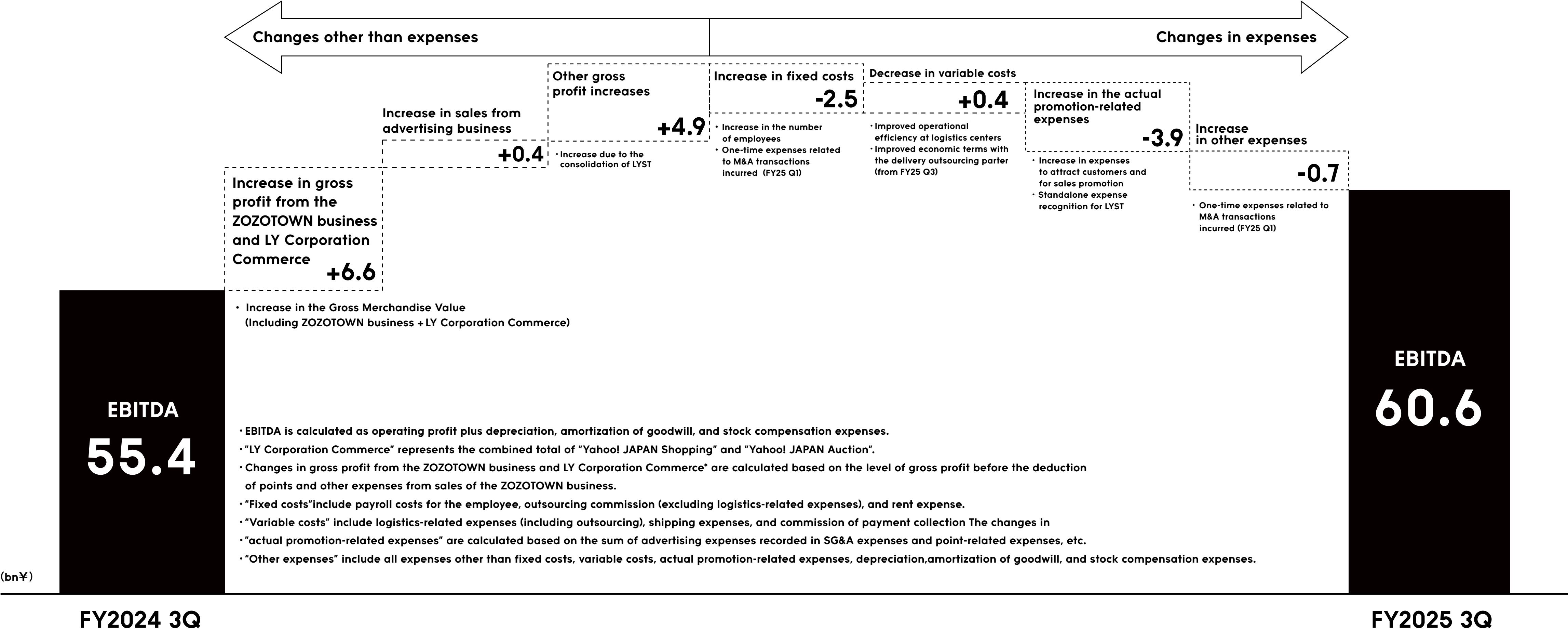
BUSINESS RESULTS



3Q FY2025 ZOZO, Inc.

CONSOLIDATED BUSINESS RESULTS

INCREASE-DECREASE ANALYSIS OF EBITDA (YoY COMPARISON)



SELLING, GENERAL AND ADMINISTRATIVE(SG&A) EXPENSES

○The consolidation of LYST led to an increase in total GMV, resulting in lower SG&A-to-GMV ratio for certain SG&A items that are limited in amount at LYST on a standalone basis.

○This primarily contributed to a decline in the ratios of shipping expenses, logistics-related expenses, commission of payment collection, and rent expenses.

(million¥)

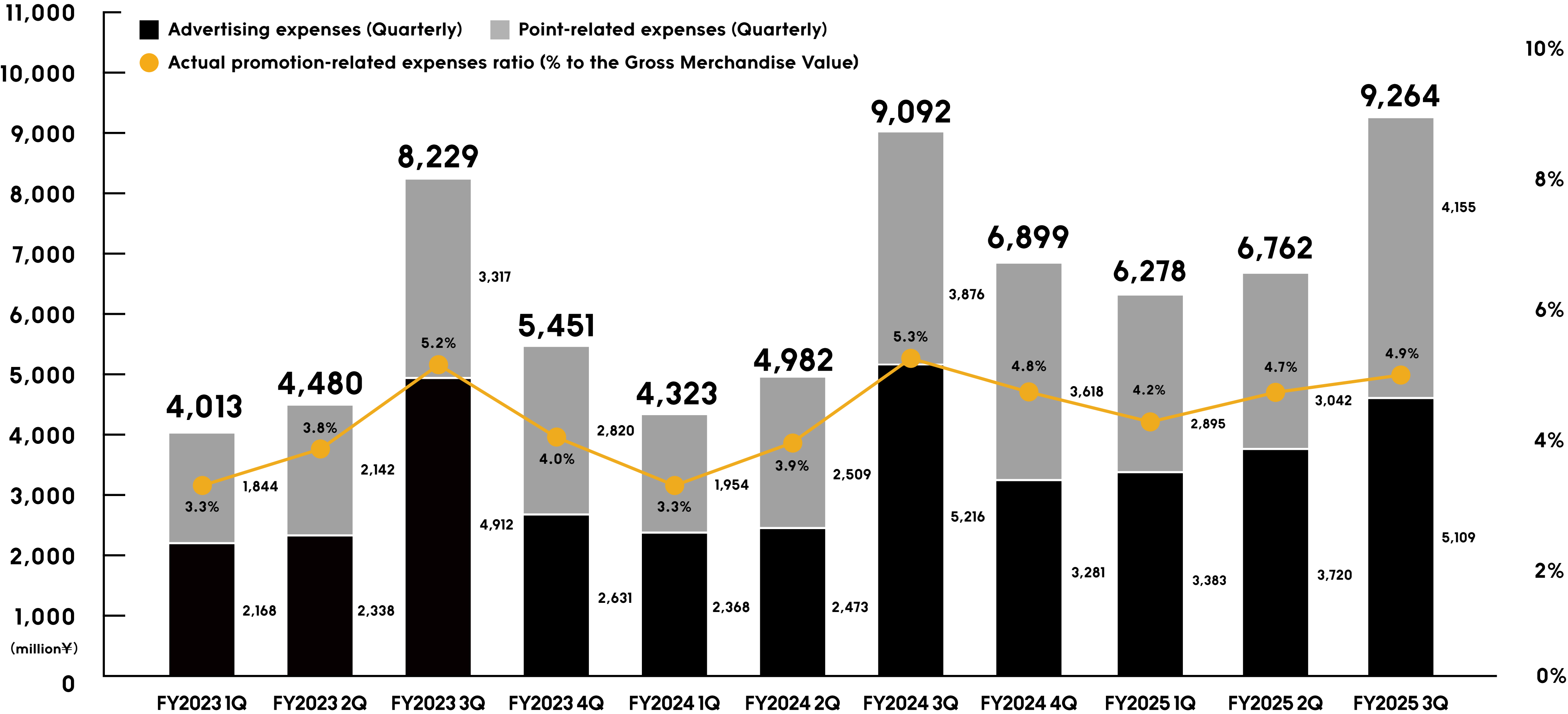
	FY2024 3Q		FY2025 3Q		YoY	Increase / decrease factors
	Amount	% to the Gross MerchandiseValue	Amount	% to the Gross MerchandiseValue	% to the Gross MerchandiseValue	
Payroll and staff costs*	24,514	5.7%	25,172	5.2%	-0.5%	
Payroll costs for employee	10,975	2.5%	12,561	2.6%	0.1%	Transition of the number of employees on a consolidated basis: FY2024 Q3 1,740 → FY2025 Q3 1,894 Increase in headcount associated with the consolidation of LYST since May 2025
Logistics-Related Expenses (Including Outsourcing)	13,538	3.1%	12,611	2.6%	-0.5%	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)	5,314	1.2%	6,206	1.3%	0.1%	One-time recognition of M&A-related expenses (FY25 Q1)
Shipping	28,359	6.6%	28,685	5.9%	-0.7%	Cost ratio declined due to improved economic terms with the delivery outsourcing parter starting in October 2025, following initiatives to improve delivery efficiency.
Commission of Payment collection	9,955	2.3%	10,127	2.1%	-0.2%	
Advertising	10,058	2.3%	12,212	2.5%	0.2%	(FY24) Recorded sponsorship expense related to the PGA TOUR (FY25) Increase in web advertising costs for ZOZOTOWN and commencement of expense recognition for LYST
Rent expense	6,354	1.5%	6,476	1.3%	-0.2%	
Depreciation	3,253	0.8%	3,912	0.8%	0.0%	Increase due to the acquisition of LYST
Amortization of goodwill	188	0.0%	1,625	0.3%	0.3%	Increase due to the acquisition of LYST
Stock Compensation Expenses	217	0.1%	218	0.0%	-0.1%	
Others	10,083	2.3%	10,819	2.2%	-0.1%	One-time recognition of M&A-related expenses (FY25 Q1)
Total SG&A	98,301	22.8%	105,455	21.8%	-1.0%	

* 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



POINT 03

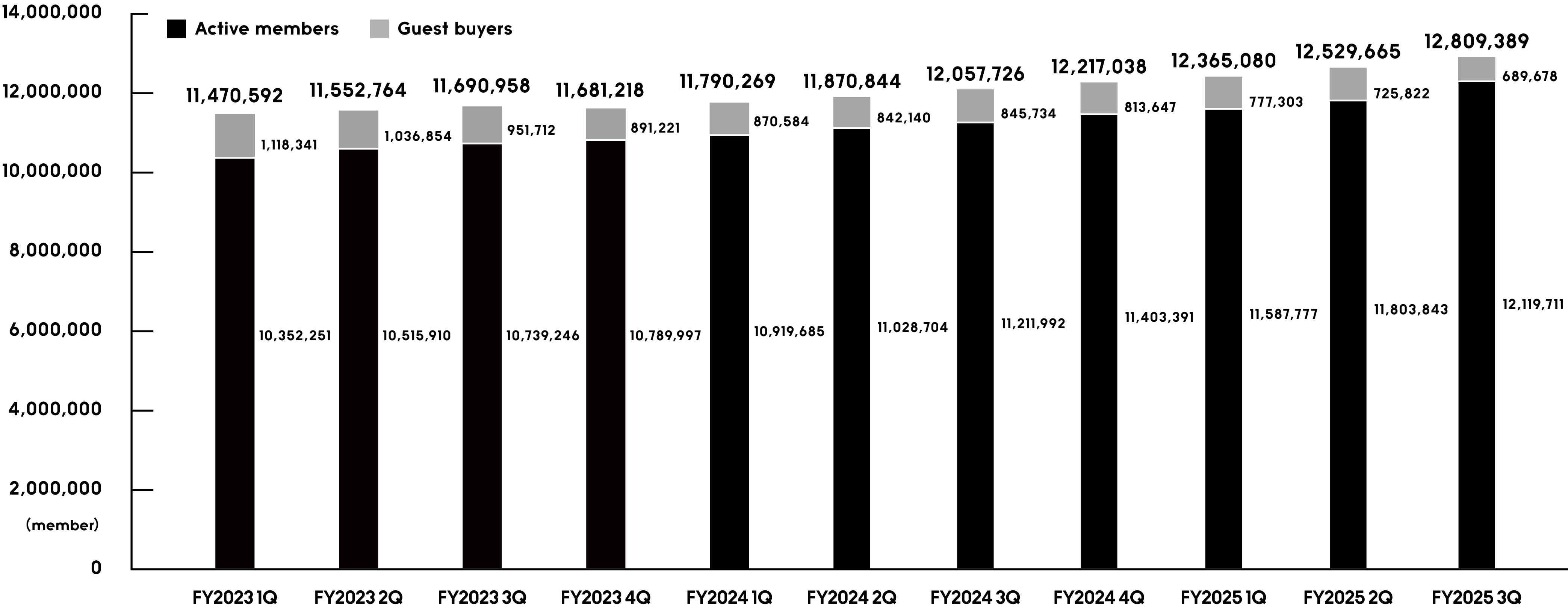
In the third quarter, the budget was largely utilized as planned. While sponsorship expense related to the PGA TOUR, which had been incurred through the previous fiscal year, was eliminated, advertising expense increased year on year due to aggressive investment in web advertising and the consolidation impact of LYST. In addition, point-related expense increased as initiatives to re-engage inactive members were strengthened. Meanwhile, on a cumulative basis through the third quarter, a portion of the budget remained unspent.



* 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

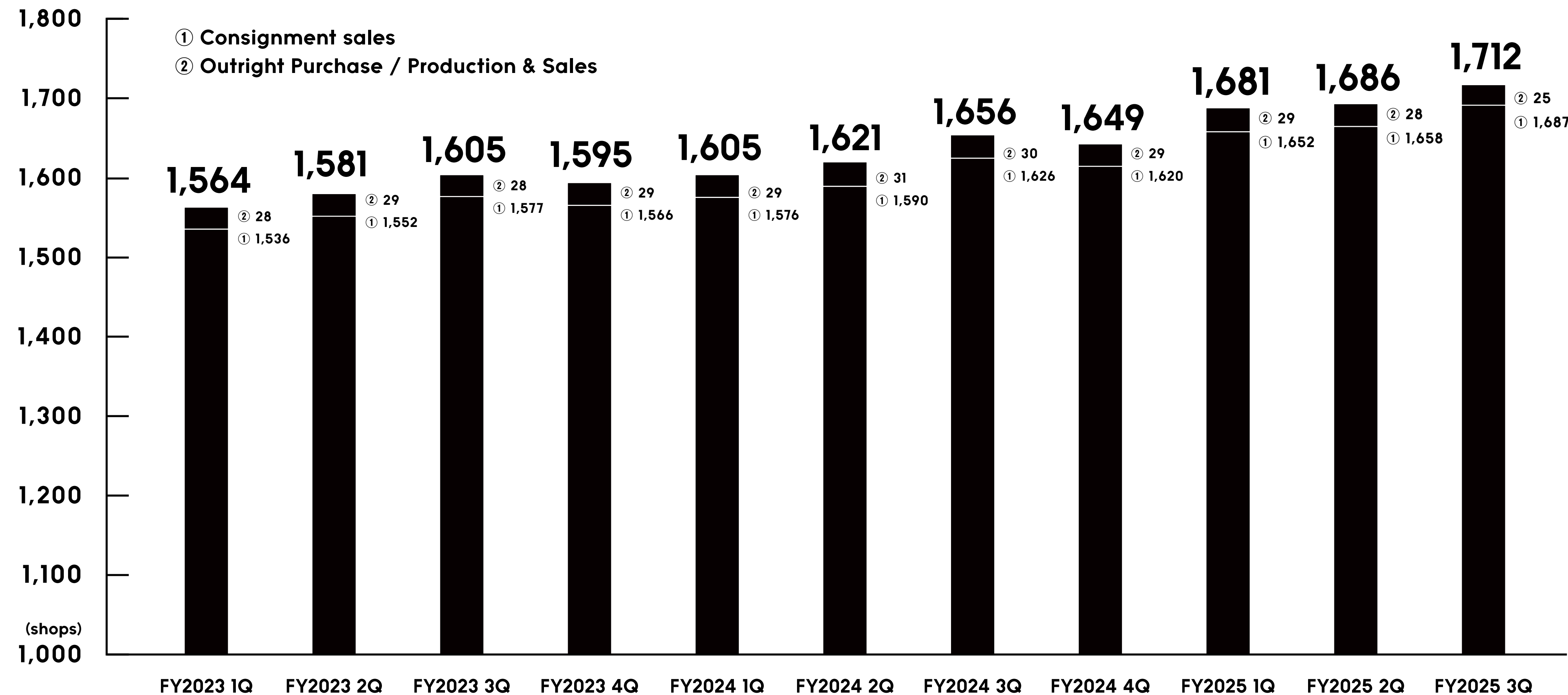


* The results are only from the ZOZOTOWN business. LY Corporation Commerce, LYST and BtoB Business are not included.
* Excluding the users who only purchased the body measurement device “ZOZOSUIT” “ZOZOMAT” and “ZOZOGLASS”.

POINT
04

The acquisition of new members through web advertising and initiatives within ZOZOTOWN is progressing steadily. In addition to increased investment in web advertising year on year and referral campaigns contributing to growth in new members, initiatives to re-engage inactive members have also proven effective, leading to an increase in active users.

NUMBER OF SHOPS ON ZOZOTOWN



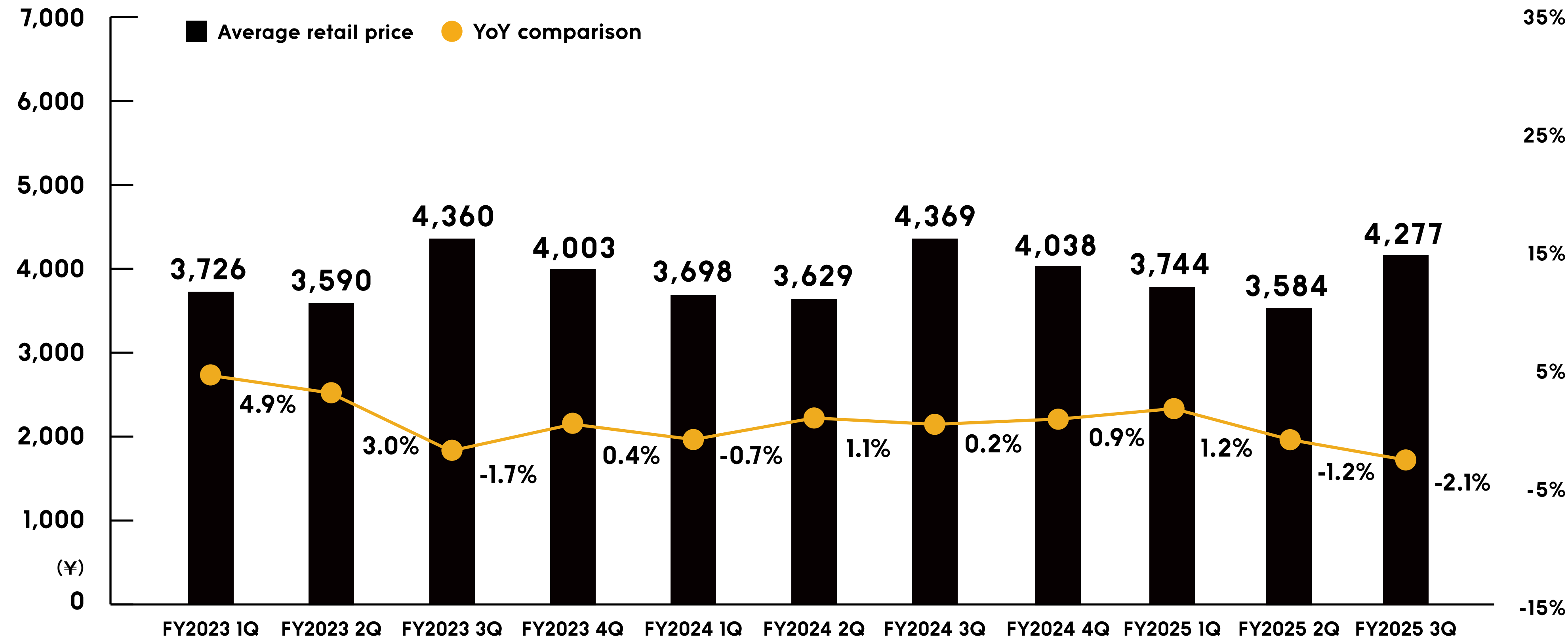
New shop openings continue at a steady pace versus plan, including MUSINSA, one of Korea's leading fashion platforms.



* 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



* The results are only from the ZOZOTOWN business. LY Corporation Commerce, LYST and BtoB Business are not included.

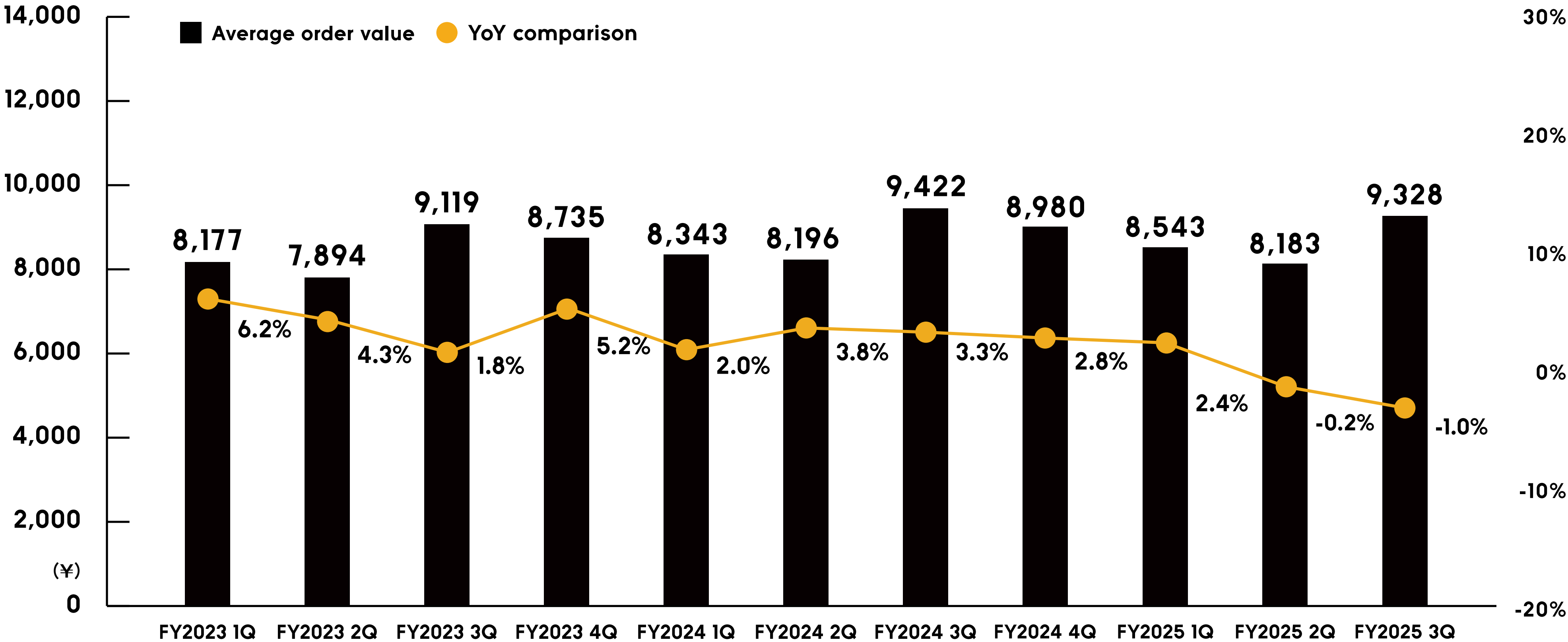
* Excluding the users who only purchased the body measurement device “ZOZOSUIT” “ZOZOMAT” and “ZOZOGLASS”.

POINT
06

While the upward trend in the list prices of new products stabilized and price levels remained in line with the same quarter of the prior year, the average retail price declined due to an increase in the proportion of items sold on sale year on year.

AVERAGE ORDER VALUE

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



* The results are only from the ZOZOTOWN business. LY Corporation Commerce, LYST and BtoB Business are not included.

* Excluding the users who only purchased the body measurement device “ZOZOSUIT” “ZOZOMAT” and “ZOZOGLASS”.

POINT
07

As the proportion of items sold on sale increased, the attach rate rose and the number of items purchased per order increased; however, the negative impact from the decline in the average retail price outweighed these effects, resulting in a decrease in the average order value. In addition, the level of investment in the free-shipping measure | offering free shipping for purchases of JPY 12,000 or more | was in line with the prior year, and its impact on increasing the number of items per order remained limited.

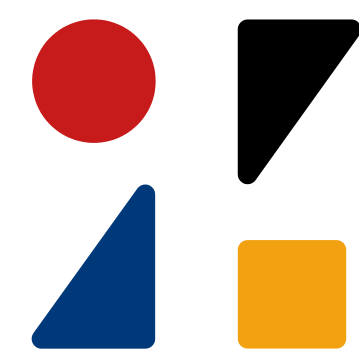


CONSOLIDATED BUSINESS FORECAST AND DIVIDEND FORECAST FOR FY2025

- Gross Merchandise Value (excluding other GMV) is expected to increase by 13.8% year over year, and EBITDA by 9.9%.
- LYST has been consolidated since May 2025, and on July 31, 2025, we disclosed a revised plan reflecting the consolidation of LYST’s business plan and progress in the Purchase Price Allocation (PPA) process.
- To better reflect the actual earning power after the consolidation of LYST, we have begun disclosing EBITDA and EBITDA margin as key performance indicators.
- Regarding “other GMV,” the inclusion of GMV from stores using “ZOZO Option” on Yahoo! JAPAN Shopping has ended at the end of the first half of the current fiscal year.
- Accordingly, from the fiscal year ending March 2027 onward, we plan to discontinue disclosing GMV (excluding other GMV).

	Previous forecast (as of April 30, 2025)		Revised forecast (as of July 31, 2025)		
	FY2025 Plan	YoY	FY2025 Plan	Changes from the previous forecast	YoY
Gross Merchandise Value	623.6 billion yen	1.5%	673.9 billion yen	+50.3 billion yen	9.7%
Gross Merchandise Value (excluding other GMV)	603.4 billion yen	5.0%	653.7 billion yen	+50.3 billion yen	13.8%
Net sales	224.1 billion yen	5.1%	231.5 billion yen	+7.4 billion yen	8.6%
Operating profit	69.8 billion yen	7.8%	69.2 billion yen	-0.6 billion yen	6.9%
Operating Profit Margin (% to the Gross Merchandise Value)	11.6 %	-	10.6 %	-1.0 %	-
EBITDA	76.9 billion yen	10.2%	76.7 billion yen	-0.2 billion yen	9.9%
EBITDA Margin (% to the Gross Merchandise Value)	12.7 %	-	11.7 %	-1.0 %	-
Ordinary profit	69.8 billion yen	7.6%	69.1 billion yen	-0.7 billion yen	6.5%
Profit attributable to owners of parent	48.5 billion yen	7.0%	47.8 billion yen	-0.7 billion yen	5.4%
Net profit per share	54.44 yen	-	53.66 yen	-	-
Estimated dividends per share (Plan)	39.0 yen	-	39.0 yen	-	-

* As of July 31, 2025, we disclosed the “Notice Concerning the Revision of Consolidated Business Forecast For the Fiscal Year Ending March 2026.”
*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.



ZOZO