



ANNUAL REPORT 2025

Year Ended December 31, 2025

To Our Shareholders



Haruo Shibuya
President and Representative
Director

Adhering to the principle of “Customer Comes First,” the corporate philosophy of the LOOK Group is to create new lifestyles and values in order to pursue customer satisfaction and help enhance people’s everyday lives. Our basic policy is to meet the expectations of customers and all other stakeholders who support us, and thus improve their quality of life.

As reflected in our corporate philosophy, it gives us great pleasure to satisfy and impress our customers. Our mission, as “a lifestyle creation company that remains beloved by customers for years to come,” is to provide products and services that bring satisfaction and joy to them. We will help create a diverse, affluent society by consistently generating values that resonate in people’s hearts while responding appropriately to the changing times and business environment.

With nine consolidated subsidiaries in Japan and overseas, the LOOK Group is building a solid business foundation domestically while expanding its business globally, including in South Korea, Europe, and the United States.

Our medium-term business plan, which ends in fiscal 2028, focuses on further expanding the revenue base, enhancing capital policies, and strengthening ESG strategies. We will steadily implement these measures to pursue business strategies and efficient management aimed at establishing a stable profit structure and will further enhance our corporate value.

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Financial Highlights

LOOK HOLDINGS INC. and Subsidiaries
Years ended December 31, 2024 and 2025

	Millions of yen		Thousands of U.S. dollars
	2024	2025	2025
At year-end:			
Total current assets	¥ 29,826	¥ 30,740	\$ 196,390
Total current liabilities	8,521	8,185	52,292
Short-term loans	445	644	4,120
Total shareholders' equity	30,187	30,985	197,954
For the year:			
Net sales	¥ 54,739	¥ 52,117	\$ 332,954
Operating income	2,530	1,759	11,240
Ordinary income	2,880	2,086	13,328
Net income attributable to owners of parent	1,925	1,474	9,418

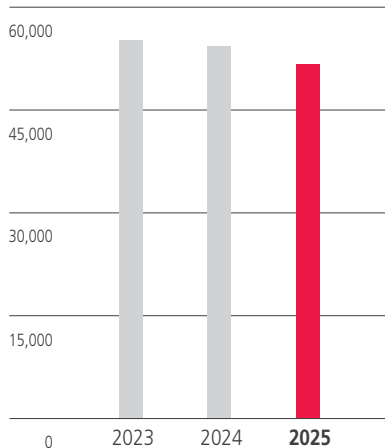
	Yen		U.S. dollars
Per share:			
Net income	¥ 259.79	¥ 197.62	\$ 1.26
Cash dividends	100.00	100.00	0.64

Ratios:			
Return on equity (ROE)	5.3%	3.8%	
Operating income margin	4.6	3.4	

Note: U.S. dollar amounts are translated from Japanese yen, for convenience only, at the rate of ¥156.53 to US\$1, the approximate rate of exchange at December 30, 2025.

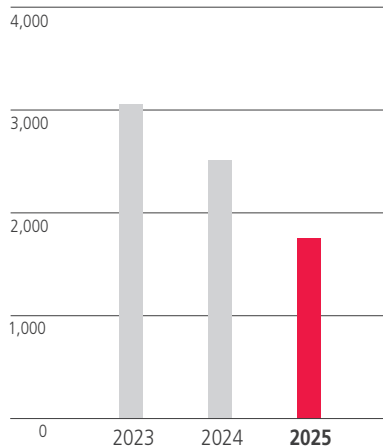
Net Sales

(Millions of yen)



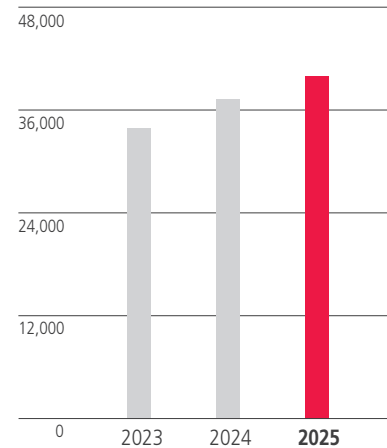
Operating Income

(Millions of yen)



Total Net Assets

(Millions of yen)



Review of Operations

Performance Overview

Consolidated Results

Net sales	¥52,117 million (down 4.8% YoY)
Operating income	¥1,759 million (down 30.5%)
Ordinary income	¥2,086 million (down 27.6%)
Net income attributable to owners of parent	¥1,474 million (down 23.4%)

LOOK HOLDINGS INC. (the “Company”) and its subsidiaries (collectively, the “Group”) are pursuing to the following basic policies set forth in the medium-term business plan ending in 2028: “Further expanding the revenue base,” “Enhancing capital policies,” and “Strengthening ESG strategies.” As part of our efforts to build a stable business foundation, we have actively promoted new store openings

for our mainstay imported brands, implemented collaboration initiatives aimed at enhancing our brand value, and advanced Online Merges with Offline (OMO) initiatives in our e-commerce business.

As a result, consolidated results for the fiscal year ended December 31, 2025 (“fiscal 2025”) were as follows: net sales were ¥52,117 million (down 4.8% year on year), operating income was ¥1,759 million (down 30.5% year on year), ordinary income was ¥2,086 million (down 27.6% year on year), and net income attributable to owners of parent was ¥1,474 million (down 23.4% year on year).

Performance by Business Segment

Apparel Related Business

In “Japan,” sales of our mainstay imported brands were solid thanks to proactive initiatives such as new store openings, collaboration initiatives, and other efforts. IL BISONTE performed favorably, supported by a Japan-exclusive collection commemorating the 55th anniversary of the brand’s foundation and new store openings, along with strong sales of foldable wallets, card cases, and other small leather goods throughout the year. Marimekko saw steady growth in net sales as a result of strong sales of a denim collection and heavy clothing such as Japan-exclusive coats, as well as of the offering of limited items and pre-sale on the e-commerce site. For A.P.C., we worked to increase the brand value through, among other efforts, promotional activities for denim items, including Japan-exclusive items, and collaboration initiatives with a U.S. backpack brand GREGORY. On the other hand, however, apparel brands suffered from sluggish sales of spring and autumn items due to unseasonable weather. Moreover, wholesale sales of mainstay brands decreased due to lower orders from specialty stores. As a result, net sales were ¥24,328 million (up 0.3% year on year), while operating income was ¥1,738 million (down 3.8% year on year).

In “Korea” (South Korea), the new administration’s policies for supporting household livelihoods and bolstering domestic demand led to a temporary pickup in consumer spending. Meanwhile, downside risks to the economy, such as the impact of U.S. trade policy and the won’s downward

trend, have not been eliminated, resulting in remaining uncertainty as to the economic outlook. For I.D. LOOK LTD. and I.D. JOY LTD., while the IDLOOKMALL e-commerce site saw increased sales, as did sale-price products at outlet shops, poor sales of autumn items and the adverse impact of exchange rate fluctuations dragged down performance. As a result, net sales amounted to ¥25,826 million (down 9.1% year on year), and operating income was ¥902 million (down 44.8% year on year) chiefly owing to a decline in gross margin due to a higher discount sales ratio.

In “Europe,” although performance within the region declined, order volume from Japan increased in the mainstay wholesale business. In addition, sales at directly managed stores, particularly those in Italy, remained robust against a backdrop of strong tourism demand. As a result, the Group posted net sales of ¥3,824 million (up 4.9% year on year) and an operating loss of ¥183 million (an operating loss of ¥236 million in the previous fiscal year).

In “Other Abroad” (the U.S.A. and Southeast Asia), the wholesale businesses of IL BISONTE performed steadily in the United States. As a result, net sales amounted to ¥459 million (up 12.0% year on year), while operating loss was ¥26 million (an operating loss of ¥57 million in the previous fiscal year).

Consequently, the Group’s Apparel Related Business segment posted net sales of ¥54,438 million (down 4.1% year on year) and operating income of ¥2,431 million (down 22.7% year on year).

Production and OEM Business

LOOK MODE INC., which handles the Group's Production and OEM Business segment, reported decreases in both intra-group and external net sales, resulting in net sales of ¥1,966 million (down 17.3% year on year) and operating income of ¥28 million (down 31.2% year on year).

Logistics Business

L. LOGISTICS INC., which is responsible for the Group's Logistics Business segment, reported net sales of ¥1,222 million (up 6.6% year on year) and operating income of ¥37 million (up 140.4% year on year) due to increased intra-group and external net sales.

Outlook for Fiscal 2026 and Consolidated Forecasts

Forecasts

During fiscal 2026, the Japanese economy is expected to see a gradual recovery centered on domestic demand against a backdrop of improved real wages, mainly driven by a slowdown in consumer price inflation. However, the economic outlook is likely to remain unpredictable as there are still many downside risks to the economy, including the U.S. trade policy, souring Japan-China relations, and various geopolitical risks.

Under such circumstances, the Group will continue working to further expanding the revenue base by actively promoting new store openings for its mainstay and other brands in Japan and South Korea as we mark the third year of its medium-term business plan ending in 2028. As for our store expansion policy under the medium-term business plan, we have already opened 25 stores in Japan and 15 stores overseas, primarily in South Korea, making progress ahead of the plan. In fiscal 2026, we will drive forward with our efforts to enhance profitability and build a stable business foundation, with plans to open nine stores in Japan and seven stores overseas. As part of expanding our sales channels into new markets, we plan to launch wholesale sales of A.P.C. GOLF by I.D. LOOK LTD. in the Southeast Asian region.

For the consolidated forecasts for fiscal 2026, we expect net sales in the Korea business to decrease by ¥8,000 million year on year due to the termination of the exclusive distribution agreement between I.D. LOOK LTD. and SMCP Holding SAS. In light of such circumstances, we forecast consolidated net sales of ¥46,000 million (down 11.7% year on year), operating income of ¥1,700 million (down 3.4% year on year), ordinary income of ¥2,000 million (down 4.1% year on year), and net income attributable to owners of parent of ¥1,600 million (up 8.5% year on year) on a consolidated basis.

To further enhance corporate value, the Group will execute the measures set forth in the medium-term business plan and promote business strategies and operational efficiency aimed at establishing a stable earnings structure. The Group aims to achieve consolidated net sales of ¥70,000 million and consolidated operating income of ¥5,000 million in 2028, the final year of the medium-term business plan.

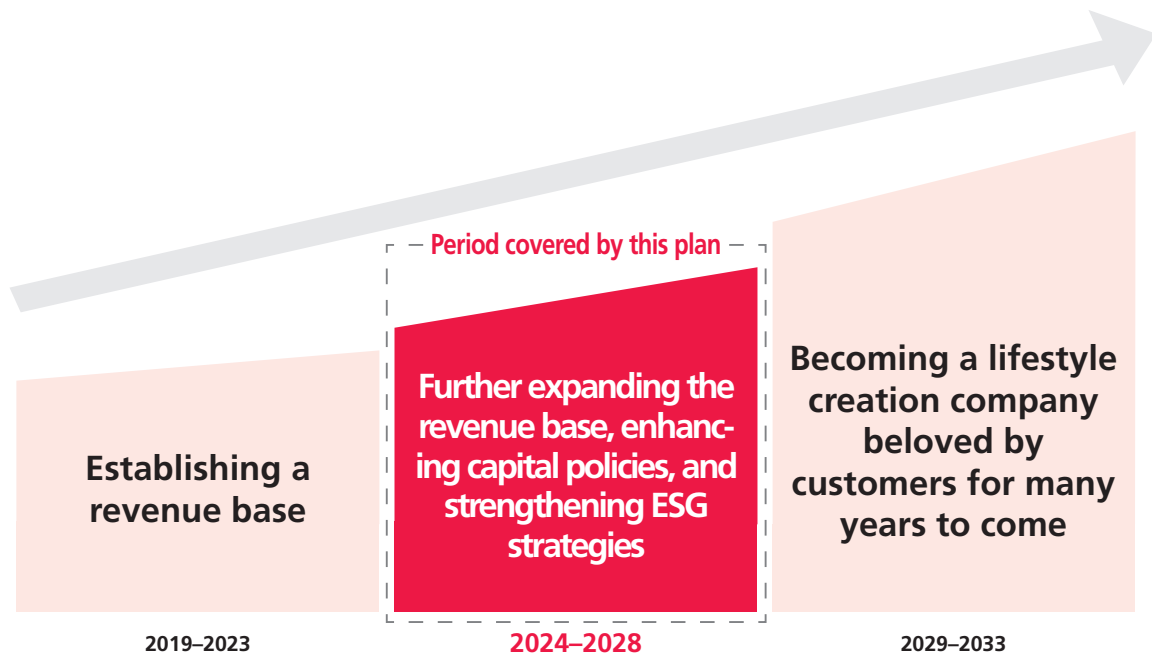
Consolidated Forecasts and Medium-Term Business Plan Targets

	FY2026 forecasts	FY2028 targets
Net sales	¥46,000 million	¥70,000 million
Operating income	¥1,700 million	¥5,000 million
Ordinary income	¥2,000 million	
Net income attributable to owners of parent	¥1,600 million	

Medium-Term Business Plan (2024–2028)

The Group has formulated a medium-term business plan (2024 to 2028) ending in 2028.

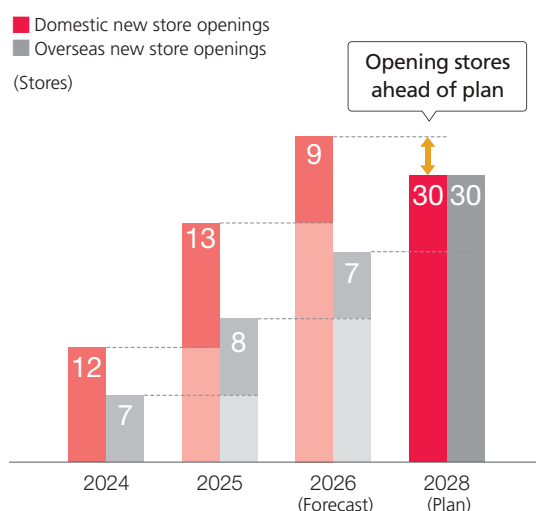
To achieve our long-term vision of becoming a “lifestyle creation company beloved by customers for many years to come,” during the period covered by this plan we will focus on further expanding the revenue base, enhancing capital policies, and strengthening ESG strategies.



Progress of Medium-Term Business Plan

- While the domestic business remained solid, the Group’s overall performance fell short of both the initial plan for fiscal 2025 and the previous fiscal year’s results partly due to struggles in the Korea business overseas.
- Store openings in our mainstay businesses are progressing ahead of plan, primarily in Japan.

Trends in domestic & overseas new store openings for mainstay brands



Changes from Previous Outlook and Current Progress

Changes in external environment

- Termination of the exclusive distribution agreement between I.D. LOOK LTD. and SMCP Holding SAS

Outlook

- In fiscal 2026, we plan to open nine stores in Japan and seven stores overseas for our mainstay imported brands. With these plans, we will drive forward with our efforts to enhance profitability and build a stable business foundation.
- As part of efforts to expand sales channels into new areas, I.D. LOOK LTD. plans to launch wholesale sales of A.P.C. GOLF in Southeast Asia.

Management's Discussion and Analysis / Business Risks

Management's Discussion and Analysis

Future-related statements contained in the following section are based on the LOOK Group's judgments at the time of submission of the annual securities report for fiscal 2025.

Major Accounting Policies and Estimates

The LOOK Group's consolidated financial statements are based on accounting standards generally accepted in Japan as fair and appropriate.

Financial Position

(1) Assets

As of December 31, 2025, total assets amounted to ¥64,042 million, up ¥2,632 million from a year earlier. This was mainly due to increases of ¥546 million in cash and time deposits, ¥773 million in merchandise and finished goods, ¥852 million in marketing related assets, and ¥687 million in assets for retirement benefits.

(2) Liabilities

Total liabilities amounted to ¥23,586 million, down ¥47 million from a year earlier. This was mainly due to decreases of ¥305 million in notes and accounts payable - trade and ¥436 million in loans, despite increases of ¥424 million in deferred tax liabilities, ¥152 million in income taxes payable, and ¥114 million in accrued expenses.

(3) Net assets

Total net assets increased by ¥2,679 million from a year earlier to

¥40,456 million. This was primarily due to increases of ¥1,651 million in foreign currency translation adjustments and ¥698 million in retained earnings.

As a result, the equity ratio was 63.2%.

Cash Flows

Net cash provided by operating activities amounted to ¥2,546 million (¥2,452 million provided for the previous fiscal year). This was mainly attributable to income before income taxes of ¥2,545 million and non-cash items, including depreciation of ¥1,735 million and amortization of goodwill of ¥285 million, partly offset by a decrease in trade notes and accounts payable of ¥576 million and income taxes paid of ¥1,013 million.

Net cash used in investing activities totaled ¥722 million (¥1,187 million used for the previous fiscal year). The main factors included payments for purchase of property, plant and equipment of ¥881 million.

Net cash used in financing activities amounted to ¥1,360 million (¥397 million used for the previous fiscal year). This was mainly due to cash dividends paid of ¥774 million and a net decrease in loans of ¥565 million.

As of December 31, 2025, the balance of cash and cash equivalents was ¥8,690 million, an increase of ¥546 million from a year earlier, as a result of the aforementioned cash flow items, adjusted for an increase in foreign currency translation adjustments on cash and cash equivalents of ¥82 million.

Business Risks

Among the risks and variables that may affect the Group's business and accounting status, those that could have a major influence on the decisions of investors are discussed below. Future-related statements contained in the following section are based on the LOOK Group's judgments at the time of submission of the annual securities report for fiscal 2025.

(1) Economic and consumer trends

Domestic sales account for approximately 50% of the LOOK Group's consolidated net sales. The overall level of personal consumption in the Japanese market—the Group's main market—is expected to have a material impact on the Group's revenue and earnings. The Group strives to accurately grasp customer needs and offer products that meet the demands of the times. It also focuses on developing and fostering new brands that propose new value to the market. However, unforeseeable changes in external circumstances, such as

sharp changes in fashion trends, could have an impact on the Group's business performance. Accordingly, we are working to reduce risk by expanding the development of miscellaneous goods (leather products and the like), which are less susceptible to sudden changes in trends than clothing.

(2) Unseasonal weather and natural disasters, etc.

The Group's business performance is impacted by unseasonal weather. Abnormal weather, such as cold summers or warm winters, discourages consumers from purchasing seasonal products, which could have an impact on the Group's business performance. Natural disasters (including typhoons, earthquakes, and floods) and the outbreak of infectious diseases caused by unknown viruses (such as new types of influenza and pneumonia) can affect the sales activities of business partners and the production activities of affiliated factories, as well as reduce consumption in the

affected regions, which could have an impact on the Group's business performance. Accordingly, the Group formulated crisis management rules, appointed a person in charge, and built a management system in accordance with those rules. As preventive measures against COVID-19, our staff at shop-in-shops in commercial facilities and directly managed stores continue to wear masks and wash hands thoroughly. We also continue to take measures within the company such as encouraging teleworking arrangements and staggered work hours and utilizing web conferencing.

(3) Overseas business and production

Overseas subsidiaries generate approximately 50% of the Group's consolidated net sales. Around 85% of products sold in the domestic market are either manufactured overseas or procured from overseas. Therefore, significant exchange rate fluctuations, political or economic turmoil, unforeseen changes in laws and regulations, unforeseen outbreak of an epidemic, or social upheaval due to terrorism, war or other factors in the Group's main overseas markets and procurement and manufacturing bases could have an impact on the Group's business performance. As such, we are working to reduce risk by expanding our businesses abroad without relying on specific countries or regions and employing forward exchange contracts to hedge against foreign exchange risk, among other measures.

(4) Product quality

If an unforeseen quality problem or product liability incident were to occur related to products sold by the Group, it could damage the reputation of the Group or its brands, which could have an impact on the Group's business performance. Accordingly, we work to reduce risk by engaging in rigorous quality control in accordance with our "Quality Control Manual," "Inspection Control Regulations," "Quality Labeling

Control Regulations," and other protocols established as part of our quality control system.

(5) Exclusive distribution agreements and license agreements

In addition to its original brands, the LOOK Group develops brands under exclusive import and distribution agreements or license agreements. If such agreements cannot be continued due to an unforeseen factor, there could be an impact on the Group's business performance. Accordingly, we are working to reduce risk by developing multiple core brands without excessive reliance on specific imported or licensed brands.

(6) Information management

The LOOK Group possesses a large amount of personal information on the customers of its shop-in-shops in commercial facilities, directly managed stores, and online stores. However, leaking of information due to an unforeseen incident could damage the Group's social credibility and corporate image. This could lead to a decline in sales or claims for compensation, which in turn could have an impact on the Group's business performance. Accordingly, we are working to reduce risk by appointing information management officers to oversee the handling of personal information and rigorously enforcing rules based on internal regulations and management manuals. In addition, as we are using teleworking and other arrangements as a countermeasure against COVID-19, communication pathways between information terminals are protected using authentication and encryption to reduce the risk of internal information leaks.

Consolidated Balance Sheets

LOOK HOLDINGS INC. and Subsidiaries

December 31, 2024 and 2025

	Millions of yen		Thousands of U.S. dollars
	2024	2025	2025
ASSETS			
CURRENT ASSETS:			
Cash and time deposits	¥ 8,144	¥ 8,690	\$ 55,519
Notes and accounts receivable - trade	5,961	5,697	36,396
Merchandise and finished goods	13,250	14,023	89,591
Work-in-process	1,134	1,128	7,209
Raw materials and supplies	541	505	3,232
Other	845	747	4,773
Allowance for bad debts	(50)	(51)	(330)
Total current assets	29,826	30,740	196,390
NON-CURRENT ASSETS:			
PROPERTY, PLANT AND EQUIPMENT:			
Buildings and structures	4,638	4,898	31,294
Accumulated depreciation	(2,437)	(2,688)	(17,178)
Buildings and structures, net	2,201	2,209	14,116
Machinery and equipment	181	197	1,262
Accumulated depreciation	(158)	(180)	(1,153)
Machinery and equipment, net	23	17	109
Tools, furniture and fixtures	5,427	5,748	36,721
Accumulated depreciation	(4,473)	(4,863)	(31,068)
Tools, furniture and fixtures, net	953	884	5,653
Land	599	615	3,935
Other	160	153	983
Accumulated depreciation	(95)	(102)	(656)
Other, net	65	51	327
Total property, plant and equipment	3,843	3,778	24,140
INTANGIBLE ASSETS:			
Marketing related assets	11,835	12,687	81,053
Goodwill	3,338	3,860	24,660
Other	959	693	4,430
Total intangible assets	16,133	17,240	110,143
INVESTMENTS AND OTHER ASSETS:			
Investment securities	6,186	6,119	39,093
Deferred tax assets	1,635	1,673	10,688
Lease deposit	2,181	2,173	13,887
Assets for retirement benefits	1,285	1,972	12,601
Other	423	455	2,911
Allowance for bad debts	(132)	(131)	(838)
Total investments and other assets	11,580	12,262	78,342
Total non-current assets	31,558	33,282	212,625
DEFERRED ASSETS:			
Bond issuance costs	25	19	124
Total deferred assets	25	19	124
TOTAL ASSETS	¥ 61,410	¥ 64,042	\$ 409,139

Consolidated Balance Sheets

LOOK HOLDINGS INC. and Subsidiaries

December 31, 2024 and 2025

	Millions of yen		Thousands of U.S. dollars
	2024	2025	2025
LIABILITIES AND NET ASSETS			
CURRENT LIABILITIES:			
Notes and accounts payable - trade	¥ 2,395	¥ 2,090	\$ 13,355
Short-term loans	445	644	4,120
Current portion of long-term loans	1,743	1,460	9,332
Accounts payable - other	185	182	1,169
Accrued expenses	2,089	2,204	14,083
Income taxes payable	628	781	4,992
Accrued consumption taxes	226	222	1,420
Provision for bonuses	133	168	1,073
Provision for point service	8	8	56
Asset retirement obligations	90	32	211
Other	575	388	2,481
Total current liabilities	8,521	8,185	52,292
NON-CURRENT LIABILITIES:			
Bonds payable	1,500	1,500	9,583
Long-term loans	7,559	7,206	46,036
Deferred tax liabilities	4,825	5,250	33,543
Liabilities for retirement benefits	314	355	2,274
Provision for share awards	73	92	593
Asset retirement obligations	221	261	1,669
Other	616	734	4,691
Total non-current liabilities	15,111	15,400	98,389
Total liabilities	23,633	23,586	150,681
NET ASSETS:			
SHAREHOLDERS' EQUITY:			
Common stock	6,447	6,476	41,377
Capital surplus	1,716	1,746	11,155
Retained earnings	22,638	23,336	149,085
Treasury stock	(614)	(573)	(3,663)
Total shareholders' equity	30,187	30,985	197,954
ACCUMULATED OTHER COMPREHENSIVE INCOME:			
Valuation difference on available-for-sale securities	2,783	2,641	16,877
Deferred gain (loss) on derivatives under hedge accounting	23	1	11
Foreign currency translation adjustments	4,207	5,859	37,430
Remeasurements of defined benefit plans	573	968	6,186
Total accumulated other comprehensive income	7,588	9,470	60,504
Total net assets	37,776	40,456	258,458
TOTAL LIABILITIES AND NET ASSETS	¥ 61,410	¥ 64,042	\$ 409,139

Note: U.S. dollar amounts are translated from Japanese yen, for convenience only, at the rate of ¥156.53 to US\$1, the approximate rate of exchange at December 30, 2025.

Consolidated Statements of Income

LOOK HOLDINGS INC. and Subsidiaries

Years ended December 31, 2024 and 2025

	Millions of yen		Thousands of U.S. dollars
	2024	2025	2025
NET SALES	¥ 54,739	¥ 52,117	\$ 332,954
COST OF SALES	21,921	20,660	131,990
Gross profit	32,818	31,456	200,964
SELLING, GENERAL AND ADMINISTRATIVE EXPENSES	30,287	29,697	189,724
Operating income	2,530	1,759	11,240
NON-OPERATING INCOME:			
Interest income	86	61	391
Dividend income	141	174	1,118
Foreign currency exchange gains	123	—	—
Lease premium income	—	109	702
Rent income	7	7	47
Income from sale of prototypes and samples	24	24	154
Other	193	235	1,502
Total non-operating income	577	612	3,914
NON-OPERATING EXPENSES:			
Interest expenses	121	140	895
Foreign currency exchange losses	—	59	381
Loss on retirement of non-current assets	12	8	53
Other	94	77	497
Total non-operating expenses	228	285	1,826
Ordinary income	2,880	2,086	13,328
EXTRAORDINARY INCOME:			
Gain on sale of investment securities	69	529	3,385
Gain on reversal of asset retirement obligations	1	15	100
Other	1	—	—
Total extraordinary income	72	545	3,485
EXTRAORDINARY LOSSES:			
Impairment loss on long-lived assets	67	60	387
Loss on withdrawal from the brand	62	25	165
Extra retirement payments	51	—	—
Total extraordinary losses	182	86	552
Income before income taxes	2,770	2,545	16,261
INCOME TAXES:			
Income taxes - current	803	1,205	7,704
Income taxes - deferred	41	(134)	(861)
Total income taxes	845	1,071	6,843
NET INCOME	1,925	1,474	9,418
NET INCOME ATTRIBUTABLE TO:			
Non-controlling interests	—	—	—
Owners of parent	¥ 1,925	¥ 1,474	\$ 9,418

Note: U.S. dollar amounts are translated from Japanese yen, for convenience only, at the rate of ¥156.53 to US\$1, the approximate rate of exchange at December 30, 2025.

Consolidated Statements of Comprehensive Income

LOOK HOLDINGS INC. and Subsidiaries

Years ended December 31, 2024 and 2025

	Millions of yen		Thousands of U.S. dollars
	2024	2025	2025
NET INCOME	¥ 1,925	¥ 1,474	\$ 9,418
OTHER COMPREHENSIVE INCOME :			
Valuation difference on available-for-sale securities	1,440	(142)	(909)
Deferred gain (loss) on derivatives under hedge accounting	29	(21)	(139)
Foreign currency translation adjustments	237	1,651	10,550
Remeasurements of defined benefit plans	256	394	2,520
Total other comprehensive income	1,963	1,881	12,022
COMPREHENSIVE INCOME	¥ 3,888	¥ 3,355	\$ 21,440
COMPREHENSIVE INCOME ATTRIBUTABLE TO:			
Owners of parent	¥ 3,888	¥ 3,355	\$ 21,440
Non-controlling interests	—	—	—

Note: U.S. dollar amounts are translated from Japanese yen, for convenience only, at the rate of ¥156.53 to US\$1, the approximate rate of exchange at December 30, 2025.

Consolidated Statements of Changes in Net Assets

LOOK HOLDINGS INC. and Subsidiaries

Year ended December 31, 2024

	Millions of yen				
	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
BALANCE AT BEGINNING OF PERIOD	¥6,422	¥1,691	¥21,332	¥(647)	¥28,798
Changes during period:					
Issuance of new shares	25	25			50
Dividends of surplus			(619)		(619)
Net income attributable to owners of parent			1,925		1,925
Purchase of treasury stock				(0)	(0)
Disposal of treasury stock				34	34
Net changes other than shareholders' equity					
Total changes during period	25	25	1,305	33	1,389
BALANCE AT END OF PERIOD	¥6,447	¥1,716	¥22,638	¥(614)	¥30,187

	Millions of yen				
	Accumulated other comprehensive income				
	Valuation difference on available-for-sale securities	Deferred gain (loss) on derivatives under hedge accounting	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income
BALANCE AT BEGINNING OF PERIOD	¥1,343	¥ (5)	¥3,970	¥317	¥5,625
Changes during period:					
Issuance of new shares					50
Dividends of surplus					(619)
Net income attributable to owners of parent					1,925
Purchase of treasury stock					(0)
Disposal of treasury stock					34
Net changes other than shareholders' equity	1,440	29	237	256	1,963
Total changes during period	1,440	29	237	256	1,963
BALANCE AT END OF PERIOD	¥2,783	¥23	¥4,207	¥573	¥7,588

Consolidated Statements of Changes in Net Assets

LOOK HOLDINGS INC. and Subsidiaries

Year ended December 31, 2025

	Millions of yen				
	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
BALANCE AT BEGINNING OF PERIOD	¥6,447	¥1,716	¥22,638	¥(614)	¥30,187
Changes during period:					
Issuance of new shares	29	29			58
Dividends of surplus			(776)		(776)
Net income attributable to owners of parent			1,474		1,474
Purchase of treasury stock				(0)	(0)
Disposal of treasury stock				41	41
Net changes other than shareholders' equity					
Total changes during period	29	29	698	40	797
BALANCE AT END OF PERIOD	¥6,476	¥1,746	¥23,336	¥ (573)	¥30,985

	Millions of yen					
	Accumulated other comprehensive income					Total net assets
	Valuation difference on available-for-sale securities	Deferred gain (loss) on derivatives under hedge accounting	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
BALANCE AT BEGINNING OF PERIOD	¥2,783	¥23	¥4,207	¥573	¥7,588	¥37,776
Changes during period:						
Issuance of new shares						58
Dividends of surplus						(776)
Net income attributable to owners of parent						1,474
Purchase of treasury stock						(0)
Disposal of treasury stock						41
Net changes other than shareholders' equity	(142)	(21)	1,651	394	1,881	1,881
Total changes during period	(142)	(21)	1,651	394	1,881	2,679
BALANCE AT END OF PERIOD	¥2,641	¥1	¥5,859	¥968	¥9,470	¥40,456

Consolidated Statements of Changes in Net Assets

LOOK HOLDINGS INC. and Subsidiaries

Year ended December 31, 2025

Thousands of U.S. dollars					
Shareholders' equity					
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
BALANCE AT BEGINNING OF PERIOD	\$41,189	\$10,967	\$144,625	\$(3,925)	\$192,856
Changes during period:					
Issuance of new shares	188	188			376
Dividends of surplus			(4,958)		(4,958)
Net income attributable to owners of parent			9,418		9,418
Purchase of treasury stock				(5)	(5)
Disposal of treasury stock				267	267
Net changes other than shareholders' equity					
Total changes during period	188	188	4,460	262	5,098
BALANCE AT END OF PERIOD	\$41,377	\$11,155	\$149,085	\$(3,663)	\$197,954

Thousands of U.S. dollars						
Accumulated other comprehensive income						
	Valuation difference on available-for-sale securities	Deferred gain (loss) on derivatives under hedge accounting	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Total net assets
BALANCE AT BEGINNING OF PERIOD	\$17,786	\$150	\$26,880	\$3,666	\$48,482	\$241,338
Changes during period:						
Issuance of new shares						376
Dividends of surplus						(4,958)
Net income attributable to owners of parent						9,418
Purchase of treasury stock						(5)
Disposal of treasury stock						267
Net changes other than shareholders' equity	(909)	(139)	10,550	2,520	12,022	12,022
Total changes during period	(909)	(139)	10,550	2,520	12,022	17,120
BALANCE AT END OF PERIOD	\$16,877	\$ 11	\$37,430	\$6,186	\$60,504	\$258,458

Note: U.S. dollar amounts are translated from Japanese yen, for convenience only, at the rate of ¥156.53 to US\$1, the approximate rate of exchange at December 30, 2025.

Consolidated Statements of Cash Flows

LOOK HOLDINGS INC. and Subsidiaries

Years ended December 31, 2024 and 2025

	Millions of yen		Thousands of U.S. dollars
	2024	2025	2025
CASH FLOWS FROM OPERATING ACTIVITIES:			
Income before income taxes	¥ 2,770	¥ 2,545	\$ 16,261
Depreciation	1,812	1,735	11,086
Amortization of goodwill	228	285	1,824
Impairment loss on long-lived assets	67	60	387
Increase (decrease) in allowance for bad debts	(2)	(2)	(13)
Increase (decrease) in provision for bonuses	(38)	25	162
Increase (decrease) in provision for point service	(1)	0	4
Increase (decrease) in provision for share awards	26	19	122
Decrease (increase) in assets for retirement benefits	(141)	(108)	(696)
Increase (decrease) in liabilities for retirement benefits	13	12	79
Interest and dividend income	(228)	(236)	(1,509)
Interest expenses	121	140	895
Loss on retirement of non-current assets	12	8	53
Loss (gain) on sale of non-current assets	(0)	(0)	(1)
Loss on withdrawal from the brand	62	25	165
Foreign exchange losses (gains)	(28)	48	312
Decrease (increase) in trade notes and accounts receivable	122	235	1,508
Decrease (increase) in inventories	(1,620)	(448)	(2,866)
Increase (decrease) in trade notes and accounts payable	51	(576)	(3,685)
Decrease (increase) in advance payments to suppliers	(23)	9	60
Decrease (increase) in prepaid expenses	39	125	801
Loss (gain) on sale of investment securities	(69)	(529)	(3,385)
Decrease (increase) in accounts receivable - other	83	1	7
Increase (decrease) in accrued expenses	(181)	47	303
Increase (decrease) in accrued consumption taxes	(181)	(56)	(363)
Other, net	138	92	589
Subtotal	3,033	3,459	22,100
Interest and dividend income received	225	237	1,516
Interest expenses paid	(119)	(136)	(869)
Income taxes paid	(687)	(1,013)	(6,477)
Net cash provided by operating activities	2,452	2,546	16,270

Consolidated Statements of Cash Flows

LOOK HOLDINGS INC. and Subsidiaries

Years ended December 31, 2024 and 2025

	Millions of yen		Thousands of U.S. dollars
	2024	2025	2025
CASH FLOWS FROM INVESTING ACTIVITIES:			
Payments for purchase of property, plant and equipment	(856)	(881)	(5,629)
Proceeds from sale of property, plant and equipment	0	0	1
Payments for purchase of intangible assets	(240)	(82)	(529)
Payments for purchase of investment securities	(154)	(311)	(1,987)
Proceeds from sale of investment securities	76	743	4,753
Proceeds from redemption of bonds	11	—	—
Loan advances	(15)	(8)	(54)
Proceeds from collection of long-term loans receivable	11	12	79
Payments for lease deposit	(115)	(113)	(723)
Proceeds from lease deposit	88	124	797
Payments for asset retirement obligations	(36)	(35)	(226)
Payments for acquisition of businesses	—	(170)	(1,092)
Guarantee deposits received	32	—	—
Other, net	12	(0)	(5)
Net cash used in investing activities	(1,187)	(722)	(4,615)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Proceeds from short-term loans	1,064	1,099	7,023
Repayment of short-term loans	(3,652)	(964)	(6,160)
Proceeds from long-term loans	3,264	1,078	6,887
Repayment of long-term loans	(1,904)	(1,778)	(11,361)
Proceeds from issuance of bonds	1,468	—	—
Cash dividends paid	(617)	(774)	(4,948)
Purchase of treasury stock	(0)	(0)	(5)
Proceeds from sale of treasury stock	60	60	388
Repayments of lease obligations	(80)	(80)	(516)
Net cash used in financing activities	(397)	(1,360)	(8,692)
FOREIGN CURRENCY TRANSLATION ADJUSTMENTS ON CASH AND CASH EQUIVALENTS	(46)	82	527
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	820	546	3,490
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	7,323	8,144	52,029
CASH AND CASH EQUIVALENTS AT END OF YEAR	¥ 8,144	¥ 8,690	\$ 55,519

Note: U.S. dollar amounts are translated from Japanese yen, for convenience only, at the rate of ¥156.53 to US\$1, the approximate rate of exchange at December 30, 2025.

Notes to Consolidated Financial Statements

NOTE REGARDING GOING CONCERN ASSUMPTION

Not applicable.

CHANGES IN ACCOUNTING POLICIES

(Application of Accounting Standard for Current Income Taxes, etc.)

The Group has applied the "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022), the "Accounting Standard for Presentation of Comprehensive Income" (ASBJ Statement No. 25, October 28, 2022), and the "Guidance on Accounting Standard for Tax Effect Accounting" (ASBJ Guidance No. 28, October 28, 2022) from the beginning of the fiscal year ended December 31, 2025. This change does not impact the consolidated financial statements.

SEGMENT INFORMATION, ETC.

Segment information

1. Overview of reportable segments

(1) Methods of determining reportable segments

The reportable segments of the Group are the business units for which the Company is able to obtain respective financial information separately in order for the Board of Directors to conduct periodic investigations to determine the distribution of management resources and evaluate their business results.

(2) Types of products and services in each reportable segment

The Group engages in planning, producing, importing and selling apparel and related accessories, and the Company is a pure holding company of the Group. In the Apparel Related Business, two domestic consolidated subsidiaries in Japan and five foreign consolidated subsidiaries abroad manage the business activities. In the Production and OEM Business, one domestic consolidated subsidiary manages the business activities, engaging in the production and OEM of apparel related accessories for the Group companies and other companies outside the Group. In the Logistics Business, one domestic consolidated subsidiary manages the business activities, receiving, shipping and storing apparel related accessories mainly for the Group companies. In the Apparel Related Business, the Company established local business bases in Japan, South Korea, Europe and the U.S.A., and individual bases plan the overall strategy for each brand and run their business. Thus, the Group has a total of six reportable segments. These comprise four geographical segments of "Japan," "Korea," "Europe" and "Other Abroad" (the U.S.A. and Southeast Asia), which are based on its sales system for the Apparel Related Business, and other reportable segments of Production and OEM Business and Logistics Business.

2. Methods of calculating the amounts of net sales, income or loss, assets, liabilities and others by reportable segment

The accounting methods for reportable business segments are generally the same as the statements in SIGNIFICANT MATTERS OF BASIS OF PREPARING CONSOLIDATED FINANCIAL STATEMENTS.

Reportable segment income is based on operating income.

Intersegment income and transfers are based on prevailing market prices or manufacturing costs.

Notes to Consolidated Financial Statements

3. Information regarding amounts of net sales, income or loss, assets, liabilities and others by reportable segment

Year ended December 31, 2024

	Millions of yen									
	Apparel Related					Production and OEM	Logistics	Total	Adjustments (Note 1)	Amounts recorded in consolidated financial statements (Note 2)
	Japan	Korea	Europe	Other Abroad	Total					
Net sales										
Net sales to outside customers	¥24,245	¥28,333	¥ 958	¥410	¥53,947	¥ 728	¥ 63	¥54,739	¥ —	¥54,739
Intersegment net sales or transfers	10	92	2,687	—	2,790	1,647	1,083	5,521	(5,521)	—
Total	¥24,255	¥28,426	¥3,645	¥410	¥56,738	¥2,376	¥1,146	¥60,261	¥(5,521)	¥54,739
Segment income (loss)	1,805	1,635	(236)	(57)	3,147	40	15	3,203	(672)	2,530
Segment assets	¥14,170	¥19,347	¥2,734	¥185	¥36,438	¥ 819	¥ 557	¥37,816	¥23,594	¥61,410
Others:										
Depreciation	159	905	126	2	1,192	0	26	1,219	593	1,812
Impairment loss on long-lived assets	38	28	—	—	67	—	—	67	—	67
Amortization of goodwill	—	—	—	—	—	—	—	—	228	228
Increase in property, plant and equipment and intangible assets	498	825	72	0	1,397	0	15	1,413	12	1,425

Notes: 1. Adjustments in segment income (loss) consist of ¥(708) million of amortization of marketing related assets and goodwill, ¥2,096 million of adjustments for intersegment transactions, and ¥(2,060) million of company-wide expenses not allocated to each reportable segment. Company-wide expenses primarily consist of expenses related to a holding company that are not attributable to reportable segments. Adjustments in segment assets consist of ¥14,562 million of intersegment eliminations and ¥9,032 million of company-wide assets not allocated to each reportable segment. Company-wide assets consist of assets of the Company, as a pure holding company.

2. Segment income (loss) is adjusted with operating income in the consolidated statements of income.

Notes to Consolidated Financial Statements

Year ended December 31, 2025

		Millions of yen								Amounts recorded in consolidated financial statements (Note 2)	
		Apparel Related					Production and OEM	Logistics	Total		Adjustments (Note 1)
		Japan	Korea	Europe	Other Abroad	Total					
Net sales											
Net sales to out- side customers		¥24,295	¥25,740	¥1,008	¥459	¥51,504	¥510	¥ 102	¥52,117	¥ —	¥52,117
Intersegment net sales or transfers		32	85	2,815	—	2,933	1,455	1,120	5,509	(5,509)	—
Total		¥24,328	¥25,826	¥3,824	¥459	¥54,438	¥1,966	¥1,222	¥57,626	¥(5,509)	¥52,117
Segment income (loss)		1,738	902	(183)	(26)	2,431	28	37	2,496	(737)	1,759
Segment assets		¥14,986	¥19,616	¥2,789	¥229	¥37,621	¥ 780	¥ 593	¥38,995	¥25,046	¥64,042
Others:											
Depreciation		193	786	117	1	1,098	3	23	1,125	609	1,735
Impairment loss on long-lived assets		43	16	—	—	60	—	—	60	—	60
Amortization of goodwill		—	49	—	—	49	—	—	49	236	285
Increase in property, plant and equip- ment and intangi- ble assets		326	863	44	0	1,234	15	8	1,259	22	1,281

Notes: 1. Adjustments in segment income (loss) consist of ¥(731) million of amortization of marketing related assets and goodwill, ¥2,116 million of adjustments for intersegment transactions, and ¥(2,121) million of company-wide expenses not allocated to each reportable segment. Company-wide expenses primarily consist of expenses related to a holding company that are not attributable to reportable segments. Adjustments in segment assets consist of ¥16,041 million of intersegment eliminations and ¥9,005 million of company-wide assets not allocated to each reportable segment. Company-wide assets consist of assets of the Company, as a pure holding company.

2. Segment income (loss) is adjusted with operating income in the consolidated statements of income.

Notes to Consolidated Financial Statements

Year ended December 31, 2025

Thousands of U.S. dollars										
	Apparel Related					Production and OEM	Logistics	Total	Adjustments (Note 1)	Amounts recorded in consolidated financial statements (Note 2)
	Japan	Korea	Europe	Other Abroad	Total					
Net sales										
Net sales to outside customers	\$155,212	\$164,448	\$ 6,443	\$2,935	\$329,038	\$ 3,262	\$ 654	\$332,954	\$ —	\$332,954
Intersegment net sales or transfers	209	544	17,989	—	18,742	9,298	7,158	35,198	(35,198)	—
Total	\$155,421	\$164,992	\$24,432	\$2,935	\$347,780	\$12,560	\$7,812	\$368,152	\$(35,198)	\$332,954
Segment income (loss)	11,104	5,768	(1,172)	(166)	15,534	179	237	15,950	(4,710)	11,240
Segment assets	\$ 95,739	\$125,320	\$17,822	\$1,469	\$240,350	\$ 4,987	\$3,791	\$249,128	\$160,011	\$409,139
Others:										
Depreciation	1,234	5,022	751	13	7,020	22	149	7,191	3,895	11,086
Impairment loss on long-lived assets	280	107	—	—	387	—	—	387	—	387
Amortization of goodwill	—	315	—	—	315	—	—	315	1,509	1,824
Increase in property, plant and equipment and intangible assets	2,087	5,513	287	1	7,888	101	56	8,045	144	8,189

Notes: 1. Adjustments in segment income (loss) consist of \$(4,675) thousand of amortization of marketing related assets and goodwill, \$13,521 thousand of adjustments for intersegment transactions and \$(13,556) thousand of company-wide expenses not allocated to each reportable segment. Company-wide expenses primarily consist of expenses related to a holding company that are not attributable to reportable segments. Adjustments in segment assets consist of \$102,480 thousand of intersegment eliminations and \$57,531 thousand of company-wide assets not allocated to each reportable segment. Company-wide assets consist of assets of the Company, as a pure holding company.

2. Segment income (loss) is adjusted with operating income in the consolidated statements of income.

ENTITY-WIDE DISCLOSURES**Year ended December 31, 2024****1. Information about products and services**

Disclosure is omitted because the classification of products and services is the same as the classification of the reportable segments.

2. Information about geographical areas**(1) Net sales**

Millions of yen					
Japan	Korea	Europe	U.S.A.	Southeast Asia	Total
¥25,037	¥28,333	¥958	¥410	¥—	¥54,739

Notes: 1. Net sales are classified by country or region based on customers' location.

2. Major countries and regions belonging to "Europe" are Italy and France.

(2) Property, plant and equipment

Millions of yen				
Japan	Korea	Europe	U.S.A.	Total
¥1,201	¥2,298	¥340	¥3	¥3,843

3. Information about major customers

Disclosure about major customers is omitted because there is no particular customer whose sales are over 10% of net sales in the consolidated statement of income.

Year ended December 31, 2025**1. Information about products and services**

Disclosure is omitted because the classification of products and services is the same as the classification of the reportable segments.

2. Information about geographical areas**(1) Net sales**

Millions of yen					
Japan	Korea	Europe	U.S.A.	Southeast Asia	Total
¥24,908	¥25,740	¥1,008	¥440	¥19	¥52,117

Thousands of U.S. dollars					
Japan	Korea	Europe	U.S.A.	Southeast Asia	Total
\$159,129	\$164,447	\$6,443	\$2,811	\$124	\$332,954

Notes: 1. Net sales are classified by country or region based on customers' location.

2. Major countries and regions belonging to "Europe" are Italy and France.

3. A major country or region belonging to "Southeast Asia" is Singapore.

Notes to Consolidated Financial Statements

(2) Property, plant and equipment

Millions of yen

Japan	Korea	Europe	U.S.A.	Total
¥1,274	¥2,145	¥357	¥1	¥3,778

Thousands of U.S. dollars

Japan	Korea	Europe	U.S.A.	Total
\$8,143	\$13,705	\$2,284	\$8	\$24,140

3. Information about major customers

Disclosure about major customers is omitted because there is no particular customer whose sales are over 10% of net sales in the consolidated statement of income.

INFORMATION OF IMPAIRMENT LOSS ON LONG-LIVED ASSETS BY REPORTABLE SEGMENT

Year ended December 31, 2024

Disclosure is omitted because the information is disclosed in the segment information.

Year ended December 31, 2025

Disclosure is omitted because the information is disclosed in the segment information.

INFORMATION OF AMORTIZATION AND UNAMORTIZED BALANCE OF GOODWILL BY REPORTABLE SEGMENT

Year ended December 31, 2024

Millions of yen

	Apparel Related					Production and OEM	Logistics	Total	Adjustments (Note 2)	Amounts recorded in consolidated financial statements
	Japan	Korea	Europe	Other Abroad	Total					
Balance at end of period	—	—	—	—	—	—	—	—	¥3,338	¥3,338

Notes: 1. Disclosures of goodwill amortization are omitted because the information is disclosed in the segment information.

2. Goodwill incurred in association with the purchase of interests in Bisonte Italia Holding S.r.l. in the fiscal year ended December 31, 2019 was included in "Adjustments" since it is relevant to the Apparel Related Business as a whole.

Notes to Consolidated Financial Statements

Year ended December 31, 2025

	Millions of yen									Amounts recorded in consolidated financial statements
	Apparel Related					Production and OEM	Logistics	Total	Adjustments (Note 2)	
	Japan	Korea	Europe	Other Abroad	Total					
Balance at end of period	—	¥385	—	—	¥385	—	—	¥385	¥3,474	¥3,860

	Thousands of U.S. dollars									Amounts recorded in consolidated financial statements
	Apparel Related					Production and OEM	Logistics	Total	Adjustments (Note 2)	
	Japan	Korea	Europe	Other Abroad	Total					
Balance at end of period	—	\$2,465	—	—	\$2,465	—	—	\$2,465	\$22,195	\$24,660

Notes: 1. Disclosures of goodwill amortization are omitted because the information is disclosed in the segment information.

2. Goodwill incurred in association with the purchase of interests in Bisonte Italia Holding S.r.l. in the fiscal year ended December 31, 2019 was included in "Adjustments" since it is relevant to the Apparel Related Business as a whole.

INFORMATION OF GAIN ON NEGATIVE GOODWILL BY REPORTABLE SEGMENT

Year ended December 31, 2024

Not applicable.

Year ended December 31, 2025

Not applicable.

PER SHARE INFORMATION

	Yen		U.S. dollars
	2024	2025	2025
Net assets per share	¥5,083.79	¥5,406.08	\$34.54
Net income per share	¥259.79	¥197.62	\$1.26

Notes: 1. Diluted net income per share is not disclosed because there are no potentially dilutive common shares.

2. The Company has a "Trust-type Employees' Shareholding Incentive Plan" as well as an "Employee Stock Benefit Trust (J-ESOP)." The Company's shares remaining in the trusts, which are recorded as treasury stock in shareholders' equity, are included in treasury stock deducted from the total number of shares issued at the end of the period for the calculation of net assets per share, and are included in treasury stock deducted in calculating the average number of shares outstanding during the period for the calculation of net income per share.

Notes to Consolidated Financial Statements

The number of shares of treasury stock deducted as of the end of period and average number thereof during the period are as follows:

Trust-type Employees' Shareholding Incentive Plan

	2024	2025
Number of shares	77,900	53,400

	2024	2025
Average number of shares during the period	89,368	65,962

Employee Stock Benefit Trust (J-ESOP)

	2024	2025
Number of shares	251,500	247,200

	2024	2025
Average number of shares during the period	252,853	249,377

3. The basis for the calculation of net income per share is as follows:

	Millions of yen		Thousands of U.S. dollars
	2024	2025	2025
Net income attributable to owners of parent	¥1,925	¥1,474	\$9,418
Amounts not attributable to common shareholders	—	—	—
Net income attributable to owners of parent pertaining to common stock	1,925	1,474	9,418
Average number of outstanding shares of common stock during the period (shares)	7,411,464	7,459,498	7,459,498

SIGNIFICANT SUBSEQUENT EVENTS

Not applicable.

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