

# Silicon2

## 2025 1Q IR BOOK

No.1 Worldwide K-Beauty Platform

Silicon2 Co., Ltd.



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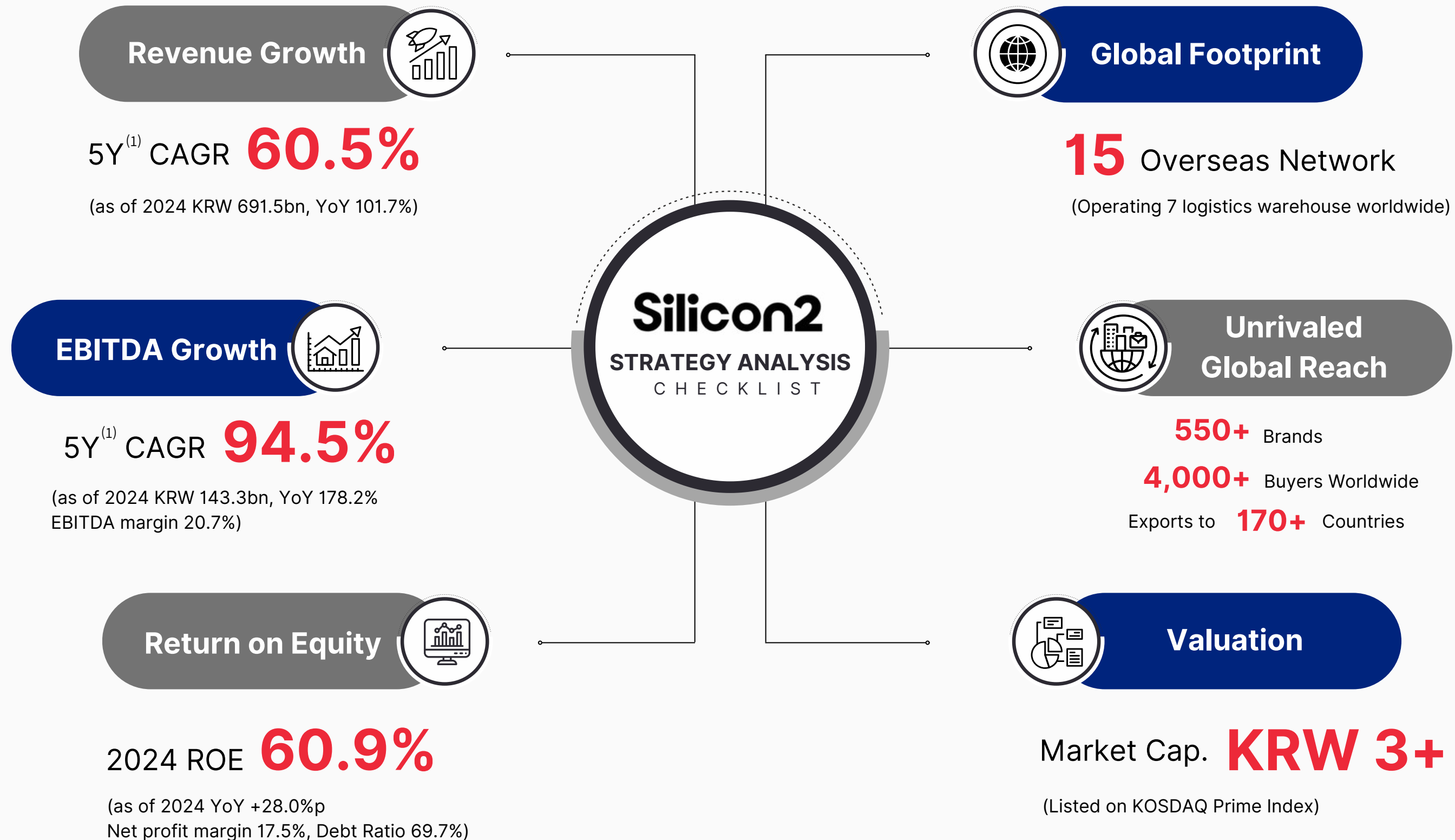
## SECTION 1

# COMPANY OVERVIEW

1. Silicon2 at a Glance
2. Corporate Information
3. Unique Value Proposition
4. Strong Global Presence
5. Smart Logistics Built in : AGV + Infra
6. Superb Financial Performance



# 1. Silicon2 at a Glance



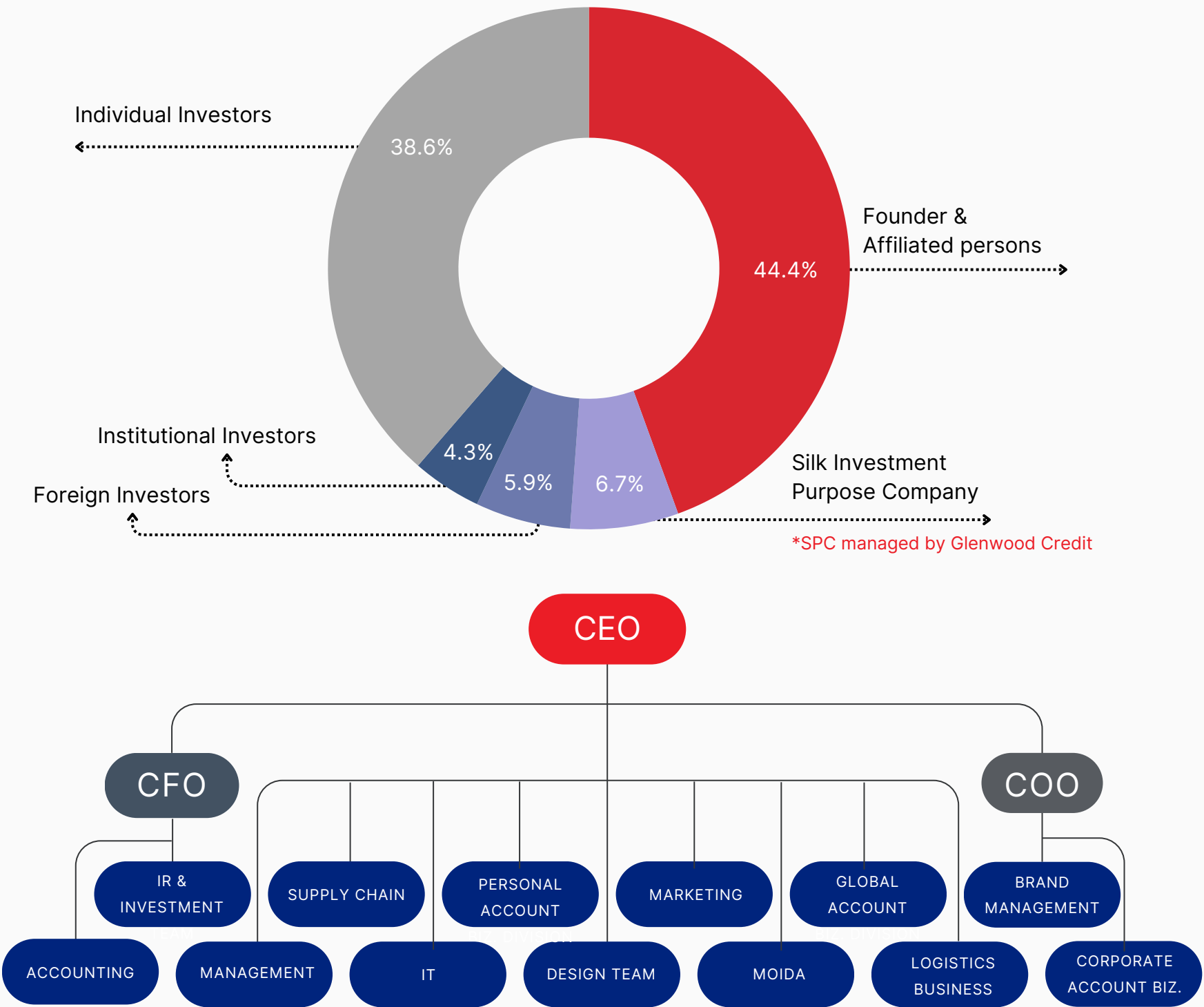
(1) 5Y = 2019 - 2024

2. Corporate Information

✓ Company Overview

Company Name	<div><div></div><div>Silicon2 Co., Ltd.</div></div>
Management	<div><div></div><div><div>Sung-Woon Kim (CEO)</div><div>Robert In Ho Son (CFO)</div><div>Jin Ho Choi (COO)</div></div></div>
Date Incorporated	<div><div></div><div>January 19, 2002</div></div>
Date Listed	<div><div></div><div>September 29, 2021</div></div>
Equity Capital	<div><div></div><div>KRW 30.7bn (as of end of March 2025)</div></div>
Headcount	<div><div></div><div>254 persons (as of the end of March 2025, excluding overseas personnel in the U.S., Indonesia and others)</div></div>
Business Area	<div><div></div><div>K-beauty Wholesale, Retail, V-Commerce</div></div>
Headquarters	<div><div></div><div>S-907, H Square 231, Pangyoyeok St, Bundang-Gu, Seongnam-City, Gyeonggi-Do, Republic of Korea</div></div>
Website	<div><div></div><div><div>www.siliconii.com (Company Website)</div><div>www.stylekorean.com (Business Website)</div></div></div>

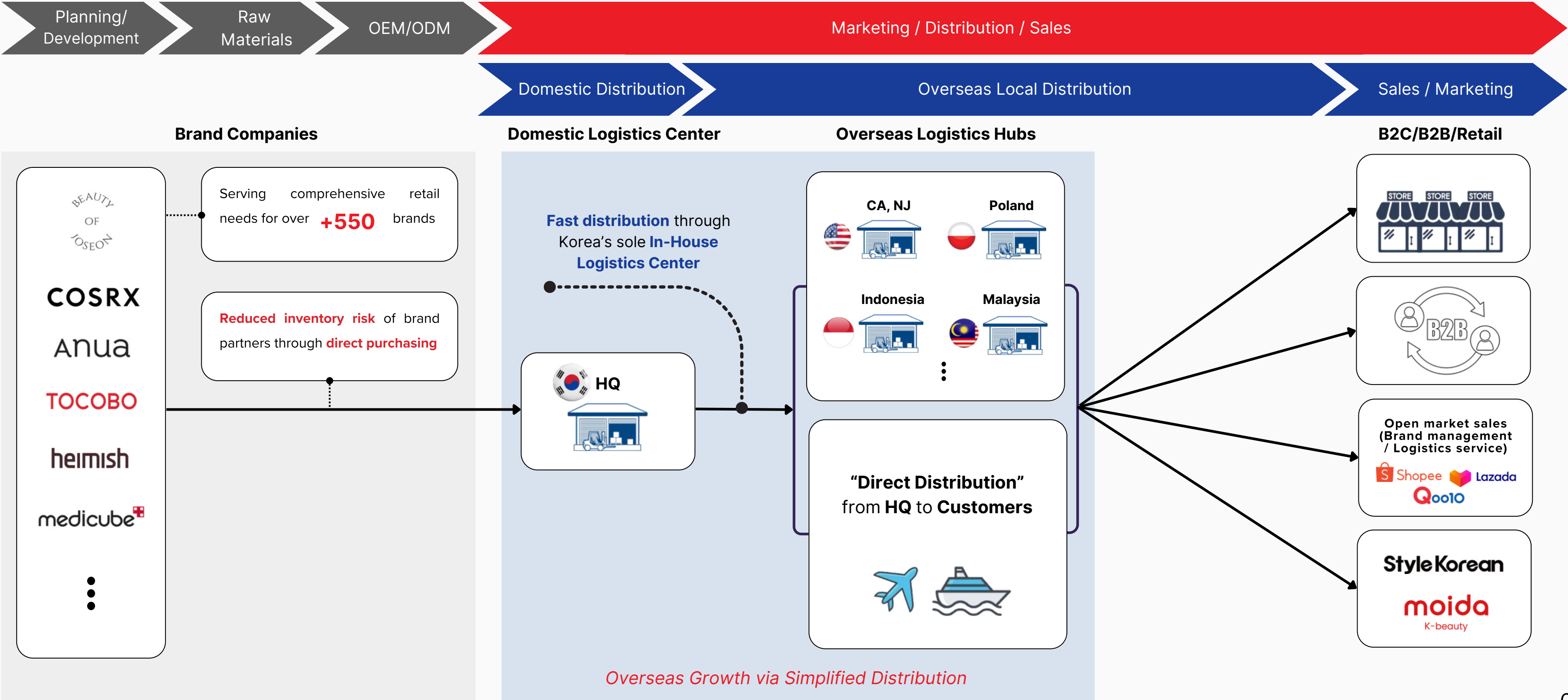
✓ Shareholder & Organization Chart



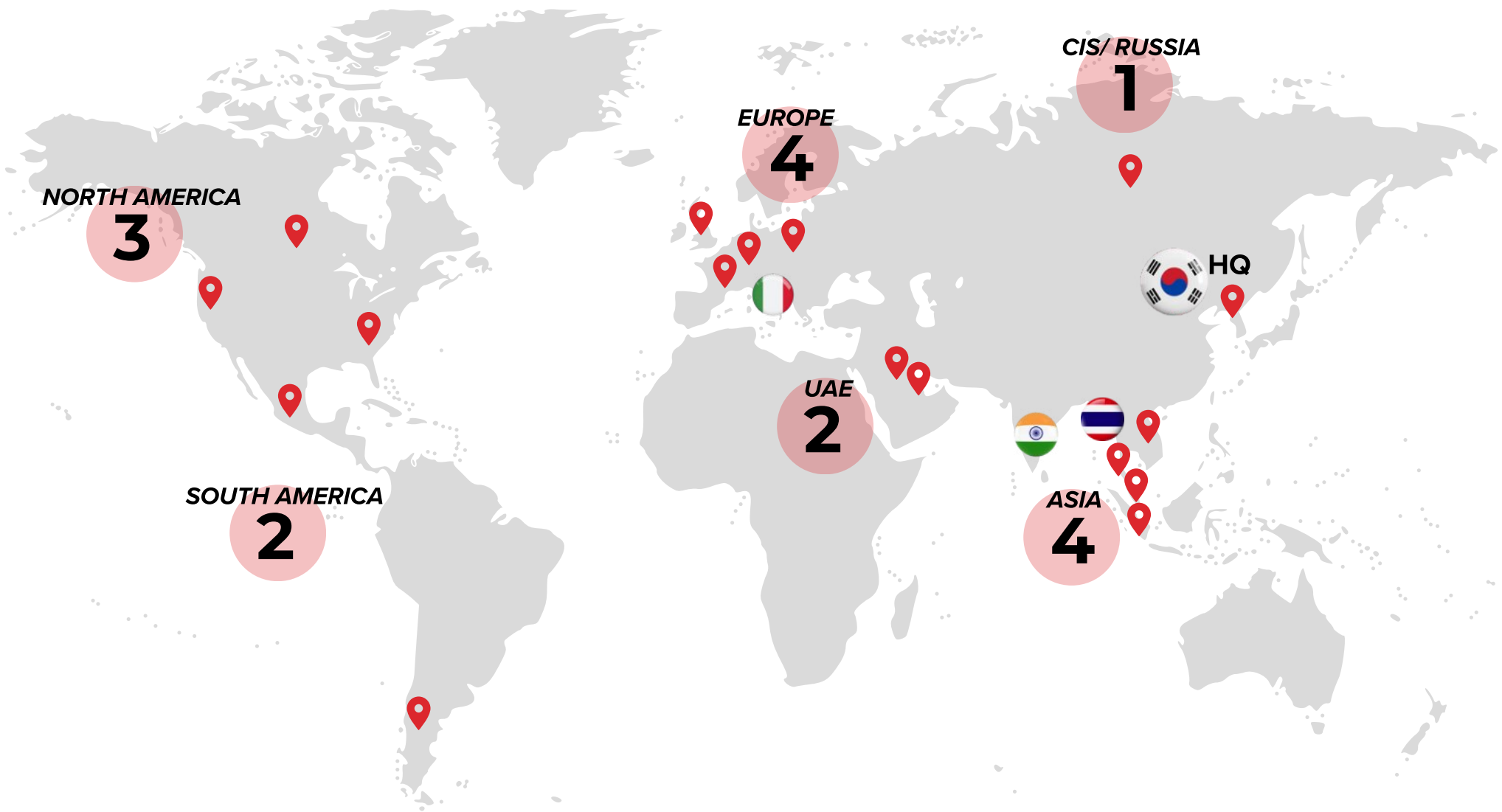


3. Unique Value Chain

✓ Distribution Value Chain of Silicon 2
















4. Strong Global Presence



 **15+ OVERSEAS BRANCHES**

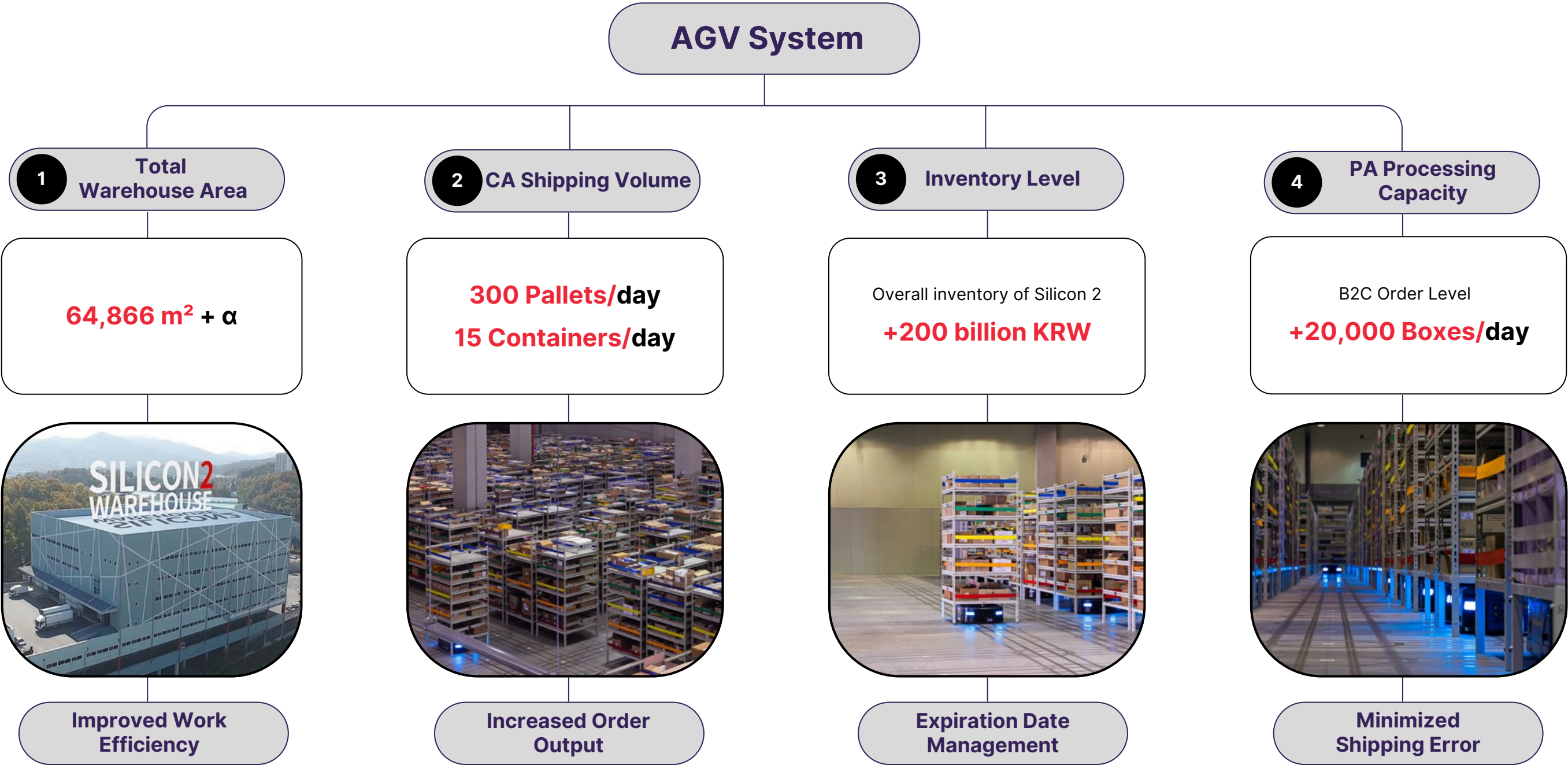
3 more branches to open including Italy, India and Thailand

- **Silicon2 Co., Ltd. / HQ**  
9F, 231, Pangyoyeok-ro, Bundang-gu, Seongnam-si, Gyeonggi-do, Republic of Korea
- **STYLEKOREAN INC +MOIDA**  
**California (West)**  
5609 River Way, Buena Park, CA 90621  
**New Jersey (East)**  
280 N Mildland Ave BLDG G-1, Saddle Brook, NJ 07663
- **SKO Sp. z o.o.**  
Wyścigowa 56 E, 53-012 Wrocław, Poland
- **STYLEKOREAN EU B.V.**  
Keizersgracht 555, 1.01ResCowork08, 1017DR Amsterdam, Netherlands
- **STYLEKOREAN FR SAS**  
16 rue Portalis - 75008 Paris, France
- **STYLEKOREAN UK LTD + MOIDA**  
Sovereign House, Graham Road, Harrow, London, England, HA3 5RF
- **STYLEKOREAN VIETNAM CO., LTD**  
Viettel Tower, 285 Đ. Cách Mạng Tháng 8, Phường 12, District 10, HCMC, Vietnam
- **STYLEKOREAN MY SDN. BHD.**  
Menara Sunway Visio, Lingkaran SV, Maluri, 55100 Kuala Lumpur, Federal Territory of Kuala Lumpur
- **STYLEKOREAN SG PTE. LTD.**  
#06-01S 111 Somerset Road, Singapore
- **MOIDA LIMITED LIABILITY COMPANY**  
Moscow City, Russia VN.TER.G. Municipal District Lomonosovsky, Pr-Kt Vernadsky, D. 29
- **PT.STYLEKOREAN INDONESIA + MOIDA**  
Jl. Tegal Rotan Raya No.78, Sawah Baru, Kec. Ciputat, Kota Tangerang Selatan, Banten 15413
- **STYLEKOREAN MIDDLE EAST TRADING FZE**  
Plot S60305, Jebel Ali Free Zone, JAFZA South
- **STYLEKOREAN MIDDLE EAST TRADING FZE**  
AVE Paseo De La Reforma 222 Torre II Piso 24 Depto EF COL Juarez Cuauhtemoc CDMX, Ciudad De Mexico



5. Smart Logistics Built In : AGV + Infra

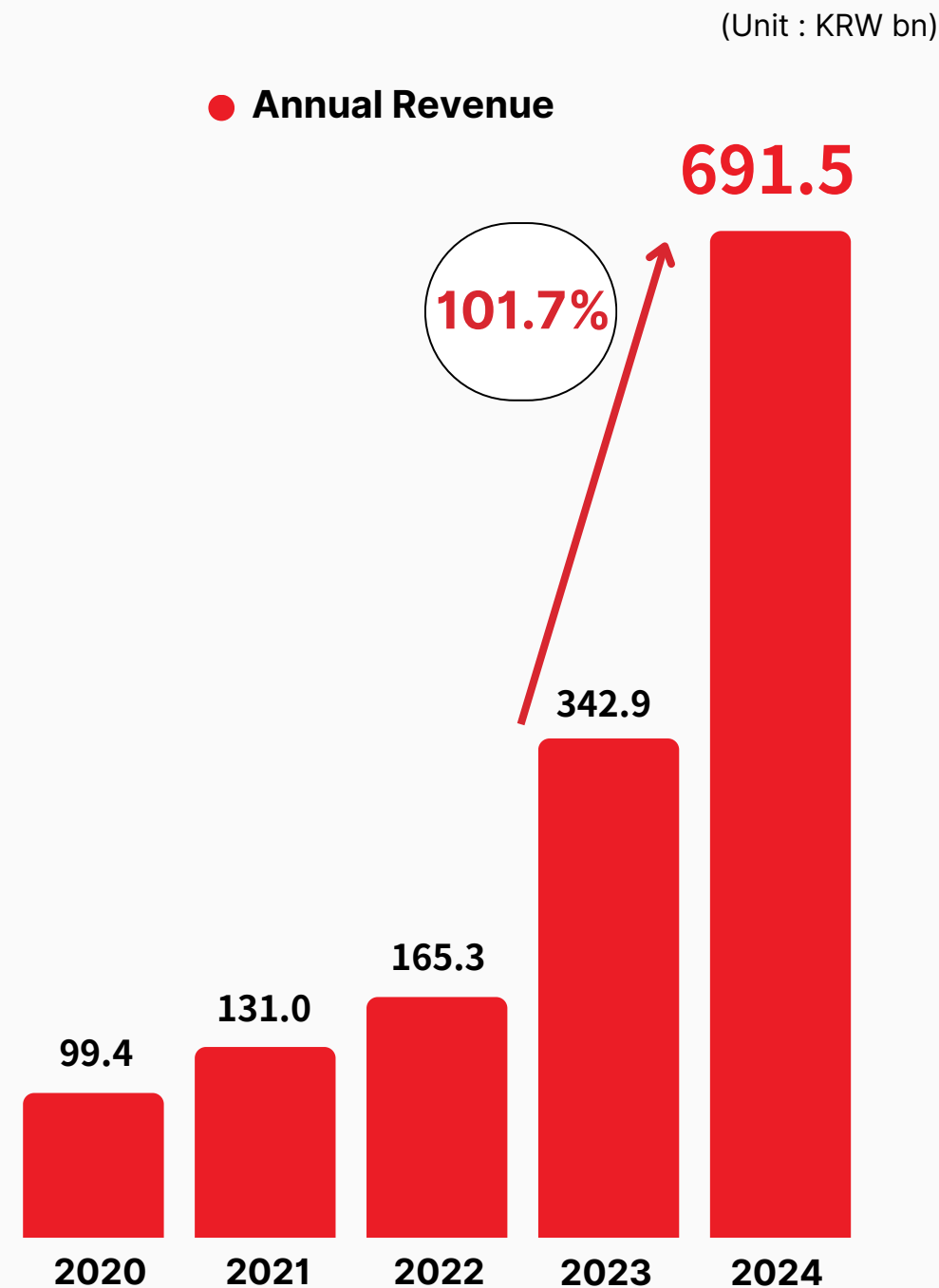
Maximized logistics efficiency with **Automated Guided Vehicles (AGVs)**



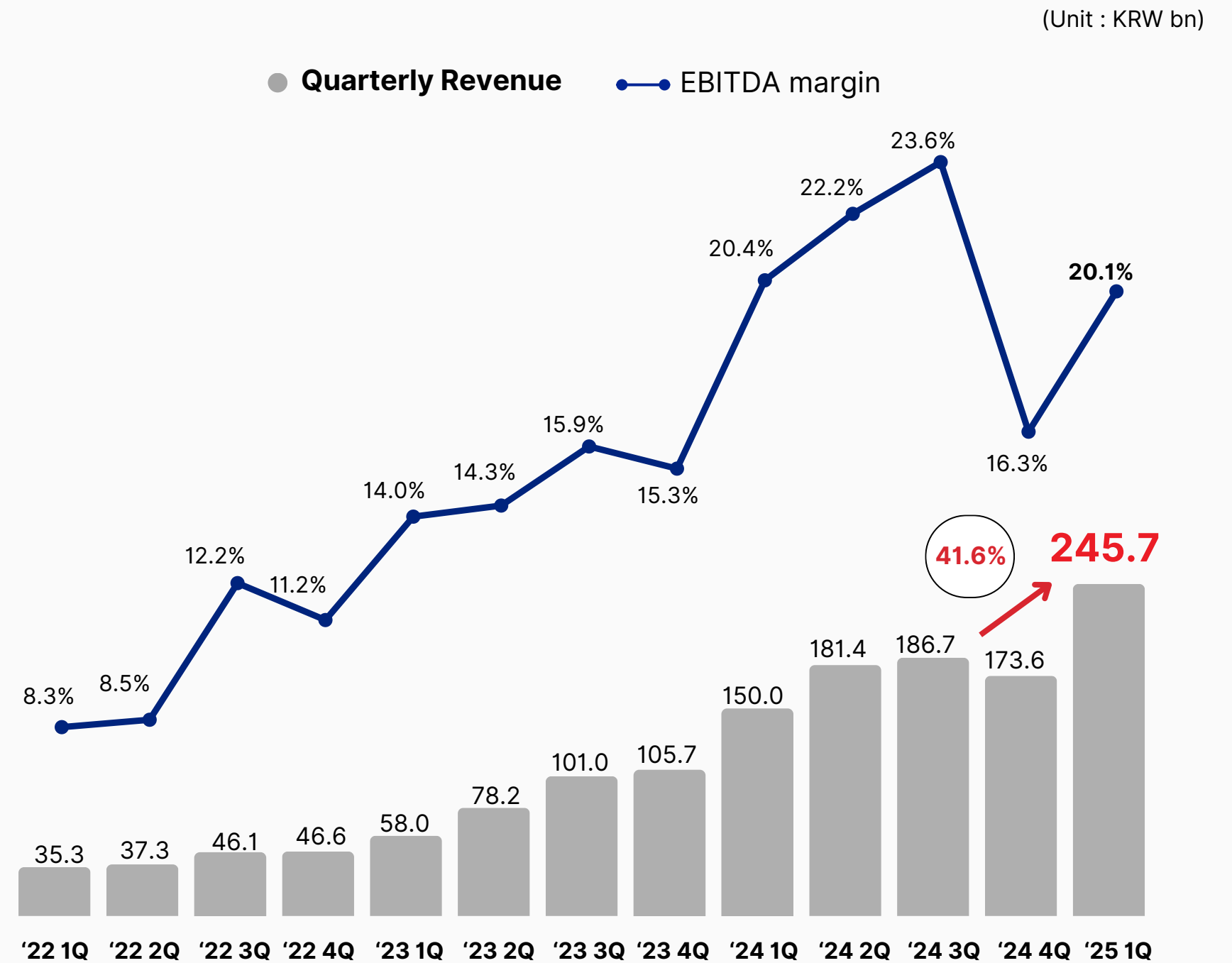
## 6. Superb Financial Performance

### ✓ Annual Revenue Trends<sup>(1)</sup>

- '25 1Q consolidated revenue hit **KRW 245.7bn**, a new quarterly record and the strongest performance in the Company's history
- '25 1Q consolidated EBITDA reached **KRW 49.5bn**, leading to EBITDA margin increased in QoQ (**16.3% → 20.1%**)



### ✓ Quarterly Financial Performance<sup>(1)</sup>



## SECTION 2

# INVESTMENT HIGHLIGHTS

1. Global K-Beauty Expansion
2. Dominant Market Position with Competitive Edge
3. First-Mover Advantage & Unrivaled Business Network
4. Top-Tier Financial Performance



1. Global K-Beauty Expansion

✓ K-Beauty Market Penetration Rate<sup>(1)</sup> by Region

- K-Beauty holds **3.5% global share** – Silicon2 poised for strong growth with expansion in Europe, Middle East, and CIS

(Unit : US\$ bn)

Market Size

Penetration Rate



Source: Euromonitor, Korea Customs Service  
(1) The K-beauty market size is calculated by multiplying the wholesale export value by 2.5 to estimate the retail value. (2) Excluded Korea and China market  
(3) Commonwealth of Independent States: a regional intergovernmental organization in Eurasia

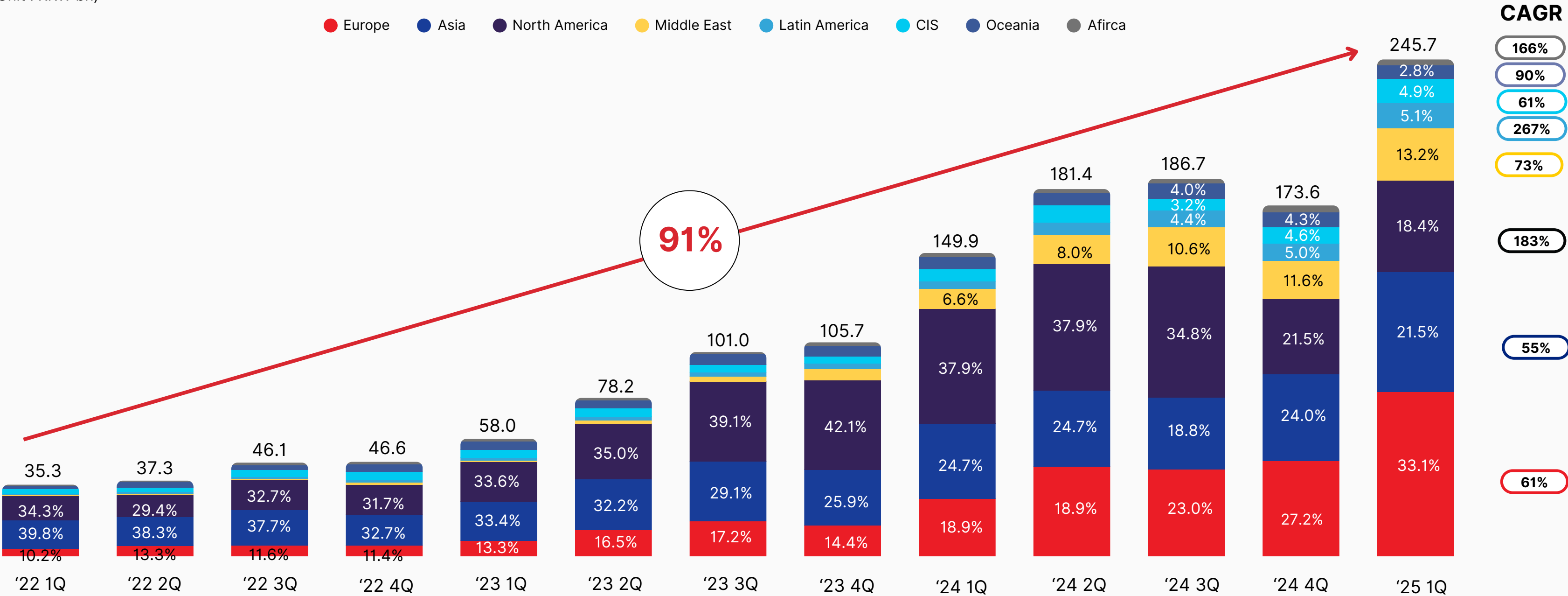


1. Global K-Beauty Expansion

✓ Quarterly Revenue Trend by Region

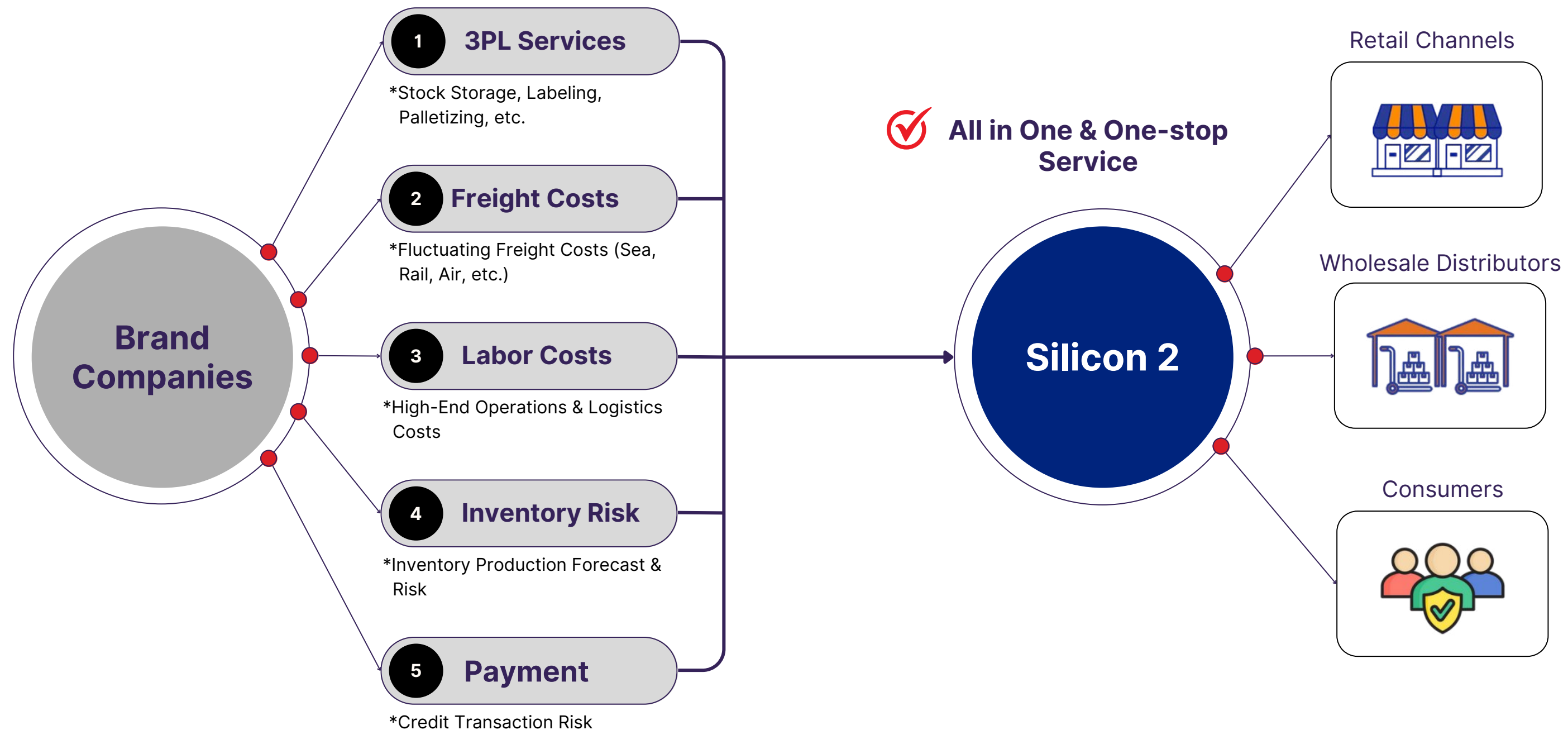
- **91% CAGR** driven by strong growth in mature markets and rapid expansion in emerging regions like Europe & the Middle East
- Sustained **91% CAGR** backed by global K-beauty boom and aggressive channel expansion

(Unit : KRW bn)



## 2. Dominant Market Position with Competitive Edge

- Providing brand partners a '**comprehensive integrated solution**' covering the entire distribution process - from 3PL logistics to freight payment
- Establishing a unique market position with '**advanced services**' and sophisticated operations.





2. Dominant Market Position with Competitive Edge

✓ Silicon2 vs. Competitors Comparison Chart

	Silicon2	YESASIA	Craver.
Introduction	<ul style="list-style-type: none"><li>Launched first large-scale B2B K-Beauty distribution business in 2012</li><li>Rapidly expanded channel coverage globally through easy access via wholesale</li></ul>	<ul style="list-style-type: none"><li>Entered B2B business by starting with B2C cross border business</li></ul>	<ul style="list-style-type: none"><li>Prioritized niche regions (CIS,<sup>(1)</sup> Middle East, Latin America)</li><li>Drop of preference for non-affiliated brands after acquisition of Goodai Global Inc.</li></ul>
2024 B2B Revenue	<ul style="list-style-type: none"><li><b>~660 billion KRW</b> (Approx. 4% of 691.5 billion KRW revenue comes from B2C)</li></ul>	<ul style="list-style-type: none"><li><b>~100 billion KRW</b> (Approx. 77.5% of 480<sup>(2)</sup> billion KRW revenue comes from B2C)</li></ul>	<ul style="list-style-type: none"><li><b>~30 billion KRW</b> (more than 90% of 303.4 billion KRW revenue estimated to come from brands)</li></ul>
EBITDA Margin of Distribution Business	<ul style="list-style-type: none"><li><b>20.5%</b> ('24)</li></ul>	<ul style="list-style-type: none"><li><b>7.6%</b> ('24)</li></ul>	<ul style="list-style-type: none"><li><b>N/A</b><sup>(3)</sup></li></ul>
Number of Logistics Warehouses	<ul style="list-style-type: none"><li><b>Overseas : 7</b> (North America, SE Asia, Europe, etc.)</li><li><b>Domestic : 2</b></li></ul>	<ul style="list-style-type: none"><li><b>N/A</b></li></ul>	<ul style="list-style-type: none"><li><b>N/A</b></li></ul>
Channels	<ul style="list-style-type: none"><li><b>+2,200 channels</b></li><li><b>130 million KRW</b> of sales per channel</li></ul>	<ul style="list-style-type: none"><li><b>1,000~1,500 channels</b></li><li><b>~43 million KRW</b> of sales per channel</li></ul>	<ul style="list-style-type: none"><li><b>500 channels</b></li><li><b>~25 million KRW</b> of sales per channel</li></ul>
SNS Channel Subscribers	<ul style="list-style-type: none"><li><b>+4.5 million</b></li></ul>	<ul style="list-style-type: none"><li><b>2.53 million</b></li></ul>	<ul style="list-style-type: none"><li><b>N/A</b></li></ul>
Brands	<ul style="list-style-type: none"><li><b>550+ brands</b></li><li><b>70~200</b> new brands annually</li></ul>	<ul style="list-style-type: none"><li><b>~450 brands</b></li><li><b>20~30</b> new brands annually</li></ul>	<ul style="list-style-type: none"><li><b>~150 brands</b></li></ul>

✓ Overseas Subsidiaries and Local Logistic Warehouses

- Rapid expansion in the global market through overseas subsidiaries and logistic warehouses



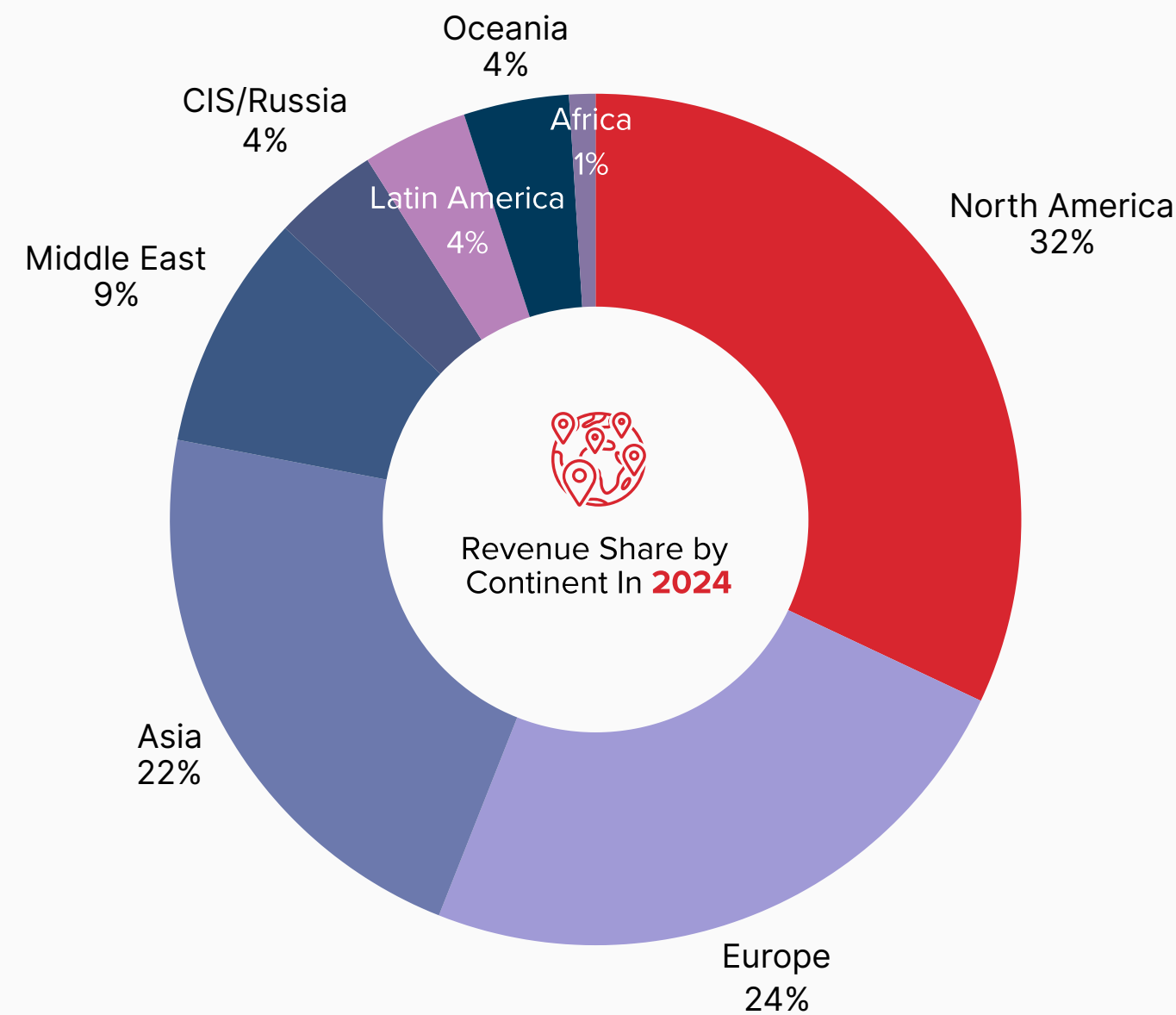
Opo Warehouse	• Korea (Gwangju)	2019	26,593 m <sup>2</sup>
CA Warehouse	• US California	2015	15,428 m <sup>2</sup>
NJ Warehouse	• US New Jersey	2017	1,711 m <sup>2</sup>
PL Warehouse	• Poland	2023	13,000 m <sup>2</sup>
ID Warehouse	• Indonesia	2018	1,652 m <sup>2</sup>
MY Warehouse	• Malaysia	2023	1,782 m <sup>2</sup>
UAE Warehouse	• Dubai	2025	4,700 m <sup>2</sup>

Source : Disclosure Data, Interview with experts  
(1) Commonwealth of Independent States, CIS (2) Calculated using conversion of 1,400 KRW/USD (3) Majority of revenue derived from brand business

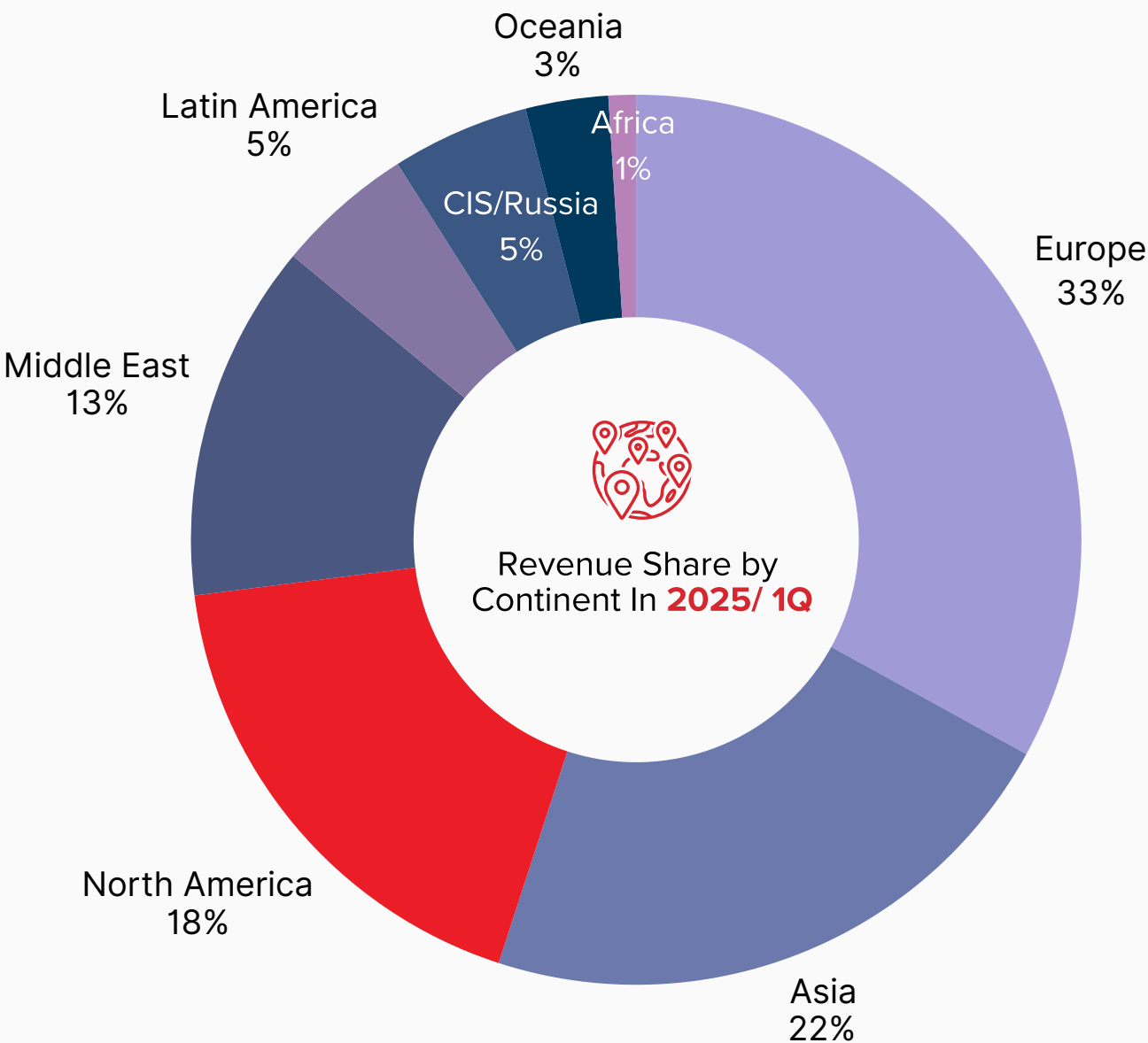
3. First-Mover Advantage & Unrivaed Business Network

✓ Revenue Breakdown by Region in 2024FY and 2025 1Q

• 2024



• 2025/ 1Q

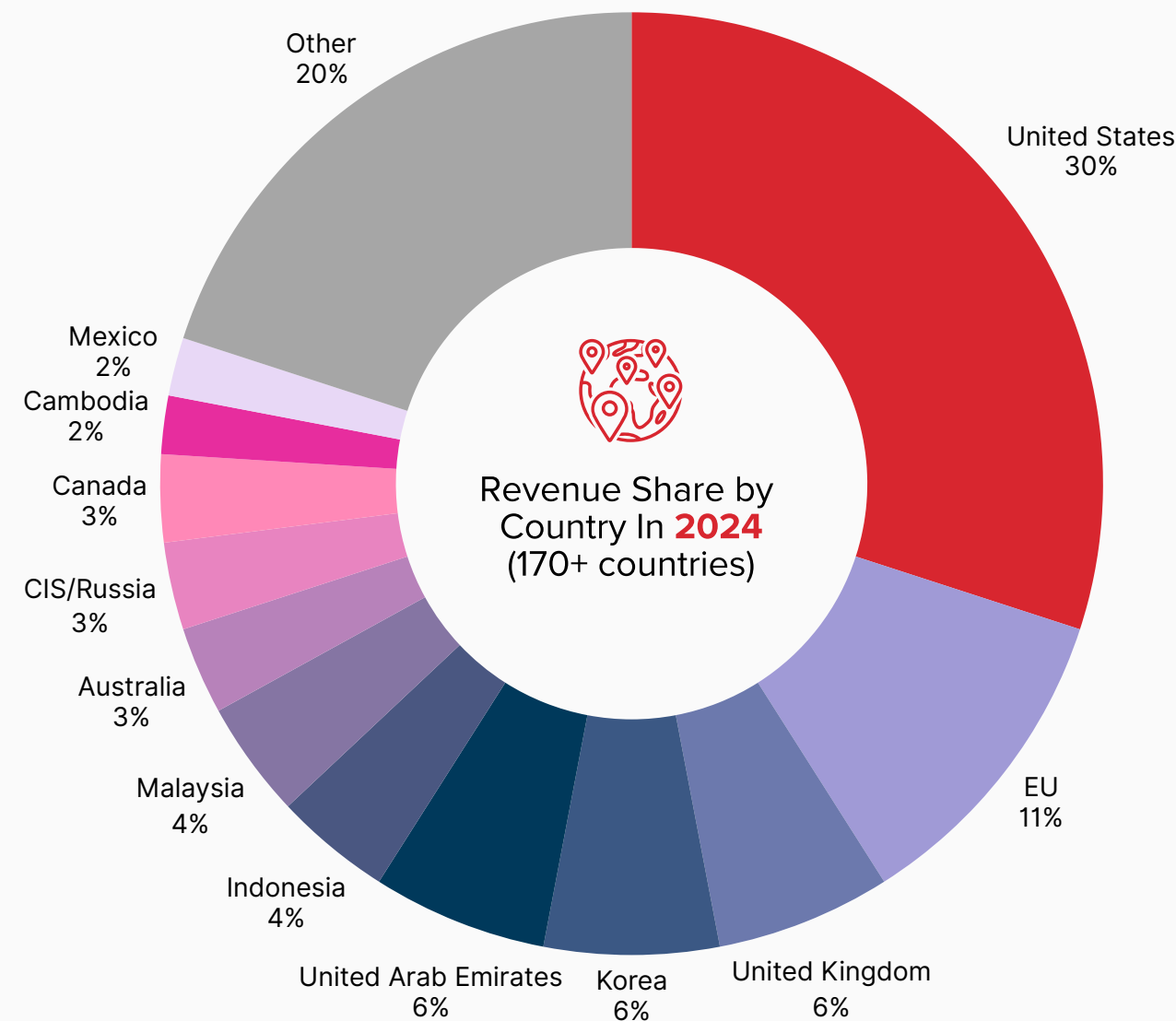


\*Source: Cumulative Annual Sales Across All Business Units, Based on Fulfilled Orders from Our Internal ERP System

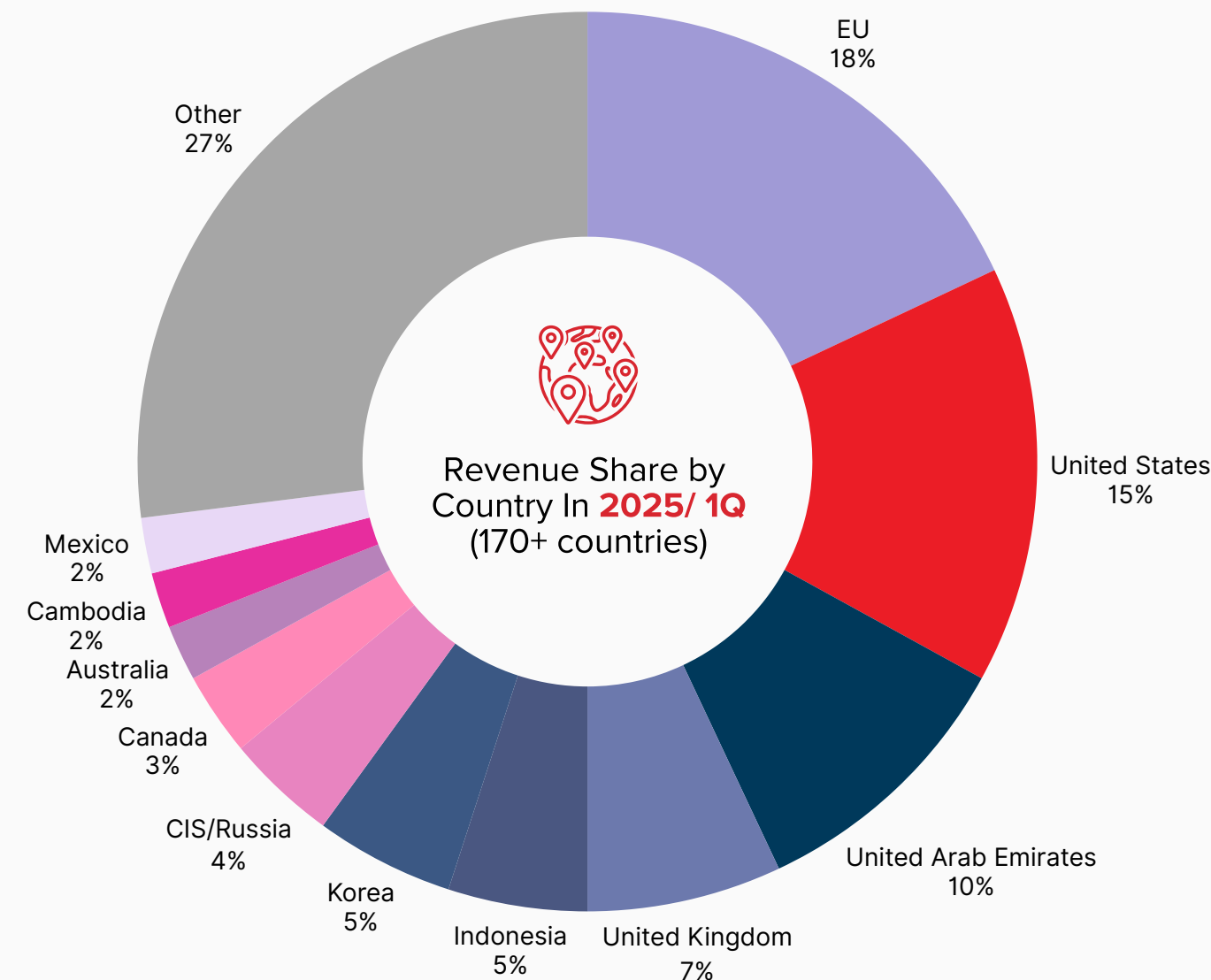
### 3. First-Mover Advantage & Unrivaed Business Network

✓ Revenue Breakdown by Country in 2024FY and 2025 1Q

• 2024



• 2025/ 1Q



\*Source: Cumulative Annual Sales Across All Business Units, Based on Fulfilled Orders from Our Internal ERP System  
1.Change the country designation for Poland to "EU entity" to include all European sales generated by the Polish subsidiary/ 2. Reclassify all Netherlands sales under the UK, as they were entirely sold to Boots in the UK

3. First-Mover Advantage & Unrivaed Business Network

Diversified brand portfolio fueled by new brand entries and shifting rankings *(Minimal brand exit risk)*

▲ – ▼ Change in ranking

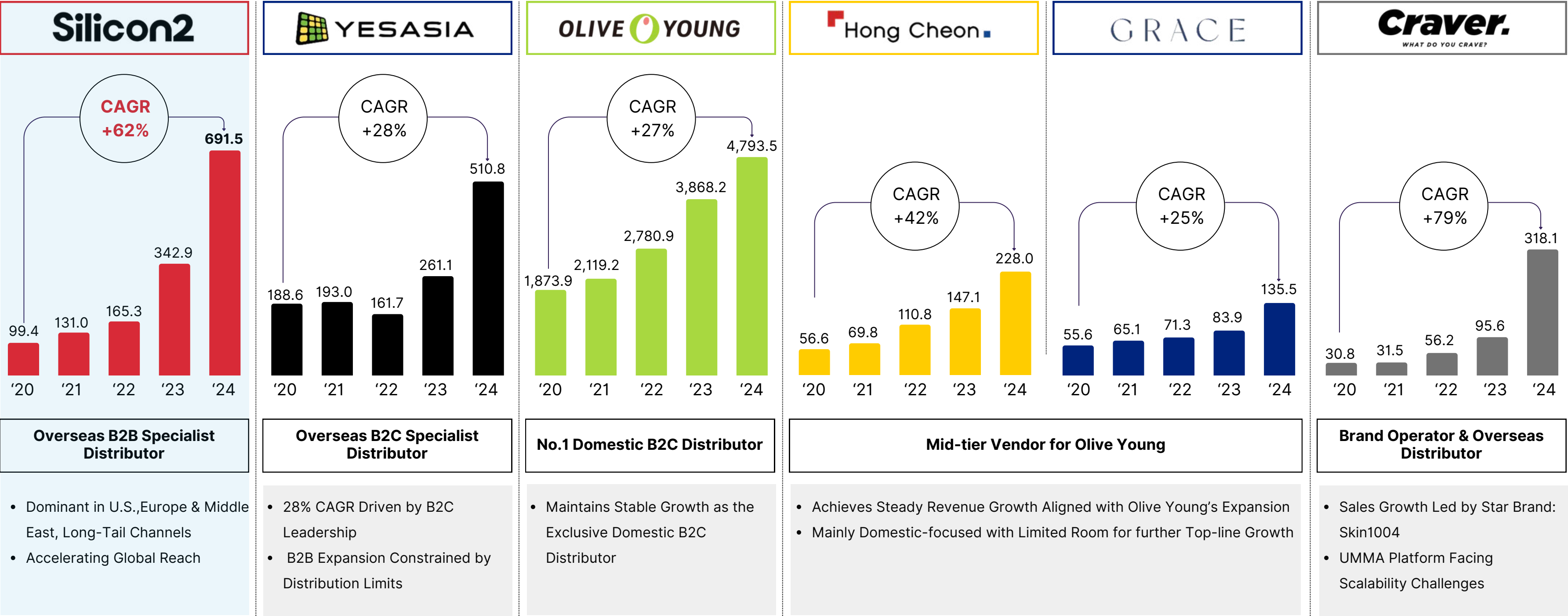
Top 10 New Entry Brands

No.	2021		2022		2023		2024		2025 1Q
1	COSRX	–	COSRX	–	BEAUTY OF JOSEON	▲	BEAUTY OF JOSEON	–	BEAUTY OF JOSEON –
2	SOMEBYMI	–	SOMEBYMI	–	COSRX	▼	Anua	▲	medicube <sup>+</sup> ▲
3	Pyunkang Yul	–	Pyunkang Yul	–	Pyunkang Yul	–	COSRX	▼	Anua ▼
4	heimish	–	BEAUTY OF JOSEON	▲	heimish	▲	R <sub>2</sub> UND LAB	▲	Biodance ▲
5	Bt BENTON	–	heimish	▼	SOMEBYMI	▼	TOCOBO	▲	Dr. Althea ▲
6	innisfree	–	Bt BENTON	▼	Anua	▲	TIRTIR	▲	COSRX ▼
7	Dr.Jart+	–	ETUDE	▲	rom&nd	▲	SKIN1004	▲	SKIN1004 –
8	Huxley	–	rom&nd	▲	TOCOBO	▲	Pyunkang Yul	▼	R <sub>2</sub> UND LAB ▼
9	ETUDE	–	innisfree	▼	R <sub>2</sub> UND LAB	▲	heimish	▼	TOCOBO ▼
10	LANEIGE	–	MIGUHARA	▲	SKIN1004	▲	numbuz:n	▲	TIRTIR ▼

# 4. Top-Tier Financial Performance

## ✓ Revenue Growth Comparison

(Unit : KRW bn)

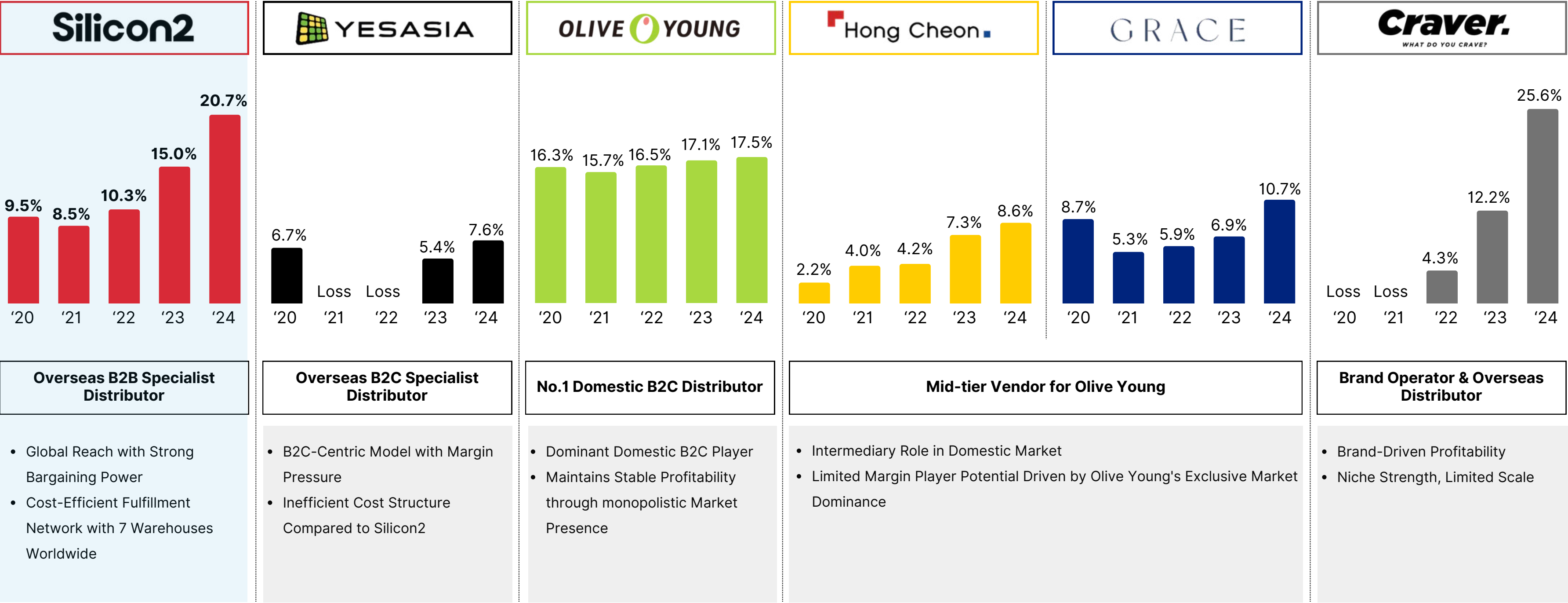




4. Top-Tier Financial Performance

EBITDA Margin Comparison

(Unit : KRW bn)

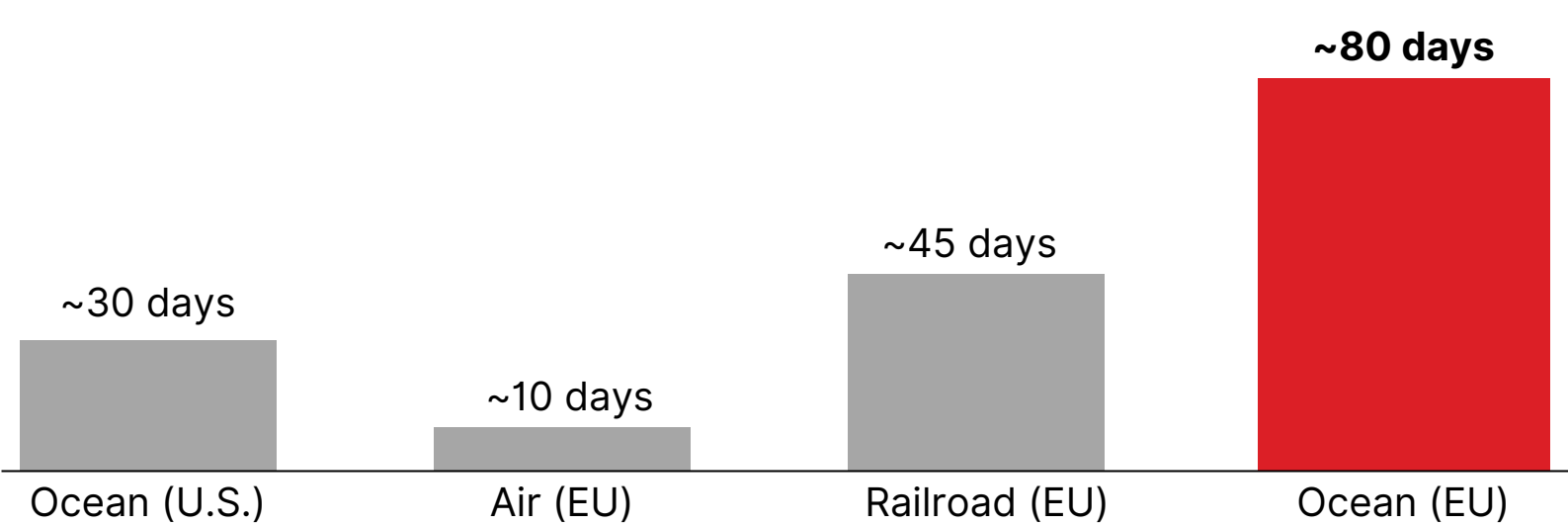




# 4. Top-Tier Financial Performance

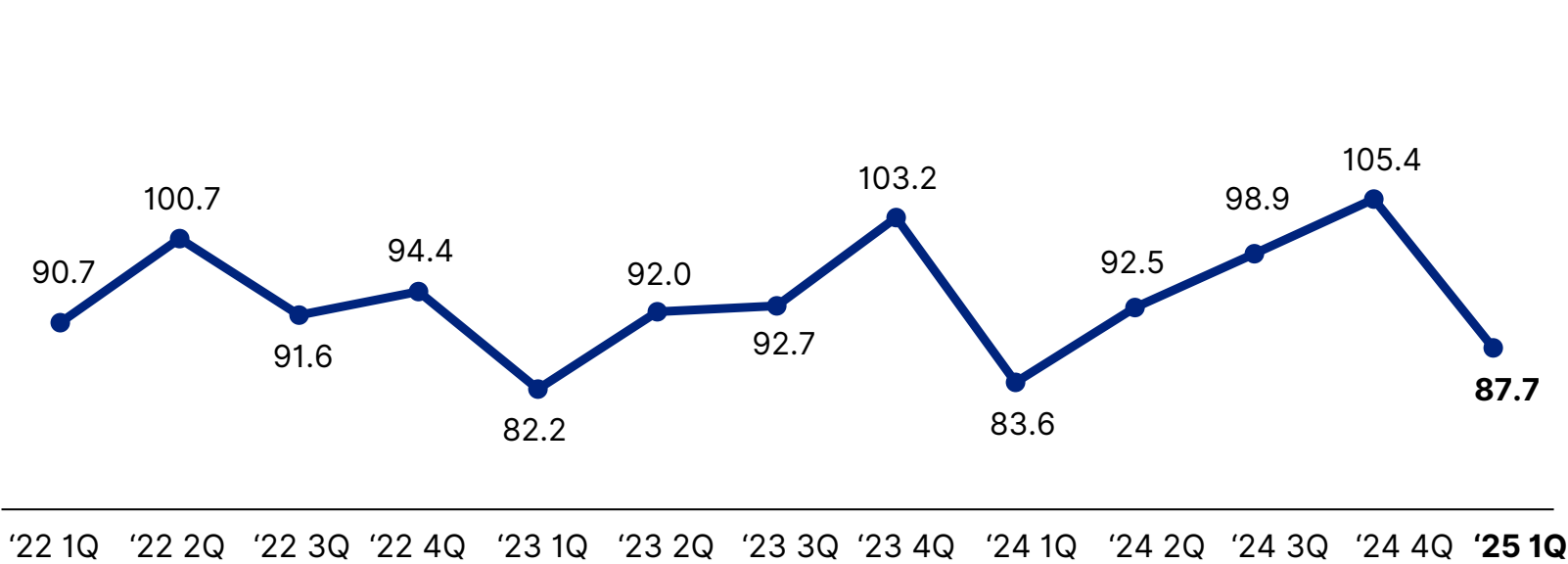
## ✓ Delivery Lead Time by Region

- Ocean freight lead time may take up to 80 days



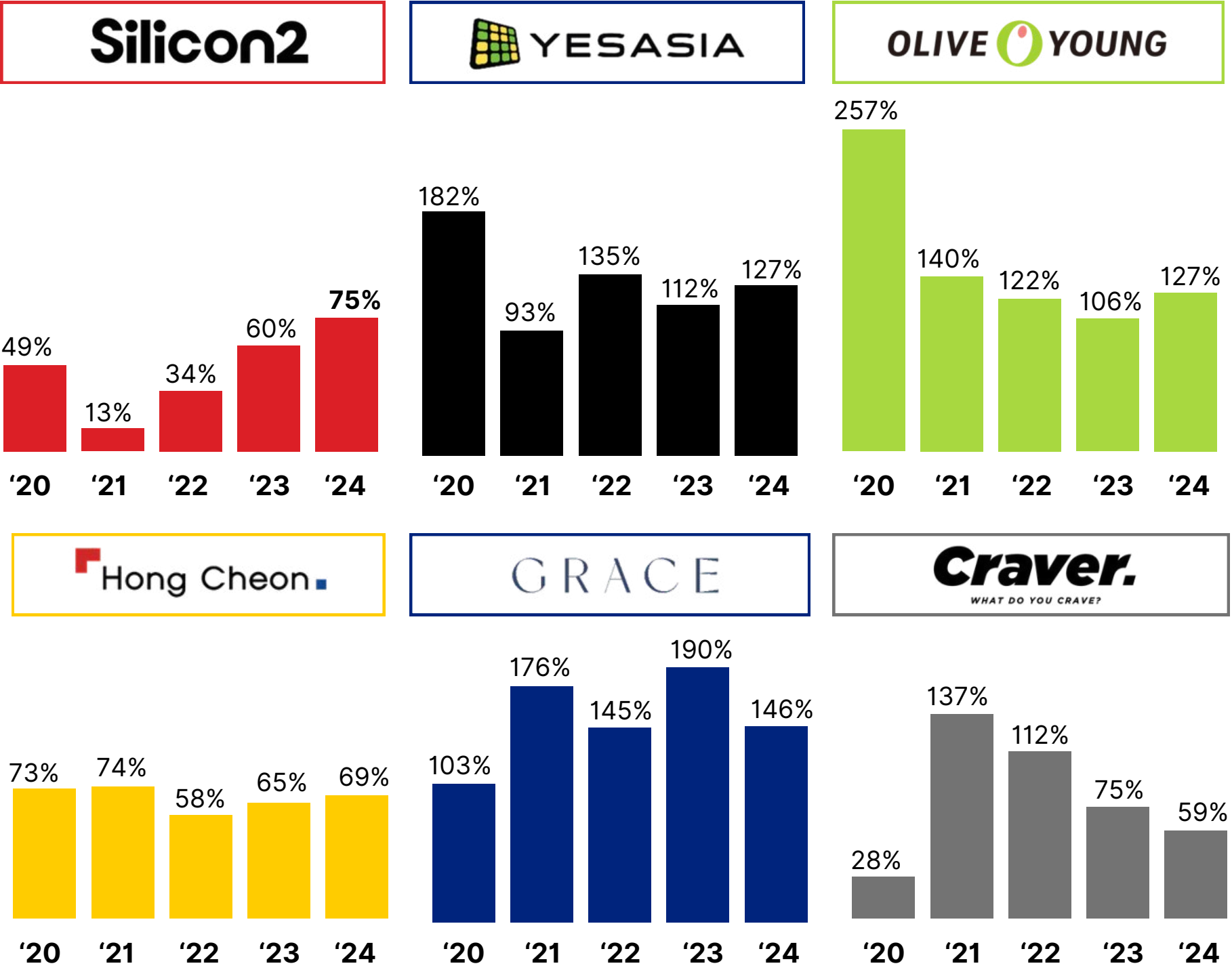
## ✓ Quarterly Inventory Turnover Periods

- Remains at an average of approximately 90 days



## ✓ Debt Ratio Comparison

- Outperforming peers with a solid and conservative debt profile



### SECTION 3

## GROWTH STRATEGY

1. Overseas Corporate Expansion Strategy
2. Key Retailers Penetration Strategy
3. Channel Marketing Strategy
4. Equity Investment Strategy



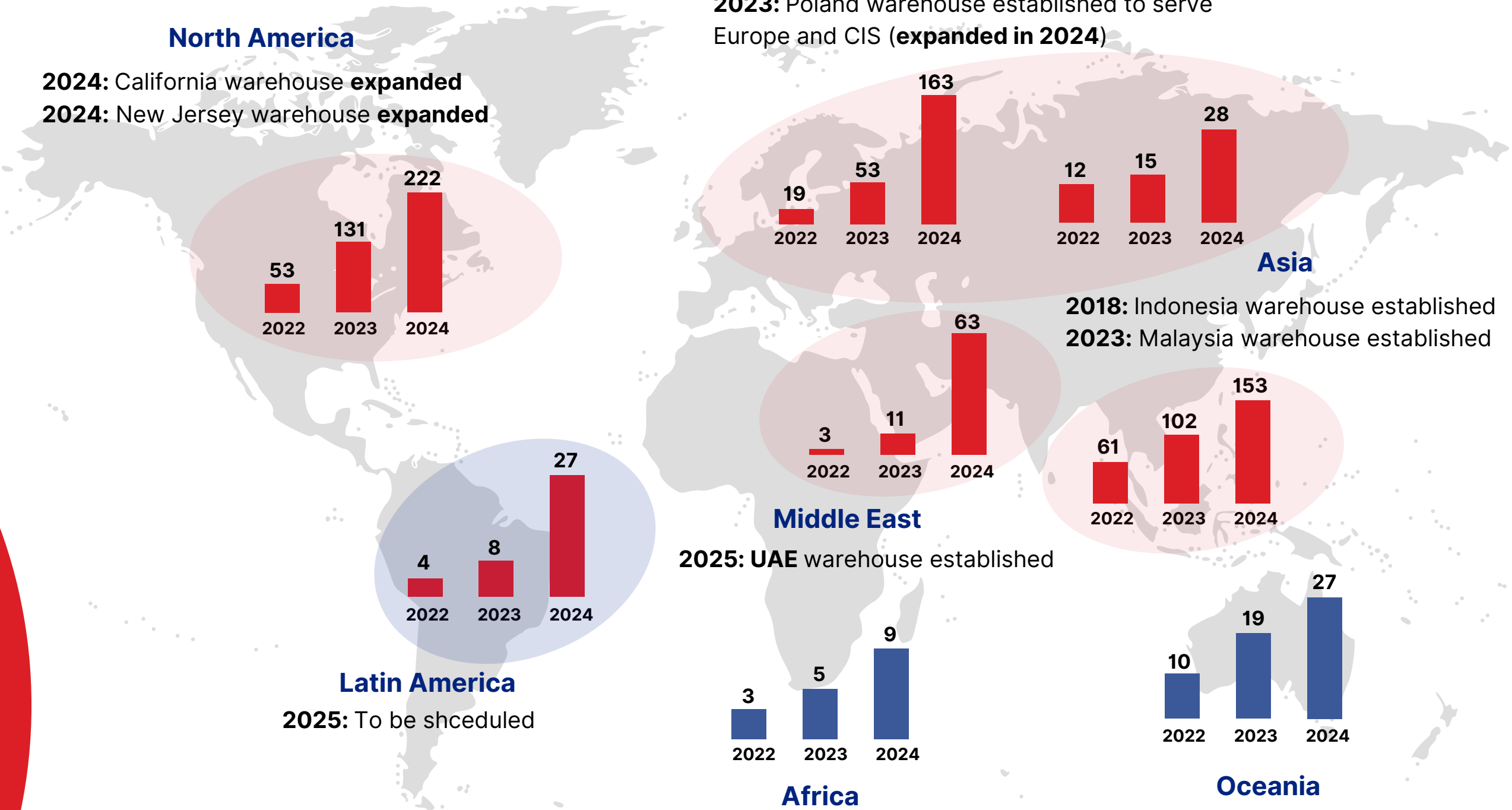
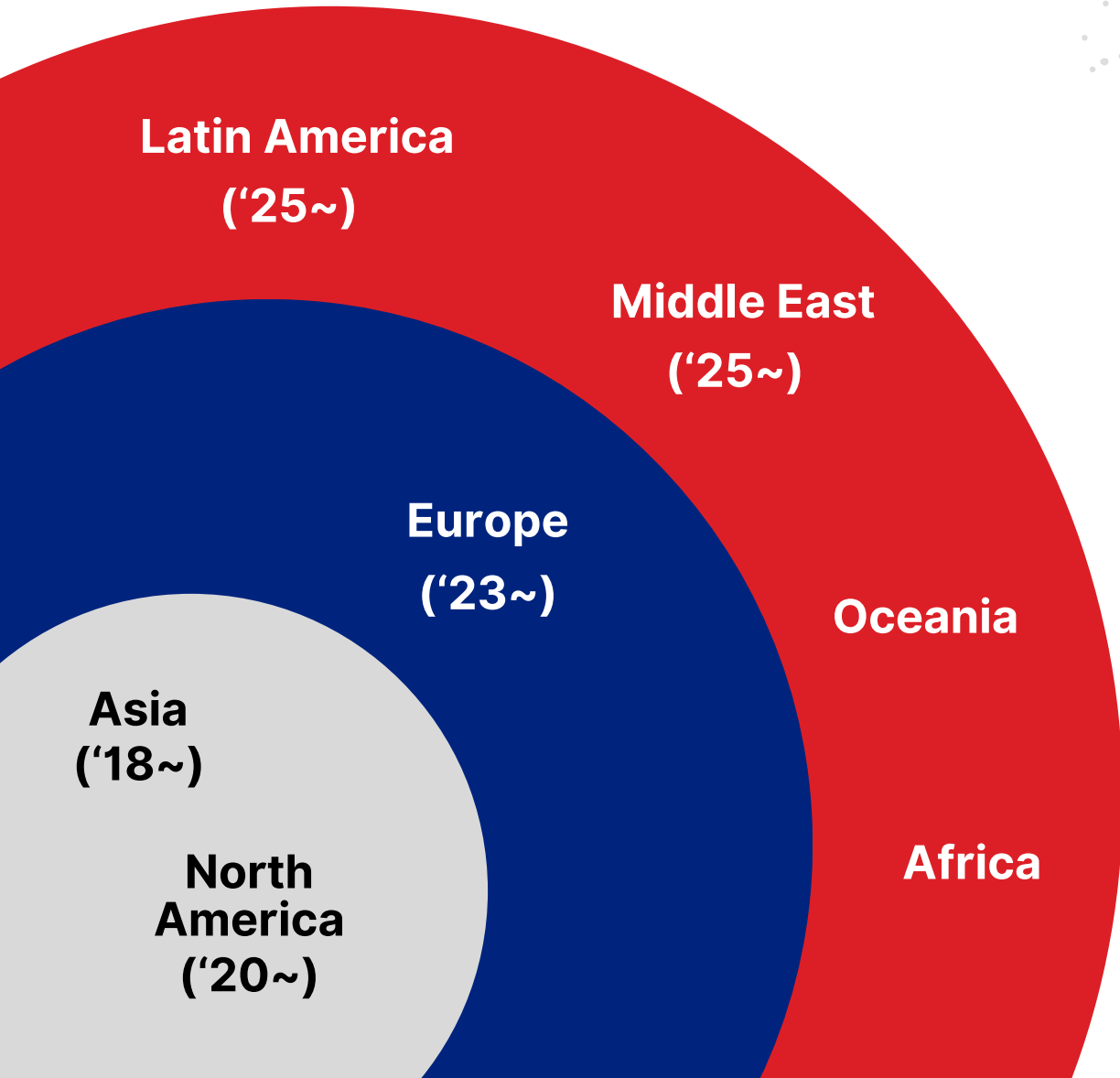
1. Overseas Corporate Expansion Strategy

✓ Overseas Corporate Establishment History & Plan

Areas with Subsidiary Opco/warehouse

Subsidiary Opco to be scheduled

(Unit: KRW bn)



# 1. Overseas Corporate Expansion Strategy

- Inventory status based on the warehouse capacity of headquarters and overseas subsidiaries
- Managing over **KRW 200 billion** in directly purchased inventory

## HQ



- **Size** : 26,593 m<sup>2</sup>
- **Inventory** : KRW 100 bn
- **Ave. Sales** : KRW 50 bn /month

## U.S.



- **Size** : 17,139 m<sup>2</sup>
- **Inventory** : KRW 30 bn
- **Ave. Sales** : KRW 10 bn /month

## Europe



- **Size** : 13,000 m<sup>2</sup>
- **Inventory** : KRW 40 bn
- **Ave. Sales** : KRW 15 bn /month

## Indonesia



- **Size** : 1,652 m<sup>2</sup>
- **Inventory** : KRW 14 bn
- **Ave. Sales** : KRW 4 bn /month

## Malaysia



- **Size** : 1,782 m<sup>2</sup>
- **Inventory** : KRW 8.8 bn
- **Ave. Sales** : KRW 3 bn /month

**+KRW 170 bn** AT WAREHOUSES  
WORLDWIDE

**+KRW 30 bn** IN TRANSIT



1. Overseas Corporate Expansion Strategy

- 5 Moida offline stores currently open
- Scheduled to expand to 10 stores by the end of 2025



Opened

Scheduled

Country	'24	'25 1Q	'25 2Q	'25 3Q	'25 4Q
United States	1 <sup>st</sup> Branch/ Ontario Mills		2 <sup>nd</sup> Branch/ New York	3 <sup>rd</sup> Branch/ Orange Mall	
United Kingdom	1 <sup>st</sup> Branch/ Westfield		2 <sup>nd</sup> Branch/ Leicester Square		
Indonesia	1 <sup>st</sup> Branch/ KOTA				
France			1 <sup>st</sup> Branch/ Paris		
UAE				1 <sup>st</sup> Branch/ Dubai	
Australia					1 <sup>st</sup> Branch/ Sydney
Italy					1 <sup>st</sup> Branch/ Milan

2. Key Retailer Penetration Strategy

U.S. Retail Expansion Status & Plan

Channel	- '24	'25 1Q	'25 2Q	'25 3Q	'25 4Q
SEPHORA		KAJA			TOCOBO
ULTA BEAUTY		Round Lab, ISNTREE, ETUDE	Kaja, I Dew Care		Dr.Althea
CVSHealth.	COSRX, Beauty of Joseon				
COSTCO WHOLESALE	Abib				
Walgreens			I Dew Care		
NORDSTROM			Kaja		
TARGET.				Kaja, I Dew Care, Nooni	
macys*			Kaja		


Europe Retail Expansion Status & Plan










Channel	- '24	'25 1Q	'25 2Q	'25 3Q	'25 4Q
ROSSMANN	Beauty of Joseon, Round Lab, TOCOBO	ANUA, Dr.Althea, VT, Biodance			
dm	Beauty of Joseon, COSRX, ANUA, Skin1004, Mary&May	Round Lab, Biodance		Dr.Althea	
NOTINO	Beauty of Joseon				
SEPHORA	Beauty of Joseon				
SAMARITAINE PARIS PONT-NEUF	Beauty of Joseon, TirTir, ANUA, TOCOBO, Skin1004, ISNTREE, COSRX, Round Lab		Medicube, Biodance, VT, Dr.Althea		
Boots	Beauty of Joseon, Skin1004, ISNTREE, Haruharu Wonder, Mixsoon, Round Lab		TirTir, Biodance, Medicube, TOCOBO, Dr.Althea, Fwee, Numbuzin, SOMEBYMI		
Superdrug	Beauty of Joseon		SKIN1004, TOCOBO, Round Lab		Biodance, Dr.Althea



2. Key Retailer Penetration Strategy

✓ SE Asia Retail Expansion Status & Plan

 Scheduled

Channel	 Malaysia	 Singapore	 Vietnam	 Brunei
	<div><div><div>• Beauty of Joseon</div><div>: 2023.03</div></div><div><div>• Numbuzin</div><div>: 2023.07</div></div><div><div>• ANUA</div><div>: 2023.09</div></div><div><div>• ATOPALM</div><div>: 2024.02</div></div><div><div>• CNP Cosmetics</div><div>: 2024.05</div></div><div><div>• belif</div><div>: 2024.05</div></div><div><div>• ISNTREE</div><div>: 2024.07</div></div><div><div>• TIRTIR</div><div>: 2024.09</div></div><div><div>• Abib</div><div>: 2024.11</div></div><div><div>• Fwee</div><div>: 2024.11</div></div><div><div>• Biodance</div><div>: 2024.11</div></div></div>	<div><div><div>• Numbuzin</div><div>: 2024.11</div></div><div><div>• VT</div><div>: 2024.11</div></div><div><div>• ANUA</div><div>: 2024.11</div></div><div><div>• Fwee</div><div>: 2025.02</div></div></div>	<div><div><div>• Abib</div><div>: 2025.03</div></div><div><div>• VT</div><div>: 2025.03</div></div><div><div>• Jumiso</div><div>: 2025.06</div></div></div>	
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			<div><div><div>• Jumiso</div><div>: 2025.03</div></div><div><div>• VT</div><div>: 2025.04</div></div></div>	

2. Key Retailer Penetration Strategy

✓ Brand Entry Status by Country & Channel

1 Latin America



- 1. **Mexico:** Sephora MX, Sally Beauty, Costco MX, Club City
- 2. **Colombia:** Cromantic, Blush-bar, Krika, Linea Estética
- 3. **Chile:** DBS
- 4. **Peru:** ARUMA, Kamill
- 5. **Ecuador:** Deprati, D’Mujers
- 6. **Caribbean Sea:** Superfarm

2 Middle East



- 1. **UAE:** Watsons, Supercare
- 2. **Qatar:** Gold Apple
- 3. **Saudi Arabia:** Nahdi

3 Russia/CIS



- 1. **Russia:** Gold Apple, L’etoile, Podruzhka
- 2. **Kazakhstan:** Gold Apple
- 3. **Belarus:** Gold Apple

aruma



SALLY BEAUTY

Blush-Bar

DAX

DePrati

supercare PHARMACY



подружка



SEPHORA



# 3. Channel Marketing Strategy

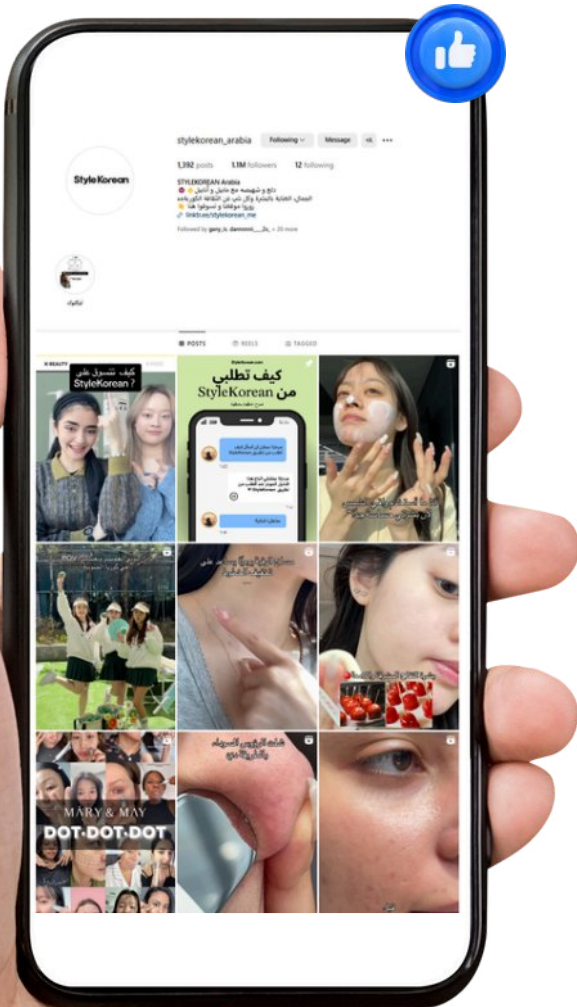
## Current View and Follower Count by Channel



- Followers : **+2.5M** (+4,402% YoY)
- Views : **+350M** (+4,502% YoY)



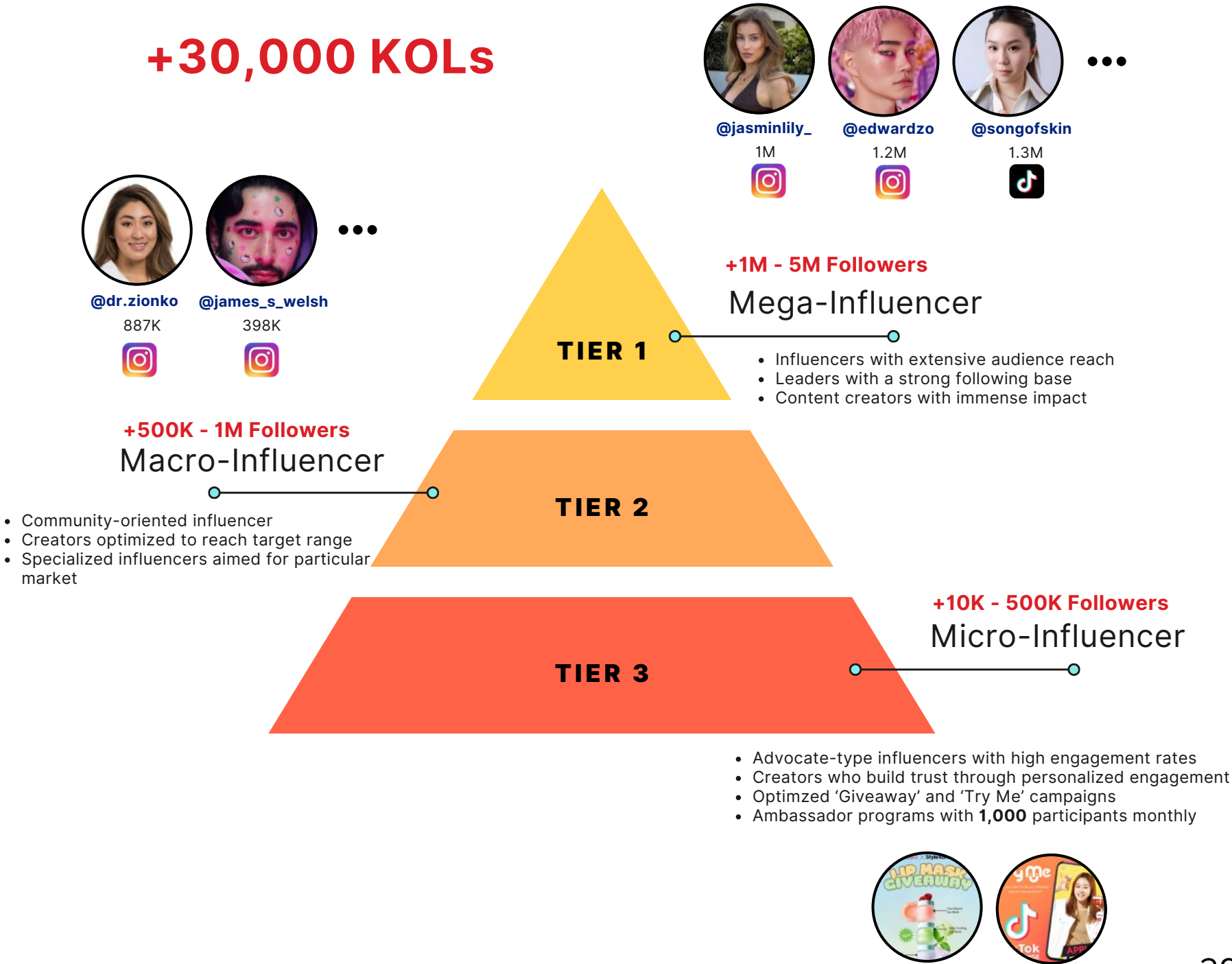
- Followers : **+1.8M** (+120% YoY)
- Views : **+86M**



**+4.5M FOLLOWERS IN TOTAL**

Channel	Views	No. of Videos
Instagram Reels	765M	1,415
Tiktok	489M	1,129
Youtube Shorts	52.1M	550
Total	1.3bn	3,094

## Key Opinion Leaders Marketing Collaboration



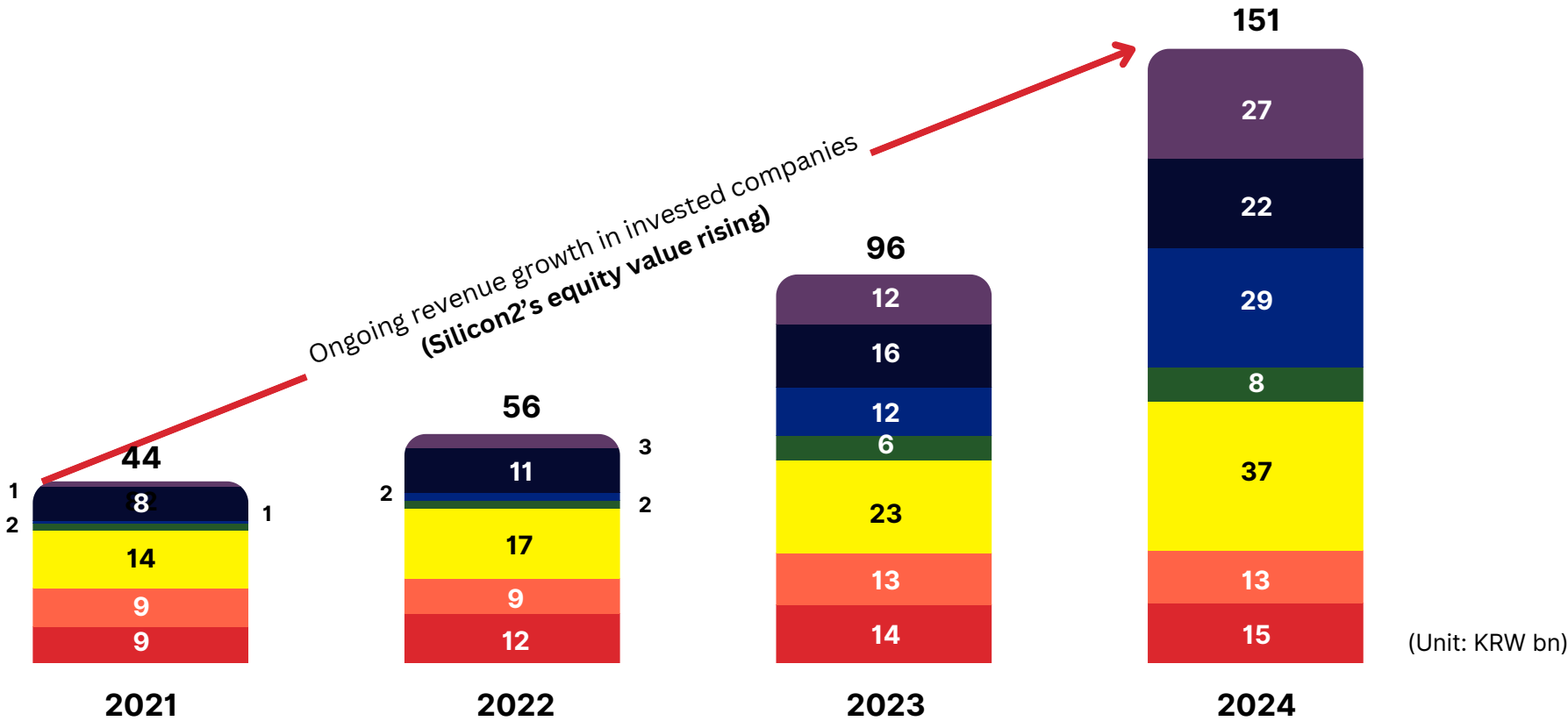


4. Equity Investment Strategy

✓ Incubation, equity investment, and collaboration with new brands driving joint global market growth

Classification	ONEAND	Benton	Pyunkang Yul	Hello Skin	Picton	Aid Korea Company	Be the Skin	JCN Company
	heimish	Bt	Pyunkang Yul	JUMISO	TOCOBO	MÁRY & MAY	BE THE SKIN <small>WITH FRESH HERBS</small>	NINE LESS°
Investment Date	2016.03	2016.11	2017.12	2018.02	2021.05	2021.10	2021.02	2021.07
Stake Percentage	24.1%	25.0%	10.0%	23.8%	32.5%	31.3%	30.0%	20.0%
Revenue CAGR 2021-2024	13.2%	8.4%	26.8%	46.9%	354.1%	27.9%	61.0%	113.6%

● Heimish ● Benton ● PKY ● Jumiso ● TOCOBO ● Mary&May ● Nineless



# 4. Equity Investment Strategy

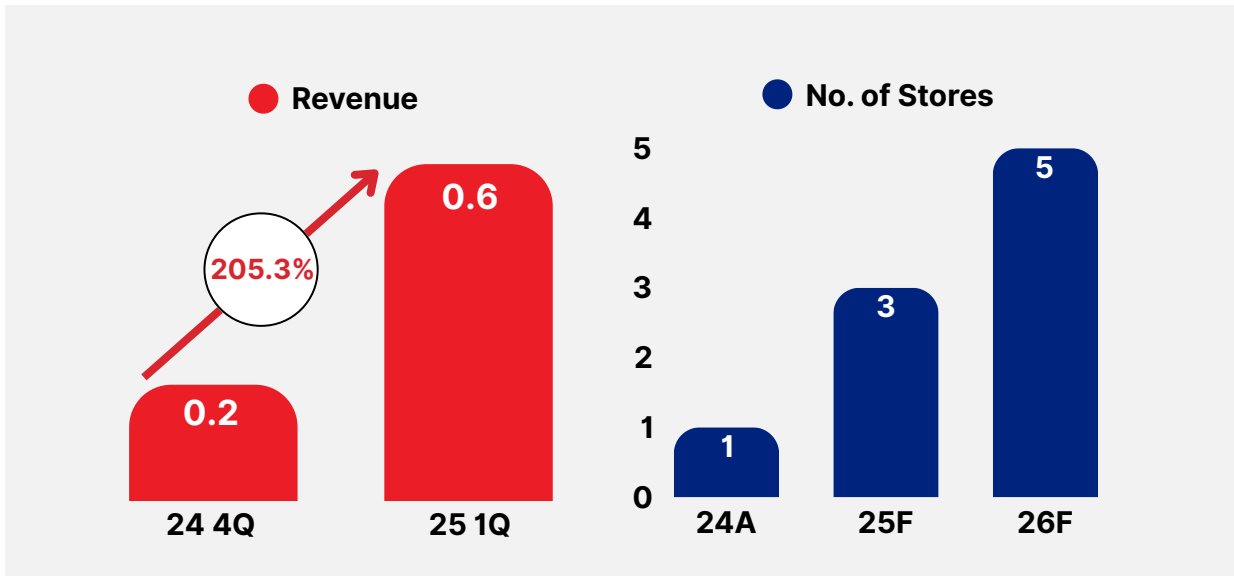
✓ Incubation & equity investment in new distributors, driving joint growth in global markets

## 1 UK Distributor: Made by Nature

- 30% Equity Investment



(Unit: KRW bn)

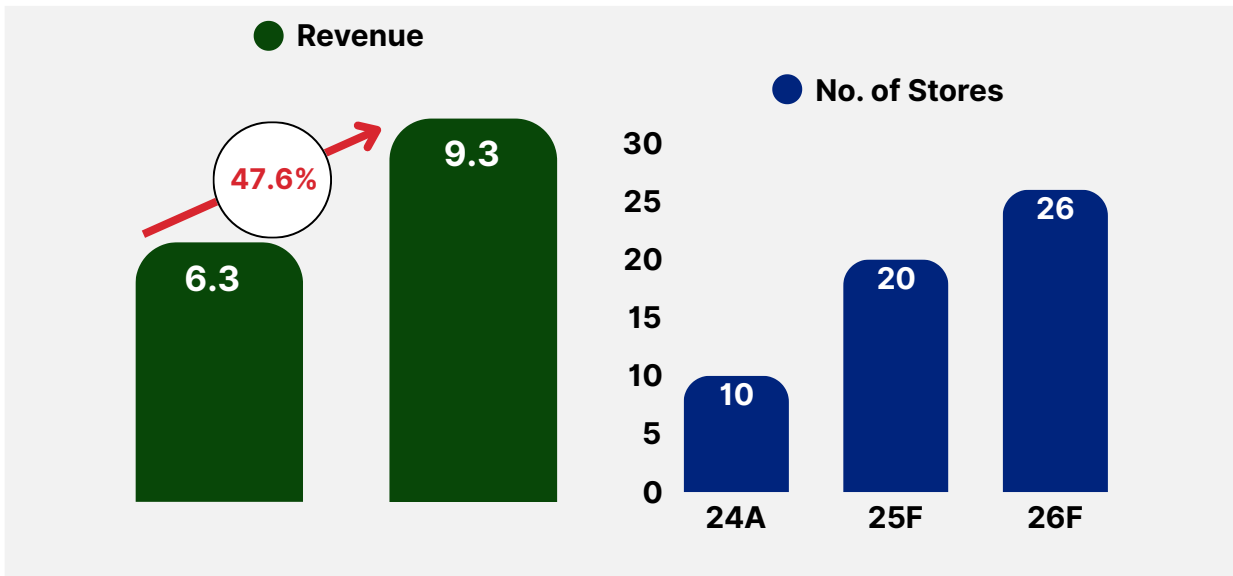


## 2 Canada Distributor: SUKOSHI MART

- 20% Equity Investment



(Unit: KRW bn)



## SECTION 4

# FINANCIAL SUMMARY

1. Quarterly Results - Income Statement
2. Quarterly Results - Revenue by Region
3. Quarterly Results - Operating Expenses
4. Quarterly Results - Balance Sheet





# 1. Quarterly Results - Income Statement

✓ **2025.1Q Summary of Income Statement (Consolidated Basis)**

(Unit : KRW bn)

ITEM	'25 1Q	'24 1Q	YoY %	'24 4Q	QoQ %
Revenue	245.7	149.9	63.9%	173.6	41.6%
COGS	168.0	99.3	69.1%	117.4	43.1%
(%)	68.4%	66.3%		67.6%	
Gross Profit	77.7	50.6	53.5%	56.2	38.3%
(%)	31.6%	33.7%		32.4%	
SG&A Expenses	29.9	21.1	41.5%	29.6	1.3%
(%)	12.2%	14.1%		17.0%	
Operating Profit	47.7	29.4	62.1%	26.6	79.5%
(%)	19.4%	19.6%		15.3%	
Financial Income	8.0	3.8		9.1	
Financial Expenses	(8.6)	(1.2)		0.3	
Other Income	0.0	0.0		4.2	
Other Expenses	(0.0)	(0.0)		(2.0)	
Equity Method Profit(Loss)	1.0	(0.3)		(0.1)	
Net Income Before Income Tax	48.2	31.8	51.6%	38.1	26.4%
(%)	19.6%	21.2%		22.0%	
Income Tax Expense	9.4	6.3		6.1	
Net Profit	38.8	25.5	51.9%	32.0	21.2%
(%)	15.8%	17.0%		18.4%	
EBITDA	49.5	30.6	61.7%	28.3	75.0%
(%)	20.1%	20.4%		16.3%	

- **Revenue**
  - **YoY 63.9% & QoQ 41.6%** achieved at **KRW 245.7bn**
  - Sales driven by the recovery of the US market and the expansion of Europe/ Middle East sales
- **Operating Profit**
  - **YoY 62.1% & QoQ 79.5%** achieved at **KRW 47.7bn**
  - Operating profit margin improved due to robust sales growth (24 4Q **18.1%** → 25 1Q **19.4%**) / Excluding bonuses
  - Improvement also reflected by absence of one-off expenses such as bonuses paid in Q4
- **Net Profit**
  - **YoY 51.9%, QoQ 21.2%** increase to **KRW 38.8bn** in 2025.1Q
  - Partial interest expense reduction through debt repayment during the quarter (24 4Q **KRW 2.6bn** → 25 1Q **KRW 1.6bn**)

## 2. Quarterly Results - Revenue by Region

✓ **2025.1Q Revenue by Region**

(Unit : KRW bn)

Item	'25 1Q	'24 1Q	YoY %	'24 4Q	QoQ %
Europe	81.3	28.3	187.2%	47.1	72.4%
(as % of revenue)	33.1%	18.9%		27.2%	
Asia	52.9	37.1	42.8%	41.7	27.0%
(as % of revenue)	21.5%	24.7%		24.0%	
North America	45.2	56.9	(20.5)%	37.3	21.3%
(as % of revenue)	18.4%	37.9%		21.5%	
Middle East	32.3	9.9	226.2%	20.1	61.1%
(as % of revenue)	13.2%	6.6%		11.6%	
Latin America	12.4	3.7	233.0%	8.6	43.8%
(as % of revenue)	5.1%	2.5%		5.0%	
CIS Countries	12.0	6.1	96.0%	7.9	51.8%
(as % of revenue)	4.9%	4.1%		4.6%	
Oceania	6.8	6.0	12.3%	7.5	(9.4)%
(as % of revenue)	2.8%	4.0%		4.3%	
Africa	2.7	1.9	42.7%	3.3	(19.6)%
(as % of revenue)	1.1%	1.3%		1.9%	
<b>Total</b>	<b>245.7</b>	<b>149.9</b>	<b>103.0%</b>	<b>173.6</b>	<b>31.9%</b>

- **Europe**
  - Total revenue for Europe for Q1 2025 was **KRW 81.3bn**, showing steep growth of **YoY 187.2%** and **QoQ 72.4%**
- **Middle East**
  - Total revenue for the Middle East for Q1 2025 was **KRW 32.3bn**, showing immense growth of **YoY 226.2%** and **QoQ 61.1%**
  - Establishment of local UAE subsidiary expected to drive strong growth through active business expansion
- **North America (United States & Canada)**
  - Q1 2025 revenue for North America was **KRW 45.2bn**, showing recovery in **QoQ of 21.3%** despite a **YoY decline of -20.5%**
  - Sales through Amazon US have been suspended since July 2024
  - Revenue decline recorded in 2024 due to implementation of MoCRA regulations and the impact of sun-care products not approved for OTC use
  - Revenue began to recover in the current quarter

### 3. Quarterly Results - Operating Expenses

✓ **2025.1Q Summary of SG&A Expenses (Consolidated Basis)**

(Unit : KRW bn)

Item	'25 1Q	'24 1Q	YoY %	'24 4Q	QoQ %
Salaries <sup>(1)</sup>	7.6	4.5	67.0%	11.5	(34.0)%
(as % of revenue)	3.1%	3.0%		6.6%	
Employee benefits	0.5	0.3	93.2%	0.5	4.9%
(as % of revenue)	0.2%	0.2%		0.3%	
Fees	6.7	8.6	(21.8)%	5.1	32.5%
(as % of revenue)	2.7%	5.8%		2.9%	
Transportation Costs	5.7	2.7	114.4%	4.8	18.5%
(as % of revenue)	2.3%	1.8%		2.8%	
Advertising Expenses	3.4	1.6	111.1%	2.6	30.1%
(as % of revenue)	1.4%	1.1%		1.5%	
Depreciation & Amortization	1.7	1.1	51.7%	1.7	4.0%
(as % of revenue)	0.7%	0.8%		1.0%	
Rent	0.5	0.0	855.7%	0.3	58.5%
(as % of revenue)	0.2%	0.0%		0.2%	
Other	3.8	2.3	68.4%	3.1	22.1%
(as % of revenue)	1.6%	1.5%		1.8%	

- **Salaries (including Employee benefits)**
  - **KRW 7.6bn, increase of YoY 67%, QoQ 25% (excluding 4Q bonuses)**
  - Number of employees<sup>(2)</sup> increased from **214** to **254**, but salary-to-revenue ratio remained stable in the **3%** range
- **Fees**
  - **KRW 6.7bn, YoY down by 21.8%, but QoQ up by 32.5%**
  - Despite including 1 billion KRW in one-off costs related to RCS issuance, fee-to-revenue ratio declined (**2.9% → 2.7%**)
- **Transportation Costs**
  - Increased due to expansion of US/Europe warehouses and strong sales growth in Europe (+air shipments)
  - Increased in QoQ, but declined in proportion to revenue (**2.8% → 2.3%**)
- **Advertising Expenses and Other**
  - Decline in expenses as a percentage of revenue despite higher spending associated with business expansion

(1) Retirement Benefits included (2) Permanent Employees

## 4. Quarterly Results - Balance Sheet

### ✓ 2025.1Q Summary of Balance Sheet (Consolidated Basis)

(Unit : KRW bn)

Item	'22	'23	'24	'25 1Q
<b>Assets</b>				
Current Assets	73.2	136.4	297.1	424.9
Cash and Short-Term Financial Assets	36.2	32.2	86.0	149.9
Accounts Receivable	6.1	21.3	42.2	62.9
Inventories	28.6	78.5	145.9	181.5
Other Current Assets	2.3	4.4	22.9	30.6
Non-Current Assets	56.0	78.9	160.7	165.6
Investment Assets	10.7	16.2	22.2	26.7
PP&E	44.2	59.9	117.2	117.4
Other Non-Current Assets	1.2	3.4	22.9	23.2
<b>Total Assets</b>	<b>129.2</b>	<b>215.3</b>	<b>457.8</b>	<b>590.5</b>
<b>Liabilities</b>				
Current Liabilities	28.6	74.2	189.3	138.4
Accounts Payable	1.1	0.5	1.4	11.5
Borrowings and Lease Liabilities	21.1	57.8	148.7	83.6
Other Current Liabilities	6.4	15.9	39.3	43.4
Non-Current Liabilities	4.2	6.1	6.8	124.9
Borrowings and Lease Liabilities	4.0	6.0	6.5	70.4
Other Non-Current Liabilities	0.2	0.2	0.4	54.4
<b>Total Liabilities</b>	<b>32.8</b>	<b>80.3</b>	<b>196.2</b>	<b>263.2</b>
<b>Equity</b>				
Issued Capital	30.2	30.3	30.5	30.7
Capital Surplus	29.6	30.2	30.8	31.2
Retained Earnings	32.8	70.8	191.5	230.3
Other Equity	3.8	3.7	8.7	35.1
<b>Total Equity</b>	<b>96.4</b>	<b>135.0</b>	<b>261.6</b>	<b>327.2</b>
<b>Debt Ratio</b>	<b>34.1%</b>	<b>59.5%</b>	<b>75.0%</b>	<b>80.4%</b>

- **Increase of Cash**
  - Cash and Short-term financial instruments surged to **KRW 149.9bn** in 1Q 2025
  - Ample liquidity secured through issuance of Redeemable Convertible Shares (**KRW 144bn**)
  - Issued shares recognized as debt (**KRW 117.6bn**) and other equity (**KRW 26.6bn**)
- **Accounts Receivable**
  - Slight increase to **KRW 62.9bn**
  - Day Sales Outstanding (DSO) decreased from **26 days** in Q4 to **19 days** in Q1
- **Inventories and PP&E**
  - Inventory vastly increased to **KRW 181.5bn**, but inventory turnover days decreased from **103 days in Q4** to **88 days in Q1**
  - Expansion of overseas logistics centers in 2nd half of 2024 increased tangible and intangible assets and has remained at similar levels in Q1 2025
- **Liabilites and Equity**
  - Retained earnings reached **KRW 230.3bn** in Q1 2025, an increase of **20.2%** compared to last quarter
  - Short-term borrowings of **KRW 65.0bn** were repaid usings proceeds from raised funds
  - Despite the increase in debt from RCS shares, debt ratio remained stable at **80.4%**