Michinobu Yasumoto, President and CEO

I am Yasumoto, the President and Representative Director of the company.

First, I will provide highlights of our consolidated performance and forecasts, followed by an explanation of our key measures for the FY2025.

First, please turn to page 5.

The Onward Group's Mission Statement

Enriching and Adding Color to People's Lives while Caring for the Planet

Keep moving forward as a "lifestyle and culture creation company" that contributes to creating lifestyles with richness and colors in harmony with the planet through "customer-centric management leveraging employees' diverse strengths"

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01

Consolidated Financial Results and Performance Forecasts Highlights

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FY2024 : Consolidated Financial Results Highlights

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Net Sales	Operating Profit	Net Profit	EBITDA*
208.4 billion yen	10.2 billion yen	8.5 billion yen	15.5 billion yen
+9.9% YoY	- 9.8% YoY	+28.8% YoY	- 3.7% YoY
+18.8 bn yen YoY	- 1.1 bn yen YoY	+1.9 bn yen YoY	- 0.6 bn yen YoY

*Note: EBITDA = operating profit + depreciation and amortization.

- Net sales increased 9.9% YoY to 208.4 billion yen. In addition to strong performance of brand businesses such as Nijyusanku, Jiyuku, UNFILO, KASHIYAMA, Chacott COSMETICS and PET PARADISE, increased use of OMO service "Click & Try" contributed positively. However, issues remain such as responding to climate change and others, resulting in net sales falling short of the forecast.
- The gross profit margin declined 1.3% YoY mainly due to adjustments made to past-year merchandise inventory, which increased during the period of recovering from the COVID-19 pandemic. On the other hand, the SG&A ratio declined 0.2% YoY, as wage hikes and other cost increases were absorbed by further streamlining of store operations through the opening of more multi-brand stores and other measures.
- As a result of the above, operating profit decreased 9.8% YoY to 10.2 billion yen, Net profit amounted to 8.5 billion yen, up 28.8%, owing to the recording of deferred tax assets, achieved the forecast.
- WEGO business, which had been newly included in the scope of consolidation in October last year, posted operating profit of 120 million yen with net sales of 12.8 billion yen, mainly due to improved precision in product planning and sales measures during off seasons.
- ROE in FY2024 was 10.4%, achieved the target of "ROE of 10% or more in FY2026" under the Medium-term Management Plan two years ahead of schedule.

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We achieved a year-on-year increase of 9.9%, or 18.8 billion yen, resulting in total net sales of 208.4 billion yen.

We saw strong performance of our core and new brands such as *Nijusanku*, *Jiyuku*, *Unfilo*, *Kashiyama*, *Chacott Cosmetics*, and *Pet Paradise*. Additionally, Use of Click & Try, an OMO service that allows customers to order stock not available in stores and try on items, was also strong throughout the year. These factors contributed to the increase in net sales. On the other hand, we had a very long summer throughout the year, and spring came very late, even at the end of the fiscal year in February, even today, you can see people wearing thick down jackets in Tokyo. Under such extraordinary climate conditions, there was a some difference between our traditional product MD calendar and actual customer feeling throughout the year. Although we have been able to respond to changing weather conditions, there are still areas where we are not fully prepared and there are challenges that need to be managed. In October and February, monthly sales at existing group stores fell below the previous year's levels. Due to these factors, we achieved 99.2% of our sales target of 210 billion yen, coming in approximately 1.6 billion yen below the plan, which leaves us with challenges in terms of sales. Additionally, during the recovery from the COVID-19 pandemic, we increased inventory, which had previously been tightly controlled and adjusted inventory levels throughout FY2024. FY2023 was a year with a very high GP margin compared to the past decade, achieving rapid operating profit growth. However, in FY 2024, we entered an adjustment phase leading to a 1.3% decline in GP margin. Meantime, the SG&A ratio decreased by 0.2%. The increase in labor costs due to wage increases was absorbed by improving store operation efficiency and multi-brand store openings, reducing the expense ratio by 2.2%. But it was not enough to offset the 1.3% decline in GP margin. As a result, operating profit stood at 10.2 billion yen or 9.8% decrease. On the other hand, net profit for the period achieved the plan. We achieved a significant year-on-year increase of 28.8%, reaching 8.5 billion yen exceeding our plan. This was partly due to the recognition of deferred tax assets. Additionally, while we will provide individual company explanations later, we were able to generate an operating profit for *Wego* business, which became a new consolidated entity in October last year. Originally, the business tended to see strong performance in the first half and not so much profit in the second half but we managed to generate profit in October-February period. Though brand demand tends to weaken in February, we could enhanced effectiveness of product planning and sales strategies during this period through close collaboration with the Onward Group team. We expect this to continue to contribute to earnings in FY2025 and beyond. Finally, regarding ROE and capital efficiency for FY2024, ROE stood at 10.4%. Our mid-to long-term plan had set a target of ROE over 10% by FY2026.We achieved this two years ahead of schedule.

These are the highlights of FY2024.

FY2025 : Consolidated Performance Forecasts Highlights

ONWARD

Net Sales	Operating Profit	Net Profit	EBITDA
230.0 billion yen	11.5 billion yen	10.0 billion yen	17.0 billion yen
+10.4% YoY	+13.3% YoY	+17.4% YoY	+10.0% YoY
+21.6 bn yen YoY	+1.3 bn yen YoY	+1.5 bn yen YoY	+1.5 bn yen YoY

- Net sales are expected to increase 10.4% YoY to 230.0 billion yen. We will accelerate growth of major brand businesses through an expansion in new store opening and other measures. We will also work to raise the level of net sales, including during off seasons, while enhancing our product planning capability to respond flexibly to climate change. WEGO business, which was consolidated last fall, will also contribute for the full year.
- Operating profit is planned to increase 13.3% YoY to 11.5 billion yen. We will Improve gross profit margin by 0.3% by curbing sales at discount prices and by thoroughly managing inventory. The SG&A ratio will increase by 0.2% due to a temporary increase in depreciation expenses associated with new store opening and digital-related investments. For the overseas business, in particular, positive operating profit is expected for the European, U.S. and Asian businesses combined, for the first time in 11 fiscal years since FY2014.
- Net profit is projected to increase 17.4% YoY to 10.0 billion yen. It is expected to achieve the target set in the Medium-term Management Plan (net profit of 10 billion yen or more in FY2026) one year ahead of schedule.

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Next, we have outlined the highlights of performance forecasts for FY2025 on page 6.

We anticipate a year-on-year increase of 10.4% or 21.6 billion yen in net sales, expecting net sales of 230 billion yen. We will drive the growth of major brand businesses by new store openings. We plan to be more aggressive in opening two types of stores such as, single-brand stores and multi-brand stores such as Onward Crosset Select(OCS). Regarding products, reflecting on FY2024, we aim to enhance our product planning capabilities to flexibly respond to very complex and unpredictable climate changes. For example, we plan to increase the proportion of season-less products which can be worn year-round in each of our main brand businesses. Through such measures, we plan to boost and stabilize sales, include between seasons, throughout the year. Additionally, the *Wego* business which was consolidated last in October, only contributed for 5 months in the previous fiscal year, but will contribute full-year basis in 2025. With these factors considered, we aim to achieve net sales of 230 billion yen with a 10.4% year-on-year increase.

For operating profit, we plan a year-to-year increase of 13.3%, 1.3 billion yen, aiming for 11.5 billion yen. We aim to improve the GP margin, which significantly decreased last fiscal year by 0.3% through suppressing discounted sales and rigorous inventory management.

We plan for a 0.2% increase in SG&A ratio. In accelerating new store openings as mentioned earlier, we will invest cross brand businesses including flagship stores and global capabilities. Additionally, we will continue digital-related investments across all operations including planning, production, sales, and administration. Depreciation expenses from these investments will temporarily increase, which will drive the 0.2% rise in the SG&A ratio. As a result, OP margin expansion would be limited to 0.1%. However, with double-digit sales growth, we aim for a 13.3% increase in amount of operating profits. The overseas business in particular has been a burden with 11 consecutive fiscal years of losses. To address this challenge, we began global business restructuring efforts in fall of 2019, which was completed with the sale of the Guam Golf Resort Business in February this year. Following these efforts, we are now expecting to achieve operating profitability for the first time in 11 fiscal years across our combined overseas businesses, including Europe, America and Asia.

Regarding net profit for the period, we aim to achieve a significant 17.4% increase to reach 10 billion yen. Our mid-to long-term plan had set a target for over 10 billion yen by FY2026, so we're aiming to achieve this one year ahead of the schedule.

As previously mentioned on page 5, we consider EBITDA and cash flow of operating profits plus depreciation as a key management. FY2024 ended with an EBITDA of 15.5 billion yen, and we aim to increase this by 10% to reach 17 billion yen in FY2025.

Strengthen Shareholder Returns

ONWARD

Dividend Policy

The Company views the distribution of profits to shareholders as one of the management's highest priority issues, and sets a guideline of full-year payout ratio target of 40% or more, ensuring stable and appropriate distribution of profits in conjunction with its performance.

We plan to introduce an interim dividend system in FY2025 to enhance opportunities to return profits to shareholders.
Plan to pay an interim dividend of 14 yen and year-end dividend of 16 yen, for a total of 30 yen for the full year (up 4 yen from 26 yen in FY2024).

		FY2025 Forecast	FY2024
Dividends per Share (yen)	Interim dividend	14	-
	Year-end dividend	16	26
	Total	**30**	**26**
Total Dividens (mil. yen)		4,072	3,529
Net Profit (mil. yen)		10,000	8,516
Payout Ratio		**40.7%**	**41.4%**

Introduction of a restricted stock compensation plan

In FY2025, we plan to introduce a restricted stock compensation plan that utilizes treasury shares held to Directors (excluding Outside Directors) and Executive Officers. It aims to further enhance management that is conscious of capital efficiency and share prices by linking part of executive compensation with share prices.

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Moving to page 7.

I will explain enhancements to shareholder returns.

We have had a dividend policy which set a target payout ratio of 40% or more. Subject to resolutions at the shareholders meeting for amendments to the Articles of Incorporation, we are planning to introduce an interim dividend system from FY2025. We're aiming for a full-year payout ratio of 40% or more with an interim dividend of 14 yen and a year-end dividend of 16 yen, totaling 30 yen per share for FY2025. This represents an increase of 4 yen from 26 yen in FY2024.The total dividend payout is expected to reach 4,072 million yen with a net profit of 10 billion yen planned. This translates into a payout ratio of 40.7%. Additionally, as another resolution item at the shareholders meeting in late May, we plan to introduce the Restricted Stock Compensation Plan, utilizing Treasury stock for directors and group executive officers, excluding outside directors. As released, by linking part of executive compensation to stock prices, we intend to ensure management focused on capital efficiency and stock value. We intend to better align our perspectives and share common values with our shareholders. To this purpose, we plan to introduce the plan from FY2025, and through these efforts, we aim to continuously strengthen shareholder returns in the future.

02

FY2025 Key Measures

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FY2025 Key Measures (1) Onward Kashiyama

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Nijyusanku — Further evolution of the largest core brand

【Measures to address Climate Change】

- Expanding the seasonless items which are not influenced by the climate change.

【Measures by sales channel】

- Establish a new flagship store which embodies the brand's worldview.
- Development of new sales channels such as shopping centers, station buildings and street stores.
- Existing stores ・・・ Strengthen the approach to the new rich and expand high-sensitivity and high-price MD.
- E-Commerce ・・・ Free products lineup from seasonality, expand E-Commerce original products which meets customer demands.

UNFILO — Develop to the second largest brand after Nijusanku

- Accelerate OCS store openings centered on “UNFILO" and expand the store floor space.
- Develop and expand products with superior functionality: such as "Breeze move” which is the material jointly developed with Toray.
- Expand newly launched products during the peak summer season (Functional and beautiful accessories and T-shirts, etc.)
- Launch products aggressively and strengthen digital advertisement to enhance brand recognition.

ATON — Developing distribution with a view to full-scale overseas expansion

- Build a foundation for overseas expansion. To Develop wholesale customers, exhibited at an exhibition in Paris where buyers from various countries gathered.
- Increase the inbound ratio of Aoyama flagship store from 20% in FY2024 to 30% in FY2025.

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Next, I will explain the key measures for FY2025 which are outlined in five points up to page 13.

First is *Onward Kashiyama*, the core of our group, and have highlighted three brand, *Nijyusanku*, *Unfilo* and *Aton*. In terms of distribution channels, the brand has grown mainly through department stores and has also seen continuous growth through e-commerce over the last 15 years. We aim further refine this brand and develop it into a globally recognized brand and drive further growth and development. However, even this brand, *Nijyusanku*, struggled to continue to grow sales in FY2024.It was significantly challenged by climate change. This brand has excelled in seasonal launches and merchandising, but its weakness lies in the lack of seasonless items, products that can be worn year-round. To expand and improve off-season sales in the unfavorable weather, the company needs to broaden its product strategy to include year-round products. Our Product Division is currently leading efforts to develop products in this category. In addition, the company believes further investment is needed in flagship stores that embody and represent the brand to the world. This is an important challenge that we will be working on in FY2025. The company will also begin to develop a third sales channel that does not belong to department stores or online stores, such as shopping centers, station buildings, and street stores. OCS now has 200 stores and the number of the OCS which includes *Nijyusanku* is increasing. In addition to going out into new distribution with a single brand of *Nijyusanku*, we would also like to promote the creation of new touch points for new customers in collaboration with other Onward brands. For existing stores, we plan to expand our customer base to the next generation by strengthening our approach to the “new rich”. Our online store attracts a very diverse customer base. In addition to non-seasonal products, we aim to expand EC-exclusive products that offer great value. As *Nijyusanku* has already surpassed the 30 billion yen mark, we plan to pursue multiple strategies simultaneously for further expansion.

Next, in regard to the development of the next new core brand after *Nijyusanku*, we aim to continue the high growth of *Unfilo*, which is expanding rapidly mainly through shopping centers and online stores. We will expand touch points through OCS and expand the floor space of existing stores. The company's strength lies in products with excellent functionality, such as the use of "*Breathe Move*", a material developed jointly with *Toray*. that combines functionality and fashion. We plan to expand our product offering, especially during the peak summer season, with a focus on expanding fashion accessories and T-shirts. In addition, we plan to increase investment in advertising, with a focus on digital media. Brand awareness is still very low at around 2%, so we will enhance our advertising efforts.

Finally, *Aton*. Basically this brand is looking to expand globally. So far, the brand has focused on street stores and wholesale, and has turned profitable and gained brand recognition. In order to build a foundation for overseas expansion, we participated in an exhibition in Paris. We will also increase the ratio of inbound sales through raising our name recognition overseas. We aim to increase the ratio of inbound sales at the Aoyama flagship store from the current 20% to 30% by FY2025.

FY2025 Key Measures (2) Onward Personal Style "KASHIYAMA"

ONWARD

Catalyst for the resurgence of business suits, aiming to achieve sales of 10 billion yen through rapid growth

Expand large-scale stores in the center of major city

- Plan to open direct management stores with a size of 165㎡ to 330㎡ in urban centers of major cities.
- Planning to open new stores in Yokohama West Exit (165㎡) and Kyoto Shijo (238㎡) in May.

Strengthening of women's division

- Approaching women with no experience of made-to-order products.
  - Tie up with media for advertising, develop collaborative products
  - Leverage digital advertising, video advertising and SNS.
- Targeting 30% share in its sales in FY2025 from 24% in FY 2024.

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The second key is the *Onward Personal Style*, which operates *Kashiyama the smart tailor*.

Although the business suit market is shrinking, This brand, offering a new business model that combines short lead times, high quality and competitive pricing, achieved significant expansion in FY2024. Brand recognition has also significantly increased. In FY2025, we aim to achieve sales of 10 billion yen. Brand operates a unique business model in the industry, delivering products directly from its own factory to customers' homes. We will expand directly operated stores, particularly in major urban centers. We will expand directly operated stores, particularly urban area in major cities. We will open two large size stores in May, Yokohama West Exit and Kyoto Shijo, and those stores will also contribute to get higher brand recognition. Additionally, demand for women's custom-made suits is growing with 24% of sales in FY2024 coming from female customers. We aim to increase this ratio to 30% in FY2025, by focusing on various initiatives such as advertising for female customers.

FY2025 Key Measures (3) WEGO

ONWARD

Aiming for sales of 50 billion yen in the medium- to long-term (40 billion yen domestically, 10 billion yen internationally).

Measures in the Domestic market

- Develop and promote products tailored to each of the urban and suburban areas.
- Encourage diverse customer segments to visit the store through various collaborative events.
- Capturing inbound demand to serve as a footstone for future overseas expansions.
- Aiming for 30% E-Commerce ratio through collaboration with Onward group.

Measures in the Overseas market

- In the Chinese market, focus on EC and pop-up stores with the "supporting-my-favorite business" as a growth driver.
- Conduct marketing activities in Preparing for preparation for Overseas Expansion such as the Southeast Asian market where WEGO's T-shirts with various logo and fashion goods are popular.

Shanghai "Ita-bag limited" pop-up held in October 2024

WEGO YOUR FAN

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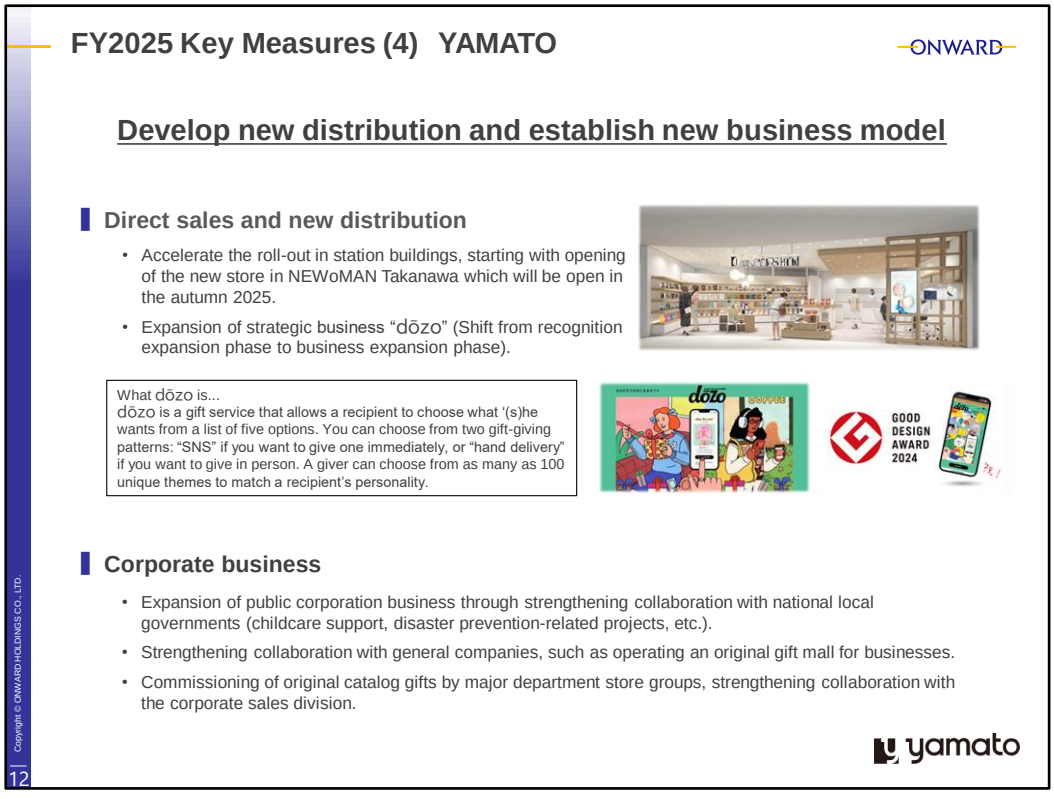
Page 11 shows *Wego*, which was consolidated last year. This is the third key measure. The main customers are young people, especially teenagers. The number of the customer from abroad visit *WEGO* stores is very high in big city, *Wego* has the potential to become a global brand especially in Asia.

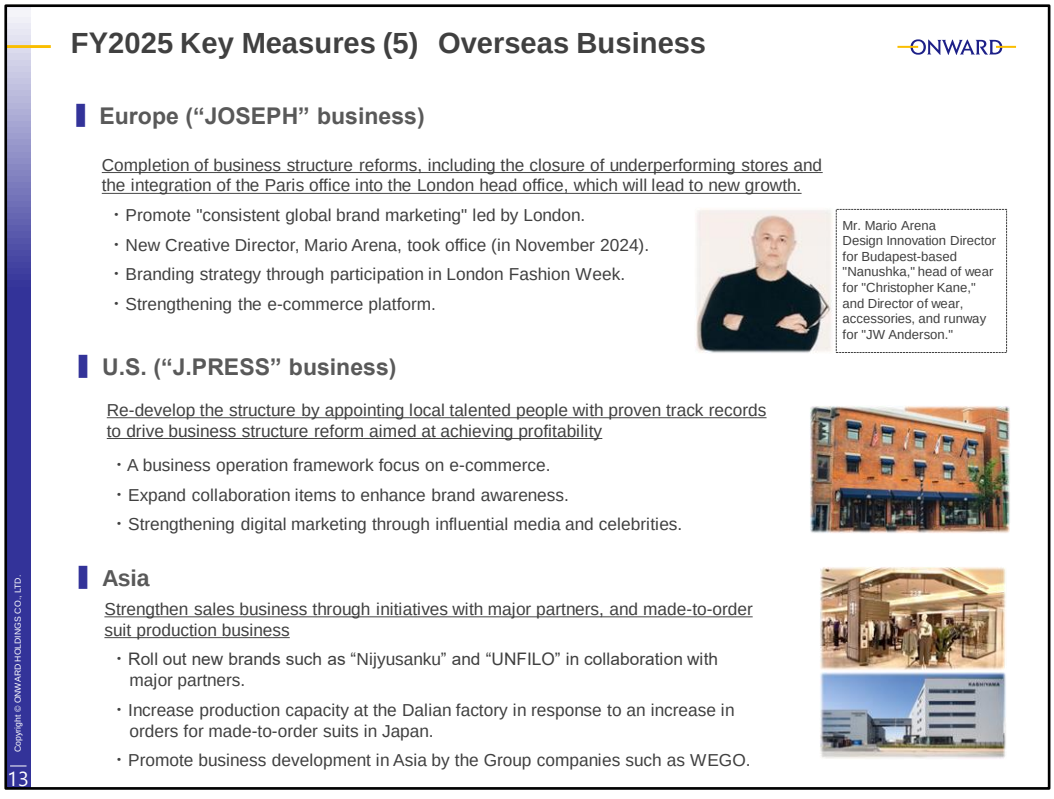
We are aiming for about 40 billion yen in domestic sales, 10 billion yen in overseas sales, and 50 billion yen in total sales as soon as possible. In terms of size, we're currently at about 60% of the target. We would like to expand *WEGO* to double its current size. In Japan, we currently have 180 stores, mainly in shopping centers and fashion buildings. In the future, we will develop and deploy products tailored to the characteristics of both urban and suburban areas. In order to attract a wide range of customers, we will develop products in collaboration with various characters and overseas artists. We will focus on flagship stores in Harajuku and Shinsaibashi, majority of the sales are generated by foreign customer, to capture demand from foreign customers, which will serve as a foothold for future overseas expansion One of the weaknesses is e-commerce. At present, the e-commerce ratio is 20%, and we are trying to increase to 30% as soon as possible. WEGO's e-commerce relies on other online shopping malls, and we would like to improve WEGO's e-commerce site and acquire customers directly, preferably by the end of 2025.

As for overseas, we will focus on the Chinese market. and then, eventually, the Southeast Asian market to expand the business. We have various products to support "my favorite demand" and also the casual items including the logo T-shirts, fashion goods and others. we also plan to aggressively promote digital marketing, targeting the youth, especially teenagers in the Asian market.



Page 12 shows the gift business by *Yamato*, the fourth key measure.

Yamato was consolidated in FY2019, so this is the seventh year, but there was the pandemic in this period. In FY2024, we made investments to develop the foundation for the new businesses. we are shifting our main business to the personal gifts from basic formal gifts such as seasonal, weddings and funerals gift. We will develop new distribution networks and establish new business models to respond to market changes. Until now, the main contact with customers has been through original catalog gifts from department stores. With the opening of NEWoMaN Takanawa this autumn, we plan to roll out new *Yamato*-operated stores in station buildings with high traffic. *"Dozo" is a fast-growing online gift service business offering a limited selection of themed products, and is moving from the recognition expansion phase to the business expansion phase, where it will contribute to earnings.* In addition to these B2C businesses, we will also expand our B2B business. We will work with the national and local governments on projects related to child care and disaster prevention, and strengthen cooperation. In the future, the company plans to make the B2B business one of the pillars of its revenue base by operating an original corporate gift mall, taking on original catalog gift contracts from major department store groups, and strengthening cooperation with the corporate sales department.



Page 13 shows overseas business, last key measure.

As I mentioned in the FY2025 plan, we are determined to achieve profitability in operating income in our overseas operations as a whole. *Joseph in Europe has completed the business structure reform and integrated the head office in London and Paris to London. Joseph will promote the consistent global brand marketing led by London.* Mario Arena, his strength is a planning ability, not only for clothing but also for bags, accessories, shoes and others, took office as the new creative director in November last year. He has worked at JW Anderson. His collection will be launched from Autumn and Winter collection this year. *Joseph* will participate in London Fashion Week and expand the e-commerce platform. *Joseph* plans to make a new start from this year, so I hope you have expectations from it.

As for *J Press* in the United States, which has more than 120 years of history, *J Press* has two stores in New York and New Haven. We are currently making preparations to strengthen the management team at the U.S. headquarters. We will be building the new business structure around digital technologies and bringing in local talent with proven track records to the management team.We should have something to announce this Atumun.

As for Asia, we have been building up wholesale and distribution partners in various countries for a long time. Especially in Taiwan and China, we have introduced *Nijusanku* and *Unfilo* and other brands together with local partners. In addition, through collaboration with *Kashiyama Smart Tailor*, the Darien manufacturing business has achieved profitability in FY2024. As demand for made-to-measure suits increases, the profitability of the manufacturing business will continue to improve, making it one of the pillars of the Asian business. We would also promote the business development in Asia by a group company such as *Wego*.

From FY2025, we will strive to improve profitability and expand our overseas business so that Europe, the United States, and Asia combined can become one of the Group's top earners. I have now explained our key measures for FY2025, and I would like to conclude my presentation here.

03

FY2024 Consolidated Financial Results

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FY2024 : Consolidated Financial Results

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- Net sales increased 9.9% YoY to 208.4 billion yen, operating profit decreased 9.8% to 10.2 billion yen, and recurring profit decreased 0.4% to 10.0 billion yen, net profit increased 28.8% to 8.5 billion yen.
- Despite strong performance of brand businesses, such as “Nijyusanku,” “Jiyuku,” “UNFILO,” “KASHIYAMA,” “Chacott COSMETICS” and “PET PARADISE,” and increased use of OMO service “Click & Try,” there remained issues such as responding to climate change. Further, the operating profit margin declined mainly due to adjustments made to past-year merchandise inventory, which increased during the period of recovering from the COVID-19 pandemic.

	(Million yen)	FY2024	FY2023	Announced forecasts	Change	% of Change	Change	% of Change
1	**Net Sales**	**208,393**	189,629	210,000	+18,764	**+9.9%**	- 1,607	**- 0.8%**
2	**Gross Profit**	**113,575**	105,782	116,250	+7,793	**+7.4%**	- 2,675	**- 2.3%**
	(% of Net Sales)	**(54.5%)**	(55.8%)	(55.4%)		**(- 1.3%)**		**(- 0.9%)**
3	**SG&A Expanses**	**103,422**	94,522	103,750	+8,900	**+9.4%**	- 328	**- 0.3%**
	(% of Net Sales)	**(49.6%)**	(49.8%)	(49.4%)		**(- 0.2%)**		**(+0.2%)**
4	**Operating Profit**	**10,153**	11,260	12,500	- 1,107	**- 9.8%**	- 2,347	**- 18.8%**
	(% of Net Sales)	**(4.9%)**	(5.9%)	(6.0%)		**(- 1.0%)**		**(- 1.1%)**
5	**Recurring Profit**	**10,084**	10,126	12,200	- 42	**- 0.4%**	- 2,116	**- 17.3%**
	(% of Net Sales)	**(4.8%)**	(5.3%)	(5.8%)		**(- 0.5%)**		**(- 1.0%)**
6	**Net Profit**	**8,516**	6,611	8,500	+1,905	**+28.8%**	+16	**+0.2%**
	(% of Net Sales)	**(4.1%)**	(3.5%)	(4.0%)		**(+0.6%)**		**(+0.1%)**
7	**EBITDA※**	**15,452**	16,052	17,700	- 600	**- 3.7%**	- 2,248	**- 12.7%**
	(% of Net Sales)	**(7.4%)**	(8.5%)	(8.4%)		**(- 1.1%)**		**(- 1.0%)**

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FY2024 : Results by Company

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- WEGO business, which had been newly included in the scope of consolidation last fall, posted operating profit of 123 million yen with net sales of 12.8 billion yen, mainly due to improved precision in product planning and sales measures during off seasons.
- Onward Personal Style posted operating profit thanks to aggressive store roll-out and effective digital advertising.
- Chacott, which performed well in the cosmetics field, and Creative Yoko, which performed well in the pet clothing field, recorded higher operating profit.

(Million yen)

			Full-Year Results			
			FY2024	FY2023	Change	% of Change
1	Onward Kashiyama+HD	Net Sales	113,613	109,491	+4,122	+3.8%
		Operating Profit	7,190	8,189	- 999	- 12.2%
2	Onward Personal Style	Net Sales	6,215	4,536	+1,679	+37.0%
		Operating Profit	18	- 211	+229	↗
3	Wego	Net Sales	12,828	-	-	-
		Operating Profit	123	-	-	-
4	Onward	Net Sales	18,452	17,188	+1,264	+7.4%
	Corporate Design	Operating Profit	1,726	1,485	+241	+16.2%
5	Chacott	Net Sales	10,169	9,613	+556	+5.8%
		Operating Profit	845	649	+196	+30.2%
6	Creative Yoko	Net Sales	6,798	6,486	+312	+4.8%
		Operating Profit	821	660	+161	+24.4%
7	Yamato	Net Sales	20,832	21,037	- 205	- 1.0%
		Operating Profit	1,234	1,728	- 494	- 28.6%
8	Domestic Subtotal	Net Sales	86,123	70,567	+15,556	+22.0%
	(Excl. Onward Kashiyama + HD, Wego)	Operating Profit	5,431	4,970	+461	+9.3%
9	Europe	Net Sales	12,407	11,355	+1,052	+9.3%
		Operating Profit	173	156	+17	+10.9%
10	America	Net Sales	2,374	1,890	+484	+25.6%
		Operating Profit	- 379	- 414	+35	↗
11	Asia	Net Sales	7,047	6,682	+365	+5.5%
		Operating Profit	91	47	+44	+93.6%
12	Overseas Subtotal	Net Sales	21,828	19,927	+1,901	+9.5%
		Operating Profit	- 115	- 211	+96	↗
13	Consolidated Total	Net Sales	208,393	189,629	+18,764	+9.9%
		Operating Profit	10,153	11,260	- 1,107	- 9.8%

Note: The group breakdown is calculated using simple sums. Consolidated totals are after eliminating intergroup transactions.

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Shohei Yoshida, Director in Finance, Accounting, Investor Relations

I am Yoshida in charge of Finance, Accounting and IR.

So let me start with page 16, explaining the results by company. The top line *Onward Kashiyama* and holdings throughout the year, OCS, Click-and-Try expanded, and through them both the physical store and e-commerce sales grew. Sales increased by about 4.1 billion yen year on year. But through the compression of inventories that was accumulated during the pandemic, the percentage of the bargain sales was high. And as a result, the gross profit margin lowered and operating profit declined 1 billion yen year on year. As for *Onward Personal Style*, one of the key measures which handles made-to-order suits It has a high-quality and quick delivery using the digital production system, and by enhancing the digital promotion, we made this business profitable in this fiscal year. As for *Wego*, as explained earlier, this was consolidated in Q3 of FY2024.So there is no record of the previous year. Just for the reference, if you compare based on the 12-month, in the previous four years they had about 40 million yen operating loss. After they joined our group, they turned profitable. *Onward Corporate Design*, *Chacott* and *Creative Yoko*, they expanded the sales channels and expanded and improved products and services and inbound sales. All of those three companies achieved higher sales and profit, making contributions to the group performance. As for *Yamato*, this was consolidated in FY2019 and steadily expanded the businesses. During this fiscal year, we are in the process of reforming our business structure to shift from a slowing sales channel in the formal gift market to a direct sales business or public corporations. As a result, their sales and profit declined. In the first half of FY2023, there was a change in the accounting policy. This led to the negative impact of about 200 million yen on sales and profit. Excluding that, they managed to secure the stable profit and we plan to turn it around in FY2025.Excluding *Wego*, the total of domestic group companies, net sales grew by 2.7 billion yen or about 4% year on year and operating profit grew by 300 million yen. Total numbers are shown here. As for overseas, mainly *Joseph*, there has been a change in the settlement term in Europe impact was about 500 million yen on sales. But in the market, affordable brand retail was strong and both sales and profit grew. As for United States, the EC sales of *J.Press* expanded and sales profit increased. In Asia, despite the demand decline in China, Darian plant profitability improved. And overseas subtotal, the sales increased by 2 billion yen and operating profit improved by about 100 million yen.

FY2024 : Net Sales by Channel

ONWARD

- Net sales at physical stores total (department stores, shopping centers and other) increased by 13.3% YoY.
- E-commerce net sales increased by 9.2% YoY. The e-commerce ratio and the directly managed e-commerce ratios were 29.0% and 81.6%, respectively.

	(Million yen)	(1) Onward Kashiyama				(2) Eight Domestic Subsidiaries Using E-Commerce*				Total（(1) + (2)）			
		FY2024	FY2023	Change	% of Change	FY2024	FY2023	Change	% of Change	FY2024	FY2023	Change	% of Change
1	**Department Stores**	41,199	41,517	-318	-0.8%	10,957	9,154	+1,803	+19.7%	52,156	50,671	+1,485	+2.9%
	(Composition Ratio)	(36.3%)	(37.9%)		(- 1.7%)	(16.9%)	(18.5%)		(- 1.5%)	(29.3%)	(31.9%)		(- 2.6%)
2	**Shopping Centers and Other**	39,736	36,616	+3,120	+8.5%	34,709	24,413	+10,296	+42.2%	74,445	61,029	+13,416	+22.0%
	(Composition Ratio)	(35.0%)	(33.4%)		(+1.5%)	(53.7%)	(49.3%)		(+4.4%)	(41.8%)	(38.4%)		(+3.4%)
3	**Physical Stores Total**	80,935	78,133	+2,802	+3.6%	45,666	33,567	+12,099	+36.0%	126,601	111,700	+14,901	+13.3%
	(Composition Ratio)	(71.2%)	(71.4%)		(- 0.1%)	(70.6%)	(67.8%)		(+2.8%)	(71.0%)	(70.3%)		(+0.8%)
4	**Directly Managed E-Commerce**	27,803	27,332	+471	+1.7%	14,338	13,336	+1,002	+7.5%	42,141	40,668	+1,473	+3.6%
	(Composition Ratio)	(24.5%)	(25.0%)		(- 0.5%)	(22.2%)	(26.9%)		(- 4.8%)	(23.6%)	(25.6%)		(- 1.9%)
5	**Other E-Commerce Platforms**	4,875	4,026	+849	+21.1%	4,643	2,608	+2,035	+78.0%	9,518	6,634	+2,884	+43.5%
	(Composition Ratio)	(4.3%)	(3.7%)		(+0.6%)	(7.2%)	(5.3%)		(+1.9%)	(5.3%)	(4.2%)		(+1.2%)
6	**E-Commerce Total**	32,678	31,358	+1,320	+4.2%	18,981	15,944	+3,037	+19.0%	51,659	47,302	+4,357	+9.2%
	(Composition Ratio)	(28.8%)	(28.6%)		(+0.1%)	(29.4%)	(32.2%)		(- 2.8%)	(29.0%)	(29.7%)		(- 0.8%)
7	**Directly Managed E-Commerce Ratio**	85.1%	87.2%		-2.1%	75.5%	83.6%		-8.0%	81.6%	86.0%		-4.4%
8	**Total Sales**	113,613	109,491	+4,122	+3.8%	64,647	49,511	+15,136	+30.6%	178,260	159,002	+19,258	+12.1%

*Note: Total of eight domestic subsidiaries using e-commerce
Island, Tiaclasse, Onward Personal Style, Chacott, Creative Yoko, Yamato, KOKOBUY, Wego
(As a result of unifying the classification between department stores and shopping centers within the group, the figures for FY2023 were revised to align with fiscal year 2024.)

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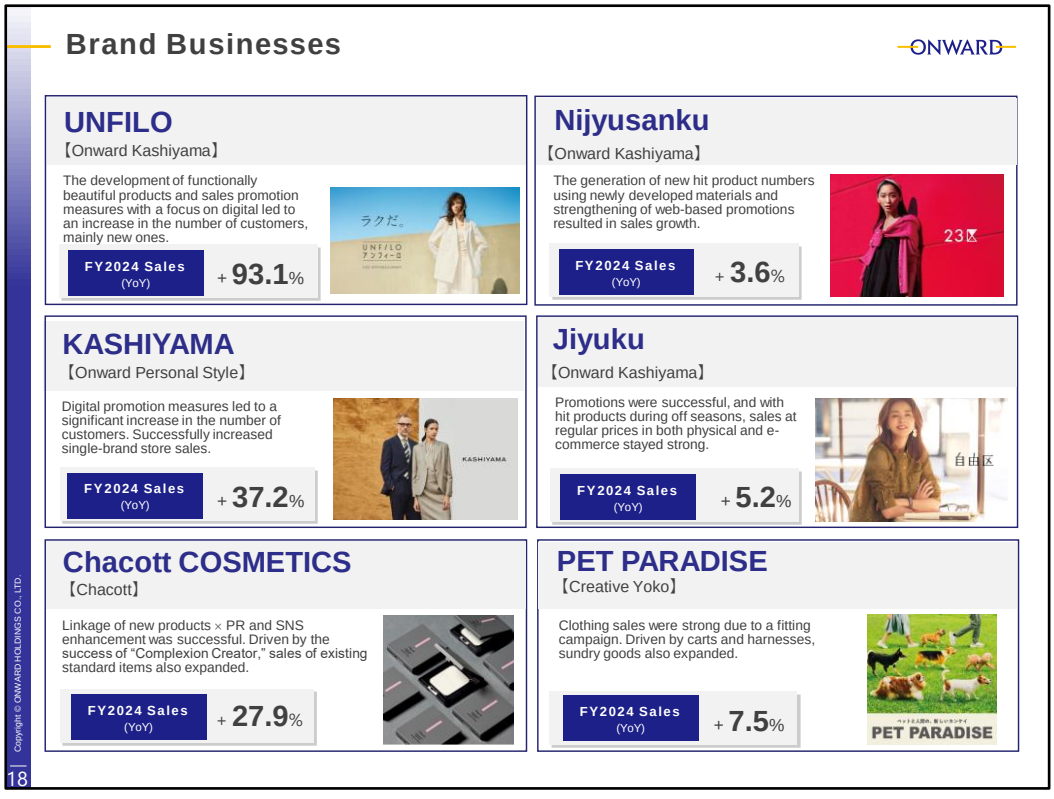
Page 17 shows net sales by channel.

Please take a look at the orange boxes. So, this material includes the sales of the *Wego* from Q3. The physical stores total increased by 13.3%. E-commerce increased by 9.2%, And because of the consolidation of the *Wego* with a high percentage of physical stores, this number declined slightly. But the directly managed e-commerce ratio was 81.6%.



Page 18 shows the brand businesses. On the left, emerging brands and on the right is the core brands.

The *Unfilo* started as an e-commerce business and opened stores in the shopping centers There was an improvement of 93% in sales year-on-year, so almost double compared to the previous year. The annual sales almost reached around 10 billion yen level. We'll be making investments for further growth.

As for *Kashiyama*, as mentioned earlier, the effect of the investment in the promotion continued and the sales was increased by about 40% for the full year.

Chacott Cosmetics continuously developed new products and the customers stayed with the brand, which led to a 30% increase in profit.

Now, key brands on the right-hand side continue to show the steady single digit growth.

OMO Service “Click & Try”

ONWARD

- The number of stores offering the "Click & Try" service increased by 16 stores from the end of FY2023 to 413 stores, and the adoption rate increased to 64%.
- The number of items reserved for FY2024 increased by 15% YoY to 282,000.
- The net sales growth rate (YoY) at existing stores that introduced the service was 15%pt higher than that at the stores not offering the service.

Changes in the number of stores that offered, and the number of items reserved

	End of FY2024	End of FY2023	Change
Number of Stores	413	397	+16
Adoption rate	64%	58%	+6%pt
The number of items reserved (in thousands)	282	245	+37

Comparison of net sales between stores that offered and have not offered (YoY)

	FY2024	FY2023
Stores that introduced the service	112%	116%
Stores that have not introduced the service	97%	91%
Difference	+15%pt	+25%pt

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On page 19, we are explaining the Click-and-Try function of the Onward Kashiyama.
The number of stores offering the Click-and-Try service increased by 16 to reach a total of 413 stores. Adoption rate was 64%. The number of items reserved has increased by about 15% year on year. The stores with the service showed 15% higher growth in sales than without the service, so we will be expanding the stores with this function.

“ONWARD CROSSET SELECT (OCS) ”

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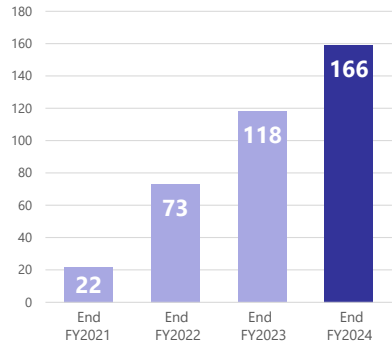
- There are 166 stores nationwide as of the end of FY2024, an increase of 48 stores from the end of FY2023.
- The YoY growth of FY2024 sales at OCS stores was 23%pt higher than that of existing stores excluding OCS stores.

Number of OCS stores



OCS sales (compared to FY2023)

	FY2024
ONWARD CROSSET / SELECT (OCS)	118%
Stores excluding OCS	95%
Difference	+23%pt

“AEON MALL Makuhari New City OCS” which has been performing well since its opening in February 2024

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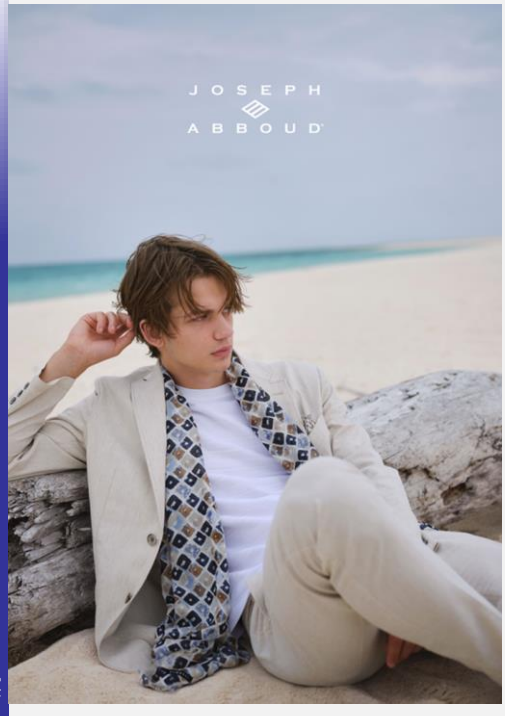
Page 20, our multi-brand store, Onward Closet Select of Onward Kashiyama. Number of OCS stores reached 166, 48 more than the end of FY2023, including the changes from the existing stores. And we will be accelerating this trend.

That's all about the result.



04

FY2025 Consolidated Performance Forecasts

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FY2025 : Consolidated Performance Forecast

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- Net sales are expected to increase by 10.4% compared with FY2024 to 230.0 billion yen, operating profit by 13.3% to 11.5 billion yen, and net profit by 17.4% to 10.0 billion. Positive operating profit is expected for the overseas business as a whole.

	(Million yen)	Full-Year Forecast		YoY	
		FY2025	FY2024	Change	% of Change
1	**Net Sales**	**230,000**	208,393	+21,607	**+10.4%**
2	**Gross Profit**	**126,000**	113,575	+12,425	**+10.9%**
	(% of Net Sales)	**(54.8%)**	(54.5%)		(+0.3%)
3	**SG&A Expanses**	**114,500**	103,422	+11,078	**+10.7%**
	(% of Net Sales)	**(49.8%)**	(49.6%)		(+0.2%)
4	**Operating Profit**	**11,500**	10,153	+1,347	**+13.3%**
	(% of Net Sales)	**(5.0%)**	(4.9%)		(+0.1%)
5	**Recurring Profit**	**11,000**	10,084	+916	**+9.1%**
	(% of Net Sales)	**(4.8%)**	(4.8%)		(+0.0%)
6	**Net Profit**	**10,000**	8,516	+1,484	**+17.4%**
	(% of Net Sales)	**(4.3%)**	(4.1%)		(+0.2%)
7	**EBITDA※**	**17,000**	15,452	+1,548	**+10.0%**
	(% of Net Sales)	**(7.4%)**	(7.4%)		(+0.0%)

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FY2025 : Forecast by Company

ONWARD

(Million yen)

			First Half Forecast				Second Half Forecast				Full-Year Forecast			
			FY2025	FY2024	Change	% of Change	FY2025	FY2024	Change	% of Change	FY2025	FY2024	Change	% of Change
1	Onward Kashiyama+HD	Net Sales	55,000	54,722	+278	+0.5%	61,500	58,891	+2,609	+4.4%	116,500	113,613	+2,887	+2.5%
		Operating Profit	3,000	2,938	+62	+2.1%	4,600	4,252	+348	+8.2%	7,600	7,190	+410	+5.7%
2	Onward Personal Style	Net Sales	3,630	3,051	+579	+19.0%	3,920	3,164	+756	+23.9%	7,550	6,215	+1,335	+21.5%
		Operating Profit	- 30	- 38	+8	↗	130	56	+74	+132.1%	100	18	+82	+455.6%
3	Wego	Net Sales	12,800	-	-	-	13,500	12,828	+672	+5.2%	26,300	12,828	+13,472	+105.0%
		Operating Profit	450	-	-	-	50	123	- 73	- 59.3%	500	123	+377	+306.5%
4	Onward Corporate Design	Net Sales	9,100	8,952	+148	+1.7%	9,600	9,500	+100	+1.1%	18,700	18,452	+248	+1.3%
		Operating Profit	1,000	990	+10	+1.0%	750	736	+14	+1.9%	1,750	1,726	+24	+1.4%
5	Chacott	Net Sales	5,800	5,358	+442	+8.2%	5,200	4,811	+389	+8.1%	11,000	10,169	+831	+8.2%
		Operating Profit	660	645	+15	+2.3%	200	200	+0	+0.0%	860	845	+15	+1.8%
6	Creative Yoko	Net Sales	3,420	3,140	+280	+8.9%	4,030	3,658	+372	+10.2%	7,450	6,798	+652	+9.6%
		Operating Profit	320	303	+17	+5.6%	530	518	+12	+2.3%	850	821	+29	+3.5%
7	Yamato	Net Sales	11,810	10,108	+1,702	+16.8%	11,890	10,724	+1,166	+10.9%	23,700	20,832	+2,868	+13.8%
		Operating Profit	1,160	795	+365	+45.9%	480	439	+41	+9.3%	1,640	1,234	+406	+32.9%
8	Domestic Subtotal (Excl. Onward Kashiyama + HD)	Net Sales	52,140	35,959	+16,181	+45.0%	53,840	50,164	+3,676	+7.3%	105,980	86,123	+19,857	+23.1%
		Operating Profit	4,030	3,159	+871	+27.6%	2,410	2,272	+138	+6.1%	6,440	5,431	+1,009	+18.6%
9	Europe	Net Sales	6,200	6,116	+84	+1.4%	7,600	6,291	+1,309	+20.8%	13,800	12,407	+1,393	+11.2%
		Operating Profit	- 240	- 259	+19	↗	540	432	+108	+25.0%	300	173	+127	+73.4%
10	America	Net Sales	740	1,153	- 413	- 35.8%	1,160	1,221	- 61	- 5.0%	1,900	2,374	- 474	- 20.0%
		Operating Profit	- 50	- 175	+125	↗	- 10	- 204	+194	↗	- 60	- 379	+319	↗
11	Asia	Net Sales	3,750	3,613	+137	+3.8%	3,950	3,434	+516	+15.0%	7,700	7,047	+653	+9.3%
		Operating Profit	130	120	+10	+8.3%	10	- 29	+39	↗	140	91	+49	+53.8%
12	Overseas Subtotal	Net Sales	10,690	10,882	- 192	- 1.8%	12,710	10,946	+1,764	+16.1%	23,400	21,828	+1,572	+7.2%
		Operating Profit	- 160	- 314	+154	↗	540	199	+341	+171.4%	380	- 115	+495	↗
13	Consolidated Total	Net Sales	110,400	95,102	+15,298	+16.1%	119,600	113,291	+6,309	+5.6%	230,000	208,393	+21,607	+10.4%
		Operating Profit	5,700	5,255	+445	+8.5%	5,800	4,898	+902	+18.4%	11,500	10,153	+1,347	+13.3%

Note: The group breakdown is calculated using simple sums. Consolidated totals are after eliminating intergroup transactions.

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Page 23 shows the performance forecast.

I would like to explain the forecast by company.

Onward Kashiyama and Holdings, as explained under the key measures, there will be a focused investment on the flagship brand and enhancement of the new brand. And also we would promote other distribution measures such as the OCS and Click-and-Try. And the sales are expected to grow 2.9 billion yen or 2.5%, operating profit 400 million yen or about 6% increase.

Onward personal style by expanding the large-scale stores and also the women's business, the sales are expected to grow by 1.4 billion or 21.5%, operating profit is expected to grow by 100 million yen.

The *Wego* will be contributing for the full-year, not five months as in FY2024.Sales of 13.5 billion yen or a 105% increase, operating profit of about 400 million yen, up 307%, are expected.

Chacott and *Creative Yoko* grew 30% and 24%, respectively, in FY2024. And so their forecast is relatively mild, and we believe there could be an upside.

As for *Yamato*, their sales and profit were lower, challenging the new business establishment in FY2025. The sales are expected to grow by 2.9 billion yen or 13.8%, operating profit of about 400 million yen, up 32.9%, are expected.

And for the overseas FY2025, under the new creative director in Europe, we will enhance the merchandising as well as the e-commerce to realize the stable profit. In the United States, there was about 200 million yen loss on the sale of the golf course business in Guam at the end of February. And so that factor will show the improvement. So including the profitability improvement of production in Asia, we plan to achieve the profit. As for the overseas. So *Joseph*, *J.Press*, *Wego*, we plan to develop businesses for all of them.

05

Financial Situation

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FY2024 : EBITDA, Net Assets, Shareholders' Equity Ratio, Current Ratio

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- EBITDA amounted to 15.5 billion yen, down 3.7% YoY.
- Net assets were 84.3 billion yen, down 0.8% (by 0.7 billion yen) from the end of the previous fiscal year due to a decrease in non-controlling interests.
- The shareholders' equity ratio was 47.0%, up 0.4%pt from the end of the previous fiscal year.
- The current ratio was 127.7%, up 10.0%pt from the end of the previous fiscal year.

EBITDA

(Million yen)

FY2024	FY2023	Change	% of Change
15,452	16,052	- 600	- 3.7%

Shareholders' Equity Ratio

End-FY2024	End-FY2023	Change
47.0%	46.6%	+0.4%

Net Assets

(Million yen)

End-FY2024	End-FY2023	Change	% of Change
84,287	84,995	- 708	- 0.8%

Current Ratio

End-FY2024	End-FY2023	Change
127.7%	117.7%	+10.0%

ROE (Return on equity)

FY2024	FY2023	Change
10.4%	8.6%	+1.8%

ROIC (Return on Invested Capital)

FY2024	FY2023	Change
5.5%	6.9%	- 1.4%

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Pages 25-26 show the financial situation.

Numbers are as shown here. The left bottom, ROE we achieved the 10% target of the midterm plan that is included in Vision 2030. ROIC, we are still below the 7% target, but through the group-wide cash flow management, securitization of equity and real estate, we would consider financing and work on debt management and try to achieve 7% or higher in FY2026.

FY2024 : Cash Flows, Capital Expenditures, Depreciation and Amortization

ONWARD

Cash Flows

- Cash flows from operating activities amounted to 3.1 billion yen mainly due to an increase in profit before income taxes and an increase in inventories.
- Cash flows used in investing activities amounted to 5.4 billion yen mainly due to the acquisitions of non-current assets and shares of a subsidiary.
- Cash flows provided by financing activities amounted to 3.6 billion yen mainly due to an increase in borrowings and the payment of dividends.

Capital Expenditures

- Capital expenditures were 5.6 billion yen, up 1.0 billion yen YoY.
- Carefully select investments such as those related to DX and OMO to make efficient investments.

(Million yen)

FY2024	FY2023	Change	% of Change
5,564	4,613	+951	+20.6%

Depreciation and Amortization

- Depreciation and amortization expenses were 4.4 billion yen, up 0.4 billion yen YoY.

(Million yen)

FY2024	FY2023	Change	% of Change
4,357	3,978	+379	+9.5%

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Next page shows the cash flow. CAPEX, 5.6 billion yen, so 20.6% increase year-on-year. Depreciation and amortization, 4.4 billion yen, so up by 400 million yen or 9.5%.

So that's all from my side, and I'll hand the microphone back to Yasumoto. Thank you.

06

Sustainability

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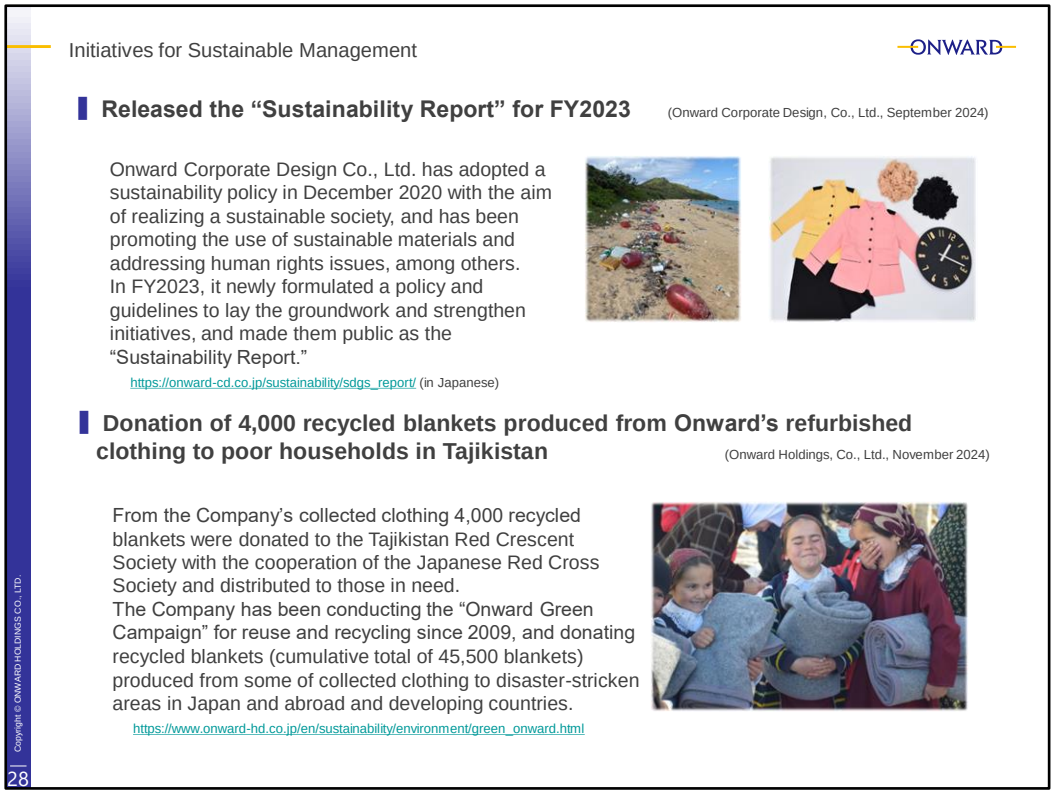
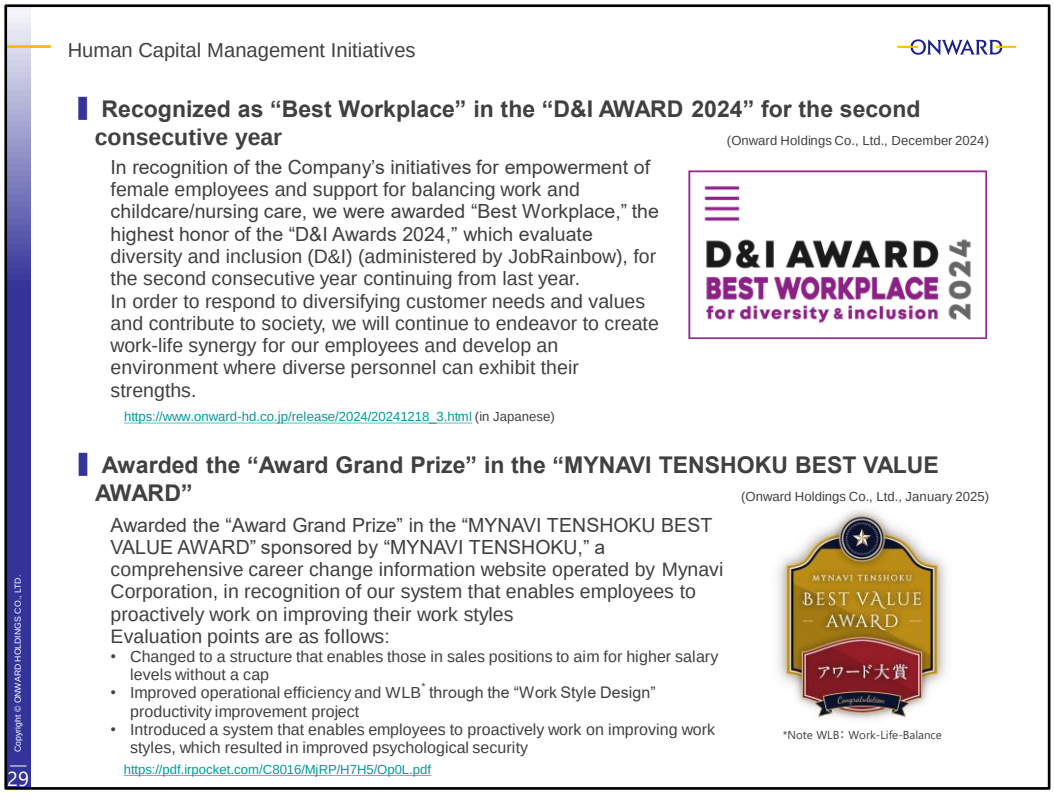


Michinobu Yasumoto, President and CEO

I'd like to talk about sustainability, namely the Sustainable Management and Human Capital Management initiatives. Please turn to page 28.

About the Sustainable Management, *Onward Corporate Design* released the Sustainability Report in the fall of last year. Also as our Onward group we donated 4,000 recycled blankets using our refurbished to poor households in Tajikistan. And we have been working with the Japanese Red Cross Society since about 10 years ago, so those contribution activities are continuously conducted.



On page 29, we explain human capital management initiatives. In the past several years, we have been working on the work style design, empowering women and also support for the balance in work and childcare and nursing care. And those efforts were evaluated and we received the D&I Award 2024.We were awarded the Best Workplace, which is the highest honor two years in the world. And more recently at the Mainabi Tenshoku Best Value Award, we received the award grand prize. And we see other companies struggling with high turnover among the young employees, but in our case, in the past several years this turnover rate has significantly lowered and we believe that our human capital management initiatives are bearing fruit. And we will continuously work on those initiatives and enhance those efforts.

That's all about sustainability. Thank you.

07

Appendix

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FY2024 : Consolidated SG&A Expenses

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	(Million yen)	FY2024	FY2023	Change	Excl. Wego FY2024	Excl. Wego Change
1	**Personnel**	37,820	35,387	+6.9%	35,633	+0.7%
2	**Rent**	28,362	25,336	+11.9%	25,966	+2.5%
3	**Transportation**	6,861	6,448	+6.4%	6,498	+0.8%
4	**Promotion and Advertising**	7,362	6,607	+11.4%	7,022	+6.3%
5	**Depreciation**	3,543	3,194	+10.9%	3,406	+6.6%
6	**Other**	19,474	17,550	+11.0%	18,518	+5.5%
7	**Total SG&A Expenses**	103,422	94,522	+9.4%	97,043	+2.7%

[Reasons for change]

- **Personnel** ・・・ Increase in personnel expenses mainly due to salary level increase and headcount increase at Onward Kashiyama
- **Rent** ・・・ Increase in line with sales growth
- **Transportation** ・・・ Kept at the same level as the previous year by withdrawing from unprofitable businesses and streamlining store operations
- **Promotion and Advertising** ・・・ Increase due to tie-up advertising and promotional measures
- **Depreciation** ・・・ Increase in depreciation expenses due to store openings and DX investments

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FY2024 : Items that Affect Net Profit

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	(Million yen)	FY2024	FY2023	Change
1	**Operating Profit**	**10,153**	**11,260**	**- 9.8%**
2	Non-Operating Income	805	494	+63.0%
3	Interest and dividend income	325	283	+14.8%
4	Share of profit of entities accounted for using equity	180	-	-
5	Other	298	211	+41.2%
6	Non-Operating Expenses	874	1,628	- 46.3%
7	Interest expenses	414	896	- 53.8%
8	Foreign exchange loss	109	109	+0.0%
9	Share of loss of entities accounted for using equity method	-	249	-
10	Other	350	373	- 6.2%
11	Total Non-Operating Profit/Loss	-69	△1,133	-
12	**Recurring Profit**	**10,084**	**10,126**	**- 0.4%**
13	Extraordinary Income	4,885	433	+1,028.2%
14	Gain on sales of investment securities	2,131	363	+487.1%
15	Gain on sales of non-current assets	1,012	69	+1,366.7%
16	Gain on sales of shares of subsidiaries and associates	1,122	-	-
17	Other	617	-	-
18	Extraordinary Losses	4,162	4,395	- 5.3%
19	Impairment loss	906	3,586	- 74.7%
20	Loss on liquidation of subsidiaries and associates	1,454	-	-
21	Loss on disaster	-	195	-
22	Loss on step acquisitions	1,008	-	-
23	Other	713	614	+16.1%
24	Extraordinary Income/Losses	722	-3,962	-
25	**Profit Before Income Taxes**	**10,807**	**6,164**	**+75.3%**
26	Income Taxes - Current	2,228	-713	-
27	Profit (loss) attributable to non-controlling interests	61	266	- 77.1%
28	**Net Profit**	**8,516**	**6,611**	**+28.9%**

【Items that Affect Net Profit】

- Extraordinary income of 4.9 billion yen due to gain on sales of investment securities, gain on sales of non-current assets, gain on sales of shares of Guam subsidiary, and revision of U.S. lease term.
- In addition to extraordinary losses of 4.2 billion yen due to loss on liquidation of subsidiaries and associates, impairment loss, etc., we wrote down WEGO shares as a result of additional share acquisition during the fiscal year. Recorded resulting valuation loss of 1.1 billion yen as “loss on step acquisitions.”
- For income taxes, deferred tax assets are recorded as future taxable income is expected to increase due to improved business performance, resulting in lower rate of tax burdens.
- As a result of the above, net profit was 8.5 billion yen.

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FY2024 : Consolidated Balance Sheet

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	(Billion yen)	End of FY2024	End of FY2023	Change
1	**Total Assets**	**179.2**	**171.3**	**+7.9**
2	**Current Assets**	80.1	73.4	+6.7
3	Cash and Deposits	13.5	14.1	- 0.6
4	Accounts Receivable-trade	15.9	15.9	+0.0
5	Inventory	45.8	38.9	+6.9
6	**Non-current Assets**	99.1	97.9	+1.2
7	Property, Plant and Equipment	47.6	50.4	- 2.8
8	Intangible Assets	12.8	8.8	+4.0
9	Investments and Other Assets	38.5	38.6	- 0.1
10	**Total Liabilities**	**94.9**	**86.3**	**+8.6**
11	Accounts Payable-trade	19.7	22.6	- 2.9
12	Borrowings	48.5	37.6	+10.9
13	Other	26.7	26.1	+0.6
14	**Total Net Assets**	**84.2**	**84.9**	**- 0.7**
15	**Shareholders' Equity Ratio**	**47.0%**	**46.6%**	**+0.4%**
16	**Current Ratio**	**127.7%**	**117.7%**	**+10.0%**

- **Inventory**
  Increase due to the consolidation of WEGO, etc.
- **Intangible Assets**
  Increases in goodwill resulting from the consolidation of WEGO and software due to DX investments.
- **Borrowings**
  Increase due to new borrowings.
- **Total Net Assets**
  Remained at a similar level even after the recording of net profit, due in part to the cancellation of preferred shares issued upon financing by subsidiaries.
- **Shareholders' Equity Ratio**
  47.0%, up 0.4% from the end of the previous fiscal year.
- **Current Ratio**
  127.7%, up 10.0% from the end of the previous fiscal year. Maintained at least 100%, which is the benchmark for safety.

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FY2024 : Results by Segment

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		(Million yen)	Full-Year Results			
			FY2024	FY2023	Change	% of Change
Onward Kashiyama + HD	1	**Net Sales**	113,613	109,491	+4,122	+3.8%
	2	**Gross Profit**	65,311	65,428	- 117	- 0.2%
		(% of Net Sales)	(57.5%)	(59.8%)		(- 2.3%)
	3	**SG&A Expenses**	58,121	57,239	+882	+1.5%
		(% of Net Sales)	(51.2%)	(52.3%)		(- 1.1%)
	4	**Operating Profit**	7,190	8,189	- 999	- 12.2%
		(% of Net Sales)	(6.3%)	(7.5%)		(- 1.2%)
Domestic Subtotal (Excl. Onward Kashiyama + HD)	5	**Net Sales**	86,123	70,567	+15,556	+22.0%
	6	**Gross Profit**	42,388	35,076	+7,312	+20.8%
		(% of Net Sales)	(49.2%)	(49.7%)		(- 0.5%)
	7	**SG&A Expenses**	36,957	30,106	+6,851	+22.8%
		(% of Net Sales)	(42.9%)	(42.7%)		(+0.2%)
	8	**Operating Profit**	5,431	4,970	+461	+9.3%
		(% of Net Sales)	(6.3%)	(7.0%)		(- 0.7%)
Overseas Subtotal	9	**Net Sales**	21,828	19,927	+1,901	+9.5%
	10	**Gross Profit**	9,947	9,158	+789	+8.6%
		(% of Net Sales)	(45.6%)	(46.0%)		(- 0.4%)
	11	**SG&A Expenses**	10,062	9,369	+693	+7.4%
		(% of Net Sales)	(46.1%)	(47.0%)		(- 0.9%)
	12	**Operating Profit**	- 115	- 211	+96	↗
		(% of Net Sales)	-	-		

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FY2025 : Performance Forecast by Segment

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(Million yen)

			First Half Forecasts				Second Half Forecasts				Full-Year Forecasts			
			FY2025	FY2024	Change	% of Change	FY2025	FY2024	Change	% of Change	FY2025	FY2024	Change	% of Change
Onward Kashiyama + HD	1	Net Sales	55,000	54,722	+278	+0.5%	61,500	58,891	+2,609	+4.4%	116,500	113,613	+2,887	+2.5%
	2	Gross Profit	32,400	31,898	+502	+1.6%	34,550	33,413	+1,137	+3.4%	66,950	65,311	+1,639	+2.5%
		(% of Net Sales)	(58.9%)	(58.3%)		(+0.6%)	(56.2%)	(56.7%)		(- 0.5%)	(57.5%)	(57.5%)		(- 0.0%)
	3	SG&A Expenses	29,400	28,960	+440	+1.5%	29,950	29,161	+789	+2.7%	59,350	58,121	+1,229	+2.1%
		(% of Net Sales)	(53.5%)	(52.9%)		(+0.6%)	(48.7%)	(49.5%)		(- 0.8%)	(50.9%)	(51.2%)		(- 0.3%)
	4	Operating Profit	3,000	2,938	+62	+2.1%	4,600	4,252	+348	+8.2%	7,600	7,190	+410	+5.7%
		(% of Net Sales)	(5.5%)	(5.4%)		(+0.1%)	(7.5%)	(7.2%)		(+0.3%)	(6.5%)	(6.3%)		(+0.2%)
Domestic Subtotal (Excl. Onward Kashiyama + HD)	5	Net Sales	52,140	35,959	+16,181	+45.0%	53,840	50,164	+3,676	+7.3%	105,980	86,123	+19,857	+23.1%
	6	Gross Profit	27,140	18,051	+9,089	+50.4%	26,000	24,337	+1,663	+6.8%	53,140	42,388	+10,752	+25.4%
		(% of Net Sales)	(52.1%)	(50.2%)		(+1.9%)	(48.3%)	(48.5%)		(- 0.2%)	(50.1%)	(49.2%)		(+0.9%)
	7	SG&A Expenses	23,110	14,892	+8,218	+55.2%	23,590	22,065	+1,525	+6.9%	46,700	36,957	+9,743	+26.4%
		(% of Net Sales)	(44.3%)	(41.4%)		(+2.9%)	(43.8%)	(44.0%)		(- 0.2%)	(44.1%)	(42.9%)		(+1.2%)
	8	Operating Profit	4,030	3,159	+871	+27.6%	2,410	2,272	+138	+6.1%	6,440	5,431	+1,009	+18.6%
		(% of Net Sales)	(7.7%)	(8.8%)		(- 1.1%)	(4.5%)	(4.5%)		(+0.0%)	(6.1%)	(6.3%)		(- 0.2%)
Overseas Subtotal	9	Net Sales	10,690	10,882	- 192	- 1.8%	12,710	10,946	+1,764	+16.1%	23,400	21,828	+1,572	+7.2%
	10	Gross Profit	4,500	4,718	- 218	- 4.6%	5,920	5,229	+691	+13.2%	10,420	9,947	+473	+4.8%
		(% of Net Sales)	(42.1%)	(43.4%)		(- 1.3%)	(46.6%)	(47.8%)		(- 1.2%)	(44.5%)	(45.6%)		(- 1.1%)
	11	SG&A Expenses	4,660	5,032	- 372	- 7.4%	5,380	5,030	+350	+7.0%	10,040	10,062	- 22	- 0.2%
		(% of Net Sales)	(43.6%)	(46.2%)		(- 2.6%)	(42.3%)	(46.0%)		(- 3.7%)	(42.9%)	(46.1%)		(- 3.2%)
	12	Operating Profit	- 160	- 314	+154	↗	540	199	+341	+171.4%	380	- 115	+495	↗
		(% of Net Sales)	-	-			(4.2%)	(1.8%)		(+2.4%)	(1.6%)	-		

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Trends over the past 5 years

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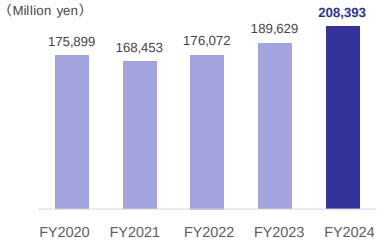
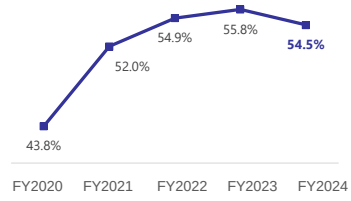
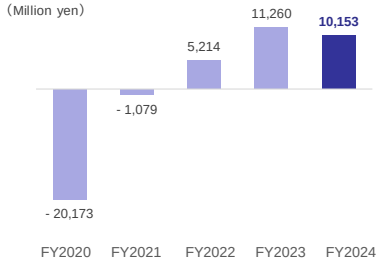
Consolidated sales



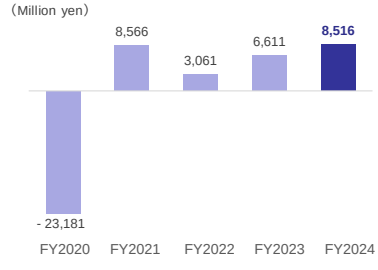
Consolidated gross profit margin



Consolidated operating profit



Profit attributable to owners of parent



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Management that is Conscious of Cost of Capital and Stock Price

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Trends in stock price, RPE and PBR

	End of Feb. 2021	End of Feb. 2022	End of Feb. 2023	End of Feb. 2024	End of Feb. 2025
Stock price	253	275	335	513	539
ROE	-31.6%	13.9%	4.3%	8.6%	10.4%
PBR	0.6	0.6	0.6	0.9	0.9

- The share price was up 6.9% during the fiscal year ending February 2025, starting from March 1, 2024. PBR of 1x is now in sight.
- We achieved our target of over 10% ROE, but will continue to execute a finance strategy focused on capital efficiency.

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