FY02/26（FY2025）
Q3
Results Presentation Material

January 8,2026
ONWARD HOLDINGS CO., LTD.

Michinobu Yasumoto, President and CEO

Happy New Year. My name is Yasumoto, President and CEO of Onward Holdings. Thank you very much for taking the time to attend today's briefing despite your busy schedule at the beginning of the year. Now I would like to begin today's presentation.

Using the PowerPoint Q3 results presentation material, I would like to walk through our results.

MISSION STATEMENT

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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Highlights of Consolidated Financial Results and Performance Forecasts

FY2025 Cumulative Q3 : Consolidated Financial Results Highlights

ONWARD

Net Sales	Operating Profit	Recurring Profit	EBITDA*
174.7 billion yen	9.5 billion yen	7.6 billion yen	13.6 billion yen
+16.5% YoY +24.8 bn yen YoY	+11.3% YoY +1.0 bn yen YoY	+32.1% YoY +1.9 bn yen YoY	+10.2% YoY +1.3 bn yen YoY

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

- Cumulative Q3 net sales were up 16.5% YoY to 174.7 billion yen. Winter apparel of Onward Kashiyama Co., Ltd., Onward Personal Style Co., Ltd., and others sold well and contributed to the revenue increase.
- By brand, sales of strategically enhanced brands such as “UNFILO” (up 41.6% in sales), “KASHIYAMA” (up 29.1% in sales), and “Chacott COSMETICS” (up 28.0% in sales) were strong. Key brands such as “Nijyusanku” (up 4.3% in sales) were also firm.
- By channel, sales at department stores were down a slight 1%, but sales at shopping centers and other and e-commerce were robust, rising 37% and 17%, respectively.
- Operating profit increased 11.3% to 9.5 billion yen. Efficiency improvements in SG&A expenses, including advertising and promotion costs, were successful, limiting the SG&A ratio to 50.0%, a 0.1%pt increase. A gross profit margin of 55.5% was achieved through rigorous inventory management and other measures.
- Net profit increased 32.1% to 7.6 billion yen. Extraordinary losses decreased as business restructuring and others have run their course. Additionally, the recognition of extraordinary gains associated with the reduction of strategic shareholdings and others contributed. EBITDA was up 10.2% to 13.6 billion yen.
- As a result of the above, we achieved increases in both sales and profit at all levels.

Page 5, please, Consolidated financial results highlights for the nine months ended Q3 fiscal year 2025.

First, net sales. Net sales increased by 16.5% year on year, rising by 24.8 billion yen to 174.7 billion yen. Operating profit increased by 11.3% year on year, up 1.0 billion yen to 9.5 billion yen. Net profit increased by 32.1% year on year, increasing by 1.9 billion yen to 7.6 billion yen. Finally, EBITDA increased by 10.2% year on year, up 1.3 billion yen, reaching 13.6 billion yen. Regarding cumulative net sales through Q3, the drop in temperature began late October, slightly earlier than the previous year. As a result, sales of fall and winter apparel performed well. In particular, Onward Kashiyama Co., Ltd.’s brands led by “Nijyusanku”, as well as our made-to-order suit business “KASHIYAMA”, operated by Onward Personal Style Co., Ltd, showed strong performance contributing to increased revenue. Reflecting continued strength in the strategically reinforced brand businesses as follows. “UNFILO” maintained strong growth with a cumulative increase of 41.6%. Our made-to-order suit business, “KASHIYAMA”, also continued to grow significantly, posting a 29.1% increase. “Chacott COSMETICS” sales likewise rose by 28%, Our flagship brand Onward Kashiyama Co., Ltd., “Nijyusanku”, also performed steadily during Q3, resulting in a cumulative 4.3% increase. Looking at sales by distribution channel, department store sales struggled in the first half with a 2.6% year on year decline. However, performance rebounded in Q3, resulting in a cumulative decline of 1%, showing a strong recovery trend. Meanwhile, shopping center sales increased by 37%. E-commerce sales rose by 17%. And together with the consolidation effect of WEGO Co., Ltd., these channels achieved significant growth. Next, I will move on to profitability. As mentioned earlier, operating profit achieved double-digit growth. One of the driving forces was the stronger control of SG&A in the second half, particularly through the selective and more efficient use of promotional spending, such as coupons and point-based incentives, which are similar to price promotion. Although SG&A continues to trend upward due to exchange rate fluctuations and inflation, we are being able to limit the SG&A ratio increase at 0.1%, keeping it at approximately 50%. We were able to maintain a gross profit margin of 55.5%, nearly the same level as the previous year, supported by strict inventory management. As a result, we achieved an 11.3% increase in operating profit. Net profit rose sharply by 32.1%, partly reflecting the absence of large extraordinary losses recorded in the previous fiscal year as our business structure reforms have largely been completed. In addition, gains from the ongoing reduction of strategically held shares, which we are working on every year also contributed to extraordinary income. As a result, net income increased significantly and EBITDA achieved double digit growth. Overall, we successfully delivered sales and profits growth. This concludes the highlights of our consolidated results for the nine months ended Q3.

FY2025 Full-Year : Consolidated Performance Forecasts Highlights

ONWARD

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

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

- We will continue to run our business operations flexibly in response to the uncertain business environment and further emphasize increased efficiency in SG&A expenses. As such for the full-year, we forecast net sales of 230.0 billion yen, up 10.4% YoY; operating profit of 11.5 billion yen, up 13.3%; net profit of 10.0 billion yen, up 17.4%; and EBITDA of 17.0 billion yen, up 10.0%. (Forecasts maintained from those at the beginning of the fiscal year.)
- We maintain our initial dividend forecast of 30 yen per share (a 4-yen increase from the previous fiscal year), consisting of a year-end dividend of 16 yen and the interim dividend already paid.

Page 6, please. Consolidated performance forecast highlights.

We have decided to maintain our initial full year forecasts. Global geopolitical uncertainty has increased since the beginning of the year and uncertainties related to exchange rates persist. Therefore, we will continue flexible business operations while further strengthening cost controls, particularly in SG&A expenses. But still, given the ongoing uncertainty in the business environment, we have left our initial forecast unchanged, which are net sales 230.0 billion yen, operating profit 11.5 billion yen, net profit 10.0 billion yen, EBITDA 17.0 billion yen. We aim to steadily achieve these targets.

Regarding DPS, we have already paid the interim dividend for the first time of 14 yen per share. Together with the planned year-end dividend of 16 yen, we aim to deliver a total annual dividend of 30 yen per share, representing an increase of 4 yen from the previous fiscal year in line with our initial plan.

That concludes my presentation.

02

FY2025 Cumulative Q3
Consolidated Financial Results

FY2025 Cumulative Q3 : Consolidated Financial Results

ONWARD

- Cumulative Q3 net sales were up 16.5% YoY to 174.7 billion yen. Winter apparel of Onward Kashiyama Co., Ltd., Onward Personal Style Co., Ltd., and others sold well and contributed to robust sales. Sales of strategically enhanced brands such as “UNFILO” (up 41.6% in sales), “KASHIYAMA” (up 29.1% in sales), and “Chacott COSMETICS” (up 28.0% in sales) were strong. Key brands such as “Nijyusanku” (up 4.3% in sales) were also firm.
- Operating profit increased 11.3% to 9.5 billion yen. Efficiency improvements in SG&A expenses, including advertising and promotion costs, were successful, limiting the SG&A ratio to 50.0%. A gross profit margin of 55.5% was achieved through rigorous inventory management and other measures.
- Net profit increased 32.1% to 7.6 billion yen. Extraordinary losses associated with business restructuring declined. The recognition of extraordinary gains associated with the reduction of strategic shareholdings and others also contributed. EBITDA increased 10.2% to 13.6 billion yen.

	(Million yen)	Cumulative Q3			
		FY2025	FY2024	Change	% of Change
1	**Net Sales**	**174,725**	149,940	+24,785	**+16.5%**
2	**Gross Profit**	**96,907**	83,433	+13,474	**+16.1%**
	(% of Net Sales)	**(55.5%)**	(55.6%)		**(- 0.1%)**
3	**SG&A Expenses**	**87,378**	74,873	+12,505	**+16.7%**
	(% of Net Sales)	**(50.0%)**	(49.9%)		**(+0.1%)**
4	**Operating Profit**	**9,529**	8,560	+969	**+11.3%**
	(% of Net Sales)	**(5.5%)**	(5.7%)		**(- 0.2%)**
5	**Recurring Profit**	**9,403**	8,456	+947	**+11.2%**
	(% of Net Sales)	**(5.4%)**	(5.6%)		**(- 0.2%)**
6	**Net Profit**	**7,635**	5,780	+1,855	**+32.1%**
	(% of Net Sales)	**(4.4%)**	(3.9%)		**(+0.5%)**
7	**EBITDA※**	**13,590**	12,328	+1,262	**+10.2%**
	(% of Net Sales)	**(7.8%)**	(8.2%)		**(- 0.4%)**

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

FY2025 Cumulative Q3 : Results by Major Business Companies

ONWARD

	(Million yen)		Cumulative Q3 FY2025	Cumulative Q3 FY2024	Change	% of Change
1	Onward Kashiyama Co., Ltd. + Onward Holdings Co., Ltd.	Net Sales	86,752	84,687	+2,065	+2.4%
		Operating Profit	4,962	5,132	- 170	- 3.3%
2	WEGO Co,. Ltd. (Became a consolidated subsidiary in October 2024)	Net Sales	24,339	5,419	+18,920	+349.1%
		Operating Profit	1,428	222	+1,206	+543.2%
3	Onward Personal Style Co., Ltd.	Net Sales	5,832	4,525	+1,307	+28.9%
		Operating Profit	73	- 90	+163	↗
4	Onward Corporate Design Co., Ltd	Net Sales	13,077	13,112	- 35	- 0.3%
		Operating Profit	971	1,129	- 158	- 14.0%
5	Chacott Co.,.Ltd	Net Sales	8,466	7,896	+570	+7.2%
		Operating Profit	1,021	899	+122	+13.6%
6	Creative Yoko Co., Ltd.	Net Sales	4,980	4,876	+104	+2.1%
		Operating Profit	443	555	- 112	- 20.2%
7	Yamato Co., Ltd	Net Sales	17,741	15,106	+2,635	+17.4%
		Operating Profit	1,335	1,019	+316	+31.0%
8	Domestic Subtotal (Excl. Onward Kashiyama + HD)	Net Sales	82,172	59,084	+23,088	+39.1%
		Operating Profit	5,576	4,476	+1,100	+24.6%
9	Europe	Net Sales	9,876	9,225	+651	+7.1%
		Operating Profit	81	13	+68	+523.1%
10	America	Net Sales	1,290	1,468	- 178	- 12.1%
		Operating Profit	- 109	- 322	+213	↗
11	Asia	Net Sales	4,855	4,715	+140	+3.0%
		Operating Profit	150	25	+125	+500.0%
12	Overseas Subtotal	Net Sales	16,021	15,408	+613	+4.0%
		Operating Profit	122	- 284	+406	↗
13	Consolidated Total	Net Sales	174,725	149,940	+24,785	+16.5%
		Operating Profit	9,529	8,560	+969	+11.3%

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

Shohei Yoshida, Director in Finance, Accounting, Investor Relations

I am Yoshida, Director in Charge of Finance, Accounting, and Investor Relations.

Page 9, please. Cumulative results through Q3 by major business companies. For Onward Kashiyama Co., Ltd. and Onward Holdings Co., Ltd., as you find above, performance was driven mainly by the “Nijyusanku” and “UNFILO” brands. From late October through November, fall and winter apparel sales performed well, particularly through shopping centers and e-commerce channels. Expense controls also progressed, resulting in increased revenue and profit during Q3. On a cumulative basis, profit still remains slightly lower than last year, but improvement has been achieved.

“WEGO” is a street casual brand targeting younger consumers and promoting youth culture and lifestyle through shopping centers and street side stores. As WEGO Co., Ltd. was consolidated from October of the previous fiscal year, the comparison is between nine months this year and two months last year. WEGO Oo., Ltd. recorded net sales of 18.9 billion yen and operating profit of 1.2 billion yen, contributing significantly to consolidated revenue and profit growth. Even on a simple year-on-year comparison, sales increased by 7%.

Onward Personal Style Co., Ltd., which focuses on customized suit for both men and women, continued to expand its store network and achieved ongoing revenue growth. Cumulative sales increased by 29% and operating profit improved significantly, turning from a 90 million yen loss in the previous fiscal year to a 160 million yen profit, now being able to generate positive profit.

Onward Corporate Design Co., Ltd., which operates B2B uniform production, collaborative merchandise, and space design for offices and schools, experienced slightly lower revenue due to difficulties in securing large uniform projects during the first nine months. Operating profit declined by 160 million yen. However, we aim to win more orders in Q4.

Chacott Co., Ltd. benefited significantly from “Chacott COSMETICS” sales, achieving a 28% year-on-year increase in net sales and higher profits overall.

Creative Yoko Co., Ltd., which handles pet character goods, recorded higher sales but lower profits due to upfront expenses. However, through cost controls starting in Q4, we expect profits to return to initial plan levels.

Yamato Co., Ltd. achieved 17.4% net sales growth and 31% operating profit growth, supported by expansion in public sector business, including child care support services and corporate businesses.

Moving on to overseas, in Europe, with “JOSEPH” as the core business, sales and profits increased due to recovery in wholesale operations, etc.

In the United States, net sales declined due to the sales of golf business in the previous year. However, operating losses improved, resulting in a 0.2 billion yen improvement in earnings.

Next, Asia. Asia consists of the Dalian factory and sales operation in China, including Hong Kong. Thanks mainly to onward personal style, customized suit, strong performance, factory efficiency improved, which led to increased sales and profit.

As a result, overseas subsidiaries as a whole recorded a 4% year-on-year revenue increase of 0.6 billion yen and successfully turned operating profit from a 300 million yen loss into a 122 million yen profit.

FY2025 Cumulative Q3 : Net Sales by Channel

ONWARD

	(Million yen)	(1) Onward Kashiyama				(2) Eight Domestic Subsidiaries Using E-Commerce*				Total （(1) + (2)）			
		FY2025	FY2024	Change	% of Change	FY2025	FY2024	Change	% of Change	FY2025	FY2024	Change	% of Change
1	**Department Stores**	30,336	31,392	-1,056	- 3.4%	8,731	8,071	+660	+8.2%	39,067	39,463	-396	- 1.0%
	（Composition Ratio）	**35.0%**	37.1%		- 2.1%	**13.1%**	18.5%		- 5.4%	**25.5%**	30.7%		- 5.3%
2	**Shopping Centers and Other**	31,371	29,545	+1,826	+6.2%	39,745	22,392	+17,353	+77.5%	71,116	51,937	+19,179	+36.9%
	（Composition Ratio）	**36.2%**	34.9%		+1.3%	**59.6%**	51.2%		+8.3%	**46.3%**	40.5%		+5.9%
3	**Physical Stores Total**	61,707	60,937	+770	+1.3%	48,476	30,463	+18,013	+59.1%	110,183	91,400	+18,783	+20.6%
	（Composition Ratio）	**71.1%**	72.0%		- 0.8%	**72.7%**	69.7%		+2.9%	**71.8%**	71.2%		+0.6%
4	**Directly Managed E-Commerce**	21,001	21,237	-236	- 1.1%	13,193	10,359	+2,834	+27.4%	34,194	31,596	+2,598	+8.2%
	（Composition Ratio）	**24.2%**	25.1%		- 0.9%	**19.8%**	23.7%		- 3.9%	**22.3%**	24.6%		- 2.3%
5	**Directly Managed E-Commerce Ratio**	**83.9%**	89.4%		- 5.6%	**72.4%**	78.3%		- 5.9%	**79.0%**	85.4%		- 6.4%
6	**Other E-Commerce Platforms**	4,044	2,513	+1,531	+60.9%	5,041	2,871	+2,170	+75.6%	9,085	5,384	+3,701	+68.7%
	（Composition Ratio）	**4.7%**	3.0%		+1.7%	**7.6%**	6.6%		+1.0%	**5.9%**	4.2%		+1.7%
7	**E-Commerce Total**	25,045	23,750	+1,295	+5.5%	18,234	13,230	+5,004	+37.8%	43,279	36,980	+6,299	+17.0%
	（Composition Ratio）	**28.9%**	28.0%		+0.8%	**27.3%**	30.3%		- 2.9%	**28.2%**	28.8%		- 0.6%
8	**Total Sales**	86,752	84,687	+2,065	+2.4%	66,710	43,693	+23,017	+52.7%	153,462	128,380	+25,082	+19.5%

*Note: Total of eight domestic subsidiaries using e-commerce.
Island Co,. Ltd., Tiaclasse Co., Ltd., Onward Personal Style Co., Ltd., Chacott Co,. Ltd., Creative Yoko Co., Ltd., Yamato Co., Ltd., KOKOBUY Co., Ltd., WEGO Co., Ltd.

Page 10, net sales by channel. Let me focus on the numbers with orange highlights. Department store sales declined by 1% with their sales composition ratio decreasing by 5.3% points to 25.5%. In contrast, shopping centers and other channels saw a 36.9% increase in sales, with their composition ratio rising by 5.9% points to 46.3%. As a result, total physical store sales increased by 20.6%.

E-commerce sales increased by 17% year on year with an e commerce sales ratio of 28.2% and an in-house e-commerce ratio of 79%.

Page 11, Strategically Enhanced Brand Results.

As mentioned earlier, the “Nijyusanku” brand improved significantly due to successful fall and winter product development, increasing from 0.6% growth in the first half to 4.3%. Customized suit's brand “KASHIYAMA”, in addition to sales growth at existing stores, expanded into suburban shopping centers and achieved 29.1% sales growth. “Chacott COSMETICS” achieved 28% growth through expanded distribution channels and strong seasonal products. “UNFILO”, as shown in the top right, grew the brand recognition and increased sales by 41.6% through enhanced digital strategies and new customer acquisition. “WEGO” achieved 6.5% sales growth on a nine-month comparable basis through strengthened fall and winter apparel and accessories development. Yamato Co., Ltd. also recorded 17.4% sales growth, as a result of channel restructuring and shift to direct sales structure, strong performance in B2B and hometown tax gift businesses. This concludes strategically enhanced brands results.

03

FY2025 Full Year Consolidated Performance Forecasts

FY2025 Full-Year : Consolidated Performance Forecast

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- For the full-year, we forecast net sales of 230.0 billion yen, up 10.4% YoY; operating profit of 11.5 billion yen, up 13.3%; net profit of 10.0 billion yen, up 17.4%; and EBITDA of 17.0 billion yen, up 10.0%.

	(Million yen)	Full-Year			YoY		Announced Forecasts	
		FY2025	FY2024	Previous Forecast	Change	% of Change	Change	% of Change
1	**Net Sales**	**230,000**	208,393	230,000	+21,607	**+10.4%**	+0	**+0.0%**
2	**Gross Profit**	**126,000**	113,575	126,000	+12,425	**+10.9%**	+0	**+0.0%**
	(% of Net Sales)	**(54.8%)**	(54.5%)	(54.8%)		(+0.3%)		(+0.0%)
3	**SG&A Expenses**	**114,500**	103,422	114,500	+11,078	**+10.7%**	+0	**+0.0%**
	(% of Net Sales)	**(49.8%)**	(49.6%)	(49.8%)		(+0.2%)		(+0.0%)
4	**Operating Profit**	**11,500**	10,153	11,500	+1,347	**+13.3%**	+0	**+0.0%**
	(% of Net Sales)	**(5.0%)**	(4.9%)	(5.0%)		(+0.1%)		(+0.0%)
5	**Recurring Profit**	**11,000**	10,084	11,000	+916	**+9.1%**	+0	**+0.0%**
	(% of Net Sales)	**(4.8%)**	(4.8%)	(4.8%)		(+0.0%)		(+0.0%)
6	**Net Profit**	**10,000**	8,516	10,000	+1,484	**+17.4%**	+0	**+0.0%**
	(% of Net Sales)	**(4.3%)**	(4.1%)	(4.3%)		(+0.2%)		(+0.0%)
7	**EBITDA※**	**17,000**	15,452	17,000	+1,548	**+10.0%**	+0	**+0.0%**
	(% of Net Sales)	**(7.4%)**	(7.4%)	(7.4%)		(+0.0%)		(+0.0%)

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

Page 13. Full year consolidated performance forecast. As explained earlier, based on the first nine months result, we have decided to keep the full year forecast unchanged.

FY2025 Full-Year : Performance Forecast by Major Business Companies

ONWARD

(Million yen)

			Cumulative Q3 FY2025	Cumulative Q3 FY2024	Cumulative Q3 Change	Cumulative Q3 % of Change	Full-Year Forecast FY2025	Full-Year Forecast FY2024	Full-Year Forecast Change	Full-Year Forecast % of Change
1	Onward Kashiyama Co., Ltd. + Onward Holdings Co., Ltd.	Net Sales	**86,752**	84,687	+2,065	+2.4%	**115,000**	113,613	+1,387	+1.2%
		Operating Profit	**4,962**	5,132	- 170	- 3.3%	**7,200**	7,190	+10	+0.1%
2	WEGO Co,. Ltd. (Became a consolidated subsidiary in October 2024)	Net Sales	**24,339**	5,419	+18,920	+349.1%	**31,300**	12,828	+18,472	+144.0%
		Operating Profits	**1,428**	222	+1,206	+543.2%	**1,400**	123	+1,277	+1038.2%
3	Onward Personal Style Co., Ltd.	Net Sales	**5,832**	4,525	+1,307	+28.9%	**7,550**	6,215	+1,335	+21.5%
		Operating Profit	**73**	- 90	+163	↗	**140**	18	+122	+677.8%
4	Onward Corporate Design Co., Ltd	Net Sales	**13,077**	13,112	- 35	- 0.3%	**18,600**	18,452	+148	+0.8%
		Operating Profit	**971**	1,129	- 158	- 14.0%	**1,750**	1,726	+24	+1.4%
5	Chacott Co.,.Ltd	Net Sales	**8,466**	7,896	+570	+7.2%	**11,000**	10,169	+831	+8.2%
		Operating Profit	**1,021**	899	+122	+13.6%	**860**	845	+15	+1.8%
6	Creative Yoko Co., Ltd.	Net Sales	**4,980**	4,876	+104	+2.1%	**7,250**	6,798	+452	+6.6%
		Operating Profit	**443**	555	- 112	- 20.2%	**830**	821	+9	+1.1%
7	Yamato Co., Ltd	Net Sales	**17,741**	15,106	+2,635	+17.4%	**23,400**	20,832	+2,568	+12.3%
		Operating Profit	**1,335**	1,019	+316	+31.0%	**1,440**	1,234	+206	+16.7%
8	Domestic Subtotal (Excl. Onward Kashiyama + HD)	Net Sales	**82,172**	59,084	+23,088	+39.1%	**109,880**	86,123	+23,757	+27.6%
		Operating Profit	**5,576**	4,476	+1,100	+24.6%	**6,820**	5,431	+1,389	+25.6%
9	Europe	Net Sales	**9,876**	9,225	+651	+7.1%	**13,500**	12,407	+1,093	+8.8%
		Operating Profit	**81**	13	+68	+523.1%	**300**	173	+127	+73.4%
10	America	Net Sales	**1,290**	1,468	- 178	- 12.1%	**1,900**	2,374	- 474	- 20.0%
		Operating Profit	**- 109**	- 322	+213	↗	**- 60**	- 379	+319	↗
11	Asia	Net Sales	**4,855**	4,715	+140	+3.0%	**7,200**	7,047	+153	+2.2%
		Operating Profit	**150**	25	+125	+500.0%	**140**	91	+49	+53.8%
12	Overseas Subtotal	Net Sales	**16,021**	15,408	+613	+4.0%	**22,600**	21,828	+772	+3.5%
		Operating Profit	**122**	- 284	+406	↗	**380**	- 115	+495	↗
13	Consolidated Total	Net Sales	**174,725**	149,940	+24,785	+16.5%	**230,000**	208,393	+21,607	+10.4%
		Operating Profit	**9,529**	8,560	+969	+11.3%	**11,500**	10,153	+1,347	+13.3%

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

Page 14 Performance Forecast by Major Business Companies.

I will not cover the numbers company by company, but for major operating companies, Onward Kashiyama Co., Ltd. and Onward Holdings Co., Ltd. company plan full-year net sales of 115 billion yen and operating profit of 7.2 billion yen, representing year-on-year sales growth of approximately 1.4 billion yen and 10 million yen in operating profit.

Number 8, domestic subtotal is expected to achieve net sales growth of approximately 23.8 billion yen and operating profit growth of 1.4 billion yen, including the contribution from WEGO Co., Ltd., Net sales will be 109.9 billion yen, operating profit approximately 6.8 billion yen, out of which contribution coming from WEGO Co., Ltd. Will be approximately 18.5 billion yen and 1.3 billion yen respectively.

Number 12, overseas subtotal is expected to achieve net sales of 22.6 billion yen and operating profit of approximately 400 million yen, representing year-on-ear growth of approximately 800 million yen and 500 million yen respectively, returning to profitability.

This concludes my presentation.

04

Progress of ONWARD VISION 2030

<u>Michinobu Yasumoto, President and CEO</u>

In addition to Q3 results, I would now like to report on the progress of ONWARD VISON 2030, which was launched in fiscal year 2021. ONWARD VISION 2030 is a 10-year long-term plan established during the COVID-19 pandemic.

As fiscal year 2025 marks the midpoint of this plan, we will provide a detailed update in April. Today, I will briefly highlight key points. ONWARD VISION 2030 is built on three pillars, fashion, wellness, and corporate design.

Today, I will focus on the growth strategy for the made to order suit “KASHIYAMA” business in the fashion domain and the current situation of the cosmetics business strategy in the wellness domain.

(1) Growth strategy for the "KASHIYAMA" brand of order-made suits

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(Onward Personal Style Co., Ltd.)

("KASHIYAMA" at AEON MALL Fukuoka)

- In addition to the conventional central urban city store, which covers a wide commercial area, **accelerate the opening of "KASHIYAMA" stores in suburban shopping centers**.
- At Nagareyama Otakanomori Shopping Center, serving a 200,000-300,000 people catchment area, marketing customized to the community is generating results, **with reservations brisk since opening**. **The same situation continues** at AEON MALL Fukuoka, AEON MALL Hiroshima Fuchu, and AEON MALL Okazaki.
- Urban stores primarily targeted customers in their 20s, mainly students, and those in their 50s who are particular about their suits. However, suburban stores expanded their **customer base to include those in their 30s and 40s, the prime working demographic**.
- We will continue to actively pursue store openings in diverse commercial areas.

FY2026 Onward Personal Style

- **Acceleration of "KASHIYAMA" store openings in suburban shopping centers, etc.**
- **While leveraging its Made in Japan production base, we will begin rolling out "Kashiyama Premium," a brand focused on the high-end segment**

Sales to exceed 10.0 billion yen in FY2026

First, the current status of made to order suit "KASHIYAMA" business, which is the major pillar in the fashion domain growth strategy. Previously, customer touch points were concentrated in centrally located urban stores with wide commercial areas. From Q3, however, we have accelerated expansion into especially suburban shopping centers. Specifically speaking, Otakanomori Shopping Center in Nagareama City, Chiba Prefecture, the commercial area's population of 200,000 to 300,000, should be a typical example. We launched a trial as our marketing activity to test whether a store in suburban area could operate successfully. Since opening, reservations have been extremely strong. In Q3, we could observe similar trends taking place at Aeon Mall which locates in suburban areas, such as Fukuoka, Hiroshima Fuchu, and Okazaki. These results we found in Q3 give us strong confidence that we can establish effective customer touch points in suburban markets, not only in urban centers. Talking about customer demographics, from before, Onward Group has had a lot of customers in their 50s who value high quality suits and In addition and in their 20s who are searching for suits for coming of age ceremonies and who are attracted by the appealing prices starting from 30,000 yen. While we had relatively fewer customers in their 30s and 40s the prime working age group. However, these suburban touchpoints, specifically shopping centers, have proven highly effective at attracting this age group, key customer segment for the Onward Group, and we are very encouraged by the potential to establish touchpoints here. Based on these results, we plan to actively expand similar touch points nationwide in suburban markets with populations of 200,000 to 300,000. We aim to surpass 10 billion yen in sales by fiscal year 2026 and grow this "KASHIYAMA" business into a core business with sales of 30 billion yen by fiscal year 2030, which is the final year of ONWARD VISION 2030.

We also plan to introduce a premium price range for made to order suits starting in FY 2026. For this segment, we will establish a made in Japan production base under the Kasiyama Premium Line in partnership with domestic factories. While our existing offerings below 80,000 yen will continue to be produced primarily at our Dalian Smart Factory in China, higher priced products exceeding 80,000 yen or so will focus on made in Japan production. Through this dual approach, we aim to expand Kashiyama's touchpoints across street side stores, shopping centers, and department stores from fiscal year 2026 onward. This concludes the growth strategy for made-to-order suit brand "KASHIYAM"

(2) Cosmetics Business Strategy

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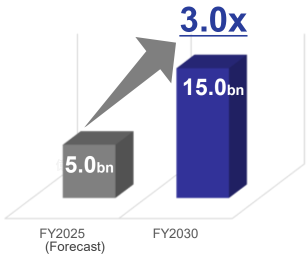
- The Company's medium- to long-term management plan "ONWARD VISION 2030" sets forth "Accelerate growth in the 'wellness field' in line with new values of consumers" as one of its business strategies to assist consumers in realizing a fulfilling life with mental and physical wellbeing such as gifts, pets and cosmetics.
- As part of this strategy, we have decided to **acquire all shares of Cosmé de Beauté Ltd. which operates nail-related businesses including gel nails and thereby make it a wholly owned subsidiary**. (Scheduled for March 2026)
- With the acquisition of Cosmé de Beauté as a wholly owned subsidiary, our group's cosmetics business will operate three brands: the makeup and skincare brand "Chacott COSMETICS" (Chacott Co., Ltd.), the organic hair care brand "product" (KOKOBUY Co., Ltd.), and **nail care (Cosmé de Beauté Ltd.)**.
- While pursuing synergies with existing businesses, we will **accelerate the comprehensive growth of our highly profitable cosmetics business** and establish our position as an integrated lifestyle corporate group.

[Image of expansion of the Company's cosmetics business sales]



Nail care

Cosmé de Beauté

Cosmé de Beauté offers a diverse range of DIY nail brands under the concept of "enabling customers across Japan to enjoy fashion easily and effortlessly."

Cosmetics Business Domain

Makeup and skincare

Chacott COSMETICS

Utilizing assets cultivated in ballet, the brand brings the technology and quality developed on stage to everyday life. Providing value to more consumers.

Haircare

product organic

The brand delivers organic products to the world, providing customers with high-quality, valuable goods at accessible prices.

Next, I'd like to explain our cosmetics business strategy, which serves as the core of our wellness domain. Under ONWARD VISION 2030, we have positioned the wellness domain as a key growth area supporting richer and more fulfilling lifestyles through gifts, pet, cosmetics, and related products, which cater to customers' new sense of value.

While fashion apparel remains our core business as we approach our 100th anniversary next year, we believe the wellness domain should become a second major pillar in response to climate change and evolving business environments. Our cosmetics business, one of the wellness domain businesses, including "Chacott COSMETICS" for makeup and skincare, "KOKOBUY", organic hair care products under the brand name of product, have continued to grow steadily. But there has been a missing piece, which is nail care. Now, as announced in a press release on December 18th last year, we have decided to acquire 100% of the shares of Cosmé de Beauté Ltd., a nail care company, making it a wholly owned subsidiary. Consolidation is scheduled to begin in early March this year. The acquisition completes our cosmetics portfolio across makeup, skincare, hair care, and nail care, covering skin, hair, and nails, thereby enhancing synergies with our fashion businesses. By leveraging our group's customer base, including our membership platform, we aim to increase awareness of cosmetics products and accelerate growth through cross-selling. The cosmetics business also offers attractive profit margins.

(2) Cosmetics Business Strategy

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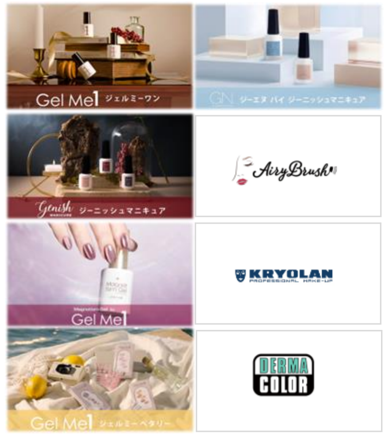
Cosmé de Beauté Ltd.

[Company profile]

Company name:	Cosmé de Beauté Ltd.
Establishment:	June 1, 1990
Business description:	Planning, development, import, and sales of cosmetics and cosmetic accessories
Net sales:	1,764 Million yen (Fiscal year ended November 2024)
Number of employees:	33 (As of November 2024)
Key retailers:	LOFT, PLAZA, HANDS, Ainz&Tulpe, Welcia Pharmacy, Sugi Pharmacy, Tsuruha Drug, Sundrug, etc.

[Main brands handled]



(2) Cosmetics Business Strategy

ONWARD

Cosmé de Beauté Ltd. Earnings

- Cosmé de Beauté Ltd. plans and sells DIY nail products and other items targeted primarily at women in their 20s to 40s and available at over 7,000 stores nationwide in Japan, including variety stores and drugstores.
- The flagship product, "Gel Me 1," celebrates its 10th anniversary in 2025 and has received high acclaim, consistently ranking near the top in popularity polls across various media outlets.
- Leveraging its formidable brand strength, the company's earnings are on an uptrend, maintaining an exceptionally high **operating profit margin of over 25%**.
- In addition to future market expansion, while building on existing sales channels, the company will consider expanding **new sales channels, such as overseas markets, in addition to e-commerce, etc., where we have strengths**.

[Cosmé de Beauté Ltd. Earnings]

(Million yen)	2022.11	2023.11	2024.11
Net sales	1,574	1,685	1,764
Operating profit	439	425	453
Operating profit margin	*27.9%*	*25.2%*	*25.7%*
Recurring profit	443	429	459
Net profit	293	355	302

As shown on page 19, operating margin of Cosmé de Beauté Ltd. exceeds 25%. Compared to the group's overall operating margin of approximately 5%, cosmetics business delivers an extremely high profit contribution, i.e., profit contribution is bigger than the sales contribution. For these reasons, we intend to further strengthen and expand the cosmetics business to enhance the overall profitability of the group.

That concludes my explanation of the cosmetics strategy within the wellness domain.

Thank you very much.

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Appendix

FY2025 Cumulative Q3 : SG&A Expenses

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	(Million yen)	F2025 Cum. Q3	FY2024 Cum. Q3	Change	Excl. Wego FY2025 Cum. Q3	Excl. Wego FY2024 Cum. Q3	Excl. Wego Change
1	Personnel	32,162	28,115	+14.4%	28,018	27,239	+2.9%
2	Rent	24,094	20,536	+17.3%	19,771	19,521	+1.3%
3	Transportation	5,875	4,889	+20.2%	5,235	4,741	+10.4%
4	Promotion and Advertising	6,493	5,401	+20.2%	5,632	5,244	+7.4%
5	Depreciation	2,681	2,510	+6.8%	2,446	2,457	- 0.4%
6	Other	16,073	13,422	+19.8%	14,287	13,017	+9.8%
7	Total SG&A Expenses	87,378	74,873	+16.7%	75,389	72,219	+4.4%

【Reasons for change】

- Personnel ・・・ Increase due to wage increases and other human capital enhancements
- Rent ・・・ Increase due to shopping center store sales growth, new store openings, etc.
- Transportation ・・・ Increase in shipping costs due to higher e-commerce sales, catalog gift sales, etc.
- Promotion and Advertising ・・・ Increase due to aggressive investments in promotion measures and digital advertising measures among others
- Other ・・・ Increase due to settlement fees and commissions tied to sales as well as sales-related consumables expenses associated with new store openings, etc.

FY2025 Cumulative Q3 : Cash Flows, Capital Expenditures, Depreciation and Amortization

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Cash Flows

- Cash flows from by operating activities amounted to 8.8 billion yen mainly due to profit before income taxes and an increase in trade payables.
- Cash flows from investing activities amounted to 0.7 billion yen mainly due to the sale of investment securities.
- Cash flow from financing activities amounted to 11.2 billion yen mainly due to a decrease in borrowings and the payment of dividends.

Capital Expenditures

- Capital expenditures were 4.6 billion yen, up 0.2 billion yen YoY.
- Carefully select investments such as those related to DX and store openings to make efficient investments.

(Million yen)

FY2025 Cum.Q3	FY2024 Cum.Q3	change	% of Change
4,611	4,453	+158	+3.5%

Depreciation and Amortization

- Depreciation and amortization expenses were 3.3 billion yen, up 0.2 billion yen YoY.

(Million yen)

FY2025 Cum.Q3	FY2024 Cum.Q3	change	% of Change
3,265	3,111	+154	+5.0%

FY2025 Cumulative Q3 : Items that Affect Net Profit

ONWARD

	(Million yen)	F2025 Cum. Q3	FY2024 Cum. Q3	Change
1	**Operating Profit**	**9,529**	**8,560**	**+11.3%**
2	Non-Operating Income	505	479	+5.4%
3	Interest and dividend income	171	233	- 26.6%
4	Foreign exchange gain	1	-	-
5	Share of profit of entities accounted for using equity method	57	149	- 61.7%
6	Other	274	96	+185.4%
7	Non-Operating Expenses	631	583	+8.2%
8	Interest expenses	384	274	+40.1%
9	Foreign exchange losses	-	70	-
10	Other	246	238	+3.4%
11	Total Non-Operating Profit / Loss	-126	-104	-
12	**Recurring Profit**	**9,403**	**8,456**	**+11.2%**
13	Extraordinary Income	1,967	1,771	+11.1%
14	Gain on Sales of Investment Securities	1,708	865	+97.5%
15	Gain on sales of non-current assets	258	906	- 71.5%
16	Extraordinary Losses	1,316	2,961	- 55.6%
17	Impairment loss	1,289	363	+255.1%
18	Loss on liquidation of subsidiaries and associates	-	1,454	-
19	Loss on step acquisitions	-	1,088	-
20	Other	26	55	- 52.7%
21	Extraordinary Income / Losses	651	-1,190	-
22	**Profit Before Income Taxes**	**10,054**	**7,266**	**+38.4%**
23	Income Taxes - Current	2,418	1,423	+69.9%
24	Profit (loss) attributable to non-controlling interests	-	61	-
25	**Net Profit**	**7,635**	**5,780**	**+32.1%**

[Items that Affect Net Profit]

- Non-operating income increased 26 million yen due to a decrease in share of profit of entities accounted for using equity method as a result of WEGO Co., Ltd. no longer being an equity-method affiliate and other.
- Non-operating expenses increased 48 million yen mainly due to an increase in interest expenses caused by interest rate hikes.
- As a result, recurring profit increased 11.2% YoY to 9.4 billion yen.
- Extraordinary profit/loss improved by approximately 1.8 billion yen from the same period last year, despite an increase in impairment losses on real estate and other assets, due to the absence of one-time losses such as the liquidation loss in Italy recorded in the previous fiscal year and the loss on the step acquisition of WEGO Co., Ltd shares.
- As a result, net profit came to 7.6 billion yen, an increase of 32.1% YoY.

FY2025 Cumulative Q3 : Consolidated Balance Sheet

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	(Billion yen)	End-FY2025 Q3	End-FY2024 Q3	Change
1	**Total Assets**	**189.3**	**179.2**	**+10.1**
2	**Current Assets**	**92.9**	**80.1**	**+12.8**
3	Cash and Deposits	11.9	13.5	- 1.6
4	Accounts Receivable-trade	22.9	15.9	+7.0
5	Inventory	52.7	45.8	+6.9
6	**Non-current Assets**	**96.4**	**99.1**	**- 2.7**
7	Property, Plant and Equipment	48.0	47.6	+0.4
8	Intangible Assets	11.9	12.8	- 0.9
9	Investments and Other Assets	36.5	38.5	- 2.0
10	**Total Liabilities**	**103.3**	**94.9**	**+8.4**
11	Accounts Payable-trade	28.8	19.7	+9.1
12	Borrowings	43.6	48.5	- 4.9
13	Other	30.9	26.7	+4.2
14	**Total Net Assets**	**86.0**	**84.2**	**+1.8**
15	**Shareholders' Equity Ratio**	**45.4%**	**47.0%**	**- 1.6%**
16	**Current Ratio**	**122.3%**	**127.7%**	**- 5.4%**

- **Inventory**

  Increase due to seasonal factors such as purchase of winter items.

- **Accounts Payable-trade**

  Temporary increase due to seasonal factors in purchasing and the last day of the fiscal period falling on a holiday.

- **Borrowings**

  Decrease due to repayments.

- **Shareholders' Equity Ratio**

  Shareholders' equity ratio 45.4%. Down 1.6%pt from the end of the previous fiscal year.

FY2024 : Cumulative Q3 Results / Full-Year Forecasts By Segment

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		(Million yen)	Cumulative Q3 Results				Full-Year Forecast			
			FY2025	FY2024	Change	% of Change	FY2025	FY2024	Change	% of Change
Onward Kashiyama Co., Ltd. + Onward Holdings Co., Ltd.	1	**Net Sales**	86,752	84,687	+2,065	+2.4%	115,000	113,613	+1,387	+1.2%
	2	**Gross Profit**	50,696	49,467	+1,229	+2.5%	66,150	65,311	+839	+1.3%
		(% of Net Sales)	(58.4%)	(58.4%)		(+0.0%)	(57.5%)	(57.5%)		(+0.0%)
	3	**SG&A Expenses**	45,734	44,335	+1,399	+3.2%	58,950	58,121	+829	+1.4%
		(% of Net Sales)	(52.7%)	(52.4%)		(+0.3%)	(51.3%)	(51.2%)		(+0.1%)
	4	**Operating Profit**	4,962	5,132	- 170	- 3.3%	7,200	7,190	+10	+0.1%
		(% of Net Sales)	(5.7%)	(6.1%)		(- 0.4%)	(6.3%)	(6.3%)		(+0.0%)
Domestic Subtotal (Excl. Onward Kashiyama + HD)	5	**Net Sales**	82,172	59,084	+23,088	+39.1%	109,880	86,123	+23,757	+27.6%
	6	**Gross Profit**	41,890	29,599	+12,291	+41.5%	54,700	42,388	+12,312	+29.0%
		(% of Net Sales)	(51.0%)	(50.1%)		(+0.9%)	(49.8%)	(49.2%)		(+0.6%)
	7	**SG&A Expenses**	36,314	25,123	+11,191	+44.5%	47,880	36,957	+10,923	+29.6%
		(% of Net Sales)	(44.2%)	(42.5%)		(+1.7%)	(43.6%)	(42.9%)		(+0.7%)
	8	**Operating Profit**	5,576	4,476	+1,100	+24.6%	6,820	5,431	+1,389	+25.6%
		(% of Net Sales)	(6.8%)	(7.6%)		(- 0.8%)	(6.2%)	(6.3%)		(- 0.1%)
Overseas Subtotal	9	**Net Sales**	16,021	15,408	+613	+4.0%	22,600	21,828	+772	+3.5%
	10	**Gross Profit**	7,287	7,007	+280	+4.0%	10,150	9,947	+203	+2.0%
		(% of Net Sales)	(45.5%)	(45.5%)		(+0.0%)	(44.9%)	(45.6%)		(- 0.7%)
	11	**SG&A Expenses**	7,165	7,291	- 126	- 1.7%	9,770	10,062	- 292	- 2.9%
		(% of Net Sales)	(44.7%)	(47.3%)		(- 2.6%)	(43.2%)	(46.1%)		(- 2.9%)
	12	**Operating Profit**	122	- 284	+406	↗	380	- 115	+495	↗
		(% of Net Sales)	(0.8%)	-			(1.7%)	-		

ONWARD HOLDINGS CO., LTD.