

**ONWARD**  
**FY02/25 (FY2024) Q3**  
**Results Presentation Material**



January 9, 2025

**ONWARD HOLDINGS CO., LTD.**

I am Yoshida, in charge of finance, accounting and IR. Thank you so much for taking the time to attend today's briefing despite your busy schedule. We appreciate your participation.

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”



<b>01</b>	<b>Consolidated Financial Results and Performance Forecasts Highlights</b>	4
<b>02</b>	<b>FY2024 Cumulative Q3 Consolidated Financial Results</b>	8
<b>03</b>	<b>FY2024 Full Year Consolidated Performance Forecasts</b>	15
<b>04</b>	<b>Financial Situation</b>	18
<b>05</b>	<b>Topics</b>	21
<b>06</b>	<b>Appendix</b>	25



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# 01

## Consolidated Financial Results and Performance Forecasts Highlights

## FY2024 Cumulative Q3 : Consolidated Financial Results Highlights

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Net Sales	Operating Profit	Recurring Profit	Net Profit
<b>149.9</b> billion yen	<b>8.6</b> billion yen	<b>8.5</b> billion yen	<b>5.8</b> billion yen
( +6.1% YoY +8.6 bn yen YoY )	( -11.8% YoY -1.1 bn yen YoY )	( -6.6% YoY -0.6 bn yen YoY )	( +0.6% YoY +0.03 bn yen YoY )

- Net sales were up 6.1% YoY to 149.9 billion yen. Full-priced sales of autumn and winter apparel fell short of expectations due to factors such as prolonged intensely hot weather compared to the previous year. However, sales growth was achieved owing to an increase in the usage of “Click & Try” OMO service.
- By brand, sales of UNFILO, KASHIYAMA, and Chacott COSMETICS grew substantially, increasing 87.2%, 38.6%, and 29.1%, respectively. Key brand businesses were firm, with Nijyusanku, Jiyuku, and PET PARADISE posting sales increases of 4.0%, 5.3%, and 7.9%, respectively.
- The gross profit margin declined by 1.2%pt due to factors such as the shift of opportunities for full-priced sales of winter apparel into Q4 and initiatives to adjust the high inventory levels of previous year products that had accumulated during the recovery phase following the pandemic. Meanwhile, the SG&A ratio remained flat YoY, as the increase in SG&A expenses from higher salary levels and the like was offset by the streamlining of store operations associated with the opening of more multi-brand (ONWARD CROSSET SELECT) stores. As a result, operating profit decreased 11.8% to 8.6 billion yen and recurring profit fell 6.6% to 8.5 billion yen.
- WEGO, which became consolidated in October 2024, reported sales of 5.4 billion yen and operating profit of 0.2 billion yen in Q3 (two months from Oct. to Nov.), thanks to strong sales of casual clothing and general merchandise.
- Net profit was up 0.6% to 5.8 billion yen, mainly due to the recording of deferred tax assets.

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First, page 5. Fiscal year 2024 cumulative Q3 consolidated financial results highlights. Net sales were 149.9 billion yen, up 6.1% from the same period last year, an increase of 8.6 billion yen. Operating profit was 8.6 billion yen, down 11.8% year-on-year, a decrease of 1.1 billion yen. Recurring profit was 8.5 billion yen, down 6.6% year-on-year, a decrease of 600 million yen. Net profit was 5.8 billion yen, up 0.6% year-on-year, an increase of 30 million yen.

Full-priced sales of autumn and winter apparel fell short of expectations because of the push-out of demand from Q3 to Q4, as a result of prolonged intensely hot weather in September and October. However, sales grew from the same period of the previous fiscal year thanks to an increase in the usage of “Click & Try” OMO service. I will come back to the situation by brand later. But, by brand, sales of UNFILO, KASHIYAMA and Chacott Cosmetics continuously grew substantially, maintaining their momentum continuing from the 1H.

Key brand businesses were also trending steadily. The major reason for the profit decline was the shift of opportunities for full-priced sales of winter apparel into Q4 and, because gross profit margin declined by 1.2% points following the inventory adjustment. Inventory level became too high as we accumulated inventory during the recovery phase from the pandemic. Meanwhile, the SG&A ratio remained flat year-on-year as the increase in SG&A expenses from higher salary levels, etc. was offset by the more efficient store operations as a result of the opening of more multi-brand Onward Crosset Select stores. Net profit increased slightly, partially due to the recognition of deferred tax assets. WEGO, which became consolidated in October 2024, reported sales of 5.4 billion yen and operating profit of 200 million yen in Q3, two months from October to November thanks to strong sales of casual clothing and general merchandise.

On page 22, we are introducing our overseas initiatives. In October, we opened a pop-up store for “Ita-bag” in Shanghai. During the six-day event, there were 18,000 visit reservations, and they generated approximately 100 million yen in sales, making it a great success. In December, WEGO opened a store in the LaLaport Mall in Malaysia, which is also off to a strong start. WEGO is a very popular brand among young people also in China and Southeast Asia, and we will continuously expand WEGO more in the overseas markets.

## FY2024 Full-Year : Consolidated Performance Forecasts Highlights

—ONWARD—

Net Sales	Operating Profit	Recurring Profit	Net Profit
<b>210.0</b> billion yen	<b>12.5</b> billion yen	<b>12.2</b> billion yen	<b>8.5</b> billion yen
( +10.7% YoY +20.4 bn yen YoY )	( +11.0% YoY +1.2 bn yen YoY )	( +20.5% YoY +2.1 bn yen YoY )	( +28.6% YoY +1.9 bn yen YoY )

- The Company maintained its most recent forecasts for net sales up 10.7% YoY to 210.0 billion yen, operating profit up 11.0% to 12.5 billion yen, and recurring profit up 20.5% to 12.2 billion, reflecting the strengthening of marketing measures for full-priced sales of winter apparel in Q4 and other initiatives.
- The Company forecasts net profit to increase 28.6% to 8.5 billion yen (up 0.25 billion yen from the most recent forecast), mainly due to the recording of deferred tax assets.
- As a result of the above, we forecast a dividend of 26 yen per share (an upward revision of 2 yen from the initial forecast of 24 yen per share).

Page 6. Consolidated performance forecast highlights. As discussed earlier, by holding promotional activities, we will sell winter items with full price as much as possible and aim to achieve our targets of 210 billion yen sales, 12.5 billion yen operating profit, and 12.2 billion yen recurring profit. We are upwardly revising the net profit forecast to 8.5 billion yen and expecting to increase the dividends.

### ■ Dividend Policy

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

The year-end dividend for FY2024 (scheduled for May 2025) is expected to be 26 yen per share, an increase of 2 yen from the most recent forecast (an increase of 6 yen from the 20 yen paid in FY2023)

	FY2024 Revised Forecast	FY2024 Most Recent Forecast	FY2023 Results
Dividends per Share (yen)	26	24	20
Total Dividends (mil. yen)	3,529	3,257	2,714
Net Profit (mil. yen)	8,500	8,250	6,611
Payout Ratio	41.5%	39.5%	41.1%

### ■ Introduce an interim dividend system

We plan to introduce an interim dividend system in FY2025, after obtaining approval at the annual general meeting of shareholders, to enhance opportunities to return profits to shareholders.

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# 02

## FY2024 Cumulative Q3 Consolidated Financial Results



## FY2024 Cumulative Q3 : Consolidated Financial Results

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- Net sales rose 6.1% to 149.9 billion yen, operating profit decreased 11.8% to 8.6 billion yen, and recurring profit fell 6.6% to 8.5 billion yen.
- Net profit was up 0.6% to 5.8 billion yen, mainly due to the recording of deferred tax assets.

(Million yen)	Cumulative Q3			
	FY2024	FY2023	Change	% of Change
1 <b>Net Sales</b>	<b>149,940</b>	141,383	+8,557	<b>+6.1%</b>
2 <b>Gross Profit</b>	<b>83,433</b>	80,274	+3,159	<b>+3.9%</b>
(% of Net Sales)	(55.6%)	(56.8%)		(-1.2%)
3 <b>SG&amp;A Expenses</b>	<b>74,873</b>	70,574	+4,299	<b>+6.1%</b>
(% of Net Sales)	(49.9%)	(49.9%)		(+0.0%)
4 <b>Operating Profit</b>	<b>8,560</b>	9,700	-1,140	<b>-11.8%</b>
(% of Net Sales)	(5.7%)	(6.9%)		(-1.2%)
5 <b>Recurring Profit</b>	<b>8,456</b>	9,055	-599	<b>-6.6%</b>
(% of Net Sales)	(5.6%)	(6.4%)		(-0.8%)
6 <b>Net Profit</b>	<b>5,780</b>	5,746	+34	<b>+0.6%</b>
(% of Net Sales)	(3.9%)	(4.1%)		(-0.2%)
7 <b>EBITDA</b> ※	<b>12,328</b>	13,282	-954	<b>-7.2%</b>
(% of Net Sales)	(8.2%)	(9.4%)		(-1.2%)

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

## FY2024 Cumulative Q3 : Results by Company

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- WEGO, newly consolidated from October 2024, posted Q3 (October-November) net sales of 5.4 billion yen and operating profit of 0.2 billion yen due to strong sales of casual apparel and sundries.

(Million yen)		Cumulative Q3				
		FY2024	FY2023	Change	% of Change	
1	Onward Kashiya+HD	Net Sales	84,687	81,484	+3,203	+3.9%
		Operating Profit	5,132	6,781	-1,649	-24.3%
2	Onward	Net Sales	13,112	12,673	+439	+3.5%
	Corporate Design	Operating Profit	1,129	1,177	-48	-4.1%
3	Island	Net Sales	4,232	4,388	-156	-3.6%
		Operating Profit	96	5	+91	+1,820.0%
4	Chacott	Net Sales	7,896	7,447	+449	+6.0%
		Operating Profit	899	784	+115	+14.7%
5	Creative Yoko	Net Sales	4,876	4,633	+243	+5.2%
		Operating Profit	555	456	+99	+21.7%
6	Yamato	Net Sales	15,106	15,787	-681	-4.3%
		Operating Profit	1,019	1,467	-448	-30.5%
7	Wego	Net Sales	5,419	-	-	-
		Operating Profit	222	-	-	-
8	Domestic Subtotal	Net Sales	53,665	52,593	+1,072	+2.0%
	(Excl. Onward Kashiya + HD, Wego)	Operating Profit	4,254	4,231	+23	+0.5%
9	Europe	Net Sales	9,225	8,270	+955	+11.5%
		Operating Profit	13	-323	+336	↗
10	America	Net Sales	1,468	1,366	+102	+7.5%
		Operating Profit	-322	-366	+44	↗
11	Asia	Net Sales	4,715	4,994	-279	-5.6%
		Operating Profit	25	18	+7	+38.9%
12	Overseas Subtotal	Net Sales	15,408	14,630	+778	+5.3%
		Operating Profit	-284	-671	+387	↗
13	Consolidated Total	Net Sales	149,940	141,383	+8,557	+6.1%
		Operating Profit	8,560	9,700	-1,140	-11.8%

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

Next, page 10. Cumulative Q3 results by company. Starting from Onward Kashiya Plus Holdings, their trend was similar to the first half. Thanks to Onward Crosset Select growth, both physical store and e-commerce sales grew, resulting in an increase of about 3.2 billion yen in sales year-on-year. However, due to the higher bargain sales ratio as a result of the need to correct the too-high inventory level following the post-pandemic inventory accumulation, gross profit margin fell slightly below plan, leading to a decrease in operating profit year-on-year. This situation was the major factor causing an impact of overall consolidated results. Island is a lady apparel company handling brands including Grace Continental and Carving Tribes, which is a leather goods brand. Although Island sales declined year-on-year following their store scrap and build initiative to improve their margin, thanks to store profit increase and cost reduction in manufacturing, their profit increased again in Q3 from the previous year on a cumulative basis. Especially strong performances were achieved by Chacott and Creative Yoko. Both brands achieved a double-digit profit growth. Chacott Cosmetics benefited from big hit products. Meanwhile, Creative Yoko's pet items sold well among inbound tourists, and their character goods like Sirotan also sold well. The two brands combined profit increased by approximately 200 million yen. Yamato, which has been trending well and expanding their business categories over the past several years, has been now during the first half working on sales structural reform and revisiting their sales channel since, for example, formal gift market has been weakening. On the other hand, Furusato or hometown tax return gift business is now starting to bear fruit. In cumulative Q3, under such circumstances, Yamato saw a decrease in both sales and profit year-on-year. However, there was a 200 million yen one-off negative impact coming from the change in the accounting standard related to revenue recognition during the first half of 2023. If we take those into consideration, Yamato is being able to secure stable profit and will promote structural reform as they move into the next fiscal year. For the rest of our domestic group companies excluding Onward Kashiya and WEGO, sales grew by 1.1 billion yen, up 2% year-on-year, while operating profit remained nearly flattish. Moving on to overseas, in Europe where Joseph is the main brand, there was about 500 million yen impact coming from changes in fiscal period, but affordable brands, thanks to the strong market, saw strong retail sales, leading to an increase in both sales and profit year-on-year. In Asia, sales declined partially because demand became weaker in China, but overall the overseas group of companies saw an 800 million yen increase in sales and a 400 million yen improvement in operating profit/loss, although still in red.

## FY2024 Cumulative Q3 : Net Sales by Channel

—ONWARD—

- Net sales at physical stores total (department stores, shopping centers and other) increased by 8.9% YoY.
- E-commerce net sales increased by 6.5% YoY. The e-commerce ratio and the directly managed e-commerce ratio remained at a high level at 28.8% and 85.4%, 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	<b>Department Stores</b>	31,392	31,874	-482	-1.5%	8,071	7,401	+670	+9.1%	39,463	39,275	+188	+0.5%
	(Composition Ratio)	(37.1%)	(39.1%)		(-2.0%)	(18.5%)	(19.9%)		(-1.4%)	(30.7%)	(33.1%)		(-2.4%)
2	<b>Shopping Centers and Other</b>	29,545	27,127	+2,418	+8.9%	22,392	17,521	+4,871	+27.8%	51,937	44,648	+7,289	+16.3%
	(Composition Ratio)	(34.9%)	(33.3%)		(+1.6%)	(51.2%)	(47.2%)		(+4.1%)	(40.5%)	(37.6%)		(+2.8%)
3	<b>Physical Stores Total</b>	60,937	59,001	+1,936	+3.3%	30,463	24,922	+5,541	+22.2%	91,400	83,923	+7,477	+8.9%
	(Composition Ratio)	(72.0%)	(72.4%)		(-0.5%)	(69.7%)	(67.1%)		(+2.6%)	(71.2%)	(70.7%)		(+0.5%)
4	<b>Directly Managed E-Commerce</b>	21,237	20,515	+722	+3.5%	10,359	10,310	+49	+0.5%	31,596	30,825	+771	+2.5%
	(Composition Ratio)	(25.1%)	(25.2%)		(-0.1%)	(23.7%)	(27.8%)		(-4.0%)	(24.6%)	(26.0%)		(-1.4%)
5	<b>Other E-Commerce Platforms</b>	2,513	1,968	+545	+27.7%	2,871	1,919	+952	+49.6%	5,384	3,887	+1,497	+38.5%
	(Composition Ratio)	(3.0%)	(2.4%)		(+0.6%)	(6.6%)	(5.2%)		(+1.4%)	(4.2%)	(3.3%)		(+0.9%)
6	<b>E-Commerce Total</b>	23,750	22,483	+1,267	+5.6%	13,230	12,229	+1,001	+8.2%	36,980	34,712	+2,268	+6.5%
	(Composition Ratio)	(28.0%)	(27.6%)		(+0.5%)	(30.3%)	(32.9%)		(-2.6%)	(28.8%)	(29.3%)		(-0.5%)
7	<b>Directly Managed E-Commerce Ratio</b>	89.4%	91.2%		-1.8%	78.3%	84.3%		-5.9%	85.4%	88.8%		-3.4%
8	<b>Total Sales</b>	84,687	81,484	+3,203	+3.9%	43,693	37,151	+6,542	+17.6%	128,380	118,635	+9,745	+8.2%

\*Note: Total of eight domestic subsidiaries using e-commerce (Island, Tiaclasse, Onward Personal Style, Chacott, Creative Yoko, Yamato, KOKOBUY, Wego)

Page 11. Net sales by channel. Please look at the squares highlighted in yellow. From Q3 and onwards, WEGO' sales are included in the results. Physical stores grew by 8.9%, while e-commerce grew by 6.5%. Although the directly-managed e-commerce ratio slightly declined to 85.4% partially because now WEGO in consolidated, it still remained at a high level. E-commerce total still kept around 30%.

## Brand Businesses

—ONWARD—

### UNFILO

[Onward Kashiwama]

Customer footfall increased, driven by products developed to offer functional beauty, primarily focused on mid-weight and lightweight apparel.

Cum. Q3  
(Net Sales YoY) **+87.2%**



### Nijusanku

[Onward Kashiwama]

Fresh, lightweight outerwear that addresses climate change was in high demand.

Cum. Q3  
(Net Sales YoY) **+4.0%**



### KASHIYAMA

[Onward Personal Style]

Both the number of customers and the average spend per customer increased as a result of promotional measures.

Cum. Q3  
(Net Sales YoY) **+38.6%**



### Jiyuku

[Onward Kashiwama]

Due to the expansion of medium/light weight apparel, sales of full-price items have been strong.

Cum. Q3  
(Net Sales YoY) **+5.3%**



### Chacott COSMETICS

[Chacott]

A newly developed pressed powder and the Moist Series for autumn and winter are selling well.

Cum. Q3  
(Net Sales YoY) **+29.1%**



### PET PARADISE

[Creative Yoko]

Sales of such sundries as pet carts and carrying bags were strong.

Cum. Q3  
(Net Sales YoY) **+7.9%**



PET PARADISE

Page 12. brand businesses. On the left, you will find emerging brands and on the right key brands. Although the trend has been almost the same as the first half, UNFILO, which started as an e-commerce brand, continued to expand with the opening of new stores at shopping centers and achieved 87% year-on-year sales growth, reaching 10 billion yen in sales. KASHIYAMA, which focuses on made-to-order suits, has been able to maintain about 40% sales growth year-on-year through continued promotional investments. Chacott Cosmetics has been doing well with their product called Moist Series, which is a fall and winter product to enhance moisture. Their sales increased by approximately 30% year-on-year, they will further promote their cosmetic business expansion through continuous releases of new products in Q4 onwards.

## OMO Service “Click & Try”

—ONWARD—

- The number of stores offering the "Click & Try" service increased by 25 stores from the end of Q3 of the previous fiscal year to 413 stores, and the adoption rate increased to 64%.
- The number of items reserved for cumulative Q3 increased by 17% YoY to 215,000.
- The net sales growth rate (YoY) at existing stores that introduced the service was 19%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

	FY2024 End Q3 / Cum. Q3	FY2023 End Q3 / Cum. Q3	Change
Number of Stores	413	388	+25
Adoption rate	64%	56%	+8%pt
The number of items reserved (in thousands)	215	184	+31

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

	FY2024 Cum. Q3	FY2023 Cum. Q3
Stores that introduced the service	113%	117%
Stores that have not introduced the service	94%	92%
Difference	+19%pt	+25%pt

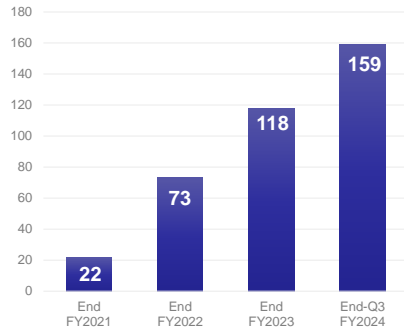
Page 13. OMO service, online merges with offline service, Quick & Try, which is a store function provided by Onward Kashiyama as we've been explaining from before. The number of stores offering the service increased by 25 from the same period last year to 413 stores, and the number of items reserved increased by approximately 20%. The net sales growth ratio on a year-on-year basis at stores providing the services was 19% points higher than the stores which are yet to offer these services.

## “ONWARD CROSSET SELECT (OCS) ”

—ONWARD—

- There are 159 stores nationwide as of the end of Q3 FY2024, an increase of 41 stores from the end of FY2023.
- The YoY growth of cumulative Q3 sales at OCS stores was 23%pt higher than that of existing stores excluding OCS stores.

### Number of OCS stores



### OCS sales YoY comparison

	FY2024 Cum. Q3
ONWARD CROSSET / SELECT (OCS)	120%
Stores excluding OCS	97%
Difference	+23%pt



OCS Daimaru Tokyo opened on October 2, 2024.  
Sales exceeded 0.11 billion yen in the first two months after opening.

Page 14. Onward Crosset Select (OCS), our multi-brand stores. The number of the OCS stores increased by 41 from the end of the previous fiscal year, including store format change bringing the total to 159 stores. We will continue to expand this key distribution sales strategy.

**iCB**



**03**

**FY2024 Full Year Consolidated  
Performance Forecasts**

## FY2024 Full-Year : Consolidated Performance Forecast

—ONWARD—

- The Company maintained its most recent forecasts for net sales up 10.7% to 210.0 billion yen, operating profit up 11.0% to 12.5 billion yen, and recurring profit up 20.5% to 12.2 billion.
- The forecast for net profit was revised up by 0.25 billion yen from the most recent forecast to 8.5 billion yen, mainly due to the recording of deferred tax assets.

(Million yen)	Full-Year			YoY		Comparison to announced forecasts		1H Results		
	FY2024 Forecast	FY2023 Results	Announced forecasts	Change	% of Change	Change	% of Change	FY2024	FY2023	Change
1 <b>Net Sales</b>	<b>210,000</b>	189,629	210,000	+20,371	<b>+10.7%</b>	+0	<b>+0.0%</b>	95,102	90,411	+5.2%
2 <b>Gross Profit</b>	<b>116,250</b>	105,782	116,250	+10,468	<b>+9.9%</b>	+0	<b>+0.0%</b>	52,709	51,152	+3.0%
(% of Net Sales)	(55.4%)	(55.8%)	(55.4%)		(-0.4%)		(+0.0%)	(55.4%)	(56.6%)	(-1.2%)
3 <b>SG&amp;A Expenses</b>	<b>103,750</b>	94,522	103,750	+9,228	<b>+9.8%</b>	+0	<b>+0.0%</b>	47,454	46,130	+2.9%
(% of Net Sales)	(49.4%)	(49.8%)	(49.4%)		(-0.4%)		(+0.0%)	(49.9%)	(51.0%)	(-1.1%)
4 <b>Operating Profit</b>	<b>12,500</b>	11,260	12,500	+1,240	<b>+11.0%</b>	+0	<b>+0.0%</b>	5,255	5,022	+4.6%
(% of Net Sales)	(6.0%)	(5.9%)	(6.0%)		(+0.1%)		(+0.0%)	(5.5%)	(5.6%)	(-0.1%)
5 <b>Recurring Profit</b>	<b>12,200</b>	10,126	12,200	+2,074	<b>+20.5%</b>	+0	<b>+0.0%</b>	5,213	4,412	+18.2%
(% of Net Sales)	(5.8%)	(5.3%)	(5.8%)		(+0.5%)		(+0.0%)	(5.5%)	(4.9%)	(+0.6%)
6 <b>Net Profit</b>	<b>8,500</b>	6,611	8,250	+1,889	<b>+28.6%</b>	+250	<b>+3.0%</b>	4,108	2,862	+43.5%
(% of Net Sales)	(4.0%)	(3.5%)	(3.9%)		(+0.5%)		(+0.1%)	(4.3%)	(3.2%)	(+1.1%)
7 <b>EBITDA</b> ※	<b>17,700</b>	16,052	17,700	+1,648	<b>+10.3%</b>	+0	<b>+0.0%</b>	7,690	7,390	+4.1%
(% of Net Sales)	(8.4%)	(8.5%)	(8.4%)		(-0.1%)		(+0.0%)	(8.1%)	(8.2%)	(-0.1%)

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

Page 16. Fiscal Year 2024 Full-Year Consolidated Performance Forecast. As the same as what we explained at the end of the first half, we are expecting WEGO, which we started to consolidate from October 1st, will have a 10 billion yen impact on our sales and plus minus zero impact on operating profit and profits below. After reflecting WEGO contribution, we are expecting a 10.7% or approximately 20.4 billion yen increase in sales, reaching 210 billion yen, and an 11% or approximately 1.2 billion yen increase in operating profit, totaling 12.5 billion yen. We have upwardly revised our net income guidance to 8.5 billion yen, an increase of 28.6%, or approximately 1.9 billion yen. Accordingly, we have upwardly revised our dividend forecast by 2 yen. EBITDA no change 17.7 billion yen, 10.3% or approximately 1.6 billion yen increase.



## FY2024 Full-Year : Performance Forecast by Company

—ONWARD—

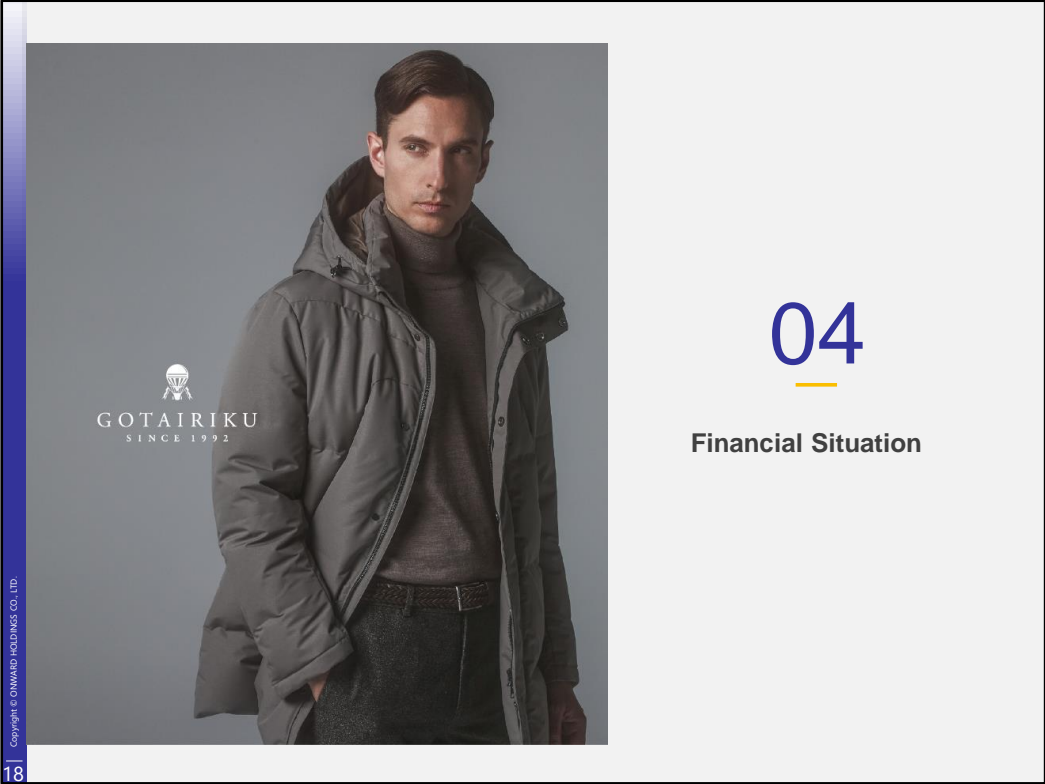
(Million yen)		Full-Year				1H Results			
		FY2024 Forecast	FY2023 Results	Change	% of Change	FY2024	FY2023	% of Change	
1	Onward Kashiyama+HD	Net Sales	114,966	109,491	+5,475	+5.0%	54,722	51,566	+6.1%
		Operating Profit	8,741	8,189	+552	+6.7%	2,938	3,210	-8.5%
2	Onward	Net Sales	18,346	17,188	+1,158	+6.7%	8,952	8,209	+9.1%
	Corporate Design	Operating Profit	1,593	1,485	+108	+7.3%	990	825	+20.0%
3	Island	Net Sales	6,002	5,716	+286	+5.0%	2,772	2,844	-2.5%
		Operating Profit	99	-83	+182	↗	74	-23	↗
4	Chacott	Net Sales	10,500	9,613	+887	+9.2%	5,358	5,059	+5.9%
		Operating Profit	719	649	+70	+10.8%	645	565	+14.2%
5	Creative Yoko	Net Sales	6,902	6,486	+416	+6.4%	3,140	2,969	+5.8%
		Operating Profit	706	660	+46	+7.0%	303	235	+28.9%
6	Yamato	Net Sales	22,583	21,037	+1,546	+7.3%	10,108	10,592	-4.6%
		Operating Profit	1,756	1,728	+28	+1.6%	795	999	-20.4%
7	Wego	Net Sales	10,000	-	-	-	-	-	-
		Operating Profit	0	-	-	-	-	-	-
8	Domestic Subtotal	Net Sales	75,366	70,567	+4,799	+6.8%	35,959	34,745	+3.5%
	(Excl. Onward Kashiyama + HD, Wego)	Operating Profit	5,669	4,970	+699	+14.1%	3,159	2,780	+13.6%
9	Europe	Net Sales	12,499	11,355	+1,144	+10.1%	6,116	4,832	+26.6%
		Operating Profit	366	156	+210	+134.6%	-259	-449	↗
10	America	Net Sales	2,330	1,890	+440	+23.3%	1,153	936	+23.2%
		Operating Profit	-145	-414	+269	↗	-175	-231	↗
11	Asia	Net Sales	7,137	6,682	+455	+6.8%	3,613	3,234	+11.7%
		Operating Profit	100	47	+53	+112.8%	120	40	+200.0%
12	Overseas Subtotal	Net Sales	21,966	19,927	+2,039	+10.2%	10,882	9,002	+20.9%
		Operating Profit	321	-211	+532	↗	-314	-640	↗
13	Consolidated Total	Net Sales	210,000	189,629	+20,371	+10.7%	95,102	90,411	+5.2%
		Operating Profit	12,500	11,260	+1,240	+11.0%	5,255	5,022	+4.6%

Note : Wego became a consolidated subsidiary in October 2024.

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

Onward Corporate Design's FY2023 full-year and 1H figures include Onward Creative Center's results in addition to Onward Trading results.

Page 17. Performance Forecast by Company. No change from the end of the first half except for the inclusion of WEGO. For Onward Kashiyama, net sales are expected to increase by approximately 5.5 billion yen or 5%, compared to fiscal 2023, operating profit is forecast to increase by 6.7%, or 550 million yen. For the domestic group companies excluding Onward Kashiyama and WEGO, sales are expected to increase approximately 4.8 billion yen, or 6.8%, and operating profit to increase approximately 700 million yen, or 14%. No change from the previous forecast. For the overseas group companies, sales are expected to increase by approximately 2 billion yen, or by 10.2%. Operating profit is expected to increase by approximately 500 million yen aiming for recognizing positive profit in the overseas business for the current fiscal year.



# 04

## Financial Situation

## FY2024 Cumulative Q3 : EBITDA, Net Assets, Shareholders' Equity Ratio, Current Ratio

- EBITDA amounted to 12.3 billion yen, down 7.2% YoY.
- Net assets were 81.8 billion yen, down 3.8% (by 3.2 billion yen) from the end of the previous fiscal year due to a decrease in non-controlling interests.
- The shareholders' equity ratio was 41.9%, down 4.7%pt from the end of the previous fiscal year.
- The current ratio was 114.8%, down 2.9%pt from the end of the previous fiscal year.

### EBITDA

(Million yen)

FY2024 Cum. Q3	FY2023 Cum. Q3	Change	% of Change
12,328	13,282	- 954	- 7.2%

### Shareholders' Equity Ratio

End-FY2024 Q3	End-FY2023	Change
41.9%	46.6%	- 4.7%pt

### Net Assets

(Million yen)

End-FY2024 Q3	End-FY2023	Change	% of Change
81,793	84,995	- 3,202	- 3.8%

### Current Ratio

End-FY2024 Q3	End-FY2023	Change
114.8%	117.7%	- 2.9%pt

Page 19 and 20 show various financial indicators. EBITDA was 12.3 billion yen, down 7.2% year-on-year. Net assets stood at 81.8 billion yen, a decrease of 3.2 billion yen or 3.8% from the beginning of the period. This reduction is mainly due to the redemption of preferred stock issued by group companies in previous years for financing purposes. The equity ratio was 41.9%, down 4.7% points year-on-year. This decrease was mainly due to the increase in total assets and liabilities, resulting from the inclusion of WEGO. Similarly, the current ratio also worsened by approximately 3% points, But compared to the same period of the last year, operating cash flow improved by approximately 6.7 billion yen. Together with the accumulation of profits, we expect that both equity ratio and current ratio will improve over time.

Please refer to page 20 onward for additional details.

That concludes my explanation. Thank you.

## FY2024 Cumulative Q3 : Cash Flows, Capital Expenditures, Depreciation and Amortization —ONWARD—

### Cash Flows

- Cash flows from operating activities amounted to 7.1 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 9.1 billion yen mainly due to the acquisitions of non-current assets and shares of a subsidiary.
- Cash flows provided by financing activities amounted to 6.6 billion yen mainly due to an increase in borrowings and the payment of dividends.

### Capital Expenditures

- Capital expenditures were 4.5 billion yen, up 0.9 billion yen YoY.
- Carefully select investments such as those related to DX and OMO to make efficient investments.

(Million yen)

FY2024 Cum. Q3	FY2023 Cum. Q3	Change	% of Change
4,453	3,515	+938	+26.7%

### Depreciation and Amortization

- Depreciation and amortization expenses were 3.1 billion yen, up 0.2 billion yen YoY.

(Million yen)

FY2024 Cum. Q3	FY2023 Cum. Q3	Change	% of Change
3,111	2,959	+152	+5.1%



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# 05

Topics

## WEGO Steps Up Asian Expansion

—ONWARD—

### —Pop-up event held in Shanghai, first store opened in Malaysia—

(WEGO Co., Ltd.)

- As a first step in expansion into China, a pop-up sales event (exclusively for “Ita-bags”) by reservation only was held for the first time in October 2024 at Joy City shopping mall in Shanghai’s Jing’an district. The event was a huge success, with over 18,000 visitors making reservations during the six-day run, while generating sales of approximately 0.1 billion yen.
- As a first step in its ASEAN expansion, the brand launched its maiden store at LaLaport Bukit Bintang City Centre (BBCC) in Kuala Lumpur, Malaysia in December 2024. The store has outpaced its sales plan from immediately after its opening.



Scene from pop-up store in Joy City shopping mall Shanghai's Jing'an district



The popular “Ita-bag,” for fans adorned with pin badges and other items featuring anime characters or favorite stars



Exterior of the WEGO store in LaLaport BBCC (Malaysia)

## Promotion Held for Nijyusanku “Yukin Coordinate”

—ONWARD—

### —Natsumi Tsunoda, Sarina Koga, Airi Hatakeyama, and Nana Takagi all made their runway debuts —

(Onward Kashiya Co., Ltd.)

- In November 2024, a runway show for Nijyusanku also linked to online content was held featuring four renowned athletes (judoka Natsumi Tsunoda, former Japan women’s national volleyball team player Sarina Koga, former Japan rhythmic gymnastics team member Airi Hatakeyama, and former speed skater Nana Takagi).
- The proposal of “Yukin (play and work) Coordinate”, which brings a sense of playfulness and style to winter commuter fashion, created a buzz. The promotion contributed to higher sales in physical stores as well as online sales of the Nijyusanku brand.



## Pet Supplies Brand PET PARADISE

—ONWARD—

### Launches "chérircouture" Prestige Line

(Creative Yoko Co., Ltd.)

- In October last year, to respond to the growing demand for high-quality and highly-sophisticated pet-related products, we launched a new line called "chérircouture," which focuses on carefully selected materials and sophisticated designs. It's unit price is approximately twice the level of the existing "PET PARADISE" line.
- The concept of "a special outfit for your beloved child" has proved popular, and the line has been able to win new customers, mainly through its physical stores in urban centers.



"chérircouture" Official site <https://00m.in/wZcHJ>  
(in Japanese)







06

Appendix

## FY2024 Cumulative Q3 : Consolidated SG&A Expenses

(Million yen)	FY2024 Cum. Q3	FY2023 Cum. Q3	Change	Excl. Wego	
				FY2024 Cum. Q3	Change
1 <b>Personnel</b>	28,115	26,633	+5.6%	27,239	+2.3%
2 <b>Rent</b>	20,536	19,070	+7.7%	19,521	+2.4%
3 <b>Transportation</b>	4,889	4,826	+1.3%	4,741	- 1.8%
4 <b>Promotion and Advertising</b>	5,401	4,817	+12.1%	5,244	+8.9%
5 <b>Depreciation</b>	2,510	2,367	+6.0%	2,457	+3.8%
6 <b>Other</b>	13,422	12,861	+4.4%	13,017	+1.2%
7 <b>Total SG&amp;A Expenses</b>	74,873	70,574	+6.1%	72,219	+2.3%

[Reasons for change in Q3]

- **Personnel** ... Increased due mainly to salary level increases and boosted headcount at Onward Kashiyama
- **Rent** ... Increased in tandem with sales growth
- **Transportation** ... Decreased due to streamlining of store operations and withdrawal from unprofitable businesses
- **Promotion and Advertising** ... Increased due to tie-up advertising and promotion measures
- **Depreciation** ... Increased due to store openings and DX investments

## FY2024 Cumulative Q3 : Items that Affect Net Profit

—ONWARD—

(Million yen)	FY2024 Cum. Q3	FY2023 Cum. Q3	Change
1 <b>Operating Profit</b>	<b>8,560</b>	<b>9,700</b>	<b>- 11.8%</b>
2 Non-Operating Income	479	388	+23.5%
3 Interest and dividend income	233	169	+37.9%
4 Share of profit of entities accounted for using equity	149	42	+254.8%
5 Other	96	176	- 45.5%
6 Non-Operating Expenses	583	1,033	- 43.6%
7 Interest expenses	274	392	- 30.1%
8 Foreign exchange loss	70	380	- 81.6%
9 Other	238	259	- 8.1%
10 Total Non-Operating Profit/Loss	-104	-645	-
11 <b>Recurring Profit</b>	<b>8,456</b>	<b>9,055</b>	<b>- 6.6%</b>
12 Extraordinary Income	1,771	415	+326.7%
13 Gain on sales of non-current assets	906	52	+1,642.3%
14 Gain on sales of investment securities	865	362	+139.0%
15 Extraordinary Losses	2,961	598	+395.2%
16 Impairment loss	363	362	+0.3%
17 Less on disaster	-	187	-
18 Loss on liquidation of subsidiaries and associates	1,454	-	-
19 Loss on step acquisition	1,088	-	-
20 Other	55	48	+14.6%
21 Extraordinary Income/Losses	-1,190	-183	-
22 <b>Profit Before Income Taxes</b>	<b>7,266</b>	<b>8,872</b>	<b>- 18.1%</b>
23 Income Taxes - Current	1,423	2,920	- 51.3%
24 Profit (loss) attributable to non-controlling interests	61	205	- 70.2%
25 <b>Net Profit</b>	<b>5,780</b>	<b>5,746</b>	<b>+0.6%</b>

### [Items that Affect Net Profit]

- Non-operating income of 0.5 billion yen due to interest and dividend income.
- Non-operating expenses of 0.6 billion yen due to interest expenses, etc.
- Extraordinary income of 1.8 billion yen due to gain on sales of non-current assets and investment securities.
- Extraordinary losses of 3.0 billion yen due to loss on liquidation of subsidiaries and associates and impairment loss, etc. This quarter, an additional acquisition of WEGO shares was implemented, and the resulting valuation loss of 1.1 billion yen was recorded as a "loss on step acquisition".
- The income tax ratio decreased because taxable income is expected to increase in the future due to better performance and deferred tax assets were recorded.
- As a result, net profit was 5.8 billion yen.

## FY2024 Cumulative Q3 : Consolidated Balance Sheet

—ONWARD—

(Billion yen)	End-FY2024 Q3	End-FY2023	Change
1 <b>Total Assets</b>	195.1	171.3	+23.8
2 <b>Current Assets</b>	91.2	73.4	+17.8
3     Cash and Deposits	16.6	14.1	+2.5
4     Accounts Receivable-trade	21.7	15.9	+5.8
5     Inventory	48.2	38.9	+9.3
6 <b>Non-current Assets</b>	103.9	97.9	+6.0
7     Property, Plant and Equipment	51.5	50.4	+1.1
8     Intangible Assets	12.9	8.8	+4.1
9     Investments and Other Assets	39.4	38.6	+0.8
10 <b>Total Liabilities</b>	113.3	86.3	+27.0
11     Accounts Payable-trade	32.0	22.6	+9.4
12     Borrowings	51.3	37.6	+13.7
13     Other	30.0	26.1	+3.9
14 <b>Total Net Assets</b>	81.7	84.9	- 3.2
15 <b>Shareholders' Equity Ratio</b>	41.9%	46.6%	- 4.7%
16 <b>Current Ratio</b>	114.8%	117.7%	- 2.9%

### ■ Inventory

Increase due to WEGO consolidation and seasonal factors in purchase timing.

### ■ Intangible Assets

Increases in goodwill due to the consolidation of WEGO and software due to IT investments.

### ■ Borrowings

Increase due to new borrowings.

### ■ Total Net Assets

Decrease in minority interests due to acquisition of preferred shares.

### ■ Shareholders' Equity Ratio

41.9%, down 4.7%pt from the end of the previous fiscal year.

### ■ Current ratio

114.8%, down 2.9%pt from the end of the previous year. Maintained above 100%, the benchmark level for safety.

## FY2024 : Cumulative Q3 Results / Full-Year Forecasts by Group

—ONWARD—

	(Million yen)	Cumulative Q3 Results				Full-Year Forecasts			
		FY2024	FY2023	Change	% of Change	FY2024	FY2023	Change	% of Change
<b>Onward Kashiyama + HD</b>	1 <b>Net Sales</b>	84,687	81,484	+3,203	+3.9%	114,966	109,491	+5,475	+5.0%
	2 <b>Gross Profit</b>	49,467	49,850	- 383	- 0.8%	68,859	65,428	+3,431	+5.2%
	(% of Net Sales)	(58.4%)	(61.2%)		(- 2.8%)	(59.9%)	(59.8%)		(+0.1%)
	3 <b>SG&amp;A Expenses</b>	44,335	43,069	+1,266	+2.9%	60,118	57,239	+2,879	+5.0%
(% of Net Sales)	(52.4%)	(52.9%)		(- 0.5%)	(52.3%)	(52.3%)		(+0.0%)	
4 <b>Operating Profit</b>	5,132	6,781	- 1,649	- 24.3%	8,741	8,189	+552	+6.7%	
(% of Net Sales)	(6.1%)	(8.3%)		(- 2.3%)	(7.6%)	(7.5%)		(+0.1%)	
<b>Domestic Subtotal (Excl. Onward Kashiyama + HD)</b>	5 <b>Net Sales</b>	59,084	52,593	+6,491	+12.3%	85,366	70,567	+14,799	+21.0%
	6 <b>Gross Profit</b>	29,599	26,574	+3,025	+11.4%	42,451	35,076	+7,375	+21.0%
	(% of Net Sales)	(50.1%)	(50.5%)		(- 0.4%)	(49.7%)	(49.7%)		(+0.0%)
	7 <b>SG&amp;A Expenses</b>	25,123	22,343	+2,780	+12.4%	36,782	30,106	+6,676	+22.2%
(% of Net Sales)	(42.5%)	(42.5%)		(+0.0%)	(43.1%)	(42.7%)		(+0.4%)	
8 <b>Operating Profit</b>	4,476	4,231	+245	+5.8%	5,669	4,970	+699	+14.1%	
(% of Net Sales)	(7.6%)	(8.0%)		(- 0.5%)	(6.6%)	(7.0%)		(- 0.4%)	
<b>Overseas Subtotal</b>	9 <b>Net Sales</b>	15,408	14,630	+778	+5.3%	21,966	19,927	+2,039	+10.2%
	10 <b>Gross Profit</b>	7,007	6,514	+493	+7.6%	10,174	9,158	+1,016	+11.1%
	(% of Net Sales)	(45.5%)	(44.5%)		(+1.0%)	(46.3%)	(46.0%)		(+0.3%)
	11 <b>SG&amp;A Expenses</b>	7,291	7,185	+106	+1.5%	9,853	9,369	+484	+5.2%
(% of Net Sales)	(47.3%)	(49.1%)		(- 1.8%)	(44.9%)	(47.0%)		(- 2.1%)	
12 <b>Operating Profit</b>	- 284	- 671	+387	↗	321	- 211	+532	↗	
(% of Net Sales)	-	-			(1.5%)	-			

The logo for Onward Holdings Co., Ltd. features the word "ONWARD" in a bold, blue, sans-serif font. The letter "O" is stylized with a yellow horizontal bar passing through its center. Two additional yellow horizontal bars extend from the left and right sides of the "O" bar, crossing the letters "N" and "D" respectively. Below the word "ONWARD" is the text "ONWARD HOLDINGS CO., LTD." in a smaller, black, sans-serif font.

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