

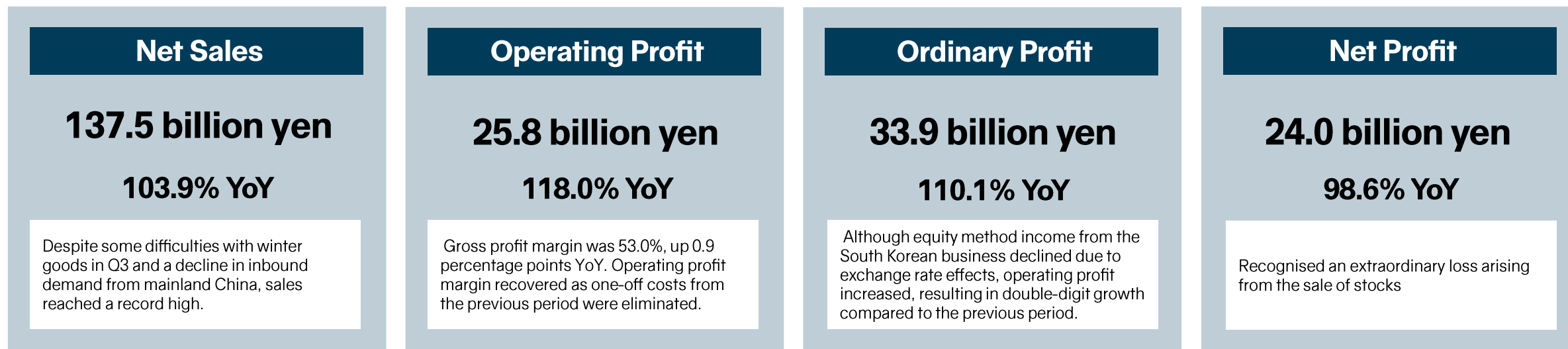


FY2026.3 Financial Results
Briefing Materials

13 May 2026

Despite challenging conditions, both net sales and operating profit reached record highs. The operating profit margin recovered to 18.8% following the exclusion of one-off costs.

FY26.3 Results



Assumptions for FY27.3 Plan

- Net sales target: 145.4 billion yen (105.7% of FY26.3).
- Gross profit margin to improve by 1.3 percentage points to 54.3%.
- Anticipating an increase in selling, general and administrative expenses due to growth investments and the strengthening of human capital, the operating profit margin is projected at 18.0%.

Progress of the Medium-Term Management Plan

- Net sales target for the 29.3 financial year is 188.5 billion yen.
- Address rising SG&A expenses by driving net sales growth and maintaining gross margin.
- A return to the operating profit margin is planned for the final year of the medium-term plan.

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I. FY2026 Results

Both net sales and operating profit reached record highs.
Operating profit margin recovered following the elimination of one-off costs.

Net sales reached a record high of 137.5 billion yen. However, due to factors such as a decline in inbound demand from mainland China, the figure fell short of the target by approximately 3 billion yen.

Consolidated Financial Performance

(Unit: million yen)	FY24.3 Results	FY25.3 Results	FY26.3 Plan	FY26.3 Results	Compared to Plan	YoY
Net sales	126,907	132,305	140,500	137,516	97.9%	103.9%
Gross profit	67,173	68,925	74,018	72,946	98.6%	105.8%
%	52.9%	52.1%	52.7%	53.0%	+0.4pt	+0.9pt
SG & A expenses	43,326	47,020	48,118	47,087	97.9%	100.1%
%	34.1%	35.5%	34.2%	34.2%	0.0pt	(1.3pt)
Operating profit	23,847	21,905	25,900	25,859	99.8%	118.0%
%	18.8%	16.6%	18.4%	18.8%	+0.4pt	+2.2pt
Ordinary profit	32,601	30,806	33,900	33,904	100.0%	110.1%
%	25.7%	23.3%	24.1%	24.7%	+0.5pt	+1.4pt
Net income	24,281	24,444	25,400	24,094	94.9%	98.6%
%	19.1%	18.5%	18.1%	17.5%	(0.6pt)	(1.0pt)

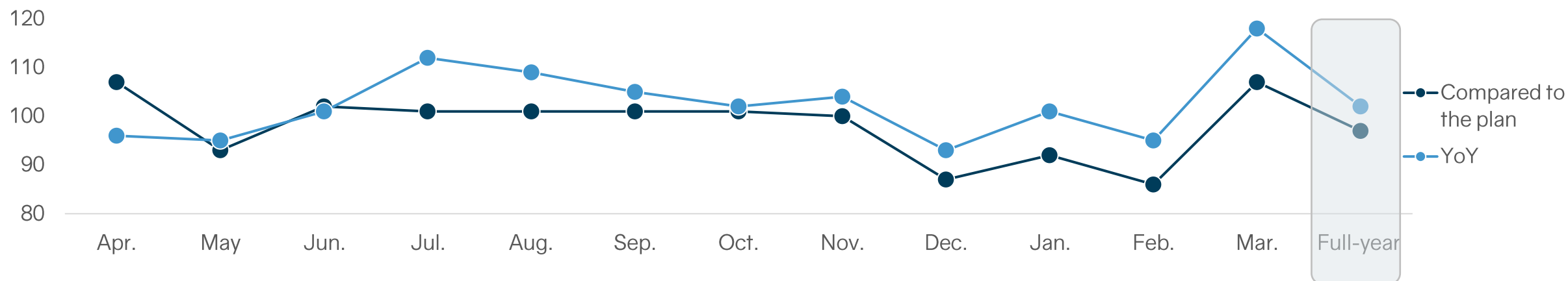
Monthly Sales Trends

Although the fourth quarter saw a 104% YoY, the impact of declining inbound demand from mainland China persisted, resulting in a figure of 94% of the target.

	Month	Plan ratio	YoY
Q1	Apr.	107%	96%
	May	93%	95%
	Jun.	102%	101%
	Q1 total	101%	97%
Q2	Jul.	101%	112%
	Aug.	101%	109%
	Sep.	101%	105%
	Q2 total	101%	108%
First half total		101%	103%

	Month	Plan ratio	YoY
Q3	Oct.	101%	102%
	Nov.	100%	104%
	Dec.	87%	93%
	Q3 total	96%	99%
Q4	Jan.	92%	101%
	Feb.	86%	95%
	Mar.	107%	118%
	Q4 total	94%	104%
Second half total		95%	102%
Full-year total		97%	102%

(Note) As 'monthly sales' are used, the figures do not match the amounts or ratios of consolidated sales



Although revenue increased by 7.3 pt YoY, partly due to the early delivery of spring merchandise to meet actual demand, the continued poor performance of certain winter items meant that the Q4 target was not met.

Net Sales	Gross Profit Margin	Operating Profit Margin	Bringing forward spring collection
38.0 billion yen +7.3%YoY	51.9% -0.4pt YoY	18.8% 14.0% → 18.8% YoY	Approx. 1.0 billion yen Deliveries to wholesalers

A Review of Q4 (Jan–Mar)

Jan–Feb	<ul style="list-style-type: none"> ■ The struggles experienced by some winter items since Q3 continue. ■ Refrained from excessive winter sales, prioritizing the protection of gross profit.
Mar.	<ul style="list-style-type: none"> ■ Promoting the launch of spring collections ■ In line with actual demand, we carried out early deliveries of some spring items, primarily to the wholesale sector
4Q	<ul style="list-style-type: none"> ■ The launch of the spring collection is progressing as planned ■ The SG&A ratio improved by 5.1 percentage points due to the elimination of one-off costs and the scrutiny and efficient use of SG&A expenses

(Unit: million yen)

	FY23.3	FY24.4	FY25.3	FY25.3 except for transient cases	FY26.3
Net sales	28,305	32,074	35,472	35,472	38,044
YoY	115.8%	113.3%	110.6%	110.6%	107.3%
Gross profit	13,878	16,602	18,531	18,531	19,736
%	49.0%	51.8%	52.2%	52.2%	51.9%
SG & A expenses	10,255	11,945	13,566	11,766	12,593
%	36.2%	37.2%	38.2%	33.2%	33.1%
Operating profit	3,622	4,657	4,965	6,765	7,142
%	12.8%	14.5%	14.0%	19.1%	18.8%
Ordinary profit	6,158	9,025	8,920	10,720	12,287
%	21.8%	28.1%	25.1%	30.2%	32.3%

Quarterly Progress and Full-Year Forecast by Business Segment

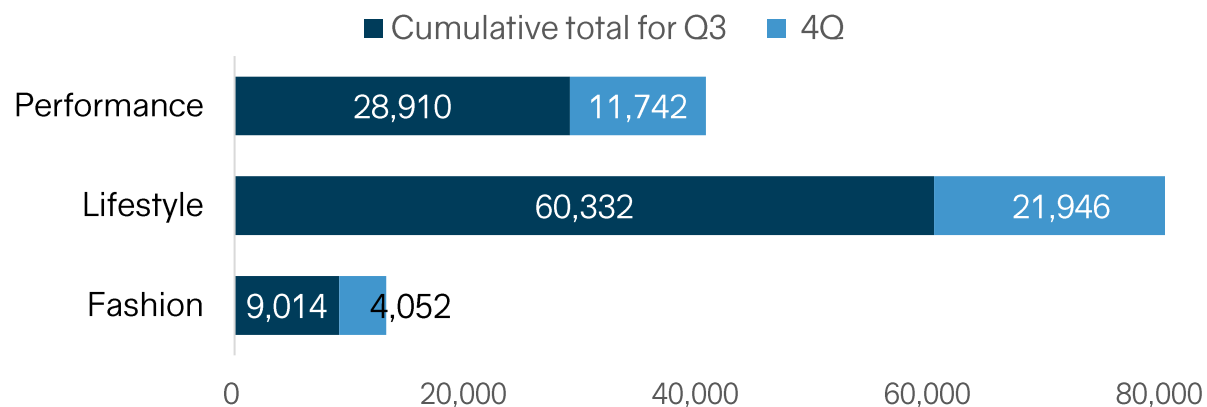
In 4Q (Jan–Mar), all business segments grew due to the launch of the spring collection, and revenue increased across all business segments for the full year.

Net sales by Business Segment (Unit: million yen)

*The 'Other' segment includes net sales from travel agencies, cafés, etc.

Business Segment	1-3Q Net sales	1-3Q YoY	4Q Net sales	4Q YoY	Full year Net sales	Full year YoY	Full year Share	Trend Changes in Q4
Performance	28,910	99.3%	11,742	107.5%	40,652	101.5%	29.6%	Recovery
Lifestyle	60,332	100.7%	21,946	106.4%	82,279	102.1%	59.8%	Stable
Fashion	9,014	118.3%	4,052	104.0%	13,066	113.4%	9.5%	Stable
Other	1,215	758.8%	303	1,131.3%	1,518	812.2%	1.1%	Growth
Company total	99,472	102.7%	38,044	107.3%	137,516	103.9%	100.0%	Stable

Breakdown of full-year net sales by business segment (3Q cumulative + 4Q) Unit: million yen

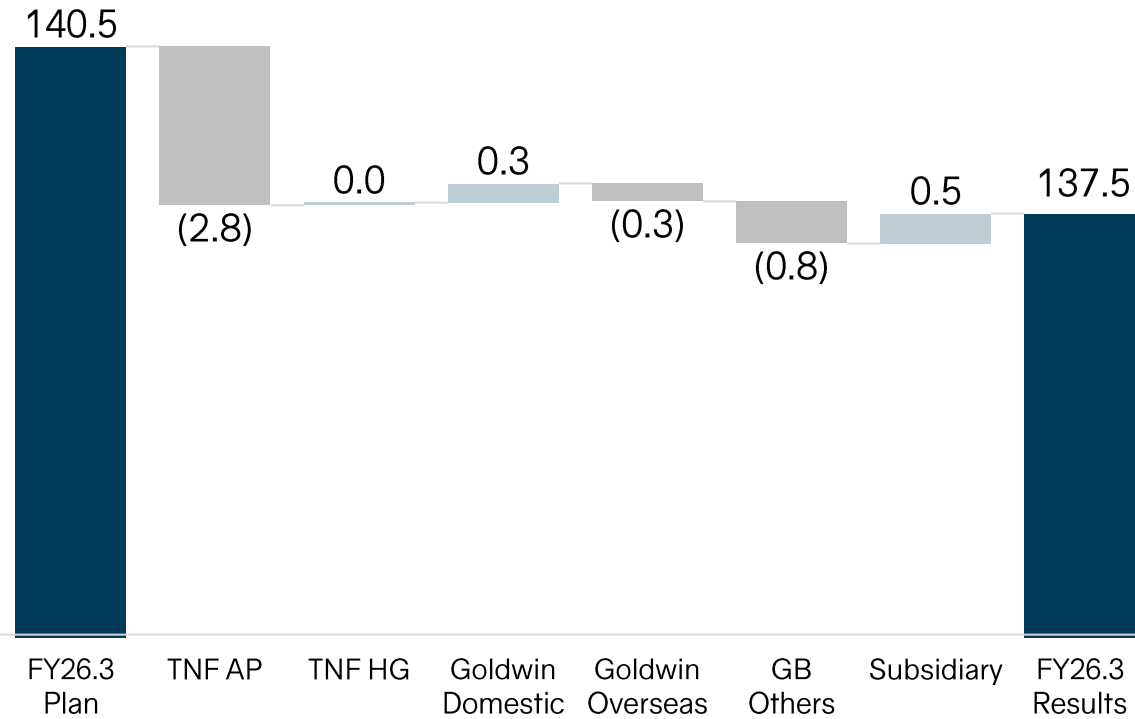


- **Performance and Lifestyle saw growth in Q4 due to the progress of the spring collection launch and early deliveries, resulting in full-year net sales growth.**
- **Fashion revenue increased despite being affected by a decline in inbound demand.**

The shortfall of 3.0 billion yen against plan occurred in ‘THE NORTH FACE’ and ‘Global brand’ and Goldwin Overseas. The YoY difference includes the impact of reduced net sales due to discontinued brands.

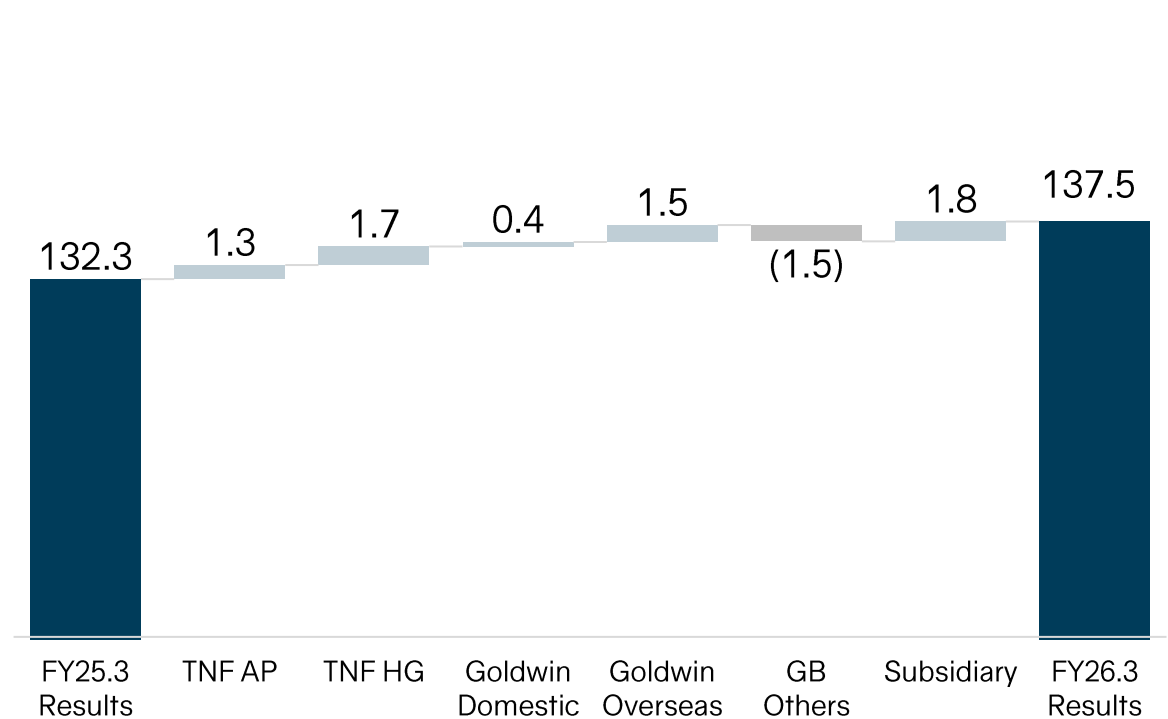
Comparison with FY26.3 Plan (-3.0 billion yen)

(Unit : billion yen)



Comparison with FY25.3 Results (+5.1 billion yen)

(Unit : billion yen)



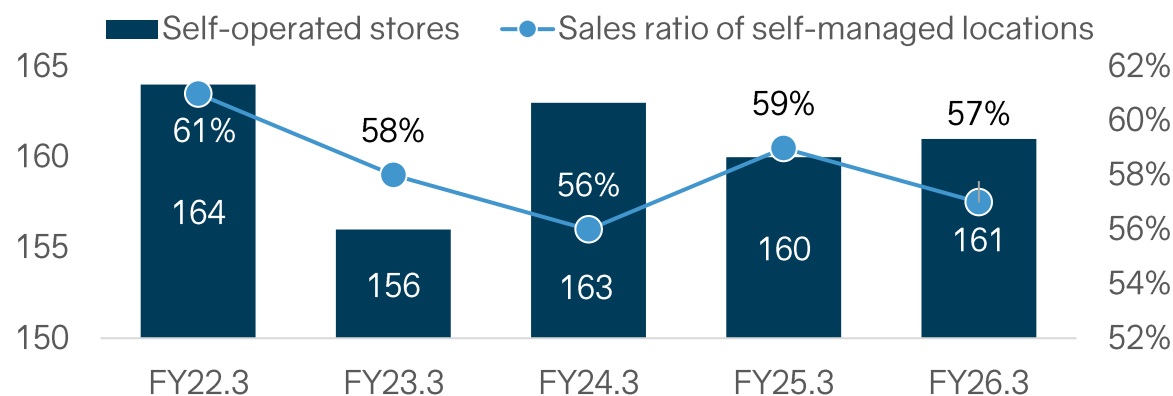
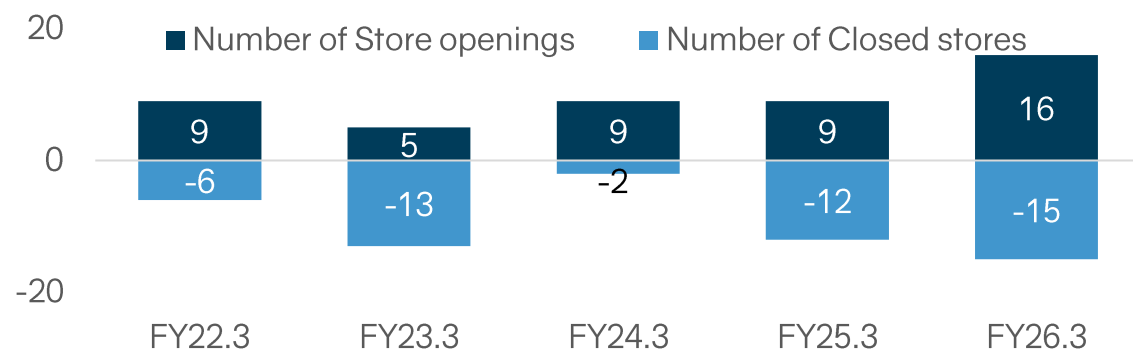
(Note) TNF AP : THE NORTH FACE Apparel TNF HG : THE NORTH FACE Gear (Bags, Shoes, and Other Items)
 GB : Global brand (HELLY HANSEN, canterebury, NEUTRALWORKS., Speed, Hi-Tec, Allbirds, Licensed and distributor brands, and others)
 Subsidiary : Including the difference from Consolidated results

Trends in Sales Ratio of Self-managed Locations and Number of Self-operated Stores

In FY2026, we opened 16 new stores and closed 15 stores (+1 store). we plan to expand primarily through the Goldwin brand and expect a net increase of 8 stores, in FY2027.

Changes in the number of self-operated stores and trends in the number of self-operated stores and sales ratio of self-managed locations.

(Unit: stores)



Self-operated store openings and closures FY26.3 *(=)Overseas

	As of March 2025	FY26.3		
		Openings	Closures	Total
Goldwin	8 [6]	9 [7]	(1) [(1)]	16 [12]
THE NORTH FACE	102	3	-	105
Other brands	50	4	(14)	40
Total	160	16	(15)	161

Scheduled store openings and closures FY27.3 *(=)Overseas

	As of March 2026	FY27.3 forecast		
		New store	Closures	Total
Goldwin	16 [12]	10[8]	-	26[20]
THE NORTH FACE	105	4	(2)	107
Other brands	40	1	(5)	36
Total	161	15	(7)	169

(Note) Changes in business format are included in store openings and closures

The number of self-operated stores for FY2024.3 does not match the sum of openings and closures due to adjustments for FC store transfers

Inbound Sales Ratio at Self-operated Stores

Inbound sales accounted for 26.5% of total sales in FY2026(+1.1 pt). Growth compared with the previous year was maintained thanks to the increase in the first half and rising inbound demand from markets other than mainland China.

(Note) China refers to the total of the People's Republic of China and Hong Kong

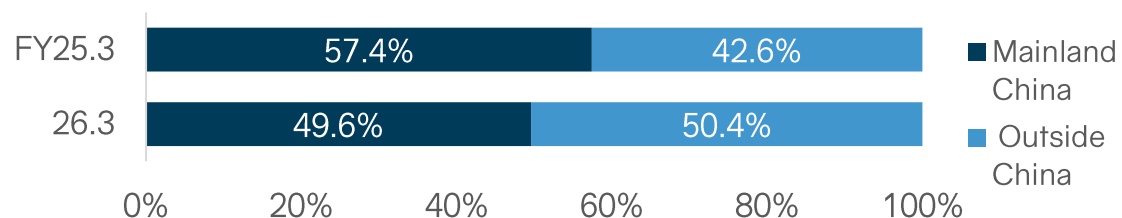
Inbound ratio	YoY	Mainland China Share	Assessment for FY2026
26.5%	+1.1 pt	49.6% (57.4%YoY)	Although inbound demand from mainland China declined from the latter half of November, the growth achieved in the first half demand from South Korea, Southeast Asia, Europe and the US, resulting in an inbound ratio higher than the previous year.

Quarterly trends in inbound ratio (Self-operated Stores)

	FY25.3	FY26.3	YoY	Mainland China Share	Outside China Share
1Q	24.5%	28.1%	+3.5pt	56.6%	43.4%
2Q	23.3%	26.3%	+3.0pt	60.9%	39.1%
3Q	20.7%	22.4%	+1.7pt	47.2%	52.8%
4Q	34.3%	31.4%	(2.9pt)	40.2%	59.8%
Full-year	25.5%	26.5%	+1.1pt	49.6%	50.4%

Trends in Mainland China's share (full year)

Growth outside mainland China

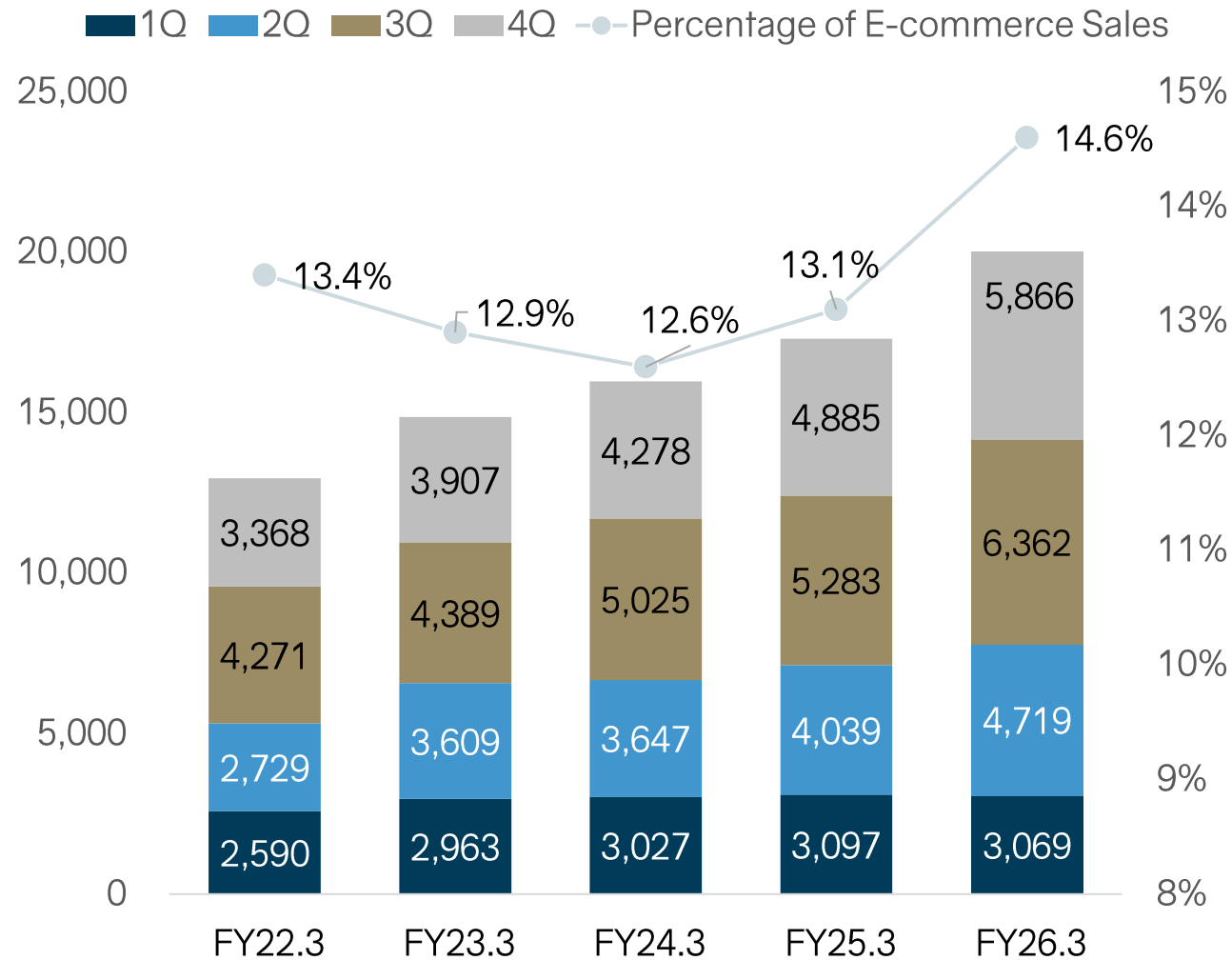


Monthly Inbound Ratio (FY26.3 vs FY25.3)

	Monthly	FY25.3	FY26.3	YoY
1Q	Apr.	25.5%	30.9%	+5.3pt
	May	24.2%	27.4%	+3.2pt
	Jun.	23.9%	25.6%	+1.7pt
2Q	Jul.	24.8%	24.3%	(0.5pt)
	Aug.	23.2%	28.3%	+5.1pt
	Sep.	22.0%	26.3%	+4.3pt
	Oct.	24.6%	27.9%	+3.3pt
3Q	Nov.	17.8%	18.9%	+1.1pt
	Dec.	20.9%	22.2%	+1.3pt
	Jan.	31.6%	27.0%	(4.6pt)
4Q	Feb.	41.6%	40.7%	(0.9pt)
	Mar.	30.7%	28.3%	(2.3pt)

Quarterly Trends in E-commerce Sales

Full-year e-commerce sales rose by 15.7%, with the e-commerce ratio increasing to 14.6%, accelerating the structural shift in sales channels



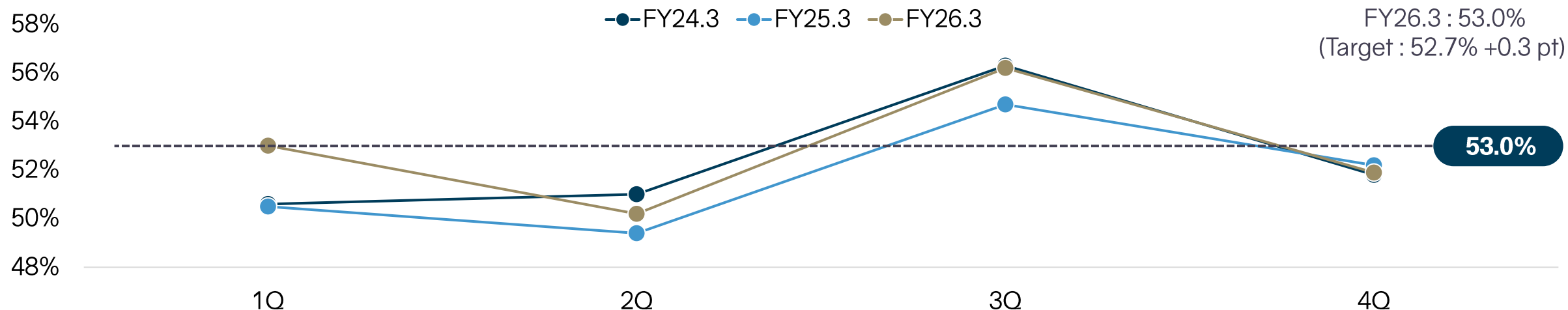
Full year E-commerce sales	E-commerce sales YoY	E-commerce ratio
20,017 million yen	115.7%	14.6%

	FY22.3	FY23.3	FY24.3	FY25.3	FY26.3
Net sales	98,235	115,052	126,907	132,305	137,516
E-commerce sales	12,960	14,870	15,978	17,306	20,017
YoY	-	114.7%	107.5%	108.3%	115.7%
E-commerce ratio	13.4%	12.9%	12.6%	13.1%	14.6%
1Q share	20%	20%	19%	18%	15%
2Q share	21%	24%	23%	23%	24%
3Q share	33%	30%	31%	31%	32%
4Q share	26%	26%	27%	28%	29%

(Note) Due to differences in calculation methods, the e-commerce ratio for FY22.3 differs from the figure calculated as 'e-commerce sales / total sales'

The gross profit margin for FY26.3 was 53.0%. This was 0.3 pt higher than the planned gross profit margin of 52.7%.

Trend in Gross Profit Margin



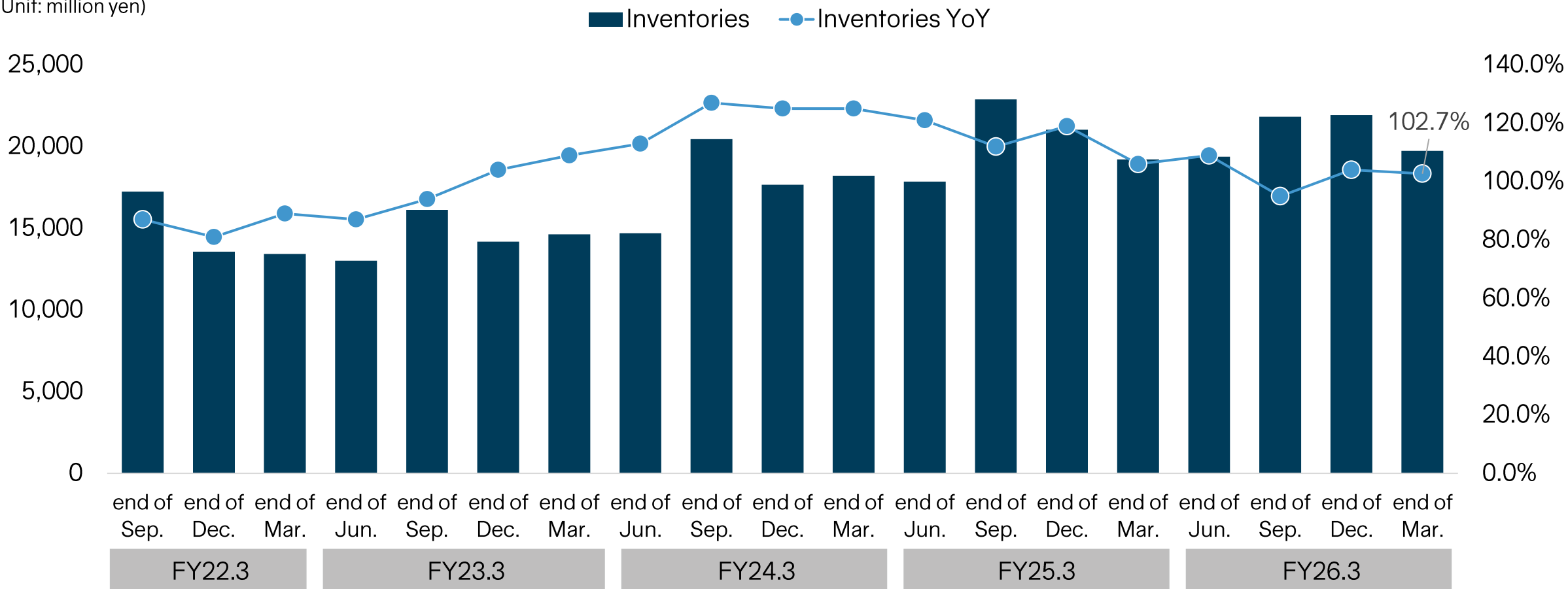
	Q1	Q2	Q3	4Q	Full year
FY22.3	52.6%	49.8%	56.6%	49.5%	52.7%
FY23.3	52.7%	49.0%	55.9%	49.0%	52.2%
FY24.3	50.6%	51.0%	56.3%	51.8%	52.9%
FY25.3	50.5%	49.4%	54.7%	52.2%	52.1%
FY26.3	53.0%	50.2%	56.2%	51.9%	53.0%
YoY	+2.5pt	+0.8pt	+1.5pt	(0.3pt)	+0.9pt

Trend in Inventories Balance

**Continued inventory control tailored to actual demand.
The inventory as of end of FY26.3 stood at 102.7% of the level in the same period of the previous year.**

Quarterly trend in inventories balance

(Unit: million yen)



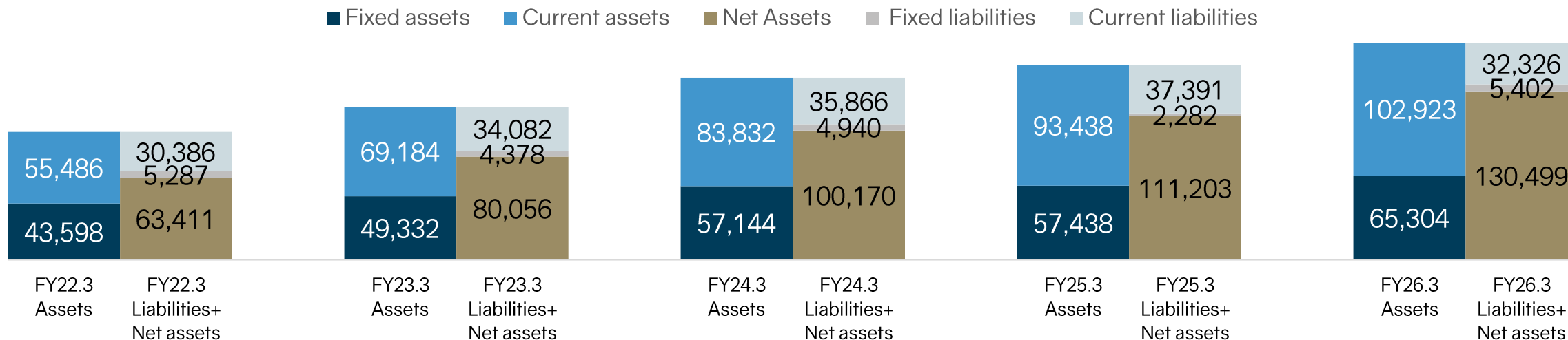
(Note) Inventories represent the total balance of merchandise and finished goods, work in progress, and raw materials and supplies.

Full-year SG&A expenses amounted to 47 billion yen, on a par with the previous fiscal year, which included one-off costs. Although SG&A expenses are structurally on an upward trend, we managed to keep them 1 billion yen below the plan by maintaining strict hiring standards and carefully reviewing consulting contracts.

YOY increase excluding one-off costs (Unit: 100 million yen)

Item	Initial Plan ①	First Half results ②	Second Half Results ③	Full-year total (Results) ④=②+③	Difference from plan ⑤=④-①	Factors contributing to the difference
Advertising expenses	+7	+3	+4	+7	0	EC enhancement and the SUMMIT 25th Anniversary exhibition are progressing as planned for the full year
Personnel Expenses	+18	+5	+4	+9	(9)	SG&A expenses are on a structural upward trend. We will review the number of mid-career hires and the timing of hiring and expect these figures to fall short of the plan.
Rent fee	+6	+4	+4	+8	+2	Planned excess due to the opening of new directly-operated overseas stores (London, New York, etc.)
Depreciation	+1	+1	0	+1	0	On track (full contribution from investment expected from the 76th period onwards)
Operating expenses	+10	+4	+7	+11	+1	Consultancy contracts were reviewed in Q4, with results coming in within budget
Logistics costs	+1	0	+1	+1	0	Landed on the planned line
Other	+3	+3	(4)	(1)	(4)	Following a detailed review, the results fell short of the plan
Total	+46	+20	+25	+36	(10)	Full-year SG&A expenses are expected to be on a par with the previous fiscal year at 47 billion yen

Equity ratio of 76.9% and effectively debt-free status maintained. ROE remains in the 20% range.



	FY22.3	FY23.3	FY24.3	FY25.3	FY26.3
ROE	24.7%	29.3%	27.0%	23.2%	20.1%
Equity ratio	63.9%	67.4%	70.9%	73.2%	76.9%
Interest-bearing debt	2,585	4,188	1,372	354	1,070
D/E ratio (times)	0.04	0.05	0.01	0.003	0.008

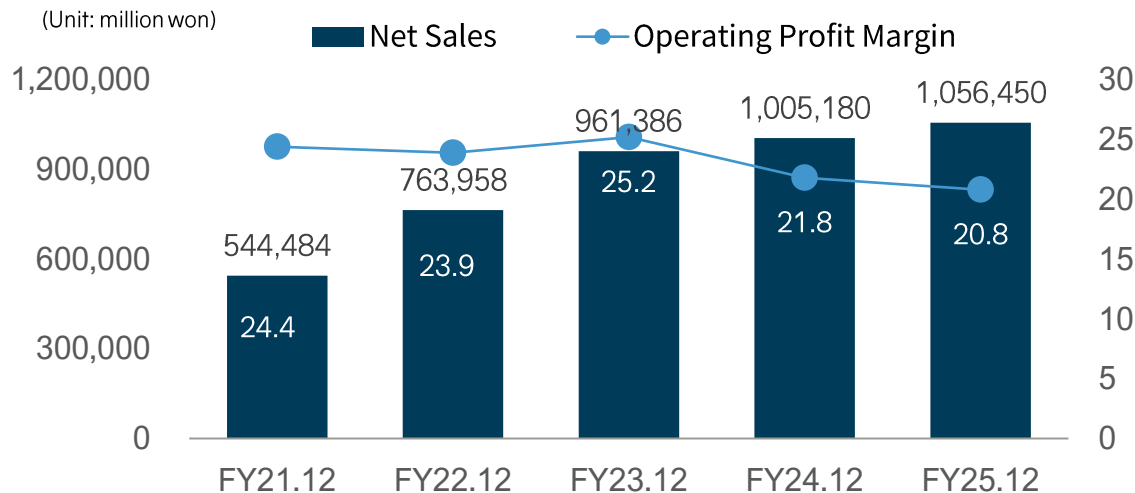
Despite sluggish domestic consumption in South Korea, YOC's turnover remained robust, rising to 105% YoY.

YOUNGONE OUTDOOR Corporation (YOC)

(Note) YOC's financial year runs from January to December, which is three months out of sync with our financial year

	Jan–Mar 2025	Apr–Jun 2025	Jul–Sep 2025	Oct–Dec 2025	Jan–Mar 2026
Goldwin	FY25.3 Q4	FY26.3 Q1	Q2	Q3	4Q
YOUNGONE OUTDOOR Corporation (Jan–Dec)	FY25.12 Q1	Q2	Q3	4Q	FY2026 1Q
	Low temperatures persisted throughout February and March, and although early spring items struggled, sales remained on a par with the same period last year.	Thanks to a stable product supply and the impact of social media, sales remained on track.	Strong performance following the sales period Double-digit growth YoY.	Lightweight down outerwear, and padded jackets performed well.	With the increase in inbound tourism, performed well.

Trends in YOC's Net Sales and Operating Profit Margin



Plans and Initiatives for FY26.12

- New second stores to open in Myeong-dong and Seongsu. Number of self-operated stores to increase from 16 to 18.
- Open a new store at Lotte World Mall, the department store with the largest number of outlets, which is maintaining double-digit growth. Also promote relocations at top-performing stores.
- Improve customer convenience on our own e-commerce site by enhancing UI and UX. Strengthen the visibility of strong-performing brands such as TNF White Label.



II. FY2027 Forecast

The net sales target is 105.7% YoY. Promoting both growth investments and shareholder returns.

Taking into account the challenges and structural changes observed in FY26.3, we have outlined the key priorities for The North Face, Goldwin and financial policy.

THE NORTH FACE

110.6 billion yen
105.7% YoY

Brand strength

- Apparel sales recovered, centered on performance and lifestyle categories, with revenue up 106.0%
- Gear maintained steady performance in both bags and footwear, with revenue up 104.8%
- Strengthened promotional activities for The North Face's 60th anniversary

Goldwin

10.1 billion yen
+53.6% YoY

Special factors

- Open 2 new stores in Japan
- Overseas: 6 new stores in China and 2 new stores in other regions
- As the opening of stores in Europe and the US has been postponed from the initial plan, the timing for returning to profit has been pushed back to the 28.3 financial year

Financial Policy

DOE 6.9%
+0.4pt YoY

By region

- Continue to allocate funds and invest in business growth
- DOE is projected at 6.9% (the KPI in the medium-term management plan is 6% or more)
- Target total payout ratio is 40%. Share buybacks will be implemented flexibly.

For the 27.3 financial year, revenue and profit are expected to increase in line with the medium-term management plan.

Consolidated Financial Results (Unit: million yen)

Financial Year	FY25.3 Results	FY26.3 Results	FY27.3 Forecast	YoY (%)	YoY (Amount)	FY29.3 Final year of the medium-term plan
Net sales	132,305	137,516	145,400	105.7%	+7,884	188,500
Gross profit	68,925	72,946	78,900	108.2%	+5,954	101,409
%	52.1%	53.0%	54.3%	+1.2pt	-	53.8%
SG & A expenses	47,020	47,087	52,800	112.1%	+5,713	65,409
%	35.5%	34.2%	36.3%	+2.1pt	-	34.7%
Operating profit	21,905	25,859	26,100	100.9%	+241	36,000
%	16.6%	18.8%	18.0%	(0.8pt)	-	19.1%
Ordinary profit	30,806	33,904	34,100	100.6%	+196	46,000
%	23.3%	24.7%	23.5%	(1.2pt)	-	24.4%
Net income	24,444	24,094	25,600	106.3%	+1,506	-
%	18.5%	17.5%	17.6%	+0.1pt	-	-

In FY27.3, Lifestyle will drive growth. Fashion is projected to see a decline in revenue due to the exclusion of sales from subsidiary brands

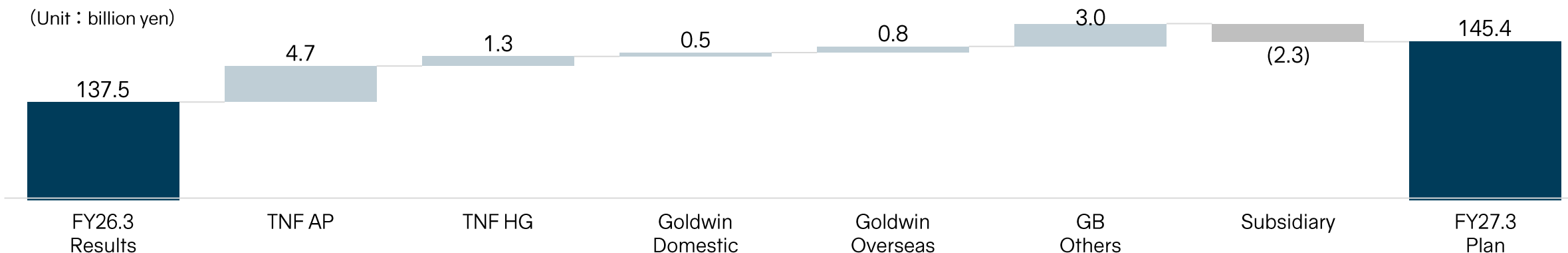
Trends by Business Segment (Unit: million yen)

(Note) The WOOLRICH brand within the fashion category is in the final stages of being phased out, and the previous period's actual sales of 1.5 billion yen have not been included in the forecast.

	FY23.3		FY24.3		FY25.3		FY26.3		FY27.3	
	Net sales	YoY	Net sales	YoY	Net sales	YoY	Net sales	YoY	Net sales	YoY
Performance	39,261	114.2%	41,820	106.5%	40,049	95.8%	40,652	101.5%	40,900	100.6%
Lifestyle	66,847	118.0%	74,174	111.0%	80,550	108.6%	82,279	102.1%	89,400	108.7%
Fashion	8,822	124.0%	10,776	122.1%	11,519	106.9%	13,066	113.4%	12,300	94.1%
Other	120	103.2%	135	112.5%	186	137.8%	1,518	816.1%	2,800	184.5%
Total	115,052	117.1%	126,907	110.3%	132,305	104.3%	137,516	103.9%	145,400	105.7%

<For reference> Breakdown of Net Sales

(Note) Since plans by business division are subject to change and adjustment, they are provided for reference only.



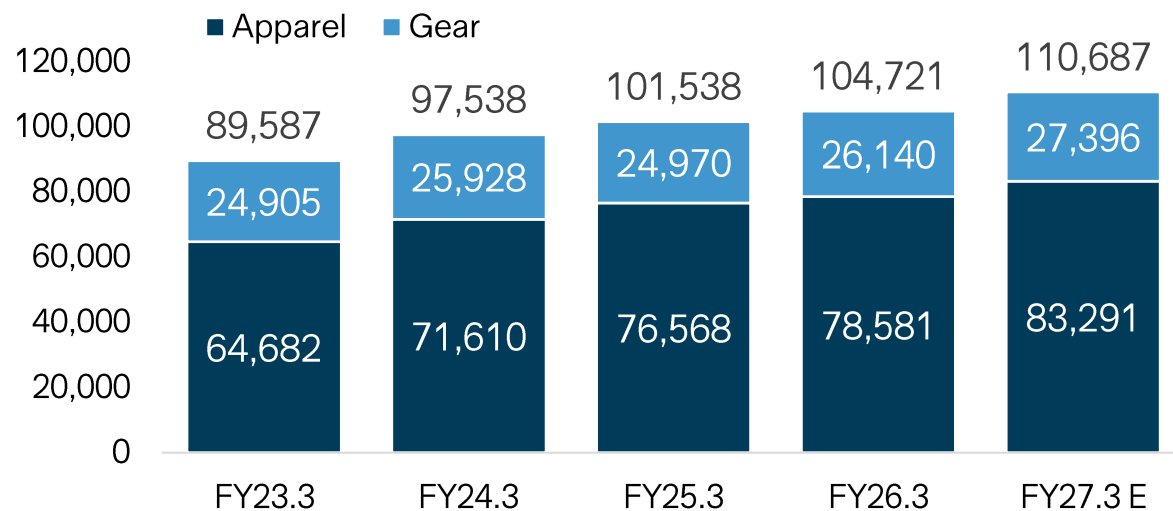
III. THE NORTH FACE Initiatives

The company aims for 105.7% YoY growth in sales. It is strengthening its all-season offering.

Growth and Marketing Initiatives of THE NORTH FACE

For FY27.3, which marks the brand's 60th anniversary, we aim for growth of 106.0% in apparel, 104.8% in gear, and 105.7% overall

THE NORTH FACE Sales Trends and Forecasts (Unit: million yen)



<Reference> YoY

	FY24.3	FY25.3	FY26.3	FY27.3 E
Apparel	110.7%	106.9%	102.6%	106.0%
Gear	104.1%	96.3%	104.7%	104.8%
Total TNF	108.9%	104.1%	103.1%	105.7%

(Note) Starting in FY27.3, the headwear (caps) category has been moved from Apparel to Gear. Historical data and FY27.3 estimates have been restated to reflect the new classification.



Marketing initiatives to mark the brand's 60th anniversary

- 2026 marks the brand's 60th anniversary. We are currently preparing several initiatives to showcase the brand's history and future potential.
- The Tokyo Head Office will host the "NEVER STOP EXPLORING EXHIBITION" for approximately one month in August.
- The shop is planning to sell limited-edition items to mark its 60th anniversary.

Creating a new athletic market and transitioning to an all-season range through measures addressing climate change

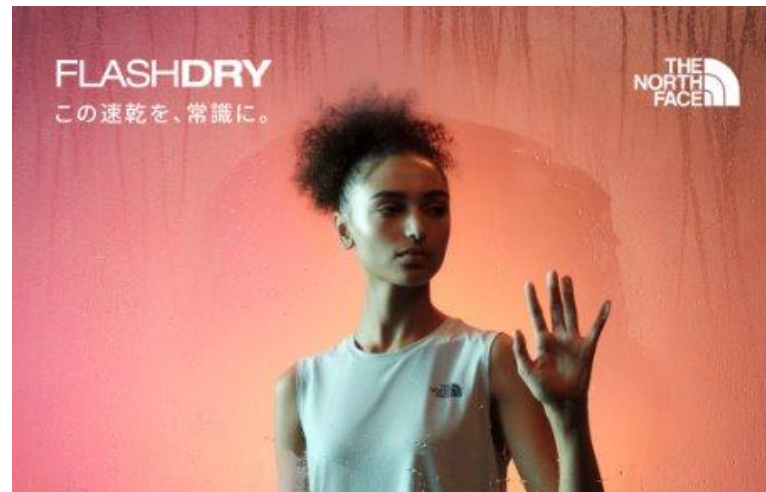
Creating a new athletic market



General Athletic Recreation (GAR)

- Launch of a new style of recreational wear that blends outdoor functionality with the lightness of athletic wear
- Strengthening our approach to the expanding athletic and running market, particularly targeting younger consumers and women

Addressing climate change



Spring/Summer: Enhancing the Extreme Heat Series

- 'BREEZERANGE' features 'high breathability', 'UV protection' and 'heat shielding' to efficiently circulate air within the garment
- "Flashdry Cool", which keeps the skin cool and maintains a dry feel



Autumn/Winter: Addressing global warming with reversible functionality

- Features polyester and wool insulation on both the inner and outer layers, allowing users to switch between heat retention and humidity control functions depending on the situation
- Can be used as both an outer layer and a mid-layer, making it suitable for a long season

Driving new initiatives to further strengthen footwear, positioned as a key pillar for customer acquisition and growth in the athletic market



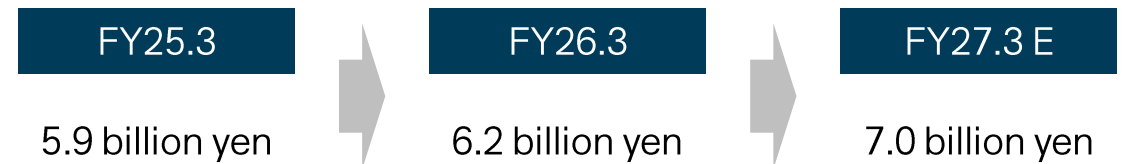
Opening of the footwear concept shop (25th April)

- THE NORTH FACE has opened its first-ever concept store in the world, focusing primarily on footwear, in Shinsaibashi.
- Permanent 3D foot scanning facilities are available. Staff qualified as shoe fitters will recommend footwear suited to customers' lifestyles.
- The company-owned store, featuring a dedicated footwear section, saw sales grow by approximately 20% YoY.



VECTIV Forward

Under the mid-term management plan, with the VECTIV collection as its core product, the company aims to increase sales by 4 billion yen by the fiscal year ending March 2029, the final year of the plan.



Reorganisation from a region-based sales structure to a business-type-based sales structure. Strengthening D to C to enhance customer engagement.

BEFORE Structure up to the previous period



Reorganisation
Specialisation
by Function



Expected
outcomes

AFTER New Structure (Two-Division Structure)



- Establishing a brand identity through brand stores
- Promoting OMO to maximise customer satisfaction and LTV

- Refining strategies by client
- Optimising product supply in line with channel characteristics

IV. Progress on Goldwin500

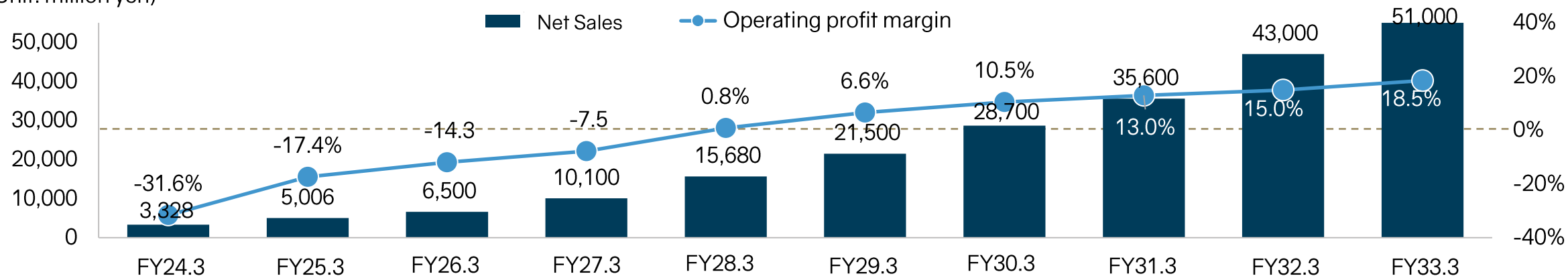
Store openings are proceeding according to plan.
Accelerating global expansion and aiming to return to profitability in FY28.3.

Progress of the Goldwin500 Project Based on Actual Figures

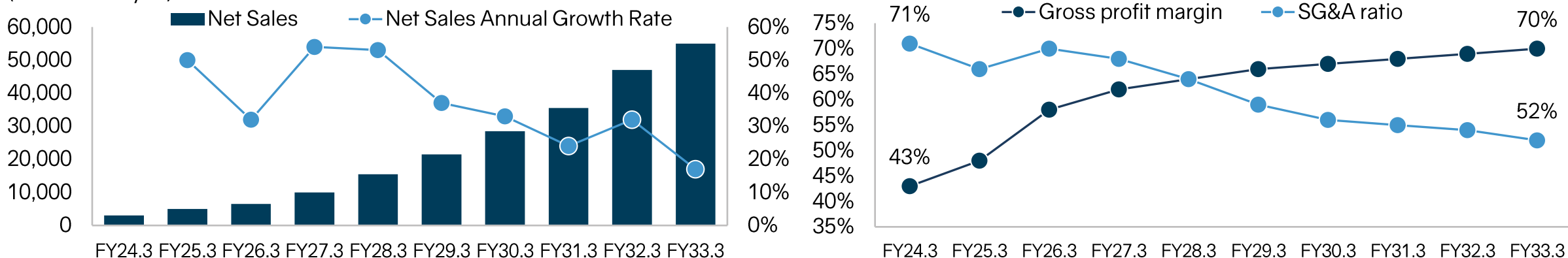
Although sales are generally in line with forecasts, primarily in Japan and China, delays in opening stores in London and New York, and increased costs due to higher raw material prices and exchange rate fluctuations, the forecast for FY27.3 is for net sales of 10 billion yen and an operating loss of approximately 0.7 billion yen

An Overview of the Goldwin500 Project

(Unit: million yen)



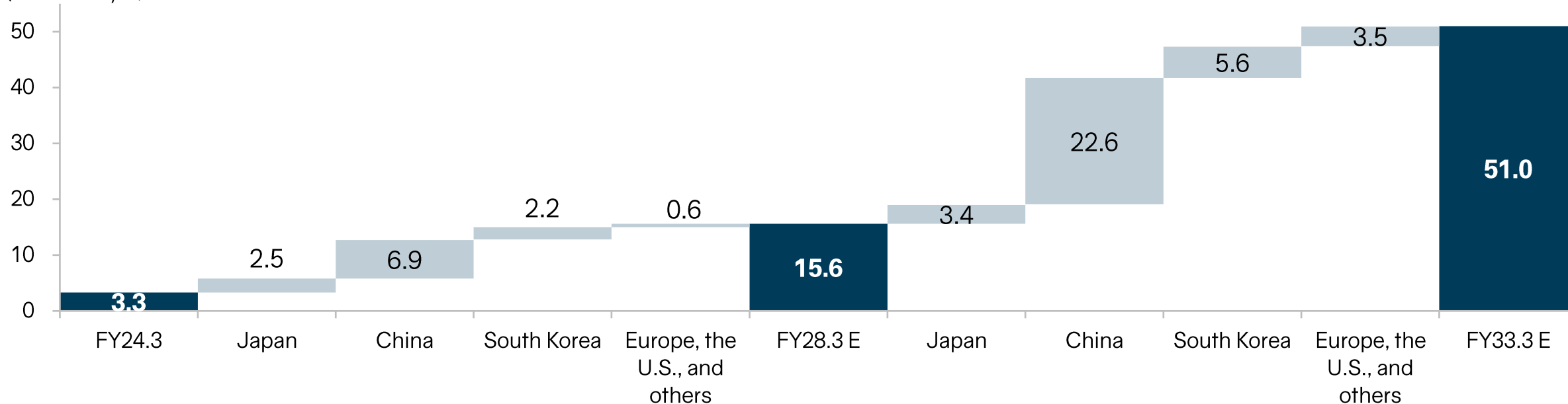
(Unit: million yen)



(Note) Figures are for reference only as they are based on internal estimates (including projections and rounding).

FY24.3 : 3.3 billion yen → FY28.3 : 15.7 billion yen → FY33.3 : 51.0 billion yen

(Unit : billion yen)



Region	CAGR 24–28	CAGR 28–33	Growth drivers
Japan	+18.3%	+10.8%	Expansion of GW brand-owned stores, reaching 10 stores
China	+107.1%	+32.4%	Accelerated expansion in megacities, 25-store network, D2C as core focus
South Korea	-	+29.0%	Expansion into department stores, 6-store network, differentiation strategy
Europe, the US and others	+33.7%	+36.2%	UK: In-house management, US: Shift to e-commerce Europe: Considering new store openings

(Note) Figures are internal estimates (including projections and rounding) and totals may not add up.

Accelerating global marketing through new store openings in London, Seoul, and New York



Goldwin London 2026.1.31 OPEN



Goldwin Seoul 2026.2.14 OPEN



Goldwin New York 2026.4.24 OPEN

- Lafayette Street, situated on the border between Soho and Nolita in Manhattan.
- An iconic area where diverse cultures—including sports, the outdoors, streetwear and luxury—intersect, broadcasting new values and styles to the world.
- The store covers an area of approximately 163 m². It will stock the full range of categories, including ski, outdoor, athletic and lifestyle wear, as well as accessories and bags.

Store opening plans are progressing largely as scheduled. By FY27.3, we plan to open 2 stores in Japan and a further 6 stores in mainland China.

	Up to FY25.3	FY26.3	FY27.3		FY28.3 ~	FY33.3 Number of stores
Japan	2 stores Marunouchi Harajuku	2 stores Kyoto Sapporo	Shinsaibashi (Aug)	Tenjin (Nov)	Harajuku	15
China Mainland	4 stores Beijing Chengdu Shanghai Hangzhou	5 stores Nanjing Shenyang Shenzhen Xi'an Zhengzhou	Shanghai (2) (May)	Hangzhou (2)		70
			Guangzhou (May)	Dalian		
			Ningbo (Sep)	Beijing (2)		
South Korea		1 store Seoul	1store Seoul (2)			20
Europe and the US	1 store Munich	1 store London	1 store New York City (Apr)		Paris	8

V. Financial Policy

Efficient allocation of expenses and sustained investment.
Balancing growth investments with shareholder returns.

For the 27.3 financial year, revenue and profit are expected to increase in line with the medium-term management plan.

Consolidated Financial Results (Unit: million yen)

Financial Year	FY25.3 Results	FY26.3 Results	FY27.3 Forecast	YoY (%)	YoY (Amount)	FY29.3 Final year of the medium-term plan
Net sales	132,305	137,516	145,400	105.7%	+7,884	188,500
Gross profit	68,925	72,946	78,900	108.2%	+5,954	101,409
%	52.1%	53.0%	54.3%	+1.2pt	-	53.8%
SG & A expenses	47,020	47,087	52,800	112.1%	+5,713	65,409
%	35.5%	34.2%	36.3%	+2.1pt	-	34.7%
Operating profit	21,905	25,859	26,100	100.9%	+241	36,000
%	16.6%	18.8%	18.0%	(0.8pt)	-	19.1%
Ordinary profit	30,806	33,904	34,100	100.6%	+196	46,000
%	23.3%	24.7%	23.5%	(1.2pt)	-	24.4%
Net income	24,444	24,094	25,600	106.3%	+1,506	-
%	18.5%	17.5%	17.6%	+0.1pt	-	-

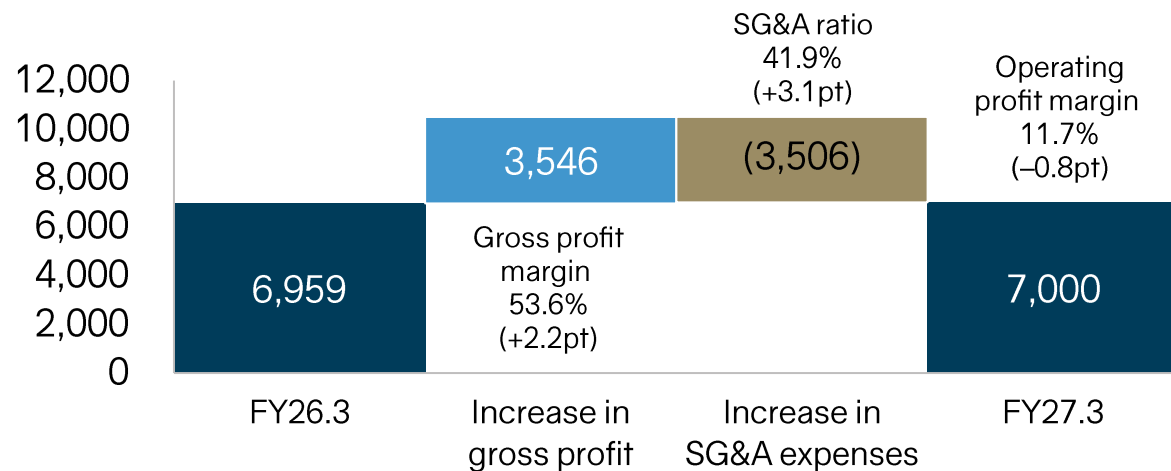
Net sales forecast: 59.9 billion yen for the first half, 85.5 billion yen for the second half.

Although selling, general and administrative expenses will increase, we expect to secure a rise in actual operating profit driven by higher revenue and an improvement in gross profit margin

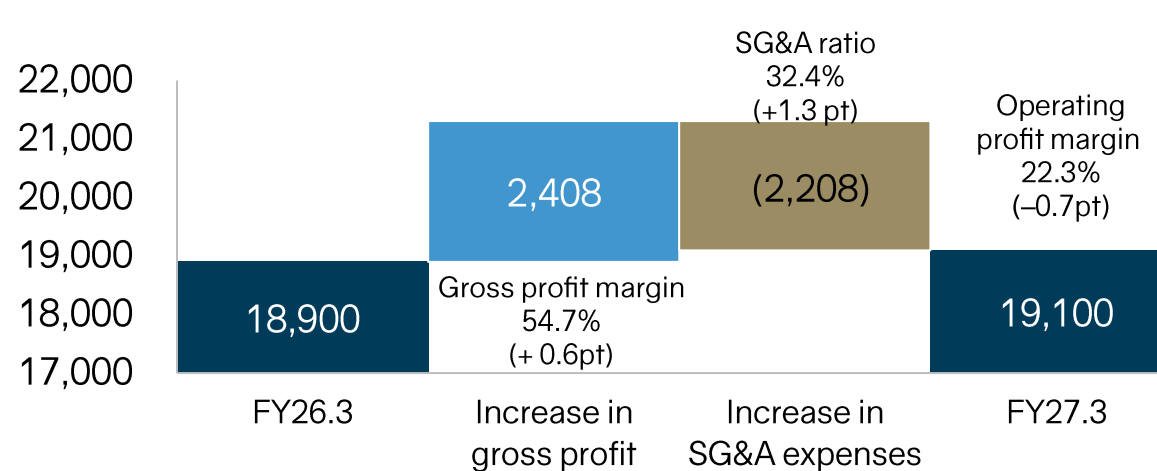
Breakdown of net sales by first and second half and trends in composition

		FY22.3 Results	FY23.3 Results	FY24.3 Results	FY25.3 Results	FY26.3 Results	FY27.3 Forecast
Net sales	First half	38,208	45,309	51,096	53,367	55,589	59,900
	Second half	60,027	69,743	75,811	78,938	81,927	85,500
%	First half	38.9%	39.4%	40.3%	40.3%	40.4%	41.2%
	Second half	61.1%	60.6%	59.7%	59.7%	59.6%	58.8%

First half (Apr-Sep) Operating profit: 6,959 → 7,000(+41 YoY)



Second half (Oct-Mar) Operating profit: 18,900 → 19,100(+200 YoY)



SG&A expenses for FY27.3 increased by 5.7 billion yen compared to the previous year. This reflects strengthened retail operations, growth investments in Goldwin500, and increased investment in human capital. From FY27.3 onwards, 1.1 billion yen of R&D-related costs will be reclassified from cost of sales to SG&A expenses.

Functional Expense Categories	Growth investment			Human capital	R&D	PLAY EARTH PARK-related		Total
	Retail Strengthening	GW500 Strategic Investment	CX/DX Strengthening	HR Strategy Strengthening	Costs → SG&A *②	Business Operations	Infrastructure Development	
Personnel costs/Sales staff salaries	500	250		1,400 *①	800	250		3,200
Advertising expense		250				100		350
Rent fee	300	250						550
Depreciation		70						70
Logistics costs	200							200
Operating expenses and other		180	300		300	150	400	1,330
Total	1,000	1,000	300	1,400	1,100	500	400	5,700

*1 Breakdown of the increase in Personnel costs: compensation system revision +400 million yen, regular salary increases +400 million yen and hiring +600 million yen. Of the total 1.4 billion yen increase, 400 million yen related to the compensation system revision is a one-time increase.

(Note) *②	FY26.3 Results (Former Standard)	FY27.3 E (Former Standard: Reference)	FY27.3 E (New Standard)	Explanation of discrepancies
Gross profit margin	53.0%	53.5%	54.3%	Up 0.5 ppt vs. the former standard
SG&A ratio	34.2%	35.5%	36.3%	Up 1.3 ppt vs. the former standard
Operating profit margin	18.8%	18.0%	18.0%	Down 0.8 ppt vs. the former standard (no impact from the change in standard)

Building on our ability to generate cumulative operating cash flow of approximately 96 billion yen over the past five years, we will allocate funds in a disciplined manner towards the 120–130 billion yen target set in our medium-term management plan, designing a virtuous cycle of growth investment and ROE improvement.

**Operating cash flow generation capacity:
Cumulative total over 5 periods: 120–130 billion yen (FY25.3: 24.4 billion yen → annual average of 26.0 billion yen)**

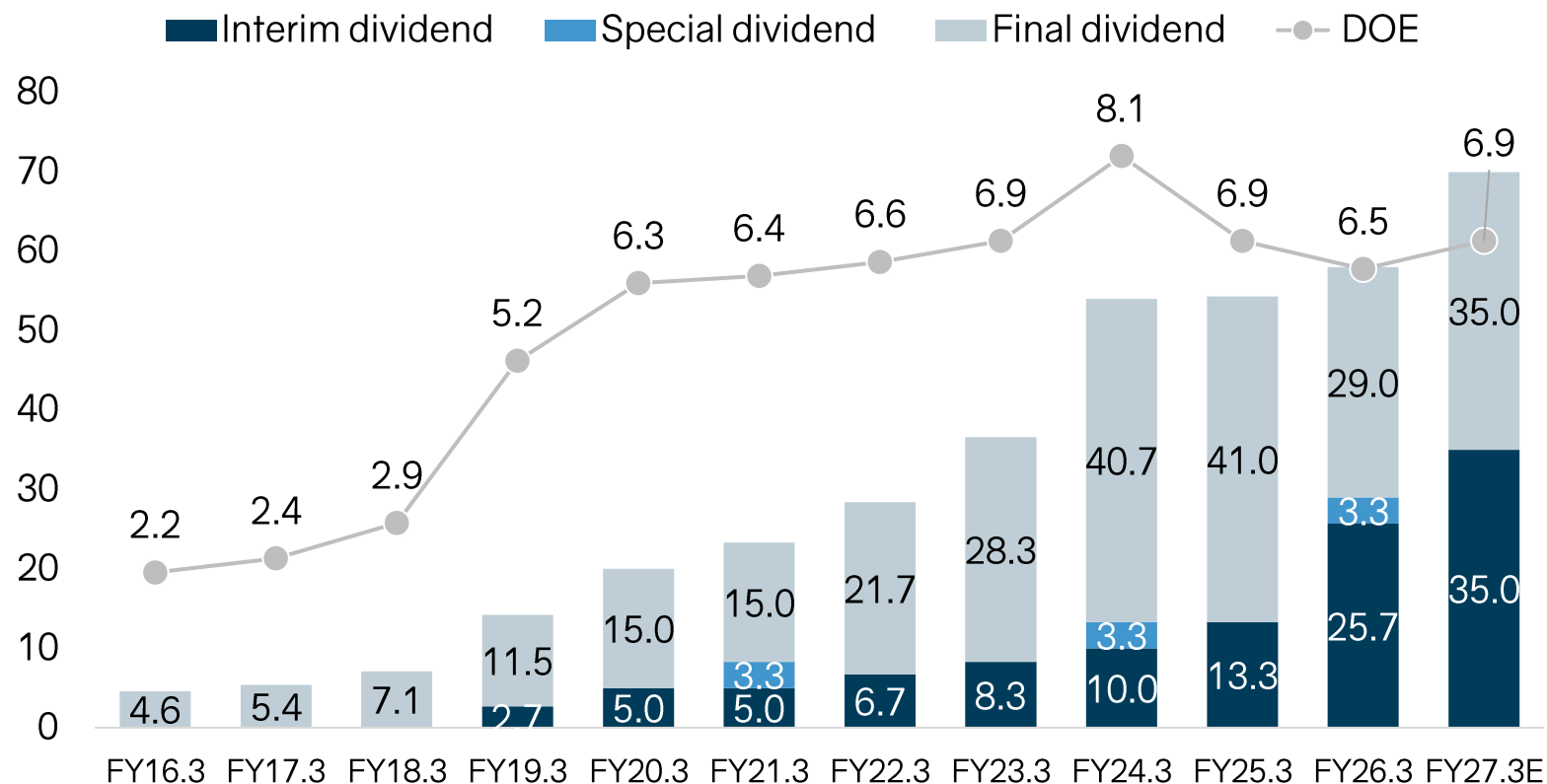
	Allocation Ratio	Amount (5-year period)	Key Initiatives
Growth investment	30–35%	36–45.5 billion yen	Goldwin500 (Overseas Subsidiaries and Store Openings) TNF market expansion, Shoes & Kids roll-out
Investment in business infrastructure	20–25%	24–32.5 billion yen	Core system overhaul/DX, PLAY EARTH PARK Strengthening of Membership Systems, Materials & R&D
ESG investment	10–15%	12–19.5 billion yen	Environmental conservation and circular economy initiatives (resale and repair) Start-up investment
Shareholder returns	30–40%	36–52 billion Yen	Dividends (DOE 6% or more) Flexible share buybacks (target total payout ratio of 40%)

Cash Flow Trends over Five Years (Unit: millions yen)

Financial year	Net sales	Operating cash flow	Operating cash flow Margin	FCF	FCF margin	Depreciation
FY22.3	98,235	7,401	7.5%	5,834	5.9%	1,646
FY23.3	115,052	18,049	15.7%	14,668	12.7%	1,762
FY24.3	126,907	20,222	15.9%	18,734	14.8%	2,046
FY25.3	132,305	24,437	18.5%	24,645	18.6%	2,299
FY26.3	137,516	26,257	19.1%	12,789	9.3%	2,529

**Plan to increase dividends for the 16th consecutive term in FY2027.3.
The dividend payout ratio (interim: year-end) will shift to a 50:50 split for the full year**

Trends in Dividends per Share and DOE (Dividend on Equity) *After the share split



Dividend Payout Ratio	FY26.3: 33.0% FY27.3E: 37.5%
Total Dividends Total Amount	FY26.3: 8.0 billion yen FY27.3E: 9.5 billion yen* *A rough calculation based on a dividend increase from 58 yen to 70 yen
Share buybacks	FY26.3: 2.5 billion yen FY27.3E: To be implemented flexibly
Total payout ratio	FY26.3: 45.8%

(Note) As a share split of 3 shares for every 1 ordinary share was implemented with effect from 1 October 2025, the dividend amounts shown are those after the split. For the financial years ending March 2021 and March 2024, a commemorative dividend of 3.3 yen (10 yen before the split) was paid. The interim dividend for the 26/3 financial year includes a 75th-anniversary commemorative dividend of 3.3 yen (pre-split: 10 yen). The final dividend is expected to be a regular dividend of 29 yen per share, bringing the total annual dividend to 58 yen.

Both net sales and operating profit reached record highs, with the operating profit margin recovering to 18.8%.

Net sales and profit both increased, driven by revenue growth and an improvement in gross profit margin. Operating profit margin recovered as one-off costs from FY25.3 were eliminated.

We will continue to make targeted investments to drive business growth and strengthen human capital

Strengthening investments in our product-based businesses—including TNF and Goldwin—as well as our service-based businesses and human capital, which will drive future growth.

Goldwin: The growth engine for overseas expansion

Expanded from 9 to 15 stores in China; the Chinese subsidiary achieved profitability. Established a foundation with the aim of achieving profitability globally at an early stage.

VI. APPENDIX

Background Data and Supplementary Materials

Trends in Consolidated Financial Results

(Unit : million yen)	FY25.3 Result	FY25.3 Excluding One-time Expenses	FY.26.3 Result	YoY	YoY Excluding One-time expenses
Net sales	132,305	132,305	137,516	103.9%	103.9%
Gross profit	68,925	68,925	72,946	105.8%	105.8%
%	52.1%	52.1%	53.0%	+0.9pt	+0.9pt
SG & A expenses	47,020	43,520	47,087	100.1%	108.2%
%	35.5%	32.9%	34.2%	(1.3pt)	+1.3pt
Operating profit	21,905	25,405	25,859	118.0%	101.8%
%	16.6%	19.2%	18.8%	+2.2pt	(0.4pt)
Ordinary profit	30,806	34,306	33,904	110.1%	98.8%
%	23.3%	25.9%	24.7%	+1.4pt	(1.3pt)
Net income	24,444	26,894	24,094	98.6%	89.6%
%	18.5%	20.3%	17.5%	(1.0pt)	(2.8pt)

(Note) One-time expenses for FY2025.3: J-ESOP 3.0 billion yen + Head Office Relocation 500 million yen = Total 3.5 billion yen.

Summary Of The Income Statement (Quarterly)

	1Q			2Q			3Q			4Q			Total		
	FY24.3	FY25.3	FY26.3	FY24.3	FY25.3	FY26.3	FY24.3	FY25.3	FY26.3	FY24.3	FY25.3	FY26.3	FY24.3	FY25.3	FY26.3
(Unit : million yen)															
Net sales	23,150	24,601	23,878	27,946	28,766	31,711	43,736	43,465	43,882	32,075	35,472	38,044	126,907	132,305	137,516
Gross profit	11,710	12,433	12,646	14,249	14,205	15,907	24,611	23,755	24,656	16,603	18,531	19,736	67,173	68,925	72,946
%	50.6%	50.5%	53.0%	51.0%	49.4%	50.2%	56.3%	54.7%	56.2%	51.8%	52.2%	51.9%	52.9%	52.1%	53.0%
SG & A expenses	9,446	10,594	10,567	10,442	10,830	11,027	11,493	12,029	12,898	11,945	13,566	12,593	43,326	47,020	47,087
%	40.8%	43.1%	44.3%	37.4%	37.6%	34.8%	26.3%	27.7%	29.4%	37.2%	38.2%	33.1%	34.1%	35.5%	34.2%
Operating profit	2,263	1,839	2,079	3,807	3,375	4,880	13,119	11,725	11,758	4,658	4,965	7,142	23,847	21,905	25,859
%	9.8%	7.5%	8.7%	13.6%	11.7%	15.4%	30.0%	27.0%	26.8%	14.5%	14.0%	18.8%	18.8%	16.6%	18.8%
Ordinary profit	4,172	4,258	3,759	5,008	5,659	5,334	14,396	11,968	12,523	9,025	8,920	12,287	32,601	30,806	33,904
%	18.0%	17.3%	15.7%	17.9%	19.7%	16.8%	32.9%	27.5%	28.5%	28.1%	25.1%	32.3%	25.7%	23.3%	24.7%
Net income	3,347	3,660	3,189	3,976	4,205	3,609	10,251	9,829	8,453	6,707	6,748	8,842	24,281	24,444	24,094
%	14.5%	14.9%	13.4%	14.2%	14.6%	11.4%	23.4%	22.6%	19.3%	20.9%	19.0%	23.2%	19.1%	18.5%	17.5%

Summary Of The Income Statement (YoY / Plan ratio)

(Unit : million yen)	1Q		2Q		上期			3Q		4Q		下期			通期		
	FY26.3	YoY	FY26.3	YoY	FY26.3	YoY	Plan ratio	FY26.3	YoY	FY26.3	YoY	FY26.3	YoY	Plan ratio	FY26.3	YoY	Plan ratio
Net sales	23,878	97%	31,711	110%	55,589	104%	101%	43,882	101%	38,044	107%	81,926	104%	96%	137,516	104%	98%
Gross profit	12,646	102%	15,907	112%	28,553	107%	103%	24,656	104%	19,736	107%	44,392	105%	96%	72,946	106%	99%
%	53.0%	2.4pt	50.2%	0.8pt	51.4%	1.4pt	1.2pt	56.2%	1.5pt	51.9%	(0.4pt)	54.2%	0.6pt	(0.1pt)	53.0%	0.9pt	0.4pt
SG & A expenses	10,567	100%	11,027	102%	21,594	101%	98%	12,898	107%	12,593	93%	25,491	100%	98%	47,087	100%	98%
%	44.3%	1.2pt	34.8%	(2.9pt)	38.8%	(1.3pt)	(1.1pt)	29.4%	1.7pt	33.1%	(5.1pt)	31.1%	(1.3pt)	0.0pt	34.2%	(1.3pt)	0.0pt
Operating profit	2,079	113%	4,880	145%	6,959	133%	124%	11,758	100%	7,142	144%	18,900	113%	93%	25,859	118%	100%
%	8.7%	1.2pt	15.4%	3.7pt	12.5%	2.7pt	2.3pt	26.8%	(0.2pt)	18.8%	4.8pt	23.1%	1.9pt	(0.7pt)	18.8%	2.2pt	0.4pt
Ordinary profit	3,759	88%	5,334	94%	9,093	92%	97%	12,523	105%	12,287	138%	24,810	119%	101%	33,904	110%	100%
%	15.7%	(1.6pt)	16.8%	(2.8pt)	16.4%	(2.2pt)	(0.7pt)	28.5%	1.0pt	32.3%	7.2pt	30.3%	3.8pt	1.6pt	24.7%	1.4pt	0.5pt
Net income	3,189	87%	3,609	86%	6,798	86%	103%	8,453	86%	8,842	131%	17,295	104%	92%	24,094	99%	95%
%	13.4%	(1.5pt)	11.4%	(3.2pt)	12.2%	(2.5pt)	(0.2pt)	19.3%	(3.4pt)	23.2%	4.2pt	21.1%	0.1pt	(0.9pt)	17.5%	(1.0pt)	(0.6pt)

4Q(January–March) (Unit : million yen)

4Q	FY22.3 4Q	FY23.3 4Q	FY24.3 4Q	FY25.3 4Q	FY26.3 4Q	YoY
Performance	9,908	9,939	10,478	10,920	11,742	107.5%
Lifestyle	12,415	15,534	18,148	20,627	21,946	106.4%
Fashion	2,111	2,810	3,422	3,897	4,052	104.0%
Other	16	20	25	26	303	1165.4%
Total	24,452	28,305	32,074	35,472	38,044	107.3%

Quarterly Trends (Unit : million yen)

FY26.3	1Q	2Q	3Q	4Q	Full year
Performance	7,846	8,805	12,257	11,742	40,652
Lifestyle	13,751	18,837	27,743	21,946	82,279
Fashion	1,947	3,435	3,630	4,052	13,066
Other	331	632	250	303	1,518
Total	23,878	31,711	43,882	38,044	137,516

Established a price premium of 1.7 to 2.0 times that of TNF.

With an estimated gross profit margin (GPM) of over 70%, this structurally boosts the profit margin of the entire portfolio.

(Unit: Thousand yen)

Category	%	Flagship Item	Goldwin Price range	TNF Price range (For reference)	Multiplier	Memo
Outerwear	48%	Down jackets, Rain jackets, etc.  	68-130	35-75	1.7-1.9x	High unit price × highest mix. Maximum contribution to GPM.
Pants	21%	Tapered pants, Shorts, Stretch pants, etc.  	32-42	15-25	1.7-2.1x	Highest TNF ratio premium. High repeat purchase rate.
T-shirts	10%	Sunshades, Waffle lights, etc.  	16-38	6-15	2.0-2.7x	Maximum growth potential. The gateway to acquiring new customers.
Shirts	5%	Comfortable shirts, Light hiking shirts, etc.  	23-38	10-20	1.9-2.3x	Targeting lifestyle-oriented consumers with products suitable for both work and leisure.
Other (accessories, etc.)	16%	Backpacks, Caps, Shoes, etc.  	5-45	3-25	1.5-1.8x	Promoting cross-selling. A lever for increasing average transaction value.
Total	100%	-	-	-	1.7-2.0x	-

Launch of IR email distribution service and enhancement of Investors Relations website

IR email distribution service

We have launched an IR email distribution service to deliver company information to shareholders and investors as quickly as possible. We encourage you to register for this service.



<https://about.goldwin.co.jp/ir/mail>

Investor relations site

In addition to financial statements and information, we also provide content to help you gain a deeper understanding of our company. Our interview series is also now available.



<https://about.goldwin.co.jp/eng/ir>