Goldwin

FY2026.3 Financial Results Briefing Materials

May 13, 2026

Goldwin

Despite challenging conditions, both net sales and operating profit reached record highs.
The operating profit margin recovered to 18.8% following the elimination of one-time expenses from the previous period.

FY26.3 Results

Net Sales

137.5 billion yen

103.9% YoY

Despite some difficulties with the winter collection in Q3 and a decline in inbound demand from mainland China, sales reached a record high.

Operating Profit

25.8 billion yen

118.0% YoY

The gross profit margin was 53.0%, up 0.9 percentage points YoY. The operating profit margin recovered as one-time expenses from the previous period were eliminated.

Ordinary Profit

33.9 billion yen

110.1% YoY

Although equity method income from the South Korean business declined due to exchange rate effects, operating profit increased, resulting in double-digit growth compared to the previous period.

Net Profit

24.0 billion yen

98.6% YoY

An extraordinary loss arising from the sale of stocks was recognized.

Assumptions for the FY27.3 Plan

- Net sales target: 145.4 billion yen (105.7% of FY26.3)
- The gross profit margin is to improve by 1.3 percentage points to 54.3%.
- Anticipating an increase in SG & A expenses due to growth investments and strengthened human capital, the operating profit margin is projected to be 18.0%.

Progress of the Five-Year Medium-Term Management Plan

- Net sales target for FY29.3: 188.5 billion yen
- Address rising SG & A expenses by driving net sales growth and maintaining the gross profit margin.
- The operating profit margin is planned to recover in the final year of the medium-term plan.

I. FY26.3 Results

Both net sales and operating profit reached record highs.

The operating profit margin recovered following the elimination of one-time expenses.

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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	(1.3)pt
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%	(0.6)pt	(1.0)pt

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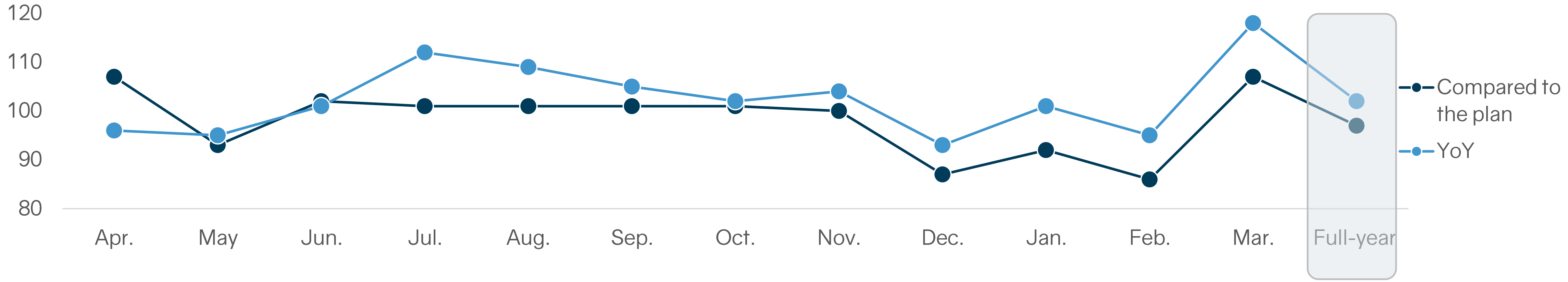
Although Q4 net sales reached 104% YoY, the impact of declining inbound demand from mainland China persisted, with the plan ratio coming in at 94%.

	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%
H1 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%
H2 total		95%	102%
Full-year total		97%	102%

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



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

Net Sales	Gross Profit Margin	Operating Profit Margin	Bringing Forward the 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

Review of Q4 (Jan.–Mar.)

Jan.–Feb.

- The struggles experienced by some winter collection items since Q3 continued.
- Refrained from excessive winter collection sales, prioritizing protection of gross profit.

Mar.

- We promoted the launch of the spring collection.
- In line with actual demand, we brought forward deliveries of some spring collection items, primarily to the wholesale sector.

Q4

- 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-time expenses and the careful review and efficient use of SG & A expenses.

(Unit: million yen)	FY23.3	FY24.4	FY25.3	FY25.3 except one-time	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%

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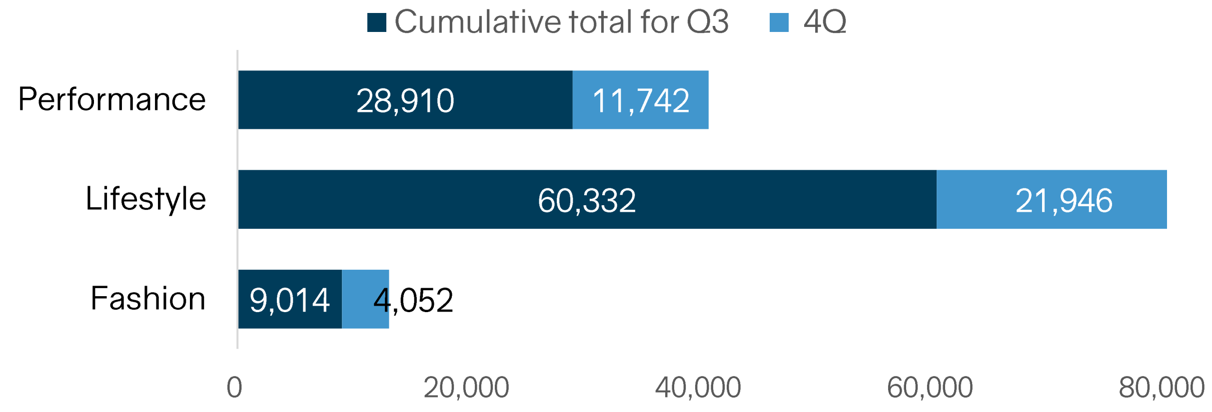
In Q4 (Jan.–Mar.), all business segments grew due to the launch of the spring collection, and revenue increased across all business segments for the full year.

Net Sales by Business Segment (Unit: million yen)

* The "Other" segment includes net sales from travel agencies, cafes, and similar businesses.

Business segment	Q1-Q3 net sales	Q1-Q3 YoY	Q4 net sales	Q4 YoY	Full-year net sales	Full-year YoY	Full-year share	Trend change 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 (Q3 Cumulative + Q4) Unit: million yen

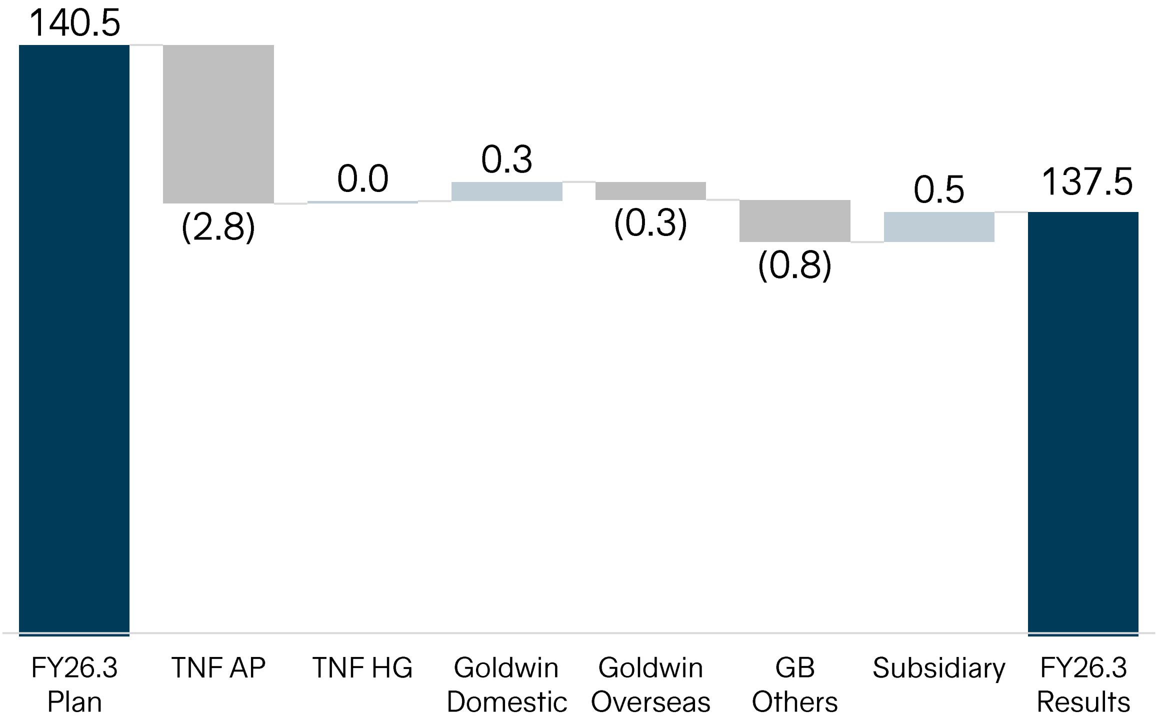


- **Performance and Lifestyle saw growth in Q4 due to the progress of the spring collection launch and bringing forward deliveries, resulting in full-year net sales growth.**
- **Fashion revenue increased despite being affected by a decline in inbound demand.**

The 3.0-billion-yen shortfall against the plan occurred in "THE NORTH FACE Apparel," "Global Brand (and others)," and Goldwin Overseas. The difference versus the previous fiscal year arose from discontinued brands within Global Brand.

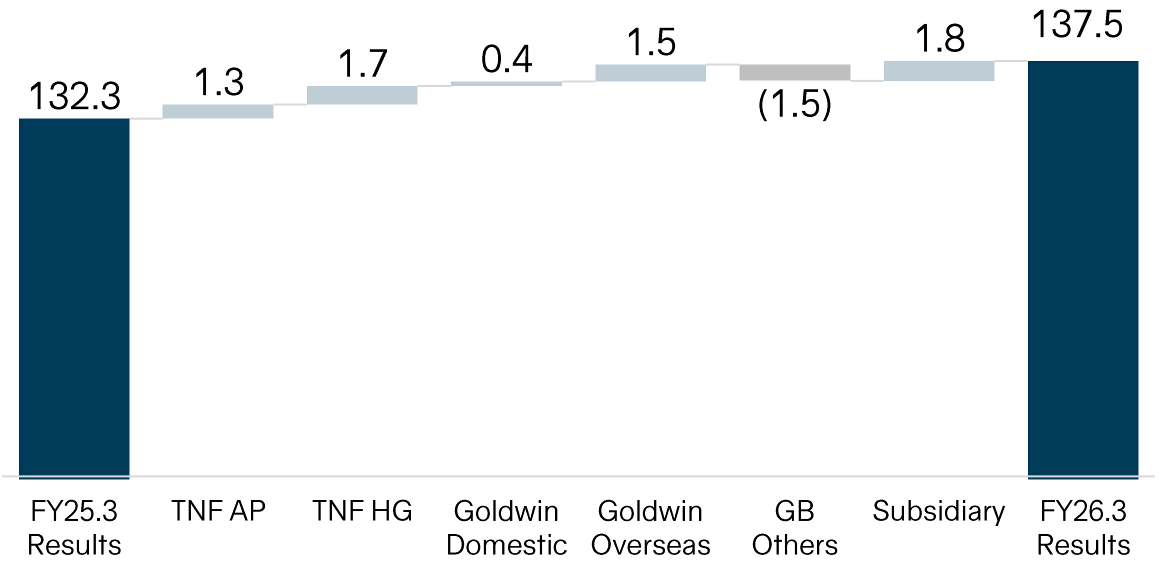
Comparison with the FY26.3 Plan (-3.0 billion yen)

(Unit : billion yen)



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

(Unit : billion yen)

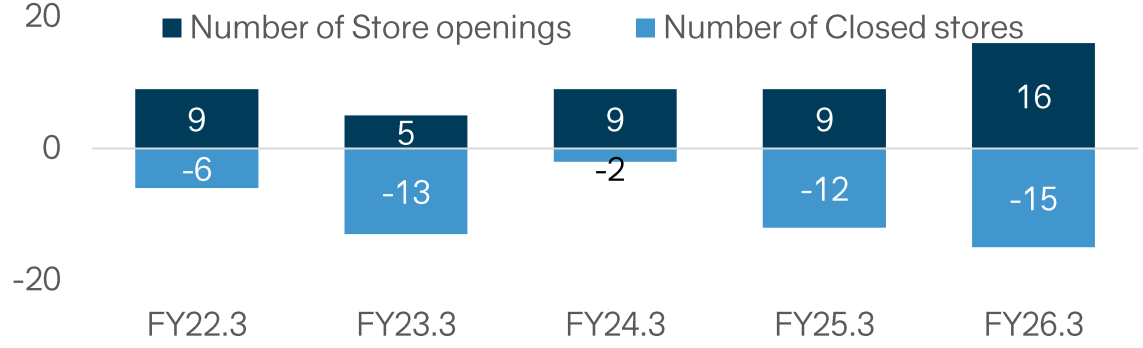


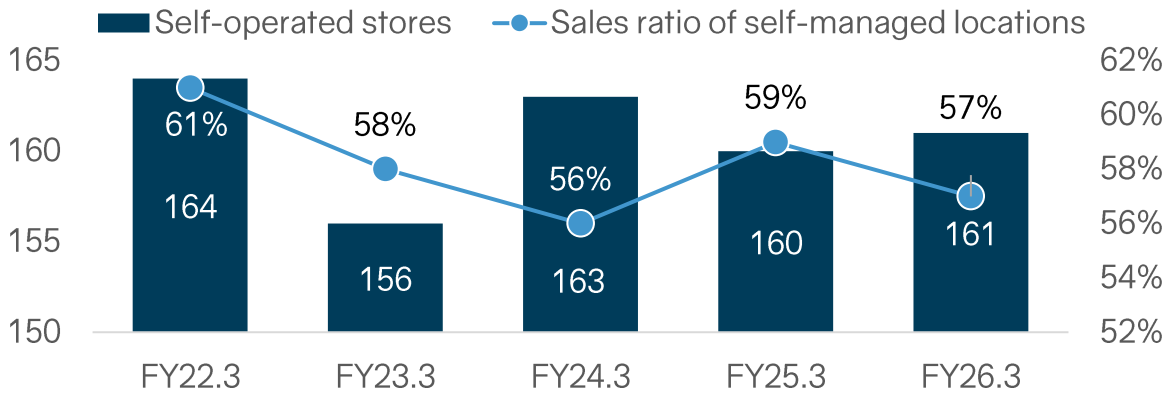
(Note) TNF AP: THE NORTH FACE Apparel   TNF HG: THE NORTH FACE Gear (Bags, Shoes, and Other Items)
GB: Global Brand (HELLY HANSEN, canterbury, NEUTRALWORKS., Speedo, Hi-Tec, Allbirds, licensed and distributor brands, and others)
Subsidiary: Includes the difference from the consolidated results.

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

Change in the Number of Self-operated Stores and Trend in the Number of Self-operated Stores and the Sales Ratio of Self-managed Locations

(Unit: stores)





Self-operated Store Openings and Closures for FY26.3 (Overseas figures in parentheses.)

	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 for FY27.3 (Overseas figures in parentheses.)

	As of March 2026	FY27.3 forecast		
		Openings	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.
(Note) 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.

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Inbound sales accounted for 26.5% of total sales in FY26.3 (+1.1pt). Growth compared with the previous year was maintained thanks to the increase in H1 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

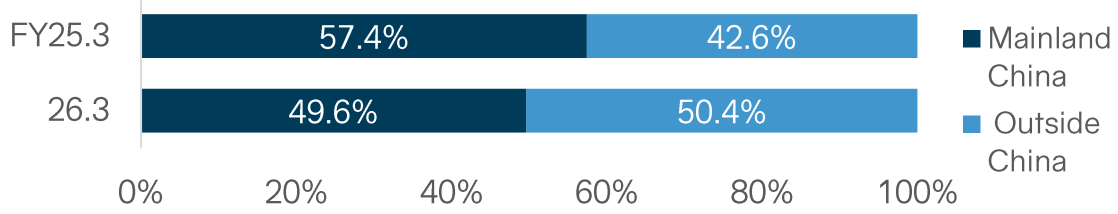
Inbound ratio	YoY	Mainland China share	Assessment for FY2026
26.5%	+1.1pt	49.6% (57.4% YoY)	Although inbound demand from mainland China declined from the latter half of November, the increase in H1 as well as demand from South Korea, Southeast Asia, Europe and the US compensated for this, resulting in the inbound ratio exceeding the previous year.

Quarterly Trend in the Inbound Ratio (Self-operated stores)

	FY25.3	FY26.3	YoY	Mainland China share	Outside China share
Q1	24.5%	28.1%	3.5pt	56.6%	43.4%
Q2	23.3%	26.3%	3.0pt	60.9%	39.1%
Q3	20.7%	22.4%	1.7pt	47.2%	52.8%
Q4	34.3%	31.4%	(2.9)pt	40.2%	59.8%
Full year	**25.5%**	**26.5%**	**1.1pt**	**49.6%**	**50.4%**

Growth outside mainland China

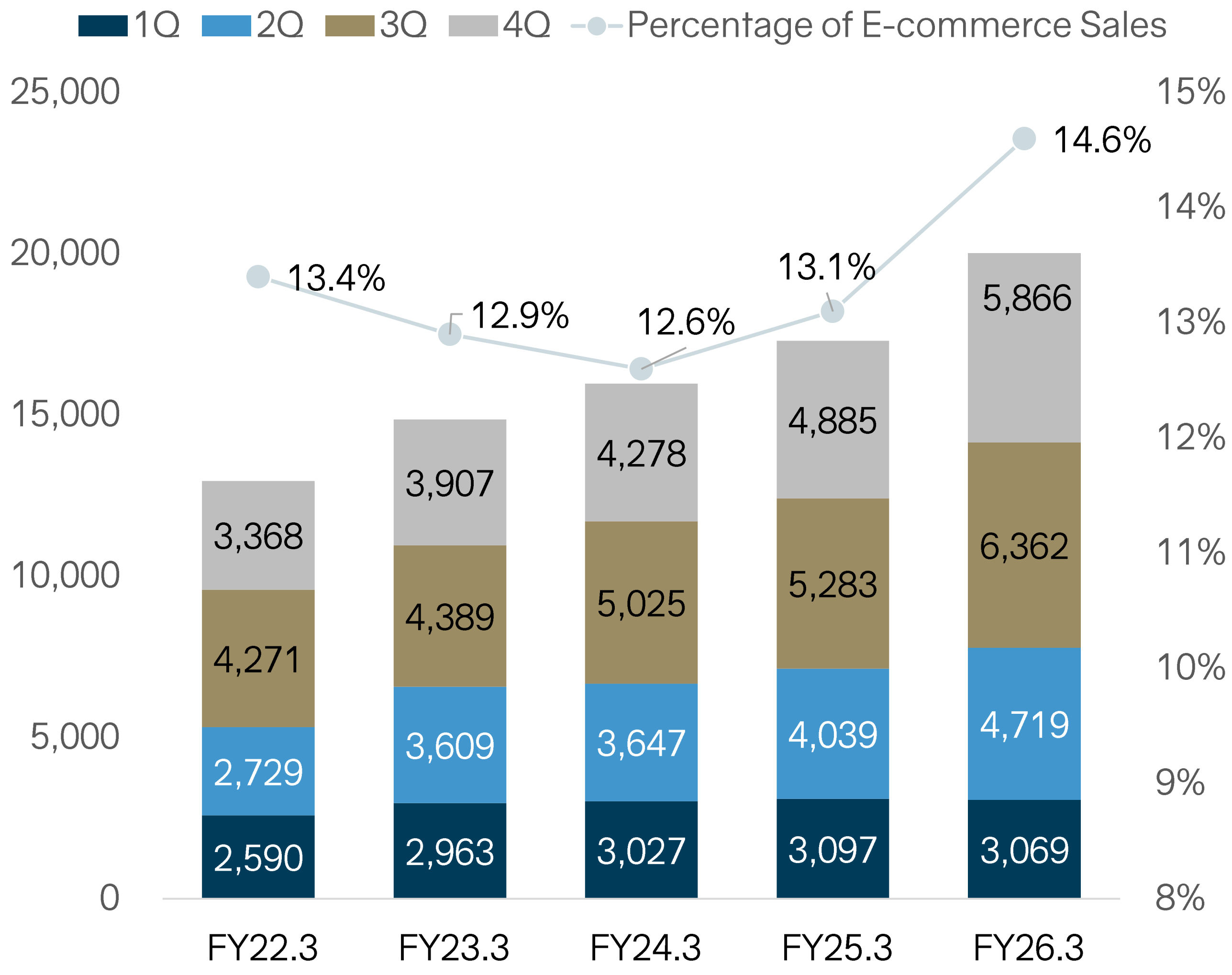
Trend in Mainland China's Share (Full year)



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

	Monthly	FY25.3	FY26.3	YoY
Q1	Apr.	25.5%	30.9%	**5.3pt**
	May	24.2%	27.4%	**3.2pt**
	Jun.	23.9%	25.6%	**1.7pt**
Q2	Jul.	24.8%	24.3%	**(0.5)pt**
	Aug.	23.2%	28.3%	**5.1pt**
	Sep.	22.0%	26.3%	**4.3pt**
Q3	Oct.	24.6%	27.9%	**3.3pt**
	Nov.	17.8%	18.9%	**1.1pt**
	Dec.	20.9%	22.2%	**1.3pt**
Q4	Jan.	31.6%	27.0%	**(4.6)pt**
	Feb.	41.6%	40.7%	**(0.9)pt**
	Mar.	30.7%	28.3%	**(2.3)pt**

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.



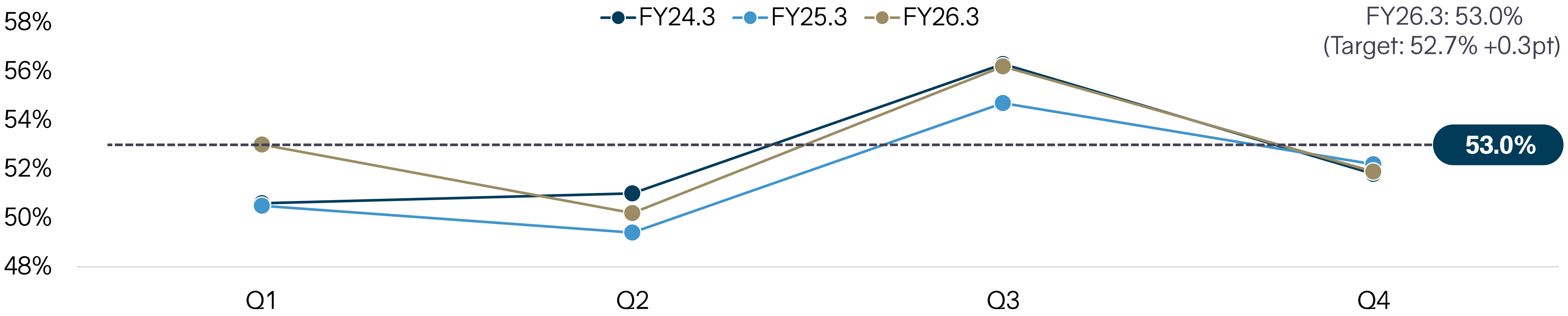
Full-year e-commerce sales	E-commerce sales YoY	E-commerce ratio
20,017 million yen	115.7%	14.6%

	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%
Q1 share	20%	20%	19%	18%	15%
Q2 share	21%	24%	23%	23%	24%
Q3 share	33%	30%	31%	31%	32%
Q4 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 from "e-commerce sales / total sales."

The gross profit margin for FY26.3 was 53.0%, which came in 0.3pt above the planned gross profit margin of 52.7%.

Trend in Gross Profit Margin

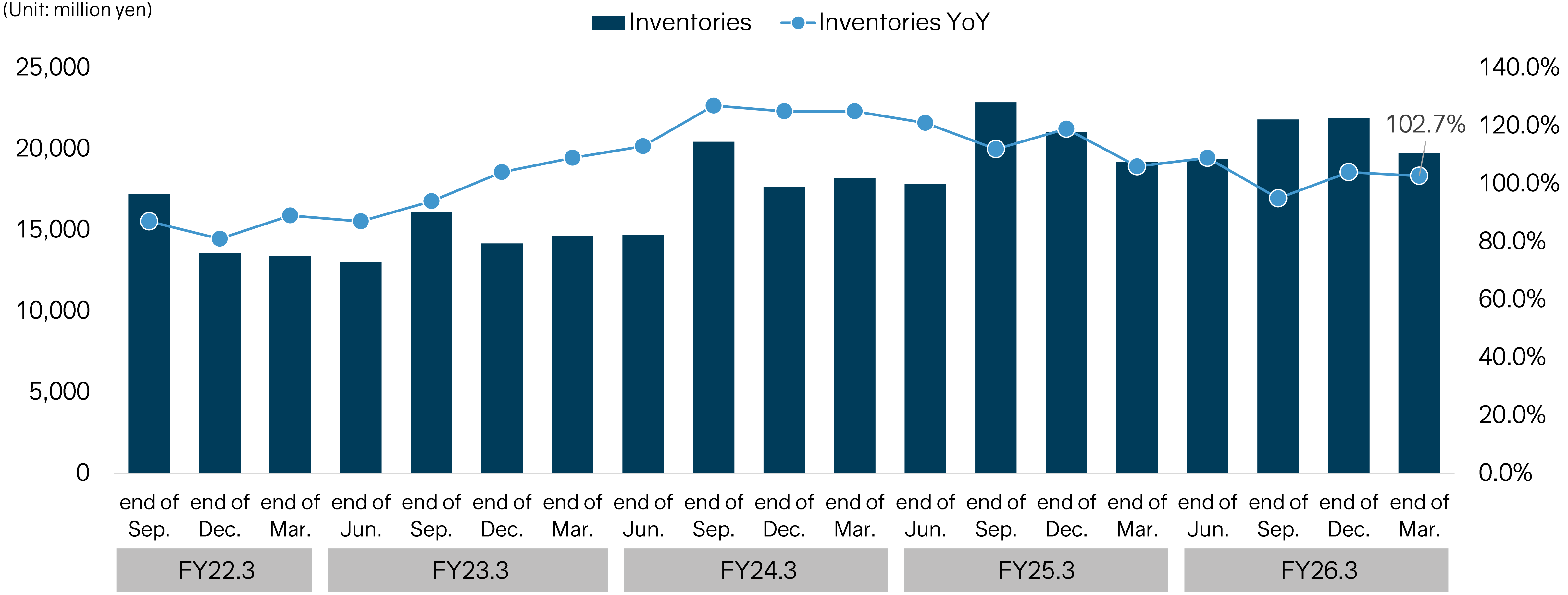


	Q1	Q2	Q3	Q4	Full year
FY22.3	52.6%	49.8%	56.6%	49.5%	52.7%
FY23.3	52.7%	49.0%	55.9%	49.0%	52.2%
FY24.3	50.6%	51.0%	56.3%	51.8%	52.9%
FY25.3	50.5%	49.4%	54.7%	52.2%	52.1%
FY26.3	53.0%	50.2%	56.2%	51.9%	53.0%
YoY	2.5pt	0.8pt	1.5pt	(0.3)pt	0.9pt

**We continued to align the inventory with actual demand.
The inventory as of the end of FY26.3 stood at 102.7% YoY.**

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.

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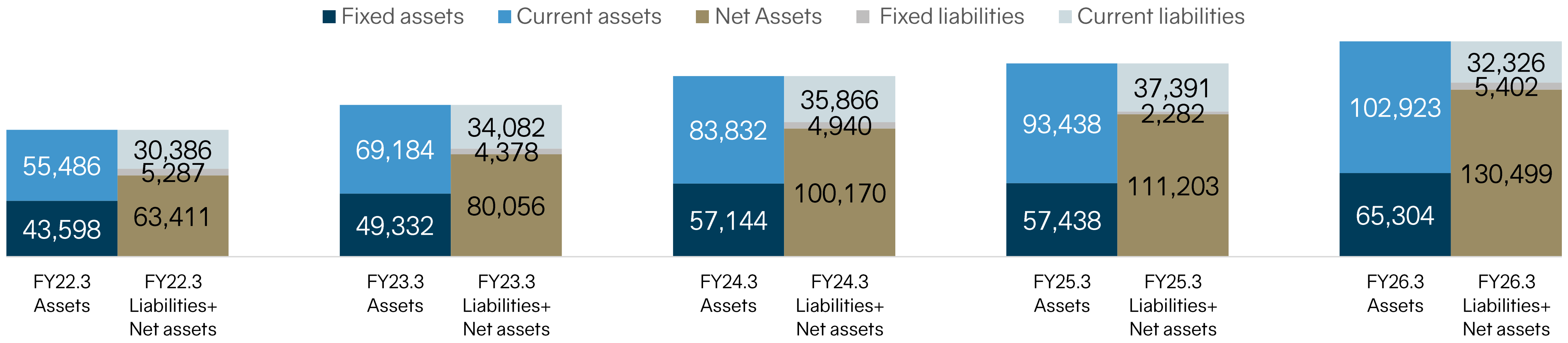
Full-year SG & A expenses amounted to 47 billion yen, on par with the previous fiscal year, which included one-time expenses. Although SG & A expenses are structurally on an upward trend, we managed to keep them 1 billion yen below plan by adhering to hiring standards and carefully reviewing consulting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

YoY Increase Excluding One-time Expenses (Unit: 100 million yen)

Item	Initial plan ①	H1 results ②	H2 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 reviewed the number and timing of mid-career hires, and the second half is expected to come in below the plan.
Rent fee	6	4	4	8	2	Planned excess due to the opening of new self-operated overseas stores (e.g., London and New York)
Depreciation	1	1	0	1	0	Came in on plan (full contribution from investment expected from the 76th period onwards)
Operating expenses	10	4	7	11	1	Consulting contracts were reviewed in Q4 and came in within plan
Logistics costs	1	0	1	1	0	Came in on plan
Other	3	3	(4)	(1)	(4)	Following a detailed review, came in below plan
Total	46	20	25	36	(10)	Full-year SG & A expenses are expected to be on par with the previous fiscal year at 47 billion yen

We maintained an equity ratio of 76.9% and an effectively debt-free status. 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

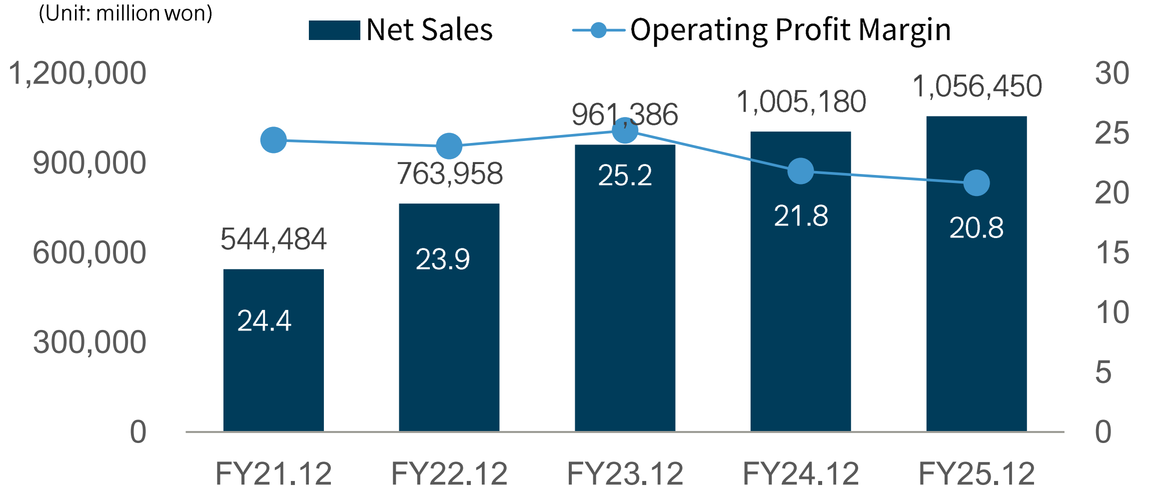
Despite sluggish domestic consumption in South Korea, YOC’s turnover remained robust, rising to 105% YoY.

YOUNGONE OUTDOOR Corporation (YOC)

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

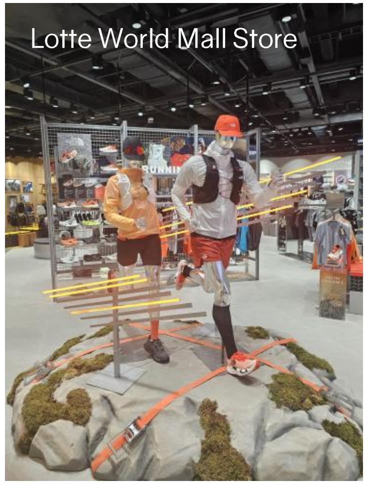
	Jan.–Mar. 2025	Apr.–Jun. 2025	Jul.–Sep. 2025	Oct.–Dec. 2025	Jan.–Mar. 2026
Goldwin	FY25.3 Q4	FY26.3 Q1	Q2	Q3	Q4
YOUNGONE OUTDOOR Corporation (Jan.–Dec.)	FY25.12 Q1	Q2	Q3	Q4	FY26.12 Q1
	Low temperatures persisted throughout February and March, and although early spring collection items struggled, sales remained on par with the same period last year.	Thanks to stable product supply and the impact of social media, sales remained in line with the plan.	The sale triggered strong performance; the business achieved double-digit growth YoY.	Lightweight down outerwear and padded jackets performed solidly.	Performed well, buoyed by the increase in inbound tourism across all channels.

Trend in YOC’s Net Sales and Operating Profit Margin



Plans and Initiatives for FY26.12

- New second stores will open in Myeong-dong and Seongsu. The number of self-operated stores will increase from 16 to 18.
- Department stores, the channel with the largest number of stores, will see a new store open in Lotte World Mall, which is maintaining double-digit growth. Also, relocations at top-performing stores will be promoted.
- Our own e-commerce site will improve customer convenience through more advanced UI and UX. We will strengthen the visibility of strong-performing brands such as THE NORTH FACE WHITE LABEL.



II. FY27.3 Plan

The net sales target is 105.7% YoY. We are 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 strategy.

THE NORTH FACE

110.6 billion yen

105.7% YoY

Important points

- Apparel sales will recover, centered on performance and lifestyle categories, with revenue at 106.0% of the prior year.
- Gear will maintain steady performance in both bags and footwear, with revenue at 104.8% of the prior year.
- Strengthen promotional activities for THE NORTH FACE's 60th anniversary.

Goldwin

10.1 billion yen

+53.6% YoY

Important points

- Open 2 new stores in Japan.
- Overseas: Open 6 new stores in China and 2 new stores in other regions.
- As store openings in Europe and the US have been postponed from the initial plan, the timing for turning profitable has been pushed back to FY28.3.

Financial Strategy

DOE 6.9%

+0.4pt YoY

Important points

- Continue expense outlays and investment in business growth.
- DOE is projected at 6.9% (the medium-term management plan KPI is 6% or more).
- The target total payout ratios guideline is approximately 40%. Share buybacks will be implemented flexibly.

For FY27.3, revenue and profit are expected to increase in line with the medium-term management plan.

Consolidated Financial Results (Unit: million yen)

Fiscal year	FY25.3 results	FY26.3 results	FY27.3 plan	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%	(0.8)pt	-	19.1%
Ordinary profit	30,806	33,904	34,100	100.6%	196	46,000
%	23.3%	24.7%	23.5%	(1.2)pt	-	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.

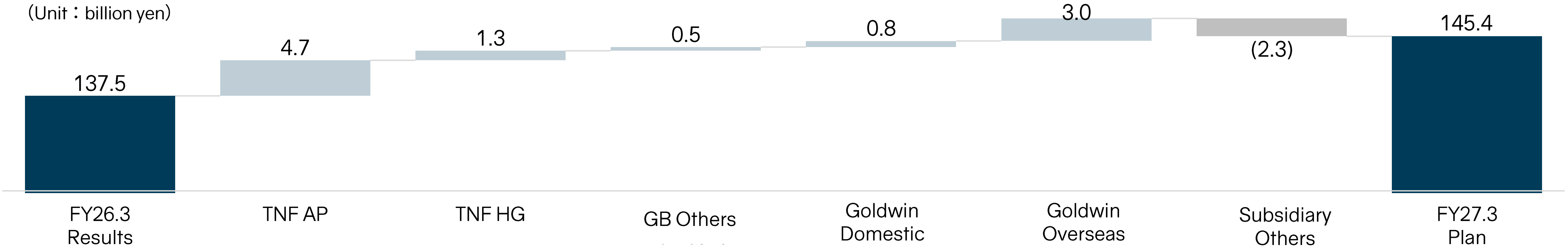
Trends by Business Segment (Unit: million yen)

(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 been excluded from the plan.

	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%

<Reference>Breakdown of Net Sales

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



III. THE NORTH FACE Initiatives

The company aims to achieve sales at 105.7% YoY. It is strengthening its all-season offering.

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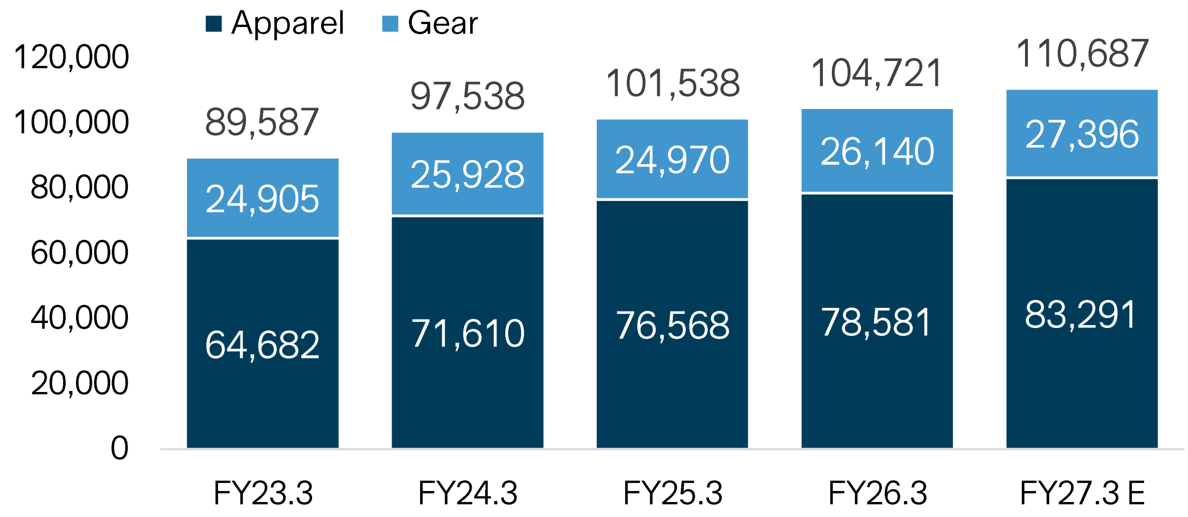
For FY27.3, which marks the brand's 60th anniversary, we aim for sales at 106.0% of the prior year in apparel, 104.8% in gear, and 105.7% overall

THE NORTH FACE Sales Trends and Plan (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.

THE NORTH FACE

Marketing initiatives to mark the brand's 60th anniversary

- 2026 marks the brand's 60th anniversary. We are 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 October.
- Shops are planning to sell limited-edition items to mark the 60th anniversary.

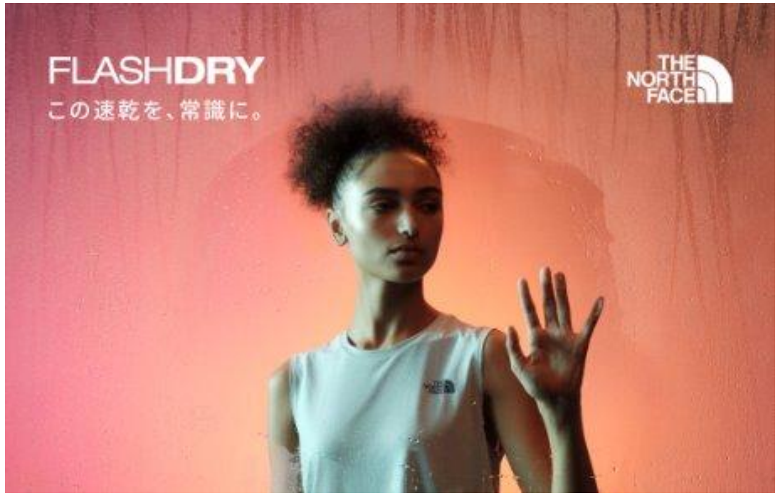
Creating a new athletic market and transitioning to an all-season range through measures that address climate change

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, targeting specifically 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” keeps the skin cool and maintains a dry feel

Autumn/Winter: Addressing global warming with reversible functionality

- Polyester and wool insulation are positioned on opposite sides (front and back), allowing users to switch between enhanced heat retention and humidity control functions depending on the situation
- Can be used as either an outer layer or a mid-layer, making it usable across a long season

Goldwin

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

Opening of a footwear concept shop (April 25)

- In Shinsaibashi, THE NORTH FACE opened a footwear-focused concept store, the first of its kind in the world for the brand.
- 3D foot scanners are permanently installed.
  Staff who are certified to fit shoes recommend footwear suited to customers' lifestyles.
- The self-operated store, which features a dedicated footwear section, saw sales grow by approximately 20% YoY.

VECTIV Forward

Under the medium-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.

FY25.3	FY26.3	FY27.3 E
5.9 billion yen	6.2 billion yen	7.0 billion yen

Goldwin

The sales organization was reorganized from a region-based structure to a business-format-based structure. We are evolving a business model that extends the strengths of D2C into wholesale.

BEFORE Structure up to the Previous Period

Sales Division (Regional sales structure)

- Northern Japan Sales Department
- Eastern Japan Sales Department
- Central Japan Sales Department
- Western Japan Sales Department
- E-commerce Sales Department
- Retail Planning Department
- Store Development Office

Reorganization Specialization by Function

AFTER New Structure (Two-Division Structure)

Retail Division (Self-managed business formats)

- Eastern Japan Retail Sales Department
- Western Japan Retail Sales Department
- GOS Sales Department (formerly the EC Sales Department)
- Retail Planning Department
- Store Development Office

Sales Strategy Department

Wholesale Division (Wholesale)

- East Japan Wholesale Sales Department
- Western Japan Wholesale Sales Department
- Wholesale Department

Expected outcomes

Retail Division:
- Establishment of a brand identity through brand stores
- Promotion of OMO to maximize customer satisfaction and LTV

Wholesale Division:
- Refining of strategies by clients
- Optimization of product supply in line with channel characteristics

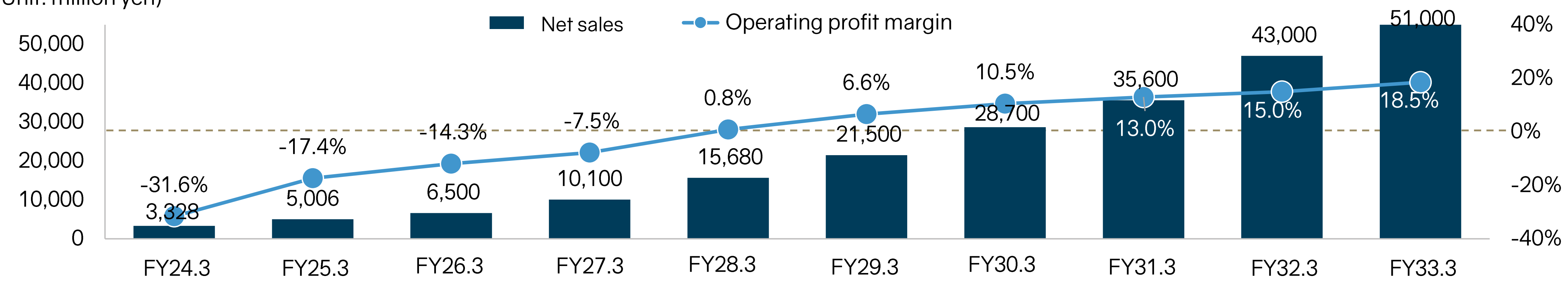
IV. Progress of Goldwin500

Store openings are proceeding according to plan.
We are accelerating global expansion and aim to turn profitable in FY28.3.

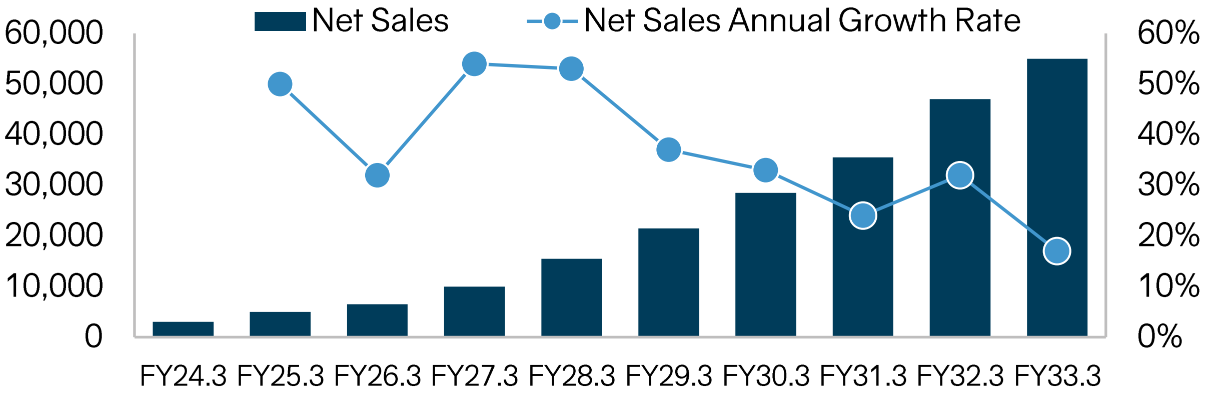
Although net sales are generally tracking in line with plan, primarily in Japan and China, because of delays in opening stores in London and New York as well as increased costs due to higher raw material prices and exchange rate fluctuations, the forecast for FY27.3 is net sales of 10 billion yen and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

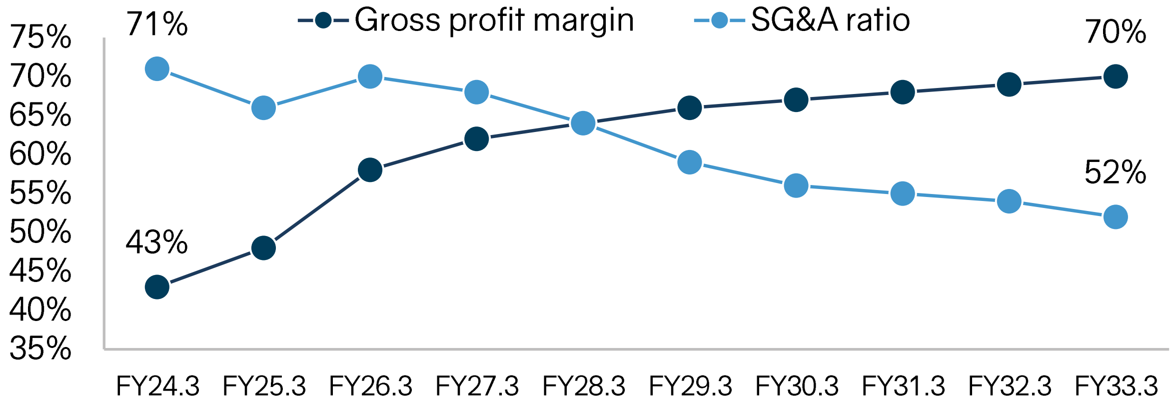
Overview of the Goldwin500 Project

(Unit: million yen)



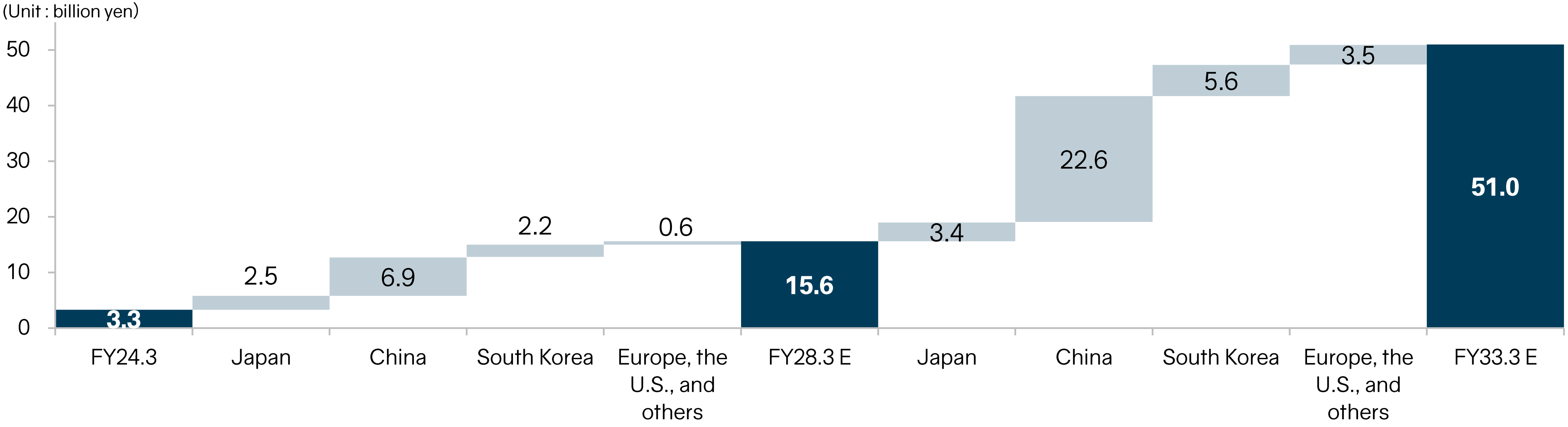
(Unit: million yen)





(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



Region	CAGR 24–28	CAGR 28–33	Growth drivers
Japan	18.3%	10.8%	Expansion of GW brand-owned stores, 10-store network
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: Independent management, US: Shift to e-commerce Europe: Consideration of 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 Opened Jan. 31, 2026

Goldwin Seoul Opened Feb. 14, 2026

Goldwin New York Opened Apr. 24, 2026

- Lafayette Street, situated on the border between SoHo and Nolita in Manhattan
- An iconic area where diverse cultures—including sports, the outdoors, street and luxury—intersect, transmitting new values and styles to the world
- The store has an area of approximately 163 m^2. It stocks the full range of categories, including ski, outdoor, athletic and lifestyle wear, as well as accessories and bags.

Goldwin

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

	Up to FY25.3	FY26.3	FY27.3	From FY28.3	FY33.3 Number of stores
Japan	2 stores Marunouchi Harajuku	2 stores Kyoto Sapporo	2 stores Shinsaibashi (Aug.) Tenjin (Nov.)	Harajuku	15
China Mainland	4 stores Beijing Chengdu Shanghai Hangzhou	5 stores Nanjing Shenyang Shenzhen Xi'an Zhengzhou	6 stores Shanghai ② (May) Hangzhou ② Guangzhou (May) Dalian Ningbo (Sep.) Beijing ②		70
South Korea		1 store Seoul	1 store Seoul ②		20
Europe and the US	1 store Munich	1 store London	1 store New York City (Apr.)	Paris	8

V. Financial Policy

Continue efficient expense outlays and investment.
Achieve both growth investment and shareholder returns.

Goldwin

For FY27.3, revenue and profit are expected to increase in line with the medium-term management plan.

Consolidated Financial Results (Unit: million yen)

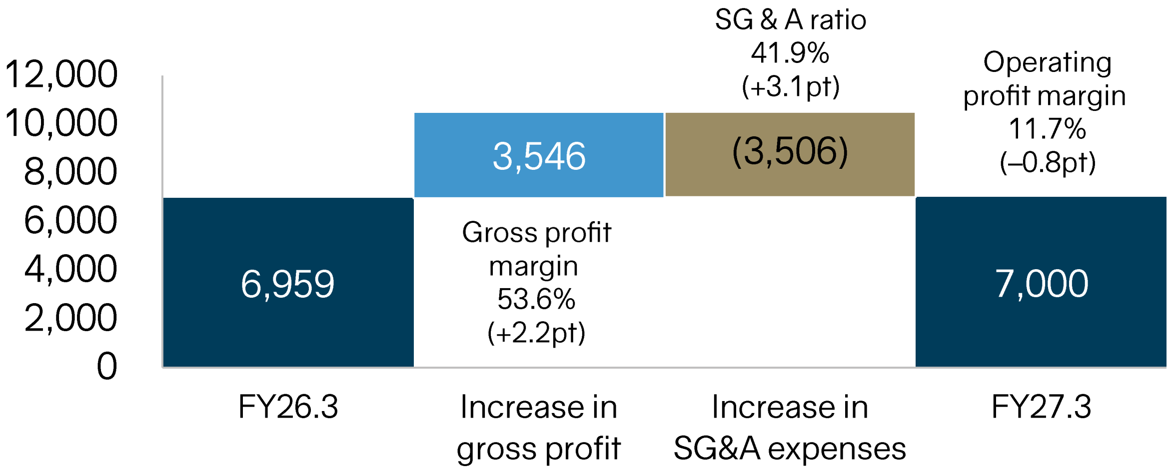
Fiscal year	FY25.3 results	FY26.3 results	FY27.3 Plan	YoY (%)	YoY (amount)	FY29.3 Final year of the medium-term plan
Net sales	132,305	137,516	145,400	105.7%	7,884	188,500
Gross profit	68,925	72,946	78,900	108.2%	5,954	101,409
%	52.1%	53.0%	54.3%	1.2pt	-	53.8%
SG & A expenses	47,020	47,087	52,800	112.1%	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%	(0.8)pt	-	19.1%
Ordinary profit	30,806	33,904	34,100	100.6%	196	46,000
%	23.3%	24.7%	23.5%	(1.2)pt	-	24.4%
Net income	24,444	24,094	25,600	106.3%	1,506	-
%	18.5%	17.5%	17.6%	0.1pt	-	-

Net sales plan: 59.9 billion yen for H1, 85.5 billion yen for H2
Although SG & A expenses will increase, we expect to secure an increase in operating profit in absolute terms, driven by higher revenue and an improved gross profit margin.

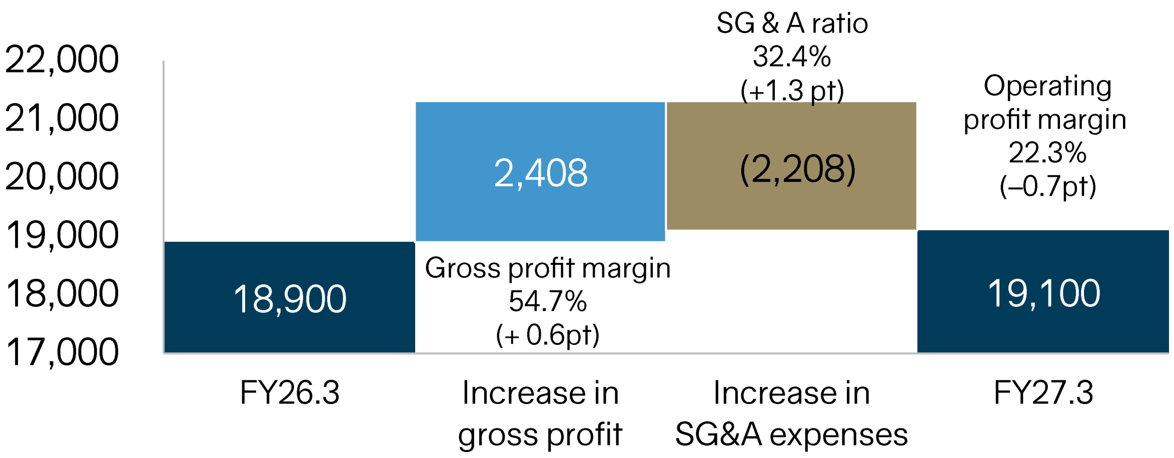
Breakdown of Net Sales by H1/H2 and Trend in Composition Ratio

		FY22.3 results	FY23.3 results	FY24.3 results	FY25.3 results	FY26.3 results	FY27.3 plan
Net sales	H1	38,208	45,309	51,096	53,367	55,589	**59,900**
	H2	60,027	69,743	75,811	78,938	81,927	**85,500**
%	H1	38.9%	39.4%	40.3%	40.3%	40.4%	**41.2%**
	H2	61.1%	60.6%	59.7%	59.7%	59.6%	**58.8%**

H1 (Apr.-Sep.) Operating profit: 6,959 → 7,000(+41 YoY)



H2 (Oct.-Mar.) Operating profit: 18,900 → 19,100(+200 YoY)



Goldwin

SG & A expenses for FY27.3 will increase by 5.7 billion yen versus the previous year, reflecting strengthened retail operations, growth investment 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.

(Unit: million yen)

Functional expense category	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 expenses/Sales staff salaries	500	250		1,400 *①	800	250		3,200
Advertising expenses		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

(Note) *① Breakdown of the increase in personnel expenses: 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, the 400 million yen related to the compensation system revision is a one-time increase.

(Note) *②	FY26.3 results (Former standard)	FY27.3 E plan (Former standard: Reference)	FY27.3 E plan (New standard)	Explanation of discrepancies
Gross profit margin	53.0%	53.5%	54.3%	Up 0.5 pt vs. the former standard
SG&A ratio	34.2%	35.5%	36.3%	Up 1.3 pt vs. the former standard
Operating profit margin	18.8%	18.0%	18.0%	Down 0.8 pt 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, in a disciplined manner, the 120–130 billion yen targeted over five years in the 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)

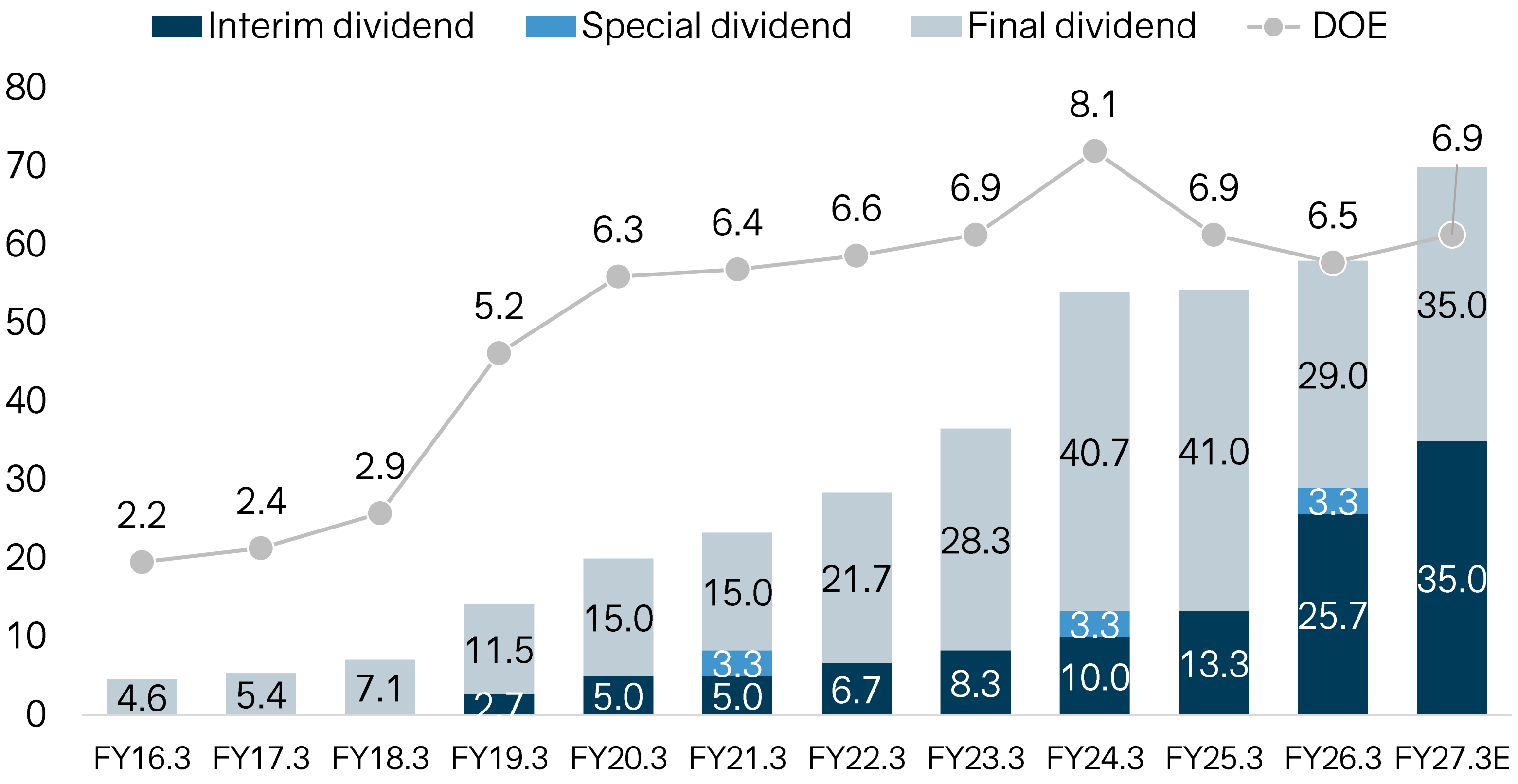
	Allocation ratio	Amount (5-year period)	Key initiatives
Growth investment	30–35%	36–45.5 billion yen	Goldwin500 (Overseas subsidiaries and store openings) TNF market expansion, Shoes & Kids roll-out
Investment in business infrastructure	20–25%	24–32.5 billion yen	Core system overhaul/DX, PLAY EARTH PARK Strengthening of membership systems, materials and 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 of 6% or more) Flexible share buybacks (target total payout ratio: 40%)

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

Fiscal 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

In FY27.3, we plan to increase dividends for the 16th consecutive term.
The dividend balance (interim: year-end) will shift to a 50:50 split for the full year.

Trend 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 amount of dividends	FY26.3: 8.0 billion yen FY27.3E: 9.5 billion yen* * Rough calculation based on a dividend increase from 58 yen to 70 yen
Share buybacks	FY26.3: 3.7 billion yen FY27.3E: To be implemented flexibly
Total payout ratio	FY26.3: 48.6%

(Note) As a share split of 3 shares for every 1 ordinary share was implemented effective October 1, 2025, the dividend amounts shown are those after the split. For FY21.3 and FY24.3, a commemorative dividend of 3.3 yen (10 yen before the split) was paid.
The interim dividend for FY26.3 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 improved gross profit margin. The operating profit margin recovered as one-time expenses from FY25.3 were eliminated.

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

We are strengthening investments in our product-based businesses—including THE NORTH FACE and Goldwin—as well as our service-based businesses and human capital, which will drive the next generation of growth.

Goldwin is the growth engine for overseas expansion.

We expanded from 9 to 15 stores in China; our Chinese subsidiary has achieved profitability.
We have established a foundation for achieving profitability globally at an early stage.

VI. APPENDIX

Background Data and Supplementary Materials

The operating profit margin recovered to 18.8% as the one-time expenses incurred in FY25.3 were eliminated, but the structural increase in SG & A expenses is expected to continue.

Trends in Consolidated Financial Results

(Unit: million yen)	FY25.3 result	FY25.3 excluding one-time expenses	FY26.3 results	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%	(1.3)pt	1.3pt
Operating profit	21,905	25,405	25,859	118.0%	101.8%
%	16.6%	19.2%	18.8%	2.2pt	(0.4)pt
Ordinary profit	30,806	34,306	33,904	110.1%	98.8%
%	23.3%	25.9%	24.7%	1.4pt	(1.3)pt
Net income	24,444	26,894	24,094	98.6%	89.6%
%	18.5%	20.3%	17.5%	(1.0)pt	(2.8)pt

(Note) One-time expenses for FY2025.3: J-ESOP 3.0 billion yen + Head office relocation 500 million yen = 3.5 billion yen in total.

Summary of the Income Statement (Quarterly)

(Unit: million yen)	Q1			Q2			Q3			Q4			Full year		
	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
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	Q1		Q2		H1			Q3		Q4		H2			Full year		
	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%	(0.4)pt	54.2%	0.6pt	(0.1)pt	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%	(2.9)pt	38.8%	(1.3)pt	(1.1)pt	29.4%	1.7pt	33.1%	(5.1)pt	31.1%	(1.3)pt	0.0pt	34.2%	(1.3)pt	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%	(0.2)pt	18.8%	4.8pt	23.1%	1.9pt	(0.7)pt	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%	(1.6)pt	16.8%	(2.8)pt	16.4%	(2.2)pt	(0.7)pt	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%	(1.5)pt	11.4%	(3.2)pt	12.2%	(2.5)pt	(0.2)pt	19.3%	(3.4)pt	23.2%	4.2pt	21.1%	0.1pt	(0.9)pt	17.5%	(1.0)pt	(0.6)pt

Q4 (Jan.–Mar.) (Unit: million yen)

Q4	FY22.3 Q4	FY23.3 Q4	FY24.3 Q4	FY25.3 Q4	FY26.3 Q4	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%

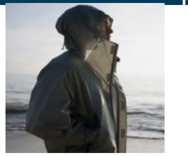
Quarterly Trends (Unit: million yen)

FY26.3	Q1	Q2	Q3	Q4	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

Goldwin

The Goldwin Brand has established a price premium of 1.7 to 2.0 times that of THE NORTH FACE.
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 (Reference)	Multiplier	Description
Outerwear	48%	Down jackets, rain jackets, etc.	 	68–130	35–75	1.7–1.9x	High unit price x highest mix. Maximum contribution to GPM.
Pants	21%	Tapered pants, shorts, stretch pants	 	32–42	15–25	1.7–2.1x	Largest price premium versus TNF. High repeat purchase rate.
T-shirts	10%	Sunshades, WAFFLE LIGHT hoodies	 	16–38	6–15	2.0–2.7x	Highest markup multiple. The gateway to acquiring new customers.
Shirts	5%	Comfortable shirts, light hiking shirts	 	23–38	10–20	1.9–2.3x	Targeting lifestyle-oriented consumers with products suitable for both work and leisure.
Other (e.g., accessories)	16%	Backpacks, caps, shoes	 	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