

For the Fiscal Year Ended March 31, 2024

Financial Results Briefing

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2024.05.08 UNITED ARROWS LTD.



UNITED ARROWS LTD.

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Cautionary Statement

Earnings forecasts and descriptions other than objective facts contained in this document are based on decisions made by UNITED ARROWS LTD. in light of information obtainable as of the date of this report and, therefore, include risks and uncertainties. Actual earnings may differ materially from forecasts due to global economic trends, market conditions and other factors. Investors are asked to refrain from making investment decisions based solely on the information contained in this document.

Use of Abbreviations

Abbreviations may be used for the following businesses/store brands:

UNITED ARROWS:UA

BEAUTY&YOUTH UNITED ARROWS: BY/BEAUTY&YOUTH

UNITED ARROWS green label relaxing: GLR/green label relaxing

Trend-conscious Market and Basic Trend-conscious Market includes the following store brands:

Trend-conscious Market

UA, BY, DRAWER, Odette e Odile, BLAMINK, ROKU, and STEVEN ALAN

Basic Trend-conscious Market

GLR, and CITEN

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Overview of FY2024/3 Business Results

Financial Highlights

Consolidated

Although sales and operating income fell short of the initial plan, ordinary income and net income attributable to owners of parent company have exceeded the plan, resulting in an increase in both sales and profits. Despite one-time costs accompanying the transfer of the House Card Program to UA Club, SGA expenses ratio was maintained at previous year's level. This is the first time since FY19 we have been profitable in the 4Q.

Gross margin

Although the initial plan was not met, UNITED ARROWS LTD., Taiwan, and consolidated operations exceeded its level for the previous year. Results for 3Q were lower than the previous year, affected by the early consumption of winter clothes due to the warm weather, but other quarters exceeded the previous year.

Non-consolidated

Have managed to achieve an increase in both sales and profit, despite being impacted negatively by the warm winter and the transfer of the House Card Program. Increase in the amount of spend per customer has contributed, although the number of customers for existing stores remained the same.

Consolidated Sales

¥134,269 million YoY 103.2%

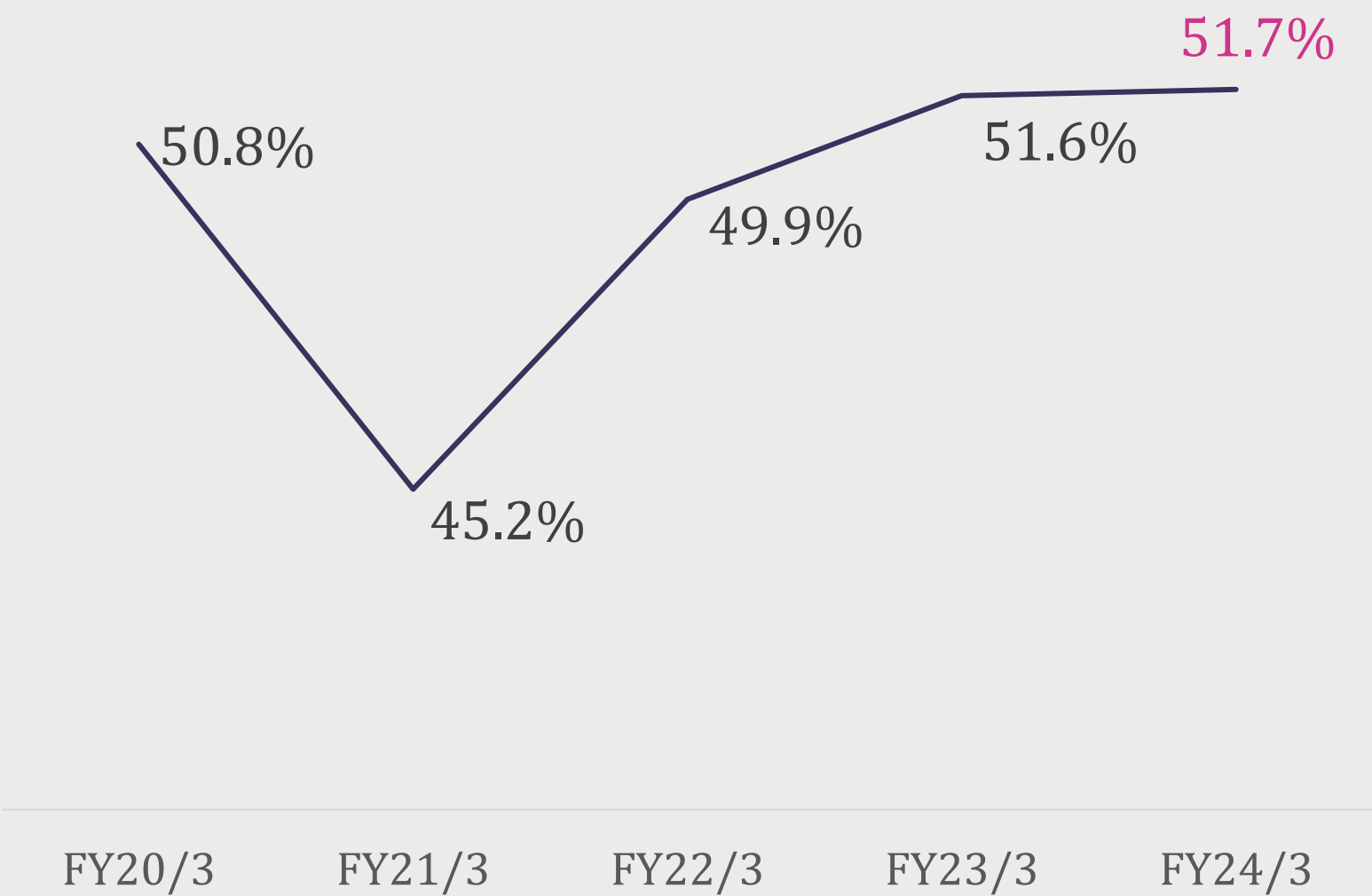
(Millions of yen)



*CHROME HEARTS JP, GK has been excluded from consolidated results since FY21/3 4Q

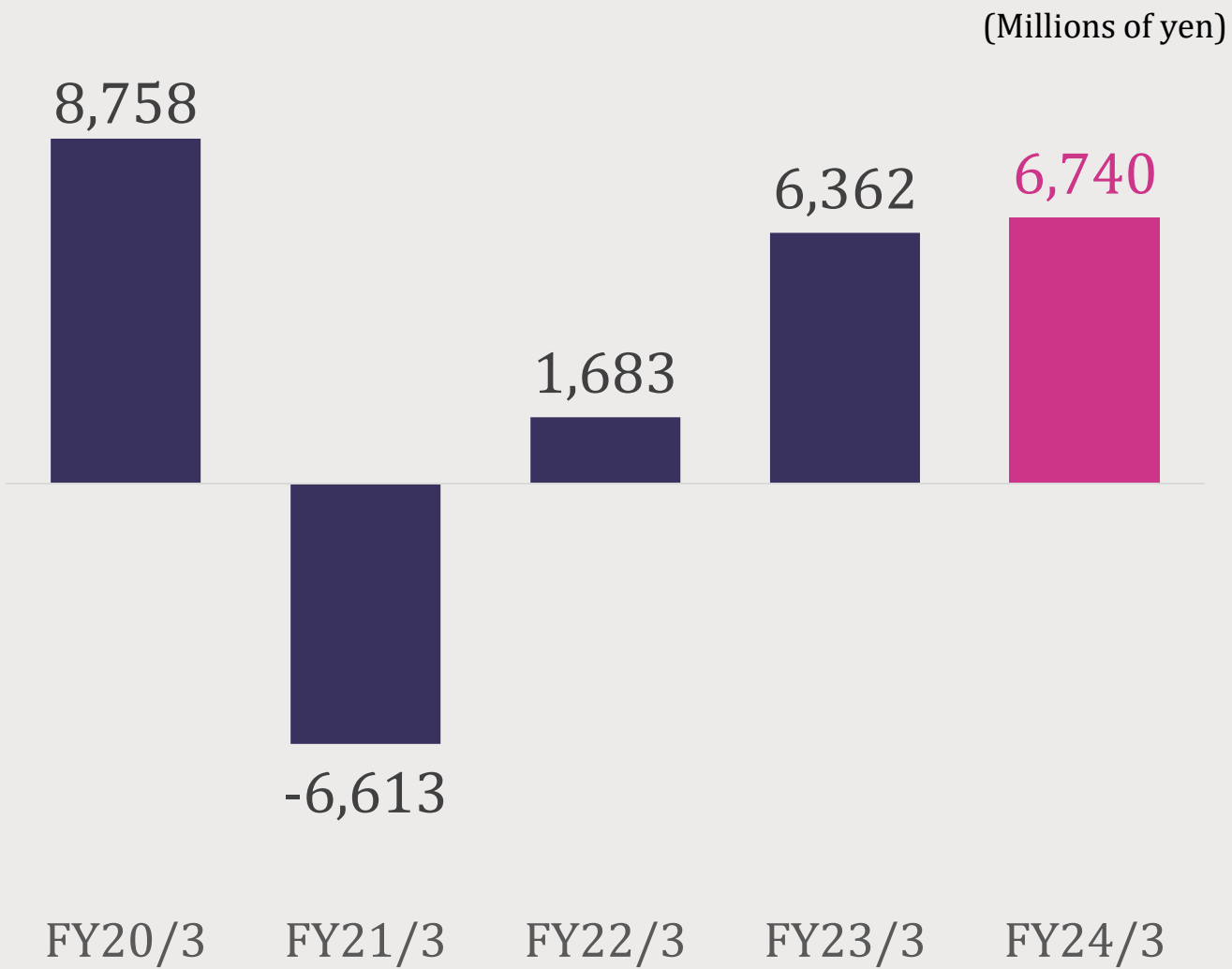
Consolidated Gross Margin

51.7% YoY +0.1pt



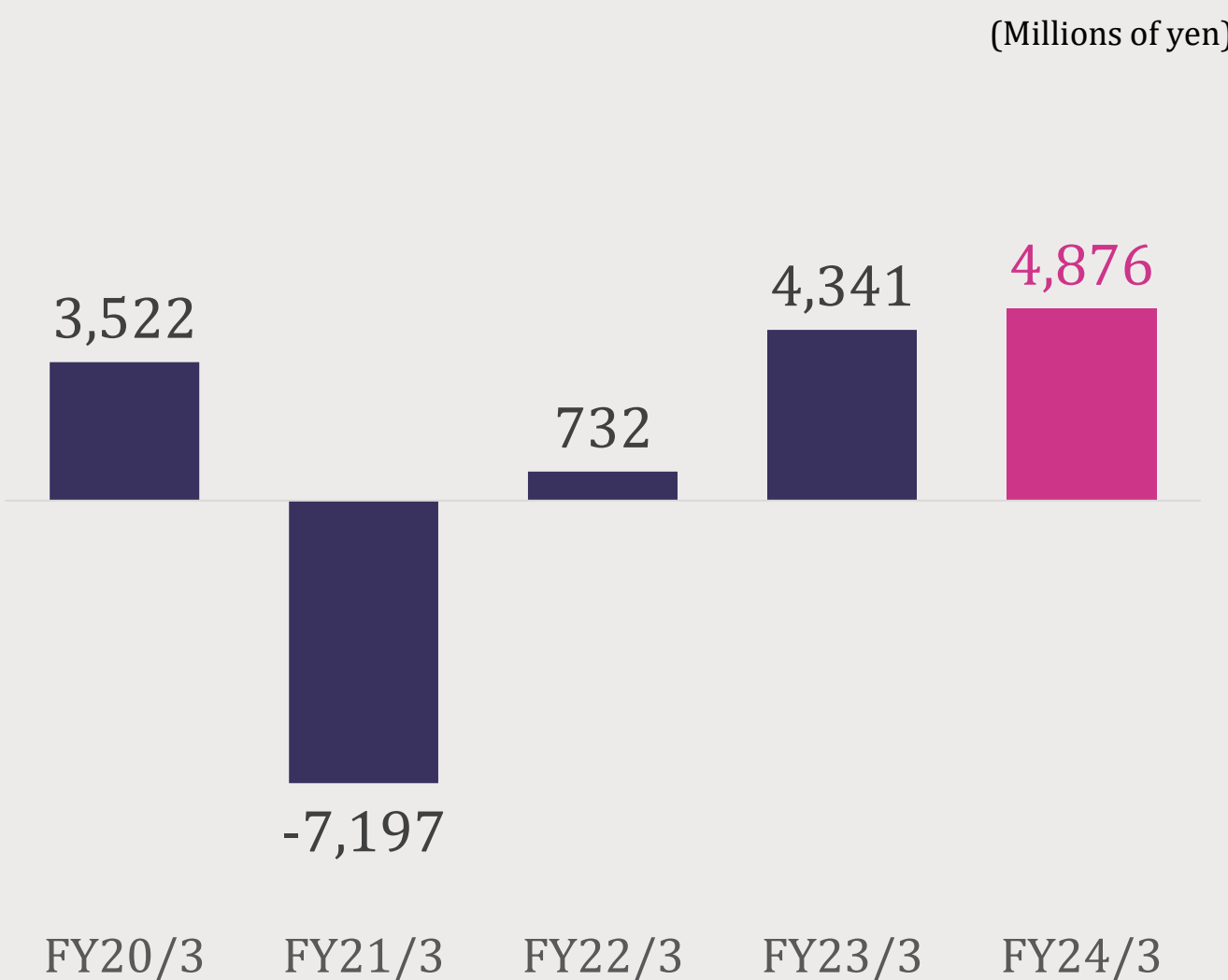
Consolidated operating income

¥6,740 million _{YoY} 105.9%



Net income attributable to owners of parent

¥4,876 million _{YoY} 112.3%



Consolidated P/L

(Millions of yen)				
	FY23/3	FY24/3	Change/pt difference	YoY
Sales	130,135	134,269	4,133	103.2%
Gross profit	67,178	69,462	2,283	103.4%
vs. sales	51.6%	51.7%	0.1pt	-
SGA expenses	60,816	62,722	1,905	103.1%
vs. sales	46.7%	46.7%	-0.0pt	-
Operating income	6,362	6,740	377	105.9%
vs. sales	4.9%	5.0%	0.1pt	-
Non op. P/L	538	746	208	138.7%
vs. sales	0.4%	0.6%	0.1pt	-
Ordinary income	6,900	7,486	585	108.5%
vs. sales	5.3%	5.6%	0.3pt	-
Extraordinary P/L	(352)	(331)	21	-
vs. sales	-	-	-	-
Net income attributable to owners of parent for the term	4,341	4,876	534	112.3%
vs. sales	3.3%	3.6%	0.3pt	-

Consolidated Gross Margin

Full year

	FY24/3	YoY pt difference
Consolidated	51.7%	0.1pt
UNITED ARROWS LTD.	51.5%	0.1pt
Total of business units sales	-	-0.1pt
Outlet, etc.	-	3.5pt
COEN CO., LTD.	-	-0.3pt
UNITED ARROWS TAIWAN LTD.	-	3.5pt

4Q (3 months)

	FY24/3 4Q	YoY pt difference
Consolidated	48.8%	0.2pt
UNITED ARROWS LTD.	48.4%	-0.1pt
Total of business unit sales	-	0.4pt
Outlet, etc.	-	0.2pt
COEN CO., LTD.	-	3.8pt
UNITED ARROWS TAIWAN LTD.	-	3.2pt

Consolidated SGA expenses

(Millions of yen)					
		FY23/3	FY24/3	Change/pt difference	YoY
Total SGA expenses		60,816	62,722	1,905	103.1%
	vs. sales	46.7%	46.7%	-0.0pt	-
Advertising expenses		3,008	3,823	814	127.1%
	vs. sales	2.3%	2.9%	0.6pt	-
Personnel expenses		21,412	21,134	(277)	98.7%
	vs. sales	16.4%	15.7%	-0.7pt	-
Rent		18,552	18,422	(129)	99.3%
	vs. sales	14.3%	13.7%	-0.5pt	
Depreciation		873	918	45	105.2%
	vs. sales	0.7%	0.7%	0.0pt	-
Other		16,969	18,421	1,452	108.6%
	vs. sales	13.0%	13.7%	0.7pt	-

Consolidated B/S

(Millions of yen)

	As of end March 2023	As of end March 2024	vs. previous term-end Change	
Total Assets	61,184	60,204	(979)	98.4%
Composition ratio	100.0%	100.0%	-	-
Current Assets	41,604	40,372	(1,231)	97.0%
Composition ratio	68.0%	67.1%		-
Noncurrent assets	19,580	19,831	251	101.3%
Composition ratio	32.0%	32.9%		-
Current Liabilities	23,451	20,997	(2,454)	89.5%
Composition ratio	38.3%	34.9%		-
Noncurrent Liabilities	4,030	4,177	146	103.6%
Composition ratio	6.6%	6.9%		-
Total Net Assets	33,702	35,030	1,328	103.9%
Composition ratio	55.1%	58.2%		-
Reference: Balance of short- and long-term loans payable	2,504	202	(2,302)	8.1%
Reference: Inventories	20,639	21,686	1,046	105.1%

Consolidated C/F

(Millions of yen)

	FY23/3	FY24/3	Major breakdown of results for the term	
Cash flows from operating activities (sub-total)	10,588	7,577		
Cash flows from operating activities	10,258	6,341	Net income for the term before income taxes, etc.	7,155
			Increase in accounts payable	968
			Increase in inventories	(1,030)
			Increase in trade receivables	(940)
Cash flows from investing activities	(1,255)	(2,656)	Sale of investments in affiliates	1,212
			Purchase of property, plant and equipment	(1,084)
			Purchase of intangible fixed assets	(1,994)
Cash flows from financing activities	(5,979)	(5,773)	Decrease in short-term loans payable	(2,302)
			Purchase of treasury shares	(2,000)
			Dividends paid	(1,467)
Cash and cash equivalents at the end of term	8,562	6,486		

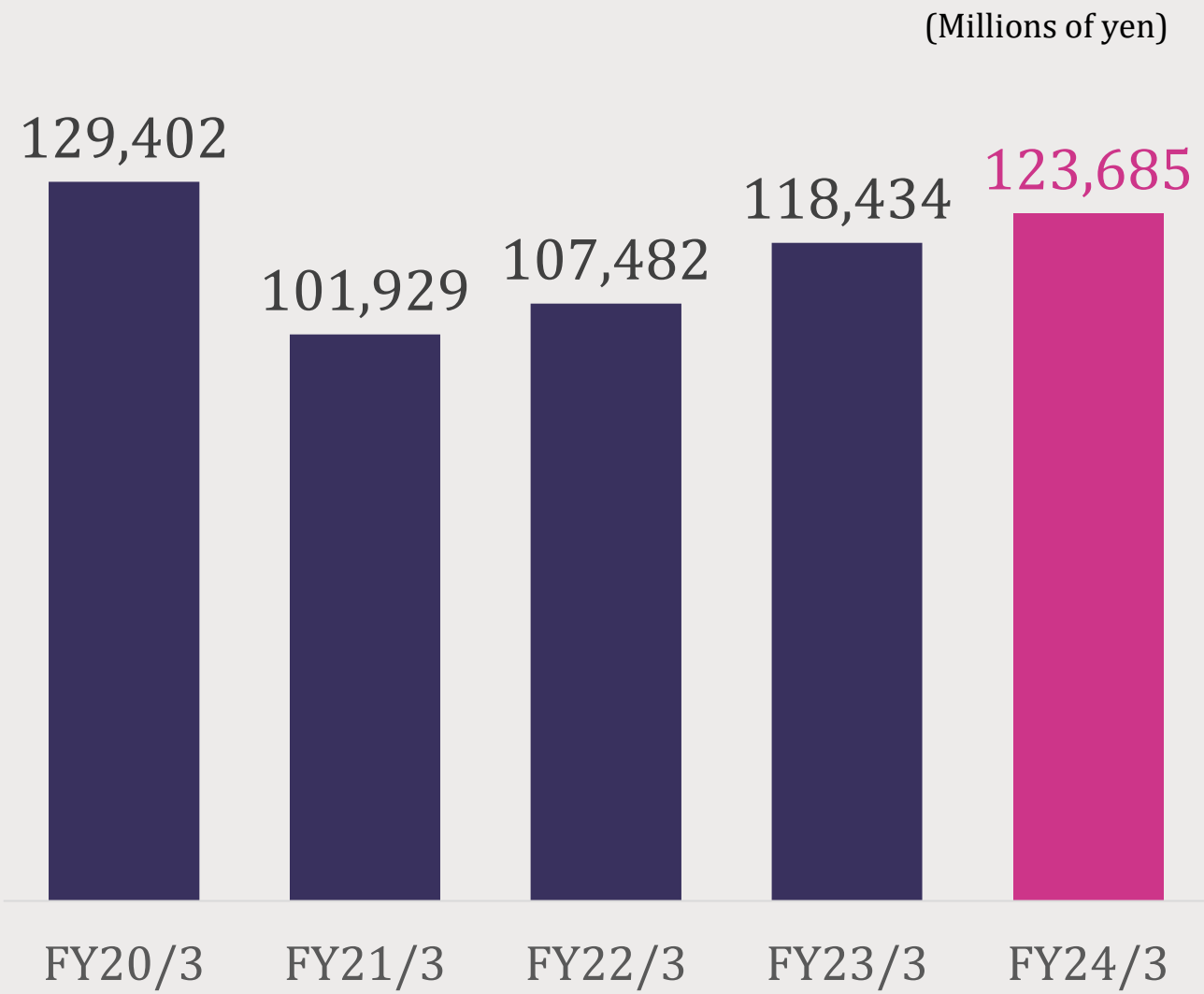
Non-consolidated Sales

¥123,685

million

YoY

104.4%

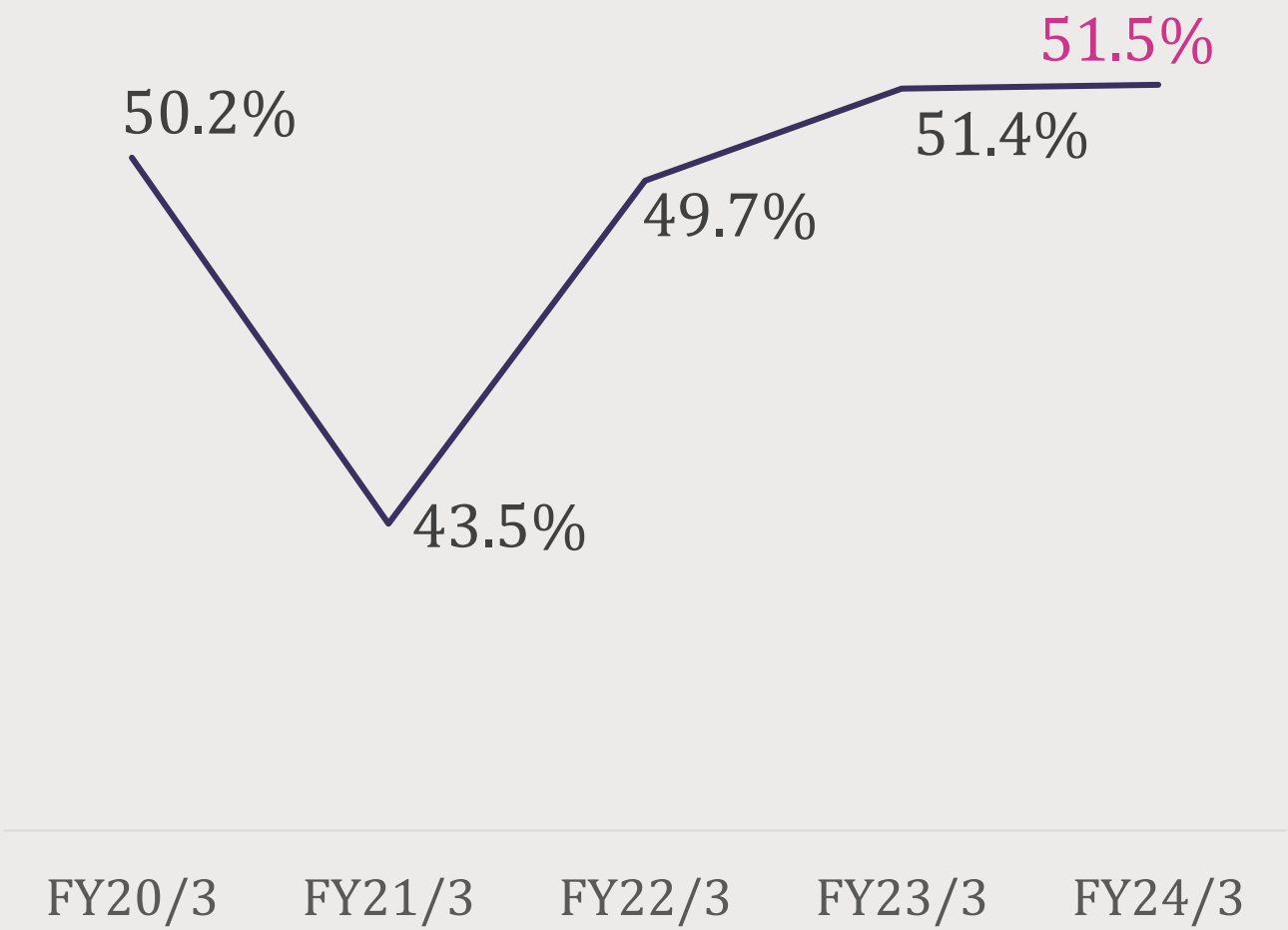


Non-consolidated Gross Margin

51.5%

pt difference

+0.1pt



Non-consolidated Existing Stores YoY

Sales

105.5%

Number of purchasing customers

100.1%

Avg. spend per customer

106.2%

Non-consolidated Sales by Channel

	(Millions of yen)			
	FY23/3	FY24/3	Change/pt difference	YoY
Non-consolidated sales	118,434	123,685	5,251	104.4%
Total of business units sales	98,790	104,709	5,919	106.0%
vs. sales	82.6%	82.8%	0.2pt	-
Retail	66,641	70,783	4,141	106.2%
vs. sales	55.7%	56.0%	0.2pt	-
Online	30,358	32,009	1,650	105.4%
vs. sales	25.4%	25.3%	-0.1pt	-
Other (wholesale, etc.)	1,789	1,916	127	107.1%
vs. sales	1.5%	1.5%	0.0pt	-
Outlet, etc.	20,758	21,746	988	104.8%
vs. sales	17.4%	17.2%	-0.2pt	-

Existing stores YoY

	Sales	Number of customers	Avg. spend per customer
Retail + Online	105.5%	100.1%	106.2%
Retail	106.3%	100.3%	106.0%
Online	103.9%	99.8%	106.8%

Non-consolidated Sales by Business

		(Millions of yen)		
	FY23/3	FY24/3	Change	YoY
Total of business units sales	98,790	104,709	5,919	106.0%
Trend-conscious market	65,063	70,039	4,976	107.6%
Basic trend-conscious market	33,726	34,670	943	102.8%

Existing store sales YoY

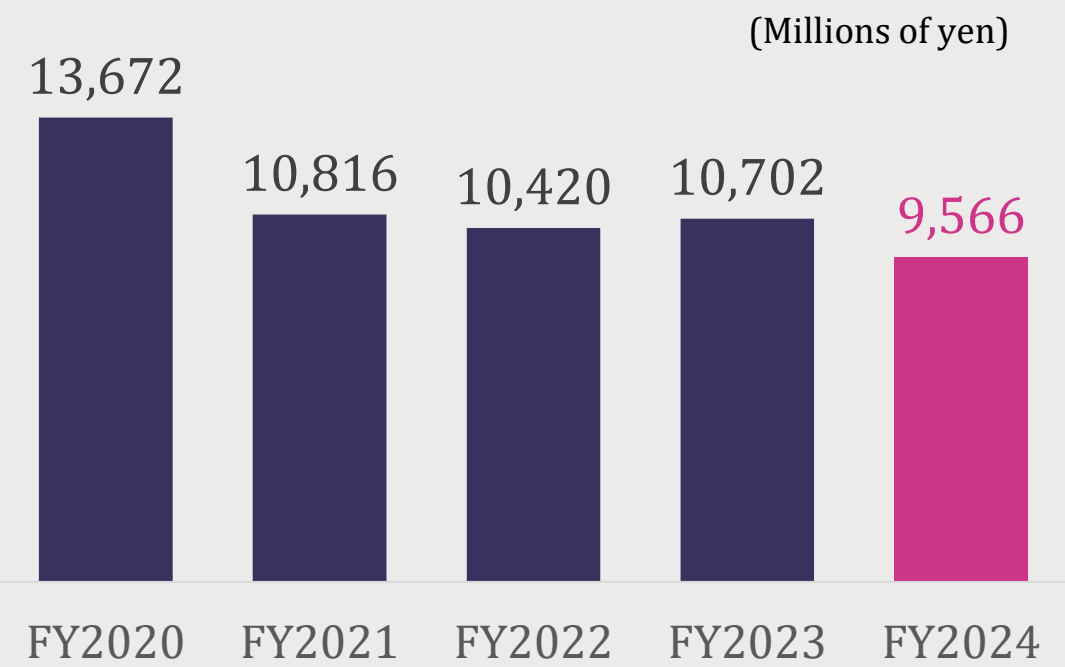
	Retail + Online	Retail	Online
Trend-conscious market	108.3%	108.6%	107.7%
Basic trend-conscious market	100.1%	101.5%	97.8%

Group Company Results

COEN CO., LTD. Feb – Jan

Decrease in sales and profit

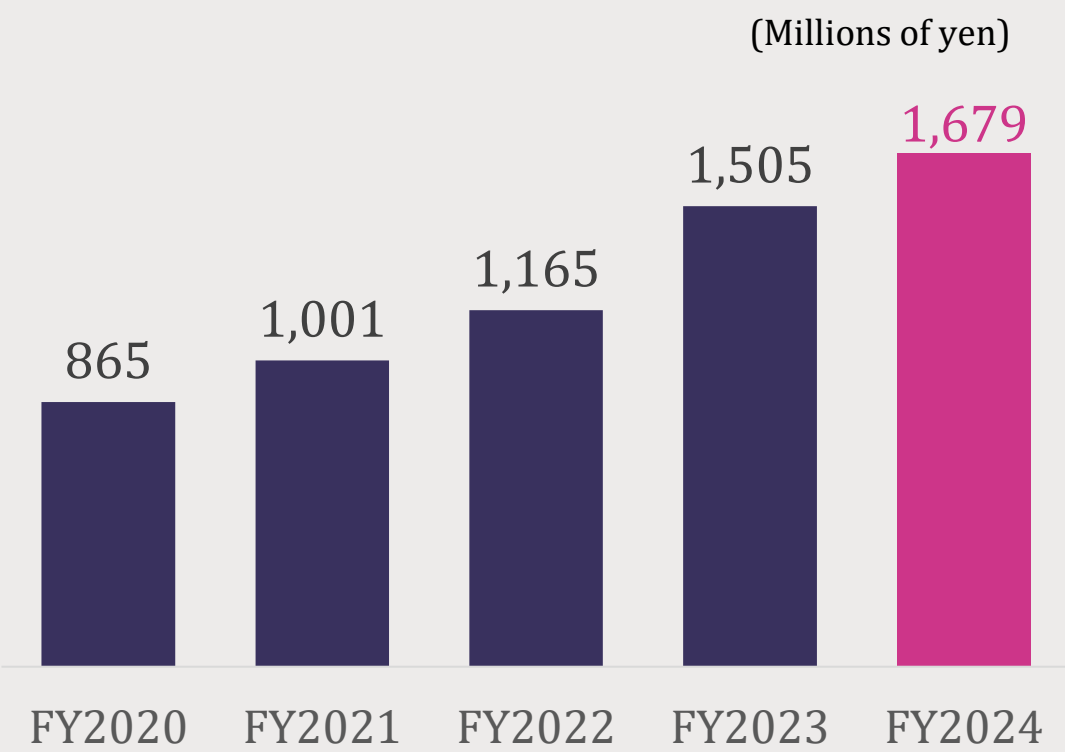
- Sales ¥9,566 million, YoY 89.4%
- Both sales and gross margin failed to achieve previous year, and we saw a decrease in sales and profit, despite efforts to suppress SGA expenses
- Improving trend is seen in the ongoing term from revision in MD and appropriate inventory



UNITED ARROWS TAIWAN LTD. Feb – Jan

Increase in both sales and profit

- Sales ¥1,679 million, YoY 111.6%
- Although an increase was seen in SGA expenses from approaches made for limited-time stores, etc., advances have been made in improving gross margin, increasing the profit from the previous year



Opening and Closing of Stores

	No. of stores at FY23 end	Opened	Closed	No. of stores at FY24 end
Total Group	298	12	9	301
UNITED ARROWS LTD.	215	11	5	221
COEN CO., LTD.	75	0	4	71
UNITED ARROWS TAIWAN LTD.	8	1	0	9

FY2024/3 Major Indicators

Annual dividend

¥ 55.00

Payout ratio

31.4%

DOE

4.3%

ROE

14.2%

YoY

+0.6pt

Inventory turnover

6.3 times

YoY

±0.0 times

No. of stores

Opened 12 , Closed 9

End of term number of stores 301

Difference from previous year +3 stores

2

FY2025/3 Business Plan

Consolidated Business Plan

		(Millions of yen)
Sales	¥150,000 million (YoY 111.7%)	
Gross margin	52.5% (pt difference 0.8pt)	
Operating income	¥7,300 million vs. sales 4.9% (YoY 108.3%, pt difference -0.2pt)	
Ordinary income	¥7,985 million, vs. sales 5.3% (YoY 106.7%, pt difference -0.3pt)	
Net income for the term	¥4,145 million vs. sales 2.8% (YoY 85.0%. pt difference -0.9pt)	
Annual dividend	¥55.00 (interim: ¥17.00, end of term ¥38.00)	
Payout ratio	36.6%	

	FY24/3 Results	FY25/3 Plan	YoY change/vs. sales pt difference	
Sales	134,269	150,000	15,730	111.7%
Gross profit	69,462	78,790	9,327	113.4%
vs. sales	51.7%	52.5%	0.8pt	-
SGA expenses	62,722	71,490	8,767	114.0%
vs. sales	46.7%	47.7%	0.9pt	-
Operating income	6,740	7,300	559	108.3%
vs. sales	5.0%	4.9%	-0.2pt	-
Non op. P/L	746	685	-61	91.7%
vs. sales	0.6%	0.5%	-0.1pt	-
Ordinary income	7,486	7,985	498	106.7%
vs. sales	5.6%	5.3%	-0.3pt	-
Extraordinary P/L	(331)	(1,157)	(825)	-
vs. sales	-	-	-	-
Net income attributable to owners of parent for the term	4,876	4,145	(731)	85.0%
vs. sales	3.6%	2.8%	-0.9pt	-

Gross Margin Plan

	FY25/3 1H	YoY	FY25/3 2H	YoY	FY25/3 full term	YoY
Consolidated	53.0%	0.6pt	52.1%	1.0pt	52.5%	0.8pt
UNITED ARROWS LTD.	52.8%	0.7pt	51.8%	0.8pt	52.2%	0.8pt
Total of business units sales	-	0.6pt	-	0.6pt	-	0.6pt
Outlet, etc.	-	1.6pt	-	0.9pt	-	1.2pt
COEN CO., LTD.	-	0.3pt	-	2.5pt	-	1.4pt
UNITED ARROWS TAIWAN LTD.	-	-0.0pt	-	-0.6pt	-	-0.3pt

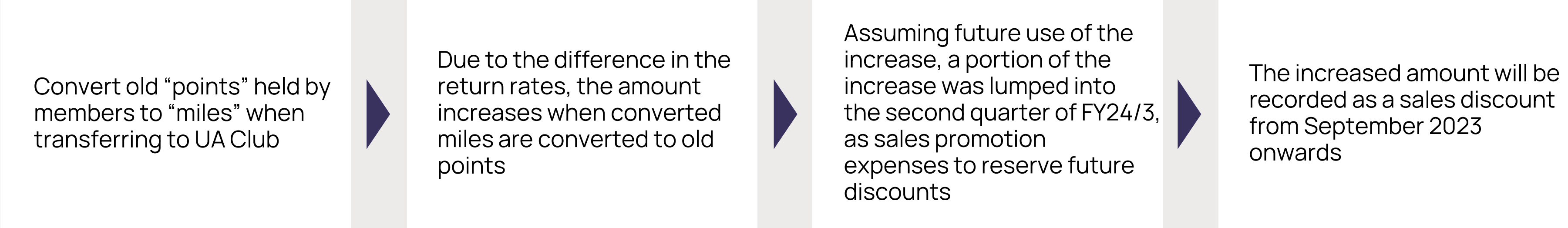
Non-consolidated Sales Plan

	(Millions of yen)					
	FY25/3 1H	YoY	FY25/3 2H	YoY	FY25/3 full term	YoY
Non-consolidated sales	60,405	108.4%	76,527	112.6%	136,933	110.7%
Retail + Online existing stores	-	109.6%	-	109.8%	-	109.7%
Retail existing stores	-	106.0%	-	106.7%	-	106.4%
Online existing stores	-	117.3%	-	116.1%	-	116.6%

Store Opening and Closing Plan

	No. of stores at FY24 end	Opened	Closed	No. of stores at FY25 end (forecast)
Total Group	301	30	4	327
UNITED ARROWS LTD.	221	17	2	236
COEN CO., LTD.	71	10	2	79
UNITED ARROWS TAIWAN LTD.	9	3	0	12

Financial impact of transition to UA Club



Financial impact

FY2024/3 Results

Sales YoY Full year: **-0.9pt**, 4Q: **-1.0pt**

Gross margin Full year: **-0.1pt**, 4Q: **-0.1pt**

SGA expenses **¥390 million** recorded as advertising expenses in 2Q

FY2025/3 Forecast

Around **-1.0pt** has been incorporated into the planned figures for April–July of this term as impact on YoY sales stemming from the difference in redemption rate. Conversely, for 2H of this term, about **+0.8pt** has been incorporated in YoY sales as reaction to the temporary negative effects generated in the previous year.

3

Progress in Sustainability Initiatives

Selected for the first time as a constituent in “MSCI Nihonkabu ESG Select Leaders Index” (March 2024)

Accompanying the above, we have been incorporated into four out of six ESG Indexes* of GPIF.

(*Indices targeting domestic stock)

- Accredited as a constituent of MSCI Nihonkabu ESG Select Leaders Index provided by MSCI, USA for the first time
- This index is one of the six ESG indices of Japanese stock adopted by GPIF (Government Pension Investment fund)
- With this selection, the Company’s stock will be incorporated into four of the six
(MSCI Japan Stock ESG Select Leaders Index, FTSE Blossom Japan Index, FTSE Blossom Japan Sector Relative Index, S&P/JPX Carbon Efficient Index)

2024

CONSTITUENT MSCI NIHONKABU

ESG SELECT LEADERS INDEX



FTSE Blossom

Japan Index



FTSE Blossom

Japan Sector

Relative Index



Reference: About MSCI Japan Stock ESG Select Leaders Index
<https://www.msci.com/our-solutions/indexes/nihonkabu-esg-select-leaders-index>
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4

Progress in Medium-Term Management Plan

Organizational Structure from FY2025/3

Organizational Structure from FY2025/3

From April 2022

Organization by business ⇒
Organization by function

Objective	Strengthen defense (cost reduction) during COVID-19 pandemic, shift towards top-down management
Expected results	Eliminate adverse effects arising from vertical division of businesses <ul style="list-style-type: none">• Improve operational inefficiencies of operations optimized for business units• Strengthen merchandise, sales, and advertising functions by sharing knowledge among businesses• To be implemented as a time-limited measure until the structure is firmly established

From April 2024

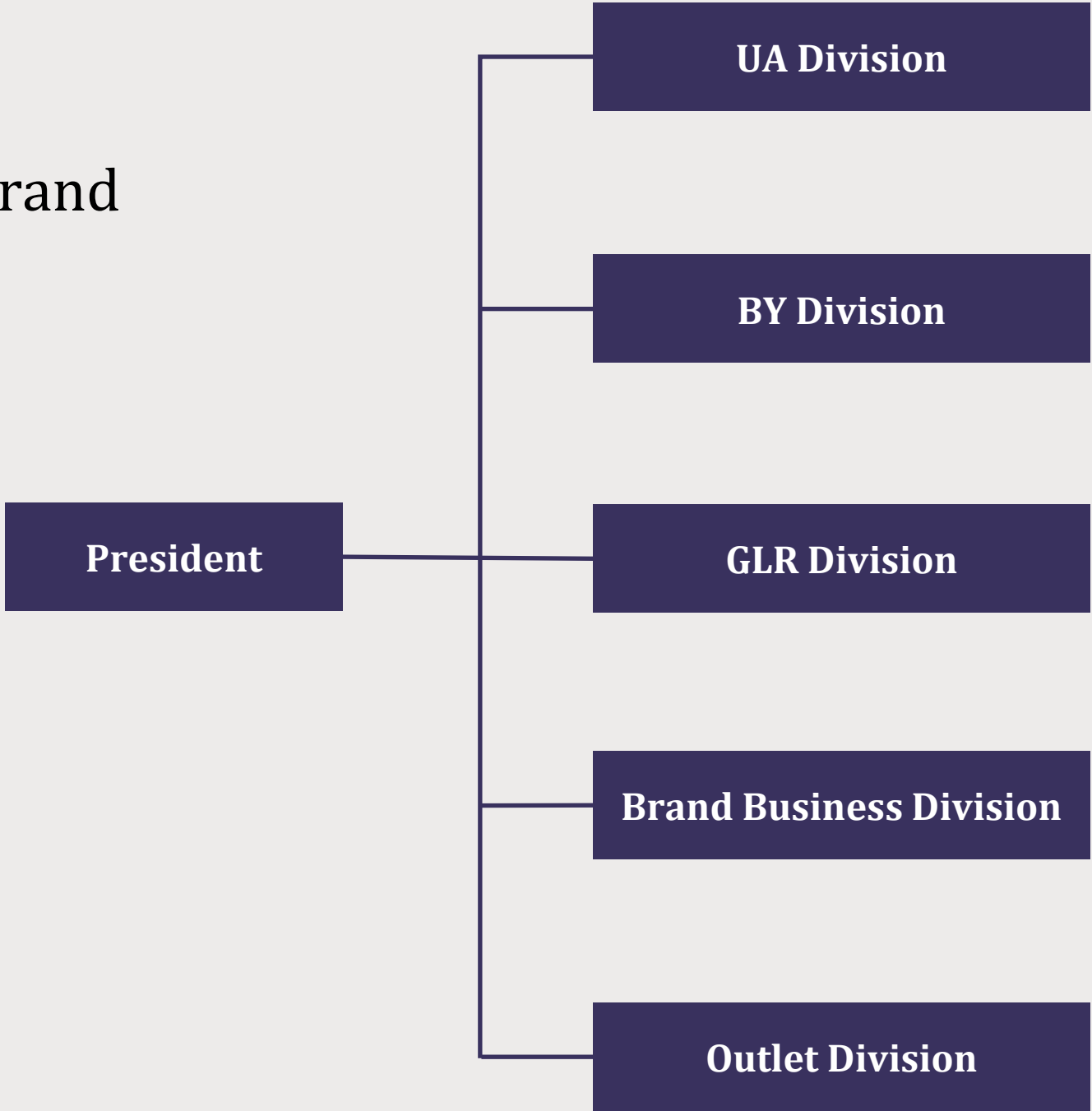
Organization by function ⇒
Organization by business

Results obtained	Improvements in productivity (decrease in SGA expense ratio) Activities beyond the framework of business, such as HR transfers among businesses, store collaboration, etc.
The future	Re-transition back to Organization by Business <ul style="list-style-type: none">• Re-transition back to organization by business making the most of results obtained

Organizational Structure from FY2025/3

Aggressive management structure (to increase sales) through re-transferring back to Organization by Business

- Reorganize business units into UA Division, BY Division, GLR Division, Brand Business Division, and Outlet Division
- Appointment of each General Manager of Division to Vice President, as a person in an associate management role who will have responsibility for business performance and implement the business strategies.
- Make use of the knowledge of inter-business collaboration acquired through organization by function to aim for growth of each business.



Return the organization to a structure that will utilize the characteristics of each business to achieve the goals of the Medium-term Management Plan.

Major Initiatives for FY2024/3

Medium-term Management Plan, Progress Evaluation

Major Strategy	Strategy Details		Evaluation	Progress
1. UA CREATIVITY Strategy	Grow and expand existing businesses	Top-line growth	Δ	Initial plan unachieved
		Gross margin improvement	Δ	Although improvement seen from previous year, initial plan remains unachieved
	Strengthen brand appeal	Increase human capital investment	○	Improve various engagement indices
		Rebranding of the corporate brand	-	Progress on schedule
	Re-growth of COEN CO., LTD.		×	Although signs of improvement can be noticed, decrease in both sales and profit
2. UA MULTI Strategy	Brand development for business expansion		○	Preparation for new businesses progressing as scheduled
	Global expansion		○	Progressing as scheduled, such as China pop-up stores
3. UA Digital Strategy	Promotion of Online Merges with Offline (OMO)		○	Progressing as scheduled, such as UA Club starting operation
	Optimization of supply chain		○	Progress on schedule

1. UA CREATIVITY Strategy

Grow and expand existing businesses

Digital transformation of sales activities

- Digitize customer services of physical stores to increase sales
Post contents on styling, blogs, and movies

Number of people posting about styling*

Approximately **1,000**

*Routinely posting persons

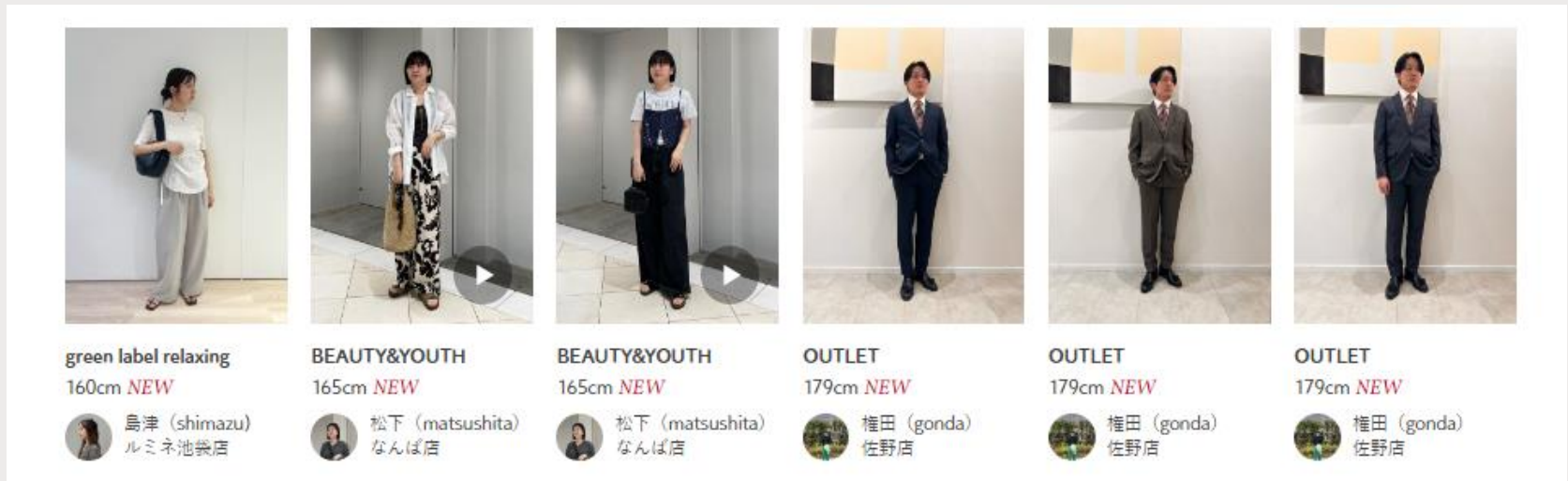
Number of styling posts made:

Approximately **110,000** posts

Company EC sales via posts (incl. outlet sales within Company EC site)

¥9.52 billion

(YoY 132%, approximately 70% of Company EC sales, including outlets)



Source: Styling page of UA On-line

Improve loyalty through opening of new stores and renovations

- Consolidated new openings: **12** stores; relocation and renovation : **7** stores; number of stores at the end of term: **301**



Photo, from left to right: UNITED ARROWS WOMEN'S STORE at Azabudai Hills, GLR Tachikawa Store, GLR Koshigaya Lake Town Store

Growth of CITEN

- 9** physical stores (including 3 limited-time stores) + online shopping
- Has grown into a **¥1.2 billion** scale business within two and a half years since start



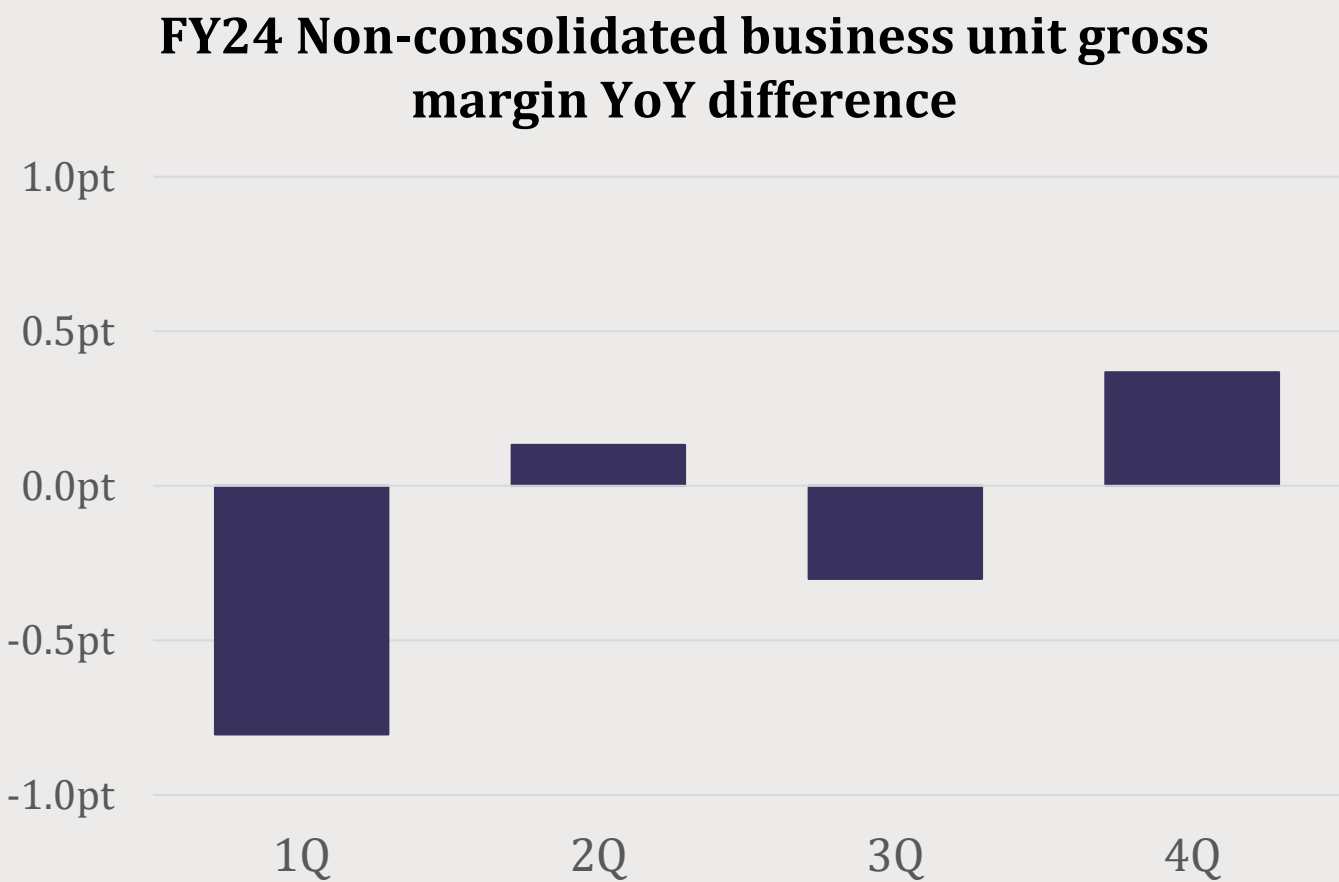
Photo from left: CITEN 2024 Spring-Summer image visual, Echika Omotesando Limited Store Opening visual

1. UA CREATIVITY Strategy

Grow and expand existing businesses

Gross margin improvement

- FY24 Consolidated gross margin: **51.7%** (YoY +0.1pt). Equivalent to 51.9% when temporary factors associated with transfer to UA Club are excluded, equivalent to 52.7%, when computed using former accounting standards
- Gross margin for non-consolidated regular business has been on an improving trend from 4Q



1. UA CREATIVITY Strategy

Strengthen brand appeal

Increase human capital investment

- Expand educational opportunities
Dispatch to business schools, implement DX-related training, career development support, and coaching training
- Expand promotion slots, recovery of salary level through increasing bonus level
- Improve various scores through above-mentioned initiatives

Engagement Score

74.5%
(improvement of 4.5pt)

eNPS

-42.0
(improvement of 16.4pt)

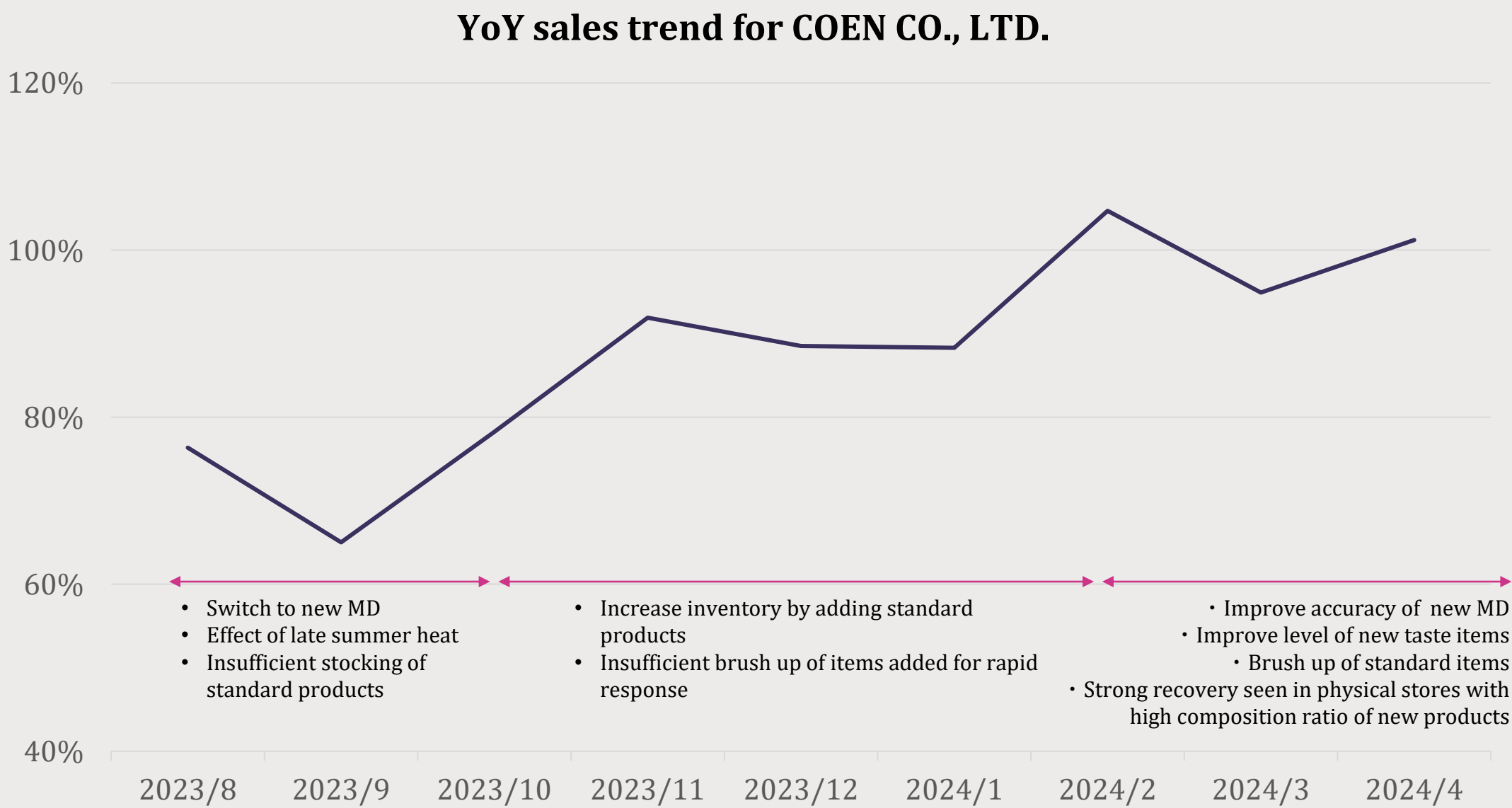
Turnover rate

10.0%
(improvement of 5.0pt)

Regrowth of COEN CO., LTD.

Despite hard battle for fall and winter, recovery trend will be seen from spring and summer

- Implemented change in MD accompanying re-branding (from 2023 fall-winter)
- Organize in-house system to enable solid merchandise, sales, and advertising activities



2. UA MULTI Strategy

Brand development for business expansion

- UNITED ARROWS BEAUTY sale starts
- Development preparations for new businesses
ATTISESSION, conte, and several other businesses are being considered

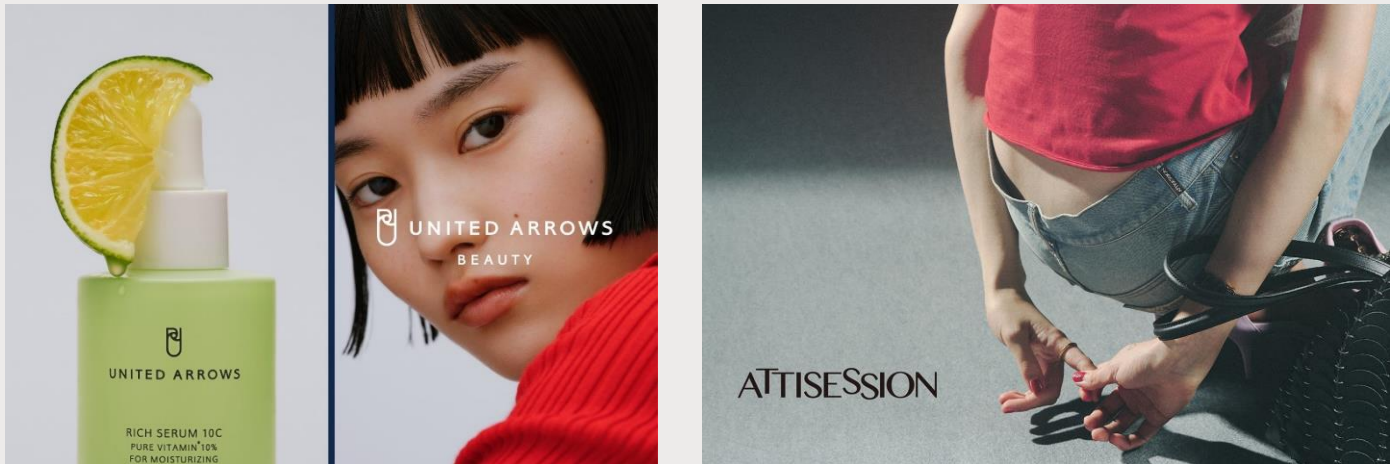


Photo from left: image visuals for UNITED ARROWS BEAUTY and ATTISESSION

Global expansion

- Mainland China pop-up store deployment
Shanghai, May–July 2023
Beijing, Sep.–Nov. 2023
Marketing product mix optimized for China market

3. UA DIGITAL Strategy

Promotion of OMO

- August 2023, start of UA Club, a new membership program

Number of active members:	Member sales YoY
1.37 million (YoY 104.8%)	107.2%
Member sales composition ratio	Ratio of members of F2 and higher*
53.8% (YoY difference 1.8pt)	49.2% (YoY difference 0.6pt)
	*% of members making two or more purchases per year

Optimization of supply chain

- Development of UA3.0 (new product management backbone system)
Requirement definition completed and entering development phase
- Reorganization of distribution centers
Operations started at Joso Center, forming three major bases together with Nagareyama and Kashiwanoha centers

Major Initiatives for FY2025/3

1. UA CREATIVITY Strategy

Expand growth of existing businesses

Digital transformation of sales activities

- Implement measures to increase number of posts

Full-scale resumption of new store openings

- New store openings: **30** stores, number of stores at the end of term: **327** stores
Expect a net increase of **26** stores from the end of previous fiscal year

Recovery of GLR

- Improvement of products
- Implementation of strong promotions



Advertisement visual for “Green label conclusion”

Gross margin improvement

- Pricing in line with exchange rates
- Precise pricing including psychological approaches
Staged introduction to be made from Spring-Summer sale of 2024, full deployment from next term onwards

Increase human capital investment

- Implement wage increase (5% including wage and salary raise and promotion)
- Flexibility in form of employment to match workstyle diversity

Regrowth of COEN CO., LTD.

- Resume opening of physical stores; new store openings: 10; number of stores at the end of term: 79
- Start promotion of a new label “RONEL,” with neat and casual tastes



Product photos of RONEL by COEN

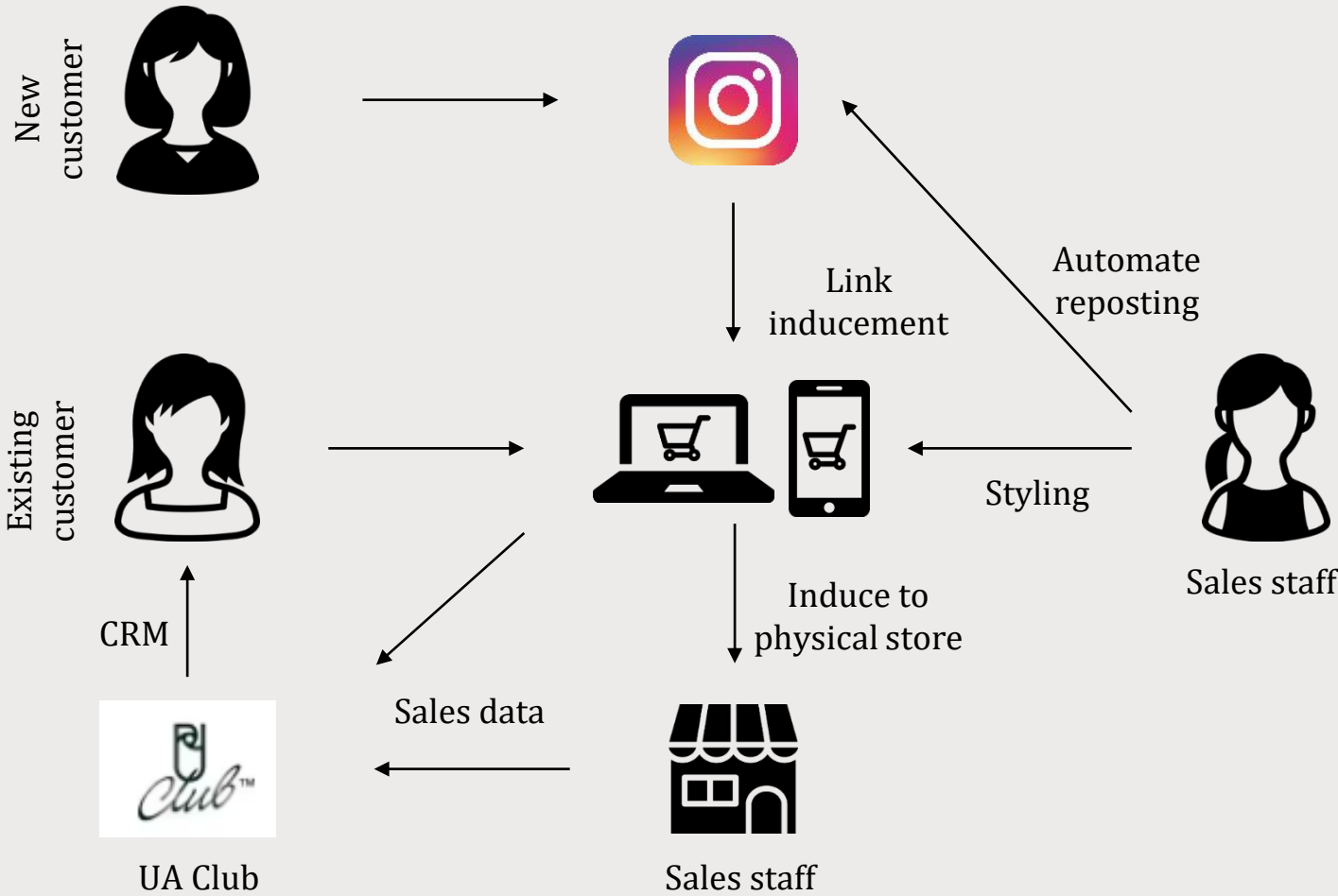
Digital Transformation of Sales Activities

Objective: Digitize ability of customer service sales held by each physical store and strive to form salesperson fans
Expand contact opportunity and time with the Company

- Conduct sales activities taking advantage of the individuality of salespersons, to contribute to sales beyond the framework of the business they belong to, or the stores
- To contribute not only to the Company’s EC site, but also to the physical stores

The Future

- Increase number of posting staff members and posts
Increase the number of staff members by expanding physical store openings and strengthening hiring
- Item posting without bias to specific items
Control posting with a system so as not to let posts concentrate on a particular item
Combine both staff characteristics and customer needs to enable overall posting of our wide range of products
- New customer development
Automate reposting of images posted to Company EC site to Instagram
To enlarge customer contact, cultivate new customers through Instagram → Company EC link
- Expand sales of existing customers
Launch CRM program, the UA Club, based on purchase history at physical stores and Company EC site
Improve lifetime value (lifetime customer value)



Medium-term Management Plan, Final Year, Company EC Sales Target

¥18–19 billion
(154 to 163% of previous term)

2. UA MULTI Strategy (New Development)

Business development for business expansion

- Start of new brands
ATTISESSION, conte
In addition, one more brand to be started within the fiscal year
- Newly establish Lifestyle Department
Establish a dedicated organization aimed at full-scale deployment of lifestyle business
Implement approaches towards attracting the wealthy overseas
- Organic growth + Deployment including M&A currently under consideration

Global expansion

- Opening of direct-managed store in mainland China (scheduled for spring 2025)
- Opening a franchise store in Thailand
Open store in Emsphere, a high-sensitivity commercial complex in Bangkok
Studies will be made regarding areas other than Taiwan and China if the possibility exists

3. UA DIGITAL Strategy (Convenience and Efficiency)

Promotion of OMO

- Improve UA Club functions
Brush up system to make it even easier to use
- Renewal of UA Online Application
Carry out staged update to improve user interface and operating speed, to improve purchase rate
- Improve Company EC site functions
Example: Functional improvements of Company EC site such as the service to reserve goods online and then settle payment and pick up the items at the store (started March 2024)

Optimization of supply chain

- Continue development of UA3.0
Aim to start service with FY26/3

Launch of “conte,” a brand aimed at fashion sensitive modern women

Cultivate customer base with a taste axis that differs from the major brands

- Main target base is working women in their 40s
- A “natural mode” taste axis different from traditional or conservative
- Have appointed Emiri Hemmi, with experience as a director at multiple brands, as its director
- Sale to start on EC site from September 2024, accompanied by two physical stores in Tokyo



Launch of “conte,” a brand aimed at extremely sensitive modern women

Product line-up centered on original planned products

- Ratio of original planned products and purchased goods is expected to be 85:15
- Main products and price range (Fall-Winter, 2024)

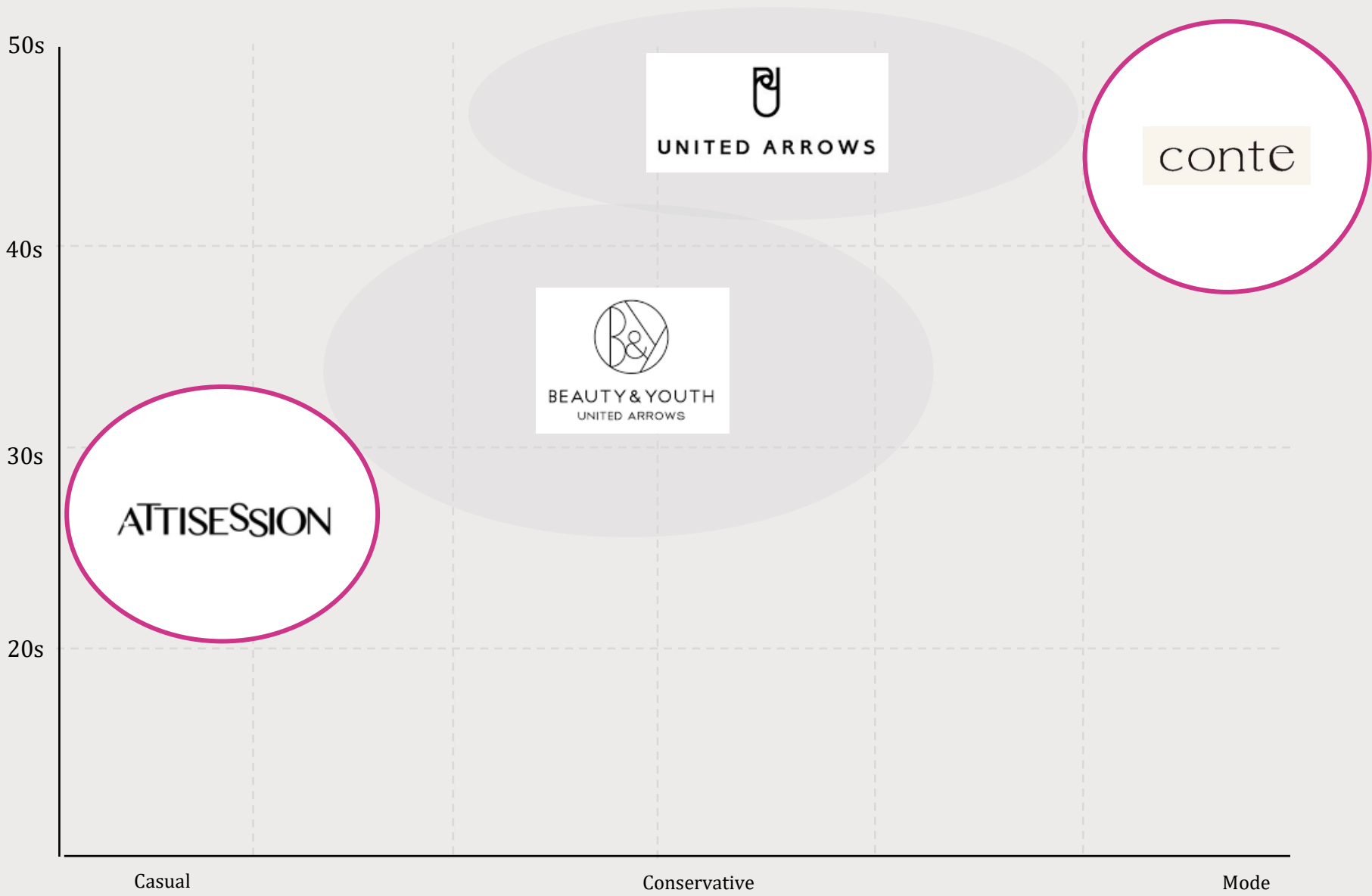
Coats	¥70,000 to ¥150,000	Pants	¥20,000 to ¥50,000	One-piece dresses	¥30,000 to ¥60,000	Shirts	¥20,000 to ¥40,000
Jackets	¥45,000 to ¥60,000	Skirts	¥20,000 to ¥50,000	Knitted wear	¥20,000 to ¥40,000	T-shirts	¥10,000 to ¥30,000



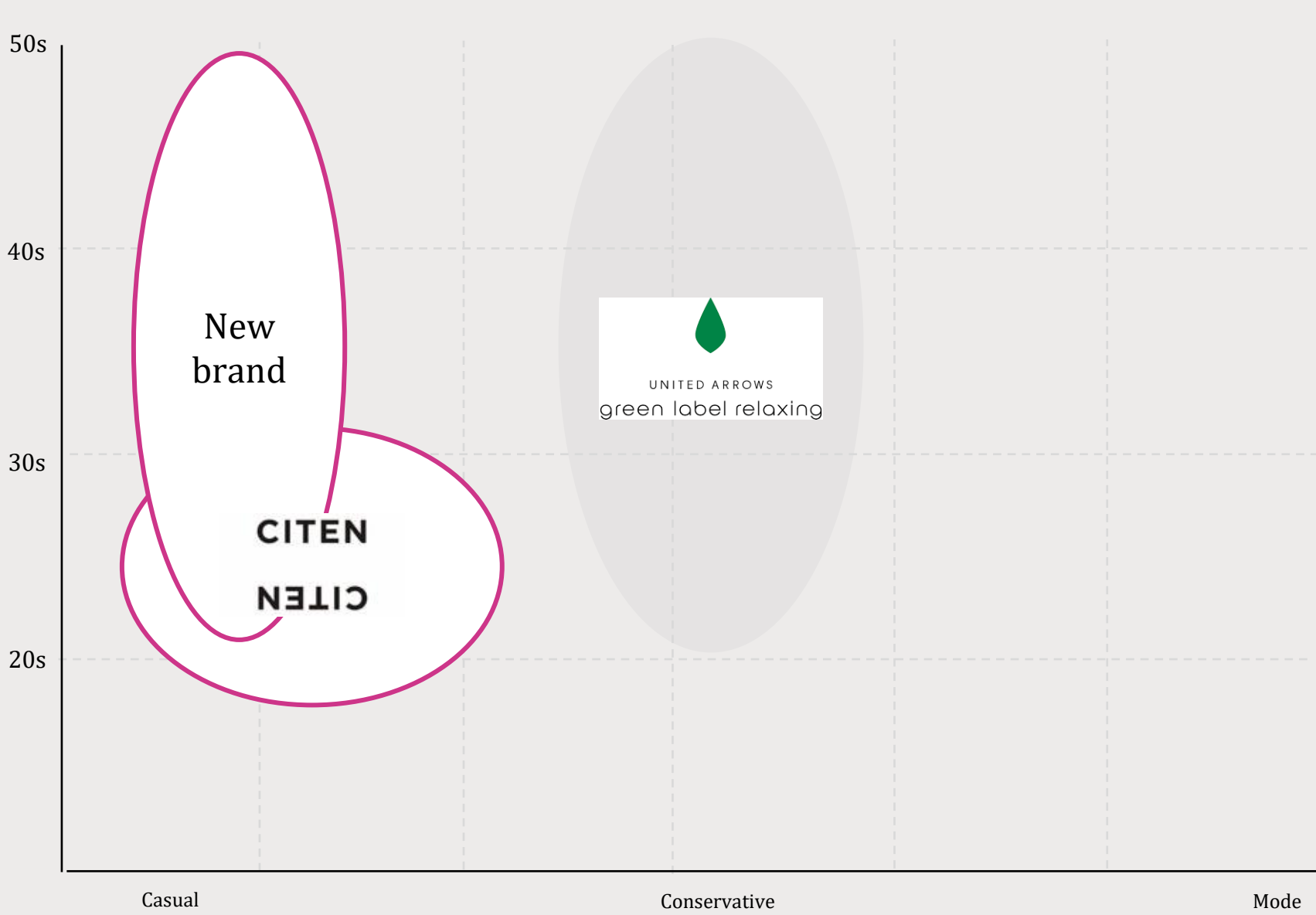
Direction of new business

Objective of new business is to solve issues towards achieving the long-term vision (age axis, taste axis)

Trend-conscious market



Basic Trend conscious market



Scale of assumed sales of new business

Brand	CITEN	ATTISESSION	conte	New brand
Introduction timing	Fall 2021	Spring 2024	Fall 2024	Spring 2025
Market	Basic Trend conscious market	Trend-conscious market	Trend-conscious market	Basic Trend conscious market
Objective	Expansion of age axis (mid-20s to early 30s, men and women)	Expansion of age axis (20s to early 30s, women)	Expansion of taste axis (mode within trend-conscious market)	Expansion of taste axis (casual within basic trend-conscious market)
Assumed scale	¥5 billion	¥3 billion	¥5 billion	¥10 billion

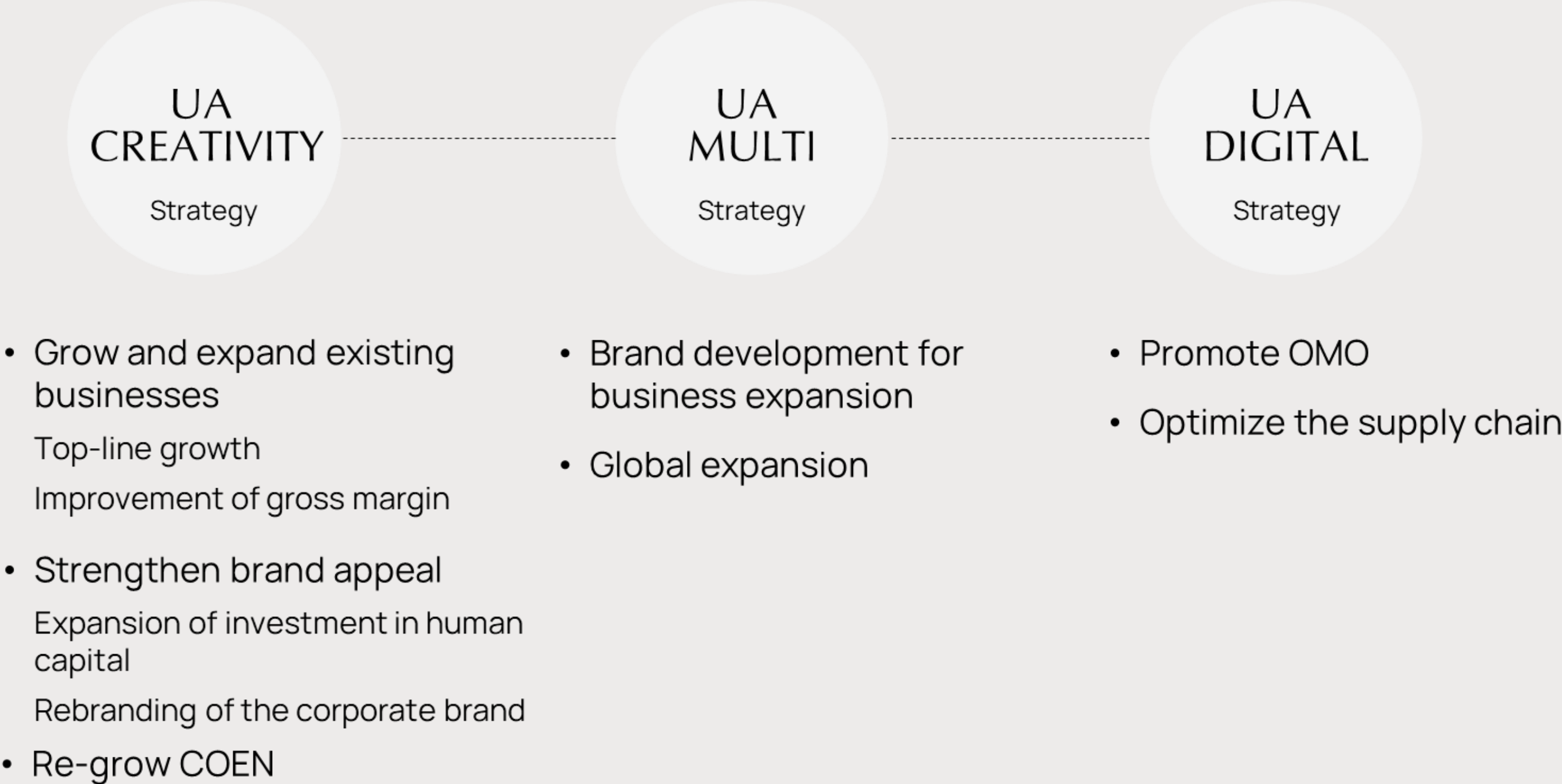


提供感動
KANDOU
TEIKYO

ENGAGEMENT
WITH CUSTOMERS

providing excitement - connecting with customers
widely and deeply

Three Key Strategies



5

Reference Materials

Consolidated P/L for FY2024/3 (4Q, 3 months)

(Millions of yen)				
	FY23/3 4Q	FY24/3 4Q	Change/pt difference	YoY
Sales	34,042	34,564	522	101.5%
Gross profit	16,543	16,883	339	102.1%
vs. sales	48.6%	48.8%	0.2pt	-
SGA expenses	16,569	15,960	(608)	96.3%
vs. sales	48.7%	46.2%	-2.5pt	-
Operating income	(25)	923	948	-
vs. sales	-	2.7%	-	-
Non op. P/L	194	204	9	105.1%
vs. sales	0.6%	0.6%	0.0pt	-
Ordinary income	169	1,127	958	665.8%
vs. sales	0.5%	3.3%	2.8pt	-
Extraordinary P/L	(53)	(160)	(106)	-
vs. sales	-	-	-	-
Net income attributable to owners of parent	1	622	621	41484.5%
vs. sales	0.0%	1.8%	1.8pt	-

Consolidated P/L for FY2024/3 Vs. plan

(Millions of yen)				
		FY24/3 Plan	FY24/3 Results	Vs. plan Change/vs. sales pt difference
Sales		138,300	134,269	(4,030) 97.1%
Gross profit		72,100	69,462	(2,637) 96.3%
	vs. sales	52.1%	51.7%	-0.4pt -
SGA expenses		65,100	62,722	(2,377) 96.3%
	vs. sales	47.1%	46.7%	-0.4pt -
Operating income		7,000	6,740	(259) 96.3%
	vs. sales	5.1%	5.0%	-0.0pt -
Non op. P/L		420	746	326 177.8%
	vs. sales	0.3%	0.6%	0.3pt -
Ordinary income		7,420	7,486	66 100.9%
	vs. sales	5.4%	5.6%	0.2pt -
Extraordinary P/L		(370)	(331)	38 -
	vs. sales	-	-	- -
Net income attributable to owners of parent for the term		4,830	4,876	46 101.0%
	vs. sales	3.5%	3.6%	0.1pt -

UNITED ARROWS LTD. Retail Store Opening and Closing

	No. of stores at FY23 end	Opened	Closed	No. of stores at FY24 end
UNITED ARROWS LTD. Total	215	11	5	221
Trend-conscious Market Total	104	3	4	103
UNITED ARROWS (General Merchandise Store)	14	0	0	14
UNITED ARROWS	24	2	1	25
BEAUTY&YOUTH	37	1	2	36
Other	29	0	1	28
Basic Trend-conscious Market Total	85	7	1	91
Green label relaxing	84	2	1	85
Other	1	5	0	6
Outlet	26	1	0	27