

## Results Briefing Summary

### Summary of FY3/25 Consolidated Results

**Net Sales and Ordinary Profit:  
Achieved in line with the earnings forecast as of May 9, 2024**

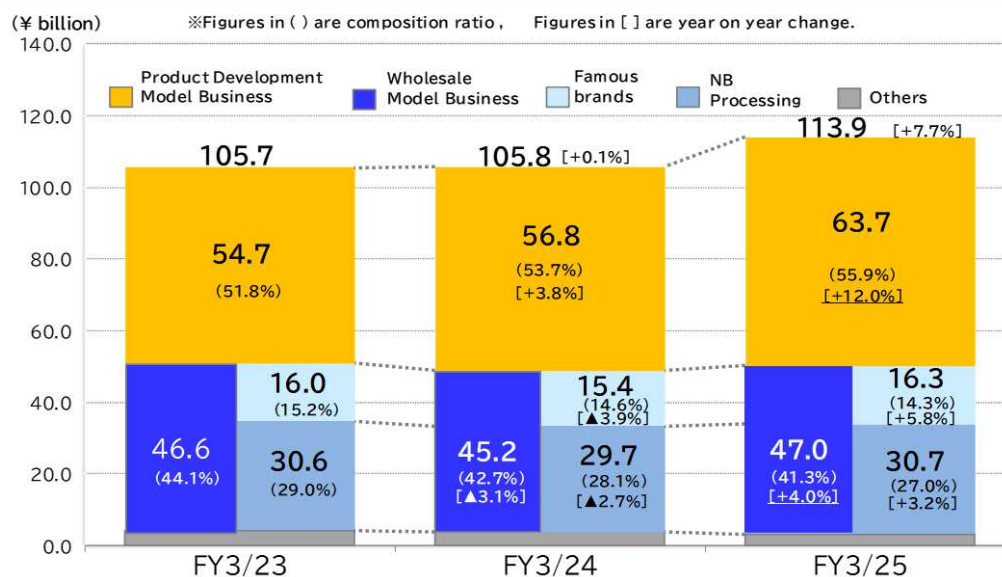
Consolidated (¥ million)	FY3/24		FY3/25		YoY		Vs.forecast		
	Actual	Composition ratio	Actual	Composition ratio	Change	Pct. change	Forecast	Change	Pct. change
Net sales	105,824	100.0%	113,939	100.0%	8,115	7.7%	110,000	3,939	3.6%
Product Development Model Business	56,879	53.7%	63,701	55.9%	6,821	12.0%	59,500	4,201	7.1%
Wholesale Model Business	45,205	42.7%	47,034	41.3%	1,829	4.0%	46,800	234	0.5%
others	3,739	3.5%	3,204	2.8%	▲ 535	▲ 14.3%	3,700	▲ 495	▲ 13.4%
Gross Profit	29,884	28.2%	31,968	28.1%	2,083	7.0%	31,500	468	1.5%
SG&A expenses	21,958	20.7%	22,972	20.2%	1,014	4.6%	22,500	472	2.1%
Operating profit	7,926	7.5%	8,995	7.9%	1,069	13.5%	9,000	▲ 4	▲ 0.1%
Ordinary profit	8,412	7.9%	9,348	8.2%	936	11.1%	9,100	248	2.7%
Net income	5,784	5.5%	6,409	5.6%	625	10.8%	6,000	409	6.8%

Despite the continued surge in raw material prices and depreciation of the yen, our efforts to expand sales of new products and strengthen initiatives with key clients led to record-high net sales. Compared to the previous fiscal year, both revenue and profit increased. By business model, both the "Product Development Model Business" and "Wholesale Model Business" experienced revenue growth. On the other hand, the "Others" Segments recorded a decrease in revenue, mainly due to lower sales at our subsidiary engaged in manufacturing and sales in China. Compared to the earnings forecast announced on May 9, 2024, both net sales and gross profit were achieved. Although operating profit slightly underperformed due to increased promotional expenses for the next fiscal year, ordinary profit met expectations thanks to dividend profit from subsidiaries.

### Summary of FY3/25 Consolidated Results by Business Segment

Doshisha's operations are largely divided into two business segments: the Product Development Model Business and the Wholesale Model Business. The Product Development Model Business plans, manufactures and sells original Doshisha products. The Wholesale Model Business is a comprehensive sales proposal business, mainly focused on selling and planning sales promotions for leading domestic and overseas brands and for products sourced from major manufacturers in Japan. The product range in the Wholesale Model Business includes famous brand watches, bags and other items, and traditional mid-year and year-end assorted gift packs prepared by Doshisha using merchandise sourced from leading domestic manufacturers.

## Both the Product Development Model Business and Wholesale Model Business recorded year-on-year increases in both revenue and profit.



### [ Product Development Model Business – Highlights ]

#### •Home Appliances:

>Increased media exposure of the calf care appliance “Gorilla no Hitotsukami” led to growth of the “Gorilla Series.”

#### •Household Goods:

>Renewal of the “evercook” frying pan series and new handling of U.S. kitchen brand “CORELLE” contributed positively.

#### •Food:

>Strong performance driven by development and renewal of products like private-brand snacks tailored to consumer needs.

#### •100-Yen Shops:

>Increased sales of “experience-focused” party goods and other items.

### [Wholesale Model Business – Highlights]

#### •Bags and Watches(Famous Brands):

>While sales to specialty stores were sluggish, sales to discount stores targeting inbound tourism rose.

#### •Miscellaneous Goods(Famous Brands):

>Outdoor brand “STANLEY” for which we serve as a distributor, performed well due to higher brand recognition and expanded product lineup.

#### •Beauty Products(Famous Brands):

>Cosmetic sales grew, centered on skincare brand “EVERYYOU”

## •Gifts(National Brand Processing):

>Growth in summer and year-end gift markets, as well as home-delivered New Year dishes and branded sweets. Profit margin also improved through price revisions and product updates.

## Consolidated Forecasts for FY3/26

**Aiming to achieve ¥10 billion in ordinary profit in the final year of the Medium-Term Management Plan as a key milestone.**

Consolidated (¥ million)	FY3/25			FY3/26			YoY	
	1H	2H	Full year	1H	2H	Full year	Change	Pct.change
Net sales	54,508	59,431	113,939	58,300	61,700	120,000	6,060	5.3%
Product Development Model Business	29,594	34,107	63,701	32,500	35,000	67,500	3,798	6.0%
Wholesale Model Business	23,258	23,776	47,034	24,300	25,200	49,500	2,465	5.2%
others	1,656	1,547	3,204	1,500	1,500	3,000	▲ 204	▲ 6.4%
Gross Profit	15,737	16,230	31,968	16,700	17,200	33,900	1,931	6.0%
SG&A expenses	11,554	11,417	22,972	12,000	12,100	24,100	1,127	4.9%
Operating profit	4,182	4,812	8,995	4,700	5,100	9,800	804	8.9%
Ordinary profit	4,322	5,026	9,348	4,800	5,200	10,000	651	7.0%
Net income	2,884	3,525	6,409	3,200	3,500	6,700	290	4.5%

Sales and profits are expected to increase across both business models, with a plan to exceed gross profit as well. We aim to achieve the ¥10 billion ordinary profit target set in our medium-term business plan by implementing the following strategic initiatives.

## >> Growth Strategy

### [Product Development Model Business]

#### Deepening the Niche Strategy and Exploring New Markets

Cumulative sales of the "Gorilla Series" exceeded

**500,000** units

※As of FY24

One-legged design   Affordable pricing   Catchy naming and packaging

The Gorilla and Hyper Gorilla Series Feature a Unique "Painful Yet Pleasant" Experience

Targeted at younger consumers: Emphasis on not only functionality and practicality, but also on delivering surprise, fun, and engaging experiences

Spin-Off Projects That Bring Impact to Everyday Life

"Gorilla no Hitotsumami" As light as a block of tofu

"Gorilla no Hitokuchi" Ultra-heavy beer mug (2 kg), prevents overdrinking



The “Gorilla Series” including the “Gorilla no Hitotsukami” calf care appliance, succeeded in capturing a previously untapped market for younger consumers with its one-legged use, affordable pricing, and impactful name and packaging. This appeal to emotion and experience—rather than mere function—led to viral attention on social media and cumulative sales exceeding 500,000 units. In FY2026, we will evolve this niche strategy with new products such as:

The ultra-light frying pan “Gorilla no Hitotsumami”

The ultra-heavy mug “Gorilla no Hitokuchi” doubling as a 2kg dumbbell

Through these initiatives, we aim to create new value beyond existing markets and strive to become the No.1 niche-share brand.

[Wholesale Model Business]  
(Gift,NB Processing)



We aim to accelerate growth by reforming the shrinking summer and year-end gift business while nurturing new revenue categories. In reforming existing businesses, we will strengthen support for retailers with a full-service model covering product planning, merchandising, ordering, and shipping. We will also leverage our strength in assortment and fulfillment to establish an integrated value chain.

We are also expanding into year-round gift occasions such as New Year dishes and gifts for Mother’s and Father’s Day. We are exploring new categories such as branded sweets, hometown tax gifts, and emergency foods. These initiatives will utilize our procurement and planning capabilities, with full in-house marketing and sales.

## (Famous Brands)

### Expanding our portfolio of renowned brands across four business segments

#### Branded Bags

Robust sourcing capabilities across a wide spectrum of products, from casual to luxury, serve as a key competitive advantage.

Strategic Brand Alliances with Manufacturers

Brands Procured from Overseas Markets

In-House Developed Brands

Deploying highly flexible merchandising strategies tailored to each business format by combining timely, trend-driven brands with high-margin in-house developed brands

#### Watches & Jewelry

Through a partnership with the Movado Group, Doshisha oversees the domestic distribution of COACH timepieces and Calvin Klein watches and jewelry.



Extensive portfolio of officially licensed brands in Japan, backed by robust after-sales support



Expanding wearable device offerings under the theme of "Health-Oriented Management," with ongoing growth into new sectors including corporate sales channels

#### Branded Lifestyle Goods

UK-Origin Footwear Brand  
Fit flop

Recovery Sandal Brand



Expanding our brand portfolio through a strategic partnership with ITOCHU Corporation

#### Beauty Products

Developing targeted product concepts using licensed brands to effectively engage key consumer segments

"FRISK" summer items, including body paper and mist products



A broad lineup of added-value items, including mistable sunscreens



By fully coordinating planning and promotions aligned with retail environments, we create compelling brand experiences that generate results.

We have maximized brand value as the official distributor of globally recognized brands in various categories including Bags, Watches/Jewelry, Miscellaneous Goods, and Beauty Products. Our strength lies not only in procurement but in diversified sales channels and tailored promotional strategies for each sales floor. We design store concepts based on the target audience and execute end-to-end production. Our integrated strategy strengthens the business foundation while diversifying options and opportunities in the brand segment.

## >> Balance Sheet Strategy

### [Measures to realize management that is conscious of cost of capital and the share price]

At the end of the previous fiscal year, ROE exceeded our capital cost target at 7.55%, while PBR remained at 0.88x. Our policy is to maintain an ROE above the capital cost and aim to raise PBR above 1x.

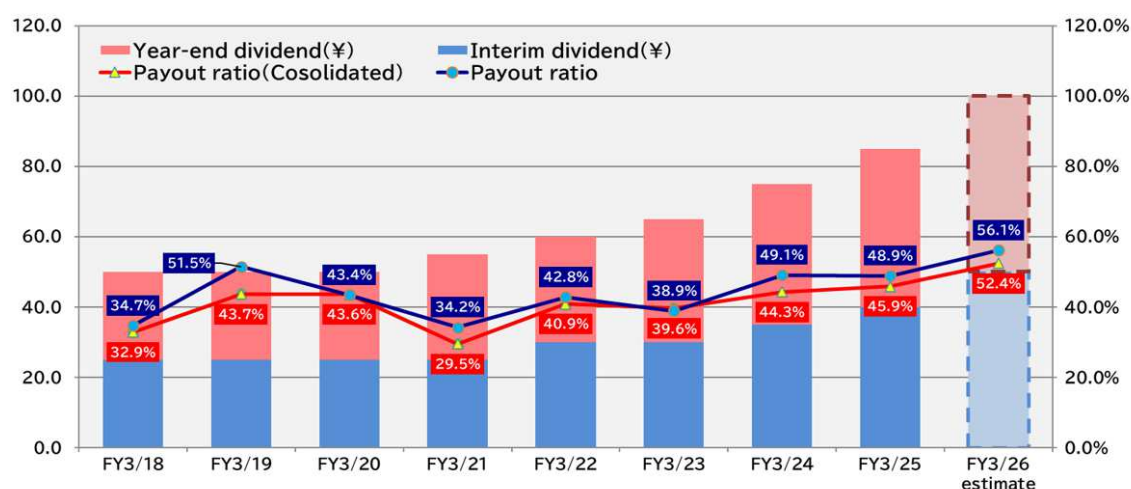
To realize this, we will promote our "Growth Strategy," "Balance Sheet Strategy," and "ESG Strategy," alongside active dialogue with the market.

### [Returning Profits to Shareholders: Increasing the Dividend]

The dividend for FY2025 is planned as follows: interim dividend of ¥40 and year-end dividend of ¥45 (revised upward by ¥5 from the initial forecast announced on January 31, 2025), resulting in a full-year dividend of ¥85, up ¥10 from the previous year. The payout ratio will be 48.9% (non-consolidated) and 45.9% (consolidated).

As announced on May 9, 2025, we have revised our basic dividend policy. From FY2026 onward, we aim for a payout ratio of around 50%, reflecting our intent to provide sustainable growth, stable dividends, and enhanced shareholder returns. Based on this policy, the FY2026 dividend forecast is ¥50 interim and ¥50 year-end, totaling ¥100 for the year (56.1% non-consolidated, 52.4% consolidated).

## Achieved dividend growth for six consecutive fiscal years, with a full-year dividend of ¥100 projected for FY ending March 2026



[Basic Policy for Dividend Distribution from the Fiscal Year Ending March 2026 Onward]  
**Targeting a dividend payout ratio of approximately 50% as a guideline for profit return**

Announcement: [Change in Basic Dividend Policy (May 9, 2025)]

<https://www.doshisha.co.jp/dcs/wp-content/uploads/2025/05/25-05-09-4.pdf>

## >> ESG Strategy (Building a Company That Contributes to a Sustainable Society)

We have established a “Sustainability Policy”, an organizational framework to promote it, and five key material issues (materialities). By addressing these challenges, we aim to contribute to the realization of a sustainable society.

### Sustainability Initiatives

Sustainability Policy	Guided by our management philosophy and code of conduct – the Company’s Founding Spirit, Company Motto and Four Positives Spirit – we will engage in business activities that consider the global environment and lead to coexistence with society. We will promote both the enhancement of sustainable corporate value and contributions toward the realization of a sustainable society.
Sustainability Promotion Framework	We have established a Sustainability Promotion Committee, chaired by Masayuki Nomura, Doshisha’s President, CEO and COO. The committee is comprised of nominated members in executive officer roles or higher positions. The committee is responsible for discussing and deciding on issues related to sustainability, risk and compliance.
Five Materialities and Main initiatives	<p>We have identified and are working to address the following five materialities from the perspectives of “impact on society, the environment and the economy,” “shareholder expectations” and “the Doshisha way.”</p> <ol style="list-style-type: none"> <li>(1) Help people lead richer lives by providing unique and exciting experiences            → “ISO9001 quality management system operation and thorough quality control”,            “Reducing environmental impact through product development with an awareness of the 3Rs”</li> <li>(2) Promote environmentally friendly business activities            → “Implementation of ISO14001 environmental management system”, “Promotion of clean energy use and reduction of GHG emissions”, “Reducing the environmental impact of business activities”, “Response to climate change”</li> <li>(3) Coexist with and contribute to society            → “Contributing to society through dialogue with stakeholders”, “Respecting human rights throughout the supply chain”</li> <li>(4) Create a passionate, resilient company and human resources            → “Human resource development and training”, “Promotion of diversity”, “Work style reform,” and “Health and productivity management”</li> <li>(5) Enhance corporate governance.            → “Compliance” and “Strengthening risk management”</li> </ol>
Key Indicators for human resources strategy	<p>Under our human resources strategy, we will work to attain the following targets related to diversity and work style reforms.</p> <ul style="list-style-type: none"> <li>● Ratio of women in career track positions.</li> <li>● Annual paid leave utilization rate.</li> <li>● Average overtime hours.</li> <li>● Male parental leave utilization rate.</li> </ul>

For more details on our ESG initiatives, including our Sustainability Policy and Materialities, please visit our website:

<https://www.doshisha.co.jp/lp/sustainability/>

By implementing these three key strategies (Growth Strategy, Balance Sheet Strategy and ESG Strategy) , we remain committed to improving medium- to long-term shareholder value and advancing our goal of becoming a “vision-driven,” “resilient,” and “socially contributive” company.

(May 2025)

**Disclaimer:** This document is a translation of the original Japanese text for reference purposes. In the event of any discrepancies between this translation and the original Japanese text, the original text shall take precedence.