



Fiscal Years 2023/02 - 2026/02

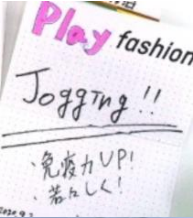
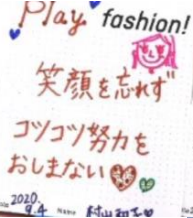
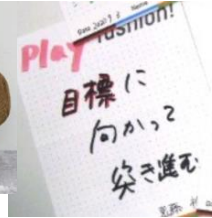
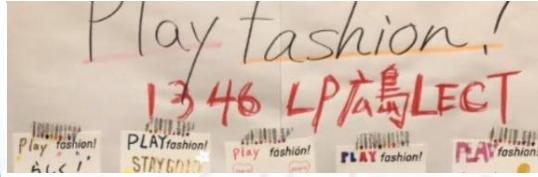
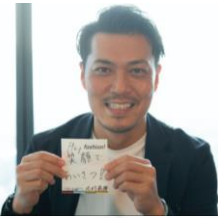
# Medium-Term Management Plan

Toward the Co-Creation of Good Communities

April 13, 2022

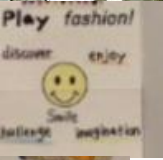


**A D A S T R I A**  
—  
*Play fashion!*



## Rethinking the Future of the Fashion Business and Adastia in the Wake of the COVID-19 Pandemic

**Philosophy: Be a person needed, Be a company needed**



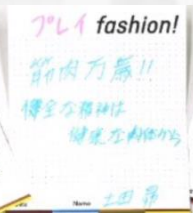
### Mission

# Play fashion!

- Fashion that inspires you
- Fashion that creates a vibrant community
- Fashion for living your best life

### Vision

Joyful options galore!



Quantitative Targets **ROE 15%** **Operating Margin 8%** **Sales Growth 5%**

## Extend Value Offerings

GROW Customer Base

Growth Strategy

### Multi-Brand, Multi-Category

**I**

- 1) Matured market
- 2) Large-scale stores, digital stores
- 3) Developed new brands
- 4) Brought overseas brands to Japan



Made steady progress, despite falling short in traction

Growth Strategy

### Digital Customer Interactions and Services

**II**

- 1) Built a new e-commerce (EC) site
- 2) Expanded STAFF BOARD
- 3) Launched Chinese EC site
- 4) Developed database for data utilization



Achieved significant EC site growth

Growth Strategy

### Glocal

**III**

- 1) Expanded “niko and ...” business in mainland China
- 2) Improved profitability in Taiwan and Hong Kong
- 3) Developing the Southeast Asian market
- 4) U.S. operations returned to profitability



Returned to profitability

Growth Strategy

### New Business

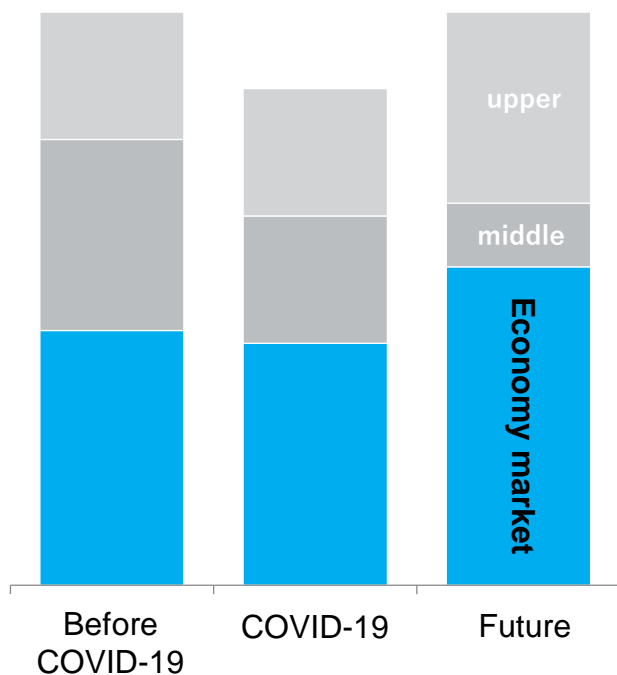
**IV**

- 1) Established food business
- 2) Launched new businesses



Fell short in establishing the business model, but created a foundation for a food and beverage business through M&A

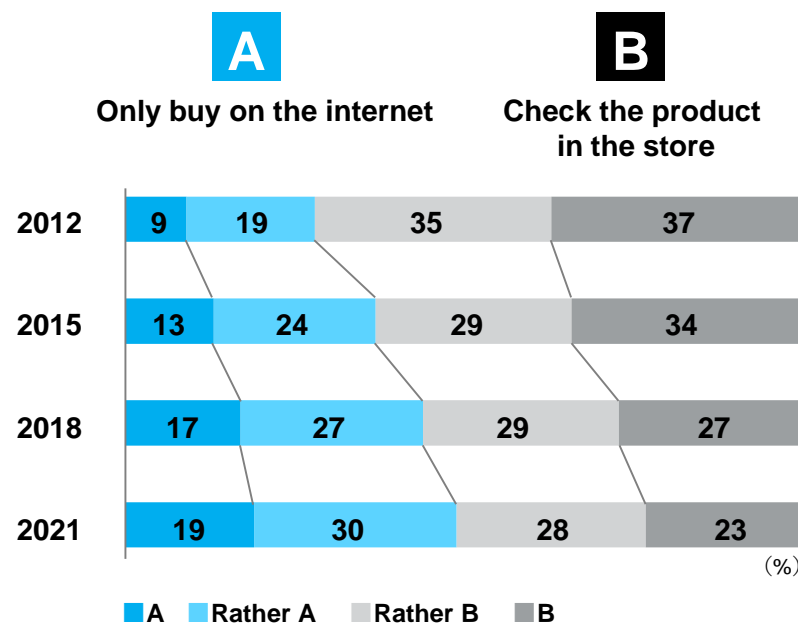
Due to COVID-19 domestic apparel market shrinks faster, but **economy market will expand in the future.**



Source: Yano Research Institute Ltd. "Research on the domestic apparel market (2021)" Estimated by Adastria based on SENKEN surveys and other sources.

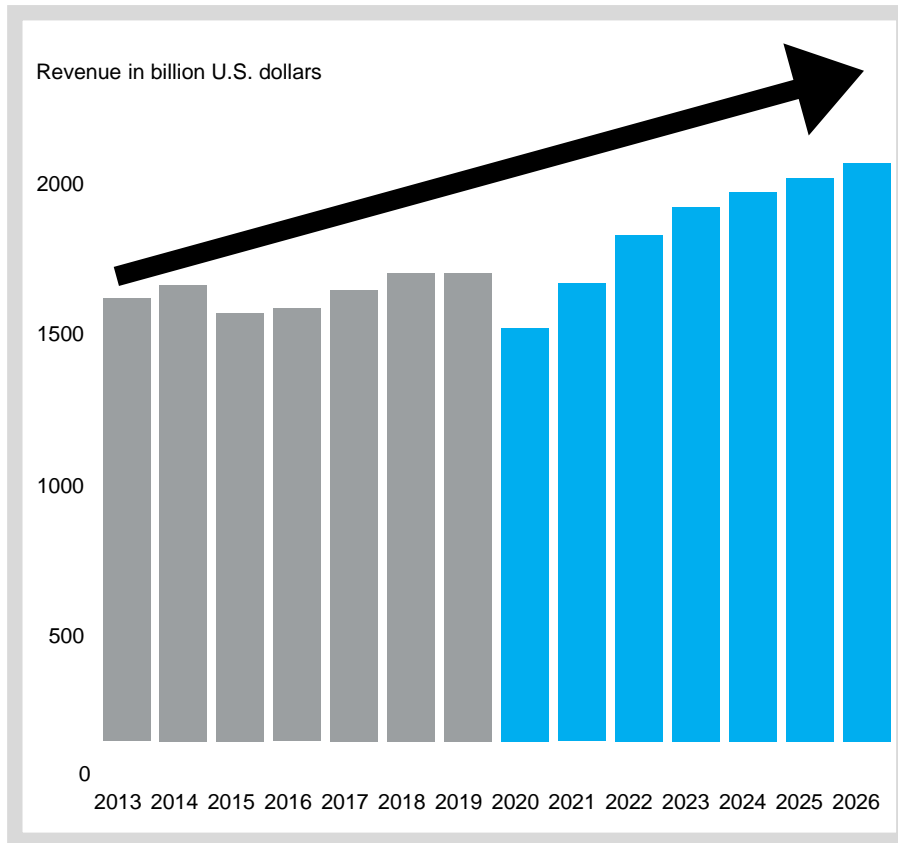
EC market accelerates expansion in COVID-19 and **continue to grow.**

The following is percentage of respondents "When buying on the internet, you'll check the product in the store or only buy on the internet."



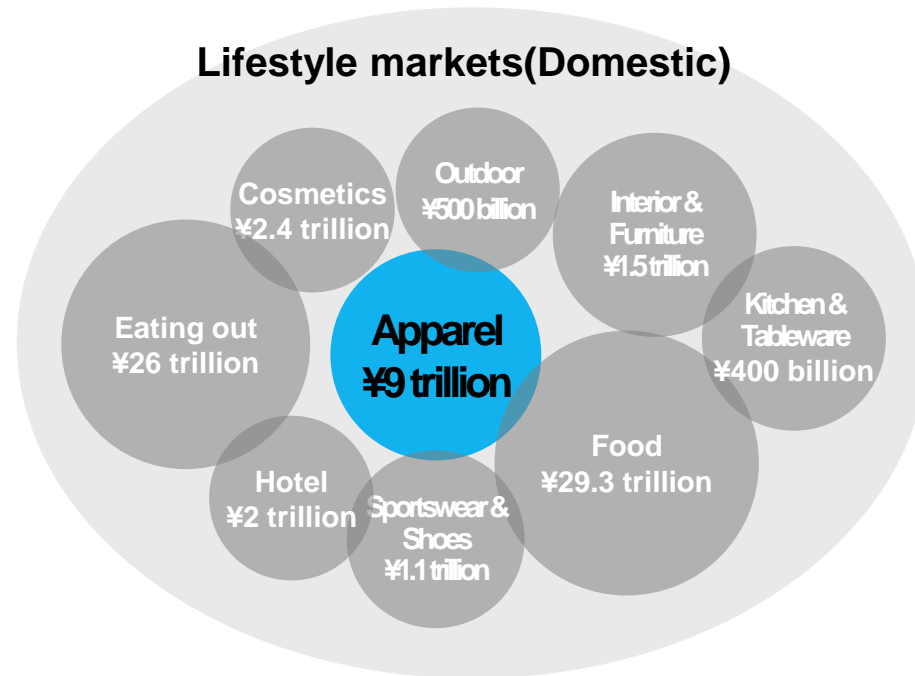
Source: NRI "Survey of 10,000 consumers" (2012~2021, Every 3years)

## Global apparel market recovers to growth trajectory.



Source: Statista, "Revenue of the apparel market world wide from 2013 to 2026"

## Gap between apparel and other markets is diminishing and becoming a lifestyle market.



Based on Adastia research from various surveys.

# Issue Recognition (Direction of Update)

## Responding With Greater Speed to Megatrends Accelerated by the COVID-19 Pandemic

Megatrends	Shrinking Domestic Market Low Birthrate, Aging Population	Transition to Digital	Globalization	Climate Change - Environment
Opportunities	<ul style="list-style-type: none"> <li>Expanding economy market</li> <li>Increasing affinity with peripheral markets</li> </ul>	<ul style="list-style-type: none"> <li>Expanding EC market</li> <li>Changes in customer interaction points</li> </ul>	<ul style="list-style-type: none"> <li>Apparel market growth overseas</li> <li>Development of unexplored areas</li> </ul>	<ul style="list-style-type: none"> <li>Corporate shakeout</li> <li>New business possibilities</li> </ul>
Threats	<ul style="list-style-type: none"> <li>Shrinking domestic apparel market</li> <li>Labor shortages</li> </ul>	<ul style="list-style-type: none"> <li>Decrease in customer traffic at brick-and-mortar stores</li> </ul>	<ul style="list-style-type: none"> <li>Entry of global companies</li> <li>Rise of local brands in each country</li> </ul>	<ul style="list-style-type: none"> <li>Rising costs</li> <li>Decrease in consumption</li> </ul>
Our Strengths	<ul style="list-style-type: none"> <li>Multi-brand</li> <li>Unique value chain</li> </ul>	<ul style="list-style-type: none"> <li>In-house EC membership base</li> <li>STAFF BOARD</li> </ul>	<ul style="list-style-type: none"> <li>Brand and quality</li> <li>Market-tailored strategies</li> </ul>	<ul style="list-style-type: none"> <li>Materials developed in-house</li> <li>Relationships with production partners</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>Scale-up and efficiency</li> <li>New added value</li> </ul>	<ul style="list-style-type: none"> <li>Lack of in-house EC site awareness</li> </ul>	<ul style="list-style-type: none"> <li>Recognition overseas</li> <li>Global human resources</li> </ul>	<ul style="list-style-type: none"> <li>Environmental friendliness of the value chain</li> </ul>
Updates	Revenue and Growth in Existing Business	Accelerate Growth of In-House EC Site	Expand Investments Overseas	Combine Sustainability With Growth

# Growth Strategy Update (Overview)

Combine Sustainability With Profitability to achieve **280 billion yen in sales** by FY2026/02

## Achieve Sustainable Management

### Extend value Offerings

GROW Customer Base

Growth Strategy

I

### Multi-Brand, Multi-Category



Grouping of brands according to roles for improved profitability and growth

Growth Strategy

III

### Glocal



Develop models in Mainland China and cultivate Southeast Asia

Growth Strategy

II

### Digital Customer Interactions and Services



Accelerate growth of our EC site and create a fun EC community

Growth Strategy

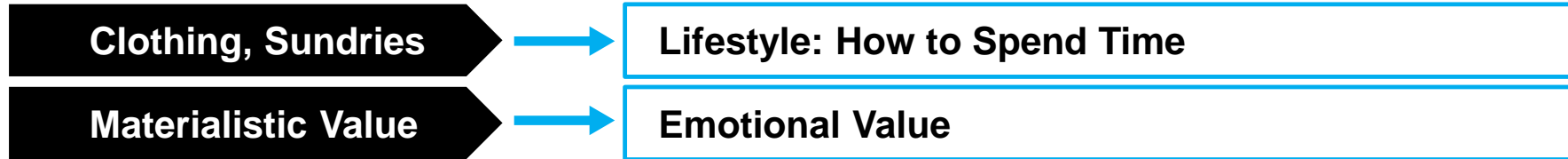
IV

### New Business

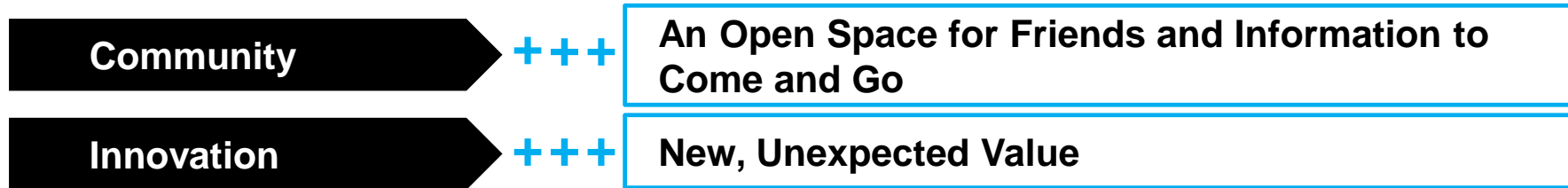


Establish food and beverage business and create new appeal

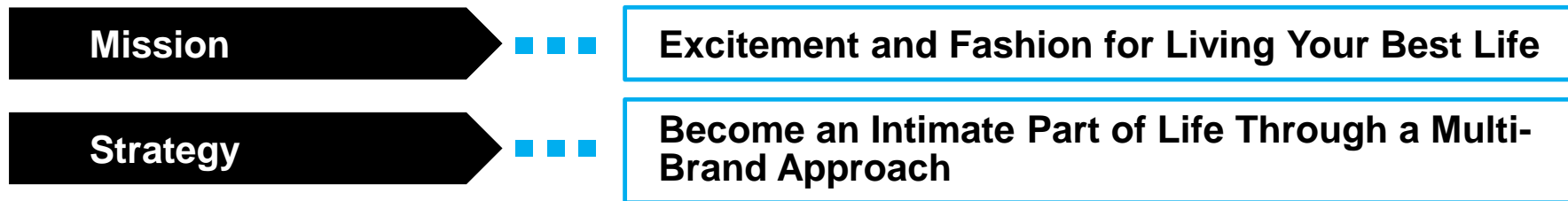
## What Will Change?



## What Will We Add?



## What Will We Continue to Do?



**From an Apparel Company to a Good Community Co-Creation Company**



# **Growth Strategy I**

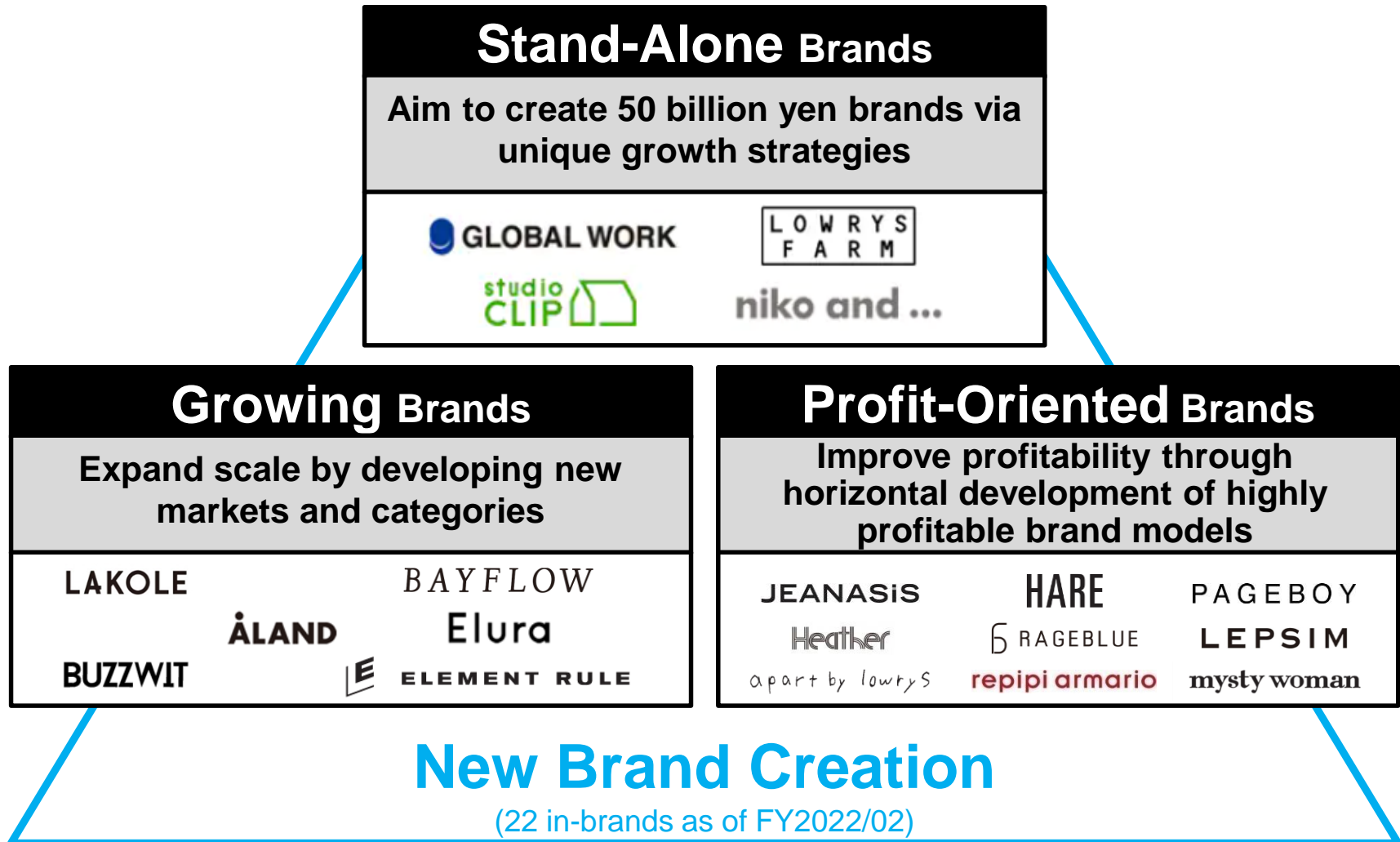
## **Multi-Brand, Multi-Category**

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# The Evolution of a Multi-Brand Platform

Group Each Brand According to Role and Stage (Mirrored in Our Organization)  
Identify the Priority of Each Brand Clearly and Nurture Brands in the Portfolio



## GLOBAL WORK

### Cultivating the Mass- and Low-Price Market

#### Strengthen the 3Fs (Fashion x Function = Feeling)

We are using data analysis and our background in in-house production to create mainstay products that serve as the face of our brands

#### Develop New Low-Priced Lines

Expanding into the increasingly important low-priced market by leveraging our strengths in product development

## niko and ...

### Establish Category Brands and Create Large Category Stores

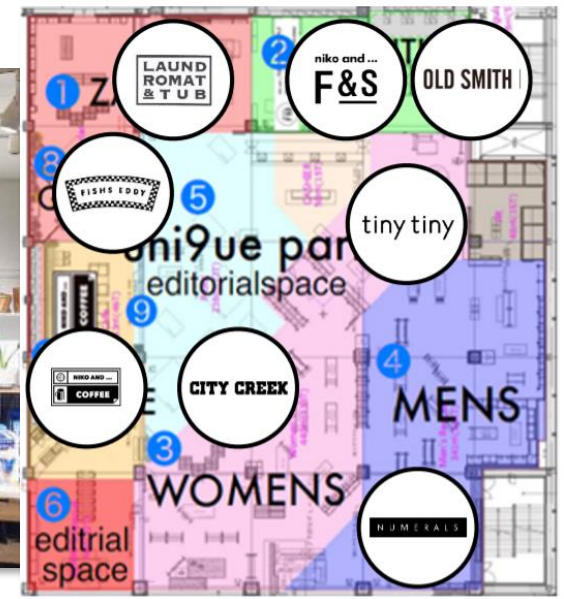
#### Growing In-Brands

We are collaborating with companies in various fields, leveraging in-brands, including cafes, furniture, outdoor, and sports

#### Large-Scale Stores as a Mechanism for Exciting Experiences

Make stores a space for experiences; turn the niko and ... stores into semi-shopping malls housing many smaller stores

1.8 million units sold in high-repurchase pants series



# Stand-Alone Brand Strategy 2



## Essential Consumption Offering a World View

### Transition Brands From Fashion to Lifestyle

Since the COVID-19 pandemic, customer interests have shifted from fashion to an enjoyment of daily life

### New Business Model Connecting Daily Living and Daily Sundries

Focusing on daily living to develop new business categories for popular-priced daily necessities and sundries that offer natural tastes



## Create Mechanisms for User Extension and Growth

### Expand Stylish Kids' and Men's Products



Trendy kids' and men's lines are performing well, and we are expanding unisex items from the woman's perspective

### Creating Structures to Support Fashion

Integrate emotional manufacturing while leveraging data marketing to strengthen production planning



## Developing Markets in New Segments and Categories

Market	Category	Brand
<b>Matured Women and Upper Market</b>	<ul style="list-style-type: none"> <li>■ Rising personal income among women</li> <li>■ Active seniors</li> <li>■ Luxury consumption</li> </ul>	<ul style="list-style-type: none"> <li>• Elura</li> <li>• Curenology ★</li> <li>• Utao</li> <li>• Chaos ★</li> </ul> <p>★ELEMENT RULE</p> 
<b>Generation Z Market</b>	<ul style="list-style-type: none"> <li>■ Korean fashion</li> <li>■ Digitalization</li> <li>■ Lower prices</li> </ul>	<ul style="list-style-type: none"> <li>• apres jour ★</li> <li>• kutir ★</li> <li>• ALAND</li> </ul> <p>★BUZZWIT</p> 
<b>Lifestyle Market</b>	<ul style="list-style-type: none"> <li>■ Time at home</li> <li>■ Wellness</li> <li>■ Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• LAKOLE (sundries)</li> <li>• BAYFLOW (wellness)</li> <li>• e/rm (loungewear)</li> <li>• O0u ★ (sustainability)</li> </ul> <p>★ADOORLINK</p>

## Horizontal Development of Highly Profitable Brand Models

### Highly Profitable Models: JEANASIS and HARE

Horizontal development of business models from successful, highly profitable brands to other brands

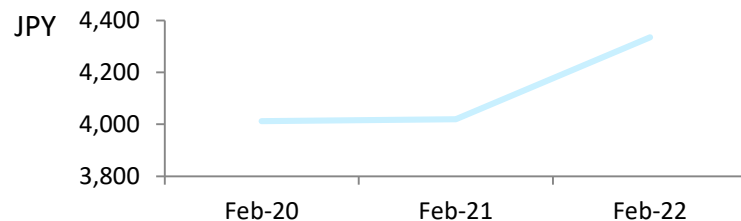
- ▶ Highlight brand characteristics and deepen relationships with customers
- ▶ Supplying the right times and right products to reduce discounting and missed sales
- ▶ High EC sales rate



### Expand Offerings of High Value-Added Products

Develop high unit-price products that leverage brand value within the scope of economy prices

→ Average product unit price of profitable brands increased 8% compared with 2020



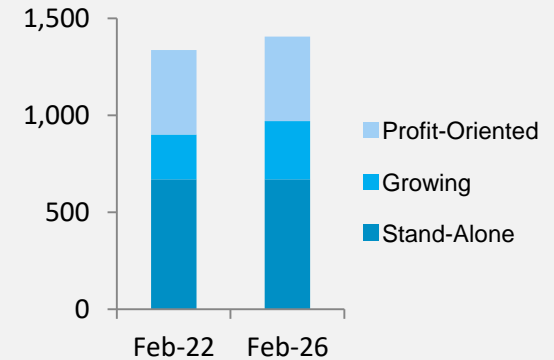
## 1. Scrap & Build

- Improve accuracy and consistent operations of standard store models by brand
- Close stores and make format changes based on store profitability and marketability

## 2. Open stores actively in untapped markets

- Growth brands, new daily-use business models, in-brands, etc.

No. of stores in Japan  
(excluding Zetton)



## 3. Expand Size and Consolidate Stores

- Create a new role for brick-and-mortar stores beyond selling clothes
- Integrate brick-and-mortar with EC (.st store)

## 4. Streamline store investments further

- Control fixed rents
- Standardize store interiors, review materials and construction methods to reduce investment costs

**Improve equipment  
cost to sales ratio  
(including depreciation)**

**Growth Strategy II**  
**Digital Customer Interactions**  
**and Services**

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## We Have Laid the Foundation for the Next Stage of Growth

### Building a Strong Customer Base

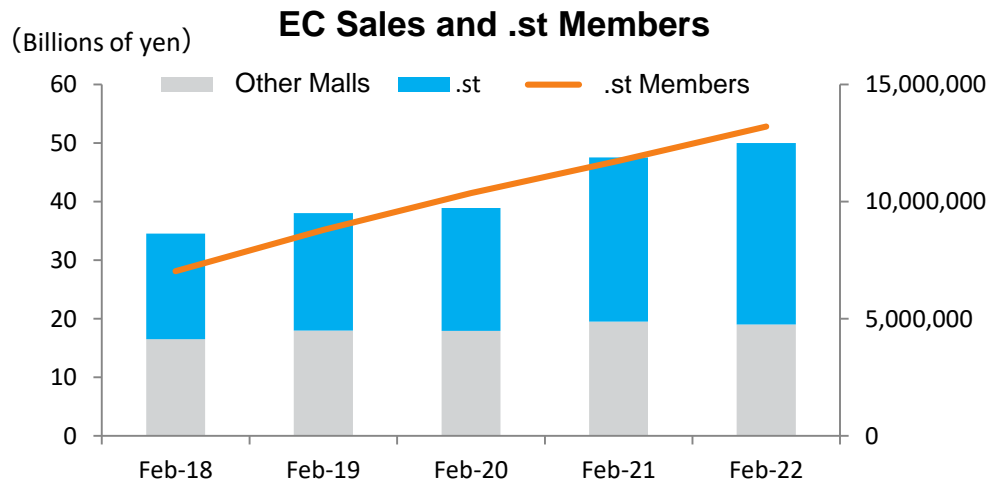
- “.st” membership growth
- Rising in-house EC site sales ratio

### Differentiating Based on Strengths

- STAFF BOARD content becoming more popular
- Established “.st store” model

### Building Infrastructure to Support Growth

- Strengthening IT governance, including third-party PMO
- Migration to new EC system on track
- Improved “.st” app functionality

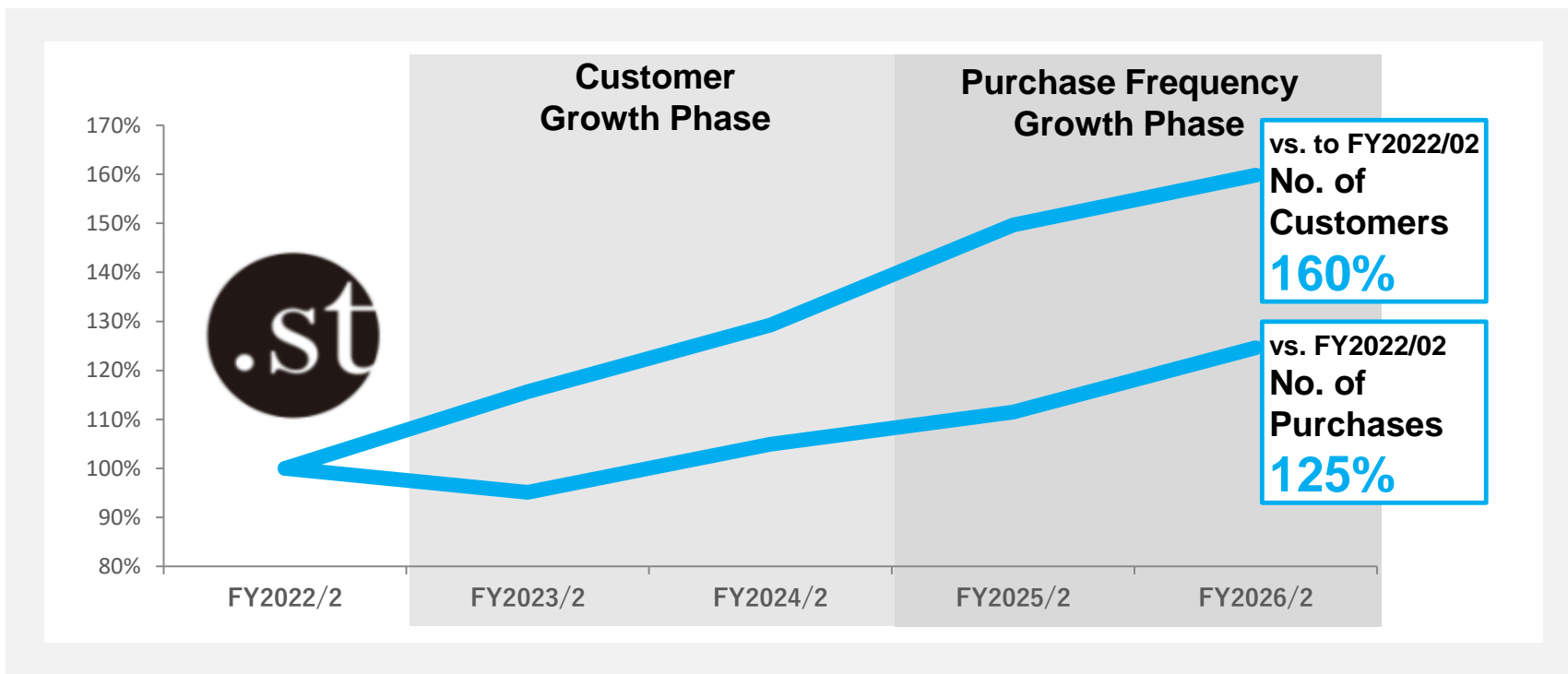


### Fashion Retail and Brand EC Sales Over the Last 6 Months

Source: Senken Shimbun, February 17, 2022

Company name	Period	EC Sales	EC Sales Ratio
UNIQLO	Mar-Aug 2021	53,068	15.0%
<b>Adastria</b>	<b>Mar-Aug 2021</b>	<b>27,300</b>	<b>30.1%</b>
BAYCREW'S	Jul-Dec 2021	27,020	43.0%
ONWARD HOLDINGS	Mar-Aug 2021	20,800	31.4%
TSI HOLDINGS	Mar-Aug 2021	18,780	35.6%
World Co., Ltd.	Apr-Sep 2021	16,004	20.8%
PAL	Mar-Aug 2021	15,137	38.0%
UNITED ARROWS	Apr-Sep 2021	13,583	29.8%

Expand the Scale of Our EC Business, Aiming for 80 Billion Yen in sales



# Specific Measures to Increase Customer No.'s

## Increase Customer No.'s

1

Increase Awareness

2

Expand Categories

3

Conduct Collaborations, M&A

4

Engage in Open Platforms

5

Evolve Relationships

### 1 Ongoing Exposure via TV Commercials

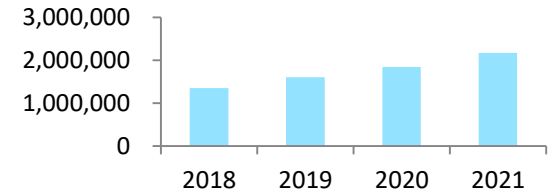


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Scheduled Again for  
Second-Half This Fiscal Year

### 2 Expand Men's Wear, Etc.

Male “.st”  
Members

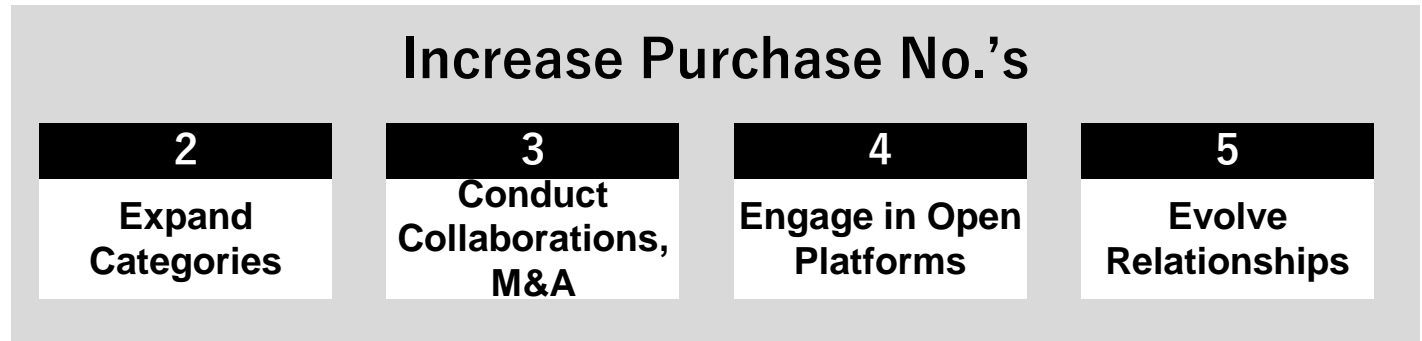


### 3 Acquire Customers From Other Companies

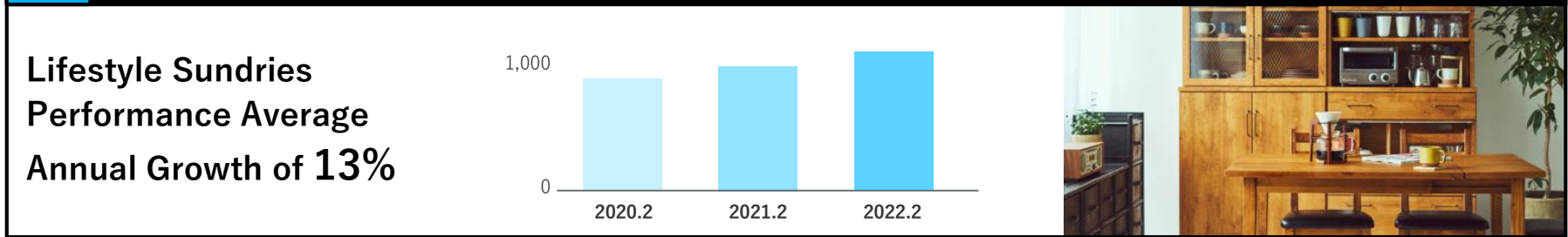
M&A and  
Collaborations



# Specific Measures to Increase Purchase No.'s



## 2 Strengthen Multi-Brand x Multi-Category



## 4 Engage in Open Platforms

Expand categories and propose lifestyles by dealing in products from other companies

## 5 Evolve Relationships

In-house staff becoming influencers => Deeper connection with customers

## Expand With a Sense of Speed, While Ensuring Uniqueness

### Mainland China

In-House Site



EC Malls



Expand Brands

Expand to Other Malls

Expand Brands and Engage With Other Malls, Centered On T-mall

### Taiwan, Hong Kong, Southeast Asia

Southeast Asian Countries



(1) Self-developed →  
(2) Packaged

(3) Speedy roll-out of packages

Build In-House EC and Engage in Horizontal Development (common packaging and speedy deployment)

# **Growth Strategy III**

## **Glocal**

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# Regional Market Environments

## Recorded Net Profits for All Businesses Overseas in FY2022/02

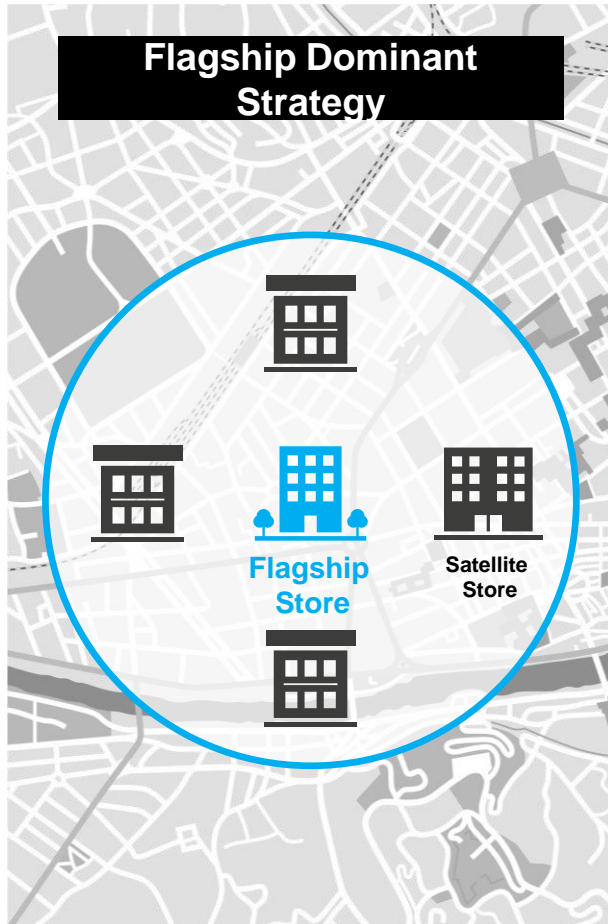
Moving forward, we will optimize strategies for the characteristics of each market  
 = Accelerate Glocal

Region	Market Scale	Competition	Characteristics	
Greater China	Mainland China	Large	Strong	High purchasing power and large cities with fashion-conscious customers Easily accepting of brands with strong individuality E-commerce is dominated by malls, leaving little room for in-house development
	Taiwan	Small	Medium	Accepting of multi-brand approaches Limited number of stores per brand
	Hong Kong	Small	Medium	Accepting of multi-brand approaches Limited number of stores per brand
U.S.	Large	Strong	Market is mature; however, purchasing power is high E-commerce consists of online malls and self-developed e-commerce sites	
Southeast Asia	Medium	Medium	Buying habits differ among countries Apparel EC rates are low, but likely to grow in the future	

# Business Model in Mainland China

Accelerate Store Openings; Proceed With **Establishing Flagship Dominant Model Strategy**

- Use flagships to raise brand awareness, and increase profitability through satellite stores nearby
  - Establish model in Shanghai, and then make entry into other leading cities
- Planning to open flagship in FY2023/02



Flagship Focuses on Brand Creation



Satellite Stores Focus on Profitability

Opening stores in leading shopping malls in Shanghai; operating **5** stores presently

■ Second-Half of 2021

New Store Openings

Sep 30 "Taikoo Li Qiantan"

Nov 27 "Daning Jiuguang"

Dec 22 "Lala Station"

\*All performing well

Taikoo Li Shopping Mall





Ongoing investments aiming for **sales of 20 billion yen** in the medium term

Prioritize Growth for the Time Being; Transition to Monetization City-by-City

## Overall Strategy

Focus on a small number of brands with strong individuality and local appeal  
Develop a dominant flagship store strategy in each city  
E-commerce sales will grow as brand recognition at flagship stores expands

## Existing Stores (Shanghai)

Establish a foundation for profitability by improving recognition through flagship stores and by opening shopping mall stores  
Improve efficiency of local store operations through staff training  
Aim to generate net profits in the Shanghai area by 2022

## New Stores

Open 10 stores in 2022, including the new Chengdu store; expand into new cities every year thereafter  
Test new brands in EC and “niko and ...” stores; open brick-and-mortar stores for brands that respond well

## EC

Pursue a multi-brand strategy  
Expand global STAFF BOARD  
Expand business by opening up “.st”

## Maintain a Growth Trajectory While Ensuring Profitability in Each Region

<b>Taiwan</b>	<b>Stores</b>	Accelerate new brand store openings (studio CLIP, HARE, PAGEBOY, etc.)	<b>EC</b>	Revise systems and shift to in-house production Utilize STAFF BOARD
<b>Hong Kong</b>	<b>Stores</b>	Scrap-and-build, local staff management for high profitability	<b>EC</b>	“.st” launch Establish a mechanism for inventory-free EC operations
<b>U.S.</b>	<b>Brick-and-mortar</b>	Operate with a focus on acquired local brands Expand overseas business through wholesale	<b>EC</b>	Build larger base of loyal customers Strengthen digital marketing
<b>Southeast Asia</b>	<b>Stores</b>	Preparing to open “niko and ...” in the Philippines	<b>EC</b>	Plans to launch with a view to converting into a mall

# **Growth Strategy IV**

## **New Businesses**

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In February 2022, We Converted Restaurant Company Zetton Into a Consolidated Subsidiary

Aiming to create a “more enjoyable space” transcending the boundaries between apparel and food/beverage

**A D A S T R I A** **X** **zetton** inc.

- Improve attractiveness of brick-and-mortar (increase frequency of visits and length of stay)
- Hawaiian business in mainland China
- Expand products sold through our website
- Expand fashion needs by creating opportunities
- Improve operational efficiency of our food and beverage businesses
- Promote to “.st” member base
- Take on the challenge to enter new countries
- Improve profitability by expanding parks business
- Strengthen financial base
- Improve efficiency of back-office operations

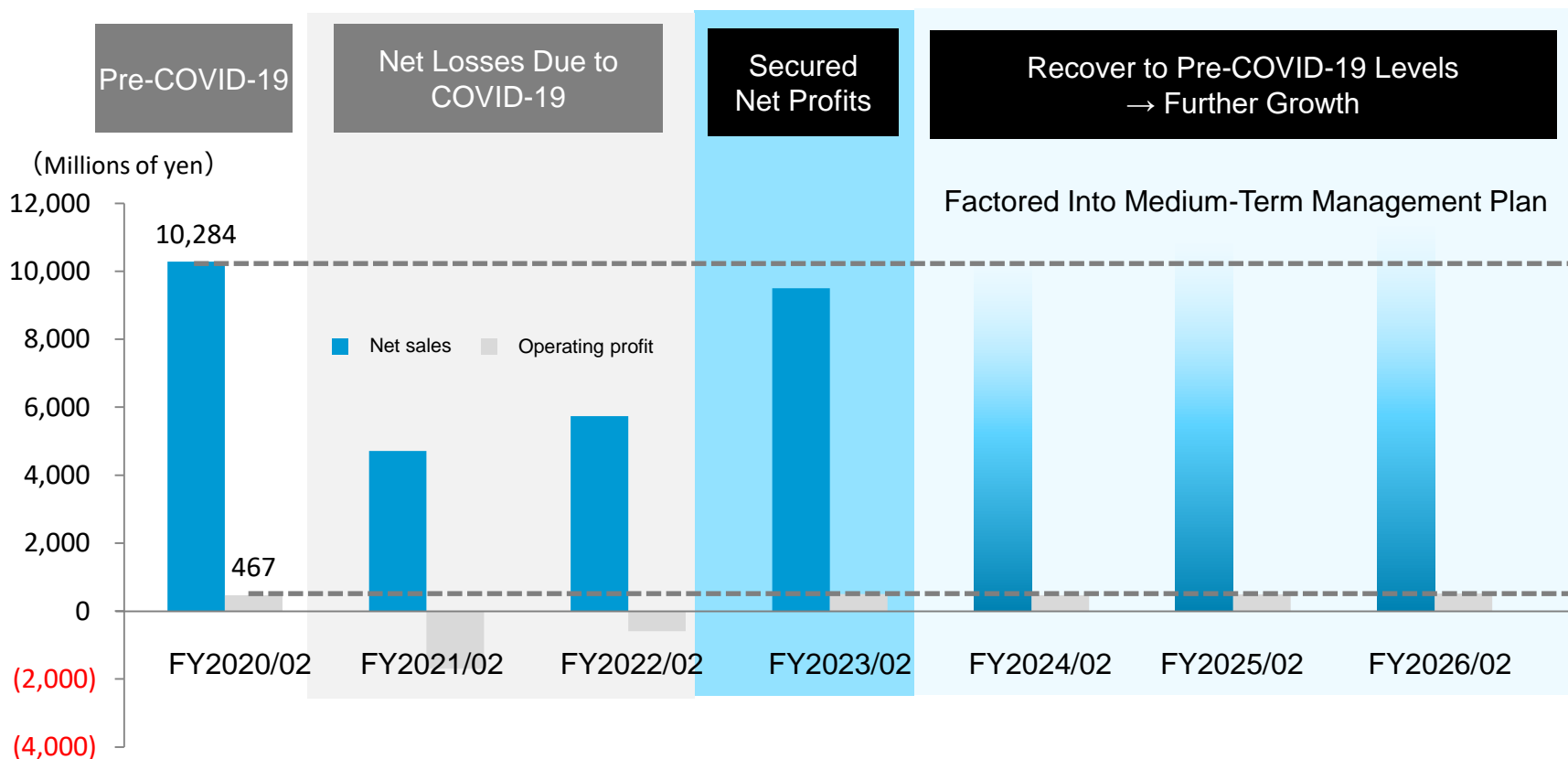
# Zetton Numerical Targets

Return to profitability in FY2023/02, partly due to transitory factors.

Our goal is to return to pre-COVID-19 levels as soon as possible.

We will incorporate the final year into the medium-term plan at the same levels as pre-COVID-19.

We plan to announce a subsequent growth plan as soon as the Zetton medium-term plan as is formulated.



## Leveraging the Strengths of Our Value Chain, Including Planning, Production, and Store Development for **Aggressive BtoB Business Growth**

Established Corporate Sales Department directly under a director to create new businesses in collaboration with each department

Will also be used as a new career path for employees

### Services

- Insource business from other companies · Licensing business
- Space production (produce condominiums, detached houses, stores, etc.)

### Sales of Goods

- External sales of apparel and sundries · Uniform business
- Commodity goods (HAKUTORIKO), other wholesale, etc.

### Open up EC platform

- Expand listings of products and services from other companies on “.st”

### Commercial Facilities (Direct Sales/FC)

- Sell products to GMS, conduct store management on consignment
- Expand franchises for commercial facilities (including utilization of existing brands)

### Overseas

- External sales of materials developed in-house for Mainland China
- Handle logistics operations for other companies through a new logistics company in Shanghai

### Case Studies



# New Business Exploration Initiatives

Co-Create With Employees and Partners to Make Enjoyable Lifestyles  
Into New Businesses Continue to Develop Mechanisms to Generate New Business

## Case 1 Startup Investment/ Collaboration



Pretia Technologies, Inc.

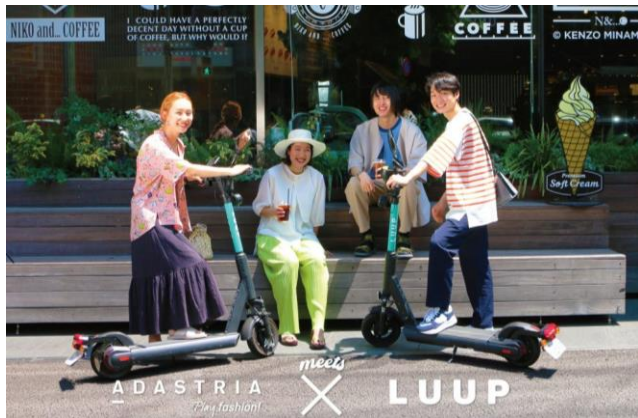
## Case 2 Project A (In-House Business Contest)



Final Selection Meeting (Q&A Session)



Decision to Commercialize Idea



Luup



Examples of New Business Development

**Sustainability**

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**A**

**A**



Going Back to Our Corporate Philosophy, “Be a Person Needed, Be a Company Needed,”  
**We Reaffirmed the Importance of Sustainable Management and Have Set Higher Goals**

## Sustainability Policy: Taking the Excitement of Fashion Into the Future

### Materialities



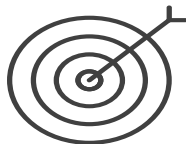
Protect the Environment

**Reduce the environmental impact of our business and make the world of fashion sustainable.**



Encourage People to Shine

**Create an environment where customers, employees, and others look forward to each new day.**



Grow Together With Communities

**Coexist with local communities and create new value together.**

### Our Vision

- Engage in manufacturing that leads to the future
- Balance environmental considerations with business activities
- Create a world without fashion loss






- An organization that fosters and grows diverse individuals
- A society in which people enjoy fashion in their own way



- Leveraging fashion to revitalize regions where our stores are located
- Foster sustainable development in production areas

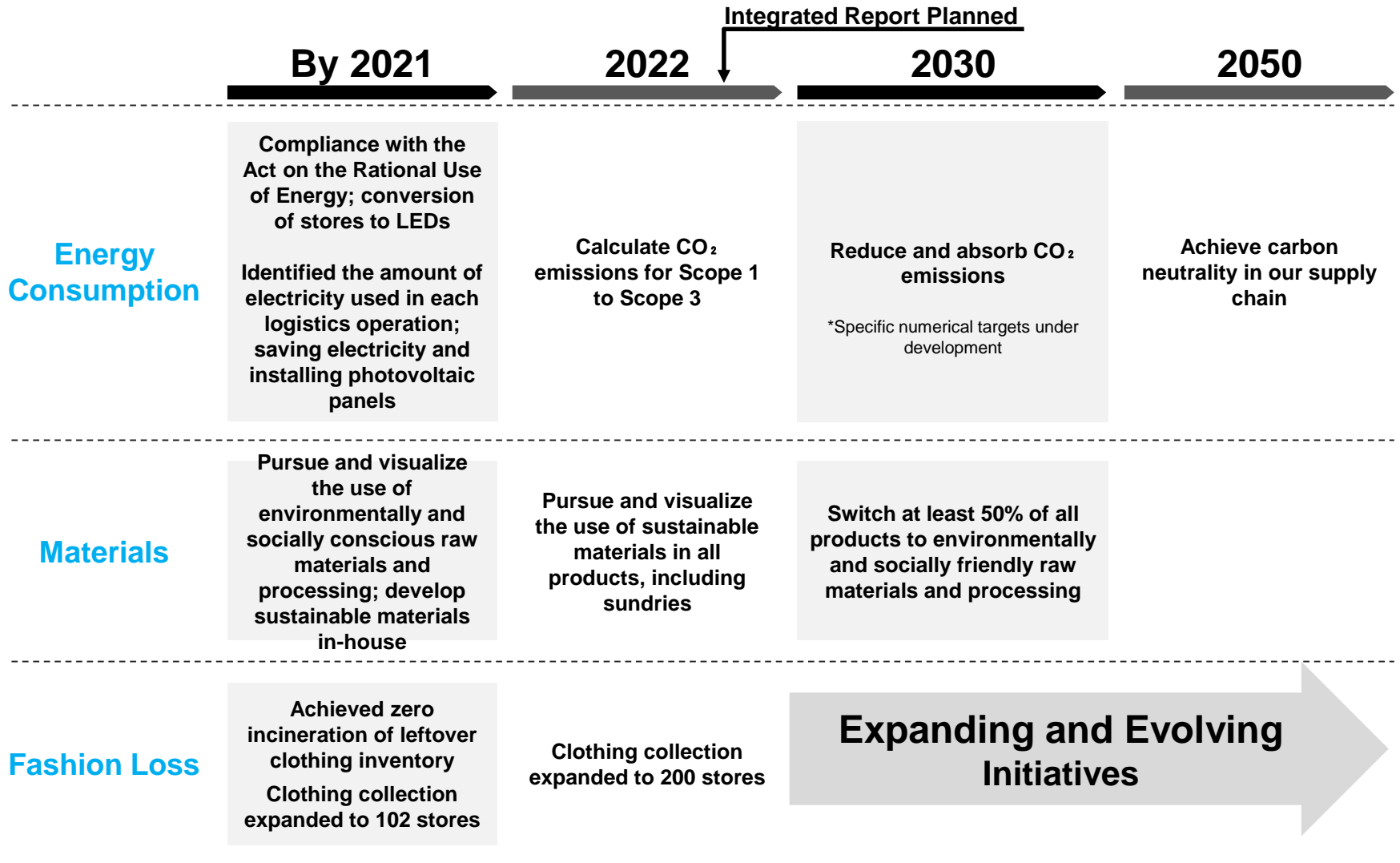


## The Aداستريا **Group Policies and KPIs for Materialities** are as Follows:

	Vision	Group Policy	KPIs
 <b>Protect the Environment</b>	Engage in manufacturing that leads to the future	<ul style="list-style-type: none"> <li>Switch to sustainable raw materials and processing</li> </ul>	<ul style="list-style-type: none"> <li>Switch to sustainable raw materials and processing for at least half of all products by 2030</li> </ul>
	Balance Environmental Considerations and Sales Activities	<ul style="list-style-type: none"> <li>Reduce and absorb CO<sub>2</sub> emissions</li> </ul>	<ul style="list-style-type: none"> <li>Achieve carbon neutrality by 2050</li> </ul>
	Create a world without fashion loss	<ul style="list-style-type: none"> <li>Zero clothing incineration</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate incineration of clothing inventory</li> </ul>
 <b>Encourage People to Shine</b>	A society in which people enjoy fashion in their own way	<ul style="list-style-type: none"> <li>Suggest fashion for the enjoyment of each individual</li> </ul>	—
	Be an organization that is <b>healthy mentally and physically</b> , encouraging employees in their individuality and ability	<ul style="list-style-type: none"> <li>Create diverse and rewarding work environments</li> <li>Foster employee well-being</li> </ul>	<ul style="list-style-type: none"> <li>Ensure 30% of senior management positions are filled by women by 2025, and raise the ratio of women in management positions to 45% or more</li> <li>Become a White 500 Certified Health &amp; Productivity Management Outstanding Company</li> </ul>
 <b>Grow Together With Communities</b>	Revitalize the communities surrounding our stores	<ul style="list-style-type: none"> <li>Connect with communities through fashion</li> </ul>	—
	Foster sustainable development in production areas	<ul style="list-style-type: none"> <li>Fair and ethical procurement</li> </ul>	<ul style="list-style-type: none"> <li>Advance partnership certifications for production plants by 2023</li> </ul>

# Environmental Sustainability Roadmap

## Making Steady Progress Toward Carbon Neutrality by 2050



# Initiatives to Support Growth

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# Strengthening the Foundation to Support Growth Strategy

		Results to Date	Further Advancements FY2023/02-FY2026/02		
	<b>Production</b>	<ul style="list-style-type: none"> <li>Established in-house production system</li> <li>Multi-category system</li> </ul>	Expand materials developed in-house	Arrange for raw materials in advance, consolidate sewing factories	Increase ASEAN production ratio
	<b>Logistics</b>	<ul style="list-style-type: none"> <li>Established our own logistics system</li> </ul>	Mechanize domestic distribution centers	Consolidate Shanghai area, overseas assortment delivery	Sell products from other companies
	<b>Human Resources</b>	<ul style="list-style-type: none"> <li>Established our own health insurance</li> <li>Selected as a Nadeshiko brand</li> </ul>	Adopt new personnel system (shift to a job-based system)	Reform work styles; expand career path options	Improve operational efficiency
	<b>Risk Management</b>	<ul style="list-style-type: none"> <li>BCP Operations</li> <li>Crisis Management Committee</li> </ul>	Improve the level Crisis Management Committee operations	Continue to improve BCP	Conduct periodic drills
Digital	<b>Offense-Oriented IT</b>	<ul style="list-style-type: none"> <li>Developed infrastructure for data utilization</li> <li>EC cloud computing</li> </ul>	Expand the scope of data analysis usage	Expand “.st” globally	In-house production of systems and applications
	<b>Defense-Oriented IT</b>	<ul style="list-style-type: none"> <li>Developed infrastructure for data utilization</li> <li>EC cloud computing</li> </ul>	Administrative department DX	Streamline store operations	Obtain external security certifications

## Make Active Use of M&A for Long-Term Growth

### M&A Policy in Each Area

#### Extend Value Offerings

Grow Customer Base

Growth Strategy

**I**

**Multi-Brand,  
Multi-Category**

Priority: High

Target: Domestic apparel, furniture,  
and cosmetics manufacturers

Risk: Low

Objective: Redirect our inventory management  
and production expertise

Growth Strategy

**II**

**Digital Customer  
Interactions and  
Services**

Priority: High

Target: E-commerce site management companies,  
systems development companies

Risk: EC site → low, Systems → medium

Objective: Acquire functions and customers to  
expand our own e-commerce

Growth Strategy

**III**

**Glocal**

Priority: Medium

Risk: High

Consider joint ventures with local partners on a  
case-by-case basis

Objective: Speed growth of overseas  
businesses

Growth Strategy

**IV**

**New Businesses**

Priority: Medium

Target: Food and beverage, food retail, start-ups

Risk: High

Objective: Acquire expertise in non-apparel areas

## Our Strengths in M&A Include Financial Acumen, **Brand Expertise, and a Diverse Corporate Culture**

We Have Rectified Insufficient Review Processes and Put a Dedicated Team in Place

**Fit With Investment Objectives and Growth Strategy**

**Business Plan Validity**

**Return on Investment**

**Risk Analysis**

Growth Strategy

**I**

**Multi-Brand, Multi-Category**

Policy: Assume revitalization and blank area capture models in anticipation of industry restructuring

Case Study: · ALICIA (2016)  
 · BABYLONE (2012)  
 · studio CLIP (2009)



Growth as a popular brand

· Natural Nine (2013)



Establish foundation for in-house production system

Growth Strategy

**II**

**Digital Customer Interactions and Services**

Policy: EC management companies that complement our businesses and systems companies with a proven track record in the retail domain

Case Study: Open and Natural Co., Ltd. (2022)

Growth Strategy

**IV**

**New Businesses**

Policy: Companies that have originality and expertise in non-apparel businesses as well as affinity with our businesses

Case Study: zetton, inc. (2022)

# Numerical Targets

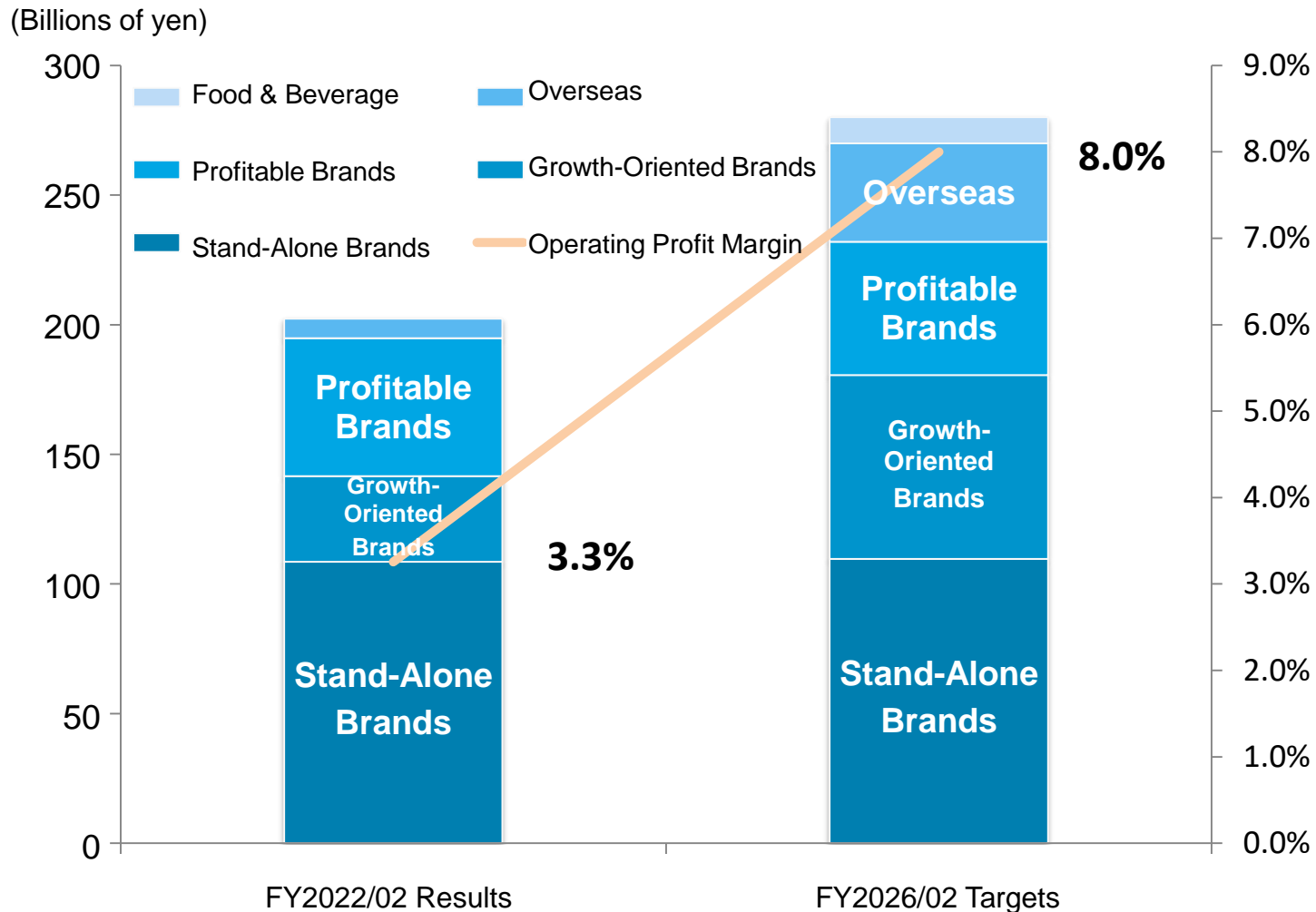
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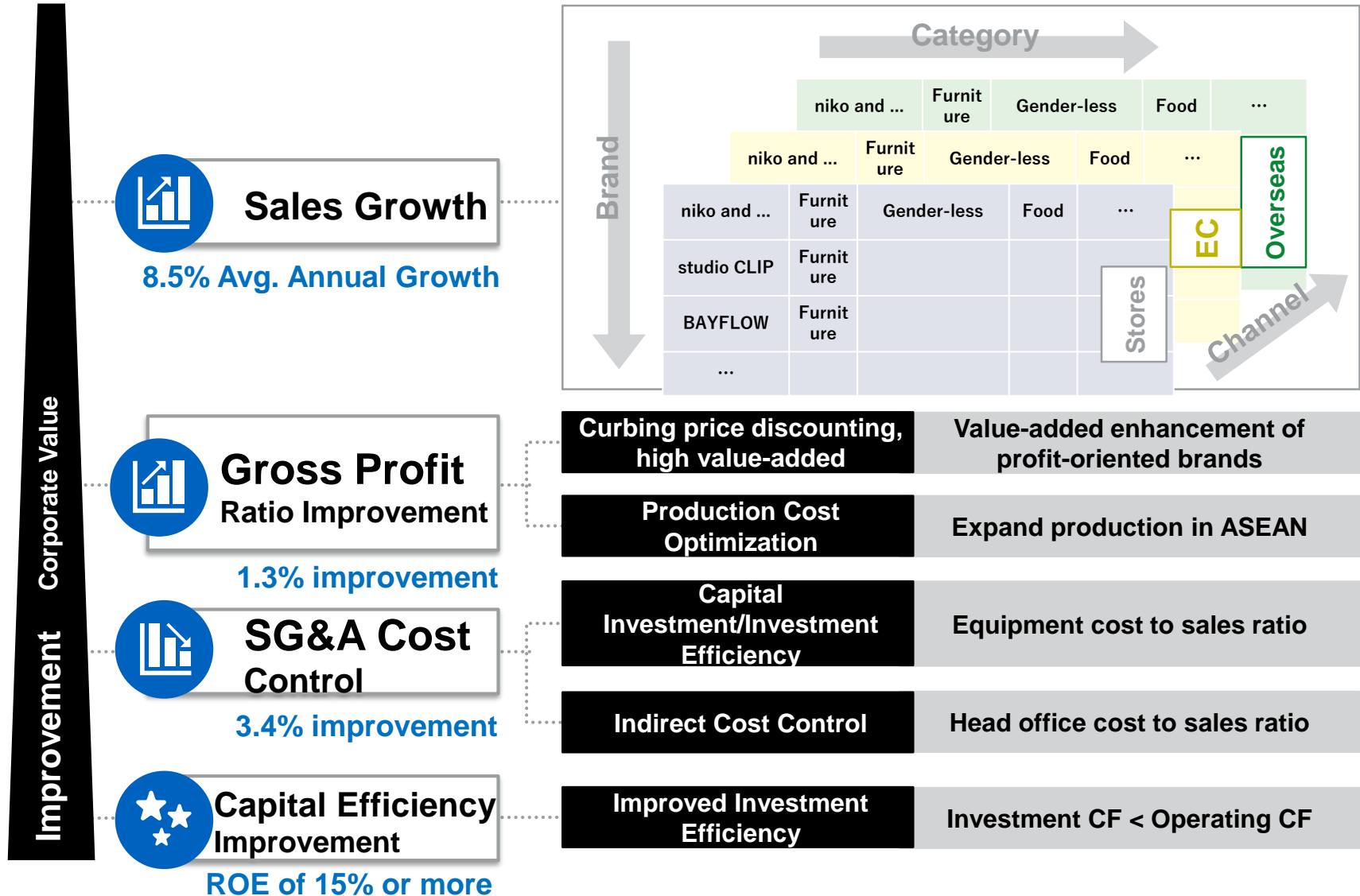
# 2025 Sales and Profit Targets (FY2026/02)

Consolidated net sales **280 billion yen** Operating income ratio **8%**  
(including **80 billion yen** in EC sales)



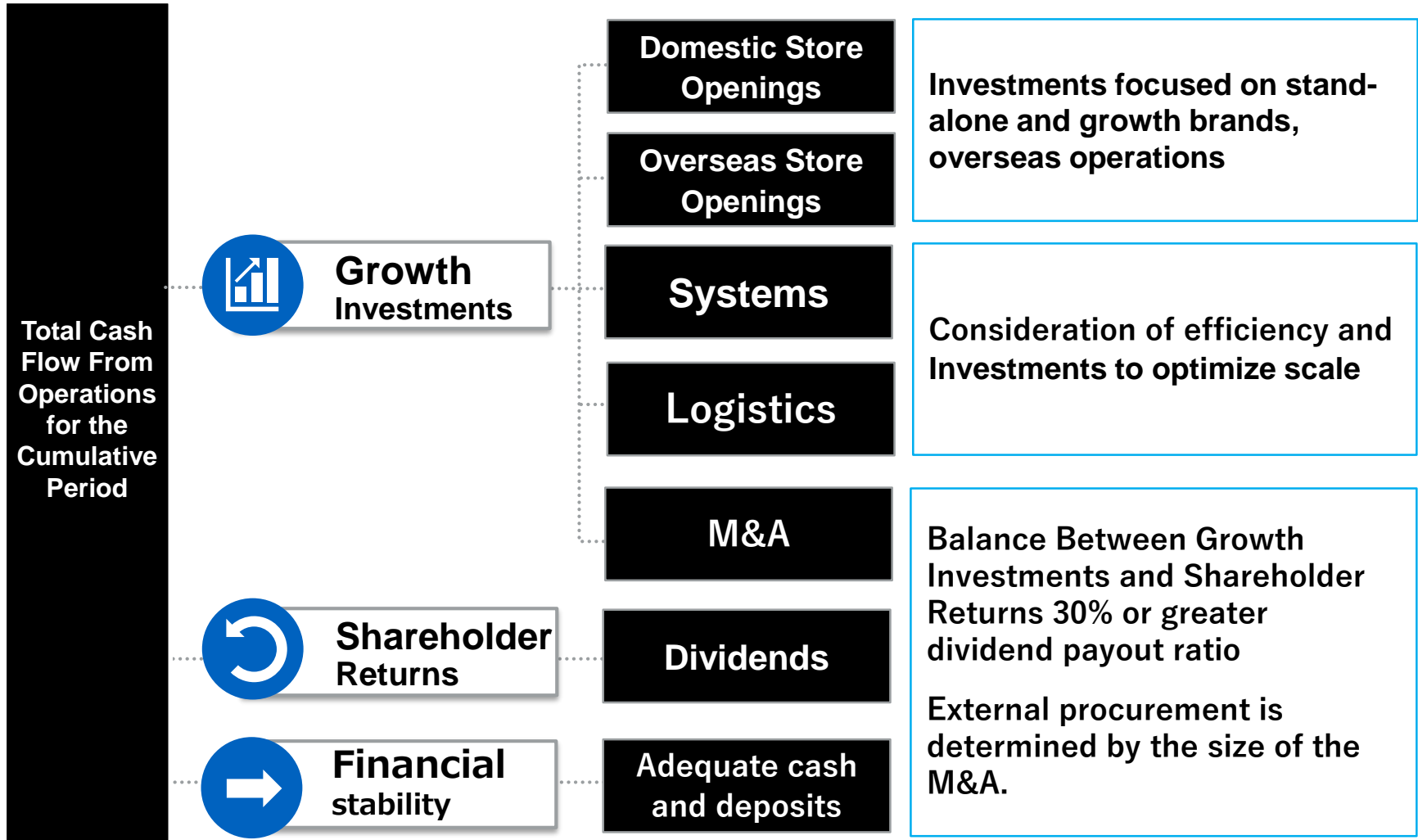
# Path to Corporate Value Enhancement

We Aim to Achieve **Growth and Improved Profitability** Through the Functioning Structure Currently in Place



# Capital Policy and Shareholder Returns

We Pursue a Capital Policy for **Co-Creation of a Good Community** With Shareholders and Investors



\*With respect to net income before amortization of goodwill

**Forward-looking statements in this report are based on currently available information and certain assumptions judged to be reasonable. These statements are not promises by Adastria regarding future performance. Actual results may differ significantly from these forecasts for a number of factors.**



**A D A S T R I A**  
— *Play fashion!*