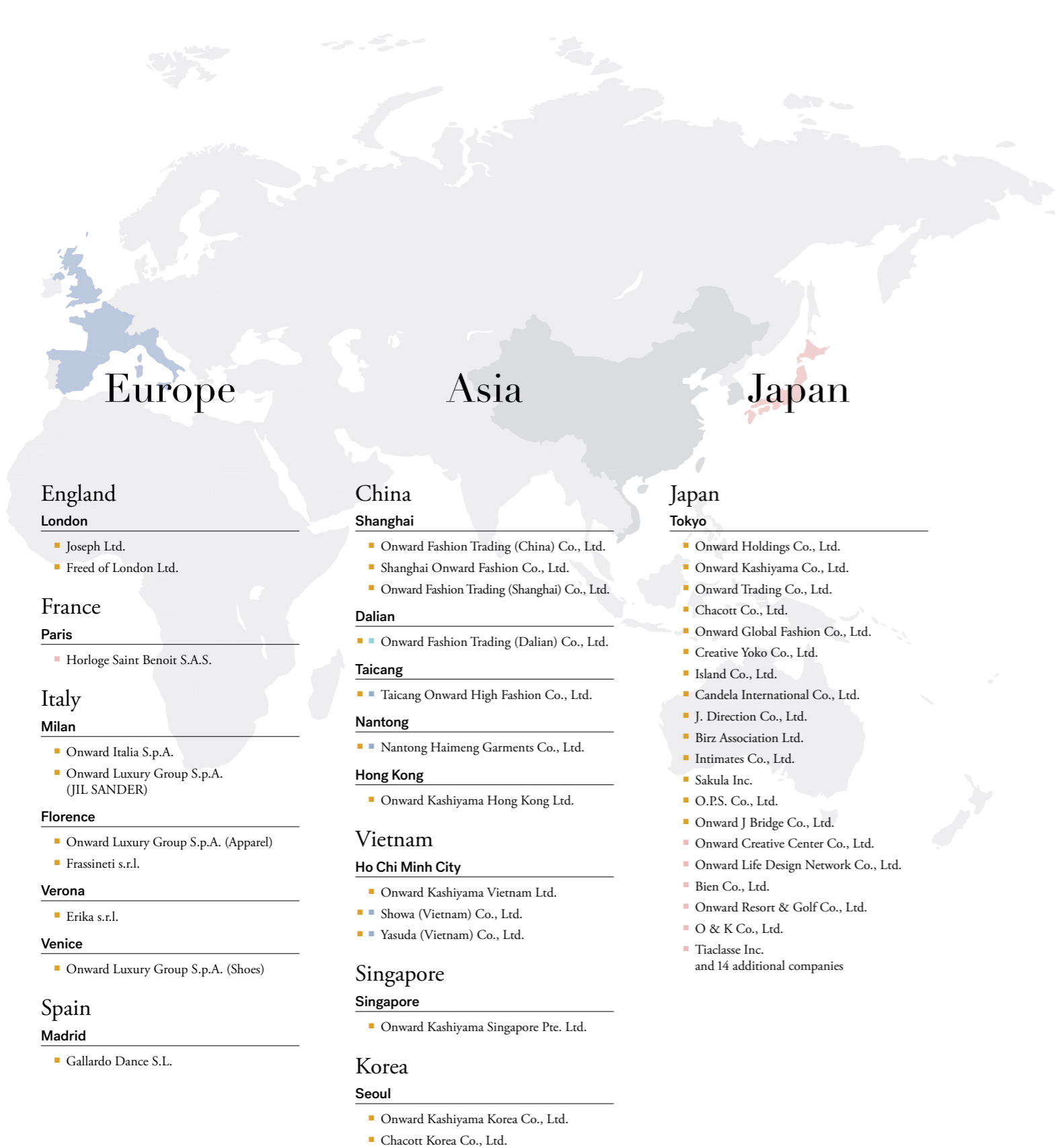


Our Network

As of August 31, 2016



Our Network



Number of Stores
3,960
in **27** countries and regions

The Onward Group engages in business activities through a network that is made up of 81 subsidiaries and 22 affiliates, for a total of 104 Group companies. The Group operates in the four geographic segments of Japan, Europe, Asia, and the United States.