



## FY02/19 Interim Results Presentation

ONWARD HOLDINGS CO., LTD.



The Jil Sander boutique in Aoyama, Tokyo, which opened in September 2018

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## DATA BOOK



Sales 113.9 billion yen (-1.5 billion yen YoY)  
(-1.3% YoY and -3.1% vs. forecast)

Operating profit 0.6 billion yen (-0.8 billion yen YoY)  
(-57.6% YoY and -75.8% vs. forecast)

Recurring profit 1.3 billion yen (-0.8 billion yen YoY)  
(-37.6% YoY and -53.7% vs. forecast)

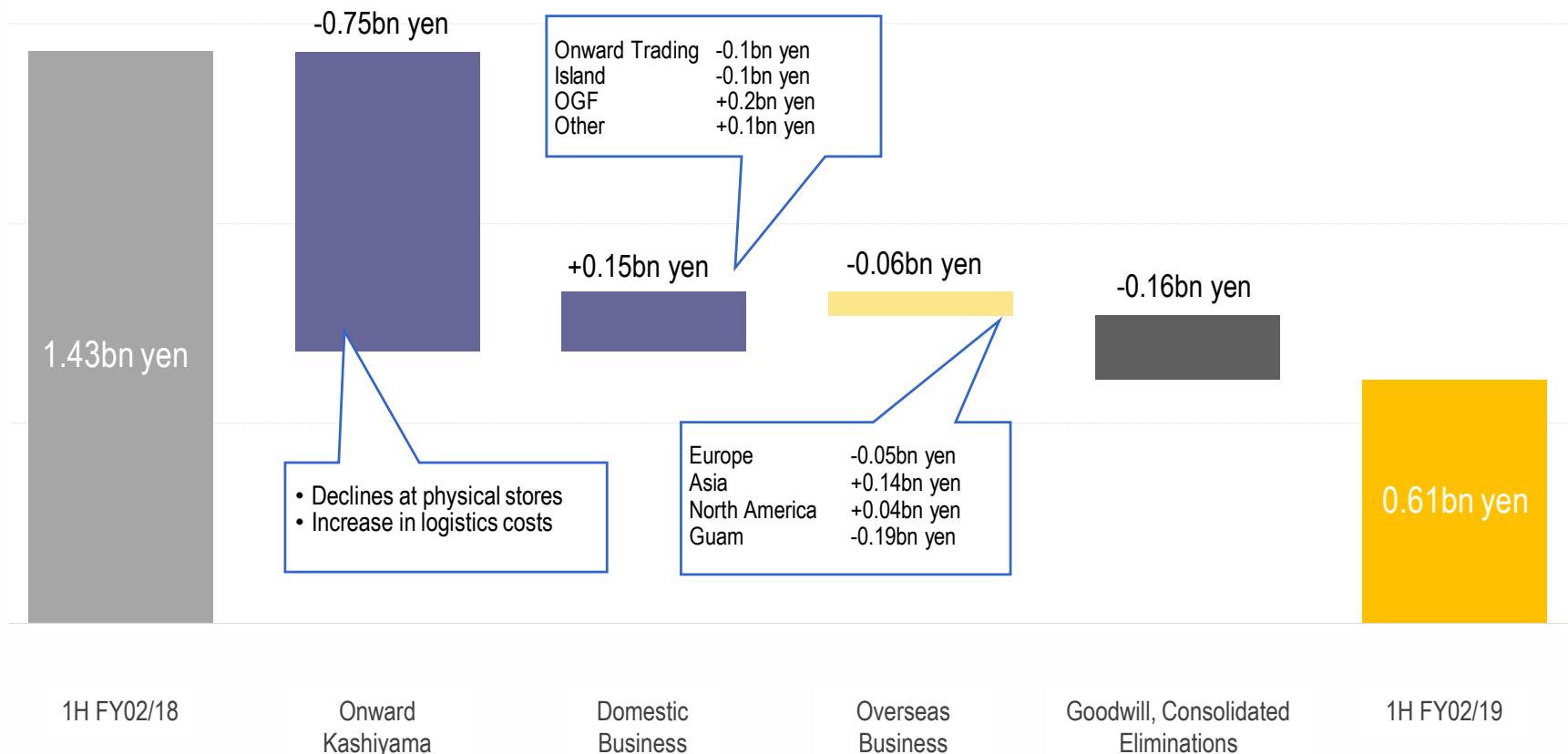
Net income 1.5 billion yen (-0.8 billion yen YoY)  
(-34.8% YoY and -17.8% vs. forecast)

(Million yen)

FY02/19	1H Results				1H Forecasts		
	FY02/19	FY02/18	YoY		Forecasts	Forecasts Comparison	
			Change	%		YoY Change	YoY %
Sales	113,864	115,400	-1,536	-1.3%	117,500	-3,636	-3.1%
Gross Profit	53,113	53,735	-622	-1.2%	57,300	-4,187	-7.3%
(% of sales)	46.6%	46.6%			48.8%		-2.2%
SG&A Expenses	52,507	52,306	201	+0.4%	54,800	-2,293	-4.2%
(% of sales)	46.1%	45.3%		+0.8%	46.6%		-0.5%
Operating Profit	606	1,429	-823	-57.6%	2,500	-1,894	-75.8%
(% of sales)	0.5%	1.2%		-0.7%	2.1%		-1.6%
Recurring Profit	1,342	2,150	-808	-37.6%	2,900	-1,558	-53.7%
(% of sales)	1.2%	1.9%		-0.7%	2.5%		-1.3%
Extraordinary Profit	2,859	3,949	-1,090		1,500	1,359	
Net income	1,479	2,269	-790	-34.8%	1,800	-321	-17.8%
(% of sales)	1.3%	2.0%		-0.7%	1.5%		-0.2%

Sales and profits were down due to accelerated change in the domestic and overseas business environments and up-front costs for logistics reforms.

YoY Changes	Domestic Business	Overseas Business	Goodwill, Consolidated Eliminations	1H Total
	-0.6 billion yen	-0.06 billion yen	-0.16 billion yen	-0.82 billion yen



(Million Yen)

Segment		FY02/19				
		1H Results				
		FY02/19	FY02/18	Change	YoY %	
HD+Onward Kashiwama	Sales	E-Commerce	8,548	6,477	2,071	32.0%
		Physical Stores, Other	55,550	58,404	-2,854	-4.9%
		Total	64,098	64,881	-783	-1.2%
	Operating Profit	2,322	3,078	-756	-24.6%	
Domestic Business	Sales	E-Commerce	2,008	1,551	457	29.5%
		Physical Stores, Other	24,631	28,143	-3,512	-12.5%
		Total	26,639	29,694	-3,055	-10.3%
	Operating Profit	1,546	1,388	158	11.4%	
Domestic Total	Sales	E-Commerce	10,556	8,028	2,528	31.5%
		Physical Stores, Other	80,181	86,547	-6,366	-7.4%
		Total	90,737	94,575	-3,838	-4.1%
	Operating Profit	3,868	4,466	-598	-13.4%	
Europe	Sales	21,980	19,743	2,237	11.3%	
	Operating Profit	-1,209	-1,155	-54	↓	
Asia	Sales	3,346	2,870	476	16.6%	
	Operating Profit	-11	-146	135	↑	
US	Sales	2,433	2,728	-295	-10.8%	
	Operating Profit	-81	66	-147	↓	
Overseas Total	Sales	E-Commerce	821	633	188	29.7%
		Physical Stores, Other	26,938	24,708	2,230	9.0%
		Total	27,759	25,341	2,418	9.5%
	Operating Profit	-1,301	-1,235	-66	↓	
Total (Simple Aggregate)	Sales	E-Commerce	11,377	8,661	2,716	31.4%
		Physical Stores, Other	107,119	111,255	-4,136	-3.7%
		Total	118,496	119,916	-1,420	-1.2%
	Operating Profit	2,567	3,231	-664	-20.6%	

## (1) E-Commerce

Major increase in sales, of 31.4%, due to active progress on omni-channel strategy.

## (2) Onward Kashiwama

Nijyusanku sales struggled, but solid performance by Jiyuku, ICB, and Paul Smith.

## (3) Domestic Business

Onward Trading and Island struggled, but earnings were up for Creative Yoko, and Onward Global Fashion (OGF) improved according to plan.

## (4) Overseas Business

### Overseas Subsidiaries

Performance in Europe, North America, and Asia was generally according to plan.

### Resort business

Sales and profits fell due to decline in visitors to Guam.





Sales

243.6 billion yen

+0.5 billion yen YoY

(+0.2% YoY)

Operating profit

5.4 billion yen

+0.2 billion yen YoY

(+4.5% YoY)

Recurring profit

5.6 billion yen

-0.4 billion yen YoY

(-6.4% YoY)

Net income

5.5 billion yen

+0.1 billion yen YoY

(+2.5% YoY)

## Changes in full-year forecasts

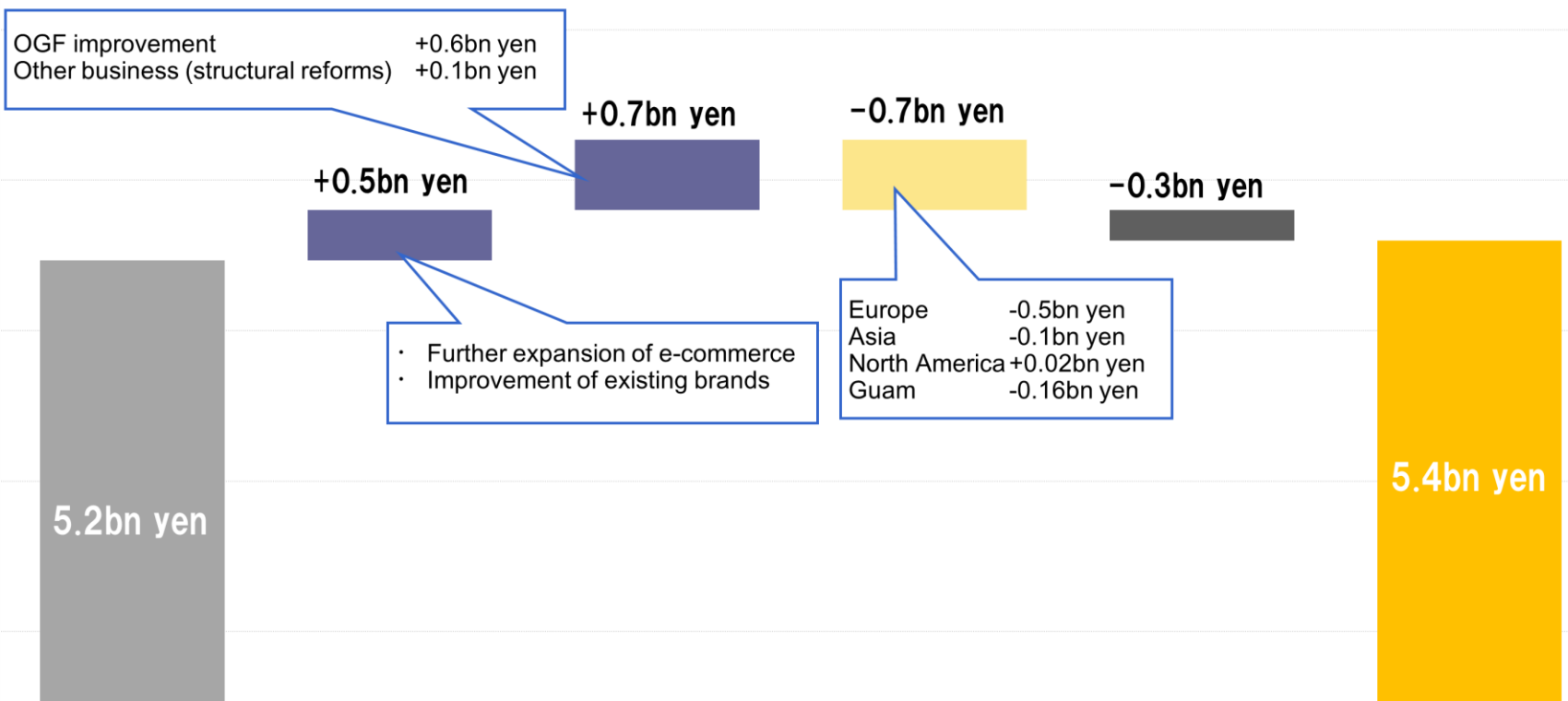
(Million Yen)

FY02/19	1H Results				2H Forecasts				Full-Year Forecasts			
	FY02/19	FY02/18	YoY		FY02/19	FY02/18	YoY		FY02/19	FY02/18	YoY	
			Change	%			Change	%			Change	%
Sales	113,864	115,400	-1,536	-1.3%	129,736	127,675	2,061	+1.6%	243,600	243,075	525	+0.2%
Gross Profit	53,113	53,735	-622	-1.2%	61,687	59,841	1,846	+3.1%	114,800	113,576	1,224	+1.1%
(% of sales)	46.6%	46.6%			47.5%	46.9%		+0.6%	47.1%	46.7%		+0.4%
SG&A Expenses	52,507	52,306	201	+0.4%	56,893	56,103	790	+1.4%	109,400	108,409	991	+0.9%
(% of sales)	46.1%	45.3%		+0.8%	43.9%	43.9%			44.9%	44.6%		+0.3%
Operating Profit	606	1,429	-823	-57.6%	4,794	3,738	1,056	+28.3%	5,400	5,167	233	+4.5%
(% of sales)	0.5%	1.2%		-0.7%	3.7%	2.9%		+0.8%	2.2%	2.1%		+0.1%
Recurring Profit	1,342	2,150	-808	-37.6%	4,208	3,778	430	+11.4%	5,550	5,928	-378	-6.4%
(% of sales)	1.2%	1.9%		-0.7%	3.2%	3.0%		+0.2%	2.3%	2.4%		-0.1%
Net Income	1,479	2,269	-790	-34.8%	4,021	3,097	924	+29.8%	5,500	5,366	134	+2.5%
(% of sales)	1.3%	2.0%		-0.7%	3.1%	2.4%		+0.7%	2.3%	2.2%		+0.1%

We anticipate YoY increases in full-year sales, operating profit and net income, due to acceleration of the omni-channel strategy and our promotion of the brand business in line with market needs.



YoY Changes	Domestic Business	Overseas Business	Goodwill, Consolidated Eliminations	Full-Year Total
	+1.2 billion yen	-0.7 billion yen	-0.3 billion yen	+0.2 billion yen



FY02/18

Onward  
Kashiyama

Domestic  
Business

Overseas  
Business

Goodwill, Consolidated  
Eliminations

FY02/19

(Million Yen)

Business Segments			FY02/19											
			1H Results				2H Forecasts				Full-Year Forecasts			
			FY02/19	FY02/18	YoY Change	YoY %	FY02/19	FY02/18	YoY Change	YoY %	FY02/19	FY02/18	YoY Change	YoY %
HD+Onward Kashiyama	Sales	E-Commerce	8,548	6,477	2,071	32.0%	12,416	8,773	3,643	41.5%	20,964	15,250	5,714	37.5%
		Physical Stores, Other	55,550	58,404	-2,854	-4.9%	63,486	65,784	-2,298	-3.5%	119,036	124,188	-5,152	-4.1%
		Total	64,098	64,881	-783	-1.2%	75,902	74,557	1,345	1.8%	140,000	139,438	562	0.4%
	Operating Profit	2,322	3,078	-756	-24.6%	5,978	4,701	1,277	27.2%	8,300	7,779	521	6.7%	
Domestic Business	Sales	E-Commerce	2,008	1,551	457	29.5%	2,878	2,136	742	34.7%	4,886	3,687	1,199	32.5%
		Physical Stores, Other	24,631	28,143	-3,512	-12.5%	25,682	25,138	544	2.2%	50,313	53,281	-2,968	-5.6%
		Total	26,639	29,694	-3,055	-10.3%	28,560	27,274	1,286	4.7%	55,199	56,968	-1,769	-3.1%
	Operating Profit	1,546	1,388	158	11.4%	1,900	1,290	610	47.3%	3,446	2,678	768	28.7%	
Domestic Total	Sales	E-Commerce	10,556	8,028	2,528	31.5%	15,294	10,909	4,385	40.2%	25,850	18,937	6,913	36.5%
		Physical Stores, Other	80,181	86,547	-6,366	-7.4%	89,168	90,922	-1,754	-1.9%	169,349	177,469	-8,120	-4.6%
		Total	90,737	94,575	-3,838	-4.1%	104,462	101,831	2,631	2.6%	195,199	196,406	-1,207	-0.6%
	Operating Profit	3,868	4,466	-598	-13.4%	7,878	5,991	1,887	31.5%	11,746	10,457	1,289	12.3%	
Europe	Sales	21,980	19,743	2,237	11.3%	23,724	24,298	-574	-2.4%	45,704	44,041	1,663	3.8%	
	Operating Profit	-1,209	-1,155	-54	↓	-727	-299	-428	↓	-1,936	-1,454	-482	↓	
Asia	Sales	3,346	2,870	476	16.6%	3,740	3,729	11	0.3%	7,086	6,599	487	7.4%	
	Operating Profit	-11	-146	135	↑	-561	-336	-225	↓	-572	-482	-90	↓	
US	Sales	2,433	2,728	-295	-10.8%	2,447	2,516	-69	-2.7%	4,880	5,244	-364	-6.9%	
	Operating Profit	-81	66	-147	↓	-219	-221	2	↑	-300	-155	-145	↓	
Overseas Total	Sales	E-Commerce	821	633	188	29.7%	836	699	137	19.6%	1,657	1,332	325	24.4%
		Physical Stores, Other	26,938	24,708	2,230	9.0%	29,075	29,844	-769	-2.6%	56,013	54,552	1,461	2.7%
		Total	27,759	25,341	2,418	9.5%	29,911	30,543	-632	-2.1%	57,670	55,884	1,786	3.2%
	Operating Profit	-1,301	-1,235	-66	↓	-1,507	-856	-651	↓	-2,808	-2,091	-717	↓	
Total (Simple Aggregate)	Sales	E-Commerce	11,377	8,661	2,716	31.4%	16,130	11,608	4,522	39.0%	27,507	20,269	7,238	35.7%
		Physical Stores, Other	107,119	111,255	-4,136	-3.7%	118,243	120,766	-2,523	-2.1%	225,362	232,021	-6,659	-2.9%
		Total	118,496	119,916	-1,420	-1.2%	134,373	132,374	1,999	1.5%	252,869	252,290	579	0.2%
	Operating Profit	2,567	3,231	-664	-20.6%	6,371	5,135	1,236	24.1%	8,938	8,366	572	6.8%	

## (1) E-Commerce

Accelerate growth compared with 1H through inventory consolidation (to reduce the sales opportunity loss) and by strengthening customer contact points.

## (2) Onward Kashiyama

Anticipating higher sales and profits due to reinforcing the planning and sales structure for existing brands and rolling out new projects.

## (3) Domestic Business

Through improvements at Onward Trading and Island and by improving earnings from OGF, aiming for higher sales and profits in 2H, resulting in increased full-year profits for the domestic business total.

## (4) Overseas Business

Overseas subsidiaries: Promote top management changes and dramatic business reforms with a view to FY02/20.  
Resort business: Ensure higher sales and profits in 2H by bolstering measures to attract customers.

# Strategies by Segment

(Million Yen)

E-Commerce		FY02/19 (Sales)											
		1H Results				2H Forecast				Full-Year Forecast			
		FY02/19	FY02/18	YoY		FY02/19	FY02/18	YoY		FY02/19	FY02/18	YoY	
Change	%			Change	%			Change	%				
Domestic	Onward Kashiyama	8,548	6,477	2,071	+32.0%	12,416	8,773	3,643	+41.5%	20,964	15,250	5,714	+37.5%
	Domestic Business	2,008	1,551	457	+29.5%	2,878	2,136	742	+34.7%	4,886	3,687	1,199	+32.5%
	Domestic Total	10,556	8,028	2,528	+31.5%	15,294	10,909	4,385	+40.2%	25,850	18,937	6,913	+36.5%
Overseas Total		821	633	188	+29.7%	836	699	137	+19.6%	1,657	1,332	325	+24.4%
Total		11,377	8,661	2,716	+31.4%	16,130	11,608	4,522	+39.0%	27,507	20,269	7,238	+35.7%

Accelerate growth compared with 1H through inventory consolidation (to reduce the sales opportunity loss) and by strengthening customer contact points.

- Consolidation of logistics warehouses for e-commerce and physical stores now complete

In August 2018, consolidated e-commerce warehouses into Narashino Logistics Center, completing the consolidation of inventories for e-commerce and physical stores



By accelerating inventory control and replenishing out-of-stock items, working to boost efficiency and further expand sales

- Enhancing contact points for customers by updating official app

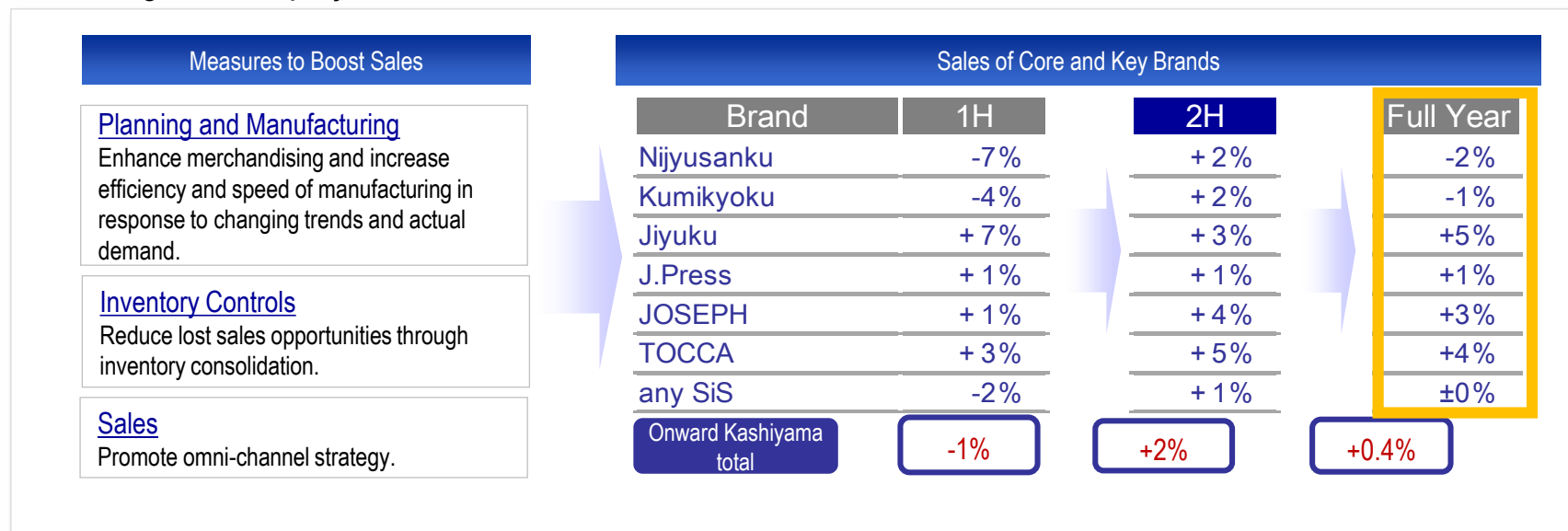


By updating Onward's official app in November 2018, aiming to increase new customers and augment sales

(Million yen)

Onward Kashiwama	1H Results				2H Forecasts				Full-Year Forecasts			
	FY02/19	FY02/18	YoY		FY02/19	FY02/18	YoY		FY02/19	FY02/18	YoY	
			Change	%			Change	%			Change	%
Sales	64,098	64,881	-783	-1.2%	75,902	74,557	1,345	+1.8%	140,000	139,438	562	+0.4%
Gross Profit	33,089	33,409	-320	-1.0%	40,211	37,474	2,737	+7.3%	73,300	70,883	2,417	+3.4%
(% of Sales)	51.6%	51.5%		+0.1%	53.0%	50.3%		+2.7%	52.4%	50.8%		+1.6%
SG&A Expenses	30,767	30,331	436	+1.4%	34,233	32,773	1,460	+4.5%	65,000	63,104	1,896	+3.0%
(% of Sales)	48.0%	46.7%		+1.3%	45.1%	44.0%		+1.1%	46.4%	45.3%		+1.1%
Operating Profit	2,322	3,078	-756	-24.6%	5,978	4,701	1,277	+27.2%	8,300	7,779	521	+6.7%
(% of Sales)	3.6%	4.7%		-1.1%	7.9%	6.3%		+1.6%	5.9%	5.6%		+0.3%

Anticipating higher sales and profits due to reinforcing the planning and sales structure for existing brands and rolling out new projects.



Measures to Expand Sales in 2H FY02/19

Initiatives Targeting Growth in FY02/20

Advanced System Project

Planning/Production and Brand Business

Active rollout of ADS (down items with new functionality)



- Strengthen down items that leverage exclusive new technologies
- ➔ Increase number of brands offering ADS
  - ➔ Develop new down items for spring

Start development of tton “wearable cosmetics”



- ➔ Commence sales in physical stores and via e-commerce channel from November

Launch phase 2 of the cross-brands AS Project, from spring/summer 2019



Field Dream rebranding



- ➔ Open 11 stores in 2H

Promote SCM

- Review overseas factories
- Streamline suppliers of accessories

Sales

- Improve sales during Q4 ⇒ Reconfigure plans for sale periods and measures to strengthen full-price sales, aiming to boost sales in Q4.
- Maximize e-commerce sales ⇒ Onward Kashiyama e-commerce sales target of 21.0 billion yen in FY02/19.
- ⇒ From November, roll out FeteROBE, an e-commerce-only brand.

Logistics

- Full-fledged consolidation of e-commerce and physical store inventories.
- Consolidated e-commerce and physical store inventories at Narashino Logistics Center in August 2018.



(Million Yen)

\* Before consolidated eliminations

Domestic Business		FY02/19											
		1H Results				2H Forecasts				Full-Year Forecasts			
		FY02/19	FY02/18	Change	YoY %	FY02/19	FY02/18	Change	YoY %	FY02/19	FY02/18	Change	YoY %
Onward Trading	Sales	7,790	9,535	-1,745	-18.3%	8,010	7,093	917	12.9%	15,800	16,628	-828	-5.0%
	Operating Profit	658	760	-102	-13.4%	371	436	-65	-14.9%	1,029	1,196	-167	-14.0%
Chacott	Sales	5,808	5,851	-43	-0.7%	5,360	5,392	-32	-0.6%	11,168	11,243	-75	-0.7%
	Operating Profit	487	469	18	3.8%	169	165	4	2.4%	656	634	22	3.5%
Creative Yoko	Sales	2,789	2,908	-119	-4.1%	3,439	3,433	6	0.2%	6,228	6,341	-113	-1.8%
	Operating Profit	50	9	41	455.6%	289	297	-8	-2.7%	339	306	33	10.8%
Island	Sales	4,193	4,269	-76	-1.8%	4,815	4,622	193	4.2%	9,008	8,891	117	1.3%
	Operating Profit	393	485	-92	-19.0%	632	620	12	1.9%	1,025	1,105	-80	-7.2%
Onward Global Fashion	Sales	2,565	3,334	-769	-23.1%	2,903	3,135	-232	-7.4%	5,468	6,469	-1,001	-15.5%
	Operating Profit	-412	-608	196	↗	-68	-486	418	↗	-480	-1,094	614	↗
Other	Sales	3,494	3,797	-303	-8.0%	4,033	3,599	434	12.1%	7,527	7,396	131	1.8%
	Operating Profit	370	273	97	35.5%	507	279	228	81.7%	877	552	325	58.9%
Total Domestic Business	Sales	26,639	29,694	-3,055	-10.3%	28,560	27,274	1,286	4.7%	55,199	56,968	-1,769	-3.1%
	Operating Profit	1,546	1,388	158	11.4%	1,900	1,311	589	44.9%	3,446	2,699	747	27.7%

Through improvements at Onward Trading and Island and by boosting earnings from OGF, aiming for higher sales and profits in 2H, resulting in increased full-year profits for the domestic business total.

### Main Domestic Subsidiaries

#### ■ Onward Trading

- Expand new orders, both of uniforms and through sales promotions.

#### ■ Chacott

- Strengthen sales of toe shoes and other new products.
- Cultivate new customer segment by launching new fitness brand.

#### ■ Creative Yoko

- Introduce new character goods/toy brands.
- Develop free-standing stores to increase attractiveness to inbound demand.

#### ■ Island

- Open new flagship store in Omotesando Hills: Diagram Omotesando Hills.
- Enhance personal customer service in online business.

#### ■ Onward Global Fashion (OGF)

- Attract new customers due to impact of new Jil Sander designer and expand sales as a result of opening new flagship store in Omotesando.
- Improve profits by withdrawing from unprofitable brands and stores.

(Million Yen)

\* Before consolidated eliminations

Overseas Business		FY02/19											
		1H Results				2H Forecasts				Full-Year Forecasts			
		FY02/19	FY02/18	Change	YoY %	FY02/19	FY02/18	Change	YoY %	FY02/19	FY02/18	Change	YoY %
Europe	Sales	21,980	19,743	2,237	11.3%	23,724	24,298	-574	-2.4%	45,704	44,041	1,663	3.8%
	Operating Profit	-1,209	-1,155	-54	↓	-727	-299	-428	↓	-1,936	-1,454	-482	↓
Asia	Sales	3,346	2,870	476	16.6%	3,740	3,729	11	0.3%	7,086	6,599	487	7.4%
	Operating Profit	-11	-146	135	↑	-561	-336	-225	↓	-572	-482	-90	↓
US	Sales	2,433	2,728	-295	-10.8%	2,447	2,516	-69	-2.7%	4,880	5,244	-364	-6.9%
	Operating Profit	-81	66	-147	↓	-219	-221	2	↑	-300	-155	-145	↓
Overseas Total	Sales	27,759	25,341	2,418	9.5%	29,911	30,543	-632	-2.1%	57,670	55,884	1,786	3.2%
	Operating Profit	-1,301	-1,235	-66	↓	-1,507	-856	-651	↓	-2,808	-2,091	-717	↓

Note: Figures for Europe are from December 2017 to November 2018. Figures for Asia and the US are from January through December 2018.

## Promote top management changes and dramatic business reforms with a view to FY02/20.

Future Management Measures	Europe	Onward Luxury Group
		<ul style="list-style-type: none"> <li>Recruit CEO for Jil Sander and COO for MOREAU PARIS from outside the company, strengthen global management structure.</li> <li>Withdraw from unprofitable retail stores.</li> <li>Boost efficiency of production bases and enhance utilization of production bases within the group.</li> </ul>
		JOSEPH
		<ul style="list-style-type: none"> <li>Recruit new CEO from outside the company, introduce new management structure.</li> <li>Roll out new JOSEPH collection with new creative director, from autumn/winter 2019.</li> <li>Reinforce digital strategy and withdraw from unprofitable stores.</li> </ul>
US	North America In addition to robust e-commerce sales of J.Press, commence KASHIYAMA, the Smart Tailor business. Resort business Step up efforts to attract customers, in anticipation of resurgence in group travel.	
	Asia	Configure new business operational structure that leverages the characteristics of individual countries and regions. China Commence KASHIYAMA, the Smart Tailor business

## Full-Year Forecast

Progress is favorable, moving significantly ahead of initial plans

Reference: Full-year sales forecast of 3.6 billion yen, 53,000 items

## Strengthen Touch Points

In addition to directly operated stores, expand the number of “guide shops”—small-scale reservation-only shops in highly convenient locations

(Start of year) 13 directly operated shops ⇒ To 50 touch points by end of FY02/19

## Expand Production Lineups

August 2018: Started offering made-to-order men’s shirts and women’s suits

February 2019: Launch new lines (men’s and women’s) of stretchable, easy-care business-casual clothing

From 2019: Introduce made-to-order shoes (ladies)  
Offer WHOLEGARMENT knitwear

## Step up Training of High-Quality Fitters to Accommodate

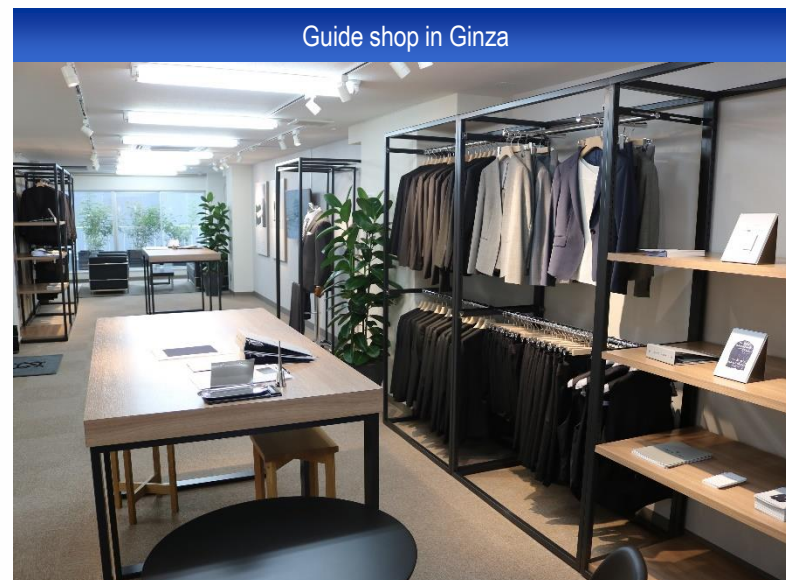
### Increased Sales

In FY02/19, configuring new training system to cultivate first-class fitters and personnel assessment system

## Start Operations of Second Factory in Dalian in February 2019

Expand production capacity to 2.5 times current level

Also consider expansion to third or more factories



Note: The above-mentioned business is handled by Onward Personal Style Co., Ltd., a non-consolidated subsidiary. Accordingly, this business is not included in results or forecasts for FY02/19 reported in this material.

# Financial Strategy

## 1. Financial Strategy

Supported by a sound capital base, improve capital efficiency by proactively investing in the growth strategy and maintaining appropriate shareholder returns.

- (1) Sound capital base
  - Maintain a high shareholders' equity ratio (targeting 58.7% in FY02/19).
  - Manage assets efficiently, making proactive use of surplus cash.
  - Reduce interest-bearing debt.
- (2) Proactive investment in the growth strategy
  - Open new stores, renovate existing stores, and invest in new businesses.
  - Consider M&A.
- (3) Appropriate shareholder returns
  - Sustainable shareholder returns linked to performance.

## 2. Financial Situation

### (1) Cash and Deposits, and Loans Payable

(Billion Yen)

	FY02/17	FY02/18	FY02/19 (Forecast)
Cash and Deposits	26.1	26.3	25.0
Loans Payable	40.8	42.2	40.4
(Change)	(-24.4)	-1.3	(-1.8)
Net Cash	-14.7	(-15.8)	-15.4

### (3) Consolidated Balance Sheet Items

(Billion Yen)

	FY02/17	FY02/18	FY02/19 (Forecast)
Total Assets	273.2	278.1	276.9
Shareholders' Equity	163.4	164.6	162.4
Shareholders' Equity Ratio	59.8%	59.2%	58.7%
R O E	2.9%	3.3%	3.4%

### (2) Shareholder Returns

	FY02/17	FY02/18	FY02/19 (Forecast)
Dividend per Share (Yen)	24	24	24
Dividend Payout Ratio	74.0%	63.7%	60.0%
Dividend Yield	2.9%	2.6%	—
Total Shareholder Return	206.8%	129.5%	141.5%

### 3. Improving ROE

In addition to improving profitability, promote appropriate shareholder returns by selling investment securities and liquidizing other assets and regularly reviewing capital policies, including share buybacks.

Target ⇒ Achieve ROE of 5% or more at an early stage; aim for a future level of 8%.

<Forecasts> FY02/19 ROE of 3.4%

Sales: 243.6 billion yen; net income: 5.5 billion yen; shareholders' equity: 162.4 billion yen

### 4. Share Buybacks and Cancellations

Acquire treasury stock as a flexible capital policy to enhance capital efficiency, improve shareholder returns, and respond to changes in the operating environment. Cancel holdings to dispel concerns of future dilution.

#### <Treasury stock: holdings and plans>

Actual, end-Feb. 2018	Treasury stock	25.40 million shares (15.1%)
Apr. 2018	<Cancelled>	5 million shares
Apr. - Aug. 2018	<Acquired>	2 million shares (1.8 billion yen)
Actual, end-Aug. 2018	Treasury stock	22.23 million shares (13.6%)
Oct. 2018	<Plan to cancel>	5 million shares
Oct. 2018 - Feb. 2019	<Plan to acquire>	3 million shares (2.7 billion yen)
Expected, end-Feb. 2019	Treasury stock	20.23 million shares (12.8%)



# DATA BOOK

## Results and Forecasts for Main Subsidiaries

(Million Yen)

Segment		1H FY02/19 Results				2H FY02/19 Forecasts				FY02/19 Full-Year Forecasts						
		Sales		Operating Profit		Sales		Operating Profit		Sales			Operating Profit			
		FY02/19	Change	FY02/19	Change	FY02/19	Change	FY02/19	Change	FY02/19	FY02/18	Change	FY02/19	FY02/18	Change	
Domestic	HD + Onward Kashiyama	64,098	-783	2,322	-756	75,902	1,345	5,978	1,277	140,000	139,438	562	8,300	7,779	521	
	Domestic Business	Onward Trading	7,790	-1,745	658	-102	8,010	917	371	-65	15,800	16,628	-828	1,029	1,196	-167
		Chacott	5,808	-43	487	18	5,360	-32	169	4	11,168	11,243	-75	656	634	22
		Creative Yoko	2,789	-119	50	41	3,439	6	289	-8	6,228	6,341	-113	339	306	33
		Island	4,193	-76	393	-92	4,815	193	632	12	9,008	8,891	117	1,025	1,105	-80
		Onward Global Fashion	2,565	-769	-412	196	2,903	-232	-68	418	5,468	6,469	-1,001	-480	-1,094	614
		Other	3,494	-303	370	97	4,033	434	507	249	7,527	7,396	131	877	531	346
	Domestic Subsidiary Total	26,639	-3,055	1,546	158	28,560	1,286	1,900	610	55,199	56,968	-1,769	3,446	2,678	768	
Domestic Total	90,737	-3,838	3,868	-598	104,462	2,631	7,878	1,887	195,199	196,406	-1,207	11,746	10,457	1,289		
Overseas	Europe	Onward Luxury Group	16,788	2,364	-491	104	17,214	-246	-598	-392	34,002	31,884	2,118	-1,089	-801	-288
		JOSEPH Group	4,477	-75	-705	-106	5,567	-398	-228	-65	10,044	10,517	-473	-933	-762	-171
		Other	715	-52	-13	-52	943	70	99	29	1,658	1,640	18	86	109	-23
	Europe Total	21,980	2,237	-1,209	-54	23,724	-574	-727	-428	45,704	44,041	1,663	-1,936	-1,454	-482	
	Asia Total	3,346	476	-11	135	3,740	11	-561	-225	7,086	6,599	487	-572	-482	-90	
	US Total	2,433	-295	-81	-147	2,447	-69	-219	2	4,880	5,244	-364	-300	-155	-145	
Overseas Total	27,759	2,418	-1,301	-66	29,911	-632	-1,507	-651	57,670	55,884	1,786	-2,808	-2,091	-717		
Total (Simple Aggregate)	118,496	-1,420	2,567	-664	134,373	1,999	6,371	1,236	252,869	252,290	579	8,938	8,366	572		
Eliminations	-4,632	-116	-1,961	-159	-4,637	62	-1,577	-180	-9,269	-9,215	-54	-3,538	-3,199	-339		
Consolidated Total	113,864	-1,536	606	-823	129,736	2,061	4,794	1,056	243,600	243,075	525	5,400	5,167	233		

## Capital Expenditures

(Million Yen)

	FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	1H FY02/19 Actual	2H FY02/19 Forecast
Cons.	6,230	8,948	16,750	26,884	15,955	10,599	12,058	6,044	13,500
HD+Kashiyama	3,320	5,044	12,309	22,626	11,106	3,711	7,690	4,130	8,300

## Depreciation

(Million Yen)

	FY02/12	FY02/13	FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	1H FY02/19 Actual	2H FY02/19 Forecast
Cons.	5,478	5,721	6,202	7,218	7,799	6,662	6,334	3,123	6,700
HD+Kashiyama	3,374	3,263	3,168	3,495	4,056	4,079	3,734	1,863	3,700

By Business Segment

Segment		FY02/19 (Million Yen)				
		1H Results		1H Forecasts		
		FY02/19	FY02/19	Change	YoY (%)	
HD+Onward Kashiwama	Sales	E-Commerce	8,548	9,218	-670	-7.3%
		Physical Stores, Other	55,550	57,782	-2,232	-3.9%
		Total	64,098	67,000	-2,902	-4.3%
	Operating Profit	2,322	3,100	-778	-25.1%	
Domestic Business	Sales	E-Commerce	2,008	2,180	-172	-7.9%
		Physical Stores, Other	24,631	26,262	-1,631	-6.2%
		Total	26,639	28,442	-1,803	-6.3%
	Operating Profit	1,546	1,656	-110	-6.6%	
Domestic Total	Sales	E-Commerce	10,556	11,398	-842	-7.4%
		Physical Stores, Other	80,181	84,044	-3,863	-4.6%
		Total	90,737	95,442	-4,705	-4.9%
	Operating Profit	3,868	4,756	-888	-18.7%	
Europe	Sales	21,980	21,070	910	4.3%	
	Operating Profit	-1,209	-1,337	128	↑	
Asia	Sales	3,346	3,164	182	5.8%	
	Operating Profit	-11	-145	134	↑	
US	Sales	2,433	2,574	-141	-5.5%	
	Operating Profit	-81	95	-176	↓	
Overseas Total	Sales	E-Commerce	821	897	-76	-8.5%
		Physical Stores, Other	26,938	25,911	1,027	4.0%
		Total	27,759	26,808	951	3.5%
	Operating Profit	-1,301	-1,387	86	↑	
Total (Simple Aggregate)	Sales	E-Commerce	11,377	12,295	-918	-7.5%
		Physical Stores, Other	107,119	109,955	-2,836	-2.6%
		Total	118,496	122,250	-3,754	-3.1%
	Operating Profit	2,567	3,369	-802	-23.8%	

Onward Kashiwama

(Million Yen)

Onward Kashiwama	1H Results	1H Forecasts		
	FY02/19	FY02/18	YoY	
			Change	%
Sales	64,098	67,000	-2,902	-4.3%
Gross Profit	33,089	35,300	-2,211	-6.3%
(% of Sales)	51.6%	52.7%		-1.1%
SG&A Expenses	30,767	32,200	-1,433	-4.5%
(% of Sales)	48.0%	48.1%	0	-0.1%
Operating Profit	2,322	3,100	-778	-25.1%
(% of Sales)	3.6%	4.6%		-1.0%

Domestic Subsidiaries

(Million Yen)

Domestic Business		1H Results	1H Forecasts		
		FY02/19	FY02/19	Change	YoY (%)
Onward Trading	Sales	7,790	8,400	-610	-7.3%
	Operating Profit	658	689	-31	-4.5%
Chacott	Sales	5,808	5,967	-159	-2.7%
	Operating Profit	487	484	3	0.6%
Creative Yoko	Sales	2,789	2,956	-167	-5.6%
	Operating Profit	50	29	21	72.4%
Island	Sales	4,193	4,404	-211	-4.8%
	Operating Profit	393	482	-89	-18.5%
Onward Global Fashion	Sales	2,565	2,816	-251	-8.9%
	Operating Profit	-412	-458	46	↑
Other	Sales	3,494	3,879	-385	-9.9%
	Operating Profit	370	430	-60	-14.0%
Total Domestic Business	Sales	26,639	28,422	-1,783	-6.3%
	Operating Profit	1,546	1,656	-110	-6.6%

## By Apparel Type

(Million Yen)

	1H FY02/19 Results			2H FY02/19 Forecasts			FY02/19 Full-Year Forecasts			
	FY02/19	FY02/18	YoY (%)	FY02/19	FY02/18	YoY (%)	FY02/19	FY02/18	YoY (%)	% of Total
Men's	13,945	14,551	-4.2%	17,556	17,854	-1.7%	31,501	32,406	-2.8%	22.5%
Women's	45,326	45,892	-1.2%	52,587	51,313	2.5%	97,913	97,205	0.7%	69.9%
Children's	2,815	2,971	-5.3%	3,628	3,565	1.8%	6,443	6,537	-1.4%	4.6%
Others	2,012	1,466	37.2%	2,131	1,825	16.8%	4,143	3,291	25.9%	3.0%
Total	64,098	64,881	-1.2%	75,902	74,557	1.8%	140,000	139,438	0.4%	100.0%

## By Distribution Channel

	1H FY02/19 Results			2H FY02/19 Forecasts			FY02/19 Full-Year Forecasts			
	FY02/19	FY02/18	YoY (%)	FY02/19	FY02/18	YoY (%)	FY02/19	FY02/18	YoY (%)	% of Total
Department Stores	41,353	44,242	-6.5%	49,152	51,868	-5.2%	90,505	96,110	-5.8%	64.6%
New Distribution Channels	18,399	16,912	8.8%	22,867	18,984	20.5%	41,266	35,896	15.0%	29.5%
Specialty Stores	1,728	1,682	2.7%	1,761	1,868	-5.7%	3,489	3,550	-1.7%	2.5%
Chain Stores	99	116	-14.7%	120	136	-11.8%	219	252	-13.1%	0.2%
Others	2,519	1,929	30.6%	2,002	1,701	17.7%	4,521	3,630	24.5%	3.2%
Total	64,098	64,881	-1.2%	75,902	74,557	1.8%	140,000	139,438	0.4%	100.0%

## Floor Space

		FY02/14	FY02/15	FY02/16	FY02/17	FY02/18	1H FY02/19		2H FY02/19 Forecasts						
Department Stores	Sales (Million Yen)	117,429	-1.6%	113,869	-3.0%	104,555	-8.2%	99,541	-4.8%	96,110	-3.4%	41,353	-6.5%	90,505	-5.8%
	Floor Space (sq. m)	146,215	-6.3%	140,767	-3.7%	134,861	-4.2%	130,410	-3.3%	126,959	-2.6%	122,645	-3.7%	121,798	-4.1%
Shopping Centers and Others	Sales (Million Yen)	27,952	8.5%	27,733	-0.8%	26,598	-4.1%	23,477	-11.7%	20,646	-12.1%	9,941	-4.7%	20,302	-1.7%
	Floor Space (sq. m)	84,257	-2.5%	86,254	2.4%	86,204	-0.1%	69,438	-19.4%	64,020	-7.8%	61,795	-5.8%	62,889	-1.8%

## FY02/19 Monthly Sales YoY (%)

Month	Mar.	Apr.	May	Q1	Jun.	Jul.	Aug.	Q2	1H
%	2	0	-6	-1	1	-5	-1	-1	-1

## Sales of Key Brands

(Million Yen)

Brand	1H FY02/19 Results			2H FY02/19 Forecasts			FY02/19 Full-Year Forecasts			% of Total ( Results )	
	FY02/19	FY02/18	YoY (%)	FY02/19	FY02/18	YoY (%)	FY02/19	FY02/18	YoY (%)		
Nijyusanku (women's)	12,268	13,241	-7%	15,109	14,741	2%	27,377	27,982	-2%	40%	
Kumikyoku (women's)	4,625	4,816	-4%	5,235	5,134	2%	9,860	9,950	-1%		
ICB (women's)	3,901	3,843	2%	5,000	4,961	1%	8,901	8,804	1%		
Jiyuku (women's)	4,808	4,500	7%	5,345	5,183	3%	10,153	9,683	5%		
<b>Core Brands: Total</b>	<b>25,602</b>	<b>26,400</b>	<b>-3%</b>	<b>30,689</b>	<b>30,019</b>	<b>2%</b>	<b>56,291</b>	<b>56,419</b>	<b>±0</b>		
J.Press (men's, women's, children's)	4,326	4,277	1%	4,909	4,850	1%	9,235	9,127	1%	75%	
Calvin Klein Platinum Label (men's, women's)	1,875	1,971	-5%	2,358	2,406	-2%	4,233	4,377	-3%		
gotairiku (men's)	2,511	2,566	-2%	1,987	1,984	±0	4,498	4,550	-1%		
SONIA RYKIEL COLLECTION (women's)	1,322	1,306	1%	1,487	1,659	-10%	2,809	2,965	-5%		
DAKS (men's, golf)	1,139	1,232	-8%	1,325	1,429	-7%	2,464	2,661	-7%		
Paul Smith (women's)	2,121	2,073	2%	2,573	2,760	-7%	4,694	4,833	-3%		
JOSEPH (men's, women's)	2,322	2,309	1%	2,859	2,741	4%	5,181	5,050	3%		
JANE MORE (women's)	893	1,032	-13%	932	1,045	-11%	1,825	2,077	-12%		
TOCCA (women's, children's)	1,825	1,771	3%	2,148	2,045	5%	3,973	3,816	4%		
Personal Order (men's)	2,456	2,545	-3%	2,625	2,739	-4%	5,081	5,284	-4%		
Nijyusanku Men's Casual (men's, golf)	2,309	2,366	-2%	2,408	2,472	-3%	4,717	4,838	-3%		
<b>Key Department Store Brands: Total</b>	<b>48,701</b>	<b>49,848</b>	<b>-2%</b>	<b>56,300</b>	<b>56,149</b>	<b>±0</b>	<b>105,001</b>	<b>105,997</b>	<b>-1%</b>		
any FAM (women's, children's)	3,113	3,229	-4%	3,473	3,576	-3%	6,586	6,805	-3%		11%
any SiS (women's)	4,301	4,371	-2%	4,807	4,761	1%	9,108	9,132	±0		
<b>New Distribution Channels, Key Brands: Total</b>	<b>7,414</b>	<b>7,600</b>	<b>-2%</b>	<b>8,280</b>	<b>8,337</b>	<b>-1%</b>	<b>15,694</b>	<b>15,937</b>	<b>-2%</b>		
<b>Core Brands, Key Brands: Total</b>	<b>56,115</b>	<b>57,448</b>	<b>-2%</b>	<b>64,580</b>	<b>64,486</b>	<b>±0</b>	<b>120,695</b>	<b>121,934</b>	<b>-1%</b>	<b>86%</b>	

Note: Only brands with over 3.0 billion yen in full-year sales are listed.

# ONWARD

## ONWARD HOLDINGS CO., LTD.

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