



Chacott 

Chacott DAIKANYAMA, opened on March 12, 2022

## FY02/22 Results Presentation Supplement

ONWARD HOLDINGS CO., LTD.  
April 7, 2022

Hello, I'm Michinobu Yasumoto, president and CEO of Onward Holdings Co., Ltd. Thank you all very much for taking the time to join us today for this briefing on our financial results for the fiscal year ended February 28, 2022. I'll be basing my briefing on our Results Presentation Supplement.

First, please look at Page 2 of the supplement.

**FY02/22 Results**

· Consolidated Results	2
· Results by Segment	4
· Results by Group Company	5

**FY02/23 Forecasts**

· Consolidated Results	7
· Results by Segment	9
· Results by Group Company	10

<b>Financial Situation</b>	12
----------------------------	----

<b>Early Adoption of the New Revenue Recognition Standard</b>	14
---	----

<b>DATA BOOK</b>	15
------------------	----

# FY02/22 Results

- ① Consolidated net sales for FY02/22 were 168.5 billion yen, down 8.5% YoY. As a result of particularly solid performance in the Lifestyle business and Customization business, net sales of existing businesses increased 13.9% YoY, excluding discontinued businesses such as the Europe businesses.
- ② Consolidated e-commerce sales were 43.1 billion yen, a 6.3% increase YoY. Contributing to these results were the strong performance of the new D2C brand business, as well as a decline in losses associated with out-of-stock items, resulting from the full-fledged operation of the centralized inventory management system for e-commerce and physical stores.
- ③ Consolidated operating profitability improved 19.1 billion yen YoY, resulting in an overall operating loss of 1.1 billion yen. As a result of business reforms, the gross profit margin increased by 8.2% while the SG&A expense ratio decreased by 2.0%.
- ④ While overseas businesses such as the Guam Resort business posted a 1.5 billion yen operating loss, domestic businesses achieved a return to profitability with operating profit of 1.3 billion yen. The domestic lifestyle business in particular posted an operating profit of 2.6 billion yen, an almost threefold increase YoY.
- ⑤ However, factors such as the sharp drop in footfall resulting from the spread of the Omicron variant starting from mid-January this year caused net sales to be 6.1 billion yen lower and operating profit 2.1 billion yen lower than the 4Q forecast figures.
- ⑥ Recurring profit returned to the black at 0.5 billion yen, mainly due to an increase in subsidy income, and net profit was 8.6 billion yen, mainly due to the gain on sales of non-current assets. EBITDA returned to profitability with 3.9 billion yen.
- ⑦ Net assets increased by 17.7 billion yen YoY to 77.2 billion yen due to the liquidation of non-current assets and more efficient fund management. The shareholders' equity ratio also increased by 13.5% YoY to 42.4%, representing a significant improvement to the soundness of the balance sheet.

This page summarizes the main points of our full-year results. I'll go over these points first in order to provide an overview.

Point (1) is that consolidated net sales were ¥168.5 billion, down 8.5% year on year. We applied the new revenue recognition standard starting from the fiscal year ended February 28, 2022, and the figures for the previous fiscal year in this supplement have also been adjusted to facilitate comparisons. For this reason, the year-on-year comparisons in the supplement differ from the figures disclosed in our summary of financial results. Meanwhile, the impact of our discontinuation of businesses such as our European businesses, as part of our global business reforms, has been quite significant. Discontinuation of the business in Italy alone resulted in a decline in sales of more than ¥20 billion. If we exclude these discontinued businesses, net sales on a continuing existing business base increased 13.9% year on year.

Point (2) is that our consolidated e-commerce sales, which we have been focusing our efforts on, increased 6.3% year on year to reach ¥43.1 billion. We also saw strong performance from our new D2C brand businesses such as "unrave". Thanks to the full-fledged launch of operations of our centralized inventory management system for both e-commerce and physical stores during the fiscal year ended February 28, 2022, we saw large reductions in e-commerce losses due to out-of-stock items. All of these factors contributed to sales growth.

Point (3) is that consolidated operating profitability improved by ¥19.1 billion year on year to reduce operating loss to ¥1.1 billion. The gross profit margin increased by 8.2pt while the SG&A expense ratio decreased by 2pt, due to the positive impacts of our business reforms.

Point (4) is that, looking at results by segment, overseas businesses such as the Guam resort business posted a ¥1.5 billion operating loss, but domestic businesses achieved a return to profitability with a ¥1.3 billion operating profit. Results for our domestic Lifestyle businesses were particularly strong, with an operating profit of ¥2.6 billion, roughly 3 times higher year on year.

Point (5) is that customer footfall decreased sharply from mid-January 2022 due to the spread of the Omicron variant. As a result, net sales were ¥6.1 billion below the forecast figure for the fourth quarter, while operating profit was ¥2.1 billion below forecast. We were anticipating ¥1 billion in operating profit, but due to the spread of the Omicron variant, operating loss reached ¥1.1 billion.

Point (6) is that recurring profit returned to profitability at ¥500 million due in part to an increase in subsidy income. Net profit also returned to the black at ¥8.6 billion, due in part to gain on sales of non-current assets. EBITDA also returned to the black at ¥3.9 billion.

Lastly, point (7) is that net assets increased by ¥17.7 billion year on year to ¥77.2 billion, due in part to the liquidation of non-current assets and improved cash management efficiency. The shareholders' equity ratio also increased by 13.5pt year on year to reach 42.4%. We have set the appropriate shareholders' equity ratio range at between 40% and 50%, and it has finally recovered to that range. We believe that these significant improvements to balance sheet soundness will lay a foundation for our growth strategies for this fiscal year and beyond.

## FY02/22 Consolidated Results



### Previous fiscal year's figures adjusted to reflect changes in revenue recognition standard<sup>1</sup>

	1H				2H				Full year				(Million yen)	
	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY	Unadjusted <sup>2</sup>	
													FY02/21	
1	Net sales	80,785	84,897	-4,112	95.2%	87,668	99,154	-11,486	88.4%	168,453	184,051	-15,598	91.5%	175,899
2	Gross Profit	41,018	38,713	+2,305	106.0%	46,594	41,816	+4,778	111.4%	87,612	80,529	+7,083	108.8%	70,702
	(% of Sales)	50.8%	45.6%	+5.2%		53.1%	42.2%	+10.9%		52.0%	43.8%	+8.2%		40.2%
3	SG&A Expenses	44,312	49,692	-5,380	89.2%	44,379	51,010	-6,631	87.0%	88,691	100,702	-12,011	88.1%	90,876
	(% of Sales)	54.9%	58.5%	-3.6%		50.6%	51.4%	-0.8%		52.7%	54.7%	-2.0%		51.7%
4	Operating Profit	-3,294	-10,979	+7,685	-	2,215	-9,194	+11,409	-	-1,079	-20,173	+19,094	-	-20,173
	(% of Sales)	-	-	-		2.5%	-	-		-	-	-		-
5	Recurring Profit	-2,862	-11,454	+8,592	-	3,369	-8,720	+12,089	-	507	-20,174	+20,681	-	-20,174
6	Net Profit	7,448	-15,188	+22,636	-	1,118	-7,993	+9,111	-	8,566	-23,181	+31,747	-	-23,181
7	EBITDA <sup>3</sup>	-687	-7,989	+7,302	-	4,602	-6,144	+10,746	-	3,915	-14,133	+18,048	-	-14,133

1. Figures for FY02/21 have been adjusted to reflect the new revenue recognition standard used in FY02/22.

Figures for FY02/21 have been adjusted to reflect the new revenue recognition standard. Adjustments: +8,152 million yen for sales, +9,826 million yen for gross profit and SG&A expenses.

2. Unadjusted figures for FY02/21 correspond to the FY02/21 figures as shown in Consolidated Financial Results for the Fiscal Year Ended February 28, 2022.

3. EBITDA = operating profit + depreciation and amortization.

Page 3 shows the consolidated results for profit and loss, which I have just discussed. Please refer to them for further details.

## FY02/22 Results by Segment

ONWARD

		1H				2H				Full year					
		FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY		
Domestic	Apparel	Net Sales	55,920	57,039	-1,119	98.0%	64,596	63,861	+735	101.2%	120,516	120,900	-384	99.7%	
		Operating Profit	-3,331	-7,573	+4,242	-	2,077	-5,684	+7,761	-	-1,254	-13,257	+12,003	-	
	Lifestyle	Net Sales	17,823	16,094	+1,729	110.7%	20,082	18,780	+1,302	106.9%	37,905	34,874	+3,031	108.7%	
		Operating Profit	1,191	144	+1,047	827.1%	1,407	753	+654	186.9%	2,598	897	+1,701	289.6%	
	<b>Domestic Total</b>		Net Sales	73,743	73,133	+610	100.8%	84,678	82,641	+2,037	102.5%	158,421	155,774	+2,647	101.7%
			Operating Profit	-2,140	-7,429	+5,289	-	3,484	-4,931	+8,415	-	1,344	-12,360	+13,704	-
Overseas	Apparel	Net Sales	10,750	15,732	-4,982	68.3%	7,088	21,741	-14,653	32.6%	17,838	37,473	-19,635	47.6%	
		Operating Profit	-244	-2,624	+2,380	-	-435	-3,574	+3,139	-	-679	-6,198	+5,519	-	
	Lifestyle	Net Sales	730	1,486	-756	49.1%	1,020	619	+401	164.8%	1,750	2,105	-355	83.1%	
		Operating Profit	-424	-158	-266	-	-390	-361	-29	-	-814	-519	-295	-	
	<b>Overseas Total</b>		Net Sales	11,480	17,218	-5,738	66.7%	8,108	22,360	-14,252	36.3%	19,588	39,578	-19,990	49.5%
			Operating Profit	-668	-2,782	+2,114	-	-825	-3,935	+3,110	-	-1,493	-6,717	+5,224	-
<b>Consolidated Total</b>		Net Sales	80,785	84,897	-4,112	95.2%	87,668	99,154	-11,486	88.4%	168,453	184,051	-15,598	91.5%	
		Operating Profit	-3,294	-10,979	+7,685	-	2,215	-9,194	+11,409	-	-1,079	-20,173	+19,094	-	

Note: The segment breakdown is calculated using simple sums of all companies. Consolidated totals are after eliminating intergroup transactions.

Note: Full year: December – November for Europe, and January – December for Asia and North America

Note: Figures for FY02/21 have been adjusted to reflect the new revenue recognition standard used in FY02/22.

Note: Domestic Apparel (Onward Kashiya, Onward Trading, Island, Onward Personal Style, and 10 other companies; 14 companies in total)

Overseas Apparel (8 companies in the JOSEPH Group, J.PRESS, Onward Fashion Trading and 8 other companies; 18 companies in total)

Domestic Lifestyle (Chacott, Creative Yoko, Yamato, KASHIYAMA DAIKANYAMA, and 6 other companies; 10 companies in total)

Overseas Lifestyle (Onward Beach Resort Guam and 9 other companies; 10 companies in total)

Page 4 shows results by segment. The beige rows show domestic and overseas totals, and the consolidated totals are shown in the bottom rows. As I explained just before, the domestic total for operating profit was ¥1.344 billion, a profitability improvement of ¥13.7 billion year on year. Net sales increased 1.7%, or ¥2.6 billion, year on year, thus achieving sales growth and a return to profitability. Meanwhile, net sales of overseas businesses were halved to ¥19.6 billion, falling 50.5% year on year. Although operating profitability improved by ¥5.2 billion, operating loss remained at ¥1.5 billion, which left us with issues like those relating to the Guam resort business, and our European and North American businesses. With regard to our Guam hotel business, we finalized its sale at the end of March 2022.

## FY02/22 Results by Group Company

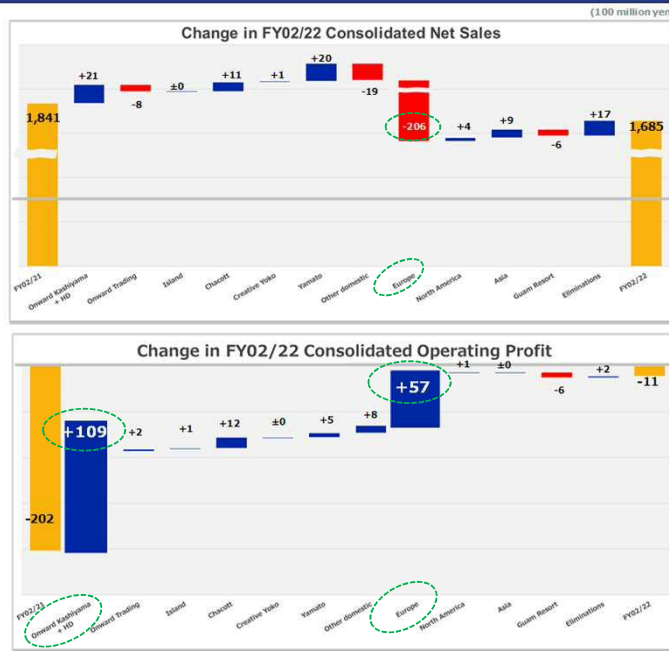
ONWARD

		1H						2H						Full year					
		Net sales			Operating Profit			Net sales			Operating Profit			Net sales			Operating Profit		
		FY02/22	FY02/21	Change	FY02/22	FY02/21	Change	FY02/22	FY02/21	Change	FY02/22	FY02/21	Change	FY02/22	FY02/21	Change	FY02/22	FY02/21	Change
D o m e s t i c	Onward Kashiyama + HD	41,382	41,306	+86	-3,238	-7,678	+4,440	50,003	48,004	+1,999	1,381	-5,083	+6,464	91,395	89,310	+2,085	-1,857	-12,761	+10,904
	Onward Trading	7,578	8,635	-1,057	1,067	1,454	-387	7,182	6,956	+226	721	191	+530	14,760	15,591	-831	1,788	1,645	+143
	Island	2,813	2,425	+388	-124	-413	+289	2,940	3,291	-351	0	169	-169	5,753	5,716	+37	-124	-244	+120
	Chaocot	4,445	2,961	+1,484	283	-632	+915	3,866	4,214	-348	49	-216	+265	8,311	7,175	+1,136	332	-848	+1,180
	Creative Yoku	2,223	2,123	+100	68	-17	+85	2,971	2,951	+20	251	287	-36	5,194	5,074	+120	319	270	+49
	Yamato	9,282	8,956	+326	548	484	+64	11,044	9,353	+1,691	732	313	+419	20,326	18,309	+2,017	1,280	797	+483
	Other	6,010	6,727	-717	-744	-627	+117	6,672	7,872	-1,200	350	-592	+942	12,662	14,559	-1,917	-394	-1,219	+825
	Domestic Subtotal (Excl. Onward Kashiyama + HD)	32,351	31,827	+524	1,098	249	+849	34,875	34,837	+38	2,103	152	+1,951	67,026	66,464	+562	3,201	401	+2,800
	Europe	8,822	13,815	-4,993	-47	-2,808	+2,761	4,360	20,011	-15,651	-109	-3,071	+2,962	13,182	33,826	-20,644	-156	-5,879	+5,723
	North America	297	189	+108	-231	-259	+28	506	227	+279	-220	-330	+110	803	416	+387	-451	-589	+138
	Asia	2,211	2,181	+30	-78	170	-348	2,993	2,985	+8	-104	-308	+204	5,204	4,266	+938	-182	-138	-44
	Guam Resort	150	1,033	-883	-312	115	-427	249	37	+212	-392	-228	-186	399	1,070	-671	-704	-111	-593
	Overseas Subtotal	11,480	17,218	-5,738	-688	-2,782	+2,114	8,188	22,380	-14,252	-825	-3,935	+3,110	19,588	39,578	-19,990	-1,493	-6,717	+5,224
	<b>Consolidated Total</b>	<b>80,785</b>	<b>84,897</b>	<b>-4,112</b>	<b>-3,294</b>	<b>-16,979</b>	<b>+7,885</b>	<b>87,868</b>	<b>99,154</b>	<b>-11,486</b>	<b>2,216</b>	<b>-8,194</b>	<b>+11,409</b>	<b>168,463</b>	<b>184,051</b>	<b>-15,588</b>	<b>-1,079</b>	<b>-20,173</b>	<b>+18,094</b>

Note: The group breakdown is calculated using simple sums. Consolidated totals are after eliminating intergroup transactions.  
Note: Figures for FY02/21 have been adjusted to reflect the new revenue recognition standard used in FY02/22.

Next, Page 5 shows results by group company.

The beige rows in the domestic section shows the totals for Onward Kashiyama and Holdings, with an increase of more than ¥2 billion in net sales, and an improvement of ¥10.9 billion in operating profitability, leaving an operating loss of around ¥1.9 billion. In addition, the subtotals for domestic group companies excluding Onward Kashiyama and Holdings also show increased sales and profits. We achieved a significant profit increase with a ¥562 million increase in net sales and a ¥2.8 billion increase in operating profits. As I mentioned earlier, although overseas businesses saw a ¥20 billion decline in net sales, this was a direct result of our global business reforms. Operating profitability showed an improvement of ¥5.2 billion. However, that still leaves us with an operating loss of ¥1.5 billion.



Page 6 shows changes in consolidated net sales and consolidated operating profit by group company for the full year. Due to reforms in our European businesses, sales declined by ¥20.6 billion, which had a considerably large impact. Meanwhile, the ¥10.9 billion improvement in operating profitability for Onward Kashiwama and Holdings, and the ¥5.7 billion improvement in European businesses contributed greatly to reducing losses.

That's the end of my explanation of the results for the year ended February 28, 2022. Next, I would like to discuss our results forecasts for the current fiscal year.



# FY02/23 Forecasts

- ① Forecasting consolidated net sales of 168.7 billion yen for FY02/23, up 0.1% YoY. Although the impact of the COVID-19 pandemic is expected to continue until the end of the current fiscal year, the Company forecasts a 4.2% YoY increase in net sales from existing businesses, excluding the Europe businesses and other discontinued businesses, due to the acceleration of the “OMO” strategy and the promotion of growth strategies for the Lifestyle business, Customization business, and other businesses.
- ② Forecasting consolidated e-commerce net sales of 48.0 billion, up 11.4% YoY, due to accelerated growth of the new D2C brand business and further promotion of the “OMO” strategy.
- ③ Forecasting consolidated operating profit of 2.1 billion yen, a 3.2 billion yen YoY improvement and a return to profitability. Onward Kashiwama + HD in particular are forecast to improve their operating profitability by 1.9 billion yen to post a profit of 100 million yen.
- ④ Forecasting a 1.2% YoY increase in gross profit margin and a 0.8% YoY decrease in the SG&A expense ratio by continuing to thoroughly implement business reforms.
- ⑤ Recurring profit is forecast to reach 2.1 billion yen (up 1.5 billion yen YoY), while net profit is forecast to amount to 1.7 billion yen (down 6.9 billion yen YoY), mainly due to a decrease in the gain on sales of non-current assets. EBITDA is forecast to increase by 3.2 billion yen to 7.1 billion yen.

Please now look at Page 7. This page provides a simple summary of our full-year forecasts.

Point (1) is that we anticipate a slight increase in consolidated net sales. We forecast a 0.1% increase to ¥168.7 billion. In the domestic market, we are expecting the impact of the COVID-19 pandemic to continue until the end of the fiscal year. Likewise, the potential impact of COVID-19 on our production sites in China and elsewhere in Asia is extremely uncertain. For these reasons, our forecast for net sales is somewhat conservative. Meanwhile, the impact of net sales declines due to discontinuation of European businesses, is expected to continue, albeit on a smaller scale, into the current fiscal year. A negative impact of around ¥3.4 billion is expected. When this is excluded, the forecast is a 4.2% increase year on year on a continuing existing business basis. We expect to secure these gains through the acceleration of our omnichannel strategy, which we call our “OMO strategy”, and the promotion of growth strategies for our Apparel business which includes customization business and Lifestyle business. Later, I’ll provide an overview of our “Click & Try” service, which will be the main pillar of our “OMO strategy” this year.

Point (2) concerns consolidated e-commerce net sales. We forecast that consolidated e-commerce net sales will increase 11.4% year on year to reach ¥48 billion. We’ll continue working to accelerate growth in our D2C brand businesses in addition to continuing to also reserve inventory for physical stores within our e-commerce channels under our “OMO strategy”, while minimizing losses due to out-of-stock items in order to maximize sales. Through policies such as these, we’re looking to achieve an 11.4% increase in net sales.

Point (3) concerns consolidated operating profits. We’re forecasting an improvement of ¥3.2 billion year on year for a return to profitability at ¥2.1 billion. Onward Kashiwama and Holdings in particular are expected to improve, with a profitability improvement of ¥1.9 billion to post a profit of ¥100 million. Although the core business company Onward Kashiwama has been heavily impacted by the COVID-19 pandemic, we hope to achieve a return to profitability this fiscal year through a variety of reform initiatives and promotion of growth strategies such as our “OMO strategy”.

Point (4) is that implementation of large-scale business reforms including our withdrawal from unprofitable businesses has now mostly been completed, but we will continue with thoroughgoing reforms of our continuing existing businesses. We intend to make steady progress with efforts such as strict inventory control to enhance gross profit margins, and the implementation of sales policies that facilitate the curbing of price markdowns. We expect the gross profit margin to rise by 1.2pt year on year, and the SG&A expenses ratio to decrease by 0.8pt year on year. We’ll focus on efforts such as gradually reducing the expense ratios of our physical store businesses through increased utilization of our “Click & Try” services in order to boost sales at each store.

Finally, point (5) is that we’re forecasting that recurring profit will increase by ¥1.5 billion to reach ¥2.1 billion. Due to the large decrease in gain on sales of non-current assets this fiscal year, we forecast that net profit will decrease by ¥6.9 billion to ¥1.7 billion. Meanwhile, EBITDA is expected to grow by ¥3.2 billion to ¥7.1 billion.

## FY02/23 Full-Year Consolidated Forecast

ONWARD

(Million yen)

	1H				2H				Full year			
	FY02/23	FY02/22	Change	YoY	FY02/23	FY02/22	Change	YoY	FY02/23	FY02/22	Change	YoY
1 Net sales	77,000	80,785	-3,785	95.3%	91,700	87,668	+4,032	104.6%	168,700	168,453	+247	100.1%
2 Gross Profit (% of Sales)	40,500 52.6%	41,018 50.8%	-518 +1.8%	98.7%	49,200 53.7%	46,594 53.1%	+2,606 +0.6%	105.6%	89,700 53.2%	87,612 52.0%	+2,088 +1.2%	102.4%
3 SG&A Expenses (% of Sales)	42,300 54.9%	44,312 54.9%	-2,012 ±0.0%	95.5%	45,300 49.4%	44,379 50.6%	+921 -1.2%	102.1%	87,600 51.9%	88,691 52.7%	-1,091 -0.8%	98.8%
4 Operating Profit (% of Sales)	-1,800 -	-3,294 -	+1,494	-	3,900 4.3%	2,215 2.5%	+1,685	176.1%	2,100 1.2%	-1,079 -	+3,179	-
5 Recurring Profit	-1,750	-2,862	+1,112	-	3,800	3,369	+431	112.8%	2,050	507	+1,543	404.3%
6 Net Profit	-1,250	7,448	-8,698	-	2,950	1,118	+1,832	263.9%	1,700	8,566	-6,866	19.8%
7 EBITDA*	650	-687	+1,337	-	6,430	4,602	+1,828	139.7%	7,080	3,915	+3,165	180.8%

Note: EBITDA = operating profit + depreciation and amortization

Page 8 shows consolidated forecasts for this fiscal year's net sales and profits at all levels, for your reference.

## FY02/23 Forecasts by Segment

ONWARD

(Million yen)

		1H				2H				Full year					
		FY02/23	FY02/22	Change	YoY	FY02/23	FY02/22	Change	YoY	FY02/23	FY02/22	Change	YoY		
D o m e s t i c	Apparel	Net Sales	55,406	55,920	-514	99.1%	65,639	64,596	+1,043	101.6%	121,045	120,516	+529	100.4%	
		Operating Profit	-1,728	-3,331	+1,603	-	2,800	2,077	+723	134.8%	1,072	-1,254	+2,326	-	
	Lifestyle	Net Sales	18,783	17,823	+960	105.4%	19,800	20,082	-282	98.6%	38,583	37,905	+678	101.8%	
		Operating Profit	1,370	1,191	+179	115.0%	1,554	1,407	+147	110.4%	2,924	2,598	+326	112.5%	
	<b>Domestic Total</b>		Net Sales	74,189	73,743	+446	100.6%	85,439	84,678	+761	100.9%	159,628	158,421	+1,207	100.8%
			Operating Profit	-358	-2,140	+1,782	-	4,354	3,484	+870	125.0%	3,996	-1,344	+2,652	297.3%
O v e r s e a s	Apparel	Net Sales	6,270	10,750	-4,480	58.3%	10,026	7,088	+2,938	141.5%	16,296	17,838	-1,542	91.4%	
		Operating Profit	-839	-244	-595	-	423	-435	+858	-	-416	-679	+263	-	
	Lifestyle	Net Sales	932	730	+202	127.7%	1,247	1,020	+227	122.3%	2,179	1,750	+429	124.5%	
		Operating Profit	-192	-424	+232	-	-103	-390	+287	-	-295	-814	+519	-	
	<b>Overseas Total</b>		Net Sales	7,202	11,480	-4,278	62.7%	11,273	8,108	+3,165	139.0%	18,475	19,588	-1,113	94.3%
			Operating Profit	-1,031	-668	-363	-	320	-825	+1,145	-	-711	-1,493	+782	-
<b>Consolidated Total</b>		Net Sales	77,000	80,785	-3,785	95.3%	91,700	87,668	+4,032	104.6%	168,700	168,453	+247	100.1%	
		Operating Profit	-1,800	-3,294	+1,494	-	3,900	2,215	+1,685	176.1%	2,100	-1,079	+3,179	-	

Note: The segment breakdown is calculated using simple sums of all companies. Consolidated totals are after eliminating intergroup transactions.

Note: Full year: December – November for Europe, and January – December for Asia and North America

Note: Domestic Apparel (Onward Kashiyama, Onward Trading, Island, Onward Personal Style, and 4 other companies; 8 companies in total)

Note: Overseas Apparel (8 companies in the JOSEPH Group, J.PRESS, Onward Fashion Trading and 6 other companies; 16 companies in total)

Note: Domestic Lifestyle (Chacott, Creative Yoko, Yamato, and 4 other companies; 8 companies in total)

Note: Overseas Lifestyle (Golf Resort Guam and 2 other companies; 3 companies in total)

Next, Page 9 shows domestic and overseas data by segment. Domestic businesses are forecast to achieve slight net sales growth, but operating profits are forecast to reach ¥4 billion, a threefold increase. As discussed earlier, we're forecasting a decline of ¥1.1 billion in net sales for overseas businesses due to the negative impact on sales due to the withdrawal from European businesses, which as I mentioned earlier, will continue albeit on a smaller scale this fiscal year. We anticipate that operating losses will halve to around ¥700 million, and we're looking to achieve a return to profitability in the fiscal year ending February 29, 2024.

## FY02/23 Forecasts by Group Company

ONWARD

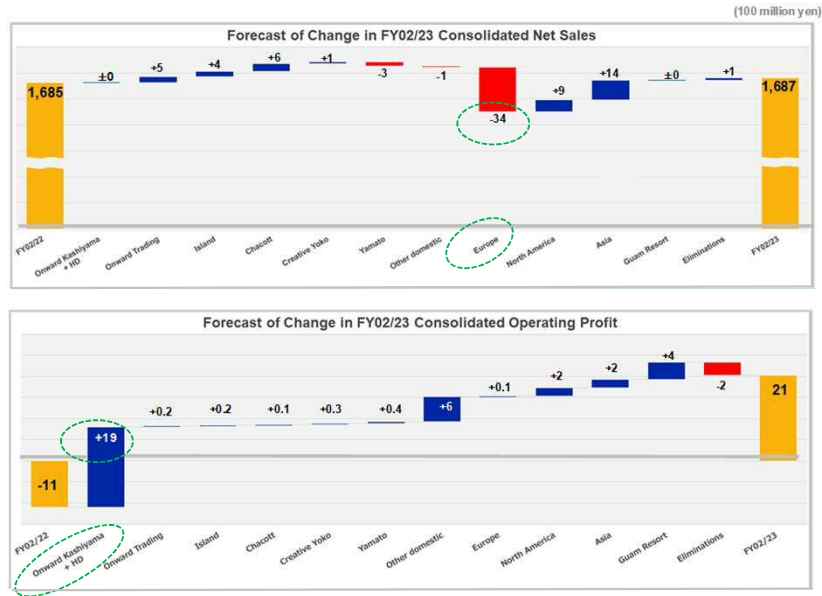
		1H									2H									Full year								
		Net Sales			Operating Profit			Net Sales			Operating Profit			Net Sales			Operating Profit											
		FY02/23	FY02/22	Change	FY02/23	FY02/22	Change	FY02/23	FY02/22	Change	FY02/23	FY02/22	Change	FY02/23	FY02/22	Change	FY02/23	FY02/22	Change									
Domestic	Onward Kashiyama + HD	41,300	41,392	-92	-1,855	-3,238	+1,283	50,106	50,003	+103	2,034	1,281	+653	91,406	91,395	+11	79	-1,857	+1,936									
	Onward Trading	7,190	7,578	-388	898	1,067	-169	8,030	7,182	+848	913	721	+192	15,220	14,760	+460	1,811	1,788	+23									
	Island	2,973	2,813	+160	-94	-124	+30	3,185	2,940	+245	-14	0	-14	6,158	5,753	+405	-108	-124	+16									
	Chacott	4,680	4,445	+235	289	283	+6	4,250	3,865	+384	54	49	+5	8,930	8,311	+619	343	332	+11									
	Creative Yoko	2,343	2,223	+120	73	68	+5	2,996	2,971	+25	280	251	+29	5,339	5,194	+145	353	319	+34									
	Yamato	9,755	9,282	+473	557	548	+9	10,248	11,044	-796	763	732	+31	20,003	20,326	-323	1,320	1,280	+40									
	Other	5,948	6,010	-62	-126	-744	+618	6,624	6,672	-48	324	350	-26	12,572	12,682	-110	198	-394	+592									
	Domestic Subtotal (Excl. Onward Kashiyama + HD)	32,889	32,351	+538	1,597	1,099	+499	35,333	34,675	+658	2,320	2,103	+217	68,222	67,026	+1,196	3,917	3,201	+716									
	Europe	3,969	8,822	-4,853	-525	-47	-478	5,764	4,360	+1,404	374	-109	+483	9,733	13,182	-3,449	-151	-156	+5									
	North America	543	297	+246	-224	-231	+7	1,139	505	+633	-46	-220	+174	1,682	803	+879	-270	-451	+181									
	Asia	2,544	2,211	+333	-164	-78	-86	4,119	2,993	+1,126	170	-104	+274	6,663	5,204	+1,459	6	-182	+188									
	Guam Resort	146	150	-4	-118	-312	+194	251	249	+2	-178	-392	+214	397	399	-2	-296	-704	+408									
	Overseas Subtotal	7,202	11,480	-4,278	-1,031	-668	-363	11,273	8,108	+3,165	320	-825	+1,145	18,475	19,588	-1,113	-711	-1,493	+782									
	<b>Consolidated Total</b>	<b>77,000</b>	<b>80,785</b>	<b>-3,785</b>	<b>-1,800</b>	<b>-3,294</b>	<b>+1,494</b>	<b>91,700</b>	<b>87,668</b>	<b>+4,032</b>	<b>3,900</b>	<b>2,215</b>	<b>+1,685</b>	<b>168,700</b>	<b>168,453</b>	<b>+247</b>	<b>2,100</b>	<b>-1,079</b>	<b>+3,178</b>									

Note: The group breakdown is calculated using simple sums. Consolidated totals are after eliminating intergroup transactions.

Page 10 shows forecasts by group company, please refer to it at your leisure.

## FY02/23 Forecasts by Group Company

ONWARD



Page 11 shows waterfall graphs of our forecasts for full-year consolidated net sales and consolidated operating profits for each group company. The biggest factor for the forecast change in net sales is our withdrawal from European businesses and the resulting ¥3.4 billion decline in revenue. The net sales of other group companies are each expected to be impacted by differing positive and negative factors, but almost all group companies are forecast to achieve slight sales growth. With regard to operating profit, we believe that a return to profitability for Onward Kashiyama will be the most important issue. We're also looking to boost profits or improve profitability at almost all of the other group companies.

# Financial Situation

### ■ Consolidated Balance Sheet

(100 million yen)

	End-FY02/22	End-FY02/21	Change	Remarks
1 Current Assets	605	804	-199	
2 Cash and Deposits	152	213	-61	Lower cash and deposits due to decrease in number of subsidiaries following business reforms
3 Accounts Receivable	142	182	-40	
4 Inventory	268	343	-75	Lower inventory due to inventory streamlining
5 Non-current Assets	972	1,155	-183	Pursuing liquidation of non-current assets
6 Property, Plant and Equipment	580	718	-138	Pursuing liquidation of non-current assets
7 Intangible Assets	93	106	-13	
8 Investments and Other Assets	298	330	-32	
9 Total Assets	1,577	1,960	-383	
10 Liabilities	804	1,365	-561	
11 Accounts Payable	182	219	-37	
12 Borrowings	351	780	-429	Lower borrowings due to improved cash management efficiency
13 Net Assets	772	595	177	

### ■ Metrics

	End-FY02/22	End-FY02/21	End-FY02/20	End-FY02/19	Remarks
14 Shareholders' Equity Ratio	42.4%	28.9%	38.3%	55.1%	Improved significantly; up 13.4% YoY
15 Current Ratio	108.5%	80.8%	98.2%	111.3%	Current ratio recovered to above 100%

Next, please look at Page 12, which shows changes in the consolidated balance sheet and relevant indicators. In the fiscal year ended February 28, 2022, we set improvement and strengthening of the balance sheet as a major management target, with the aim of promoting stable operations during the extremely uncertain conditions of the COVID-19 pandemic, in addition to improving profitability. As a result, we saw significant improvements, including a ¥17.7 billion increase in net assets, and a 13.4pt increase in the shareholders' equity ratio. Meanwhile, in the fiscal year ended February 28, 2022 we were able to bring the current ratio back up to above 100%, reaching 108.5% after having deteriorated to 80.8% in the fiscal year ended February 28, 2021. Based on this balance sheet, from this fiscal year onwards we're looking to proactively implement appropriate investments to drive growth with focus on M&A and digital transformation in order to launch an aggressive comeback.

I'll finish my discussion of our results based on the Results Presentation Supplement here.

For the last part of my presentation, I'd like to further explain our "OMO strategy", which is the main pillar of our growth strategies this fiscal year. Specifically, I will discuss our "Click & Try" service, one of our practical strategies. Please turn to page 20.



■ Consolidated Statements of Cash Flows

(Million yen)

	FY02/22	FY02/21	Change	Remarks
16 Cash flows from operating activities	7,814	-19,614	+27,428	Improved significantly due to a return to profit before income taxes, inventory streamlining, and tax refunds
17 Depreciation and amortization	4,605	5,659	-1,054	Due to sales of non-current assets
18 Cash flows from investing activities	21,685	6,091	+15,594	Improved significantly due to sales of non-current assets and shares of subsidiaries and associates
19 Cash flows from financing activities	-36,173	5,860	-42,033	Decreased due to liquidation of non-current assets and repayments associated with improved capital efficiency
20 Cash and cash equivalents	15,199	21,270	-6,071	Due to decrease in number of subsidiaries following business reforms

■ Capital Expenditures

(Million yen)

	FY02/23 Forecast	FY02/22	FY02/21
21 Capex	5,382	5,657	6,501
22 Depreciation and Appreciation	4,220	4,605	5,659

■ Shareholder Returns

	FY02/22	FY02/21	FY02/20
23 Dividend Per Share (Yen)	12	12	24
24 Dividend Payout Ratio	19.0%	-	-
25 Dividend Yield (based on year-end stock price)	4.3%	4.8%	4.6%

The new revenue recognition standard applies to companies starting a new fiscal year beginning on or after April 1, 2021. The Group will adopt the new revenue recognition standard early, starting in FY02/22.

### Key impacts of the new revenue recognition standard on the Group

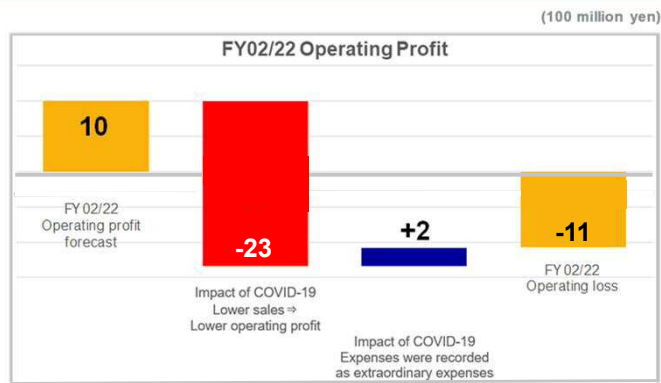
For consignment transactions with department stores, **retail sales will be recorded as sales, and rent equivalents will be recorded as SG&A expenses**, whereas previously the net amount after deducting rent equivalents was recorded as sales.

Loyalty point usage fees, which were previously included in SG&A expenses, **will instead be deducted from sales**.

The above changes will **not affect operating profit**.

The adoption of the new revenue recognition standard will unify the sales recognition standards that previously differed by sales channel.

# DATA BOOK



In Q4, footfall at physical stores increased steadily until early January 2022. Winter clothing sales were strong, due in part to cooler temperatures. However, from mid-January, footfall declined sharply due to the spread of the Omicron variant and the accompanying implementation of priority measures to prevent the spread of COVID-19. As a result, Q4 net sales were 6.1 billion yen below the forecast. Despite efforts to reduce SG&A expenses in response to this, operating profit was 2.1 billion yen lower than forecast, resulting in a full-year operating loss of 1.1 billion yen, due to the significant impact of the reduced sales on gross profit.

**Sales by Channel**

Total consolidated e-commerce sales (incl. overseas sales) were 43.1 billion yen (up 6.3% YoY). The e-commerce ratio for domestic businesses was 30.0%. The directly managed e-commerce ratio was 86.5%.

		(Million yen)								
		Department Stores	Shopping Centers and Other	Physical Stores Total	Directly Managed E-Commerce	Other E-Commerce Platforms	E-Commerce Total	Total Sales	E-Commerce Ratio	Directly Managed E-Commerce Ratio
1	<b>Onward Kashiyama</b>	<b>33,774</b>	<b>29,308</b>	<b>63,082</b>	<b>24,087</b>	<b>2,960</b>	<b>27,047</b>	<b>90,129</b>	<b>30.0%</b>	<b>89.1%</b>
2	% of sales	37.5%	32.5%	70.0%	26.7%	3.3%	30.0%	100.0%		
3	YoY	118.3%	90.3%	103.4%	98.9%	101.3%	99.1%	102.1%	-0.9%	-0.2%
4	Eight Domestic Subsidiaries Using E-Commerce*	8,856	23,324	32,180	11,285	2,565	13,850	46,030	30.1%	81.5%
5	<b>Total of Domestic Group Companies Using E-Commerce</b>	<b>42,630</b>	<b>52,632</b>	<b>95,262</b>	<b>35,372</b>	<b>5,525</b>	<b>40,897</b>	<b>136,159</b>	<b>30.0%</b>	<b>86.5%</b>
6	% of sales	31.3%	38.7%	70.0%	26.0%	4.1%	30.0%	100.0%		
7	YoY	115.7%	96.1%	104.0%	#DIV/0!	107.9%	105.7%	104.5%	0.3%	-0.3%

\*Domestic subsidiaries using e-commerce (Island, Tiaclasse, Onward Personal Style, Chacott, Creative Yoko, Yamato, Intimates, KOKOBUY)

# DATA BOOK: FY02/22 Results

ONWARD

## SG&A expenses

(Million yen)

	1H				2H				Full year			
	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY
1 Personnel	18,134	22,069	-3,935	82.2%	17,178	20,073	-2,895	85.6%	35,312	42,142	-6,830	83.8%
2 Rent	10,870	11,056	-186	98.3%	12,407	13,167	-760	94.2%	23,277	24,223	-946	96.1%
3 Transportation	3,083	3,125	-42	98.7%	3,112	3,288	-176	94.6%	6,195	6,413	-218	96.6%
4 Promotion and Advertising	2,810	3,475	-665	80.9%	1,968	3,792	-1,824	51.9%	4,778	7,267	-2,489	65.7%
5 Depreciation	1,843	1,966	-123	93.7%	1,818	2,044	-426	79.2%	3,661	4,010	-549	86.3%
6 Other	7,572	8,001	-429	94.6%	8,096	8,646	-550	93.6%	15,668	16,647	-979	94.1%
7 Total SG&A expenses	44,312	49,692	-5,380	89.2%	44,379	51,010	-6,631	87.0%	88,691	100,702	-12,011	88.1%
8 Extraordinary loss adjustment	1,062	3,118	-2,056	34.1%	558	589	-31	94.7%	1,620	3,707	-2,087	43.7%
9 (Reference) Effective SG&A expenses	45,374	52,810	-7,436	85.9%	44,937	51,599	-6,662	87.1%	90,311	104,409	-14,098	86.5%

Note: Figures for FY02/21 have been adjusted to reflect the new revenue recognition standard used in FY02/22.

## Non-Operating Profit/Loss

(Million yen)

	FY02/22	FY02/21	Change	YoY
10 Interest income	52	55	-3	94.5%
11 Dividend income	1,340	193	+1,147	694.3%
12 Foreign exchange gains	99	-443	+542	-
13 Subsidy income	1,013	884	+129	114.6%
14 Interest expenses	-391	-595	+204	65.7%
15 Share of loss of entities accounted for using equity method	-73	-70	-3	104.3%
16 Loss on disposal of sales floor fixtures, etc.	-96	-213	+117	45.1%
17 Non-deductible consumption tax, etc.	-252	-166	-86	151.8%
18 Other non-operating income/expenses	-105	354	-459	-29.7%
19 Non-operating profit/loss	1,587	-1	+1,588	-

## Extraordinary Profit/Loss

(Million yen)

	FY02/22	FY02/21	Change	YoY
20 Gain on sales of non-current assets	17,921	8,416	+9,505	212.9%
21 Gain on sales of investment securities	105	8	+97	1312.5%
22 Gain on sales of shares of subsidiaries and associates	2,944	154	+2,790	-
23 Subsidies for employment adjustment	289	1,696	-1,407	17.0%
24 Loss due to closing and other	-1,620	-3,893	+2,273	41.6%
25 Loss on sales of shares of subsidiaries and associates	-1,829	-	-1,829	-
26 Loss on liquidation of subsidiaries and associates	-1,968	-5,171	+3,203	-
27 Impairment loss	-1,741	-3,299	+1,558	52.8%
28 Loss on valuation of investment securities	-	-1,685	+1,685	-
29 Loss on liquidation of businesses	-	-953	+953	-
30 Other	-695	-659	-36	105.5%
31 Extraordinary profit/loss	13,406	-5,386	+18,792	-

# DATA BOOK: FY02/22 Results



## Onward Kashiyama + HD

(Million yen)

	1H				2H				Full year			
	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY
1 Net sales	41,392	41,306	+86	100.2%	50,003	48,004	+1,999	104.2%	91,395	89,310	+2,085	102.3%
2 Gross Profit (% of Sales)	22,855 55.2%	21,720 52.6%	+1,135 +2.6%	105.2%	28,711 57.4%	24,108 50.2%	+4,603 +7.2%	119.1%	51,566 56.4%	45,828 51.3%	+5,738 +5.1%	112.5%
3 SG&A Expenses (% of Sales)	26,093 63.0%	29,398 71.2%	-3,305 -8.2%	88.8%	27,330 54.7%	29,191 60.8%	-1,861 -6.1%	93.6%	53,423 58.5%	58,589 65.6%	-5,166 -7.1%	91.2%
4 Operating Profit (% of Sales)	-3,238 -	-7,678 -	+4,440 -	-	1,381 2.8%	-5,083 -	+6,464 -	-	-1,857 -	-12,761 -	+10,904 -	-

Note: Figures for FY02/21 have been adjusted to reflect the new revenue recognition standard used in FY02/22.

## Domestic Subtotal

(Excl. Onward Kashiyama + HD)

5 Net sales	32,351	31,827	+524	101.6%	34,675	34,637	+38	100.1%	67,026	66,464	+562	100.8%
6 Gross Profit (% of Sales)	16,188 50.0%	14,710 46.2%	+1,478 +3.8%	110.0%	17,158 49.5%	16,064 46.4%	+1,094 +3.1%	106.8%	33,346 49.8%	30,774 46.3%	+2,572 +3.5%	108.4%
7 SG&A Expenses (% of Sales)	15,090 46.6%	14,461 45.4%	+629 +1.2%	104.3%	15,055 43.4%	15,912 45.9%	-857 -2.5%	94.6%	30,145 45.0%	30,373 45.7%	-228 -0.7%	99.2%
8 Operating Profit (% of Sales)	1,098 3.4%	249 0.8%	+849 +2.6%	441.0%	2,103 6.1%	152 0.4%	+1,951 +5.6%	1383.6%	3,201 4.8%	401 0.6%	+2,800 +4.2%	798.3%

Note: Calculated using simple sums for the domestic group companies excluding Onward Kashiyama and HD.

Note: Figures for FY02/21 have been adjusted to reflect the new revenue recognition standard used in FY02/22.

## Overseas Subtotal

9 Net sales	11,480	17,218	-5,738	66.7%	8,108	22,360	-14,252	36.3%	19,588	39,578	-19,990	49.5%
10 Gross Profit (% of Sales)	4,384 38.2%	5,114 29.7%	-730 -8.5%	85.7%	3,227 39.8%	4,448 19.9%	-1,221 +19.9%	72.5%	7,611 38.9%	9,962 24.2%	-1,951 +14.7%	79.6%
11 SG&A Expenses (% of Sales)	5,052 44.0%	7,896 45.9%	-2,844 -1.9%	64.0%	4,052 50.0%	8,363 37.5%	-4,311 +12.5%	48.3%	9,104 46.5%	16,279 41.1%	-7,175 +5.4%	55.9%
12 Operating Profit (% of Sales)	-668 -	-2,782 -	+2,114 -	-	-825 -	-3,935 -	+3,110 -	-	-1,493 -	-6,717 -	+5,224 -	-

Note: Calculated using simple sums.

Note: Figures for FY02/21 have been adjusted to reflect the new revenue recognition standard used in FY02/22.

# DATA BOOK FY02/23 Forecasts



(Million yen)

## Onward Kashiyama + HD

	1H				2H				Full year			
	FY02/23	FY02/22	Change	YoY	FY02/23	FY02/22	Change	YoY	FY02/23	FY02/22	Change	YoY
1 Net sales	41,300	41,392	-92	99.8%	50,106	50,003	+103	100.2%	91,406	91,395	+11	100.0%
2 Gross Profit (% of Sales)	23,800 57.6%	22,855 55.2%	+945 +2.4%	104.1%	30,072 60.0%	28,711 57.4%	+1,361 +2.6%	104.7%	53,872 58.9%	51,566 56.4%	+2,306 +2.5%	104.5%
3 SG&A Expenses (% of Sales)	25,755 62.4%	26,093 63.0%	-338 -0.6%	98.7%	28,038 56.0%	27,330 54.7%	+708 +1.3%	102.6%	53,793 58.9%	53,423 58.5%	+370 +0.4%	100.7%
4 Operating Profit (% of Sales)	-1,955 -	-3,238 -	+1,283 -	-	2,034 4.1%	1,381 2.8%	+653 +1.3%	147.3%	79 0.1%	-1,857 -	+1,936 -	-

## Domestic Subtotal

(Excl. Onward Kashiyama + HD)

5 Net sales	32,889	32,351	+538	101.7%	35,333	34,675	+658	101.9%	68,222	67,026	+1,196	101.8%
6 Gross Profit (% of Sales)	16,371 49.8%	16,188 50.0%	+183 -0.2%	101.1%	17,178 48.6%	17,158 49.5%	+20 -0.9%	100.1%	33,549 49.2%	33,346 49.8%	+203 -0.6%	100.6%
7 SG&A Expenses (% of Sales)	14,774 44.9%	15,090 46.6%	-316 -1.7%	97.9%	14,858 42.1%	15,055 43.4%	-197 -1.3%	98.7%	29,632 43.4%	30,145 45.0%	-513 -1.6%	98.3%
8 Operating Profit (% of Sales)	1,597 4.9%	1,098 3.4%	+499 +1.5%	145.4%	2,320 6.6%	2,103 6.1%	+217 +0.5%	110.3%	3,917 5.7%	3,201 4.8%	+716 +1.0%	122.4%

Note: Calculated using simple sums for the domestic group companies excluding Onward Kashiyama.

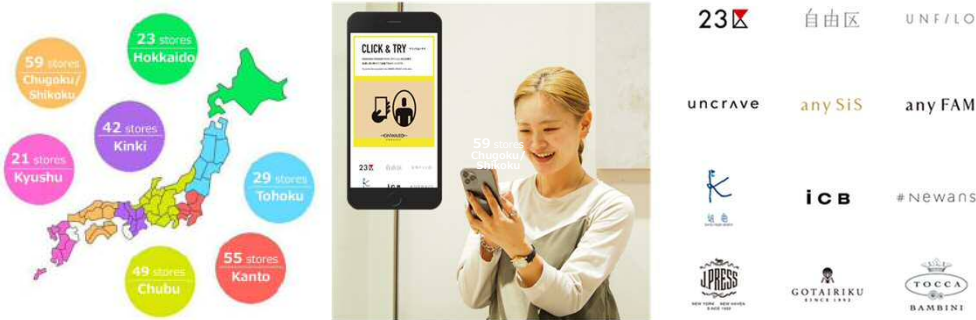
## Overseas Subtotal

9 Net sales	7,202	11,480	-4,278	62.7%	11,273	8,108	+3,165	139.0%	18,475	19,588	-1,113	94.3%
10 Gross Profit (% of Sales)	3,138 43.6%	4,384 38.2%	-1,246 +5.4%	71.6%	5,163 45.8%	3,227 39.8%	+1,936 +6.0%	160.0%	8,301 44.9%	7,611 38.9%	+690 +6.0%	109.1%
11 SG&A Expenses (% of Sales)	4,169 57.9%	5,052 44.0%	-883 +13.9%	82.5%	4,843 43.0%	4,052 50.0%	+791 -7.0%	119.5%	9,012 48.8%	9,104 46.5%	-92 +2.3%	99.0%
12 Operating Profit (% of Sales)	-1,031 -	-668 -	-363 -	-	320 2.8%	-825 -	+1,145 -	-	-711 -	-1,493 -	+782 -	-



# CLICK & TRY

**Renewal of “Click & Try” OMO Service - Delivered via Online, Try-on and Buy in Store  
Implementation Expanded to 278 Stores in 44 Prefectures  
for a More Convenient and Accessible Service**



**Overview of Click & Try**

Click & Try is a delivery service where items in ONWARD CROSSET, the ONWARD Group's official fashion online shopping site, can be tried on and purchased in physical stores. By choosing any one of the nationwide stores implementing this service, customers can enjoy shopping items found interesting in the online store with satisfaction by trying them on.

The “Click & Try” service enables customers to choose garments they’d like to try on from the products listed on the Onward Group online store “ONWARD CROSSET”. Customers then select a convenient physical store location and times and dates. The items are then sent directly to the selected store for the customer to try on in fitting rooms, with our sales staff providing any necessary assistance. When a customer purchases any of these items, the sale is recorded as a physical store purchase, not as an e-commerce purchase.

The service was launched on a trial basis during the fiscal year ended February 28, 2022, and is beginning in earnest this fiscal year. From the start of the current fiscal year the “Click & Try” service was available at a total of 278 physical Onward Kashiyama stores across 44 prefectures; the equivalent of roughly one third of Onward Kashiyama’s physical stores. If we look at results for the month of March 2022, physical stores that provide the “Click & Try” service achieved 18% year-on-year sales growth. Meanwhile the average year-on-year sales growth for March 2022 was 3% for physical stores without this service; a 15 percentage point gap. We believe that this gap is largely a direct result of the “Click & Try” service.

I have received reports that the service has been very well received by both customers and store staff. In particular, it has great reviews from customers who are looking for products in irregular sizes rather than more average sizes. In most cases, irregular size items aren’t given much space on sales floors, and physical stores usually have no option but to limit their inventory of such items. We’re seeing a clear spike in purchases from customers who choose irregular size items online to be sent to their local physical stores for fitting, and such customers are very happy with the service.

Likewise, it’s clear that the “Click & Try” service is very popular among customers who live in regions with low population densities, where the availability of certain brands and items can be quite limited.

However, customer awareness of this service is still low, and we still need to work on enhancing the customer service skills of staff at physical stores offering the service. If utilization of this service grows month by month, we can look forward to sales growth at physical stores that provide the “Click & Try” service. Adoption of the “Click & Try” service at physical stores has clearly led to more efficient utilization of sales floor space and staffing. Our expectations about the impact the service will have on improving store profitability are even greater than our expectations about the revenue boost we can expect from expanding the number of stores providing the service.

Over the past dozen or so years, our digital transformation efforts have mostly been focused on boosting the weighting of e-commerce sales. From now on, however, we will look to grow our e-commerce business while, in parallel with this, driving the expansion of net sales at physical stores and enhancing their business efficiency. We believe that we are now settling on a system that facilitates growth in both e-commerce and physical store channels. We have positioned our “OMO strategy” as the main pillar of our future growth strategies.

I would like to conclude my results presentation here. Thank you very much for your attention.

**ONWARD**  
ONWARD HOLDINGS CO., LTD.

The information in this presentation is not a solicitation to purchase or sell Onward Holdings stock. Opinions and forecasts stated herein represent the judgments of the company at the time this presentation was prepared. Onward Holdings makes no guarantee regarding the accuracy of the information in this presentation and may make revisions without prior notice. Onward Holdings and the providers of this information assume no responsibility whatsoever for any losses incurred in association with this information.