



FY02/17 Results Presentation

ONWARD HOLDINGS CO., LTD.



From Onward Kashiwama's First SHOP BLOG AWARD

Results Overview

Consolidated Results Summary.....	2
Consolidated Income Statement.....	3
Segment Summary.....	4
Results by Segment.....	5–8

Earnings Forecasts

Consolidated Forecast Summary.....	9
Consolidated Forecasts.....	10
Segment Summary Forecasts.....	11
Business Topics.....	12
Structural Reforms.....	13
Financial Strategy.....	14–15

DATA BOOK



<u>Sales</u>	244.9 billion yen (-7.1% YoY and -0.9% vs. forecast)
<u>Operating profit</u>	4.2 billion yen (+11.2% YoY and +5.1% vs. forecast)
<u>Recurring profit</u>	5.6 billion yen (+1.3% YoY and +11.5% vs. forecast)
<u>Net income</u>	4.7 billion yen (+10.9% YoY and +10.3% vs. forecast)

Sales struggled due to a weak consumption environment. However, profits improved as the Company promoted a selection and concentration strategy, achieving profit targets for the first year of our medium-term plan.

FY02/17 Consolidated Income Statement



(Million Yen)

	1H Results			2H Results			Full-Year Results				Full-Year Forecasts		
	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)	FY02/17	FY02/16	Change	YoY (%)	FY02/17	Change	YoY (%)
Sales	119,495	-6,000	-4.8%	125,405	-12,616	-9.1%	244,900	263,516	-18,616	-7.1%	247,000	-2,100	-0.9%
Gross Profit	55,579	-2,176	-3.8%	57,683	-4,014	-6.5%	113,262	119,452	-6,190	-5.2%	113,600	-338	-0.3%
(% of sales)	46.5%		0.5%	46.0%		1.3%	46.2%	45.3%		0.9%	46.0%		0.2%
SG&A Expenses	55,050	-2,480	-4.3%	54,009	-4,135	-7.1%	109,059	115,674	-6,615	-5.7%	109,600	-541	-0.5%
(% of sales)	46.1%		0.3%	43.1%		1.0%	44.5%	43.9%		0.6%	44.4%		0.1%
Operating Profit	529	304	135.1%	3,674	121	3.4%	4,203	3,778	425	11.2%	4,000	203	5.1%
(% of sales)	0.4%		0.2%	2.9%		0.3%	1.7%	1.4%		0.3%	1.6%		0.1%
Recurring Profit	1,150	-197	-14.6%	4,427	270	6.5%	5,577	5,504	73	1.3%	5,000	577	11.5%
(% of sales)	1.0%		-0.1%	3.5%		0.5%	2.3%	2.1%		0.2%	2.0%		0.3%
Extraordinary Gains	3,231	-1,285		6,724	-5,298		9,955	16,538	-6,583		8,200	1,755	
Extraordinary Losses	390	17		4,162	-10,377		4,552	14,912	-10,360		2,500	2,052	
Net Income	1,546	-374	-19.5%	3,198	840	35.6%	4,744	4,278	466	10.9%	4,300	444	10.3%
(% of sales)	1.3%		-0.2%	2.6%		0.9%	1.9%	1.6%		0.3%	1.7%		0.2%

Sales: In addition to a decline in full-price sales at core domestic apparel subsidiaries from July to September, sales were affected by the divestment of Across Transport (full-year total of -8.0 billion yen) and the effect of exchange rate fluctuations (-6.7 billion yen).

Operating profit: Profitability improved due to the closure of unprofitable businesses and subsidiaries.

Extraordinary gains and losses: The sale of investment securities and fixed assets (Ginza, Osaka) delivered extraordinary gains (10.0 billion yen). Business structural reforms led to extraordinary losses (2.0 billion yen).

FY02/17 Segment Summary



(Million Yen)

Business Segments			FY02/17											
			1H Results			2H Results			Full-Year Results			Full-Year Forecasts		
			FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)
HD+Onward Kashiyama	Sales	67,198	-2,720	-3.9%	73,898	-4,516	-5.8%	141,096	-7,236	-4.9%	143,700	-2,604	-1.8%	
	Operating Profit	2,142	-195	-8.3%	4,696	-304	-6.1%	6,838	-499	-6.8%	7,400	-562	-7.6%	
Other Domestic Subsidiaries	Sales	30,988	-6,325	-17.0%	29,803	-8,043	-21.3%	60,791	-14,368	-19.1%	62,135	-1,344	-2.2%	
	Operating Profit	84	-107	-56.0%	163	94	136.2%	247	-13	-5.0%	435	-188	-43.2%	
Domestic Total	Sales	E-Commerce	5,942	1,032	21.0%	7,998	1,557	24.2%	13,940	2,589	22.8%	14,240	-300	-2.1%
		Physical Stores	92,244	-10,077	-9.8%	95,703	-14,116	-12.9%	187,947	-24,193	-11.4%	191,595	-3,648	-1.9%
		Total	98,186	-9,045	-8.4%	103,701	-12,559	-10.8%	201,887	-21,604	-9.7%	205,835	-3,948	-1.9%
	Operating Profit	2,226	-302	-11.9%	4,859	-210	-4.1%	7,085	-512	-6.7%	7,835	-750	-9.6%	
Europe	Sales	20,807	1,579	8.2%	19,954	-2,796	-12.3%	40,761	-1,217	-2.9%	40,039	722	1.8%	
	Operating Profit	-557	626	↑	375	-578	-60.7%	-182	48	↑	29	-211	↓	
Asia	Sales	2,575	-1,161	-31.1%	3,808	210	5.8%	6,383	-951	-13.0%	5,889	494	8.4%	
	Operating Profit	61	153	↑	-141	73	↑	-80	226	↑	37	-117	↓	
US	Sales	2,475	-422	-14.6%	3,129	288	10.1%	5,604	-134	-2.3%	5,211	393	7.5%	
	Operating Profit	129	103	↑	-175	-48	↓	-46	55	↑	-8	-38	↓	
Overseas Total	Sales	E-Commerce	351	65	22.7%	730	436	148.3%	1,081	501	86.4%	760	321	42.2%
		Physical Stores	25,506	-69	-0.3%	26,161	-2,734	-9.5%	51,667	-2,803	-5.1%	50,379	1,288	2.6%
		Total	25,857	-4	±0	26,891	-2,298	-7.9%	52,748	-2,302	-4.2%	51,139	1,609	3.1%
	Operating Profit	-367	882	↑	59	-553	-90.4%	-308	329	↑	58	-366	↓	
Total (Simple Aggregate)	Sales	E-Commerce	6,293	1,097	21.1%	8,728	1,993	29.6%	15,021	3,090	25.9%	15,000	21	0.1%
		Physical Stores	117,750	-10,146	-7.9%	121,864	-16,850	-12.1%	239,614	-26,996	-10.1%	241,974	-2,360	-1.0%
		Total	124,043	-9,049	-6.8%	130,592	-14,857	-10.2%	254,635	-23,906	-8.6%	256,974	-2,339	-0.9%
	Operating Profit	1,859	580	45.3%	4,918	-763	-13.4%	6,777	-183	-2.6%	7,893	-1,116	-14.1%	

Segment Performance

- (1) E-Commerce → Achieved total e-commerce sales (domestic and overseas) of 15.0 billion yen, in line with the forecast.
- (2) Overseas → Profitability improved in all overseas segments.
- (3) Domestic Subsidiaries → Onward Trading and Chacott remained robust. Business portfolios were streamlined in unprofitable subsidiaries.
- (4) Onward Kashiyama → Sales at physical stores struggled due to a weak consumption environment, but the gross profit margin improved.

(Million Yen)

E-Commerce	FY02/17 (Sales)											
	1H Results			2H Results			Full-Year Results			Full-Year Forecasts		
	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)
Domestic	5,942	1,032	21.0%	7,998	1,557	24.2%	13,940	2,589	22.8%	14,240	-300	-2.1%
Overseas	351	65	22.7%	730	436	148.3%	1,081	501	86.4%	760	321	42.2%
Total	6,293	1,097	21.1%	8,728	1,993	29.6%	15,021	3,090	25.9%	15,000	21	0.1%

Achieved total e-commerce sales (domestic and overseas) of 15.0 billion yen, in line with the forecast.

Domestic

- Measures to strengthen e-commerce (enhance e-commerce marketing strategy and online-exclusive product items, centralize inventory management) were successful, and growth accelerated.

Examples of measures to strengthen e-commerce (Nijyusanku)

- Proactively distribute inventories between physical stores and e-commerce.
- Expand online-exclusive items.
- Revamp brand sites, and augment e-mail magazine.

- Launched Onward Marche, an e-commerce site for luxury foods and lifestyle items.
 - ⇒ Online sales of luxury food and lifestyle items commenced, providing a diverse sense of value.
- Loyalty card members reached 1.6 million, as we encouraged membership among customers of domestic group companies.

Overseas

Europe: JOSEPH e-commerce sales grew significantly (+138% YoY), due to expanded sales at external e-commerce malls.

Asia: Sales of Nijyusanku and rosebullet products commenced in the Tmall.

(Million Yen)

Overseas		FY02/17											
		1H Results			2H Results			Full-Year Results			Full-Year Forecasts		
		FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)
Europe	Sales	20,807	1,579	8.2%	19,954	-2,796	-12.3%	40,761	-1,217	-2.9%	40,039	722	1.8%
	Operating Profit	-557	626	↑	375	-578	-60.7%	-182	48	↑	29	-211	↓
Asia	Sales	2,575	-1,161	-31.1%	3,808	210	5.8%	6,383	-951	-13.0%	5,889	494	8.4%
	Operating Profit	61	153	↑	-141	73	↑	-80	226	↑	37	-117	↓
US	Sales	2,475	-422	-14.6%	3,129	288	10.1%	5,604	-134	-2.3%	5,211	393	7.5%
	Operating Profit	129	103	↑	-175	-48	↓	-46	55	↑	-8	-38	↓
Overseas Total	Sales	25,857	-4	±0%	26,891	-2,298	-7.9%	52,748	-2,302	-4.2%	51,139	1,609	3.1%
	Operating Profit	-367	882	↑	59	-553	-90.4%	-308	329	↑	58	-366	↓

Profitability improved in all overseas segments.

Europe

<Onward Luxury Group>
 Earnings improved, thanks to favorable OEM business and contributions from new subsidiaries.
 <JOSEPH>
 Sales struggled, due to sluggish retail market conditions, while e-commerce sales grew significantly (+138% YoY).

Asia

Shift from unprofitable business closures phase to new business development phase.

US

In North America, increased management efficiency led to profitability improvement. The resort business was solid (sales +2% YoY).

(Million Yen)

Main Domestic Subsidiaries		FY02/17											
		1H Results			2H Results			Full-Year Results			Full-Year Forecasts		
		FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)
Onward Trading	Sales	8,267	299	3.8%	7,540	-71	-0.9%	15,807	228	1.5%	16,000	-193	-1.2%
	Operating Profit	635	26	4.3%	624	114	22.4%	1,259	140	12.5%	1,156	103	8.9%
Chacott	Sales	5,849	111	1.9%	5,279	-102	-1.9%	11,128	9	0.1%	11,312	-184	-1.6%
	Operating Profit	496	64	14.8%	219	-12	-5.2%	715	52	7.8%	728	-13	-1.8%
Creative Yoko	Sales	2,847	-121	-4.1%	3,614	-112	-3.0%	6,461	-233	-3.5%	6,472	-11	-0.2%
	Operating Profit	-43	72	↑	267	-49	-15.5%	224	23	11.4%	270	-46	-17.0%
Island	Sales	3,970	-213	-5.1%	4,421	-139	-3.0%	8,391	-352	-4.0%	8,475	-84	-1.0%
	Operating Profit	376	-96	-20.3%	597	40	7.2%	973	-56	-5.4%	876	97	11.1%
Onward Creative Center	Sales	1,849	185	11.1%	1,592	-52	-3.2%	3,441	133	4.0%	3,689	-248	-6.7%
	Operating Profit	39	8	25.8%	36	-2	-5.3%	75	6	8.7%	82	-7	-8.5%

Onward Trading and Chacott remained robust. Business portfolios were streamlined in unprofitable subsidiaries.

Main Domestic Subsidiaries

<Onward Trading>

Profits exceeded forecasts, thanks to the favorable uniform business in 1H and large-scale orders in the sales promotion business in 2H.

<Chacott>

Production improvements boosted the efficiency of existing business, while reinforcing growth fields (cosmetics, costumes, wellness).

<Creative Yoko>

Profitability improved, buoyed by purchase cost reductions and fewer discounts.

<Island>

Full-price sales struggled, but operating profit improved as a result of narrowing down product SKUs.

<Onward Creative Center>

Large contract wins and expansion of the dental business prompted favorable sales from outside the group.

(Million Yen)

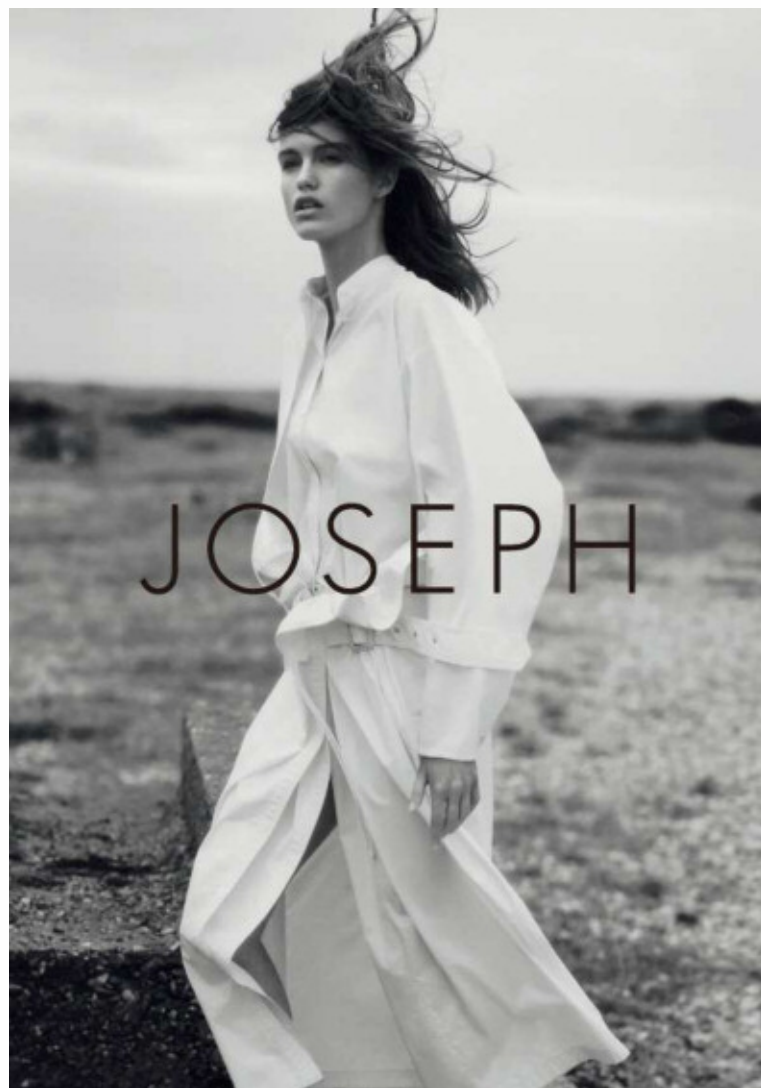
Onward Kashiyama	FY02/17											
	1H Results			2H Results			Full-Year Results			Full-Year Forecasts		
	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)	FY02/17	Change	YoY (%)
Sales	67,198	-2,720	-3.9%	73,898	-4,516	-5.8%	141,096	-7,236	-4.9%	143,700	-2,604	-1.8%
Gross Profit	33,565	-878	-2.5%	36,295	-1,423	-3.8%	69,860	-2,301	-3.2%	71,000	-1,140	-1.6%
(% of sales)	49.9%		0.6%	49.1%		1.0%	49.5%		0.9%	49.4%		0.1%
SG&A Expenses	31,423	-683	-2.1%	31,599	-1,119	-3.4%	63,022	-1,802	-2.8%	63,600	-578	-0.9%
(% of sales)	46.8%		0.9%	42.8%		1.1%	44.7%		1.0%	44.3%		0.4%
Operating Profit	2,142	-195	-8.3%	4,696	-304	-6.1%	6,838	-499	-6.8%	7,400	-562	-7.6%
(% of sales)	3.2%		-0.1%	6.4%			4.8%		-0.1%	5.1%		-0.3%

Sales at physical stores struggled due to a weak consumption environment, but the gross profit margin improved.

- Store sales were lackluster in the mid-season.
Weak full-price sales of autumn lineup from July–September → Measures to counter unseasonably warm autumn weather remained an issue.
- E-commerce sales growth exceeded forecasts, amounting to 11.0 billion yen (+28%) for the full year.
- Operating profit improved (+0.9% YoY)

Key factors and initiatives leading to improved operating profit

1. Efficient product distribution	2. Reduced manufacturing costs	3. Closure of unprofitable businesses
<ul style="list-style-type: none"> • Controlled production based on sales trends • Active inventory transfers between physical stores and e-commerce 	<ul style="list-style-type: none"> • Curtailed sample costs 	<ul style="list-style-type: none"> • Discontinuation of unprofitable brands



Sales 239.3 billion yen

(-2.3% YoY)

Operating profit 5.7 billion yen

(+35.6% YoY)

Recurring profit 7.1 billion yen

(+27.3% YoY)

Net income 5.3 billion yen

(+11.7% YoY)



Pursue selection and concentration of management resources through the growth strategy and structural reforms

(Million Yen)

	1H Forecasts			2H Forecasts			Full-Year Forecasts			
	FY02/18	Change	YoY	FY02/18	Change	YoY	FY02/18	FY02/17	Change	YoY
Sales	113,500	-5,995	-5.0%	125,800	395	0.3%	239,300	244,900	-5,600	-2.3%
Gross Profit	53,700	-1,879	-3.4%	59,000	1,317	2.3%	112,700	113,262	-562	-0.5%
(% of sales)	47.3%		0.8%	46.9%		0.9%	47.1%	46.2%		0.9%
SG&A Expenses	53,100	-1,950	-3.5%	53,900	-109	-0.2%	107,000	109,059	-2,059	-1.9%
(% of sales)	46.8%		0.7%	42.8%		-0.3%	44.7%	44.5%		0.2%
Operating Profit	600	71	13.4%	5,100	1,426	38.8%	5,700	4,203	1,497	35.6%
(% of sales)	0.5%		0.1%	4.1%		1.2%	2.4%	1.7%		0.7%
Recurring Profit	1,300	150	13.0%	5,800	1,373	31.0%	7,100	5,577	1,523	27.3%
(% of sales)	1.1%		0.1%	4.6%		1.1%	3.0%	2.3%		0.7%
Net Income	1,700	154	10.0%	3,600	402	12.6%	5,300	4,744	556	11.7%
(% of sales)	1.5%		0.2%	2.9%		0.3%	2.2%	1.9%		0.3%

Sales: Full-year sales are forecast to fall due to the discontinuation of unprofitable brands, but we aim to increase sales in 2H through measures to improve full-price sales of autumn items.

Operating profit: We expect profitability to improve, thanks to increases in e-commerce and stronger full-price sales, as well as to business structural reform.

FY02/18 Segment Summary Forecasts



(Million Yen)

Segment Totals			FY02/18								
			1H Forecasts			2H Forecasts			Full-Year Forecasts		
			FY02/18	Change	YoY (%)	FY02/18	Change	YoY (%)	FY02/18	Change	YoY (%)
HD+Onward Kashiyama	Sales	65,000	-2,198	-3.3%	74,300	402	0.5%	139,300	-1,796	-1.3%	
	Operating Profit	2,300	158	7.4%	5,200	504	10.7%	7,500	662	9.7%	
Other Domestic	Sales	28,729	-2,259	-7.3%	28,619	-1,184	-4.0%	57,348	-3,443	-5.7%	
	Operating Profit	1,073	989	↑	1,495	1,332	↑	2,568	2,321	↑	
Domestic Total	Sales	E-Commerce	7,682	1,740	29.3%	11,658	3,660	45.8%	19,340	5,400	38.7%
		Physical Stores	86,047	-6,197	-6.7%	91,790	-3,913	-4.1%	177,837	-10,110	-5.4%
		Total	93,729	-4,457	-4.5%	102,919	-782	-0.8%	196,648	-5,239	-2.6%
	Operating Profit	3,373	1,147	51.5%	6,695	1,836	37.8%	10,068	2,983	42.1%	
Europe	Sales	18,974	-1,833	-8.8%	21,184	1,230	6.2%	40,158	-603	-1.5%	
	Operating Profit	-821	-264	↓	533	158	42.1%	-288	-106	↓	
Asia	Sales	3,164	589	22.9%	3,972	164	4.3%	7,136	753	11.8%	
	Operating Profit	-46	-107	↑	30	171	↑	-16	64	↑	
US	Sales	2,899	424	17.1%	3,056	-73	-2.3%	5,955	351	6.3%	
	Operating Profit	58	-71	-55.0%	-151	24	↑	-93	-47	↓	
Overseas Total	Sales	E-Commerce	765	414	117.9%	895	165	22.6%	1,660	579	53.6%
		Physical Stores	24,272	-1,234	-4.8%	27,317	1,156	4.4%	51,589	-78	-0.2%
		Total	25,037	-820	-3.2%	28,212	1,321	4.9%	53,249	501	0.9%
	Operating Profit	-809	-442	↓	412	353	↑	-397	-89	↓	
Total (Simple Aggregate)	Sales	E-Commerce	8,447	2,154	34.2%	12,553	3,825	43.8%	21,000	5,979	39.8%
		Physical Stores	110,319	-7,431	-6.3%	119,107	-2,757	-2.3%	229,426	-10,188	-4.3%
		Total	118,766	-5,277	-4.3%	131,131	539	0.4%	249,897	-4,738	-1.9%
	Operating Profit	2,564	705	37.9%	7,107	2,189	44.5%	9,671	2,894	42.7%	

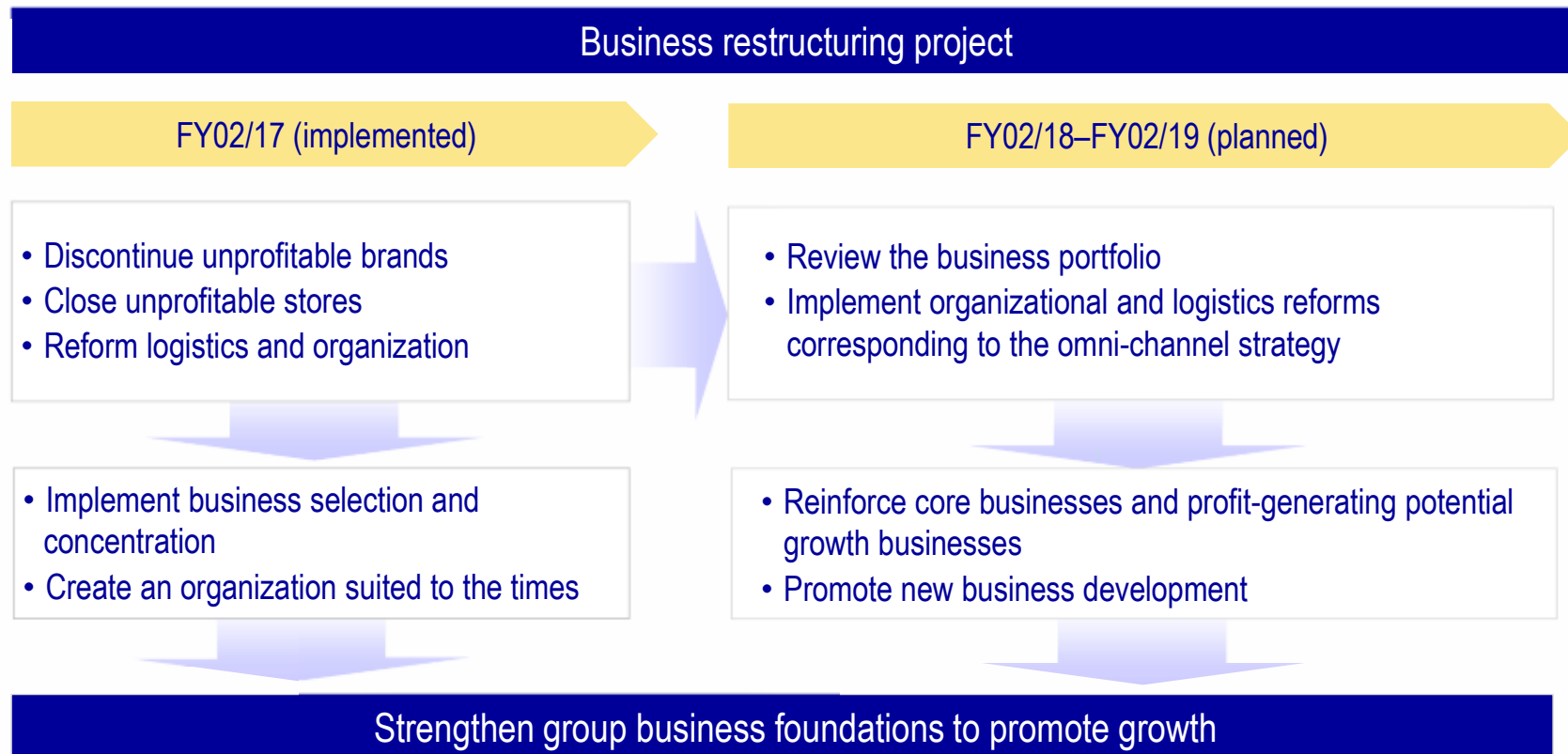
Segment Performance

- (1) E-Commerce → Full-year e-commerce sales are forecast to reach 21.0 billion (+40%), due to further expansion of domestic and overseas sales.
- (2) Overseas → The Company will improve initiatives to enhance brand value in Europe and North America, and plans to expand new business in Asia.
- (3) Domestic Subsidiaries → Stable growth at main domestic subsidiaries, plus structural reforms of unprofitable businesses and contributions from new subsidiaries, are forecast to improve profitability.
- (4) Onward Kashiyama → Sales are expected to grow in core and mainstay brands, led by further improvements in e-commerce sales.

E-commerce	Domestic	<ul style="list-style-type: none"> Domestic business operation Plan to increase the number of loyalty card members to 2.1 million (+31%), and expand the customer base by combining the customer base across the group.
	Overseas	<ul style="list-style-type: none"> Island <u>Revamp the company's e-commerce site</u> Increase e-commerce sales by centralizing inventory management and combining the loyalty card membership into the Onward Members customer base. JOSEPH group <u>Reform the e-commerce platform</u> <u>Accelerate the global rollout of e-commerce through real-time inventory links and increased functionality (multiple languages and currencies).</u>
Overseas		<ul style="list-style-type: none"> Europe A new creative director was named for the JIL SANDER brand, and the new collection will be launched in the 2018 spring/summer season. Asia Increase new business in Asia, and begin developing Nijyusanku Golf in the South Korean market. North America Plan to open a new store, the J.Press at Yale Club of New York, cultivating new customers via this new flagship store.
Domestic subsidi- aries		<ul style="list-style-type: none"> New subsidiary <u>KOKOBUY became a subsidiary in February 2017.</u> Provide a diverse sense of value by adding the manufacturing and sales of organic skincare and healthcare products to our business portfolio.
Onward Kashiyama		<ul style="list-style-type: none"> Omni-channel strategy <u>Strengthen communications between stores and customers. (My Shop Registration / Thanks and recommendation e-mails)</u> Expand services for loyalty card members, encouraging visits to physical stores. Reform purchasing and logistics <u>Put in place one-stop logistics from Shanghai and Qingdao.</u> Increase purchasing and logistics efficiency through local purchasing, local SCM operations, and combined container shipments. Human resource development <u>Build a new training program.</u> Build a human resource training program to improve knowledge of the manufacturing process. Begin by launching an ONWARD LEARNING site comprising manuals aggregating the concepts and expertise needed to work as an Onward businessperson.

In February 2017, we launched a business restructuring project in addition to the growth strategy we had in place.

Through the selection and concentration of management resources, we will strengthen the group's foundations and achieve growth.



1. Financial Situation

(1) Policy on Shareholder Returns

Returning profits to shareholders is one of our most important management objectives. Our basic policy is to maintain a consistent level of shareholder returns linked to earnings, with a target dividend payout ratio of 35% or more.

	FY02/15	FY02/16	FY02/17
Dividend per Share (Yen)	24	24	24
Dividend Payout Ratio	89.6%	86.5%	74.0%
Dividend Yield	3.0%	3.5%	2.9%
Total Shareholder Return Ratio	89.6%	139.9%	206.8%

(2) Financial Situation

We avoid financial risk and maintain a stable shareholders' equity ratio through substantial shareholders' equity and flexible financing.

1. Cash and Deposits, and Loans Payable

(Billion Yen)

	FY02/15	FY02/16	FY02/17
Cash and Deposits	31.1	29.4	26.1
Loans Payable	66.7	65.2	40.8
(Change)	7.8	-1.5	-24.4
Net Cash	-35.6	-35.8	-14.7

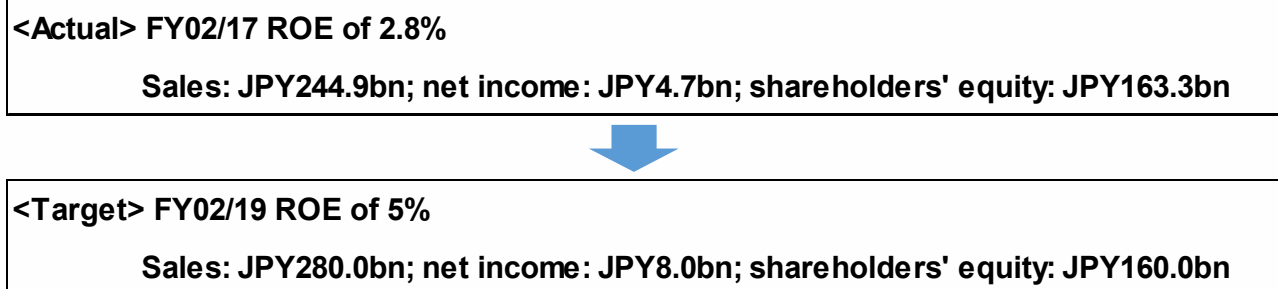
2. Financial Indicators

	FY02/15	FY02/16	FY02/17
Shareholders' Equity Ratio	53.8%	54.2%	59.8%
EPS (Yen)	26.8	28.3	31.5
BPS (Yen)	1,166.9	1,101.2	1,116.5
P/B Ratio (Times)	0.6	0.6	0.7

2. Improving ROE

In addition to improving profitability, return profits to shareholders by selling investment securities and liquidizing other assets, conducting share buybacks, and regularly reviewing capital policies, including on dividend increases.

(1) Target: ROE of 5% by FY02/19



(2) Plans and results

- (1) Ongoing share buybacks: Proactive share buybacks to improve shareholder returns
- ◇ Purchased in FY02/17 8 million shares (6.3 billion yen)
 - ◇ Treasury shares as of end-FY02/17 21.6 million shares (12.8% of the total)
 - ◇ Planned purchases in FY02/18 3 million shares (2.7 billion yen)
- (2) Sale of shares: Continued sale of shares, including by unwinding cross-shareholdings
- ◇ FY02/17 Sold for 13.0 billion yen, gain on sale of 3.0 billion yen (1H: 1.3 billion yen; 2H: 1.7 billion yen)
- (3) Sale of real estate: Continued efficient investment and effective utilization of buildings and land
- ◇ FY02/17 Sold for 22.0 billion yen, gain on sale of 7.0 billion yen
(1H: 2.0 billion yen on sale in Ginza; 2H: 5.0 billion yen on sale in Osaka)
- (4) Dividend policy: Appropriate allocation of profits in line with stable ongoing growth in operating performance
Consider dividend increase as performance improves

DATA BOOK

Results and Forecasts of Main Subsidiaries / Consolidated Capex and Depreciation Overview



Results and Forecasts for Main Subsidiaries

Business Results by Segment		1H FY02/17 Results				2H FY02/17 Results				FY02/17 Full-Year Results				FY02/18 Full-Year Forecasts				
		Sales		Operating Profit		Sales		Operating Profit		Sales		Operating Profit		Sales		Operating Profit		
		1H FY02/17	Change	1H FY02/17	Change	2H FY02/17	Change	2H FY02/17	Change	FY02/17	Change	FY02/17	Change	FY02/18	Change	FY02/18	Change	
Domestic	Onward HD + Onward Kashiyama	67,198	-2,720	2,142	-195	73,898	-4,516	4,696	-304	141,096	-7,236	6,838	-499	139,300	-1,796	7,500	662	
	Domestic Subsidiaries	Onward Trading	8,267	299	635	26	7,540	-71	624	114	15,807	228	1,259	140	15,900	93	1,269	10
		Chacott	5,849	111	496	64	5,279	-102	219	-12	11,128	9	715	52	11,440	312	745	30
		Creative Yoko	2,847	-121	-43	72	3,614	-112	267	-49	6,461	-233	224	23	6,312	-149	290	66
		Island	3,970	-213	376	-96	4,421	-139	597	40	8,391	-352	973	-56	8,728	337	974	1
		Birz Group	884	-344	-198	88	327	-704	-204	33	1,211	-1,048	-402	121	0	-1,211	0	402
		Across Transport	0	-5,699	0	-99	0	-6,047	0	-194	0	-11,746	0	-293	0	0	0	0
		Onward Creative Center	1,849	185	39	8	1,592	-52	36	-2	3,441	133	75	6	3,150	-291	74	-1
		Other	7,322	-543	-1,221	-170	7,030	-816	-1,376	164	14,352	-1,359	-2,597	-6	11,818	-2,534	-784	1,813
	Domestic Subsidiary Total	30,988	-6,325	84	-107	29,803	-8,043	163	94	60,791	-14,368	247	-13	57,348	-3,443	2,568	2,321	
Domestic Total	98,186	-9,045	2,226	-302	103,701	-12,559	4,859	-210	201,887	-21,604	7,085	-512	196,648	-5,239	10,068	2,983		
Overseas	Europe	Onward Luxury Group	14,699	2,732	-129	800	14,315	-129	190	-239	29,014	2,603	61	561	28,094	-920	-426	-487
		JOSEPH Group	5,362	-905	-485	-162	4,812	-2,542	138	-265	10,174	-3,447	-347	-427	10,493	319	15	362
		Other	746	-248	57	-12	827	-125	47	-74	1,573	-373	104	-86	1,571	-2	123	19
	Europe Total	20,807	1,579	-557	626	19,954	-2,796	375	-578	40,761	-1,217	-182	48	40,158	-603	-288	-106	
	Asia Total	2,575	-1,161	61	153	3,808	210	-141	73	6,383	-951	-80	226	7,136	753	-16	64	
	US Total	2,475	-422	129	103	3,129	288	-175	-48	5,604	-134	-46	55	5,955	351	-93	-47	
Overseas Total	25,857	-4	-367	882	26,891	-2,298	59	-553	52,748	-2,302	-308	329	53,249	501	-397	-89		
Total (Simple Aggregate)	124,043	-9,049	1,859	580	130,592	-14,857	4,918	-763	254,635	-23,906	6,777	-183	249,897	-4,738	9,671	2,894		
Eliminations	-4,548	3,049	-1,330	-276	-5,187	2,241	-1,244	884	-9,735	5,290	-2,574	608	-10,597	-862	-3,971	-1,397		
Consolidated Total	119,495	-6,000	529	304	125,405	-12,616	3,674	121	244,900	-18,616	4,203	425	239,300	-5,600	5,700	1,497		

Capital Expenditures

(Million Yen)

	FY02/11	FY02/12	FY/13	FY/14	FY02/15	FY02/16	FY02/17	FY02/18 (Forecast)
Cons.	5,405	6,230	8,948	16,750	26,884	15,955	10,599	10,300
HD+ Kashiyama	3,232	3,320	5,044	12,309	22,626	11,106	3,711	6,800

Depreciation

(Million Yen)

	FY02/11	FY02/12	FY/13	FY/14	FY02/15	FY02/16	FY02/17	FY02/18 (Forecast)
Cons.	5,642	5,478	5,721	6,202	7,218	7,799	6,662	6,300
HD+ Kashiyama	3,590	3,374	3,263	3,168	3,495	4,056	4,079	3,800

By Apparel Type

(Million Yen)

	1H FY02/17 Results			2H FY02/17 Results			FY02/17 Full-Year Results				FY02/18 Full-Year Forecasts		
	Amount	1H FY02/16	YoY (%)	Amount	2H FY02/16	YoY (%)	Amount	FY02/16	YoY (%)	% of Total	Amount	FY02/17	YoY (%)
Men's	15,177	15,474	-1.9%	18,117	19,497	-7.1%	33,294	34,971	-4.8%	23.6%	32,054	33,294	-3.7%
Women's	47,435	49,261	-3.7%	50,398	53,291	-5.4%	97,833	102,552	-4.6%	69.3%	97,191	97,833	-0.7%
Children's	2,980	3,065	-2.8%	3,739	3,797	-1.5%	6,719	6,862	-2.1%	4.8%	6,954	6,719	3.5%
Others	1,606	2,118	-24.2%	1,644	1,829	-10.1%	3,250	3,947	-17.7%	2.3%	3,101	3,250	-4.6%
Total	67,198	69,918	-3.9%	73,898	78,414	-5.8%	141,096	148,332	-4.9%	100.0%	139,300	141,096	-1.3%

By Distribution Channel

	1H FY02/17 Results			2H FY02/17 Results			FY02/17 Full-Year Results				FY02/18 Full-Year Forecasts		
	Amount	1H FY02/16	YoY (%)	Amount	2H FY02/16	YoY (%)	Amount	FY02/16	YoY (%)	% of Total	Amount	FY02/17	YoY (%)
Department Stores	46,623	48,281	-3.4%	52,918	56,274	-6.0%	99,541	104,555	-4.8%	70.5%	97,203	99,541	-2.3%
New Distribution Channels	16,868	17,085	-1.3%	17,652	18,125	-2.6%	34,520	35,210	-2.0%	24.5%	34,976	34,520	1.3%
Specialty Stores	1,669	1,729	-3.5%	1,786	1,829	-2.4%	3,455	3,558	-2.9%	2.4%	3,477	3,455	0.6%
Chain Stores	131	218	-40.0%	161	281	-42.6%	292	499	-41.5%	0.2%	250	292	-14.4%
Others	1,907	2,605	-26.8%	1,381	1,905	-27.5%	3,288	4,510	-27.1%	2.3%	3,394	3,288	3.2%
Total	67,198	69,918	-3.9%	73,898	78,414	-5.8%	141,096	148,332	-4.9%	100.0%	139,300	141,096	-1.3%

Floor Space

		FY02/11		FY02/12		FY02/13		FY02/14		FY02/15		FY02/16		FY02/17		FY02/18 Forecast	
Department Stores	Sales (Million Yen)	119,051	-0.5%	115,579	-2.9%	119,376	3.3%	117,429	-1.6%	113,869	-3.0%	104,555	-8.2%	99,541	-4.8%	97,203	-2.3%
	Sales Floor Area (sq. m)	162,105	-2.2%	159,682	-1.5%	155,986	-2.3%	146,215	-6.3%	140,767	-3.7%	134,861	-4.2%	130,410	-3.3%	128,116	-1.8%
New Distribution Channels	Sales (Million Yen)	27,160	-3.7%	26,361	-2.9%	29,564	12.2%	33,395	13.0%	35,067	5.0%	35,210	0.4%	34,520	-2.0%	34,976	1.3%
	Sales Floor Area (sq. m)	85,567	-1.5%	84,500	-1.2%	86,449	2.3%	84,257	-2.5%	86,254	2.4%	86,204	-0.1%	69,438	-19.4%	66,175	-4.7%

Monthly Sales

Month	Mar.	Apr.	May	Q1	Jun.	Jul.	Aug.	Q2	1H	Sep.	Oct.	Nov.	Q3	Dec.	Jan.	Feb.	Q4	2H	Full Year
%	-4	-2	-9	-5	-3	4	-12	-3	-4	-11	-5	-7	-7	1	-5	-9	-4	-6	-5

Sales of Key Brands

(Million Yen)

Brand	1H FY02/17 Results			2H FY02/17 Results			Full-Year FY02/17 Results			FY02/18 Full-Year Forecasts			% of Total
	1H FY02/17	1H FY02/16	YoY (%)	2H FY02/17	2H FY02/16	YoY (%)	FY02/17	FY02/16	YoY (%)	FY02/18	FY02/17	YoY (%)	
Nijyusanku (women's)	13,085	12,763	3%	14,079	14,029	±0	27,164	26,792	1%	28,220	27,164	4%	39%
Kumikyoku (women's)	4,840	5,220	-7%	5,085	5,454	-7%	9,925	10,674	-7%	10,345	9,925	4%	
ICB (women's)	3,857	3,783	2%	4,975	5,064	-2%	8,832	8,847	±0	9,105	8,832	3%	
Jiyuku (women's)	4,420	4,400	±0	4,992	4,954	1%	9,412	9,354	1%	10,180	9,412	8%	
Core Brands: Total	26,202	26,166	±0	29,131	29,501	-1%	55,333	55,667	-1%	57,850	55,333	5%	
J.Press (men's, women's, children's)	4,321	4,475	-3%	4,845	4,994	-3%	9,166	9,469	-3%	9,110	9,166	-1%	74%
Calvin Klein Platinum Label (men's, women's)	2,009	2,146	-6%	2,431	2,597	-6%	4,440	4,743	-6%	4,350	4,440	-2%	
gotairiku (men's)	2,618	2,616	±0	2,016	2,087	-3%	4,634	4,703	-1%	4,665	4,634	1%	
SONIARYKIEL COLLECTION (women's)	1,370	1,548	-11%	1,689	1,673	1%	3,059	3,221	-5%	2,975	3,059	-3%	
DAKS (men's, golf)	1,308	1,380	-5%	1,483	1,586	-6%	2,791	2,966	-6%	2,640	2,791	-5%	
Paul Smith (women's)	1,962	2,024	-3%	2,338	2,308	1%	4,300	4,332	-1%	4,615	4,300	7%	
JOSEPH (men's, women's)	2,212	2,245	-1%	2,694	2,703	±0	4,906	4,948	-1%	5,130	4,906	5%	
JANE MORE (women's)	1,151	1,318	-13%	1,124	1,260	-11%	2,275	2,578	-12%	2,220	2,275	-2%	
TOCCA (women's, children's)	1,710	1,692	1%	1,965	1,936	1%	3,675	3,628	1%	3,955	3,675	8%	
Personal Order (men's)	2,645	2,549	4%	2,697	2,871	-6%	5,342	5,420	-1%	5,380	5,342	1%	
Nijyusanku Men's Casual (men's, golf)	2,474	2,416	2%	2,632	2,755	-4%	5,106	5,171	-1%	5,085	5,106	±0	
Key Department Store Brands: Total	49,982	50,575	-1%	55,045	56,271	-2%	105,027	106,846	-2%	107,975	105,027	3%	
any FAM (women's, children's)	3,269	3,670	-11%	3,598	3,723	-3%	6,867	7,393	-7%	6,540	6,867	-5%	12%
any SiS (women's)	4,224	4,132	2%	4,734	4,543	4%	8,958	8,675	3%	9,110	8,958	2%	
field/dream (men's, women's)	1,435	1,709	-16%	82	1,593	-95%	1,517	3,302	-54%	0	1,517	-	
New Distribution Channels Core Brands: Total	8,928	9,511	-6%	8,414	9,859	-15%	17,342	19,370	-10%	15,650	17,342	-10%	
Key Brands: Total	58,910	60,086	-2%	63,459	66,130	-4%	122,369	126,216	-3%	123,625	122,369	1%	87%

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

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