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KASHIYAMA EASY

- Easy to order
- Easy to care
- Easy to wear





[Delayed]FY02/21 Results Presentation Supplement

ONWARD HOLDINGS CO., LTD.

April 8, 2021

Consolidated Totals

FY02/21 Results
FY02/22 Forecasts

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FY02/21 Consolidated Results

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Consolidated Total

(Million yen)

	1H				2H				Full year			
	FY02/21	FY02/20	Change	YoY	FY02/21	FY02/20	Change	YoY	FY02/21	FY02/20	Change	YoY
Sales	80,585	118,466	-37,881	68.0%	93,738	129,767	-36,029	72.2%	174,323	248,233	-73,910	70.2%
Gross Profit	33,878	54,307	-20,429	62.4%	35,844	58,376	-22,532	61.4%	69,722	112,683	-42,961	61.9%
(% of Sales)	42.0%	45.8%	-3.8%		38.2%	45.0%	-6.8%		40.0%	45.4%	-5.4%	
SG&A Expenses	45,365	55,168	-9,803	82.2%	45,587	60,576	-14,989	75.3%	90,952	115,744	-24,792	78.6%
(% of Sales)	56.3%	46.6%	+9.7%		48.6%	46.7%	+1.9%		52.2%	46.6%	+5.6%	
Operating Profit	**-11,487**	**-861**	**-10,626**	-	**-9,743**	**-2,200**	**-7,543**	-	**-21,230**	**-3,061**	**-18,169**	-
(% of Sales)	-	-			-	-			-	-		
Recurring Profit	**-11,454**	**-817**	**-10,637**	-	**-8,720**	**-3,018**	**-5,702**	-	**-20,174**	**-3,835**	**-16,339**	-
Net Income	**-15,188**	**-24,432**	**+9,244**	-	**-7,993**	**-27,703**	**+19,710**	-	**-23,181**	**-52,135**	**+28,954**	-
EBITDA	-8,573	3,782	-12,355	-	-6,770	1,297	-8,067	-	-15,343	5,079	-20,422	-

Note: EBITDA = operating profit + depreciation and amortization

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FY02/21 Consolidated Results

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In FY02/21, sales fell 30% YoY, with an operating loss of approximately 21.2 billion yen and a net loss of approximately 23.2 billion yen, due mainly to the issuance of two states of emergency in Japan and prolonged lockdowns overseas.

E-commerce sales grew substantially to about 41.6 billion yen, up 26% YoY, but this was not enough to offset the significant decline in sales at physical stores. The breakdown of domestic sales by sales channel was 33% for e-commerce, 29% for department stores, and 38% for shopping centers and others.

The Company made steady progress with its global business reforms kicked off in October 2019, withdrawing from the Italy and Korea businesses and closing about 1,700 unprofitable stores. The business reforms are expected to boost operating profit by a total of 20 billion yen.

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FY02/22 Full-Year Consolidated Forecast

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Consolidated Total

(Million yen)

	1H				2H				Full year			
	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY
Sales	89,300	80,585	+8,715	110.8%	101,200	93,738	+7,462	108.0%	190,500	174,323	+16,177	109.3%
Gross Profit	45,800	33,878	+11,922	135.2%	55,400	35,844	+19,556	154.6%	101,200	69,722	+31,478	145.1%
(% of Sales)	51.3%	42.0%	+9.3%		54.7%	38.2%	+16.5%		53.1%	40.0%	+13.1%	
SG&A Expenses	48,800	45,365	+3,435	107.6%	49,200	45,587	+3,613	107.9%	98,000	90,952	+7,048	107.7%
(% of Sales)	54.6%	56.3%	-1.7%		48.6%	48.6%	±0.0%		51.4%	52.2%	-0.8%	
Operating Profit	**-3,000**	**-11,487**	**+8,487**	-	**6,200**	**-9,743**	**+15,943**	-	**3,200**	**-21,230**	**+24,430**	-
(% of Sales)	-	-			6.1%	-			1.7%	-		
Recurring Profit	**-3,000**	**-11,454**	**+8,454**	-	**6,000**	**-8,720**	**+14,720**	-	**3,000**	**-20,174**	**+23,174**	-
Net Income	**2,200**	**-15,188**	**+17,388**	-	**4,100**	**-7,993**	**+12,093**	-	**6,300**	**-23,181**	**+29,481**	-
EBITDA	200	-8,573	+8,773	-	9,100	-6,770	+15,870	-	9,300	-15,343	+24,643	-

Note: Early adoption of new revenue recognition standard in FY02/22; Refer to page 11.

Note: EBITDA = operating profit + depreciation and amortization

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FY02/22 Full-Year Consolidated Forecast

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In FY02/22, the Company plans to utilize new sales methods that integrate physical stores with e-commerce and implement initiatives to advance the customization field in the Apparel business. In addition, we will step up group synergies in the Lifestyle business, including by leveraging loyalty card membership programs. As a result, we forecast full-year consolidated sales of approximately 190.5 billion yen (up 9% YoY). We are targeting e-commerce sales of 50 billion yen for the entire group.

We expect gross profit margin to improve 13pp YoY by leveraging products with lost sales opportunities in FY02/21, conducting thorough inventory control, and curbing discount sales.

As a result, we forecast operating profit of 3.2 billion yen and net income of approximately 6.3 billion yen.

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Onward Kashiyama (Nonconsolidated)
Domestic Total
Overseas Total

FY02/21 Results
FY02/22 Forecasts

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FY02/21 Results: Onward Kashiyama (Nonconsolidated)

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Onward Kashiyama (Nonconsolidated)

(Million yen)

	1H				2H				Full year			
	FY02/21	FY02/20	Change	YoY	FY02/21	FY02/20	Change	YoY	FY02/21	FY02/20	Change	YoY
Sales	36,680	62,134	-25,454	59.0%	42,435	65,963	-23,528	64.3%	79,115	128,097	-48,982	61.8%
Gross Profit	16,908	31,261	-14,353	54.1%	18,306	32,527	-14,221	56.3%	35,214	63,788	-28,574	55.2%
(% of Sales)	46.1%	50.3%	-4.2%		43.1%	49.3%	-6.2%		44.5%	49.8%	-5.3%	
SG&A Expenses	23,311	28,844	-5,533	80.8%	21,672	27,939	-6,267	77.6%	44,983	56,783	-11,800	79.2%
(% of Sales)	63.6%	46.4%	+17.2%		51.1%	42.4%	+8.7%		56.9%	44.3%	+12.6%	
Operating Profit	**-6,403**	**2,417**	**-8,820**	-	**-3,366**	**4,588**	**-7,954**	-	**-9,769**	**7,005**	**-16,774**	-
(% of Sales)	-	3.9%			-	7.0%			-	5.5%		

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FY02/22 Forecasts: Onward Kashiyama (Nonconsolidated)

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Onward Kashiyama (Nonconsolidated)

(Million yen)

	1H				2H				Full year			
	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY
Sales	48,400	36,680	+11,720	132.0%	57,300	42,435	+14,865	135.0%	105,700	79,115	+26,585	133.6%
Gross Profit	26,900	16,908	+9,992	159.1%	33,100	18,306	+14,794	180.8%	60,000	35,214	+24,786	170.4%
(% of Sales)	55.6%	46.1%	+9.5%		57.8%	43.1%	+14.7%		56.8%	44.5%	+12.3%	
SG&A Expenses	28,000	23,311	+4,689	120.1%	28,300	21,672	+6,628	130.6%	56,300	44,983	+11,317	125.2%
(% of Sales)	57.9%	63.6%	-5.7%		49.4%	51.1%	-1.7%		53.3%	56.9%	-3.6%	
Operating Profit	**-1,100**	**-6,403**	**+5,303**	-	**4,800**	**-3,366**	**+8,166**	-	**3,700**	**-9,769**	**+13,469**	-
(% of Sales)	-	-			8.4%	-			3.5%	-		

Note: Early adoption of new revenue recognition standard in FY02/22

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FY02/21 Results: Domestic Total (Excl. Onward Kashiyama)

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Domestic Total (Excl. Onward Kashiyama)

(Million yen)

	1H				2H				Full year			
	FY02/21	FY02/20	Change	YoY	FY02/21	FY02/20	Change	YoY	FY02/21	FY02/20	Change	YoY
Sales	32,170	33,631	-1,461	95.7%	34,828	40,938	-6,110	85.1%	66,998	74,569	-7,571	89.8%
Gross Profit	14,709	15,269	-560	96.3%	15,927	17,971	-2,044	88.6%	30,636	33,240	-2,604	92.2%
(% of Sales)	45.7%	45.4%	+0.3%		45.7%	43.9%	+1.8%		45.7%	44.6%	+1.1%	
SG&A Expenses	14,460	13,729	+731	105.3%	15,792	18,287	-2,495	86.4%	30,252	32,016	-1,764	94.5%
(% of Sales)	44.9%	40.8%	+4.1%		45.3%	44.7%	+0.6%		45.2%	42.9%	+2.3%	
Operating Profit	**249**	**1,540**	**-1,291**	**16.2%**	**135**	**-316**	**+451**	**-**	**384**	**1,224**	**-840**	**31.4%**
(% of Sales)	0.8%	4.6%	-3.8%		0.4%	-			0.6%	1.6%	-1.1%	

Note: Simple sum of domestic group companies excluding Onward Kashiyama

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FY02/22 Forecasts: Domestic Total (Excl. Onward Kashiyama)

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Domestic Total (Excl. Onward Kashiyama)

(Million yen)

	1H				2H				Full year			
	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY
Sales	35,300	32,170	+3,130	109.7%	39,100	34,828	+4,272	112.3%	74,400	66,998	+7,402	111.0%
Gross Profit	17,900	14,709	+3,191	121.7%	20,100	15,927	+4,173	126.2%	38,000	30,636	+7,364	124.0%
(% of Sales)	50.7%	45.7%	+5.0%		51.4%	45.7%	+5.7%		51.1%	45.7%	+5.4%	
SG&A Expenses	16,300	14,460	+1,840	112.7%	17,100	15,792	+1,308	108.3%	33,400	30,252	+3,148	110.4%
(% of Sales)	46.2%	44.9%	+1.3%		43.7%	45.3%	-1.6%		44.9%	45.2%	-0.3%	
Operating Profit	**1,600**	**249**	**+1,351**	**642.6%**	**3,000**	**135**	**+2,865**	**2222.2%**	**4,600**	**384**	**+4,216**	**1197.9%**
(% of Sales)	4.5%	0.8%	3.7%		7.7%	0.4%	7.3%		6.2%	0.6%	5.6%	

Note: Early adoption of new revenue recognition standard in FY02/22

Note: Simple sum of domestic group companies excluding Onward Kashiyama

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FY02/21 Results: Overseas Total

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Overseas Total

(Million yen)

	1H				2H				Full year			
	FY02/21	FY02/20	Change	YoY	FY02/21	FY02/20	Change	YoY	FY02/21	FY02/20	Change	YoY
Sales	17,190	27,098	-9,908	63.4%	22,321	29,010	-6,689	76.9%	39,511	56,108	-16,597	70.4%
Gross Profit	5,097	9,576	-4,479	53.2%	4,411	10,059	-5,648	43.9%	9,508	19,635	-10,127	48.4%
(% of Sales)	29.7%	35.3%	-5.6%		19.8%	34.7%	-14.9%		24.1%	35.0%	-10.9%	
SG&A Expenses	7,900	11,309	-3,409	69.9%	8,379	13,772	-5,393	60.8%	16,279	25,081	-8,802	64.9%
(% of Sales)	46.0%	41.7%	+4.3%		37.5%	47.5%	-10.0%		41.2%	44.7%	-3.5%	
Operating Profit	**-2,803**	**-1,733**	**-1,070**	-	**-3,968**	**-3,713**	**-255**	-	**-6,771**	**-5,446**	**-1,325**	-
(% of Sales)	-	-			-	-			-	-		

Note: Simple sum

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FY02/22 Forecasts: Overseas Total

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Overseas Total

(Million yen)

	1H				2H				Full year			
	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY
Sales	10,400	17,190	-6,790	60.5%	9,900	22,321	-12,421	44.4%	20,300	39,511	-19,211	51.4%
Gross Profit	4,100	5,097	-997	80.4%	5,000	4,411	+589	113.4%	9,100	9,508	-408	95.7%
(% of Sales)	39.4%	29.7%	+9.7%		50.5%	19.8%	+30.7%		44.8%	24.1%	+20.7%	
SG&A Expenses	6,000	7,900	-1,900	75.9%	5,200	8,379	-3,179	62.1%	11,200	16,279	-5,079	68.8%
(% of Sales)	57.7%	46.0%	+11.7%		52.5%	37.5%	+15.0%		55.2%	41.2%	+14.0%	
Operating Profit	**-1,900**	**-2,803**	**+903**	-	**-200**	**-3,968**	**+3,768**	-	**-2,100**	**-6,771**	**+4,671**	-
(% of Sales)	-	-			-	-			-	-		

Note: Early adoption of new revenue recognition standard in FY02/22

Note: Simple sum

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Early Adoption of New Revenue Recognition Standard

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The new revenue recognition standard will be mandatorily applied for all companies from fiscal years beginning on or after April 1, 2021. The Group will adopt the new revenue recognition standard early starting in FY02/22.

Key impact 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 be excluded from sales**.

As a result of the above changes, consolidated sales and gross profit are expected to increase by approximately 9 billion yen, but operating profit will not be affected as SG&A expenses will also increase.

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

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Financial Situation

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FY02/21 Financial Situation

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■ Fundraising

We have concluded a commitment line agreement for 20 billion yen to secure backup fundraising capacity against the prolonged impact of COVID-19. This boosts our total fundraising capacity to 50 billion yen.

■ Capex and Depreciation

(Million yen)

	FY02/22 Forecasts	FY02/21	FY02/20	FY02/19
Capex	5,980	6,501	9,533	13,472
Depreciation	5,540	5,506	6,392	6,510

■ Cash and Deposits, Loans Payable

	FY02/21	FY02/20	FY02/19
Cash and Deposits	21,301	28,795	31,284
Loans Payable	78,048	66,387	61,392
(Change in loans payable from period start)	+11,661	+4,995	+19,242
Net Cash	-56,747	-37,592	-30,108

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FY02/21 Financial Situation

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■ EBITDA

(Million yen)

	FY02/21	FY02/20	FY02/19
EBITDA	-15,343	5,079	13,273

■ Consolidated Balance Sheet

	FY02/21	FY02/20	FY02/19
Total Assets	196,052	234,316	287,554
Net Assets	59,509	94,036	162,210
Shareholders' Equity Ratio	29%	38%	55%

Reference: Shareholders' equity was 56,723 million yen at end-FY02/21, 89,812 million yen at end-FY02/20, and 158,315 million yen at end-FY02/19.

■ Shareholder Returns

	FY02/21	FY02/20	FY02/19
Dividend Per Share (Yen)	12	24	24
Dividend Payout Ratio	-	-	66.9%
Dividend Yield	4.8%	4.6%	3.8%

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DATA BOOK FY02/21 Segment Results

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(Million yen)

			1H				2H				Full year			
			FY02/21	FY02/20	Change	YoY	FY02/21	FY02/20	Change	YoY	FY02/21	FY02/20	Change	YoY
Domestic	Apparel	Sales	49,175	75,495	-26,320	65.1%	54,473	83,460	-28,987	65.3%	103,648	158,955	-55,307	65.2%
		Operating Profit	-8,268	1,351	-9,619	-	-5,399	1,164	-6,563	-	-13,667	2,515	-16,182	-
	Lifestyle	Sales	15,059	17,889	-2,830	84.2%	17,820	18,630	-810	95.7%	32,879	36,519	-3,640	90.0%
		Operating Profit	252	966	-714	26.1%	770	749	+21	102.8%	1,022	1,715	-693	59.6%
	Domestic Total	Sales	64,234	93,384	-29,150	68.8%	72,293	102,090	-29,797	70.8%	136,527	195,474	-58,947	69.8%
		Operating Profit	-8,016	2,317	-10,333	-	-4,629	1,913	-6,542	-	-12,645	4,230	-16,875	-
Overseas	Apparel	Sales	14,897	21,920	-7,023	68.0%	20,877	24,390	-3,513	85.6%	35,774	46,310	-10,536	77.2%
		Operating Profit	-2,831	-2,006	-825	-	-3,667	-3,934	+267	-	-6,498	-5,940	-558	-
	Lifestyle	Sales	1,454	3,162	-1,708	46.0%	568	3,287	-2,719	17.3%	2,022	6,449	-4,427	31.4%
		Operating Profit	-289	35	-324	-	-586	-197	-389	-	-875	-162	-713	-
	Overseas Total	Sales	16,351	25,082	-8,731	65.2%	21,445	27,677	-6,232	77.5%	37,796	52,759	-14,963	71.6%
		Operating Profit	-3,120	-1,971	-1,149	-	-4,253	-4,131	-122	-	-7,373	-6,102	-1,271	-
Consolidated Total		**Sales**	**80,585**	**118,466**	**-37,881**	**68.0%**	**93,738**	**129,767**	**-36,029**	**72.2%**	**174,323**	**248,233**	**-73,910**	**70.2%**
		Operating Profit	**-11,487**	**-861**	**-10,626**	-	**-9,743**	**-2,200**	**-7,543**	-	**-21,230**	**-3,061**	**-18,169**	-

Note: Full-Year represents December through November for European companies and January through December for North American and Asian companies.

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DATA BOOK FY02/22 Segment Forecasts

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(Million yen)

			1H				2H				Full year			
			FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY	FY02/22	FY02/21	Change	YoY
Domestic	Apparel	Sales	61,774	49,175	+12,599	125.6%	72,609	54,473	+18,136	133.3%	134,383	103,648	+30,735	129.7%
		Operating Profit	-2,496	-8,268	+5,772	-	4,533	-5,399	+9,932	-	2,037	-13,667	+15,704	-
	Lifestyle	Sales	18,000	15,059	+2,941	119.5%	19,637	17,820	+1,817	110.2%	37,637	32,879	+4,758	114.5%
		Operating Profit	1,683	252	+1,431	667.9%	1,948	770	+1,178	253.0%	3,631	1,022	+2,609	355.3%
	Domestic Total	Sales	79,774	64,234	+15,540	124.2%	92,246	72,293	+19,953	127.6%	172,020	136,527	+35,493	126.0%
		Operating Profit	-813	-8,016	+7,203	-	6,481	-4,629	+11,110	-	5,668	-12,645	+18,313	-
Overseas	Apparel	Sales	8,560	14,897	-6,337	57.5%	6,752	20,877	-14,125	32.3%	15,312	35,774	-20,462	42.8%
		Operating Profit	-1,311	-2,831	+1,520	-	-51	-3,667	+3,616	-	-1,362	-6,498	+5,136	-
	Lifestyle	Sales	966	1,454	-488	66.4%	2,202	568	+1,634	387.7%	3,168	2,022	+1,146	156.7%
		Operating Profit	-880	-289	-591	-	-544	-586	+42	-	-1,424	-875	-549	-
	Overseas Total	Sales	9,526	16,351	-6,825	58.3%	8,954	21,445	-12,491	41.8%	18,480	37,796	-19,316	48.9%
		Operating Profit	-2,191	-3,120	+929	-	-595	-4,253	+3,658	-	-2,786	-7,373	+4,587	-
Consolidated Total		**Sales**	**89,300**	**80,585**	**+8,715**	**110.8%**	**101,200**	**93,738**	**+7,462**	**108.0%**	**190,500**	**174,323**	**+16,177**	**109.3%**
		Operating Profit	**-3,000**	**-11,487**	**+8,487**	-	**6,200**	**-9,743**	**+15,943**	-	**3,200**	**-21,230**	**+24,430**	-

Note: Early adoption of new revenue recognition standard in FY02/22

Note: Full-Year represents December through November for European companies and January through December for North American and Asian companies.

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DATA BOOK FY02/21 Group Company Results

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(Million yen)

		1H						2H						Full year					
		Sales			Operating Profit			Sales			Operating Profit			Sales			Operating Profit		
		FY02/21	FY02/20	Change	FY02/21	FY02/20	Change	FY02/21	FY02/20	Change	FY02/21	FY02/20	Change	FY02/21	FY02/20	Change	FY02/21	FY02/20	Change
Domestic	**Onward Kashiyama (Nonconsolidated)**	**36,680**	**62,134**	**-25,454**	**-6,403**	**2,417**	**-8,820**	**42,435**	**65,963**	**-23,528**	**-3,366**	**4,588**	**-7,954**	**79,115**	**128,097**	**-48,982**	**-9,769**	**7,005**	**-16,774**
	Onward Trading	8,781	7,711	+1,070	1,450	619	+831	7,085	9,541	-2,456	188	825	-637	15,866	17,252	-1,386	1,638	1,444	+194
	Island	2,307	3,927	-1,620	-413	140	-553	3,067	4,225	-1,158	169	155	+14	5,374	8,152	-2,778	-244	295	-539
	Chacott	2,950	5,759	-2,809	-632	608	-1,240	4,199	5,088	-889	-216	-29	-187	7,149	10,847	-3,698	-848	579	-1,427
	Creative Yoko	2,104	2,797	-693	-36	41	-77	2,941	3,079	-138	257	180	+77	5,045	5,876	-831	221	221	±0
	Yamato	8,956	7,828	+1,128	484	235	+249	9,351	8,795	+556	311	401	-90	18,307	16,623	+1,684	795	636	+159
	Other	7,072	5,609	+1,463	-604	-103	-501	8,185	10,210	-2,025	-574	-1,848	+1,274	15,257	15,819	-562	-1,178	-1,951	+773
	Domestic Total	**32,170**	**33,631**	**-1,461**	**249**	**1,540**	**-1,291**	**34,828**	**40,938**	**-6,110**	**135**	**-316**	**+451**	**66,998**	**74,569**	**-7,571**	**384**	**1,224**	**-840**
Overseas	Europe	13,334	20,428	-7,094	-2,557	-1,657	-900	19,390	21,723	-2,333	-2,968	-2,996	+28	32,724	42,151	-9,427	-5,525	-4,653	-872
	North America	189	305	-116	-258	-236	-22	227	370	-143	-331	-263	-68	416	675	-259	-589	-499	-90
	Asia	2,181	3,173	-992	170	34	+136	2,085	3,580	-1,495	-308	-354	+46	4,266	6,753	-2,487	-138	-320	+182
	Resort	1,033	2,230	-1,197	115	190	-75	37	2,271	-2,234	-226	-29	-197	1,070	4,501	-3,431	-111	161	-272
	Other	453	962	-509	-273	-64	-209	582	1,066	-484	-135	-71	-64	1,035	2,028	-993	-408	-135	-273
	Overseas Total	**17,190**	**27,098**	**-9,908**	**-2,803**	**-1,733**	**-1,070**	**22,321**	**29,010**	**-6,689**	**-3,968**	**-3,713**	**-255**	**39,511**	**56,108**	**-16,597**	**-6,771**	**-5,446**	**-1,325**
Consolidated Total		**80,585**	**118,466**	**-37,881**	**-11,487**	**-861**	**-10,626**	**93,738**	**129,767**	**-36,029**	**-9,743**	**-2,200**	**-7,543**	**174,323**	**248,233**	**-73,910**	**-21,230**	**-3,061**	**-18,169**

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

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DATA BOOK FY02/21 Sales by Sales Channel

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(Million yen)

Full-Year FY02/21	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
Onward Kashiyama	**26,938**	**23,819**	**50,757**	**26,466**	**1,892**	**28,358**	**79,115**	**35.8%**	**93.3%**
% of sales	34.0%	30.1%	64.2%	33.5%	2.4%	35.8%	100.0%		
YoY	43.0%	54.3%	47.6%	135.4%	95.3%	131.7%	61.8%		
Nine Domestic Group Companies Using E-Commerce	8,442	22,477	30,919	9,260	2,346	11,606	42,525	27.3%	79.8%
Total of Domestic Group Companies Using E-Commerce*	**35,380**	**46,296**	**81,676**	**35,726**	**4,238**	**39,964**	**121,640**	**32.9%**	**89.4%**
% of sales	29.1%	38.1%	67.1%	29.4%	3.5%	32.9%	100.0%		
YoY	49.0%	61.4%	55.3%	131.1%	103.2%	127.5%	68.0%		
Consolidated Total (after eliminating intergroup transactions)			132,739			**41,584**	174,323		

Note: Group Companies Using E-Commerce refers to domestic group companies that operate e-commerce sites.
Note: Consolidated totals are after eliminating intergroup transactions.

Number of Loyalty Card Members

End-FY02/19: 2.7 million ▶ End-FY02/20: 3.2 million ▶ End-FY02/21: 3.6 million

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