## DESCENTE <br> FY2018 Earnings May 13, 2019

## Description of the Terms

## Definitions of Terms

Segment: Classified according to country and area of the location of the company.
Example: Net sales from DESCENTE LTD. to Distributor in Spain is counted in Japan segment.

Area: Classified according to country and area of the location of the customer.
Example: Net sales from DESCENTE LTD. to Distributor in Spain is counted in Europe/Americas area.
*Group internal sales is eliminated in neither of these cases.(Not Counted)

## Rules for Numerical Description

The number is truncated and percentage is rounded off.

1. FY2018
(1)Financial Summary
(2) Brand Review
(3)Topics
2. Plan for FY2019

## Results of FY2018 (Consolidated)

- Consolidated sales reached a record high.
- Operating/Ordinary/Net incomes decreased due to an increase in SG \& A expenses and an extraordinary losses.

| (Unit: JPY million) | FY2018 <br> Full Year performance | FY2017 |  | FY2018 <br> Full Year <br> Guidance |
| :---: | :---: | :---: | :---: | :---: |
|  |  | Full Year performance | YOY |  |
| Net sales | 142,443 | 141,124 | +0.9\% | 148,000 |
| Operating income | 7,935 | 9,596 | -17.3\% | 9,600 |
| (\%) | 5.6\% | 6.8\% |  | 6.5\% |
| Ordinary income | 8,458 | 9,698 | -12.8\% | 10,000 |
| (\%) | 5.9\% | 6.9\% |  | 6.8\% |
| Profit attributable to owners of parent | 3,944 | 5,771 | -31.7\% | 6,500 |
| (\%) | 2.8\% | 4.1\% |  | 4.4\% |

## Area Sales (Consolidated)

- Japan and Korea: Sales increased year-on-year.
- China: Local sales rose.
(Unit: JPY 0.1 billion)


| Overseas Ratio | 56\% | 60\% | 59\% | 60\% | 60\% |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Japan China (inc Europe/An | g Kong/ |  | $\square$ Other Asian Countries |  |

Note: FY2018=FY ending March 31, 2019

## Item Sales (Consolidated)

Japan: Sales rose for the fourth straight year by Athletic category. Overseas: Sales hit a record high.
Consolidated Japan Overseas


## Income (Consolidated)

1. FY2018 (1)Financial Summary

- Operating income decreased due to an increase in SG \& A expenses.
- Equity method affiliates improved.
- Extraordinary loss including impairment of goodwill recorded.


|  |  |  |  |
| :--- | ---: | ---: | ---: |
| (Unit: JPY million) | FY2018 | FY2017 | Change |
| Operating income | $\mathbf{7 , 9 3 5}$ | $\mathbf{9 , 5 9 6}$ | $\mathbf{4 1 , 6 6 1}$ |
| Non-operating income | 799 | 542 | $\mathbf{2 5 7}$ |
| Non-operating expenses | 276 | 439 | $\mathbf{\Delta 1 6 3}$ |
| Ordinary income | $\mathbf{8 , 4 5 8}$ | $\mathbf{9 , 6 9 8}$ | $\mathbf{4 1 , 2 4 0}$ |
| Extraordinary income | 0 | 566 | $\mathbf{\Delta ~} 566$ |
| Extraordinary loss | 2,775 | 1,659 | $\mathbf{1 , 1 1 6}$ |
| Total income taxes | 1,738 | 2,834 | $\mathbf{4 1 , 0 9 6}$ |
| Profit attributable to | $\mathbf{3 , 9 4 4}$ | $\mathbf{5 , 7 7 1}$ | $\mathbf{\Delta 1 , 8 2 6}$ |
| owners of parent |  |  |  |

## Extraordinary losses for "Inov-8" and "SKINS" recorded.

(Unit: JPY million)

| Content | Outline | Consolidated |  |
| :---: | :---: | :---: | :---: |
| Inov-8 | Impairment of Goodwill Other impairment of Intangible assets | $\begin{array}{r} 725 \\ 1,092 \end{array}$ | Although the Company impaired a part of goodwill (JPY1,246M) in FY2017, due to the continuous sluggish business condition, we impaired the total book value of intangible fixed assets including the goodwill. |
| subtotal |  | 1,817 |  |
| SKINS | Provision for loan guarantee loss Liquidation loss of brand (trademark right) Liquidation loss of brand (revaluation of inventories) | 471 87 44 | The Company recorded a loss on loan guarantees(413M) related to the SKINS brand in FY 2017, however, the loss of full amount of outstanding guarantees, SKINS brand's trademark right and inventory were added up as a result of bankruptcy of the debtor SKINS group in Swiss in FY2018. |
| subtotal |  | 603 |  |
| Others | Valuation Losses of investment securities | 354 |  |
| Total |  | 2,775 |  |

## Total assets decreased.

- Foreign currency translation, Tax assets decrease, and Impairment losses


## 

| Total assets | 106,976 |
| :--- | ---: |
| Equity ratio | $66.3 \%$ |


| Total assets | 117,141 |
| :--- | ---: |
| Equity ratio | $67.3 \%$ |


| Total assets | 115,756 |
| :--- | ---: |
| Equity ratio | $67.8 \%$ |

Current liabilities 29,527

Non-
current liabilities 7,783

Net
assets
78,446

2019/3/31


## Cash Flow (Consolidated)

## Initial R\&D center investment completed. <br> (Amount recorded in FY2018: JPY3.69b)

(Unit: JPY million)

## Compared to beginning of

the year $\triangle 140 \mathrm{~m}$
CF from operating activities $+11,137 \mathrm{~m}$
(Previous year: 12,523m)
EBITDA
9,572m
Extraordinary Losses 2,775m
Income taxes paid $\boldsymbol{\Delta 1 , 0 3 8 m}$
Others
-172m
CF from investing activities $\triangle 8,267 \mathrm{~m}$
(Previous year: $\mathbf{\Delta 6 , 3 6 1 m}$ )
Tangible fixed assets
45,863m
Intangible fixed assets
4811m
Others $\boldsymbol{\Delta 1 , 5 9 3 m}$
CF from financing activities $\triangle 2,136 \mathrm{~m}$
(Previous year: $\boldsymbol{\Delta 1 , 5 6 0 m}$ )
Dividend paid
41,733m
Payment of long-term loans
-468m

## 1. FY2018

(1)Financial Summary
(2) Brand Review
(3)Topics
2. Plan for FY2019

## Brand Sales (Consolidated)

"DESCENTE" has grown YoY + 7\% and driving consolidated results.
(Unit: JPY 0.1 billion)


## Brand Sales (Japan)

Growth in "DESCENTE" and "le coq sportif" offset lower sales of other brands.


## Brand Sales (Korea)

"DESCENTE" and "umbro" increased sales.


## Combined JV Sales* (China excl. Hong Kong, Taiwan, Macau)

## Sales increased for all four brands.



## Item Sales (Consolidated)

Shoes composition around 15\%.


## DESCENTE

```
DESCENTE
Net Sales 63.2b (YoY +7%) (Domestic: 14.8b/Overseas: 48.4b)
<Global/Japan>
Brushing up "Manufacturing Creativity" and "Retail Environment
Creation Abilities" for the improvement of brand value.
=> MIZUSAWA DOWN JACKET "VARIANT" won the Gold Winner at ISPO AWARD for
    three consecutive years.
=> Opening "DESCENTE" brand's largest flagship store "DESCENTE TOKYO" in Shibuya.
<Korea>
Proposing new value by utilizing various brand assets.
=> The package for the 40 year anniversary of the sponsorship with Swiss Ski.
=> DESCENTE DUAL in Sinsegae Department Store in Gangnam.
```


## DESCENTE

<China>
Smooth Business Expanding

- Expanded the number of stores reached 118 by 2 years from scratch.
- Licensed products tailored to local needs.
$\Rightarrow$ Opening event commemorating the 100 stores. (Henan)
$\Rightarrow$ Licensed products increase the composition ratio.


## Started golf business.

$\Rightarrow$ Opening pop-up store at Sanya Luhuitou Golf store. (Hainan)
<Hong Kong>
Showing brand value for both local users and inbound tourists.
$\Rightarrow$ Providing uniforms to the local fitness club "4ward Fitness".
$\Rightarrow$ Opening a store at OCEAN TERMINAL where tourists gather.

## le coq sportif

Net Sales 38.2b (YoY -2\%) (Domestic: 13.6b/Overseas: 24.6b)
<Global>
Focusing on cycling to establish brand image.
$\Rightarrow$ Sponsorship with Tour de Japan. (Japan)
$\Rightarrow$ Cycling event URBAN CYCLING WORLD CHAMPIONSHIPS. (China)
<Japan>

- Marketing using popular fashion models for both for women and men.
- Differentiated by high design quality.
$\Rightarrow$ Steady sales of sneakers.
$\Rightarrow$ Brand Ambassador, popular model: Hio Miyazawa
<Korea/Hong Kong>
Attract younger customers by gathering attention with various collaboration products.
$\Rightarrow$ Collaboration with Japanese illustrator, Chocomoo. (Korea)
$\Rightarrow$ Collaboration with I.T Company. (Hong Kong)


## Munsingwear

1. FY2018 (2)Brand Review

Net Sales 12.7b (YoY -6\%) (Domestic: 7.1b/Overseas: 5.5b)
<Global>
Unified brand image by carrying out same marketing activities across countries.
$\Rightarrow$ "SAVE the PENGUIN" campaign. (Japan, China, Singapore, etc.)
$\Rightarrow$ The first overseas store with the new global store manual.
OCEAN TERMINAL (Hong Kong)
<Japan>
Approach new customers with new attempts.
$\Rightarrow$ Launched New collection "ENVOY by munsingwear" inspired by young professional
golfers.
$\Rightarrow$ Conducted events by Kahoko Sodeyama, an illustrator who has collaboration item with the brand.

## arena / umbro

Net Sales 7.0b (YoY -5\%) (Domestic: 4.4b/Overseas: 2.6b)

## Supporting top swimmers.

$\Rightarrow$ Contracted swimmer, Daiya Seto (ANA/JSS Moroyama) set a new world record at FINA World Swimming Championships (25m).
$\Rightarrow$ Launched New Top Racing Swimwear.
umbro
Net Sales 7.2b (YoY +7\%) (Domestic: 5.2b/Overseas: 2.0b)
Japan: Sales of football boots remained strong. Korea: Sales increased with lifestyle proposals.
$\Rightarrow$ Football boots developed and improved with contracted players. (Japan)
$\Rightarrow$ Developed as a football lifestyle brand in South Korea. (Korea)

1. FY2018
(1)Financial Summary
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"Manufacturing Creativity" from DISC

## New cooling material "Coolist D-Tec" debut.

- for people from top athletes to sports fans



## Evolve from Working Style Reform to＂Job Satisfaction Reform＂

－Improve productivity by review of the work environment for employees．
－Achieve work environment where employees can work healthily and energetically．


健康経営優良法人 Health and productivity
ホワイト500


Selected as one of＂White 500＂companies for 3 consecutive years evaluated for healthy management


平成 30 年度認定
＂Sports Yell Company＂
Evaluated for proactive efforts to promote
employee health through sports
＂To bring the enjoyment of sports to all＂

## Focused Activities <br> －Sports • Health


－TOKYO
東京都スポーツ推淮隹業
Accreditation as a＂Sports Promotion Company＂for 4 consecutive years with administrating＂Sports School for Healthy Kids＂，＂Mejiro Road Race＂
"To bring the enjoyment of sports to all"

## Focused Activities <br> - Sports • Health



Distance Learning Programs collaboration with Shizuoka University aiming to nurture children's diverse values and knowledge of occupation (Japan)

Communicating with the elderly at the welfare facilities (Hong Kong)

## 1. FY2018

(1)Financial Summary
(2) Brand Review
(3)Topics
2. Plan for FY2019

Consolidated sales are expected to hit a record high for the second consecutive year.

| (Unit: JPY million) | FY2017 | FY2018 | FY2019 |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  | Guidance | YoY |
| Net sales | 141,124 | 142,443 | 144,000 | +1\% |
| Operating income | 9,596 | 7,935 | 8,000 | +1\% |
| (\%) | 6.8\% | 5.6\% | 5.6\% | - |
| Ordinary income | 9,698 | 8,458 | 8,200 | -3\% |
| (\%) | 6.9\% | 5.9\% | 5.7\% | - |
| Profit attributable to owners of parent | 5,771 | 3,944 | 5,300 | +34\% |
| (\%) | 4.1\% | 2.8\% | 3.7\% | - |

## Brand Sales Plan for FY2019 (Consolidated)

## Expect an increase in sales mainly by "DESCENTE".



Dividends and Payout Ratio

Annual dividends of FY 2019 (Plan): JPY 22.0

| (Unit: JPY Million) | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 Plan |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Dividends | 1,280 | 1,732 | 1,733 | 1,960 | 1,658 |  |
|  | Amount/share | JPY17.0 | JPY23.0 | JPY23.0 | JPY26.0 | JPY22.0 |
| Profit attributable to owners of parent <br> (Consolidated) | 7,870 | 5,650 | 5,771 | 3,944 | 5,300 |  |
| Payout ratio | $16.3 \%$ | $30.7 \%$ | $30.0 \%$ | $49.7 \%$ | $31.3 \%$ |  |

Taking into consideration the performance and payout ratio, we will properly return profits to our shareholders to secure internal reserves necessary for future business development and strengthening of our management structure while aiming for stable dividends.

## FY2018 Reference

## (Quarterly Sales and

 Operating Income by Segment)
## Plans for the FY2019 by Segment (Consolidated)

2. Objectives and Plan for FY2019


## Net Sales (YoY)



## Operating Income (YoY)



Operating income Actual Gain / Loss Forex Effect

## Inventory (YoY)

(Unit: JPY million)


| $\square$ | Inventories | Actual Profit / Loss |
| :--- | :--- | :--- |

## Net Sales and Operating Income (Japan Segment)

## Net Sales

(Unit: JPY million)
(Unit: JPY million)



## Net Sales and Operating Income (Asia Segment)

Net Sales
(Unit: JPY million)


## Operating Income

(Unit: JPY million)


## Net Sales and Operating Income (Europe/Americas Segment)

## Net Sales

(Unit: JPY million)

(Unit: JPY million)

## Quarterly Sales (Japan Segment)



## Quarterly Operating Income (Japan Segment)



## Quarterly Sales Segment (Asia Segment)



## Quarterly Operating Income (Asia Segment)



## Quarterly Sales (Europe/Americas Segment)



## Quarterly Operating Income (Europe/Americas Segment)



## Number of Stores in Japan (Directly Managed Stores)

※Including outlets


## Number of Stores in Korea

※Including stores of commercial agents and outlets


## Brand Sales in Korea (YoY)

※Excluding stores of commercial agents and outlets

| FY2019 |  | Jan. | Feb. | Mar. | Apr. | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Existing stores | DESCENTE (Athletic) | -5.5\% | -10.9\% | -2.7\% |  |  |  |  |  |  |  |  |  |
|  | DESCENTE(Young Athlete) | 166.3\% | 43.3\% | 10.3\% |  |  |  |  |  |  |  |  |  |
|  | le coq sportif (Athletic) | 8.7\% | 7.4\% | 7.3\% |  |  |  |  |  |  |  |  |  |
|  | umbro | 32.6\% | 74.4\% | 68.0\% |  |  |  |  |  |  |  |  |  |
|  | DESCENTE (Golf) | 25.9\% | 6.7\% | 1.5\% |  |  |  |  |  |  |  |  |  |
|  | le coq sportif (Golf) | 1.9\% | -1.1\% | -7.4\% |  |  |  |  |  |  |  |  |  |
|  | Munsingwear | 8.7\% | 0.9\% | -11.9\% |  |  |  |  |  |  |  |  |  |
|  | Total | 2.7\% | -1.7\% | 1.0\% |  |  |  |  |  |  |  |  |  |
| All stores | DESCENTE (Athletic) | -0.7\% | -6.9\% | 1.0\% |  |  |  |  |  |  |  |  |  |
|  | DESCENTE(Young Athlete) | 337.6\% | 154.5\% | 107.6\% |  |  |  |  |  |  |  |  |  |
|  | le coq sportif (Athletic) | 12.7\% | 12.4\% | 12.3\% |  |  |  |  |  |  |  |  |  |
|  | umbro | 74.0\% | 107.5\% | 127.9\% |  |  |  |  |  |  |  |  |  |
|  | DESCENTE (Golf) | 45.0\% | 17.5\% | 7.0\% |  |  |  |  |  |  |  |  |  |
|  | le coq sportif (Golf) | 4.4\% | 0.3\% | -4.0\% |  |  |  |  |  |  |  |  |  |
|  | Munsingwear | 12.4\% | 4.4\% | -8.0\% |  |  |  |  |  |  |  |  |  |
|  | Total | 10.4\% | 5.2\% | 7.9\% |  |  |  |  |  |  |  |  |  |
| FY2018 |  | Jan. | Feb. | Mar. | Apr. | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. |
| Existing stores | DESCENTE (Athletic) | -13.1\% | 0.3\% | 4.7\% | -10.7\% | -4.2\% | -0.1\% | -0.4\% | -6.5\% | 3.9\% | 4.1\% | -15.1\% | 15.7\% |
|  | le coq sportif (Athletic) | -11.6\% | 11.1\% | 7.5\% | -5.5\% | -0.9\% | 10.6\% | 13.5\% | -0.4\% | 15.7\% | 1.6\% | -23.1\% | 19.8\% |
|  | umbro | 187.6\% | 136.2\% | 84.0\% | 122.1\% | 159.7\% | 107.4\% | 81.9\% | 93.2\% | 49.4\% | 30.1\% | -13.4\% | 39.7\% |
|  | DESCENTE (Golf) | -7.8\% | 9.5\% | 2.7\% | -3.1\% | 2.3\% | 12.2\% | 1.8\% | -14.4\% | -12.1\% | 10.0\% | -4.5\% | 38.3\% |
|  | le coq sportif (Golf) | -22.3\% | -23.9\% | -23.9\% | -27.0\% | -23.3\% | -15.8\% | -14.7\% | -14.4\% | -11.4\% | -6.9\% | -17.3\% | 4.3\% |
|  | Munsingwear | -7.7\% | -6.4\% | -1.2\% | -11.6\% | -8.9\% | -10.6\% | -10.1\% | -15.1\% | -8.7\% | -0.4\% | -11.3\% | 3.2\% |
|  | Total | -11.5\% | 3.1\% | 2.6\% | -9.7\% | -3.7\% | 2.0\% | 2.4\% | -5.5\% | 3.6\% | 3.4\% | -16.2\% | 17.1\% |
| All stores | DESCENTE (Athletic) | -9.8\% | 3.0\% | 8.9\% | -5.4\% | 2.5\% | 6.6\% | 6.9\% | 1.2\% | 11.6\% | 10.3\% | -10.6\% | 21.3\% |
|  | le coq sportif (Athletic) | -15.9\% | 7.5\% | 2.8\% | -9.4\% | -4.6\% | 6.7\% | 10.8\% | -1.7\% | -14.4\% | 3.6\% | -22.3\% | 22.4\% |
|  | umbro | 212.8\% | 172.9\% | 93.8\% | 108.6\% | 164.7\% | 117.7\% | 759.9\% | 132.9\% | 85.1\% | 70.7\% | 7.9\% | 68.8\% |
|  | DESCENTE (Golf) | -1.6\% | 18.2\% | 7.2\% | 1.1\% | 6.7\% | 0.6\% | 9.6\% | -18.0\% | -2.7\% | 20.5\% | 5.6\% | 56.1\% |
|  | le coq sportif (Golf) | -23.9\% | -24.2\% | -25.5\% | -28.7\% | -25.5\% | -18.3\% | -17.0\% | -16.8\% | -13.1\% | -8.8\% | -18.9\% | 4.3\% |
|  | Munsingwear | -10.1\% | -9.1\% | -3.3\% | -13.3\% | -10.9\% | -12.2\% | -11.5\% | -15.6\% | -8.2\% | 0.5\% | -10.5\% | 4.4\% |
|  | Total | -10.3\% | 4.6\% | 4.0\% | -7.6\% | -0.8\% | 3.3\% | 6.2\% | 2.6\% | 8.9\% | 8.8\% | -12.3\% | 22.8\% |


| 1Q | 2Q | 2Q YTD | 3Q | 3Q YTD | 4Q | 4Q YTD |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| -6.6\% |  |  |  |  |  |  |
| 57.5\% |  |  |  |  |  |  |
| 7.7\% |  |  |  |  |  |  |
| 59.5\% |  |  |  |  |  |  |
| 8.2\% |  |  |  |  |  |  |
| -3.4\% |  |  |  |  |  |  |
| -3.7\% |  |  |  |  |  |  |
| 0.5\% |  |  |  |  |  |  |
| -2.4\% |  |  |  |  |  |  |
| 172.0\% |  |  |  |  |  |  |
| 12.5\% |  |  |  |  |  |  |
| 104.5\% |  |  |  |  |  |  |
| 17.7\% |  |  |  |  |  |  |
| -0.8\% |  |  |  |  |  |  |
| 0.1\% |  |  |  |  |  |  |
| 7.6\% |  |  |  |  |  |  |
| $1 Q$ | 2Q | 2Q YTD | 3Q | 3Q YTD | 4Q | 4Q YTD |
| -2.6\% | -5.5\% | -4.0\% | -0.3\% | -2.9\% | -0.7\% | -2.1\% |
| 2.7\% | 0.6\% | 1.7\% | 10.5\% | 4.3\% | -4.5\% | 1.3\% |
| 125.4\% | 132.0\% | 129.0\% | 69.2\% | 103.0\% | 13.4\% | 58.4\% |
| 1.9\% | 3.3\% | 2.8\% | -8.3\% | -1.3\% | 9.3\% | 2.1\% |
| -23.5\% | -22.7\% | -23.0\% | -13.3\% | -20.1\% | -8.5\% | -16.9\% |
| -4.2\% | -10.4\% | -8.1\% | -10.8\% | -8.9\% | -3.9\% | -7.5\% |
| -1.6\% | -4.3\% | -3.0\% | 0.8\% | -1.9\% | -1.3\% | -1.7\% |
| 0.7\% | 0.7\% | 0.7\% | 7.3\% | 2.7\% | 4.5\% | 3.3\% |
| -1.5\% | -3.2\% | -2.3\% | 8.8\% | 0.9\% | -2.9\% | -0.4\% |
| 147.9\% | 131.4\% | 138.9\% | 97.2\% | 121.6\% | 41.7\% | 83.3\% |
| 7.9\% | 2.9\% | 4.6\% | -2.9\% | 1.9\% | 21.0\% | 8.0\% |
| -24.8\% | -24.7\% | -24.7\% | -15.4\% | -22.0\% | -9.8\% | -18.7\% |
| -6.5\% | -12.2\% | -10.1\% | -11.2\% | -10.4\% | -3.0\% | -8.2\% |
| -0.2\% | -2.1\% | -1.2\% | 5.2\% | 0.7\% | 3.6\% | 1.7\% |

## Numbers of Stores in China (incl. Hong Kong)

※Including stores of commercial agents (added outlets from 2017/12)


## Affiliated Companies in China: Summary

| Company Name | SHANGHAI DESCENTE COMMERCIAL CO., LTD. | LE COQ SPORTIF (NINGBO) CO., LTD | $\begin{gathered} \text { DESCENTE (CHINA) CO., } \\ \text { LTD } \end{gathered}$ | $\begin{gathered} \text { ARENA(SHANGHAI)IND } \\ \text { USTRIAL CO.,LTD } \end{gathered}$ | HONG KONG DESCENTE TRADING, LTD |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Location | Shanghai, China | Ningbo, China | Shanghai, China | Shanghai, China | Hong Kong |
| Incorporated | August, 2005 | February, 2004 | April, 2016 | December, 2016 | August, 2005 |
| Fiscal Year | December | December | December | December | December |
| Relations | Consolidated subsidiary | Affiliated Companies Accounted for under the Equity Method | Affiliated Companies Accounted for under the Equity Method | Affiliated Companies Accounted for under the Equity Method | Consolidated subsidiary |
| Investment Ratio | 100\% | 40\% | 30\% | 30\% | 100\% |
| Other Investors/ Investment Ratio |  | ShanShan group 50\% Itochu group 10\% | ANTA group 60\% Itochu group 10\% | Symphony Holldings Limited 70\% |  |
| Brands | 迹 arena |  |  | arena |  |
| Business | Munsingwear: product planning, development, production, elling Arena: product planning, development, production | product planning, development, production, and sellinng | product planning, development, production, and sellinng | Selling | Selling |
| Royalty | Pay rayalty to DESCENTE LTD. | Pay rayalty to DESCENTE LTD. | Pay royalty to DESCENTE global retail ltd. | NO royalty payment (Buy all products from SHANGHAI DESCENTE COMMERCIAL CO., LTD.) | Pay royalty to DESCENTE LTD. |
| Segment | Asia(China) | Not included | Not included | Not included | Asia(China) |
| Area | Asia(China) | Not included | Not included | Not included | Asia (China, South-eastern Asia) |

Exchange Rates Used

|  |  | USD | 100KRW | CNY | HKD | SGD | GBP |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\begin{aligned} & \hline \hline \text { FY2019 } \\ & \text { FY2018 } \end{aligned}$ | 1Q YTD Plan | 109.80 | 9.70 | 15.90 | 14.00 | 80.50 | 140.20 |
|  | 4Q YTD | 110.34 | 10.04 | 16.64 | 14.08 | 81.71 | 146.73 |
|  | 3Q YTD | 110.07 | 10.05 | 16.77 | 13.98 | 81.66 | 147.94 |
|  | 2Q YTD | 108.81 | 10.05 | 17.01 | 13.84 | 81.54 | 148.83 |
|  | $1 Q$ YTD | 107.60 | 10.04 | 17.03 | 13.72 | 81.67 | 150.68 |
| FY2017 | 4Q YTD | 111.59 | 10.00 | 16.63 | 14.37 | 81.47 | 145.34 |
|  | $3 Q$ YTD | 111.70 | 9.88 | 16.47 | 14.35 | 80.77 | 143.62 |
|  | $2 Q$ YTD | 111.51 | 9.89 | 16.37 | 14.41 | 80.22 | 142.26 |
|  | $1 Q$ YTD | 111.95 | 9.91 | 16.43 | 14.53 | 80.13 | 140.73 |
| FY2016 | 4Q YTD | 108.82 | 9.41 | 16.38 | 14.10 | 79.04 | 147.28 |
|  | 3Q YTD | 107.02 | 9.39 | 16.46 | 14.01 | 79.29 | 150.70 |
|  | 2Q YTD | 109.02 | 9.46 | 16.98 | 14.39 | 81.14 | 158.89 |
|  | $1 Q$ YTD | 112.00 | 9.63 | 17.57 | 14.89 | 82.83 | 164.26 |
| FY2015 | 4Q YTD | 121.22 | 10.70 | 19.19 | 15.61 | 87.88 | 185.10 |
|  | $3 Q$ YTD | 121.16 | 10.75 | 19.32 | 15.60 | 88.44 | 187.33 |
|  | 2Q YTD | 121.44 | 10.98 | 19.36 | 15.55 | 89.30 | - |
|  | $1 Q$ YTD | 119.47 | 10.85 | 19.09 | 15.38 | 87.56 | - |
| FY2014 | 4Q YTD | 107.72 | 10.13 | 17.26 | 13.74 | 83.85 | - |
|  | $3 Q ~ Y T D$ | 103.97 | 9.94 | 16.73 | 13.32 | 82.07 | - |
|  | 2Q YTD | 102.20 | 9.80 | 16.56 | 13.19 | 81.16 | - |
|  | $1 Q$ YTD | 102.47 | 9.60 | 16.78 | 13.22 | 81.00 | - |
| FY2013 | 4Q YTD | 98.95 | 8.98 | 15.97 | 12.64 | 77.99 | - |
|  | 3Q YTD | 97.41 | 8.75 | 15.69 | 12.46 | 76.85 | - |
|  | 2Q YTD | 97.04 | 8.66 | 15.53 | 12.36 | 76.61 | - |
|  | $1 Q$ YTD | 94.81 | 8.48 | 14.90 | 11.93 | 74.06 | - |

Disclaimer: The contents of the business plan and the future objectives described in this document are base on information currently available and therefore contain an element of uncertainty and potential risk. Please be advised there is a possibility that actual results may be affected by a number of factors and may differ materially from what is described.

1Q YTD = First 3 months of FY
2Q YTD = First 6 months of FY
3Q YTD = First 9 months of FY
4Q YTD = Full FY
Note: FY2018 = FY ending March 31, 2019

## DESCENTE

Design for Sports

