

Message from the New President

New Management Structure Starts From June 2019

On June 20, 2019, we embarked on a new management structure. The Board of Directors will consist of six individuals, including two outside directors, and as we push forward with a more streamlined approach to management, we will also work to strengthen governance. Under our corporate philosophy "To bring the enjoyment of sports to all," we will strive to ensure that enhancing corporate value is our top priority.

My greatest emphasis will be on stable management. We are fortunate to have employees who embody the SPIRIT OF DESCENTE, and who continue to refine our Manufacturing Creativity. We hope to make the most of this creativity as we continue to focus on developing unique, original products. In doing so, we will also take full advantage of the new R&D centers launched in Osaka and in Busan, South Korea last year.

An additional strength lies in the fact that 90% of our sales comes from owened brands. I want to bring a long-term perspective to nurturing those brands. I can also point to the fact that our sales go beyond Japan, with about 60% centered in Asia and elsewhere. Japan, South Korea and China represent three major pillars, markets in which I believe there is more than sufficient potential for further expansion. In Japan, we are focused on driving profits as we push ahead with reforms to our retail environments. In South Korea, we are working to stabilize management while improving the quality of products we offer. In China, we are working with the ANTA Group, the country's largest seller of sports-related products in an effort to raise awareness of the DESCENTE brand in that market. Including the other brands we offer, we expect that revenue from our business in China will, in the near future, overtake sales in Japan and South Korea, and we predict that China will become our largest market.

Going forward, we will continue to devote ourselves to delighting our customers by manufacturing products that are unique to DESCENTE. Your unwavering support is appreciated.



Shuichi Koseki

FY2018 Summary

China became the third pillar in our business structure at the end of the third and final year of the medium-term management plan.

Results for the fiscal year ended March 2019 include an increase in sales and decrease in profits, with net sales of JPY142.443 billion (up 0.9% year-on-year), operating income of JPY 7.935 billion (down 17.3%), ordinary income of JPY 8.458 billion (down 12.8%) and profit attributable to owners of parent of JPY 3.944 billion (down 31.7%). Although sales reached record highs, net income declined due to sales plans not being achieved in Japan and South Korea, investments in Japan in anticipation of the coming "Golden Sports Years" spanning 2019 through 2021 and impairment of the total book value of intangible fixed assets including the goodwill of inov-8 brand.

First, domestically we see a heightening of expectations across society as a whole as we move closer to 2020, one of the so-called "Golden Sports Years" in Japan spanning major events in 2019 through 2021. To date, however, there has been no evidence of any increase in active customer purchasing of sporting goods and real demand has not grown to meet expectations. That said, it is likely that an increase in opportunities to see Japanese athletes in action through next year will bring growth in actual demand. Against this background, this fiscal year saw both DESCENTE and le coq sportif with increased net sales, driving momentum as we head into 2020.

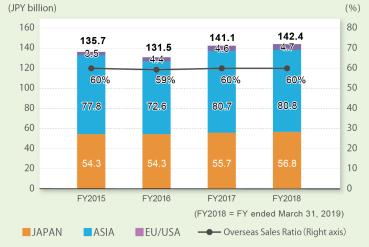
In South Korea, inventories have swelled over the past two years with a continuing period of sluggishness, but the steps we have taken to address this to date have begun to prove effective. We seem to have moved out of a difficult period; the DESCENTE brand has performed particularly well. We succeeded in reducing inventory by 10% year on year, securing a foothold for once again going on the offensive in the South Korean market.

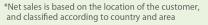
FY2018 Summary

In China, net sales have grown at a rapid pace, primarily centered around our equity method affiliate there, with local net sales 146% year-on-year. Three of our four Group companies in China are equity method affiliates, and thus their numbers do not appear on our financial statements, but net sales by four companies in the country reached JPY20.9 billion, representing a business scale equivalent to 15% share of consolidated net sales of JPY142.4 billion, finally solidifying that market's position as the third pillar of our business. The DESCENTE brand has experienced significant growth in net sales, expanding to 118 stores within a little more than two years of its launch.

In areas outside of Japan, South Korea and China, we plan to continue expanding our brands in Southeast Asia and North America. We rolled out new stores in Indonesia and Vietnam for le coq sportif and Munsingwear. We also started e-commerce sales in North America.

Net Sales Transition and Overseas Sales Ratio





Profit Attributable to Owners of Parent

Full-year Consolidated Earnings Forecast

Golf

25.4%



(FY2018	=	FΥ	ended	March	31,	2019
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	FY2017	FY2018	FY2019 (Plan)
Net sales (JPY billons)	141.1	142.4	144.0
Operating income (JPY billons)	9.5	7.9	8.0
Ordinary income (JPY billons)	9.6	8.4	8.2
Profit attributable to owners of parent (JPY billons)	5.7	3.9	5.3
EPS (JPY)	76.59	52.31	70.29
		52.31	

Net Sales by Item

Outdoor

11.4%

(Consolidated cumulative period)

Athletic

63.2%

(FY2018 = FY ended March 31, 2019

Signature Initiatives in the Fiscal Year Ended March 2019

Our two DESCENTE INNOVATION STUDIO COMPLEX (DISC), R&D hubs, in Osaka, Japan and in Busan, South Korea, have begun operating. While shoe development is expected to take several years to go from basic development to producing results in the form of products, we have succeeded in bringing together top talent from around the world in DISC BUSAN, and are off to a strong start. Meanwhile in apparel, we launched our first product using Coolist D-Tec, a fabric with a unique ability to dissipate heat and the first material to be developed by DISC OSAKA.

With both DISC sites up and running, the speed of our development efforts has increased significantly. While development requires repeatedly cycling between hypotheses and validation, the ability to manage that process in-house has resulted not only in greater speed, but an increase in the number of development targets. The current fiscal year thus finds us able to simultaneously develop multiple competitive apparel lines, for cycling, fencing, triathlon and swimming.

We also continue to focus on our digital initiatives. The fact that we have directly owned stores and self-managed sales floors means we can offer customers a retail environment in which they can actually touch the products and listen to explanations by expert sales staff. We hope to accelerate our shift to omnichannel sales by having our digital capabilities support the strength represented by those retail environments. While purchases of many of our products are driven by customers being able to actually see and feel their wearability, comfort, textures and colors, at the same time in many cases the customer is looking for even more information than before about individual items, making it important to strike a balance between instore sales and e-commerce. This is why we have established new organizations within both DESCENTE and DESCENTE JAPAN intended to strengthen our digital efforts while looking at the business as a whole, and not just marketing.

As part of this further shift to digital, our global headquarters is working with each country to create consistent designs for each brand's official site, as we make the adjustments needed to present a globally unified worldview for our brands.



DISC promoting research and verification



Promoting omnichannel

Looking Back at Medium-term Management Plan

An external factor affecting business in the first year of the plan (the fiscal year ended March 2017) was the economic downturn in South Korea, resulting in an inability to make profits as planned in the major markets of South Korea and Japan. We recognize the fact we have not achieved the quantitative target of JPY 14 billion in ordinary income in the fiscal year ended March 2019 and we need to reflect on this. At the same time, we were able to deliver solid results with respect to our qualitative issues for sustainable growth in the future.

First, we succeeded in growing our business in China to the point where China now serves as a third pillar. Two joint ventures were launched, and as noted earlier, net sales in China in the fiscal year ended March 2019 rose significantly above the previous year. With not only revenue growth, but profitability in sight for the joint venture company set up for the DESCENTE brand, China will contribute to our profits alongside Japan and South Korea. Also contributing is the steady growth of the DESCENTE brand business.

Second, our two R&D hubs, DISC OSAKA and DISC BUSAN, are now in operation. Being able to develop at our own centers will be a great force for us as a company for which manufacturing creativity has always been a source of competitiveness.



Gold Winner of ISPO Award 2019 Mizusawa Down Jacket 'VARIANT' by DESCENTE ALLTERRAIN

To Our Shareholders

As we head into 2020, one of the so-called "Golden Sports Years" in Japan, we expect enthusiasm for sports in Japan to grow even more feverish, and there will be a major increase in opportunities for sports fans from around the world to visit Japan. This is expected to reinvigorate the sports market in which we do business, and allow us to bring our brands from Japan to the world and improve our corporate value at the global level. We look forward to your ongoing support.

FEATURE

DESCENTE Flagship Stores in Tokyo, Seoul and Shanghai: The Value of "Bricks and Mortar"

In February 2019, DESCENTE TOKYO, the largest street-level store in Japan for our owned brand, opened in Tokyo's Shibuya district.

In an era when consumers globally have access to increasingly diverse purchasing opportunities we thought it timely to take a look at the merits of having actual flagship stores. It is useful to look at the actual experiences of the three key stores opened recently in Japan, South Korea and China.



DESCENTE TOKYO

Tokyo, Japan: DESCENTE TOKYO

A Showcase for a Brand Born in Japan

DESCENTE TOKYO is a hub for communicating the DESCENTE brand's worldview to the world at large. It also plays a role as a showcase for the Japanese brand, not only for local customers, but also for wholesalers, distributors and for other countries where the brand is available. The entire store embodies the distinctiveness of DESCENTE, from store design to product lineup, visual merchandising, customer service and public relations, effectively conveying to customers and business partners what differentiates our brand from others. DESCENTE TOKYO offers a comprehensive selection of every category available under the DESCENTE brand in Japan. With Japan scheduled to host a number of major international sports events, we felt it useful to emphasize the unique "Japaneseness" of the DESCENTE brand in its country of origin. The global popularity of green tea is why we have also opened the instore Susumuya Tea Shop, offering Japanese teas. In future, we will leverage the advantage of having A "bricks and mortar" store enables direct dialogue with customers and offers the opportunity for hands-on experience with the brand. We will also utilize e-commerce links and other digital tools with the goal of enhancing customer service through CRM (Customer Relationship Management) and social media.



DESCENTE TOKYO



A corner for baseball uniforms, DESCENTE's heritage product

Seoul, South Korea: DESCENTE Myeongdong Flagship Store

Establishing an Image as a Premium Sports Brand

The DESCENTE Myeong-dong Flagship Store is designed to give customers in an important Asian market a good sense of DESCENTE as a premium high performance sports brand. The products showcased here emphasize DESCENTE's recognition by leading athletes around the world, from national teams like the Swiss Alpine Ski Team and the Canadian Ski Cross Team, to Monster Energy/Yamaha MotoGP, a leading motorcycle racing team. The store is also DESCENTE's largest in South Korea, and as the only store to carry products in every category available in that country, serves to communicate our brand image.

Myeong-dong is an area that attracts highly perceptive customers from around the world, and our goal is to gain recognition there for DESCENTE as a global sports brand.



DESCENTE Myeong-dong Flagship Store



Collaborative items with Monster Energy/Yamaha MotoGP

Shanghai, China: Shanghai iapm DESCENTE Store

A Store Designed as a Magnet for Increasingly Discerning Chinese Customers

Given the logistics of the vast Chinese market, internet shopping is overwhelmingly popular, but the Shanghai store in the iapm mall importantly allows high-end customers to experience the quality and value of the DESCENTE brand at first hand.

The impressively spacious store is in the premium iapm shopping mall located on Huaihai Road, Shanghai's most popular shopping street, and offers a broad lineup of products. The focus is on the store's interior and the way products are merchandised, with knowledgeable sales personnel who can offer each customer individually tailored product suggestions and ideas for coordinating outfits. For VIP members, the store also holds special events including yoga and fitness classes. These exclusive, premium shopping experiences, available only at this store, effectively communicate the brand's worldview and provide customers with an unforgettable experience.



Shanghai iapm DESCENTE Store

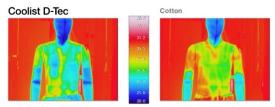


Product visibility is the key in this spacious store.

TOPICS

Coolist D-Tec Debuts, a Proprietary Material Developed Under the New Concept of Dissipating Heat, Perfect for Humid Days

Beginning with the 2019 Spring/Summer season, DESCENTE has launched a number of products using Coolist D-Tec ("Coolist"), an original cooling material developed in-house. Developed at our newly opened R&D center "DISC OSAKA", this unique fabric structure uses moisture absorption, diffusion, and evaporation, as well as ventilation and breathability to maximize cooling effects, proactively releasing heat that builds up in clothes. Key to this process is heat vaporization, which draws heat from the surface of the material as perspiration and moisture evaporate. A major feature of Coolist is its ability to quickly absorb moisture while facilitating evaporation. Speeding up the cycle between absorption and evaporation generates continuous heat vaporization, lowering temperature inside the clothing. Giving the material ventilation and breathability functions helps maintain cool and comfortable garments, making it ideal for use on humid days when perspiration from participation in or watching sports is an issue. DESCENTE will continue offering products to alleviate the increasingly severe summer heat using both Coolist, with its advanced heat dissipation function, and SUNSCREEN, another material developed in-house that provides protection from the sun.



Heat dissipation comparison of surface temperature using a sweating mannequin



"Coolist" products enter the market in 7 brands

Developing and expanding new B-to-B distribution DESCENTE Apparel Selected as New Uniforms for ASKUL Delivery Drivers

Drivers for ASKUL Corporation, a leading mail-order company, are wearing new uniforms from DESCENTE, along with shoes from le coq sportif. The apparel was designed to create a positive impression when delivery drivers communicate with customers. The designs also took into consideration functionality, offering moisture absorption, quick drying and water repellency based on long experience developing high performance sports apparel, as well as the durability and ease of movement important in a day-to-day uniform. As we focus on expanding our B-to-B business, we will work to not only expand sales, but to provide added value to our customers offering more versatility to ensure our products can be worn in a variety of situations.



"DESCENTE" and "le coq sportif" worn by drivers

"DESCENTE" and "arena" Brands Announce Apparel for World Class Athletes

On December 3, 2018, a joint press conference was held to present the DESCENTE and arena brand apparel to be worn by six Japanese National Teams. The DESCENTE brand unveiled apparel to be supplied beginning with the 2019 season under its official supplier contracts. Apparel for the individual teams, including training jackets and pants, foster a sense of unity, with common designs and colors shared across the various teams. The apparel also makes use of "Coolist D-Tec", a new, proprietary material developed by DESCENTE. The arena brand, meanwhile, announced its ULTIMATE AQUAFORCE series, its top line of competitive swimsuits developed in collaboration with signed athletes including Daiya Seto (ANA/JSS Moroyama). To meet the widely divergent needs of the swimmers for both support and ease of movement, the brand launched two types of swimsuits, each emphasizing those respective features. At the presentation, which attracted a large media contingent, athletes representing each team appeared as models 8and commented on the features and fit of the apparel. As Japan heads into its so-called "Golden Sports Years," we will work to support these top athletes by supplying apparel while also working to further enhance brand recognition and expand our business.



Press conference with athletes from six teams

Business Development in South Asia

DESCENTE is rolling out new stores in Southeast Asia. In the fiscal year ended March 2019, we opened three new le coq sportif stores in Indonesia, as well as two Munsingwear stores in Vietnam. We plan for an additional two to three stores in the fiscal year ending March 2020. By teaming up with distributors in each country, we will work to offer products that meet local climate conditions, preferences and other needs. In the coming years, we will strive to increase market share in existing regions while taking on the challenge of expanding into new areas.



First Munsingwear store in Hanoi, Vietnam

SAVE the PENGUIN Campaign: Munsingwear

To protect the penguin (the symbol of the Munsingwear brand) which is now at risk of extinction with climate change causing deteriorating environments in their natural habitats, we launched a SAVE the PENGUIN campaign in Japan and Asia in the Spring/Summer season of 2019. We are collaborating with the World Wide Fund for Nature (WWF), a non-governmental organization devoted to environmental conservation, to create and sell campaign-themed items, with a portion of the sales of those products going to the WWF and its environmental conservation activities. We also began offering support for environmental conservation activities through the use of original short films and social media. It is our intention to continue to engage in proactive efforts aimed at achieving a sustainable society.



© Mathieu SImon



Provide Career Education for Children in Mountainous Regions (ICT x Career Education Project)

Under the sponsorship of the Board of Education of Fujieda City, Shizuoka Prefecture and in cooperation with Shizuoka University's Shiota Laboratory, DESCENTE participated in a project to provide career education to children living in mountainous areas of the municipality who may have fewer opportunities to interact with adults. The project centered on thinking about how to enjoy and get involved with sports, and used ICT (in this case, a teleconferencing system) to connect DISC OSAKA, our R&D center, with a junior high school in Fujieda. Students presented their ideas—prepared ahead of time in class—for events that would allow many people to enjoy sports, and for apparel and other items to go along with those events. DESCENTE employees offered comments and other feedback, conveying to the children the appeal of the sports business. We will continue to participate in activities that lead to solving regional social issues.





The class using the ICT system

Please see the CSR pages of DESCENTE's website:

► http://www.descente.co.jp/en/csr/

Financial Information

(JPY: Million)

Consolidated Balance Sheet

Subject	2018/3/31	2019/3/31
Assets		
Current assets	78,068	78,051
Fixed assets	39,073	37,705
Tangible fixed assets	22,156	24,910
Intangible fixed assets	5,078	2,701
Investments and other assets	11,838	10,093
TOTAL ASSETS	117,141	115,756
Liabilities		
Current liabilities	29,116	29,527
Fixed liabilities	9,149	7,783
TOTAL LIABILITIES	38,266	37,310
Net assets		
Equity	73,832	76,115
Capital stock	3,846	3,846
Capital surplus	25,223	25,281
Earned surplus	45,421	47,632
Own Shares	△658	△643
Accumulated other comprehensive income	5,042	2,330
Valuation difference on available-for-sale securities	822	739
Deferred gains or losses on hedges	13	△4
Foreign currency translation adjustment	4,301	1,607
Remeasurements of defined benefit plans	△95	△11
TOTAL NET ASSETS	78,875	78,446
TOTAL LIABILITIES AND NET ASSETS	117,141	115,756

Consolidated Income Statement

Subject	2017/4/1 ~2018/3/31	2018/4/1 ~2019/3/31
Sales	141,124	142,443
Cost of sales	62,803	62,915
Gross profit	78,321	79,527
Reversal of provision for sales returns	100	_
Provision for sales returns	_	33
Gross profit-net	78,421	79,494
Selling, general and administrative expenses	68,825	71,558
Operating income	9,596	7,935
Non-operating income	542	799
Non-operating expenses	439	276
Ordinary income	9,698	8,458
Extraordinary income	566	_
Extraordinary loss	1,659	2,775
Income before income taxes	8,606	5,683
Income taxes-current	2,469	2,386
Refund of income taxes	_	△1,268
Income taxes-deferred	364	620
Net income	5,771	3,944
PROFIT ATTRIBUTABLE TO OWNERS OF PARENT	Γ 5,771	3,944

Consolidated Cash Flow

Subject	2017/4/1 ~2018/3/31	2018/4/1 ~2019/3/31
Cash flow from operating activities	12,523	11,137
Cash flow from investment activities	△6,361	△8,267
Cash flow from financing activities	△1,560	△2,136
Effect of exchange rate changes on cash and cash equivalents	1,032	△837
Net increase (decrease) in cash and cash equivalents	5,633	△140
Cash and cash equivalents at beginning of the period	21,907	27,369
Cash and cash equivalents at the end of the period	27,369	27,229

ABOUT US

At DESCENTE LTD., our business is based on the philosophy of bringing the enjoyment of sports to all, supporting a wide range of sports and sporting events through multiple brands. We develop high performance products for top athletes and teams, which is the source of our competitive strength, while offering customers who enjoy sports a satisfying range of products and services, and also enhancing our ability to create retail environments that convey that value to the customer. We continue to expand the availability of our products and services under our brands as they are increasingly recognized inside and outside Japan, including South Korea, China and the rest of Asia, as well as Europe and North America.

Corporate Philosophy

To bring the enjoyment of sports to all

Sport is based on the idea of enjoyment through movement of the body and competing; and it is through sports that DESCENTE contributes to life being lived -by everyone- to the full.

Corporate Slogan

Design for Sports

Origin of the Corporate Name and Logo



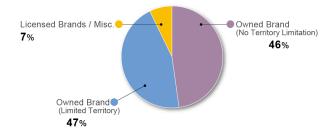
Descente is the French term for downhill skiing.
The logo represents the three basic skiing techniques of schussing, traversing and sliding.
It embodies our quest to be the best in all we do and

It embodies our quest to be the best in all we do and our focus on the future.

Brand Lineup

(As of March 31, 2019)

[Share of Sales by Brand and Ownership Structure]



Owned Brands (No Territory Limitation)

Brands that Descente group is the owner of the trademark





Owned Brands (Limited Territory)

Brands that Descente group is the owner of the trademark in limited country and area

arena







Licensed Brands

Brands that Descente develop based on the license agreement















Company Profile

DESCENTE LTD.

February, 1935 Founded Incorporated February, 1958 **President** Shuichi Koseki Capital ¥3.8 billion

¥142.4billion (FY ended March 2019, **Turnover**

Consolidated)

Employees Consolidated 3,527 /

> Non-consolidated 232 (As of March 31, 2019)

Business Manufacture and sales of sportswear

and related articles

Office

Tokyo Office 1-4-8 Mejiro, Toshima-ku, Tokyo

171-8580

TEL.+81-3-5979-6006 (HR/Administration, Tokyo)

Osaka Office 1-11-3 Dogashiba, Tennoji-ku,

> Osaka 543-8921 TEL. +81-6-6774-0365 (Administration/Secretariat)

Executives

President and Representative Director Shuichi Koseki

Director and Senior Managing Executive Officer

Hoon-Do Kim

Director and **Managing Executive Officer**

Akira Tsuchihashi

Director and **Managing Executive Officer** Norio Ogawa

Outside Director Nobuo Sayama*

Outside Director Kozo Takaoka*

Auditor (full-time)

Masatsugu Morimitsu

Auditor (outside) Katsumi Ota*

Auditor (outside) Koichi Yoshioka*

Subsidiary Companies

Commercial Subsidiary Companies

DESCENTE JAPAN LTD. (Tokyo) Sales of sportswear and related articles

DESCENTE APPAREL LTD. (Osaka)

Manufacture of sportswear and related articles

BEN-GENERAL CORPORATION (Osaka)

Sales of sportswear and related articles

BEIJING DESCENTE CO., LTD. (Beijing, China) Manufacture of sportswear and related articles

SHANGHAI DESCENTE COMMERCIAL CO., LTD.

(Shanghai, China)

Sales of sportswear and related articles

HONG KONG DESCENTE TRADING, LTD.

(Hong Kong, China)

Sales of sportswear and related articles

DESCENTE KOREA LTD. (Seoul, South Korea)

Sales of sportswear and related articles

DESCENTE GLOBAL RETAIL LTD.

(Seoul, South Korea)

Sales of sportswear and related articles

SINGAPORE DESCENTE PTE. LTD. (Singapore)

Sales of sportswear and related articles

DESCENTE MOUNTAIN AMERICAS

*DESCENTE MOUNTAIN AMERICAS's registered name is **DESCENTE NORTH AMERICA INC.**

(Utah, United States)

Sales of sportswear and related articles

DESCENTE ATHLETIC AMERICAS INC.

(Georgia, United States)

Sales of sportswear and related articles

INOVEIGHT LTD. (Cumbria, England)

Sales of sportswear and related articles

Affiliated Companies Accounted for under the Equity Method

LE COQ SPORTIF (NINGBO) CO., LTD.

(Ningbo, China)

Sales of sportswear and related articles

DESCENTE (CHINA) CO., LTD.

(Shanghai, China)

Sales of sportswear and related articles

ARENA (SHANGHAI) INDUSTRIAL CO., LTD.

(Shanghai, China)

Sales of sportswear and related articles

ARENA KOREA LTD.

(Seoul, South Korea)

Sales of sportswear and related articles

^{*} All Directors (outside) and Auditors (outside) are designated as independent Directors or independent Auditors specified by the TOKYO Stock Exchange in Japan.

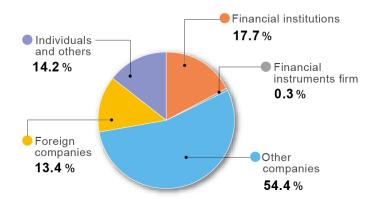
SHAREHOLDER INFORMATION

Number of shares and shareholders

(As of March 31, 2019)

Number of shared authorized for issuance	160,000,000
Number of shared issued	76,924,176
(including 1,516,10	09 own shared)
Number of shareholders	4,252

[Distribution of shareholder]



Principal shareholder

(As of March 31, 2019)

Name	Shareholdings (Thousands)
ITOCHU Corporation	22,954
BS Investment Corporation	7,210
UBS AG HONG KONG	3,465
Nippon Life Insurance Compar	ny 3,238
TEIJIN FRONTIER Co., Ltd.	2,465
Sumitomo Mitsui Banking Corp	poration 2,110
THE DESCENTE AND ISHIM	OTO 1,652
MEMORIAL FOUNDATION FO	OR THE
PROMOTION OF SPORTS SO	CIENCE
Kazuyuki Ishimoto	1,600
TOYOBO STC CO,.LTD.	1,594
The Master Trust Bank of Japa	an, Ltd. 1,476
(Trust Account)	

About the Photo on the cover : Bobsleigh 2-Woman (German Team)

About the Photo on the cover: Bobsleigh 2-Woman (German Team) We supply wears to German Bobsleigh, Luge, Skeleton National Team by the DESCENTE brand.

The cover is Ms. Jamanka Mariama and Ms. Prazek Annika, who won the Bobsleigh 2-Women at the World Championships held in Canada in March. The suits they are wearing were sewn at our own factory, Yoshino Factory of DESCENTE APPAREL LTD., in Japan.

