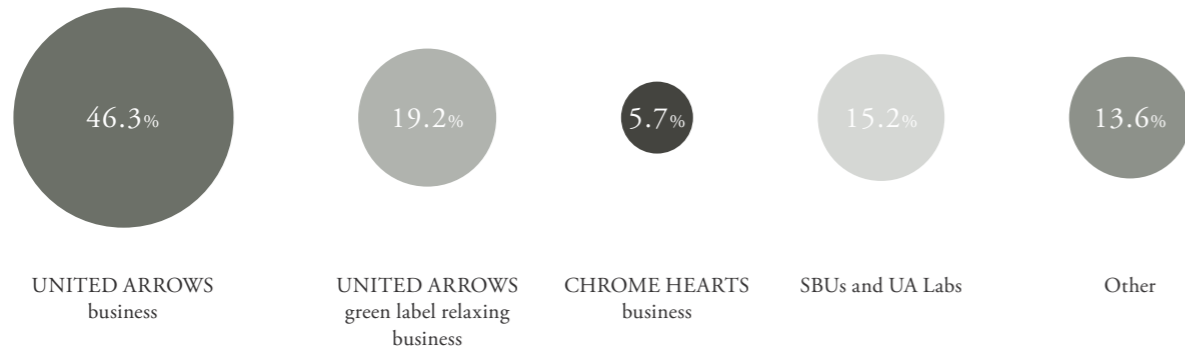
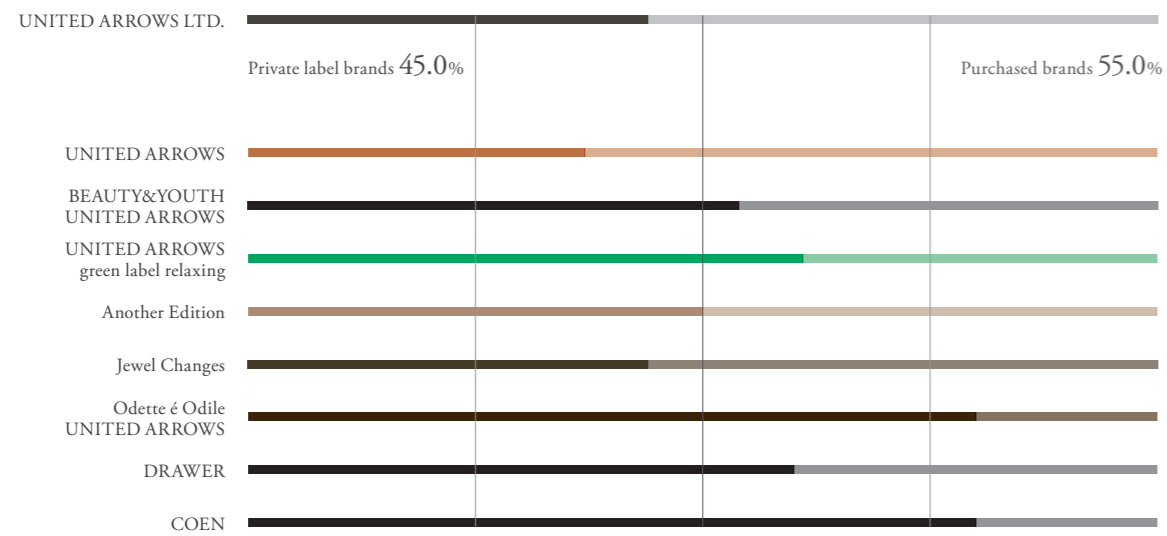


## Business Overview

UNITED ARROWS LTD.'s net sales by business

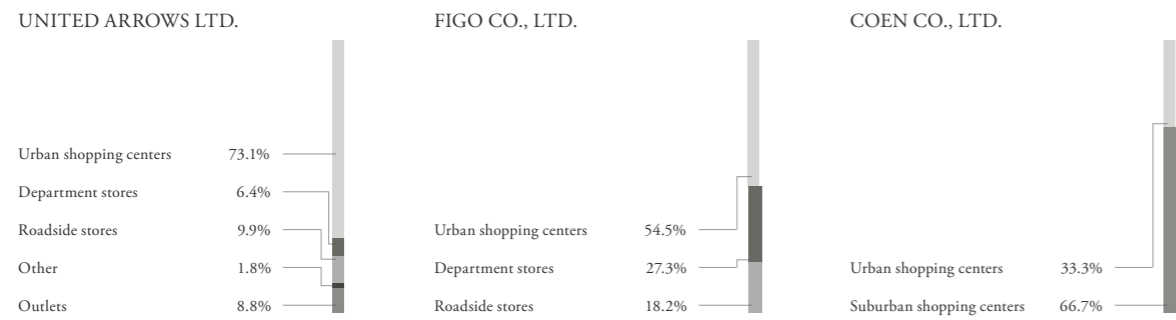


Mix of private label brands and purchased brand



- OEM products (products manufactured by other companies and sold under our brand names) are included in purchased brands.  
 - CHROME HEARTS and Felisi are not included since their product lineups are entirely composed of purchased brands.

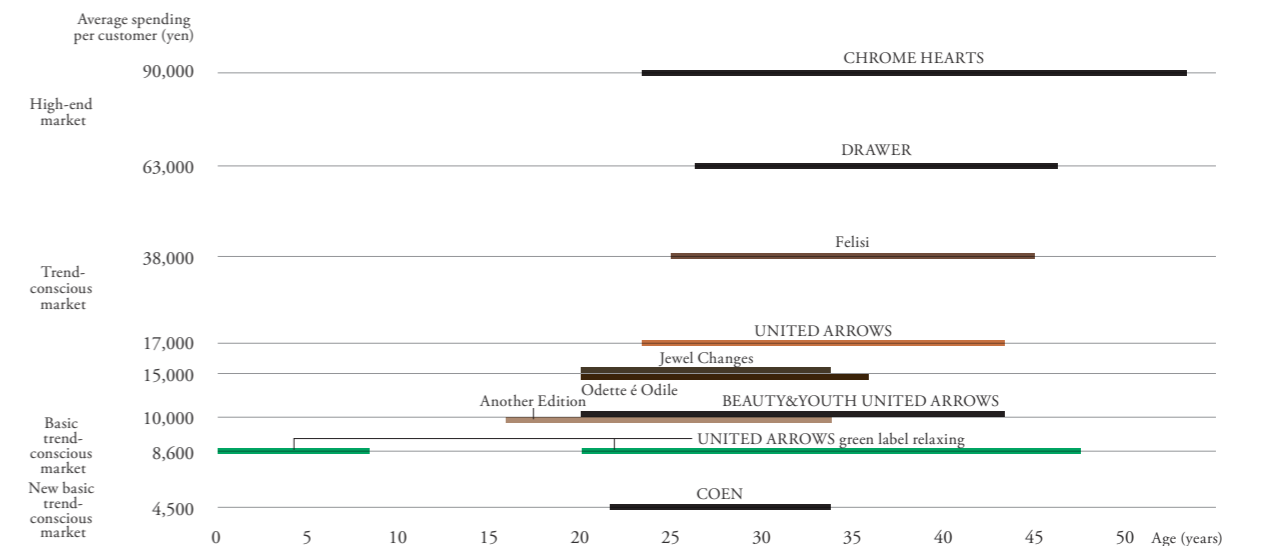
Net sales by sales channel (number of stores)



Brand portfolio



Positioning map of each business by price and age



## UNITED ARROWS Business

UNITED ARROWS / BEAUTY&YOUTH UNITED ARROWS



UNITED ARROWS HARAJUKU FOR WOMEN

### UNITED ARROWS

Proposing lifestyle offerings focusing mainly on dressy clothing, based on the themes of richness and a sense of high quality

UNITED ARROWS offers a broad range of dressy clothing and miscellaneous lifestyle goods for men and women who take an active interest in fashion and appreciate classic, high-quality products.

UNITED ARROWS offers trendsetting designer brands from all over the world and also provides a range of mainstay products that are longstanding favorites of customers, as well as private label brands aligned to the latest trends. Our aim for this brand is to furnish our customers with a choice of classic clothing options provided by a sales staff that is distinguished by its finely tuned specialist knowledge and customer service expertise. Every effort is made to give our customers a sense of immense pleasure in wearing the UNITED ARROWS brand.

UNITED ARROWS serves as our flagship brand, playing a leading role in shaping our image as a trend-conscious specialty fashion group.



UNITED ARROWS



BEAUTY&YOUTH UNITED ARROWS KICHIJOJI

### BEAUTY&YOUTH UNITED ARROWS

Combining traditional values with a sense of fun based on the themes of spiritual beauty and eternal youth

Grounded in the themes of spiritual beauty and eternal youth, BEAUTY&YOUTH UNITED ARROWS offers a lineup of casual clothing and miscellaneous lifestyle goods targeting those men and women who maintain an acute sensitivity toward new ideas and trends, a flexible and creative approach toward fashion, and fully understand the style that best complements their individuality.

We strive to combine traditional styles with the latest trends and a genuine sense of fun. Our aim is to showcase the subtle color and hue of each customer and to provide our clientele with the pleasure of choosing clothing that suits a variety of life's scenes and circumstances.

With ample opportunity to open new stores and a significant proportion of its business taken up by private label products, BEAUTY&YOUTH UNITED ARROWS is confident in its ability to become a core UNITED ARROWS Group brand and to substantially boost sales and profitability as well as growth potential.



BEAUTY&YOUTH  
UNITED ARROWS

## UNITED ARROWS green label relaxing Business



UNITED ARROWS green label relaxing kichijoji

### UNITED ARROWS green label relaxing

Stores where friendly sales staff offer a pleasant, fashionable way of life

The UNITED ARROWS green label relaxing business provides business attire, casual clothing, kids' clothing, and miscellaneous lifestyle goods for men and women who want to live happy and fashionable daily lives according to their own values.

UNITED ARROWS green label relaxing provides items based on UNITED ARROWS' sense of traditional value at more-affordable prices than products of the UNITED ARROWS brand. It offers styles that can help customers live comfortable daily lives in a way that is true to themselves through a network of conveniently located and pleasant stores with friendly sales staff. We expect UNITED ARROWS green label relaxing to serve as one of our key drivers of sales and profits, and looking ahead anticipate it will continue to actively grow the business moving forward.



## CHROME HEARTS Business



CHROME HEARTS TOKYO

### CHROME HEARTS

Brand business—Handling CHROME HEARTS products

CHROME HEARTS is a silver and leather brand established in 1988 by designer Richard Stark. In its leatherwear, silver accessories, jewelry, furniture, personal, and other items created based on the excellent craftsmanship of the designer and infused with the spirit of breaking free from tradition, CHROME HEARTS provides the essence of a world of luxury and continues to win acclaim for its all-encompassing designs and the perfection of its products.

UNITED ARROWS LTD. began handling CHROME HEARTS products at UNITED ARROWS stores in 1992. After a period of test marketing, business development began in earnest in 1999. Today, CHROME HEARTS is one of our main business pillars, and we continue to provide an opportunity for customers in Japan to experience the world of CHROME HEARTS based on our official licensing agreement with CHROME HEARTS JAPAN, LTD.



## SBU and UA Labs

Small Business Units (SBUs) and UA Labs are small business groups that actively strive to become the next core business pillars of our company. The Group's network comprised six SBUs as of August 2011.

*Another Edition*

Another Edition targets women who want to express their own individuality and creativity through fashion without being overly influenced by the latest trends. The Another Edition brand aims to deliver to customers exactly what they are looking for, by offering a broad spectrum of products from eye-catching through to basic items.



Jewel Changes

Jewel Changes offers sophisticated, glamorous styles to women who wish to celebrate their femininity. Jewel Changes clothing, accessories, and shoes tap into the latest fashion trends, but achieve distinction by being of very good quality, with superior materials and cuts.



*Odette é Odile*  
UNITED ARROWS

Odette é Odile UNITED ARROWS provides a variety of shoes and other items for women who appreciate shoes as an integral component of the fashion ensemble. Our private label brands, the main offering of this business, contain a perfect balance of style, appropriate pricing, and comfort, allowing us to provide high-class shoes that brighten up the overall coordinated look of customers.



*Drawer*

The DRAWER brand creates a special shopping experience for more-discerning women who can tune out the noise of fashion fads, through its distinctively sophisticated high-quality items and a supporting range of well-coordinated offerings that provide optimal balance between the basic and the high end, as well as its store ambiance.



  
THE AIRPORT STORE  
UNITED ARROWS LTD.

Opening stores in commercial spaces within airports, this business provides a mix of items selected from several different brands together with original goods offered only at airport stores. Based on the four themes of travel, business, daily use, and gifts, this business aims to support the enjoyment of travelers. In July 2010, the first airport stores opened in Narita International Airport Terminal 2 and Haneda Airport Terminal 2.



ARCHIPELAGO  
UNITED ARROWS LTD.

ARCHIPELAGO UNITED ARROWS LTD. stores provide a mix of the specialist Another Edition, Jewel Changes, and Odette é Odile UNITED ARROWS brands as well as the wholesale Lotta Love product line distinguished for its rich character. While delivering an expression of individual taste, each brand offers customers with the enjoyment of selecting from a wide selection of fashion options. The opening of an inaugural store in Hakata, Fukuoka Prefecture, marked the launch of this business in March 2011.



## UNITED ARROWS Outlet / FIGO CO., LTD. and COEN CO., LTD.

### UNITED ARROWS Outlet

At several locations, UNITED ARROWS OUTLET conducts operations within large-scale outlet malls similar to the Gotemba Premium Outlets (Shizuoka Prefecture) and Mitsui Outlet Park Iruma (Saitama Prefecture).

UNITED ARROWS OUTLET plays the important role of continuously reducing residual inventories of slow-selling products as well as excess stock in each business category from previous periods. Promoting the prompt transfer of stock to outlet stores helps maintain the fresh appeal of products at frontline stores. The swift reduction of inventories and conversion into cash at prices also serves to secure improvements in gross profits and cash flows.

UNITED ARROWS OUTLET is for the most part located in suburban and exurban areas. For this reason, these stores help raise brand awareness among residents who live outside the network of the Group's frontline stores.



### FIGO CO., LTD.

FIGO CO., LTD. became part of the UNITED ARROWS Group in November 2005. FIGO has exclusive distribution rights in Japan for the Italian leather accessories brand Felisi. The products are sold through 10 directly operated stores as well as online and on a wholesale basis to specialty and department stores.



### COEN CO., LTD.

Established in May 2008, COEN CO., LTD. operates the COEN brand of men's and women's casual clothing targeting the new basic trend-conscious market, which consists of customers who generally look for affordable prices but who also have a strong interest in fashion. COEN offers reasonably priced contemporary casual clothing based on the theme of easy chic.

As its product strategy, COEN aims to establish a quick-response system for product supply and a supply chain operations system while achieving high productivity and profitability by using the product development capabilities of the UNITED ARROWS Group and availing itself of the production capabilities of business partners.

