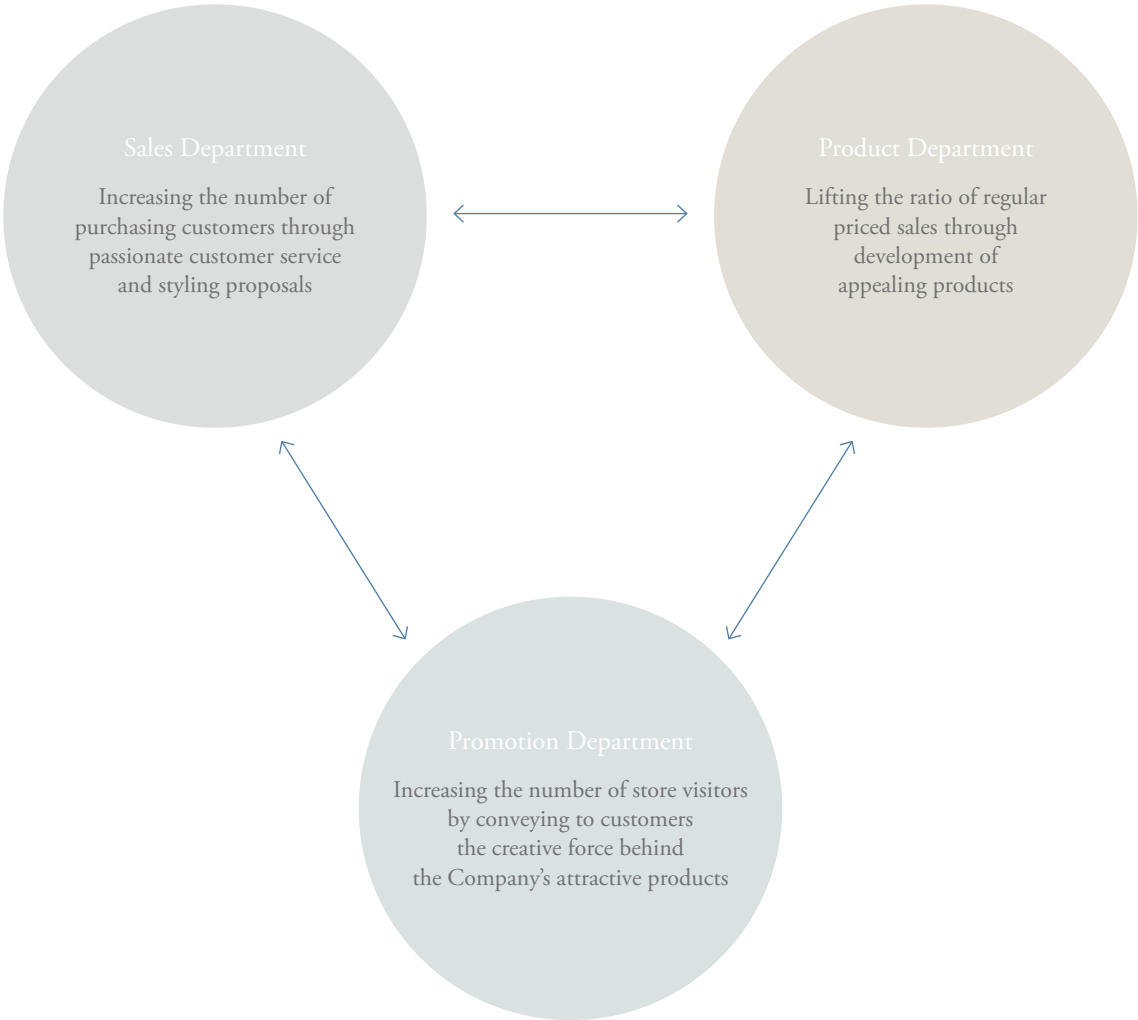


Cycle of Collaboration between Product, Sales, and Promotion Departments



To utilize customer feedback across its sales activities, UNITED ARROWS LTD. is bolstering the cycle of collaboration between its product, sales, and promotion departments, with its stores as the starting point.

The product department is drawing on the opinions of the sales department, which comes into direct contact with customers, and also taking the initiative to visit actual stores to develop products that strike a balance between fulfilling customer needs and keeping a half-step ahead of the times. Making the most of these strengths, the staff responsible for products will work to lift the ratio of regular priced sales by developing highly original and creative as well as appealing products. Serving as a bridge between the product and sales departments, the promotion department will continue to “encourage existing customers to visit a store again and sales

promotion activities designed to make customers become fans” and move forward with “promotional activities designed to attract new customers to visit stores” to increase the number of customers visiting actual and online stores. The sales department will endeavor to increase the number of purchasing customers through providing customer service that exceeds customers’ expectations and coordinating proposals that are brimming with an innate sense and creativity. In addition, the sales department supports product development by accurately communicating the desires of customers to the product department.

Following the creation of a virtuous cycle of collaboration between these three departments, the Company will seek to maximize customer satisfaction by continuing to provide products and services that are unique to UNITED ARROWS LTD.