

Sustainability Report

March-August 2026

October 8, 2026

ONWARD HOLDINGS CO., LTD.

Onward's work style reform project “Work Style Design”

Achieved a 100% Rate of Male Employees Taking Childcare Leave / Ratio of Women in Management Positions Exceeded 30%

Since August 2019, the Company has advanced its “Work Style Design” initiative, a workstyle reform project aimed at improving productivity through greater operational efficiency and enhanced work-life balance. The results for FY2025 were disclosed in July 2026.

100%
Complete.

Received the Excellence Award at the “Career Ownership Management Award 2026” for the Second Consecutive Year

To enhance productivity through greater operational efficiency and an improved work-life balance, the Company promotes initiatives that empower employees to proactively improve the way they work. In recognition of its career support programs, including its mentoring, side-job, and Store Meister systems, which provide diverse workstyle options and opportunities for employees to take on new challenges, the Company received the Excellence Award at the “Career Ownership Management Award 2026” for the second consecutive year.

- The **Career Ownership Management Award** recognizes companies that achieve sustainable growth for both individuals and organizations by advancing three key aspects of career ownership management: identifying, developing, and connecting career-oriented talent with management and business strategies. The award honors companies that promote a new relationship between individuals and organizations.



Certified as an “Employee Benefits Promotion Organization” under Hatarakuyell 2026

The Company promotes the use of employee benefits aligned with its management and talent strategies. Under its “Work Style Design” initiative, the Company has introduced measures such as the My Golden Week system and “Cradle,” a service supporting D&I initiatives. In recognition of these efforts, the Company was certified as an “Employee Benefits Promotion Organization” under “Hatarakuyell 2026.”

- Hatarakuyell** is a private-sector award and certification program that recognizes organizations committed to enhancing and effectively utilizing employee benefits. The program promotes greater understanding and workplace adoption of employee benefits while providing job seekers with useful information when selecting potential employers.



Sustainable Management

Circular & Inclusive

(A Value Creation Model Connecting the Environment, People, and Products)

Striving to build a sustainable society for future generations through circular value creation and responsible supply chain practices.

Showcased One-of-a-Kind Garments Upcycled from Collected Clothing

Held “Upcycled Children’s Clothing Project” Runway Show (July 2026)

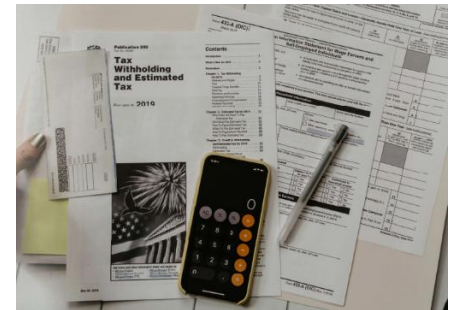
As part of its “Upcycle Action” initiative, the Company implemented the “Upcycled Children’s Clothing Project” using collected clothing. Through the project, children and their parents learned about upcycling while creating one-of-a-kind garments designed by the children, which were showcased in a runway show.



Published Human Rights Policy and Supplier Code of Conduct

Toward a Sustainable Supply Chain (May 2026)

The Onward Group recognizes respect for human rights as a key management priority and has published the “Onward Group Human Rights Policy” and “Supplier Code of Conduct.” In collaboration with all of its business partners, the Group promotes compliance with labor standards, human rights, health and safety, environmental responsibility, and ethics and compliance, with the aim of building a sustainable supply chain.



Promoted Resource Circulation Through Food Loss Reduction

Utilized 90% of Products Reaching Their Shipping Expiration Date to Reduce Food Loss (June 2026)

Yamato Co., Ltd., the Group’s gift business company, promotes food loss reduction and environmental sustainability. Approximately 90% of products reaching their shipping expiration date were utilized through employee outlet sales, while 2,961 food items (503 kg) were donated to Food Bank Shinshu in FY2025.

