



**- ONWARD VISION 2030 -**  
**: Business Segment Plans (Progress and Targets)**

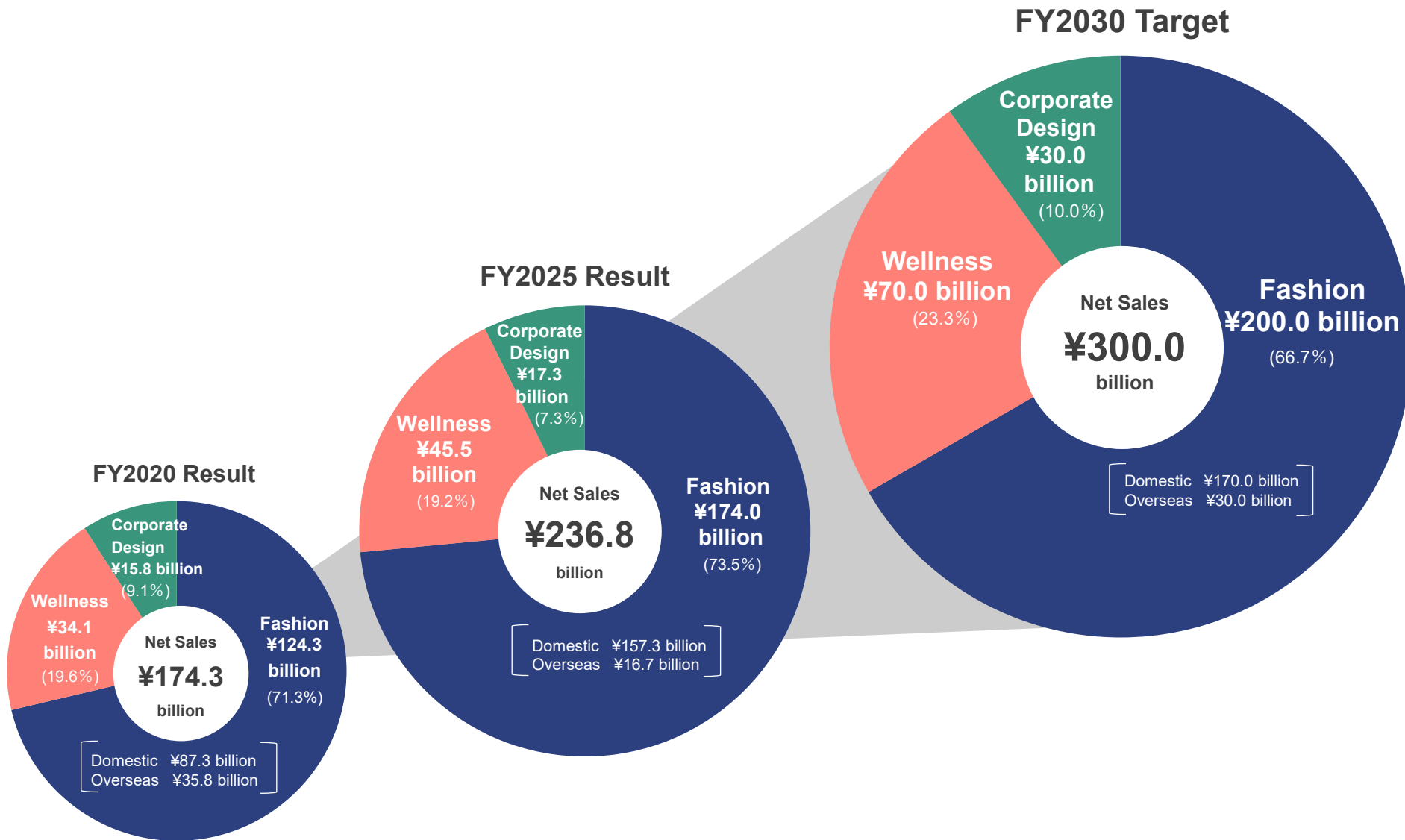
April 9, 2026

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# ONWARD VISION 2030

: Business Segment Plans (Progress and Targets)

# Status of Net Sales by Segment



Note: 1. Figures in ( ) below the sales amount for each segment within the pie chart indicate the sales composition ratio  
 2. Figures of overseas sales and corporate design are presented after eliminating intercompany transactions within the Group and therefore differ from those shown in Results Presentation Material: Results by Major Business Companies

# Trends in Business Segments (Fashion Segment)

## Trends and Forecast of Net Sales: Fashion Segment

	FY2020	FY2025	FY2030
3 Segments Total	¥174.3 billion	¥236.8 billion	¥300.0 billion

	FY2020	FY2025	FY2030
<b>Fashion Segment</b>	<b>¥124.3 billion</b>	<b>¥174.0 billion</b>	<b>¥200.0 billion</b>
<b>Strategically Enhanced Brands</b> (Fashion Segment Composition Ratio)	<b>¥29.4 billion (23.7%)</b>	<b>¥101.6 billion (58.4%)</b>	<b>¥160.0 billion (80.0%)</b>
1. <i>Nijusanku</i>	¥19.0 billion	¥36.1 billion	¥45.0 billion
2. <i>J.PRESS</i>	¥7.5 billion	¥14.1 billion	¥20.0 billion
3. <i>KASHIYAMA</i>	¥2.9 billion	¥8.4 billion	¥25.0 billion
4. <i>UNFILO</i> <sup>*1</sup>	—	¥10.5 billion	¥25.0 billion
5. <i>WEGO</i> <sup>*2</sup>	—	¥32.5 billion	¥45.0 billion

- Strengthen productivity and profitability across each brand business by concentrating management resources on five strategically enhanced brands
- Accelerate the global expansion of each brand business following the achievement of overall profitability in overseas operations

Note: \*1. UNFILO was launched in fall 2021

\*2. WEGO Co., Ltd. became a consolidated subsidiary in October 2024

3. Sales figures for certain group companies are presented after eliminating intercompany transactions within the Group and therefore differ from those shown in Results Presentation Material: Results by Major Business Companies

# Initiatives for FY2030 (Fashion Segment)

**Fashion Segment FY2025 sales results: ¥174.0 billion → FY2030 sales target: ¥200.0 billion**

**1. *Niyyusanku* business** FY2025 sales results: ¥36.1 billion → FY2030 sales target: **¥45.0 billion**

- Expand directly operated stores in major cities to enhance customer communities
- By leveraging department stores and directly managed e-commerce platforms, attract a diverse customer base, including younger and international customers

**2. *J.PRESS* business** FY2025 sales results: ¥14.1 billion → FY2030 sales target: **¥20.0 billion**

- Strengthen collaboration between our New York and Tokyo headquarters to accelerate customer base expansion through directly operated stores in major cities across Japan and the U.S., directly managed e-commerce, and partnerships with department stores and specialty retailers

**3. *KASHIYAMA* business** FY2025 sales results: ¥8.4 billion → FY2030 sales target: **¥25.0 billion**

- Drive an omnidirectional store expansion strategy across directly operated stores, department stores, and e-commerce
- Strengthen efficient production platforms domestically and internationally using digital technologies

**4. *UNFILO* business** FY2025 sales results: ¥10.5 billion → FY2030 sales target: **¥25.0 billion**

- Actively expand the rollout of standalone brand stores to enhance brand recognition and broaden the customer base

**5. *WEGO* business** FY2025 sales results: ¥32.5 billion → FY2030 sales target: **¥45.0 billion**

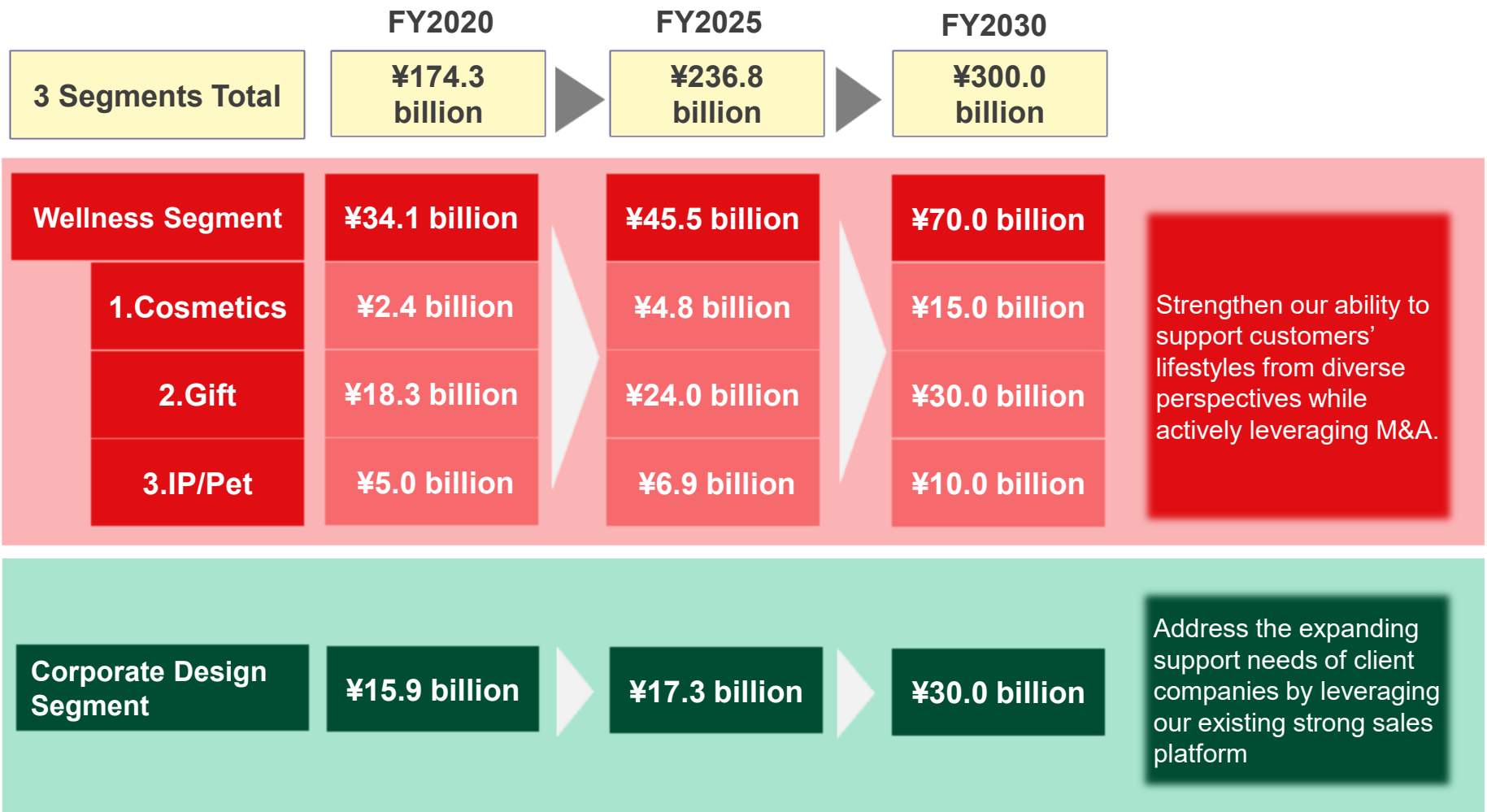
- Expand the customer base by focusing on growth in Asian markets and strengthening directly managed e-commerce



Note: Sales figures for certain group companies are presented after eliminating intercompany transactions within the Group and therefore differ from those shown in Results Presentation Material: Results by Major Business Companies

# Trends in Business Segments (Wellness Segment/Corporate Design Segment)

## Trends and Forecast of Net Sales: Wellness Segment and Corporate Design Segment



Note: Sales figures for certain group companies are presented after eliminating intercompany transactions within the Group and therefore differ from those shown in Results Presentation Material: Results by Major Business Companies

# Initiatives for FY2030 (Wellness Segment/Corporate Design Segment)

## Wellness Segment FY2025 sales results: ¥45.5 billion → FY2030 sales target: ¥70.0 billion

### 1. Cosmetics business FY2025 sales results: ¥4.8 billion → FY2030 sales target: ¥15.0 billion

- Enhance information sharing among three cosmetics-related companies (Chacott Co., Ltd., KOKOBUY Co., Ltd., and Cosmé de Beauté Ltd.) to drive operational synergies

### 2. Gift business FY2025 sales results: ¥24.0 billion → FY2030 sales target: ¥30.0

- In addition to the core catalog gift business, strengthen the casual gift business and the direct-to-consumer business by leveraging physical stores and e-commerce

### 3. IP/Pet business FY2025 sales results: ¥6.9 billion → FY2030 sales target: ¥10.0 billion

- Enhance brand recognition and value of our IP, “Shirotan” by leveraging collaborations with TV Asahi and other partners
- Expand the pet lifestyle business into categories such as food and interior goods, with a focus on apparel



## Corporate Design Segment

FY2025 sales results: ¥17.3 billion → FY2030 sales target: ¥30.0 billion

\*Incl. office space creation business ¥10.0 billion

- Leverage the network of existing corporate customers to expand the new office space creation business together with the core uniform and novelty businesses

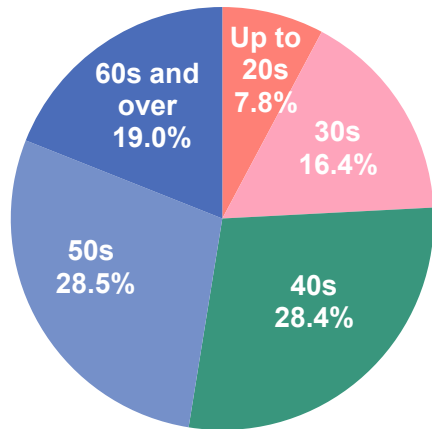


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Material: Results by Major Business Companies

# Progress of Structural Reforms (1)

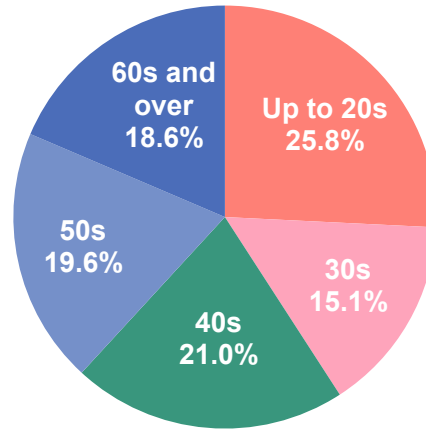
## ■ Trends in Customer Age Composition

FY2020



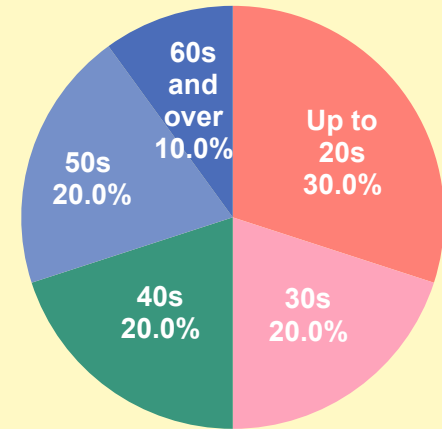
Total number of members  
: 3.62 million

FY2025



Total number of members  
: 12.18 million

FY2030 (Forecast)



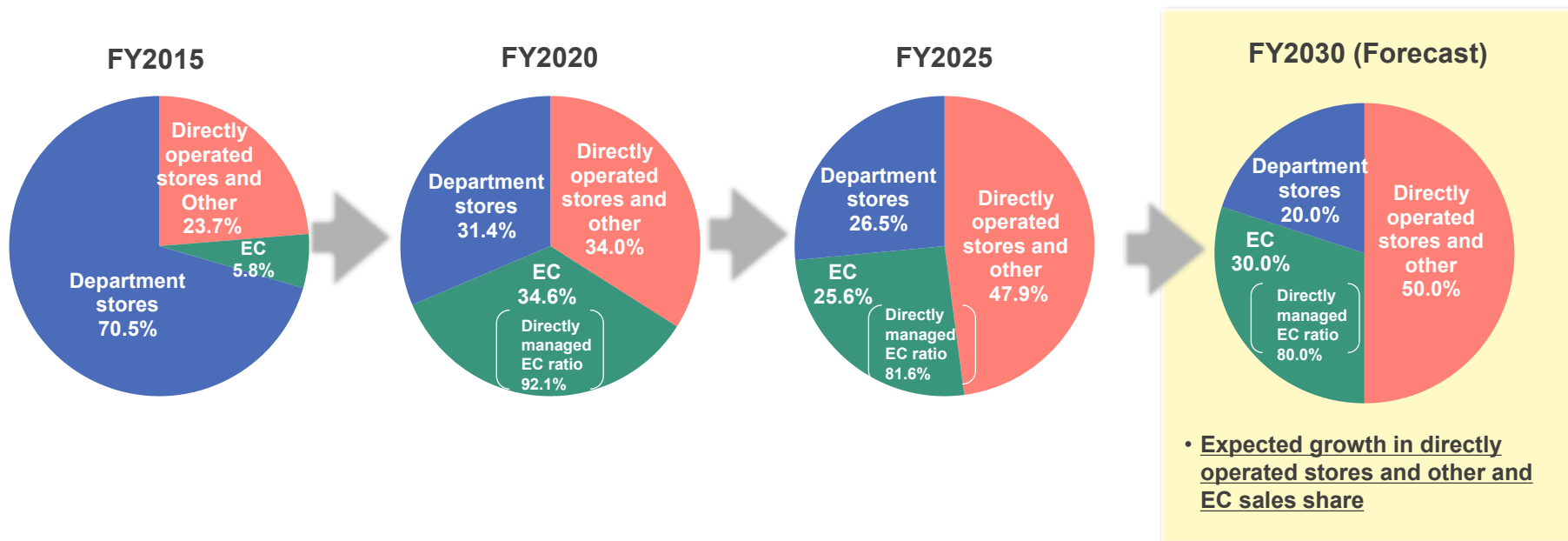
Total number of members  
: 20.00 million

**Expected expansion of sales share among customers in their 20s and 30s**

Note: The pie chart indicates the age composition of members who made purchases during the fiscal year

# Progress of Structural Reforms (2)

## ■ Trend of Sales Composition Ratio by Channel



Note: 1. The pie charts for FY2015 and FY2020 represent Onward Kashiyama Co., Ltd. only, while those for FY2025 and FY2030 represent Onward Kashiyama Co., Ltd. and eight e-commerce-related subsidiaries

2. "Directly operated stores and other" includes shopping centers, fashion buildings, station-integrated commercial facilities, outlet stores, directly operated stores, and wholesale

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# ONWARD VISION 2030

: Human Capital Management

# Promotion of Organizational and Human Resource Platform Transformation (1)



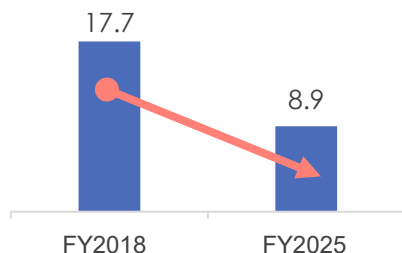
By developing and recruiting talent to lead transformation and advancing organizational and human resource platform transformation, we aim to evolve into a company where diverse and unique talent can thrive

## Creating a Workplace Where Diverse and Unique Talent Can Thrive

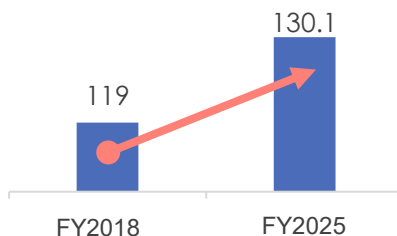
- In 2025, we were awarded the “Award Grand Prize” in the “MYNAVI TENSHOKU BEST VALUE AWARD,” which recognizes companies committed to salary increases, workstyle improvements, and career development support.
- In recognition of initiatives such as the Healthcare Keeper program and the installation of tactile paving blocks and multipurpose restrooms at our office buildings, Onward Kashiya Co., Ltd. was designated as a “Barrier-Free Mindset” Support Company by the Tokyo Metropolitan Government.
- As part of our initiatives to foster a corporate culture where diverse and unique talent can thrive, we are promoting women’s career advancement. In March 2026, we appointed one additional female executive officer, bringing the ratio of female executive officers to 14.3%. The ratio of women in leadership positions reached 34.1%. (Onward Kashiya Co., Ltd.)



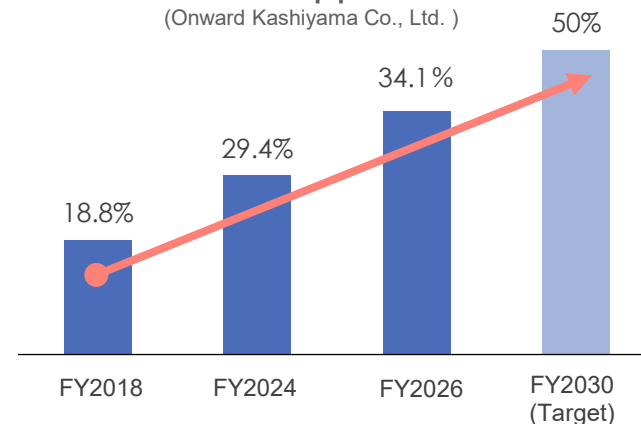
**Average Monthly Overtime Hours**  
(Applicable to employees covered by the Work Style Design Project)



**Average Number of Paid Holidays and Vacations Taken per Year**  
(Applicable to employees covered by the Work Style Design Project)



**Ratio of women in leadership positions**  
(Onward Kashiya Co., Ltd.)



Note: Actual results at the beginning of each fiscal year

## Initiatives to Strengthen Group-wide Talent Exchange and Development

- The mentor program, initially introduced at Onward Kashiyama Co., Ltd., was expanded to Chacott Co., Ltd., Yamato Co., Ltd., and Island Co., Ltd. in fiscal year 2024.
  - Through these efforts, we are developing management talent across the Onward Group and promoting talent exchange across group companies.
- In recognition of our diverse career-support initiatives and low employee turnover rate, we received the “Excellent Career Support Company Award” at the “MYNAVI TENSYOKU BEST VALUE AWARD 2026.”



## Human Resource Strategies to Support Diverse Workstyles

- Our human resource strategies addressing diverse workstyles were highly recognized, earning us the “Excellence Award” at the “Career Ownership Management Award 2025.”
- We were recognized as a “Best Workplace” in the “D&I AWARD 2025” for the third consecutive year.
- In 2022, we introduced an “Interval System” to support employee health and productivity.
  - This system operates in conjunction with a “Shift Selection System” that allows employees to choose from 13 shift options to ensure a minimum 11-hour rest period between workdays.



## Initiatives to Create a Workplace Where Employees Can Work Comfortably

- We actively promote the use of childcare leave among male employees, achieving a 100% childcare leave utilization rate in fiscal year 2025.  
(Onward Holdings Co., Ltd., Onward Kashiyama Co., Ltd., and Onward Digital Lab Co., Ltd.)

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# ONWARD VISION 2030

: Sustainable Management

# Progress of Sustainable Management Strategy

## ■ Recycling activity of the Group's own clothing

- Extend the activities of reuse, recycling and upcycling through the “Onward Green Campaign” launched in FY2009
  - Through February 2026, we collected 9.82 million items of clothing from approximately 1.9 million customers.
  - We have set a target of collecting 2.0 million apparel items per year by FY 2030. To promote collection, we will further expand eligible collection locations and strengthen initiatives such as online collection programs. (Collection results for FY2025: 0.975 million items)
  - Through engagement with the Japanese Red Cross Society, blankets and work gloves produced from some of the collected clothing are used to support developing countries and disaster-stricken areas.



## ■ Advance a production system that avoids excessive production

- Further reduce overproduction through the expansion of made-to-order production
  - FY2030 Made-to-Order Production Target:  $\times 4.0$  (vs. FY2023)  
→ FY2025 Production Volume:  $\times 1.4$  (vs. FY2023)



Note: The Dalian factory expanded production capacity with a two-factory setup from August 2025.

## ■ Enhance traceability

- Evolve traceability in the supply chain through the visualization of PLM system-assisted production
  - Partners collaborating in PLM that is centered on ONWARD:  
25 companies (May 2024) → 81 companies (March 2025)