



Realizing ONWARD VISION 2030

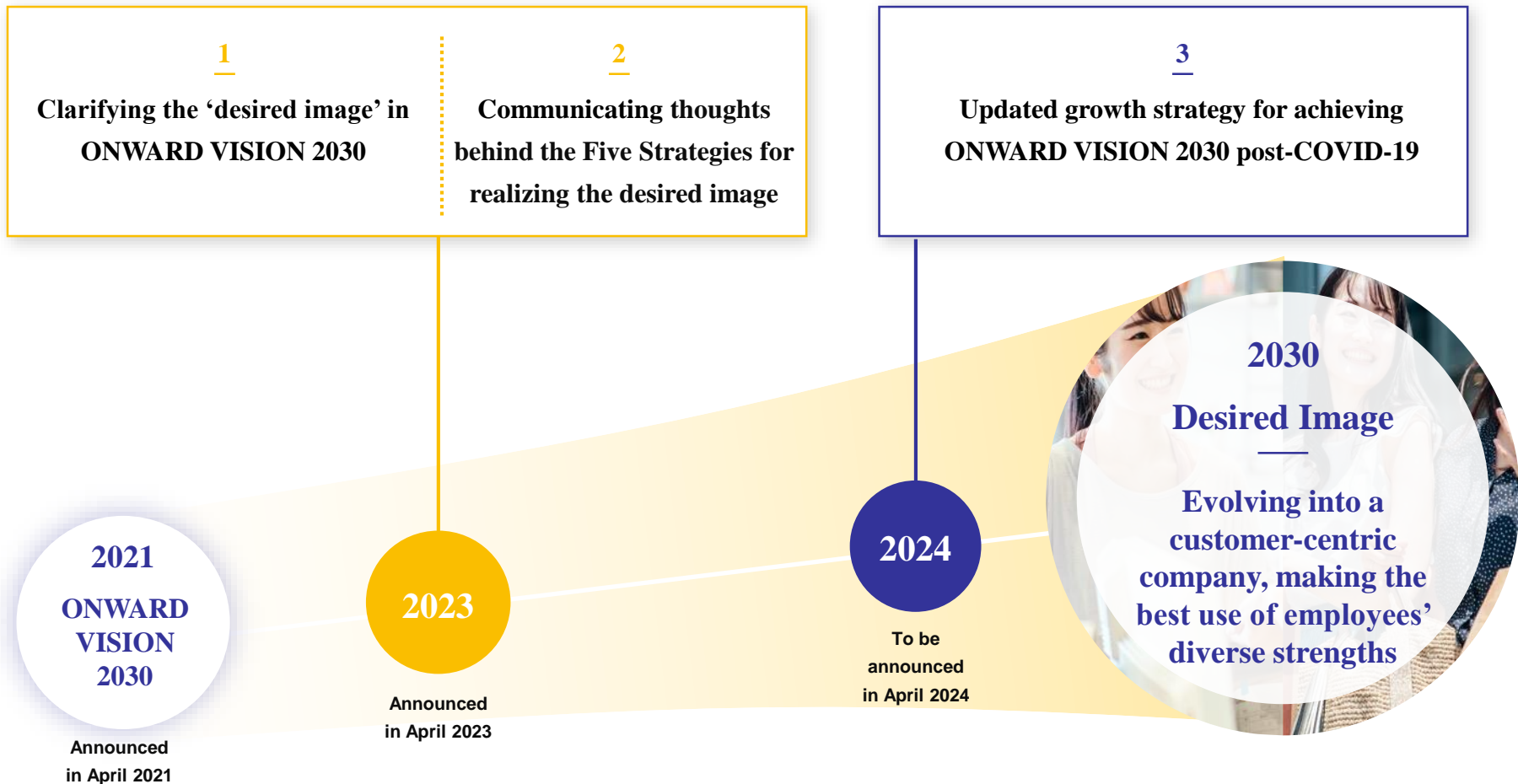


April 6, 2023

Onward Holdings Co., Ltd.

Realizing ONWARD VISION 2030

- This material has been prepared based on the opinions we received from major domestic and international institutional investors following the announcement of ONWARD VISION 2030 in April 2021, and supplements information to deepen mutual understanding with stakeholders.
- We plan to release an updated version of ONWARD VISION 2030 in April 2024.



Customers' values and needs are definitely changing as we enter the post-COVID-19 era. Seizing change as an opportunity, we are aiming for sustainable growth through strategies that leverage our Group's strengths.

Environmental changes to focus on

Diversification of people's values

- Consumption in pursuit of "individuality"
- Pursue satisfaction not only in fashion, but lifestyle in general

Expand brands to meet a diverse range of customer needs

Sustainability in the apparel industry

- Shift from the model of mass-production and mass-consumption
- Expand long-life design and secondary distribution
- Expanding demand for sustainable fashion

Expanding customer base interested in sustainable fashion

Image of our post-COVID-19 growth strategy

Corresponding strengths



Brand value



High quality



Personnel
(Planning skills,
customer service skills)



Sustainability

Themes to focus on

Expanding customer contact points

- Maintain existing customer base and expand to younger customers

Maximizing lifetime value

- Proposals for general lifestyle demand, transcending apparel

Appealing with prices that match quality

- Further strengthen product appeal to satisfy customers
- Focus on full-price sales

Sustainable management

- Strengthen sustainable brands/products

Our Group's Strengths

Drawing on the strengths of our Group centered on human resources, we will achieve our 'desired image' through the co-creation of value with customers.

Source of value creation in our Group

Diverse range of personnel

- **Creators with personality**
 - Consistently creating value, from planning up to design, production, and sales
 - Design skills for competing as a team
- **High-quality sales personnel**
 - Proposing products that suit customers' lifestyles



Customer base of 4.8 million

- **ONWARD CROSSET**
 - Promoting an OMO strategy that allows customers go back and forth between physical stores and online, and to touch products from online stores in physical stores
 - Improving quality and service with courteous responses unique to brick-and-mortar stores and timely online feedback



Production system for achieving high quality, innovation, and sustainability

- **Achieving high quality through domestic production**
 - Combining the high technical capabilities of skilled workers with the latest digital technology in the product manufacturing process
- **Smart factories**
 - Implementing IoT systems to increase efficiency from orders to production and delivery, and to achieve lean manufacturing



Co-creating value with customers

Diverse range of brand values in the apparel business

High quality standard business



Unique value business



Neo-business-model business



Enlarging Scenes

Lifestyle business adapting to a variety of scenes

- **Providing value for different lifestyles**
 - Creating new values and lifestyles in various fields while leveraging our product development and sales capabilities
 - Showed strong performance during the pandemic and is expected to grow as a core business in the post-COVID-19 era



B2B business

- **Achieving stable business growth**
 - In addition to the uniform business, we launched the new platform services business to develop OEM and ODM businesses, opening up smart factory functionality to outsiders



Our Group's Desired Image

In line with our basic policy for realizing our 'desired image', we will evolve into a customer-centric management style that capitalizes on the diverse personalities of our employees through direct and two-way communication between our customers and Group personnel.

We aim to be a corporate group that **enriches people's daily lives.**

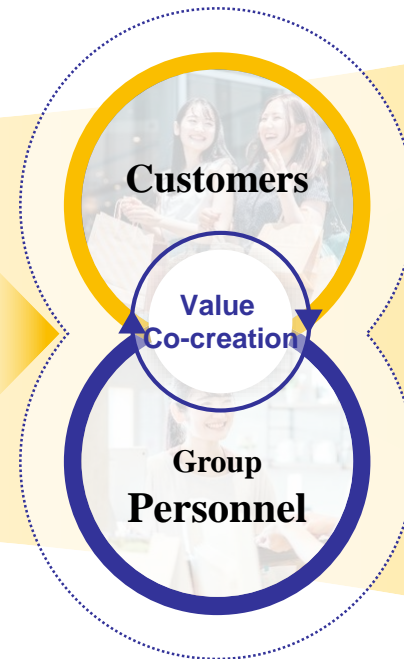


Providing sustainable value that is environmentally friendly.

Basic policies for realizing our 'desired image'

Enrich people's lives by providing quality goods and experience value

Respond to the diversifying 'obsessions' of people and become a close part of their daily lives



**FY2030
Desired Image**

Evolving into a customer-centric company, making the best use of employees' diverse strengths

Targets and Five Strategies for Realizing Our Desired Image ONWARD

We will pursue the Five Strategies set out in ONWARD VISION 2030 and realize our 'desired image'.

