

Onward at a Glance

The Onward Group is the apparel manufacturer and retailer that built the very foundations for the manufacture and sale of ready-made clothing in Japan. Today, we continue to be recognized as a leading company in the industry specializing in high-value-added products with outstanding quality, and we are more than able to compete in apparel markets around the world. Our business model encompasses all stages of the apparel value chain, including planning, design, production, and sales. The Onward Group also prides itself on its lineup of products and services that interconnect with various areas of people's lives. This fashion-oriented lineup includes men's, women's, and children's clothing and accessories as well as uniforms, dance wear, pet-fashion items, and others.



Nijusanku GINZA

Ever Onward

The Onward Group was founded in 1927 and has pushed ever onward for the 90 years that followed. Establishing systems for the production of menswear in the 1950s and later transforming into a comprehensive apparel manufacturer offering womenswear and children's clothing, Onward made strong strides in its early years. Progress continued in the following decades with Onward expanding overseas in the 1970s, launching core brands originating in Japan in the 1990s, and growing its operations on a global scale in the 2000s. The Onward Group eventually transitioned to a holding company system in 2007. Looking ahead, we will continue to march onward, evolving in line with the times, no matter how they may change, and calling upon the techniques and expertise cultivated over our long history as we pursue future growth.

➤ See "Our History" on pages 12–15 for details.

Brand-Centric Management

At the Onward Group, we practice brand-centric management to further refine our brands and maximize their value. To facilitate the enhancement of brand value, we adopt a product-out approach that entails proposing products characterized by the utmost levels of quality and value with one eye toward the future. Bolstering our competitiveness through this approach constitutes our brand business strategy. Currently, we are operating roughly 40 major brands. We will heighten the profitability of our brand business by growing sales and improving operational efficiency.

➤ See "Core Brands" on pages 16–23 for details.

Global Network

The Onward Group develops its business in four geographic segments: Japan, Europe, Asia, and the United States. In the domestic business, which accounts for almost 80% of consolidated net sales, we are pursuing stable growth at core company Onward Kashiyama, as well as major subsidiaries such as Onward Trading, Chacott, Island, and Creative Yoko. In the overseas business, we strive to increase our presence in Europe, where we function as a fashion conglomerate that possesses manufacturing, retail, and brand business functions. At the same time, we are moving forward with the expansion of markets and production networks in Asia.

➤ See "Our Business in Japan" on pages 24–25, "Overseas Business" on pages 26–27, and "Our Network" on pages 34–35 for details.

Sales Channel Strategy

The expansion of e-commerce operations has been positioned as a priority measure in the medium-term management plan started from fiscal year 2017. Accordingly, we will seek to raise e-commerce sales to ¥36.0 billion and 12% of total net sales by fiscal year 2019.

As we move forward, we will advance our Omni-channel retailing strategy, which merges the strengths of both physical and online stores, to further expand our customer base.

▶ See “Our Sales Channels” on pages 32–33 for details.



Sustainable Growth

We launched the Onward-Approved Factory System in 2015 with the goal of developing a manufacturing platform that can continuously supply impeccable quality products.

Safe and appropriate work environments at production sites are crucial to improving employee retention rates and thereby securing manufacturing techniques and ensuring stable product quality.

Through the Onward-Approved Factory System, we encourage partner factories to reinforce their management systems for maintaining ethical working conditions (CSR) and securing necessary quality control (QC). We thereby support factories exhibiting excellence in achieving sustainable growth.

▶ See “Onward-Approved Factory System” on pages 36–37 for details.



Erika the luxury knit manufacture