

After  
**90**  
 Years,  
 Still  
 Looking  
**Onward**  
 to the  
**Future**

1927



Company founder Junzo Kashiwama

Founding

Onward Kashiwama begins as Kashiwama Trading, established in Osaka by its founder Junzo Kashiwama.

Events Seen in Each Era

1920s

Roaring Twenties – World War II

- Westernization of women's clothing trends (after the Great Kanto Earthquake, 1923-)

1940s

- Great Depression originating in the United States (1929)
- World War II (1939-1945)

1950s  
|  
1960s

Ready-Made Clothing Revolution

In the 1950s, Onward begins the production and sale of ready-made menswear. Taking its cue from apparel manufacturing in the United States, the Company adopts an assembly-line production system and introduces such advanced equipment as Hoffman steam press machines. These efforts result in substantial improvements in productivity and the quality of ready-made clothing. Along with this success, the Company develops a business format for transactions between apparel companies and department stores that is now widely used in the business operations of department stores. In the 1960s, driven by Japan's economic expansion, Onward grows rapidly to become a leading menswear manufacturer in Japan.



Grading machine modifies and cuts basic sewing patterns

1950s

Post-war reconstruction – Japanese economic miracle

- Start of mass-production boom (1950s-)
- Ready-made clothing revolution for men's and women's clothing (1960s-)
- Economic boom surrounding Summer Olympics in Tokyo (1962-1964)
- Japan ranked No. 2 in the world for gross national product (1968)

1960s

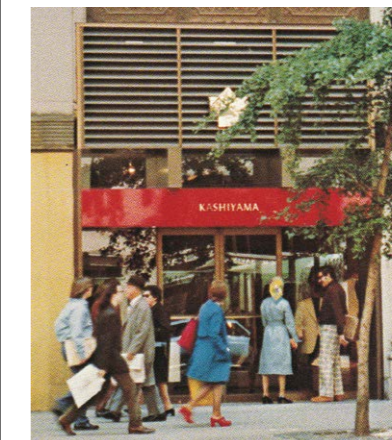
1970s  
|  
1980s

Overseas Expansion

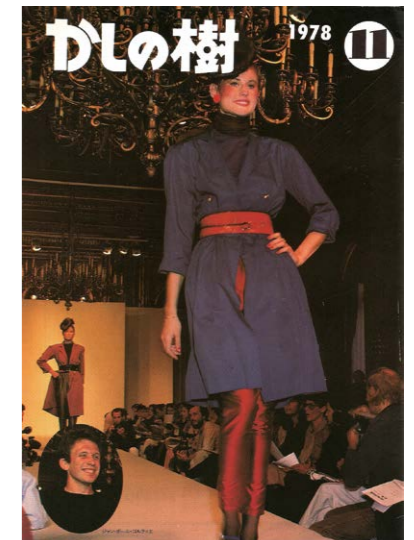
In keeping a step ahead of other Japanese apparel manufacturers, during the 1970s Onward develops its global strategy and establishes subsidiaries in New York in 1972, Paris in 1973, and Milan in 1974. By establishing local subsidiaries in three major fashion cities in a short period of time, Onward succeeded in organizing the foundation of the overseas business, drawing on the most updated information on the global fashion business. In 1977, after an interview with up-and-coming designer Jean-Paul Gaultier, then 24, the Company decides to sponsor his brand creation. His first fashion show is held in Paris in 1978 with the support of the Company.



Bus Stop store on Boulevard Saint-Germain in Paris



Onward Kashiwama's U.S. office



Jean-Paul Gaultier's debut Paris fashion show, 1978

1970s

Pivot of change – Japanese asset price bubble

- Oil crisis (1973)
- Plaza Accord (1985)
- Enactment of Act on Securing, Etc. of Equal Opportunity and Treatment between Men and Women in Employment (1986)
- Emergence of prominent Japanese designers
- Spread of luxury fashion

1980s

1990s  
|  
2000s

## Launch of Core Brands

The womenswear business dramatically expands in the 1990s with the launch of core brands, beginning with Kumikyoku in 1992 and followed by Nijyusanku in 1993, ICB in 1995, and Jiyuku in 2000. The luxury brand boom driven by Japan's bubble economy comes to an end in the 1990s, and consumers start to look for more simple and practical clothing, and they are able to find this style in Japanese brands.



Launches Kumikyoku, 1992



Launches Nijyusanku, 1993

Department stores begin expanding womenswear floor spaces and emphasizing new brands from Japanese makers. Thanks to this trend, Onward Kashiya's store numbers grow rapidly after the launch of the new brands, and this impressive growth forms the foundations for future advancement.

2001s  
|  
2010s

## Launch of Global Apparel Group

Maintaining its focus on the department store channel in the domestic market, Onward turns its eyes abroad at the turn of the century. By accelerating global strategies, the Company begins its advance into the Chinese market, establishes a manufacturing platform in Italy, and acquires prominent European brands JOSEPH in 2005 and JIL SANDER in 2008.



Acquires Joseph Group, 2005

2011s  
|  
Today

## Road to Ongoing Growth

After the global financial crisis of 2008, the landscape of the fashion business and subsequently the structure of the apparel supply chain undergo a drastic transformation. The emergence of so-called fast fashion, the increase of production costs in Asia, the reorganization of domestic department stores, and the rise of e-commerce can all be seen as indicators of this transformation.

Signaling its participation in the e-commerce field, the Onward Group cuts the ribbon for Onward Crosset, its directly managed e-commerce website, in December 2009.

The Onward Members' loyalty point card system, applicable to all Onward Kashiya brands, launches in 2014, expanding our customer base. The

The transition to a holding company system is made in 2007. In the years that follow, the Company continues to draw uniquely powerful brands under its umbrella in Japan as well as overseas, acquiring pet fashion pioneer Creative Yoko in 2008 and Island, the maker of the trusted Grace Continental brand for discerning women, in 2009. It was at this time that Onward truly makes a new start as a global apparel group that undertakes various types of fashion businesses all over the world.



Acquires Jil Sander Group, 2008



Acquires Island Co., Ltd., 2009



Launches Onward Crosset, 2009

Omni-channel retailing strategy, which forms an organic union between online stores and physical stores, also kicks off.

Seeking to tap into demand from inbound visitors to Japan and expand operations in the Asian market, the Company partners with Laox, the operator of Japan's largest network of duty-free stores, to establish joint venture Onward J Bridge in 2015.

The Onward Group continues to increase its global competitiveness while tackling challenges on the road to ongoing growth in both domestic and overseas operations.



Opens Nijyusanku Ginza store, 2011



Opens Onward J Bridge Daimaru Shinsaibashi store, 2016

## Events Seen in Each Era

1990s Bubble collapse – Post-bubble recession

- Release of Windows 95 (1995)
- Rapid spread of the Internet among the general public

2000s

2001s Global information era

- Lehman Brothers bankruptcy and global financial crisis (2008)
- Mass consolidation and reorganization of Japanese department stores
- Burgeoning of fast fashion

2010s

2011s Fourth industrial revolution (Industry 4.0)

- Great East Japan Earthquake (2011)
- Annual inbound visitors to Japan exceed 20 million (2016)

Today