

## 1927

### Founding

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



1 Company founder Junzo Kashiya  
2 Grading machine modifies and cuts basic sewing patterns

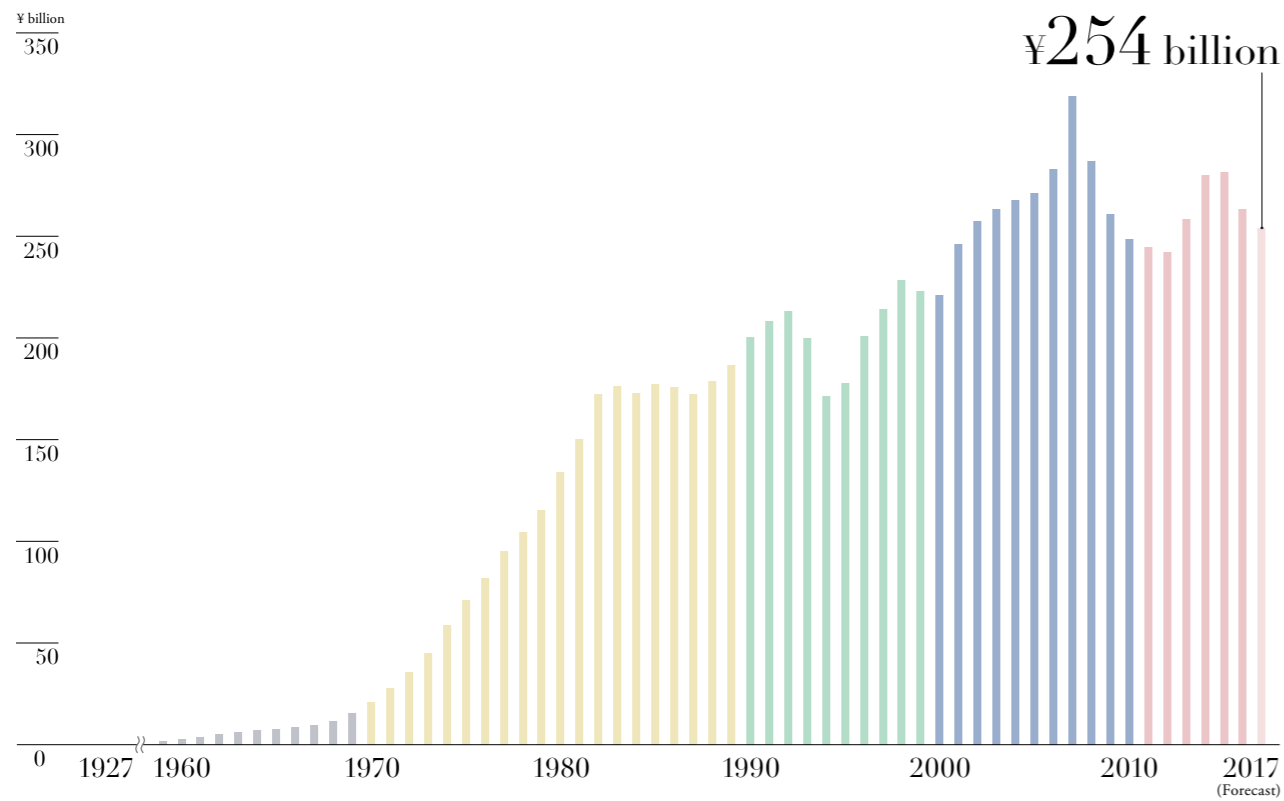
## 1950s–1960s

### 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.



## Net Sales



## 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.



3 Bus Stop store on Boulevard Saint-Germain in Paris  
4 Onward Kashiya's U.S. offices  
5 Jean-Paul Gaultier's debut Paris fashion show, 1978



## 1990s–2000

### 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. 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.



6 Launches Kumikyoku, 1992  
7 Launches Nijyusanku, 1993  
8 Launches ICB (International Concept Brand), 1995

# 2001–2010

## 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.

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.



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- 9 Acquires Joseph Group, 2005
- 10 Acquires Jil Sander Group, 2008
- 11 Acquires Island Co., Ltd., 2009



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# 2011–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 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 travelers 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.



- 12 Nijyusanku GINZA store opened in Tokyo in 2011
- 13 Onward Crosset launched in 2009