



# **Growth Strategy for the J. Press Business in the U.S.**

October 2, 2025  
ONWARD HOLDINGS CO., LTD.

**Promoting the expansion of the J. PRESS business,  
with a 123-year history and established value in the U.S.**

## Overview of the History of J. Press Inc. and the Onward Group in the U.S.

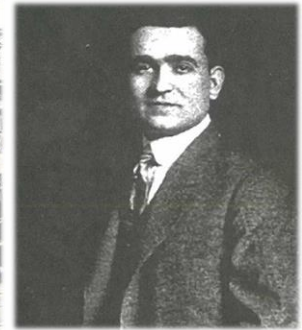
### About J. Press

J. Press was founded in New Haven, Connecticut, in 1902. With the creation of the Ivy League style, J. Press has been loved by many iconic American figures, including Frank Sinatra and other cultural icons, as well as Franklin D. Roosevelt, John F. Kennedy, George H. W. Bush and other U.S. presidents.

J. Press now has flagship stores in New York, New Haven, Washington D.C. and Tokyo.



J. Press flagship store in New Haven  
at the time of its founding



Founder, Mr. Jacobi Press  
(1908)

### Relationship with the Onward Group

Driven by a desire to develop a business based on a historic American traditional brand, we signed a licensing agreement for J. Press in Japan in 1974.

In 1986, at the suggestion of Mr. Irvin Press, a member of the founding family of J. Press, we amicably acquired all the shares of the company.



Mr. Irvin Press (1985)

## FY2030 Sales Plan

Aiming to increase FY2024 sales of 1.5 billion yen (10 million USD) tenfold to 15 billion yen (100 million USD) by FY2030.

( million YEN )

	Sales at stores (End of FY)	E-commerce sales	Other sales (license,etc.)	Total
<b>FY2024 results</b>	750 (3shops)	700	30	1,480
<b>FY2030 results</b>	6,000 (20shops)	7,500	1,500	15,000
Share	40%	50%	10%	100%

By FY2030, we plan to expand to 20 stores in the U.S., with 40% of sales coming from physical stores and 50% from e-commerce.

## ■ Measures to Achieve the Plan

### ■ Appointment of local personnel with proven track records

To significantly expand the J. Press business in the U.S. in the future, we appointed

### Jack Carlson to be the Creative Director and President of J. Press Inc.

#### Profile of Jack Carlson

Jack Carlson is the founder and former CEO and creative director of Rowing Blazers, a New York-based menswear brand. (The business was sold in 2024.)

Having achieved the rapid growth of this brand with a focus on e-commerce, he has expertise in digital marketing.

He has connections with celebrities and the mass media, which has enabled him to collaborate with renowned brands.

He obtained a bachelor's degree from Georgetown University and a PhD from Oxford University.

He is a former member of the United States national rowing team. He is 38 years old now.



**Establishing a new organizational structure  
under Jack Carlson's leadership.**

**Appointing experienced professionals to key positions and  
leveraging established know-how to drive business expansion.**

## Measures to Achieve the Plan

### Development of a new collection

(1) Addition of key items that strongly express the brand identity.



(2) Regular launch of collaborations that align with the brand.



(3) Branding and differentiation from competitors through production in premium regions such as the U.S., Canada, England, and Japan.

(4) Expanding the range of unisex products and exploring the potential introduction of women's products for the future.



## Measures to Achieve the Plan

### Official participation in New York Fashion Week

On September 11, J. Press held a runway show that included 34 looks in New York. More than 200 people were invited to attend.

The event was covered by many U.S. mass media outlets, earning praise and increasing the visibility of the brand.



## Measures to Achieve the Plan

### Aggressive opening of brick-and-mortar stores

#### (1) Relocation of existing stores to advantageous sites

We plan to relocate and reopen both the New York and Washington D.C. stores next fiscal year.

We also plan to renew the interiors of the stores under the guidance of Jack Carlson, the new Creative Director.



The current J. Press store in Washington, D.C.

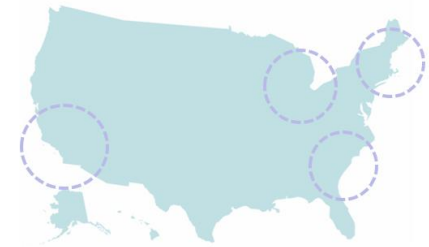


New creative direction proposal

#### (2) New stores opening in major U.S. cities and their suburbs where there is a large number of high-income people

We will aggressively open new stores in major cities on the east and west coasts. One candidate location is Cambridge, where we previously had a store.

We are also considering opening stores in shopping areas located in quiet, affluent suburban neighborhoods of major cities.



Potential areas where we will open stores in the future

## Measures to Achieve the Plan

### Continued expansion of the e-commerce business

#### (1) A major update to the e-commerce site

For all products in the e-commerce site,  
We replace the images and enhance  
the product information.



#### (2) Enhancing digital marketing

We focus on digital marketing and communication through social media to reach a wide range of customer segments. This approach helps drive customer traffic not only to our e-commerce site but also to our physical stores.



#### (3) Organizational restructuring

We strengthen our organizational structure by hiring experienced professionals with expertise in e-commerce and digital marketing.

### Expansion of the license business

We are planning a license business with influential retailers that will not harm the J. Press brand, such as department stores.





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