

Crossing Every Boundary With the Limitless Combinations of Fashion: and ST HD and WeOur’s Sustainable Vision for a Future Where Everyone Can Shine

Tomoko Fukagawa
General Manager of Sustainability Management Office, Corporate Division, and ST HD Co., Ltd. Director, WeOur Co., Ltd.

Fukagawa joined the company in 2005 as a new graduate. After serving as Store Manager, Area Manager, and General Manager, she transferred to the Corporate Planning Office in 2019, where she advanced sustainability management that balances business growth with a sustainable society. In 2024, she was appointed as General Manager of the newly established Sustainability Management Office, and since 2025 she has also served as a Director of WeOur Co., Ltd.

Akira Takahashi
President and CEO, WeOur Co., Ltd.

Takahashi joined the company as a part-time employee during his student years. After serving as Store Manager, he engaged in new business development, including launching the e-commerce business, working in the marketing department, and contributing to the Adastria Innovation Lab. He became the general manager of the circular business division at ADOORLINK, a group company established in 2020. In 2025, he became President and CEO of WeOur Co., Ltd.

WeOur Co., Ltd. became a special subsidiary of and ST HD in March 2025. The company focuses on circular economy business and business support business, aiming to address social issues while driving business growth. What value will this challenge create for the Group as a whole and for society? WeOur President and CEO Takahashi and Director Fukagawa, who also serves as General Manager of the Sustainability Management Office at and ST HD, discuss the synergies generated through WeOur’s business and their outlook for the future.



WeOur joins the and ST HD Group as the newest company. Taking sustainable management to the next stage.

— Tell us about the founding and vision of WeOur.

Takahashi WeOur originated from Adastria General Support, a special subsidiary established in 2013 to advance employment for people with disabilities and support operations across group companies. Interest in sustainability and diversity and inclusion has grown, and we wanted to

evolve beyond internal support and expand into new businesses that also deliver services to customers, aiming to further enhance corporate value. We launched WeOur in March 2025 in response to this vision by absorbing the business of ADOORLINK, which had previously carried out such roles.

Fukagawa The timing of our launch was also very important for accelerating group-wide sustainability management. Employees at WeOur have taken on new ways of working and broader roles.

Takahashi The vision of WeOur is to recognize disabilities as a form of individuality and remain a company that enables diverse individuals to participate. Our principle of leaving no one behind drives us to create workstyles that allow every employee to make the most of their individuality and strengths.

Employee work previously centered on administrative and logistics tasks. But at WeOur, we have expanded their roles to areas such as operating OFF STORE, where employees directly engage with customers.

Fukagawa The and ST HD Group identified three key sustainability themes: Protecting the Environment, Encouraging People to Shine, and Growing with Local Communities. WeOur embodies all three through our circular economy business, support for diverse employees, and event and other contributions to the local community in Mito, where the company was founded. The Sustainability Management Office of and ST HD directs the Group's overall strategy and policies, while WeOur drives initiatives in the field. In this sense, WeOur serves as the execution team for Group sustainability and is an extremely reliable presence.



Takahashi Sustainability is part of this as well. Aligning the business of WeOur with the overall Group strategy is even more important under the new holdings structure starting in September. We aim to generate stronger synergies across the entire organization by developing new businesses at WeOur in line with Group policies.

Beyond reuse and outlet sales: a circular business model that delivers both social impact and profitability

— Tell us about one of your core businesses, the circular economy business.

Takahashi Our circular economy business focuses on how to establish a profitable model while advancing fashion with a lower environmental impact. At the core of this business is our store OFF STORE. The word *off* conveys more than simply *discount*. The concept represents crossing boundaries, whether between new and pre-owned items or other conventional lines. OFF STORE offers sample products and off-season items from Adastria and other group companies at reasonable prices. Our concept is not only affordability but also the excitement of discovery. We want customers to enjoy the serendipity and the thrill of the hunt of finding clothes that can only be experienced by visiting the store.

Fukagawa This concept of crossing boundaries truly symbolizes the WeOur approach to business itself. We also began updating the *Play Cycle!* clothing collection initiative in March 2025, creating a system to resell the clothing collected from customers at OFF STORE locations and further expanding the cycle of reuse.

Takahashi The circular economy business may appear to be simply an outlet store, but our approach is different. We aim for a circular model



OFF STORE Aeon Town Mito-Minami

where more customers wear the clothes than the number of garments produced. Our ideal goal is to keep every piece of clothing with value circulating in the market, including items collected through *Play Cycle!*, so customers naturally become part of the cycle.

Fukagawa We see differences across generations, but these values seem to resonate with younger customers in particular. We have begun to feel a growing sense that we are gaining their understanding and support through our approach.

Takahashi As a university lecturer, I see that students tend not to focus on whether fashion is secondhand or new. Instead, they simply choose what they want to wear. For many years, the fashion industry has run on a supply chain that focused on how to deliver attractive new products. But the reality is that customers are often ahead of us in understanding the latest trends. I believe the role of WeOur is supporting this shift in values through our business.

Fukagawa We would be glad to see a store like OFF STORE become a place where customers and staff connect through fashion and gain an understanding of our initiatives.

Employees themselves embody *Play fashion!* through group-wide business support.
Building an inclusive workplace where individualities shine.

— Tell us about your business support service, the other pillar of WeOur.

Takahashi For more than a decade, our business support service has involved employees with disabilities in supporting certain areas in the back-office operations of the Group, including administration, logistics, digital transformation, and store operations. What we value, however, is not simply increasing the number of employees, but creating opportunities and workplaces where diverse talent can make the most of their strengths and work in ways that reflect their individuality.

Fukagawa In other words, building an environment where every employee can play a leading role.

Takahashi Some employees had previously told us that it was difficult to feel connected to the Group mission of *Play fashion!* when their work was centered on administrative tasks. To address this, we introduced hybrid operations that combine store and office roles, along with other improvements. These changes allow employees to experience a stronger sense of pride and connection to working in a fashion company. I hope to see our company, WeOur, take the lead in implementing groundbreaking store operations and new work styles.

Fukagawa Looking ahead, we plan to expand diverse workstyles and business models across the entire Group as new standards, creating an

environment where all employees can work with even greater excitement. When sharing these new initiatives and values with external stakeholders, my conversations with Mr. Takahashi end up always focusing on whether we will truly gain customer support.

Takahashi Our premise is that no business can be sustained without customer support. Our starting point when considering new strategies or initiatives is always how store staff will explain such approaches to customers. We aim to build an organization where every employee can serve as an ambassador who embodies Group values.

Fukagawa I share that view. Communicating the advanced initiatives of WeOur and the important Group values, both inside and outside the company, is one of our key roles at the Sustainability Management Office. We believe a company's stance is conveyed accurately only when front-line activities are linked with our communications. That is why we continue to enhance the quality of our disclosures.



WeOur Business Overview

Circular Economy Business

- Reduce environmental impact
- Ensure profitability
- Encourage participation in sustainability activities



Business Support Service

- Encourage the participation of diverse talent
- Create an inclusive work environment
- Improve the group-wide efficiency



Bringing the limitless possibilities of fashion to everyone.

Crossing conventional lines to remain a place where anyone can feel excitement.

— What impact do you hope WeOur to have on the fashion industry and society through your business?

Takahashi I believe we should employ even more diverse individuals at our stores. I want to show society that it is possible to create stores where anyone can shine—not only people of different ages and genders, but also people with various disabilities, beliefs, and preferences. Fashion, at its core, is about enjoying limitless combinations. We want to offer attractive products without being bound by categories such as new or secondhand. Combining these items into outfits and connecting with others brings excitement. I want WeOur stores to be places where employees and customers alike can experience that excitement. Fixed ideas may stand in the way of this vision, including assumptions about customers or the belief that some jobs are too difficult for people with disabilities. WeOur believes our mission is to break down those barriers one by one through our business.

Fukagawa The and ST HD Group has grown by being willing to accept better ideas, even if it means changing what seems normal today. We will continue creating new synergies through WeOur, as well as across the entire Group. As part of an industry that enriches people's lives through fashion, I want the next generation of employees to carry forward this vision with pride in this work. Step by step, we will continue doing what we can to remain a trusted and indispensable presence for customers and local communities.

— Lastly, what message would you like to convey to stakeholders?

Takahashi The WeOur growth strategy is grounded in steadily engaging in business that earns the trust of local communities by creating more opportunities to reach out to customers, not only to share our products and services but also to meet our lively employees. The and ST HD Group has a long history, and we have always desired to be a presence that makes customers say they are glad to have met us or that they came to the store because of us. This desire is our origin and will never change, no matter the era. This unwavering commitment is the very reason we are in business. That is why we will hold on to this desire, face challenges without fear, believe in the power of fashion to change the world, and continue creating new standards together with our customers.

Fukagawa Speaking with Mr. Takahashi has once again shown me how powerful the synergies between WeOur and the and ST HD Group truly are. Empathy is essential if we are to spread the new value and successes born at WeOur throughout the Group and into society. Sustainability is an exciting effort to build a better world for society, the environment, and future generations. The Sustainability Management Office will continue sharing the vision, aspirations, and challenges of WeOur with internal and external audiences, building empathy among stakeholders and working together to shape an exciting future.