

PLAY EARTH

Founded in 1951, GOLDWIN has a long history as a sportswear manufacturer. In 2021, we set forth the PLAY EARTH concept. Sports originated from play, and our concept is to focus on creating new engagement with nature and the environment through play.

GOLDWIN has reached a juncture when it should reassess its values and aspirations by thinking more broadly about the meaning and potential of sports. Sports evolved from competitions in running, swimming, climbing trees, and hitting targets. We must return to the origins of sports so that, through play, we intuitively grasp the principles and phenomena inherent in nature.

Repeated experiences of this kind will give people a more concrete appreciation of nature. In other words, we believe that modern-day people need back-to-basics experiences in primitive natural settings.

With our sights set on the future, we will open the way to the development of further possibilities in sports, science, nature, and many other areas by promoting play that creates new adventures and paradigms.

Based on the PLAY EARTH concept, we want to enjoy playing with the earth and thereby create environments and opportunities conducive to a better future for our planet.

Dedication to Detail

Our founder Tosaku Nishida emphasized that “Everyone pays attention to what is right before their eyes. What sets a manufacturer apart is giving painstaking attention to what is not readily visible.”

He advocated a strong commitment to manufacturing, emphasizing that it must satisfy all design, functionality, and aesthetic requirements without fail. This commitment has been passed down by generations of GOLDWIN employees, not only as an attitude to manufacturing but also as a philosophy of paying close attention to the essence of what lies behind what is seen on the surface.

As well as the pursuit of quality, modern manufacturing faces a range of issues that require due consideration and that are constantly changing. Such issues include reducing environmental impacts, meeting human rights responsibilities, and taking responsibility for the disposal of products after use by customers.

The social value that GOLDWIN creates is the continued provision of intangible, spiritual enrichment, both to the customers who purchase products and to society as a whole.

“Dedication to detail” encapsulates the philosophy that we want to share with our stakeholders around the world.

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GOLDWIN INTEGRATED REPORT 2023

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Founding Spirit



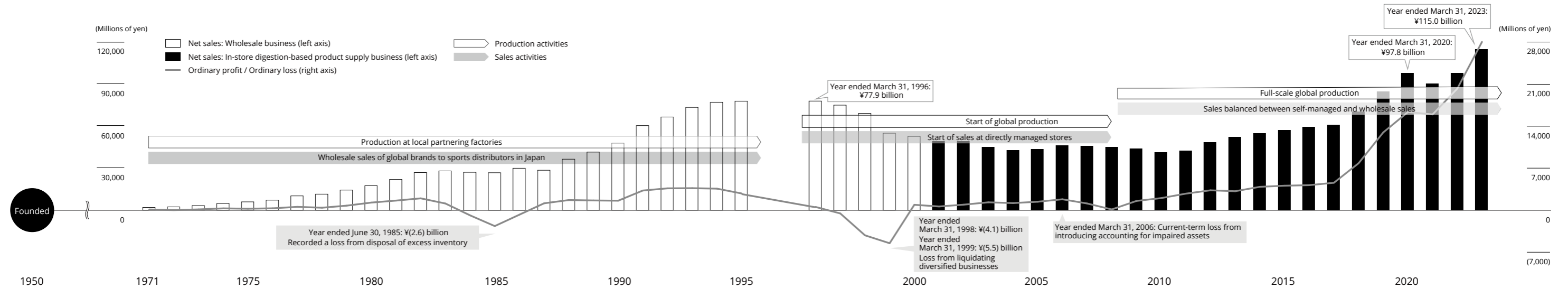
If I don't do it, who will?

In 1950, Tosaku Nishida, who had lost two brothers in World War II and needed to support his family, founded Tsuzawa Knit Fabric Manufacturer in Tsuzawa (now Oyabe), Toyama Prefecture. At the time, his mindset was “If I don't do it, who will?” With his brother-in-law, he established a business, incorporating it the following year. They named the company Tsuzawa Knit Fabric Co., Ltd. Exhibiting tremendous drive, they laid the foundation for the present-day GOLDWIN.

There is true value in the invisible.

GOLDWIN launched the manufacture of original climbing socks. This was a time when almost all hiking socks were imported, and Japan-made socks were considered inferior. After closely analyzing the imported products, Tosaku Nishida decided the difference laid in the threads. So GOLDWIN set about using wool from Shetland sheep raised in the cold climate of the United Kingdom. The improved socks earned a good reputation for being durable and warm. Instead of relying on yarn manufacturers for the raw material, GOLDWIN developed the materials it wanted based on the product's purpose. The yarn was created for a specific reason. The words of Tosaku Nishida, that “Everyone pays attention to what is right before their eyes. What sets a manufacturer apart is giving painstaking attention to what is not readily visible,” are the inspiration for GOLDWIN's focus on functional performance.

History and Growth



Transforms from a general knitwear manufacturer into a specialized sportswear manufacturer and builds relationships with overseas brands

In 1950, Tsuzawa Knit Fabric Manufacturer, the predecessor of GOLDWIN, was founded, and it was incorporated the following year. With "There is true value in the invisible" as its motto, the Company pursued manufacturing with a focus on functional performance. Three years after its founding, the Company transformed into a specialized sportswear manufacturer. In 1963, the Company changed its name to GOLDWIN Inc. At the Tokyo Olympics in 1964, GOLDWIN products were used for competition uniforms, thereby laying the foundations for joint development with athletes. Around this time, founder Tosaku Nishida went to Europe and was inspired by the functional beauty of the region's skiwear. As a result, GOLDWIN formed a technical alliance with French skiwear brand Fusalp in 1970. This alliance marked the beginning of our multi-brand business, through which we have entered into licensing agreements with overseas brands and introduced some of the world's most advanced technologies to new markets.

Overcomes a management crisis brought on by excess inventory in the wholesale business and embarks on a growth track with the new-found popularity of skiing

GOLDWIN broadened its sales channels to sports retailers nationwide and steadily expanded its wholesale business. However, oversupply to sales outlets led to large volumes of inventory, which continued increasing. Consequently, a loss due to excess inventory was recorded in 1984. This loss prompted us to analyze store inventory and strong sellers, in order to become more intentional about delivering the right volume of popular products at the right time, and to create systems that moved us away from a manufacturer-centric way of doing things. Thanks to these efforts, we recovered from the management crisis in the following year. Also, we began the development of the GOAL service, which uses S-NET to support the store management and sales strategies of customers, and launched the service in 1988. Skiing enjoyed a wave of popularity in the late 1980s, and the purchase of new skiwear each season became a trend. With its ski-related sales surpassing ¥26.0 billion, GOLDWIN embarked on a growth trajectory. Moreover, we engaged in product development with athletes and became the official supplier of the Swedish national ski team.

Streamlines multifaceted business segments and shifts from a wholesale business model to an in-store digestion-based product supply business model with self-managed sales outlets

After Japan's economic bubble burst around 1990, the lifestyles and values of individuals changed and people's ways of enjoying sports diversified. GOLDWIN broadened its management foundations by buying the trademarks of ellese and THE NORTH FACE in Japan. The Company decisively executed a three-year plan (1997-1999), which rationalized management through the streamlining of multifaceted business segments and brands. As a result, a loss accompanying the liquidation of diversified businesses was recorded in 1999. However, we achieved profitability in the next fiscal year through the concentration of management resources and a stronger financial position. In the same fiscal year, we reopened our Weather Station store in Tokyo's Aoyama district as THE NORTH FACE Harajuku, signaling the beginning of our full-fledged development of self-managed sales outlets. Further, we shifted from a wholesale business model to one based on actual demand, developing a range of store formats suited to specific markets. For example, we opened THE NORTH FACE+ stores, which offer a curated selection of the outdoor brands carried by GOLDWIN.

Establishes an in-store digestion-based product supply business model and a fulfilling and healthy lifestyle through sports products

Under the medium-term management plan that began in 2007, we sought to fundamentally improve operating profit through improvement in the gross profit margin and a reduction in distribution costs. We improved the gross profit margin by lowering the cost rate through a reduction in the product varieties we carried, the introduction of common materials, and the reform of procurement methods as well as by reducing returns and discounts through the improved accuracy of our demand forecasts. Meanwhile, we reduced distribution costs by curbing total inventory volumes and enhancing inventory turnover. Since the 2010s, GOLDWIN has been leveraging the functionality of sportswear to offer products for various types of users and a diverse range of usage scenarios. In addition to apparel, GOLDWIN is exploring new sports-related value and offering associated products and services. Further, given the diversification of avenues for customers to buy products, the Company is not only developing directly managed stores but also opening shop-in-shops through collaborations with wholesale partners and strengthening e-commerce, such as the general shopping website GOLDWIN WEB STORE.

Corporate Philosophy

MISSION

To realize a fulfilling and healthy lifestyle through sports

VISION

To improve the global environment through unbound imagination and breakthrough innovations that are beneficial to the world

To be a humane company that creates excitement and promotes a sustainable society

To offer inspiration and opportunities for children to unleash their potential that enable them to shape a beautiful future

VALUE

Prioritize sports and the environment, and live life without a boundary between work and play

TAGLINE

SPORTS FIRST

The tagline “SPORTS FIRST” encapsulates our commitment to “prioritize, love, and practice sports as the building block of developing superior products and services.” Moreover, we will leverage our passion and respect for sports to enhance management transparency, create healthy workplaces, give due consideration to the global environment and biodiversity, foster the next generation, and realize sports-based contributions to local communities and society.

At GOLDWIN, we have engaged in business with a mission “to realize a fulfilling and healthy lifestyle through sports” since our founding. To realize a three-fold vision based on this mission, we are dedicated to acting on our value through business activities that build a sustainable society while raising our corporate value.