

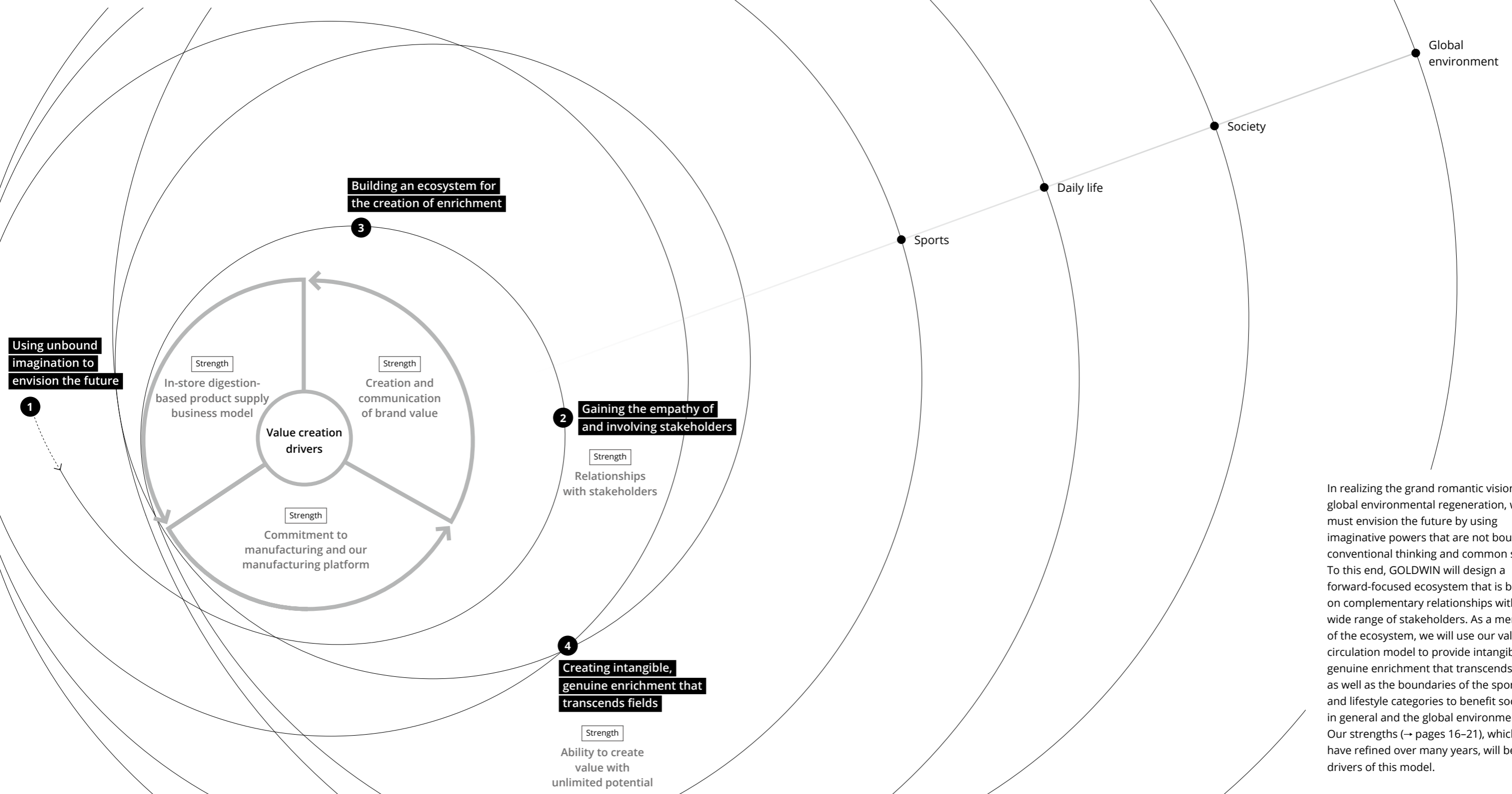
## LONG-TERM DIRECTION

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# Value Circulation Model

Always remaining altruistic, GOLDWIN will harmonize with the circular system of the earth's biosphere by advancing business management that achieves the greatest benefit with the least amount of resources. Through this approach, we aim to regenerate the global environment and sustainably enhance our corporate value.



In realizing the grand romantic vision of global environmental regeneration, we must envision the future by using imaginative powers that are not bound by conventional thinking and common sense. To this end, GOLDWIN will design a forward-focused ecosystem that is based on complementary relationships with a wide range of stakeholders. As a member of the ecosystem, we will use our value circulation model to provide intangible, genuine enrichment that transcends eras as well as the boundaries of the sports and lifestyle categories to benefit society in general and the global environment. Our strengths (→ pages 16–21), which we have refined over many years, will be the drivers of this model.

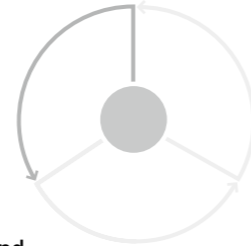
## Strengths That Create New Value

By passing down its founding spirit and advancing corporate activities consistent with its vision, GOLDWIN is continuously enhancing its accumulated strengths.

### Strength In-store Digestion-based Product Supply Business Model

We have established robust business foundations by utilizing our in-store digestion-based product supply business model, which involves gaining direct understanding of customer needs at our stores and ensuring efficient inventory management throughout the entire process, from production planning to sales.

GOLDWIN reduces product returns and discounts through direct analysis of customer needs at self-managed sales outlets and the stores of wholesale partners and through enhanced accuracy of store demand forecasts, strict adherence to order plans, and rigorous implementation of inventory flow management. In addition, we promote the sale of all of each season's products and inventory by rigorously implementing production management that encompasses material procurement volumes, by introducing products to stores in a timely manner, and by flexibly moving inventory between stores. This in-store digestion-based product supply business model—which ensures efficient inventory management throughout the entire process, from production planning to sales—reduces the sales loss rate to an absolute minimum.



Promotion of the sale of all of each season's products and inventory



Sales loss rate

# 1.5%

We realize a low sales loss rate by calculating the appropriate order quantities to meet actual demand and by actively managing inventory flow in stores and moving products between stores during seasons.

Number of directly managed stores

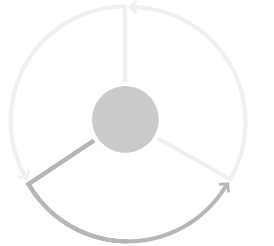
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We aim to create various store formats that reflect regional characteristics and customer groups not only through the products carried but also through the creation of spaces that appeal to customers' five senses.

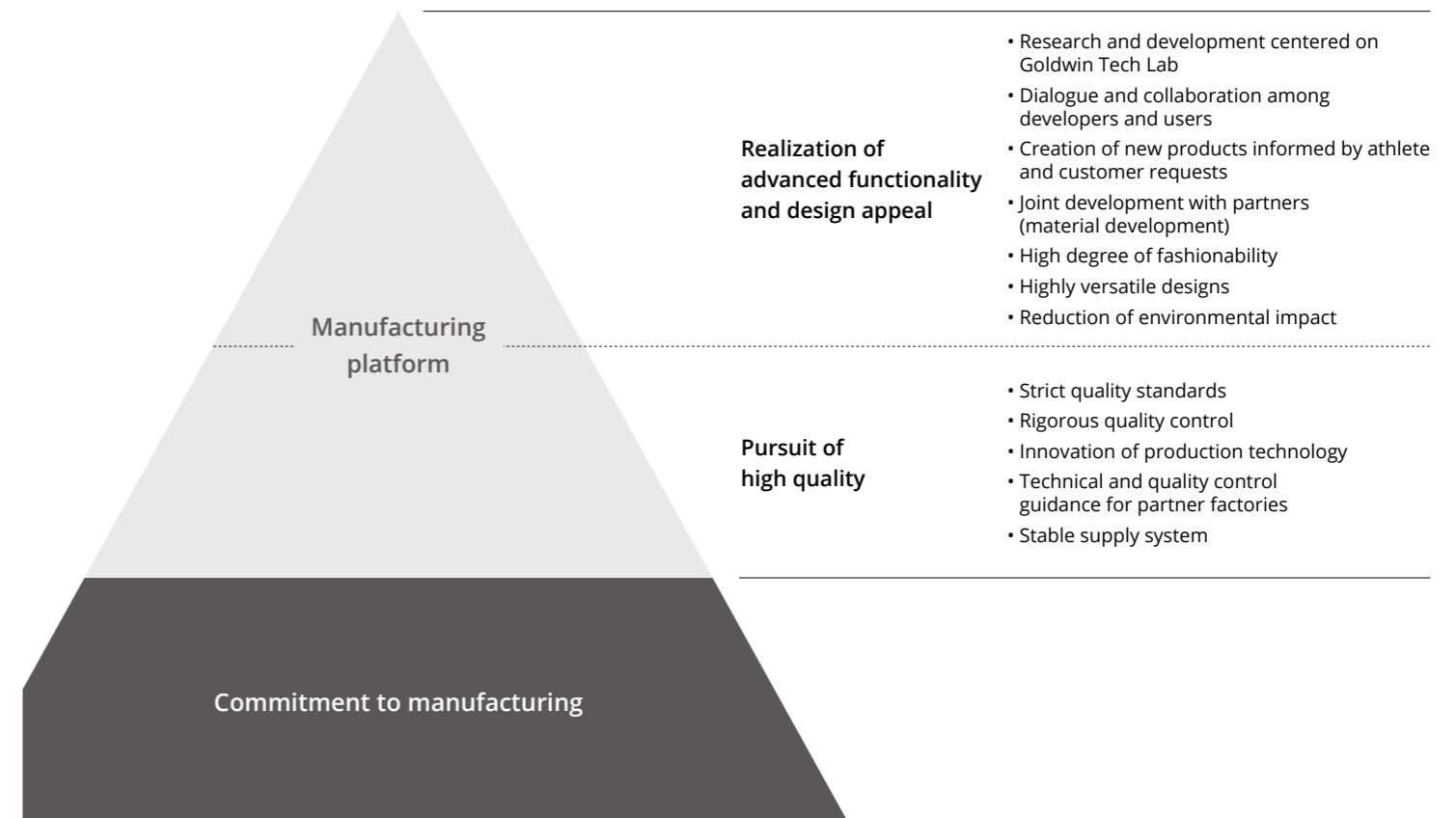
### Strength Commitment to Manufacturing and Our Manufacturing Platform

In manufacturing, we have an unwavering commitment to high-value-added products, which is based on our conviction that "There is true value in the invisible."

GOLDWIN maximizes synergies between the experience it has accumulated as a sports apparel manufacturer and the latest technologies to conduct development aimed at realizing advanced functionality and design appeal, to implement strict inspections focused on high quality, and to develop products that break the mold. Our uncompromising pursuit of high-value-added products stems from the mindset of our founder, Tosaku Nishida, who 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." Passed down from generation to generation, this mindset is the starting point of GOLDWIN's manufacturing.



Rigorous pursuit of high-value-added products



Realization of advanced functionality and design appeal

- Research and development centered on Goldwin Tech Lab
- Dialogue and collaboration among developers and users
- Creation of new products informed by athlete and customer requests
- Joint development with partners (material development)
- High degree of fashionability
- Highly versatile designs
- Reduction of environmental impact

Pursuit of high quality

- Strict quality standards
- Rigorous quality control
- Innovation of production technology
- Technical and quality control guidance for partner factories
- Stable supply system

Commitment to Manufacturing and Our Manufacturing Platform

Research and Development

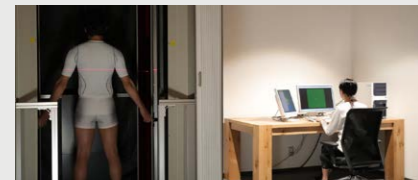
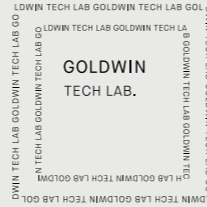
Goldwin Tech Lab

Realizing GOLDWIN's Vision through Advanced Research and Technologies

With its sights set on putting advanced manufacturing into practice, the Goldwin Tech Lab's research and development facility explores the manufacturing of the future.

In developing products, the facility conducts research and development aligned with our medium- to long-term business strategies. In addition, research and development results accumulated through industry-academia-government joint research partnerships as well as through cooperation with suppliers in various industries and athletes with whom GOLDWIN has contracts have become the Company's intellectual capital. This intellectual capital powers our creation of original, innovative products and our formulation of new concepts. We develop products that break the mold by

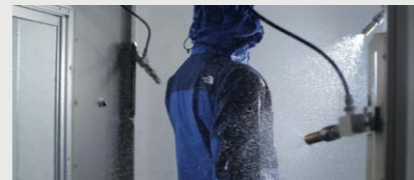
utilizing various technology development capabilities cultivated since our founding, product development capabilities that incorporate leading-edge equipment to merge human knowledge and IT, and an original quality inspection system that ensures the high quality of developed products. In addition, the facility's meeting and presentation section includes a virtual store, which enables practical prototyping of visual merchandising. Thus, Goldwin Tech Lab is an integrated facility that encompasses processes from research and development through to sales proposals. Going forward, we will enhance our corporate value by utilizing the facility to advance the development of non-apparel products, new development that uses digital technologies, and material development conducted together with suppliers.



**Three-dimensional scanners and CAD**  
We design patterns using three-dimensional measurement instruments and three-dimensional computer-aided design (CAD). We will visualize three-dimensional information to develop products that are easier for wearers to move in and more comfortable to wear.



**Motion laboratory**  
At this laboratory, we conduct analysis based on motion dynamics, physiology, and other sciences. For example, we measure movement using motion capture. We use the analysis results to develop materials and patterns for products that improve athletic performance and comfort.



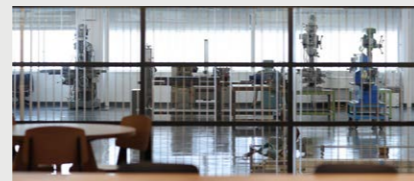
**Artificial weather chamber and artificial rainfall chamber**  
Various weather conditions are artificially reproduced, and products are tested. Each product is tested to ensure that it meets required functions, and the results are utilized to make further improvements.



**Constant temperature and humidity chamber**  
To maintain stable quality, the performance of materials and products is tested and evaluated under conditions of constant temperature and humidity.



**Quality inspection section**  
The facility conducts product quality inspections and tests to ensure product quality is maintained at a level that satisfies market requirements and to support a quality assurance system that emphasizes customer satisfaction.



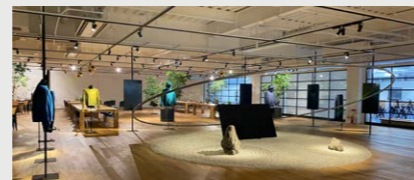
**Prototyping section**  
As well as having a collection of manufacturing and processing technologies that enables the immediate realization of new ideas, this section develops new processing technologies.



**Training section**  
This section conducts education and training focused on skills and knowledge, which includes practical training on sewing, patternmaking, and other skills. The role of the section is to develop personnel who have the capabilities to support GOLDWIN's manufacturing platform.



**Archival exhibition**  
At the center of the exhibition is a representation of the future we should seek, and surrounding it are machines and products that symbolize the history of our product development. The exhibition expresses the connection of the past to the future, the harmony between technology and nature, and our aspiration to stride forward from Toyama Prefecture to Japan and then to the rest of the world.

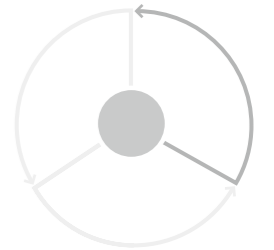


**Meeting and presentation section**  
Located at the center of Goldwin Tech Lab, this section is a base for disseminating information to accelerate the development of quality, high-value-added products. A virtual store has been established to enable sales employee training and practical training on visual merchandising.

Strength Creation and Communication of Brand Value

We are constantly providing new value to more customers through collaboration with our wholesale partners and self-managed sales outlets, which directly communicate the worldview of our brands to customers.

In pursuit of differentiated brands that deliver as much added value as possible to customers, GOLDWIN has reformed its production, marketing, and sales methods to meet the needs of the times. Through our 156 directly managed stores and the brand sales areas of wholesale partners' stores in Japan and overseas, we use all available opportunities to rigorously pursue customer satisfaction while communicating our brands' worldview and added value to customers. These efforts include communication via brand websites and brand ambassadors.



Strengthening brands and increasing their penetration through enhanced customer engagement

**Using all available opportunities to rigorously pursue customer satisfaction**  
Customer service, other services, repair, store design, and merchandising

- Brand appeal (communication)**
- Stores (self-managed sales outlets and brand sales areas of wholesale partners' stores)
  - Store personnel (professional advice)
  - Brand ambassadors
  - Promotional activities (customer experience)
  - Brand websites and social networking services (from stores)



- Brand value components**
- Brand history
  - Brand worldview
  - Product functionality and design
  - Manufacturing background

Number of brands

20

GOLDWIN operates a multi-brand business. We form strategic partnerships with the global parent companies of brands and create brand value on a global scale.

Original brands (GOLDWIN-developed brands)



Owned brands (brands whose trademark rights GOLDWIN has acquired)



Licensed and distributor brands





**Strength Relationships with Stakeholders**

In realizing the future envisioned by GOLDWIN, the empathy of stakeholders is essential. The significant momentum created by involving stakeholders will transmit value far and wide.

GOLDWIN has always utilized collaboration and co-creation with partners to drive its transformation. These joint initiatives have included the conclusion of licensing agreements with overseas brands and the involvement of business partners in the establishment of our in-store digestion-based product supply business model. Currently, we are embarking on innovation-focused co-creation with start-ups that share our vision of improving the global environment.



**Joint Development with Spiber**



- 2015 Announcement of the MOON PARKA prototype
- 2018 Elucidation of the supercontraction mechanism through repeated genetic analysis
- 2019 Change in name from QMONOS to Brewed Protein™
- 2019 Launch of Planetary Equilibrium Tee (t-shirt) and MOON PARKA® (outdoor jacket)
- 2020 Launch of The Sweater
- 2022 Launch of The Earth Hoodie (fleece)
- 2023 Launch of a collection comprising the above four brands and supported by a mass production system

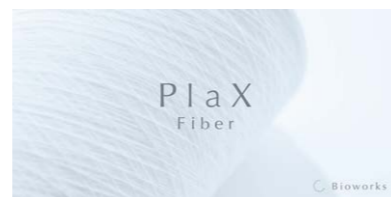
**Reasons why the new material is attracting attention**

- 1 Use of saccharide as main raw material**  
(The saccharide used as a raw material is derived from renewable biomass and is not dependent on non-renewable resources such as petroleum.)
- 2 Recyclable in the biosphere**  
(The material can be recycled because it is a biodegradable protein.)
- 3 Revolutionary potential comparable with that of synthetic fibers**  
(It is the most revolutionary material since the invention of polyester and nylon.)

\* Brewed Protein™ is a trademark or registered trademark of Spiber Inc. in Japan and other countries.

**Co-creation with Bioworks**

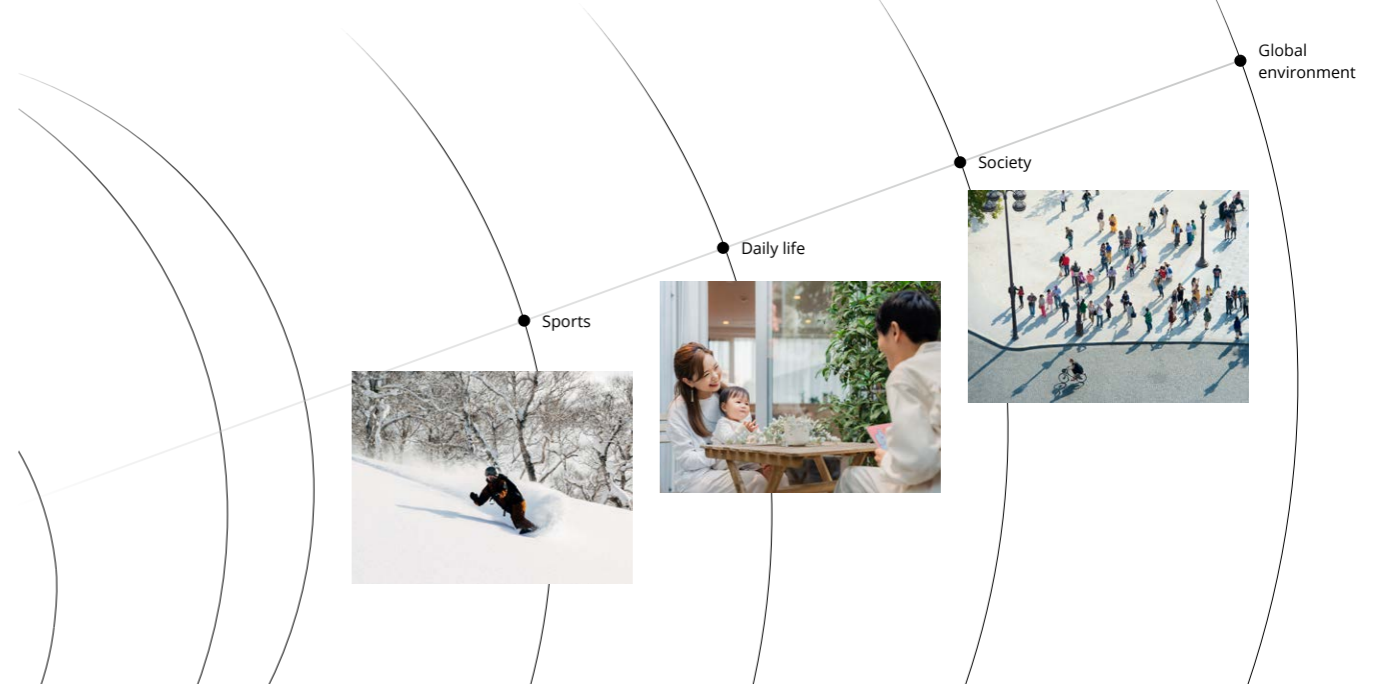
Bioworks Corporation is a biotechnology start-up engaged in the development of PlaX Fiber. The company creates this fiber, which features improved quality, functionality, and dyeability, by adding an in-house developed modifier to polylactic acid derived from plants such as sugar cane and corn. Recognizing the potential of PlaX Fiber as an environmentally friendly material that does not emit CO<sub>2</sub> into the atmosphere when incinerated and that is biodegradable, GOLDWIN has entered into a capital tie-up with the company. We are advancing collaborative efforts with a view to launching products under the Goldwin and THE NORTH FACE brands.



**Strength Ability to Create Value with Unlimited Potential**

GOLDWIN offers society intangible, genuine enrichment through the provision of value that transcends products, services, and eras.

By pursuing intangible value that extends beyond products and encompasses the spiritual enrichment of users, the Company has enhanced its competence in the creation of value with unlimited potential, particularly with respect to THE NORTH FACE brand. At the same time, without restricting our target value fields, we have widened the scope of product rollouts. Setting our sights higher still, we are also pursuing the creation of intangible value in the form of a better global environment.



**THE NORTH FACE's Cross-boundary Rollouts**

We have enhanced the brand value of THE NORTH FACE by conveying its essential value; by carefully communicating with directly managed stores, the stores of wholesale partners, and other partners; and by ensuring that we develop store formats that reflect customer preferences. As a result, the brand has continued growing, extending from its origins in the performance category to enter the lifestyle category, which is a larger market, and then the fashion category, which is an even larger market. We are developing this success model horizontally and utilizing it for our other brands.





## Message from the President



GOLDWIN will expand its corporate identity to the world and sustainably increase its corporate value by helping restore the planet.

Takao Watanabe  
President and Representative Director

### Leaving Our Beautiful Planet for Future Generations

When I became president in 2020, the statement “To improve the global environment through unbound imagination and breakthrough innovations that are beneficial to the world” was newly added to our corporate philosophy, which has continued to be upheld since our founding. This statement forms a part of our vision and reflects my strong sense of urgency as a human being to ensure the sustainability of our planet. This sense of urgency is something that has been cultivated throughout my involvement in THE NORTH FACE business.

I learned a lot from Douglas Tompkins and Kenneth “Hap” Klopp, the founders of The North Face, Inc. When we entered into our licensing agreement in Japan in 1978, Hap Klopp shared his belief that THE NORTH FACE must use every opportunity to communicate the importance of protecting the environment. He also stated that in order to do so, “we must continue to improve our products so that they remain the very best in the minds of those who love nature.” In my mind, that became clear as soon as I realized coexistence with nature is a part of our business that takes precedence over everything else.

For the past three years, humanity has been at the mercy of the COVID-19 pandemic, resulting in the fatalities of approximately seven million people worldwide. In addition, natural disasters, such as typhoons, floods, heat waves, wildfires, and droughts, are clearly

increasing in frequency. There is no question that these disasters are all triggered by the destruction of nature due to human impact on the environment. The earth’s ecosystem was once well-balanced, with humans comprising a part of the ecological cycle. However, overpopulation, and the accompanying increased use of fossil fuels, has continued to disrupt the balance of the earth’s ecosystem, putting the existence of living things at risk. If this situation were to be ignored and the ecosystem were to collapse as a result, the survival of humanity may soon be in jeopardy.

Plants support the regeneration of the earth’s systems not only by providing the leaves and fruits required for the survival of the plants themselves but also by returning leaves and fruits to insects and birds, as well as fallen leaves for decomposition by bacteria and other microorganisms, and by providing oxygen to human beings and other living organisms. Humanity must fulfill its responsibility to the environment by advancing the concept of a “flow-type” society—which in the manner of plants behaves altruistically and focuses on giving back to others—as opposed to a “stock-type” society, which consumes everything for itself. It is worth noting that the apparel industry, in which we do business, produces the second highest amount of greenhouse gas (GHG) emissions out of all industries, pollutes the oceans through the release of microplastics, and disposes the large quantities of clothes it produces that remain unsold. The industry cannot be sustained by putting the earth’s ecosystem at risk. It is our mission at



GOLDWIN and my unwavering belief to conduct business by coexisting with nature and leaving a beautiful planet for future generations.

### Adhering to a Business Model That Follows the Laws of Nature Based on the Inevitable

Richard Buckminster Fuller was a philosopher who advocated the harmonization of humanity and the earth with his "Spaceship Earth" concept. Through the expression "do more with less," he declared the notion that maximizing benefits by using minimal amounts of energy and materials is a principle shared by nature and the universe. Our in-store digestion-based product supply business model, developed as a result of choosing the inevitable in order to survive the management crisis we faced from the latter half of the 1990s, is in line with this principle.

At the time, our wholesale business was the core of our operations. While I was convinced that highly functional products would become widely used in daily life, I struggled in persuading our business partners who had a preconceived notion that outdoor apparel was only for outdoor enthusiasts. Assuming that was true, in 2001 we opened a directly managed store, which we designed ourselves, so that we could communicate our brands' worldview and introduce the products we developed directly to customers. Thereafter, GOLDWIN engaged in everything from manufacturing through to the development of stores and sales outlets and sales activities. Inevitably, the Company even took on inventory risk, a challenge we accepted by being prepared for the risks that come with limited management resources. The ability to directly engage with customers in this way enabled us to increase our brand value and accumulate know-how on ways to sell out products and not produce them in unnecessary amounts. By sharing this know-how with wholesalers, our customers were able to purchase the products they wanted at any time and our business partners were able to raise their profits without having to take on inventory risk. The Company has continued to refine this business model for more than 20 years in order to ensure the securing of profits.

The word "design" can be viewed as a way of harmonizing various things, devising solutions to

different issues in society, and producing tangible objects. It can be said that GOLDWIN has been designing businesses that are consistent with the laws of nature, in which it maximizes benefits by using minimal amounts of resources, and with the concept of altruism, in which all relevant parties reap the benefits through mutual interaction without the monopolization of profits by a single entity.

### Ensuring Our Dedication to Detail

One of the phrases left by our founder is "There is true value in the invisible." I cherish this sentiment, which we refer to as "dedication to detail" in English to ensure its understanding overseas. The original meaning of this phrase was that we must pay careful attention to detail, beginning with the materials used, in pursuing high levels of functionality. However, I believe the phrase has a wider meaning that goes beyond the scope of manufacturing to include the provision of spiritual enrichment, which cannot be seen, not only to the customers who purchase our products but also to society as a whole. I believe that if GOLDWIN can create new forms of social value in accordance with these words, it will naturally create economic value by drastically differentiating itself from the competition, gain the support of society, and sustainably increase its corporate value. This belief is incorporated into our long-term vision, PLAY EARTH 2030.

Sports originated through the competitive activities people took part in while walking in the mountains, swimming in the oceans, and throwing stones as far as possible. In other words, people's first experiences of sports, our core business, were in natural environments. Under PLAY EARTH 2030, we will simultaneously pursue the sustainability of our business and the global environment in order to restore nature, which is under threat from conventional capitalism.

GOLDWIN has continued to evolve its in-store digestion-based product supply business model and achieved a certain level of success. That said, as we proceed under PLAY EARTH 2030 to resolve social and environmental issues from a broad perspective and create businesses that coexist with nature, it is imperative that we seek unique ideas that transcend existing values and homogeneity. However, there are limits to

the invisible value we can create on our own. Therefore, under PLAY EARTH 2030, we will look to design an ecosystem in which we work altruistically with others who share the same vision and exceed the frameworks of our business.

Brewed Protein™ is a good example of such an approach. In 2014, I met with Kazuhide Sekiyama, representative executive officer of biotechnology start-up Spiber Inc., and his passion to resolve global issues resonated with me. He told me about the idea of making protein threads through a process called microbial fermentation (brewing), which was inspired by spider silk and offered great potential. We have been working together in this development for the past eight years, and in 2022 we unveiled a collection of products made from this material and established a mass production system through the start of operations at Spiber's new plant in Thailand. We aim to increase the ratio of products made from Brewed Protein™ to 10% of all newly developed products by 2030. The molecular structure of the 20 amino acids contained in protein can be arranged and combined in almost an infinite number of ways. By outpacing the evolution of nature through the use of technology, we will seek to drastically increase the potential for developing new recycling-oriented materials and contribute to resolving issues related to resource and food shortages as well as climate change.

One of the steps we are taking to design this future society is the implementation of our medium-term management plan (fiscal 2021 to fiscal 2025).

### Prioritizing Our Medium-Term Management Plan

Our medium-term management plan, which was launched during the height of the COVID-19 pandemic, follows the same direction as PLAY EARTH 2030, aiming to raise capital productivity and realize sustainability in the apparel market as well as achieve both our financial and non-financial targets. In fiscal 2022, the second year of our management plan, we steadily captured demand through the highly accurate performance of our supply chain and our ability to maintain a stable supply system, as sales of a wide range of brands grew upon the easing of COVID-19 restrictions and the recovery of inbound demand.

As a result, net sales exceeded the ¥100.0 billion mark for the first time since our founding. Operating profit also reached a record high, partly because the sales loss rate was minimized to 1.5%. I believe such favorable results are a step in the right direction. Having achieved our performance targets for the final-year of the plan ahead of schedule in fiscal 2022, we have upwardly revised our final year targets (please see page 36 for more details).

The foremost priority of our medium-term management plan is to develop our original Goldwin brand. Although THE NORTH FACE will continue to spearhead growth as our core brand, in countries other than Japan and South Korea there are restrictions on the sale of this brand due to trademark rights. Of the global apparel market, which is said to be worth ¥300 trillion, Japan only accounts for ¥10 trillion. The Company has barely tapped the remaining ¥290 trillion, and therefore it is critical that we focus on the overseas market. I would also like to see more and more people around the world resonate with the Company's vision of achieving coexistence with the global environment. Although we have fallen behind schedule due to the prolonged impact of the COVID-19 pandemic, we will work to rapidly increase the value of the Goldwin brand going forward, as we did in December 2021 when we opened Goldwin Beijing, our third directly managed store overseas.

Over the past two years, we have firmly established our vision for the Goldwin brand. And that vision is "Goldwin 0," which we announced in March 2022.

### Expanding GOLDWIN's Corporate Identity across the Globe with Goldwin 0

Through Goldwin 0, we will convey our steadfast commitment to restoring the ecological cycle across the globe, which is incorporated into the meaning of "0" (as a number that is connected without any end-points), based on the following three concepts.

The first concept is "circulation." This concept is the main message we would like to communicate under Goldwin 0 in that, as described earlier, there is a need for humanity to create a cycle just like the earth's biosphere. The second concept, "borderless," reflects our commitment to extending altruistic connections among people beyond national borders. And the third



concept, “co-creation,” is the process of working together with diverse people, cultures, and communities to achieve that concept. By adhering to these three concepts, we will compete not only based on functionality but also by clearly expressing our product story, as we aim to establish Goldwin as an ethical, functional, and attractive premium brand. Since the introduction of these three concepts in 2022, we have not only posted record sales over a short period but also, unlike in years past, gained the support of our younger, more trend-conscious customers at our directly managed stores, which I see as a tremendous achievement.

In September 2023, we released a range of products made from Brewed Protein™ across the Group's various brands to markets around the world through the cooperation of VF Corporation and WOOLRICH International Limited, with which we have formed a capital alliance. This release was our first time to engage in such a large-scale campaign to promote Brewed Protein™ and is truly an initiative that embodies these three concepts.

With respect to co-creation, while M&A and other forms of investment are certainly an option, I believe the creation of new things should be complementary, in the same way as nature. In addition to Spiber, which I mentioned earlier, we have also teamed up with Bioworks Corporation, a venture company that develops materials made from biodegradable, plant-based polylactic acid (PLA). In 2023, we began selling



products made with PlaX Fiber, a highly functional PLA compound, for THE NORTH FACE and other GOLDWIN Group brands. Another effective means of promoting co-creation is investments in corporate venture capital. In March 2022, we established GOLDWIN VENTURE PARTNERS INC. and, in partnership with IGNITION POINT Venture Partners Inc., launched the operation of the GOLDWIN PLAY EARTH FUND. Through open innovation, we aim to conclude contracts to secure prominent technologies and human resources and to rapidly develop, from the ground up, technologies, products, and services that can be relied on to create synergies for existing businesses.

Goldwin 0 is not just one of our many projects. It takes on the mission of establishing our approach and corporate identity around the world, based on the many forms of our co-creation concept. In the remaining three years of our medium-term management plan, we will concentrate our efforts toward realizing this mission.

### Extending the Success Model of THE NORTH FACE to Other Brands

Adored by people across a wide range of age groups, from those in their teens to their 80s, THE NORTH FACE has been steadily raising brand awareness, beginning with the performance category, then expanding into the lifestyle category, which has considerable market scale, and later into the fashion category to further enhance its brand value. We are working to extend this success model to other brands under our medium-term management plan. The success of THE NORTH FACE brand comes from the fact that its true value has continued to be conveyed through detailed communication with customers, and it has been able to detect the faintest signs of emerging market demand and provide ideas that overturn stereotypes—in other words, pursue invisible value. For example, rather than offering every single item from their product lineup, THE NORTH FACE stores cater to the tastes and preferences of their customers with the products they stock. THE NORTH FACE Sphere, which opened in Harajuku, Tokyo, in 2022, focuses on establishing close relationships with customers by selling products that accommodate the specific needs of each outdoor

enthusiast. In order to meet the needs of consumers who want to buy what they want, when they want, and where they want, we must constantly be within their reach. E-commerce is one method of doing so. Extending the success model of THE NORTH FACE to other Group brands means not just expanding the scope of our business domain; it also means deploying a business model that focuses on personalized communication, rather than traditional mass marketing, at various points of contact to develop individual relationships with customers.

In the apparel industry as a whole, we have been actively making efforts that go beyond the boundaries of its domain, and the functionality we have continued to refine through the outdoor segment, which can have an impact on people's lives, is a major source of differentiation. Above all, we do not view the market simply from the standpoint of competition. We are just trying to demonstrate the strengths that are unique to GOLDWIN.

### Striving to “Be Ambitious and Aim for the Sky”

In order to realize the sustainability of our business and the global environment as set forth in PLAY EARTH 2030, we are working on a project to open PLAY EARTH PARK NATURING FOREST in 2026, a place where people can connect with nature and stimulate their imagination on a large tract of land in Toyama Prefecture. In this initiative, which can be said to be another one of our initiatives to design the future, we will work with local communities to create a venue where the children of today and the future can experience the origins of sports within a magnificent natural setting. By promoting businesses that contribute to realizing a sustainable society, such as is the case in passing on this communal land where people can live as humanly as possible to future generations, I believe GOLDWIN will be long recognized by society through gaining its support, and this social value will naturally lead to economic value. In order to manage our business from such a long-term perspective, it is essential that we fulfill our responsibilities to shareholders in the near term as well as work to restore the global environment by continuing to generate profits. On the other hand, to avoid

any misunderstanding, GOLDWIN is a company that maximizes profit without pursuing short-term gains.

After graduating from university, I joined the Company to fulfill my desire to be a part of THE NORTH FACE brand. Based on my love of the brand and unceasing passion for nature, I have always valued the importance of creativity over profitability. I share this value with GOLDWIN's employees through the expression “There is no boundary between work and play.” That, I believe, leads to higher levels of creativity among people, the creation of products and services that delight our customers, and higher profitability as a result. If we are to earnestly take on the challenge of restoring the global environment, the most important aspect of our sustainability is to ensure that each employee unleashes their boundless creativity with imagination that breaks from the confines of conventional wisdom.

Our founder told us to “Be ambitious and aim for the sky.” Although reality may often fall short of your ambitions, what he really meant was that neither people nor companies will achieve great success unless they have true ambitions. The future that GOLDWIN is striving to pursue may raise doubts about the realization of its ambitions. However, we will continue to hold on to the ambition of restoring the global environment through our business activities and sustainably increasing corporate value, earnestly striving to realize this ambition through concerted efforts with our wide range of stakeholders.

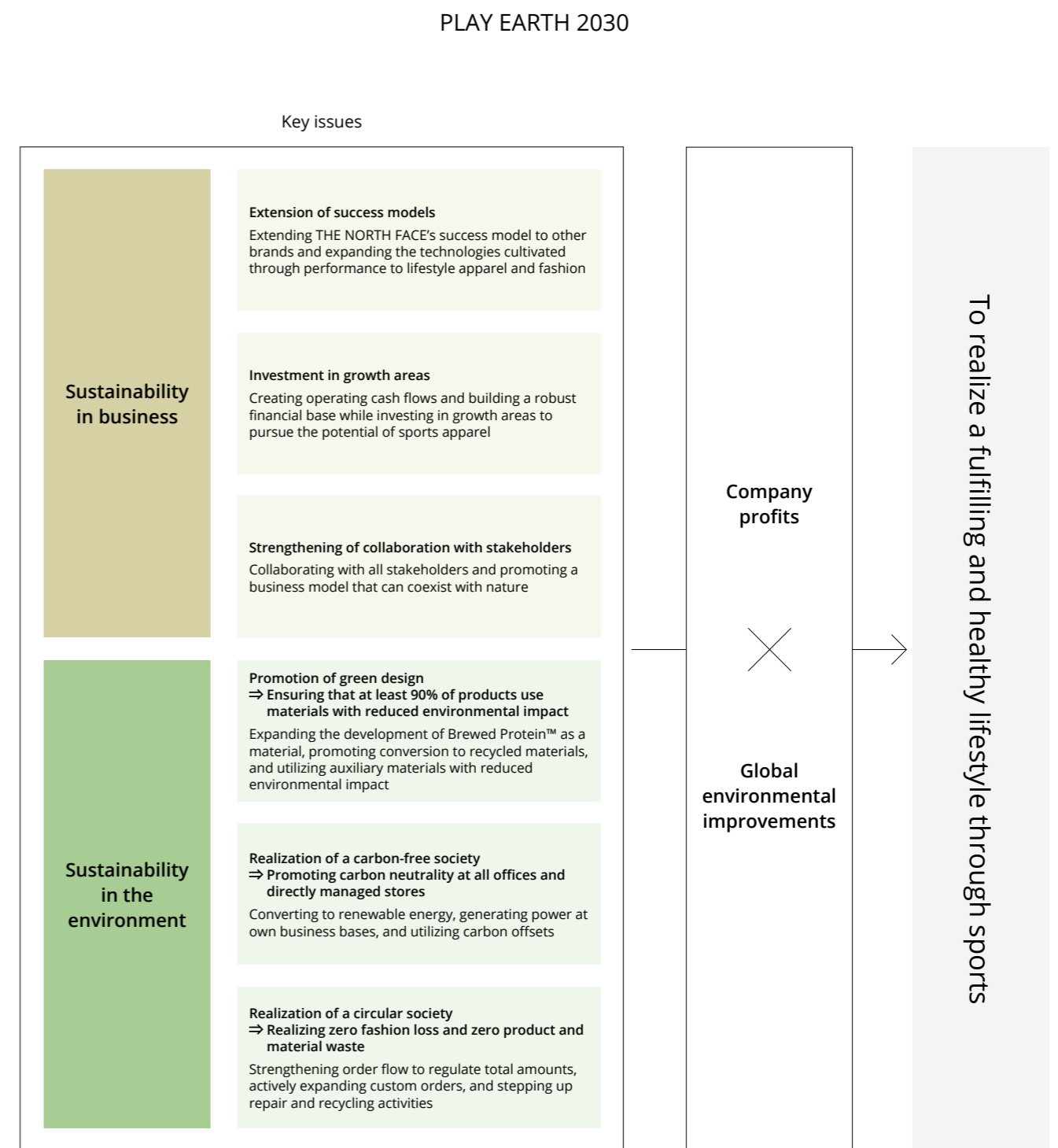
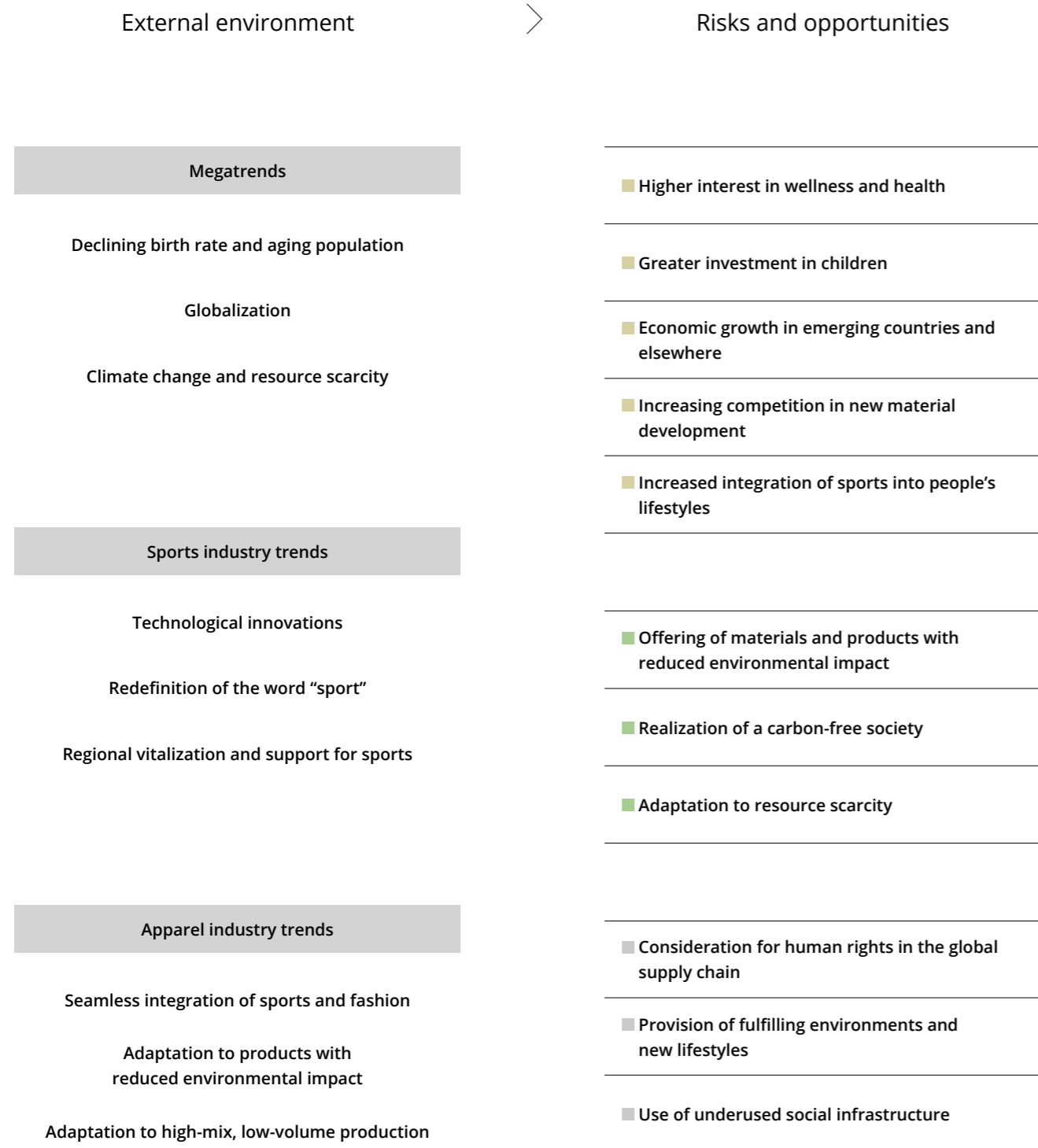
**Takao Watanabe**

President and Representative Director



# PLAY EARTH 2030

Viewing “PLAY EARTH” as a phrase that embodies our origins in sports, we are advancing initiatives to improve the global environment so that we can pass on a playground, in the form of communal land, to future generations. A reflection of this worldview, our long-term vision PLAY EARTH 2030 aims to achieve sustainability in terms of both business and the environment.





# Offering “Play with Nature” Experiential Value for a Sustainable Future

## PLAY EARTH PARK NATURING FOREST

In April 2023, PLAY EARTH PARK Inc. was established as a subsidiary in Toyama Prefecture, where GOLDWIN was founded.

The Company's new subsidiary is advancing the GOLDWIN PLAY EARTH PARK Business Concept project, which entails offering opportunities to play in nature, forming experiences that are the prototypes of sports. As the first phase in the implementation of this project, we are developing the PLAY EARTH PARK NATURING FOREST, scheduled to open in 2026 in the Sakuragaike area of Nanto City, Toyama Prefecture. We conducted the following interview about the project's vision and future prospects with the new company's leaders, Kazuya Nomura, who is the senior managing director, and Hiroshi Saito, who is the director and general manager of the Planning and Development Department.



**Kazuya Nomura**  
Senior Managing Director  
PLAY EARTH PARK Inc.

**Hiroshi Saito**  
Director and General Manager of  
Planning and Development Department  
PLAY EARTH PARK Inc.

### 01 Preserving the original experience of playing in the surroundings of mountains and rivers for future generations

— *What goals do you aim to achieve through the GOLDWIN PLAY EARTH PARK Business Concept project?*

**Nomura** Our long-term vision PLAY EARTH 2030 calls on us to create an experience-based business as a new mainstay alongside our existing product-based business and thereby become a company that also offers opportunities for encounters and occasions. The GOLDWIN PLAY EARTH PARK Business Concept project focuses on enabling children to experience play and learning in nature. Through this focus, the project aims to involve families and other groups and to promote an awareness of interaction with the earth. Given the significant environmental impact of the apparel industry, we want to reduce our manufacturing's environmental footprint. At the same time, we aim to go one step further by providing opportunities for people to connect with nature.

**Saito** Based on GOLDWIN's mission “To realize a fulfilling and healthy lifestyle through sports,” the project is tasked with presenting sports as a way to play in nature and heightening the awareness of the value of such activities. Also, the project is underpinned by our desire to preserve the original experience of playing in the surroundings of mountains and rivers for children 50 to 100 years from now. I believe that childhood experiences of feeling the beauty of nature and developing a relationship therewith that transcends language greatly affect subsequent character development. We will offer one solution to the social issue associated with the continuing loss of environments where children can have contact with nature.

**Nomura** At the same time, the project is significant in terms of regional development. Our goal is to boost consumer activities and contribute to regional revitalization by also creating a lively atmosphere in the areas

around the park that we establish. Rather than town-based industrial development, the project will give the region's wonderful cultural and historical assets as much exposure as possible and utilize them to bring economic benefits to companies, municipal authorities, and the local community.

— *What kinds of experiences will the facilities and zones in Nanto offer visitors?*

**Saito** Specifically, we plan to establish a range of facilities and zones that includes a garden, a campsite, a farm, a restaurant, and a museum. These facilities and zones will allow visitors to immerse themselves in and enjoy the splendor of nature. We want children to develop a liking for nature. As visitors' activities will not be limited to a single facility or zone, answering the question “What kinds of experiences will be offered?” is actually not that easy. Broadly speaking, our goal is to preserve the beauty of nature for future generations by offering a variety of ideas for new ways of living.

**Nomura** I think that gaining an understanding of the park is a little challenging because the term “nature experience park” does not quite fit, and there are no similar parks anywhere in Japan at the moment. However, as effectively conveying a sense of the park's purpose is very important, we are currently discussing the matter in-house.

— *Why was “PLAY EARTH PARK NATURING FOREST” chosen as the park's name?*

**Saito** The name incorporates our PLAY EARTH concept. In addition, “naturing” expresses our commitment to creating a better environment through the interaction and interrelationship of people and nature. Left untouched, nature's ecosystems form altruistic cycles of mutual support in which surpluses produced by insects and trees enable other organisms to live. However, humans, who account for only 0.01% of the earth's total biomass, are placing the

heaviest burden on the environment. For the earth to be sustainable, the proper integration of our lifestyles and industries into the earth's cycles is essential. We have used “naturing” to suggest a progressive process and to express the hope that people and nature continue evolving.

### 02 Collaborating with municipal authorities in the creation of sustainable communities

— *Why did you choose the Sakuragaike area as the site for the park?*

**Nomura** The Sakuragaike area is what is known in Japan as a “*satoyama*” environment, meaning nature and humans' daily activities intersect in the area. This intersection was an important reason for selecting the site. Neither deep in the mountains and inaccessible nor urbanized with a well-developed transportation network, the area is a mixture of hills and fields, and people have lived there for many generations. Also, the area's distinctive scattered village landscape is an ideal environment for learning about culture and history. In addition, Nanto has long been developing sustainable communities based on an “eco-village” concept. Consequently, our visions overlap in many respects.

**Saito** Traditionally, the people of Nanto have a special philosophy, which is known as “*dotoku*” in Japanese. It is based on showing altruism toward people and nature and living in gratitude for the abundance of nature. We have a great deal of empathy with this philosophy. Furthermore, Nanto mayor Mikio Tanaka says he wants to create a first-class rural area. We feel that his commitment to achieving regional revitalization by making the best use of local resources rather than by imitating cities is exactly in line with GOLDWIN's goals.





Rendering of PLAY EARTH PARK NATURING FOREST



Sakuragaike Pond

— *What kind of response have you received from the local community?*

**Saito** We have held several briefings on the project for the businesses, farmers, and landowners in the surrounding area. Generally, the response to these briefings has been positive, indicating stakeholders' high expectations with respect to the project. We are already receiving comprehensive cooperation from local prefectural and municipal entities, including assistance in site acquisition and the development of transportation infrastructure. That said, we are still only halfway through the project, and ongoing communication is essential.

**Nomura** I feel that the GOLDWIN PLAY EARTH PARK TOYAMA event held in summer 2022 at the Fugan Unga Kansui Park and the Toyama Prefectural Museum of Art and Design is a cornerstone of the project. We received a fantastic response from the local community for providing a place where children could play freely in nature. I believe that local residents hope to again see children in the Sakuragaike area having as much fun as they did during the event. Personnel who are usually in charge of manufacturing at the Toyama Head Office played leading roles in the event's frontline activities, providing an opportunity to deepen the relationship between our employees and the local residents. The hospitality we offered at that time was also well received and helped to foster trust in GOLDWIN.

### 03 Enhancing experiential programs that convert rain and snow into attractions

— *What difficulties, if any, have you encountered in advancing the project?*

**Saito** We really face a lot of challenges. The starting up and operation of large-scale, complex facilities of this kind require know-how completely different from that cultivated by the GOLDWIN Group to date. Consequently, everything is a new endeavor, and we advance the project through a process of trial and error each day. Based on our interactions with municipal authority officials and local interested parties, we are acquiring knowledge of the laws and regulations and land use rules, which is essential for development projects.

**Nomura** We often need the help of third parties, but we are also still trying to figure out who to ask for cooperation. With various unforeseen circumstances arising, I think the question is how to deepen discussions on solving problems so that we can take rapid action to address the problems in the limited time left until the opening in 2026.

— *Do you have any ideas or innovations designed to attract large numbers of visitors?*

**Saito** We plan to open the park year-round, including winter. Toyama has a lot of rain and snow, but we want to turn this into

an attraction. On snowy days, visitors will be able to walk in snowshoes through an endless white world, and on rainy days they can put on rainwear and have fun playing in the mud. I believe the key will be to devise novel activities that encourage people to see bad weather in a positive light and to realize that all aspects of nature can be enjoyed. GOLDWIN has an extensive lineup of clothing and gear to support such activities, which is an advantage.

**Nomura** I think that coming up with imaginative ways of encouraging frequent visits is critical. The pricing system has yet to be finalized, but we plan to create benefits for repeat customers. Encouraging GOLDWIN employees to visit by promoting the use of loyalty points will also be important. However, the most important task of all is to find ways of enhancing and expanding the experiential programs. We are working on a variety of ideas, such as offering visitors the opportunity to experience not only nature but also culture and history and furnishing a wide variety of consecutive experiential programs that are enjoyed by visiting repeatedly.

**Saito** The huge area covered by the park together with the further incorporation of regional collaboration will allow us to offer a menu of experiential activities that visitors would require more than just one day to enjoy. We will also step up marketing to school educational groups and actively promote the use of the park for summer camps and extracurricular classes. Our hope is that

many schools, both inside and outside Toyama Prefecture, will take advantage of the park to give students opportunities to study topics that cannot be grasped based solely on textbooks but must instead be understood through firsthand experience.

### 04 Creating a park with value through the concerted efforts of the GOLDWIN Group

— *What is your medium- to long-term vision?*

**Nomura** We are also considering the development of parks in other regions over the medium to long term once we have put PLAY EARTH PARK NATURING FOREST on a stable trajectory. As we continue our efforts, we may encounter government agencies or companies that share our philosophy and are willing to collaborate with us. We will value such encounters and explore various possibilities. On the other hand, an important feature of this project is that it will not be a promotional activity but a profit-generating business. Accordingly, in the near term our goal will be to generate profits commensurate with investment by establishing operations that rapidly achieve and sustain profitability. To this end, we will provide attractive experiential value that earns continuous endorsement from customers. I believe that the consistent provision of such value will build favorable relationships with customers, leading to the development of a business that generates stable profits.

**Saito** When considering the possibility of developing parks in other areas in the future, the significance of PLAY EARTH PARK NATURING FOREST, which is the first phase of the project, will increase in terms of establishing a system for park development and accumulating know-how. Since we will not be able to conduct the actual operations of the park entirely on our own, we must also determine how best to obtain

outside assistance. We may divide operations into those in which the strengths of GOLDWIN's existing businesses can be utilized and those that should be conducted by other companies. For example, we may manage camp sites in-house while seeking partner companies who can provide meals at the restaurant.

**Nomura** To create an appealing park, its personnel must have the kind of appeal that makes visitors want to return because they find a particular guide engaging. With this in mind, I want to ensure that we foster personnel in-house capable of playing central roles in communicating and developing relationships with customers. Only personnel can ensure that visitors have rewarding experiences every time they come to the park. What is more, the creation of welcoming settings is an area where GOLDWIN can demonstrate its distinctive character.

— *Finally, what are your thoughts on the personnel who are working on the project?*

**Nomura** Including the two of us, 11 personnel work at PLAY EARTH PARK. We have personnel from many different backgrounds. For example, the employee currently in charge of liaising with municipal authorities is a former employee of Nanto City Hall. Having the person who until recently was on the other side of the meeting table now sitting next to us and

handling various coordination tasks is reassuring. In addition, a former employee of the Japan National Tourism Organization, who has a wealth of practical experience in the operation of nature experience facilities and the development of promotional materials, has joined the company and is responsible for materials development. In this way, each employee is fulfilling a key role by utilizing their strengths. Although the project is now being led by the company's 11 personnel, I hope that more Group employees become interested in the project and express a desire to participate in it.

**Saito** I entirely agree with you. I believe that the GOLDWIN PLAY EARTH PARK Business Concept project requires all GOLDWIN Group employees to be focused on its realization. Within the Group, we will provide timely updates on our progress. Likewise, I want Group employees to give us their opinions and suggestions. For example, we would welcome ideas for potentially interesting initiatives or recommendations on the best people to contact when dealing with specific matters. I want to involve and interest the entire Group so that all of us develop the project together. I am convinced that only by doing so will we be able to create a park with real value where large numbers of visitors can fully enjoy "play with nature" experiences.

