



## Dedication to Detail

Our founder Tosaku Nishida said 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 principled manufacturing that does not neglect design, functionality, or aesthetics.

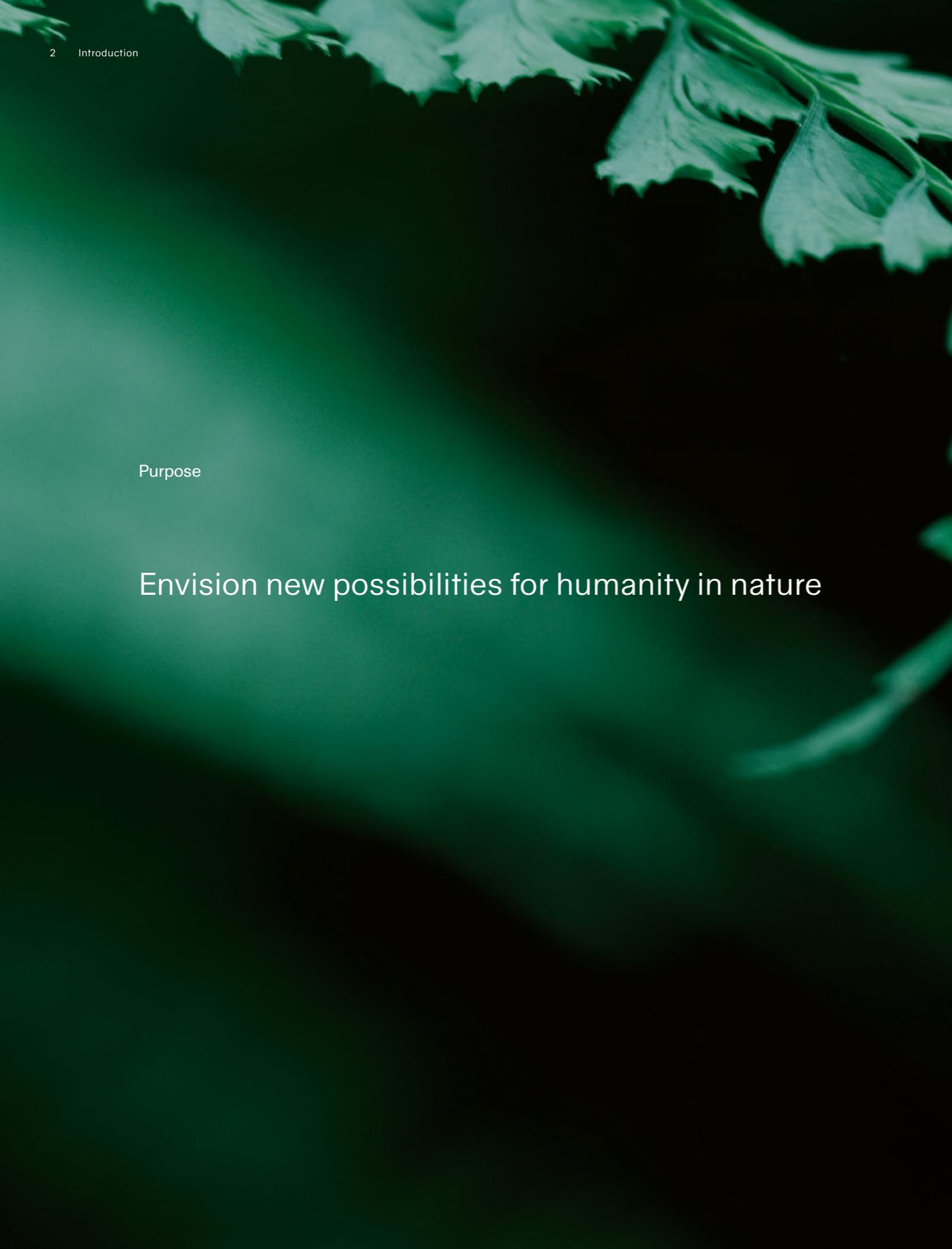
This stance of paying careful attention to what lies beneath the surface has been passed down through generations of Goldwin employees in addition to a commitment to manufacturing.

Beneath the surface of modern manufacturing lie various issues that require due consideration, including not just the pursuit of quality, but also the reduction of environmental impact, ensuring respect for human rights, and taking responsibility for the final disposal of products after use. Moreover, these issues are continuously evolving.

The social value that Goldwin creates extends not just to the customers who buy our products, but becomes part of the psychological enrichment we provide to society as a whole.

Our dedication to detail encapsulates the philosophy that we want to share with stakeholders around the world.





## Purpose

### Envision new possibilities for humanity in nature

Goldwin's products, experiences, and opportunities are designed to elevate human potential while fostering a healthier environment.

We view "play" as the foundation of all sports. This creative, expansive state of being informs our work as we honor our interconnectedness with the environment and evolve toward a brighter future for all life on earth.

**Vision**

- 1 To offer children opportunities to explore nature, unlocking self-discovery and empowering them to shape a bright future
- 2 To harness boundless imagination and employ innovative approaches aimed at fostering a healthier planet
- 3 To cultivate a vibrant, supportive community that extends beyond our organization as we strive to create meaningful experiences and a sustainable society

**Values**

- |                |  |
|----------------|--|
| <b>Play</b>    | We approach each task with an open and curious mind, much like the way children explore the world through play, continuously evolving and responding to changes in the world around us.  |
| <b>Imagine</b> | We employ our collective wisdom, experience, knowledge, and our senses to envision our process holistically, recognizing how even the smallest details play a role in shaping the broader picture.   |
| <b>Engage</b>  | We strive to express our beliefs through action, and embrace difficulties, uncertainties, and ambiguous situations as a part of the process. We welcome opportunities to address society-wide challenges and instigate change in the world.                              |
| <b>Create</b>  | We are continuously refining our products and methods, maintaining meticulous attention to detail while upholding a tradition of excellence. A dialogue between ideation and action allows us to craft products and experiences that inspire discovery, wonder, and joy. |
| <b>Respect</b> | We remain steadfast in our land-based traditions as we foster reciprocal relationships, knowing that our lives are supported by our ecosystems and extended communities.   |

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We have a responsibility to pass on a beautiful global environment to the children of today who will live in the world of tomorrow. To meet this responsibility, we must think unconventionally and commit ourselves to benefiting the world. Each of our employees will consider and love the beauty of nature and, with a focus on the future, continue moving forward to fulfill our responsibility.

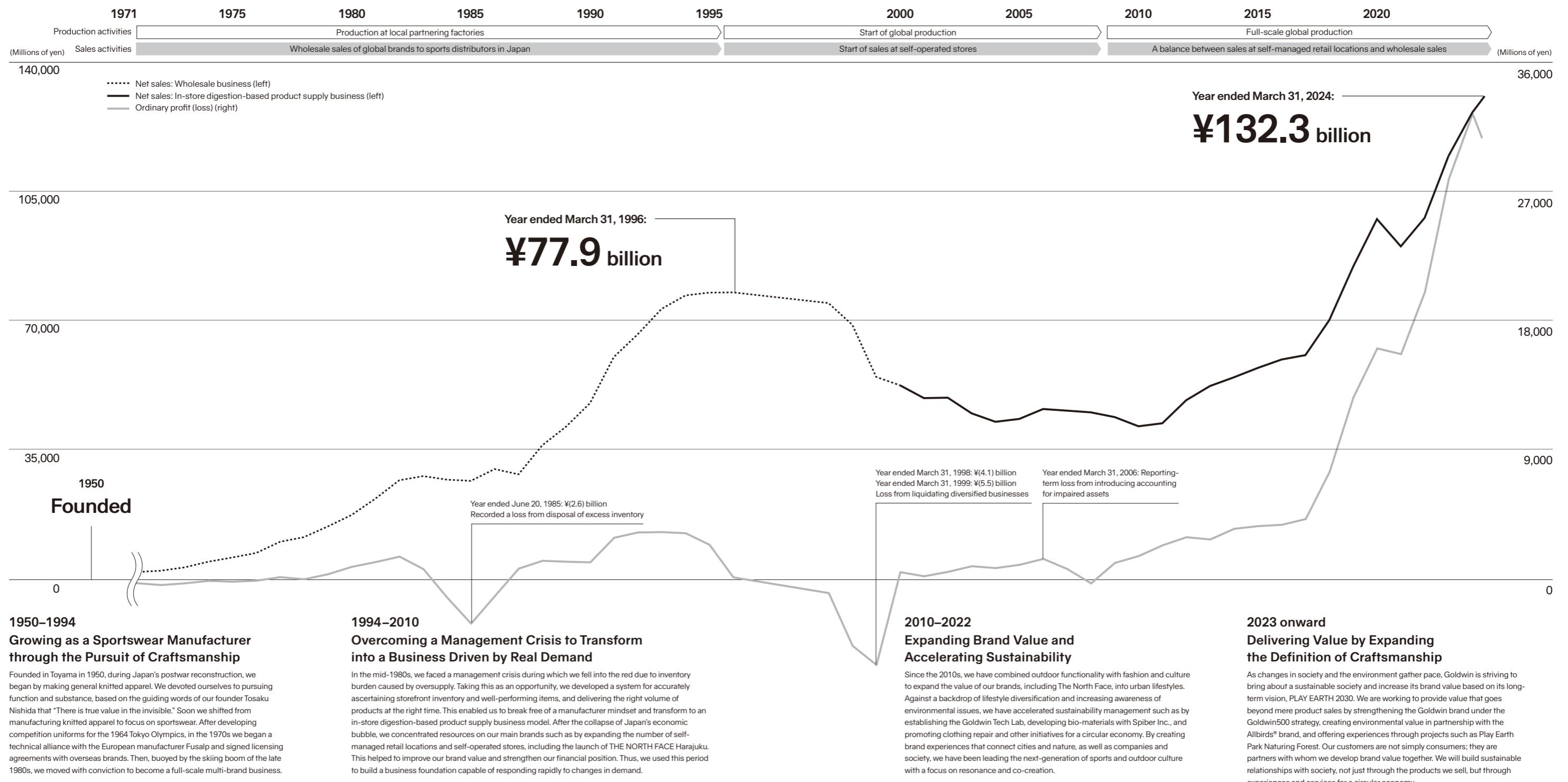
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These are the values that Goldwin holds dear and aims to embody. To realize our purpose, each employee must expand their own potential. Embracing an altruistic perspective, we will emphasize consideration and mutual respect, not only among people but also with nature. Through creativity fostered by engaging with and enjoying the natural world, we will continue to challenge ourselves to achieve new goals.

# The Goldwin Story

After starting out from a small town in Toyama in 1951, we have spent the years since exploring the true art of making things through the medium of clothing. Amid the issues and changes we have weathered over the years, we have continued to reexamine our values and advance our systems and technologies. We are striding toward a new future while building deeper relationships with nature and society.

(Note) Self-operated stores: Stores directly operated by the Company  
Self-managed retail locations: Exclusive sales spaces in self-operated stores, large sports retailers, and other locations, for which the Company manages product range and inventory



Founded in Toyama in 1950, during Japan's postwar reconstruction, we began by making general knitted apparel. We devoted ourselves to pursuing function and substance, based on the guiding words of our founder Tosaku Nishida that "There is true value in the invisible." Soon we shifted from manufacturing knitted apparel to focus on sportswear. After developing competition uniforms for the 1964 Tokyo Olympics, in the 1970s we began a technical alliance with the European manufacturer Fusupal and signed licensing agreements with overseas brands. Then, buoyed by the skiing boom of the late 1980s, we moved with conviction to become a full-scale multi-brand business.

## 1994–2010

### Overcoming a Management Crisis to Transform into a Business Driven by Real Demand

In the mid-1980s, we faced a management crisis during which we fell into the red due to inventory burden caused by oversupply. Taking this as an opportunity, we developed a system for accurately ascertaining storefront inventory and well-performing items, and delivering the right volume of products at the right time. This enabled us to break free of a manufacturer mindset and transform to an in-store digestion-based product supply business model. After the collapse of Japan's economic bubble, we concentrated resources on our main brands such as by expanding the number of self-managed retail locations and self-operated stores, including the launch of THE NORTH FACE Harajuku. This helped to improve our brand value and strengthen our financial position. Thus, we used this period to build a business foundation capable of responding rapidly to changes in demand.

## 2010-2022 Expanding Brand Value and Accelerating Sustainability

Since the 2010s, we have combined outdoor functionality with fashion and culture to expand the value of our brands, including The North Face, into urban lifestyles. Against a backdrop of lifestyle diversification and increasing awareness of environmental issues, we have accelerated sustainability management such as by establishing the Goldwin Tech Lab, developing bio-materials with Spiber Inc., and promoting clothing repair and other initiatives for a circular economy. By creating brand experiences that connect cities and nature, as well as companies and society, we have been leading the next-generation of sports and outdoor culture with a focus on resonance and co-creation.

## 2023 onward

### Delivering Value by Expanding the Definition of Craftsmanship

As changes in society and the environment gather pace, Goldwin is striving to bring about a sustainable society and increase its brand value based on its long-term vision, PLAY EARTH 2030. We are working to provide value that goes beyond mere product sales by strengthening the Goldwin brand under the Goldwin500 strategy, creating environmental value in partnership with the Allbirds® brand, and offering experiences through projects such as Play Earth Park Naturung Forest. Our customers are not simply consumers; they are partners with whom we develop brand value together. We will build sustainable relationships with society, not just through the products we sell, but through

Note: Allbirds® is a registered trademark of Allbirds, Inc.

## Goldwin at a Glance

(Fiscal 2024 results)

**¥132.3 billion**

**16.6 %**

**160**

**7**

**12,154 kg**

**23,887**

### Net sales

We are expanding our business both domestically and internationally, and continue to grow sustainably with a focus on the outdoors and sports.

### Operating profit margin

We maintain high profitability and achieve a stable revenue base through strong brand power and efficient management.

### Number of self-operated stores

We aim to create various store formats that reflect regional characteristics and customer demographics, not only through the products carried but also through the creation of spaces that engage all the senses.

### Number of self-operated stores overseas

Outside Japan, we have self-operated stores in seven cities around the world, and are building our presence in the premium sports market through brand experiences that focus on the intersection between functionality and aesthetics.

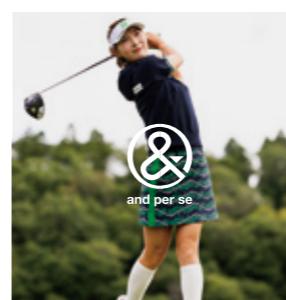
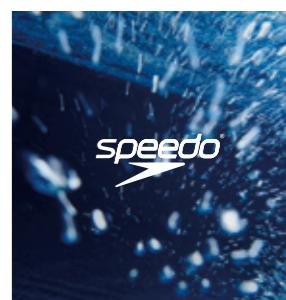
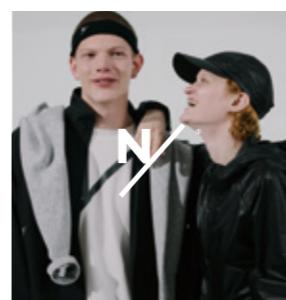
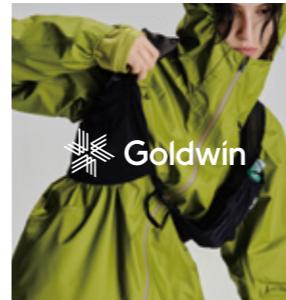
### Clothing collected for recycling

The items we collect are recycled or used as resources, thereby contributing to the realization of a circular economy.

### Total number of repairs

To ensure our products can continue to be used for a long time, we strive to provide product repair and maintenance services and build lasting relationships with customers.

**16**



## Contents

Based on our long-term vision, PLAY EARTH 2030, we at Goldwin aim for a future in which nature, people, and society are enriched by our business. *Goldwin Integrated Report 2025* takes a multifaceted approach to introducing our management strategies, business performance, sustainability initiatives, and stance on governance from the perspective of the value circulation model underpinning our vision.

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<hr/> <p>Covering our purpose, vision, values, and history, this section introduces Goldwin's <i>raison d'être</i>. It depicts the various challenges—concerning nature, people, and society—that we have taken on so far, as well as our future direction.</p>		<p>Centered on our value circulation model, we introduce our in-store digestion-based product supply business model, commitment to manufacturing, R&amp;D activities, and co-creation initiatives. This section illustrates how we are spreading genuine, intangible enrichment throughout society and to the next generation.</p>		<p>The Chairman of the Board of Directors and each of the External Directors give their perspectives on efforts to improve the transparency of management oversight and decision-making. We also present how we enhance trust through our governance system, introduce the various officers of the Company, and provide a summary of corporate information.</p>



## Message from the President

**We will take on the challenge of global expansion while continuously pursuing value creation unique to Goldwin to realize business that coexists with nature.**

Takao Watanabe  
President and CEO

### **The Value We Can Pass On to the Future through Our Businesses**

The apparel industry faces numerous social issues, including climate change and human impacts on ecosystems, resource waste resulting from mass production and mass disposal, and human rights, fair procurement, and other issues throughout global supply chains. Goldwin also faces these realities, and we take seriously the impact our business has on the environment and society.

In taking on these issues, we come up against many questions. Why continue engaging in this business? What value can the Company pass on to the future? After asking ourselves these questions time and again, the answer that emerged led to the 2024 formulation of our purpose: Envision new possibilities for humanity in nature. Our aim in business is not simply to increase our numbers. Indeed, our determination and desire to become a force in management toward regenerating the global environment, leaving our beautiful planet for future generations, is an essential part of this purpose.

In my case, the will to pursue this desire originates in the sensibilities I cultivated from a childhood spent immersed in nature. When enjoying the mountains and the seaside, when camping and fishing with friends and family, when I feel the cool morning air, hear the waves at the water's edge, and gaze up at the starry sky—I feel a connection. These moments have taught me the richness of living naturally, as well as the grace

to accept things that do not go as planned. Even now, I cherish time spent immersed in nature, where I can reset and find calm.

Many years ago, an encounter with the late photographer Michio Hoshino provided an opportunity to deepen my appreciation of nature. Mr. Hoshino taught me the importance of understanding that even though we might not personally know about it, nature is thriving everywhere out there in the world. While it is rare to actually witness a brown bear catching salmon in Alaska, simply imagining this scene unfolding far away in the wilderness is oddly reassuring and instills one with a reverence for nature. This is the insight Mr. Hoshino shared with me.

Nature is constantly changing. When we encounter nature, we have the opportunity to notice not only changes in nature, but also changes in ourselves. Experiencing nature can be an important opportunity to accept our changing selves, discover the next steps we need to take in our lives, and grow as individuals.

I always tell our employees that I want them to approach new experiences with curiosity and take on challenges, because I believe change is what truly fosters personal growth. Through our products and services, we create moments for customers to exceed their own limits and encounter nature anew, and in turn, we also achieve new growth. This is the essence behind our purpose, which ultimately connects to Goldwin's very reason for being.

## Message from the President

### Challenges Essential for Change and Growth

Nature and people continue to change. Based on this premise, we have consistently bucked convention in our business operations to create value where none existed before. What still resonates strongly with me is what Kenneth "Hap" Klopp, one of the founders of The North Face, told me in the United States in 1985 not to imitate but to think for myself. Although many people are hesitant to take on challenges due to uncertainty of the unknown, I believed in his words, and repeatedly asked myself what kind of value is truly needed in the world.

For example, in mountain rainwear, being highly visible and easily spotted in an emergency is crucial, and it was common at the time to use bright colors. However, I thought it would be nice to have rainwear that could be worn both in the city and the outdoors. This led to our introduction of a new option, the color black. Opposition both within and outside the Company proved stronger than anticipated, with some arguing that black does not sell and bright colors are the norm in mountaineering. Nevertheless, we decided to carry it in self-operated The North Face stores at that time. As it turns out, the color that actually sold the best was black. Customer response proved that many people wanted black, and black outerwear eventually became a signature item for the brand. We take on challenges that go beyond industry conventions and give form to latent customer demands. This remains one of my most memorable experiences, and continues to teach me the importance of breaking down convention with imagination.

Alongside unbound imagination, a philosophy that we have long cherished is "dedication to detail." In manufacturing, we have pursued craftsmanship not only in visible aesthetics and features that immediately stand out, but also in the meticulous design elements that users may never see—such as how seams are finished, where features are placed, and other aspects of fine-tuning that determine comfort and durability. This approach stems from the mindset of our founder Tosaku Nishida, who emphasized, "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." Throughout the manufacturing process, our people engage in ongoing discussions and trial-and-error, debating whether products could be made more comfortable, and suggesting

areas for improvement even for issues that users are unlikely to notice. The accumulation of these efforts is the essence of Goldwin. Our dedication to detail has deepened over time and we are now working to share it internally as our Company-wide philosophy. It is not merely a slogan. It is an essential part of our identity, which permeates all our products, services, and frontline employee conduct.

In frontline operations today, the concepts of unbound imagination and dedication to detail work together symbiotically, and serve as the driving force for creating new value. A great example of this is our structural protein material, Brewed Protein™ fiber.\* Drawing inspiration from the natural ingenuity of spider silk, this fiber is a world first, created from scratch as a protein-based material through microbial fermentation (i.e., brewing). It is produced through sustainable manufacturing that does not rely on petroleum- or animal-derived materials, and its various properties, from strength to flexibility, have been meticulously refined through countless prototypes and rigorous testing. Driving our pursuit of future materials is our uncompromising commitment to user comfort, fueled by the passion and dedication of frontline employees who confront environmental challenges head-on.

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

### Areas of Tangible Success Will Be the Driving Forces of the Future

Looking back at fiscal 2024 (ended March 31, 2025), the first year of our current five-year medium-term management plan, although sales fell slightly short of plan, I feel it was a year in which we steadily enhanced our foundation for overall corporate growth.

The Goldwin500 project, in particular, has generated tangible successes based on our willingness to take on challenges. By brand, sales for the Goldwin brand increased substantially to ¥4.4 billion, up from ¥3.2 billion in the previous year. Listening to the comments of salespeople and frontline employees who engage directly with customers, as well as feedback from overseas locations, makes it clearer than ever that the value we provide—high functionality, aesthetic beauty, and universal designs that stand the test of time—is being recognized. The goal of achieving ¥10.0 billion



in sales by fiscal 2026 is now well within our reach.

Meanwhile, The North Face will continue to be a pillar of our growth and profitability. The expansion of flagship stores in urban areas and demand from inbound visitors to Japan have provided a tailwind, and I feel that customer response on the salesfloor, as well as trust in the functionality and design of our products, have never been stronger. One challenge we faced in the first half of fiscal 2024 was that demand for winter clothing was significantly delayed due to record-high temperatures during the fall/winter sales season. Although demand recovered when temperatures dropped sharply from late November, I was made keenly aware of the difficulty in responding to sudden market changes. We must further refine our in-store digestion-based product supply business model to swiftly adapt to sudden changes, accelerate decision-making in frontline operations, and quickly respond to actual market movements and customer feedback.

Regardless of how well planned or intentioned, efforts are

meaningless unless they are realized in frontline operations. Goldwin's unique strength lies in its in-store digestion-based product supply business model, which flexibly responds to sudden changes in the climate and market environment while continuously meeting genuine customer needs. Going forward, we will continue to closely monitor changes and customer feedback in frontline operations, while striving to build a system that empowers each member of our team to think and act independently.

### Bringing Fresh Creativity to Products and Stores

In fiscal 2025, we are targeting sales of ¥140.5 billion as we enter an action phase on the path to realizing our long-term vision, PLAY EARTH 2030.

In our overseas operations, we will accelerate the global expansion of the Goldwin brand. In the Chinese, Korean, and European markets, we will proactively engage in dialogue

## Message from the President

with local partners and personnel, while strengthening measures that deliver brand value more directly to customers through store spaces, visual merchandising, and customer service and communications. We are also expanding our operational structure and promotional activities tailored to regional characteristics, among other efforts aimed at proactively promoting brand development unique to Goldwin. We plan to establish a total of 10 new bases during fiscal 2025, including seven overseas stores and three stores in Japan. The question going forward is how best to implement our domestic in-store digestion-based product supply business model in markets outside Japan. A critical issue to resolve in order to advance to the next stage will be sharing our achievements and expertise across cultures and among global talent, and then building further upon them.

In our domestic operations, we will focus on deepening brand experiences centered on The North Face, as well as expanding our value propositions for everyday life. To do so, we will increase the share of accessories, backpacks, footwear, and other products less susceptible to seasonal fluctuations in our lineup, thereby stabilizing earnings. In the footwear category, we will promote new offerings, such as the VECTIV collection, which is positioned as a future growth area. The women's and children's categories also represent markets with significant potential. For children's products in particular, brand communication that resonates with parents and guardians will be key. To this end, so far we have rolled out 10 large-size base stores across Japan. These experiential stores, where adults and children can browse and shop together, as well as dedicated sales areas and event planning, enable the whole family to experience our brand worldview.

Based on this strategy, we plan to open an additional 15 stores in Japan and overseas during fiscal 2025, this time focusing on the Goldwin brand. The expansion of experiential channels centered on self-operated stores is more than simply an increase in store numbers, it is an important opportunity for our customers to experience the worldview and values we represent.

At Goldwin Kyoto, which opened in May 2025 as our first flagship store in the Kansai region, specially trained personnel convey the stories behind our meticulously designed products. The moment a customer picks up a product, they can feel the passion and worldview behind it. As someone who has thoroughly pursued excellence in manufacturing, seeing that

happen gives me tremendous joy. As we accelerate new store openings, I have personally visited stores in China, Korea, and Europe, engaging in direct dialogue with local personnel and customers. Through my experiences across various regions, I witnessed firsthand how the value of Goldwin as a premium sports brand is steadily gaining traction among discerning customers in urban areas.

In Japan, we currently have a total of 160 self-operated stores and franchise locations for major outdoor brands (as of March 31, 2025). I believe that the salesfloor is where a company's stance is most clearly on display. This is why we are committed to the self-operated and franchise model, as well as why we aim to carefully nurture a corporate culture where every single member of our team can embody the brand philosophy. For this reason, the quality of expression projected by the store itself, starting with its design, is crucial. Anyone visiting will surely get a feel for the values woven throughout the new Goldwin store. Designing a store that fully reflects our brand worldview has also been a new challenge for us in terms of breaking free from past conventions.

### Creating Nature for the Future

The Goldwin Play Earth Park Business Concept project underway in Nanto City, Toyama Prefecture, is also something that would never have emerged from the approach of a conventional apparel company. This approximately 40-hectare field is being developed into a space where people can play, learn, and co-create the future. When people hear the phrase "protecting nature," they tend to think of restoring lost nature to its former state, or conserving existing nature to prevent its loss. However, the theme of Play Earth Park Naturing Forest, slated to open in 2027, is "creating nature" for the future. As I touched upon previously, the only universal truth in this world is that nature is constantly changing. Precisely for that reason, rather than seeking to leave nature alone, our aim is to create nature for the future, together with children.

In fiscal 2025, we will commence full-scale efforts in the experiential domain, targeting what is known as "experiential consumption" with the launch of the experience-based business. In April 2025, we entered the adventure tourism field with the addition of Alpine Tour Service Co., Ltd. to the Group. It is a company with a solid track record in mountaineering,

trekking, and other nature experience tours. Going forward, we will consider offering unprecedented customer experiences, such as enabling customers to sign up for experiential services when purchasing gear at The North Face stores, as well as implementing programs where salespeople themselves can lead tours as guides. The experiential domain business can certainly be expanded into corporate training, environmental education, and other B-to-B areas. Furthermore, based on our participation in the National Park Official Partnership Program conducted by the Ministry of the Environment, we have also been working to better utilize and promote Japan's national parks. Going forward, we plan to design travel, learning, and experiential programs based in national parks across Japan, providing opportunities for both the people of Japan and inbound visitors to interact with nature.

Taking on challenges such as these in the experiential domain is sure to enhance corporate value beyond the expected when simply launching new businesses. Given that we are a company that is primarily focused on apparel, how should we embody our purpose of envisioning new possibilities for humanity in nature? This new endeavor seeks to answer that question. I want to strongly emphasize that our business expansion in the experiential domain is aligned with our trajectory to date, and will serve as a key driver of our growth strategy going forward as we aim to further enhance our corporate value.

### Toward Co-creation with All Stakeholders

"Wealth" is often talked about in terms of economic success, but humans are not beings whose actions are driven solely by economic incentives. Understanding each other or helping to make another person's life better—perhaps it is only in these ways that people can feel genuinely fulfilled. In observing younger generations, my sense is that an increasing number of people seek greater value in their work, both by achieving personal fulfillment, as well as by contributing to the happiness of others. In my case, such motivations have only grown stronger with age.

Our business is much more than just making and selling products. Rather than fixating solely on functionality and efficiency, we value thoughtful simplicity and universal beauty that harmonizes with nature, and fulfill our responsibility to society through manufacturing. Empowering customers,

partners, and employees to embrace challenges, and transform relationships between nature and people for the better—these aspirations have led to initiatives such as Goldwin500 and the launch of our experience-based business. Although there is still plenty of trial and error ahead, I feel we are making gradual yet steady progress alongside our colleagues and others who share in our values.

The major challenges facing society and the global environment are not something Goldwin alone can overcome. By joining with like-minded individuals and consistently making choices and taking actions with sincerity, I firmly believe we can create new value for society and nature. Moving forward, we will continue to approach everything we do with the enduring desire to envision new possibilities for humanity in nature.



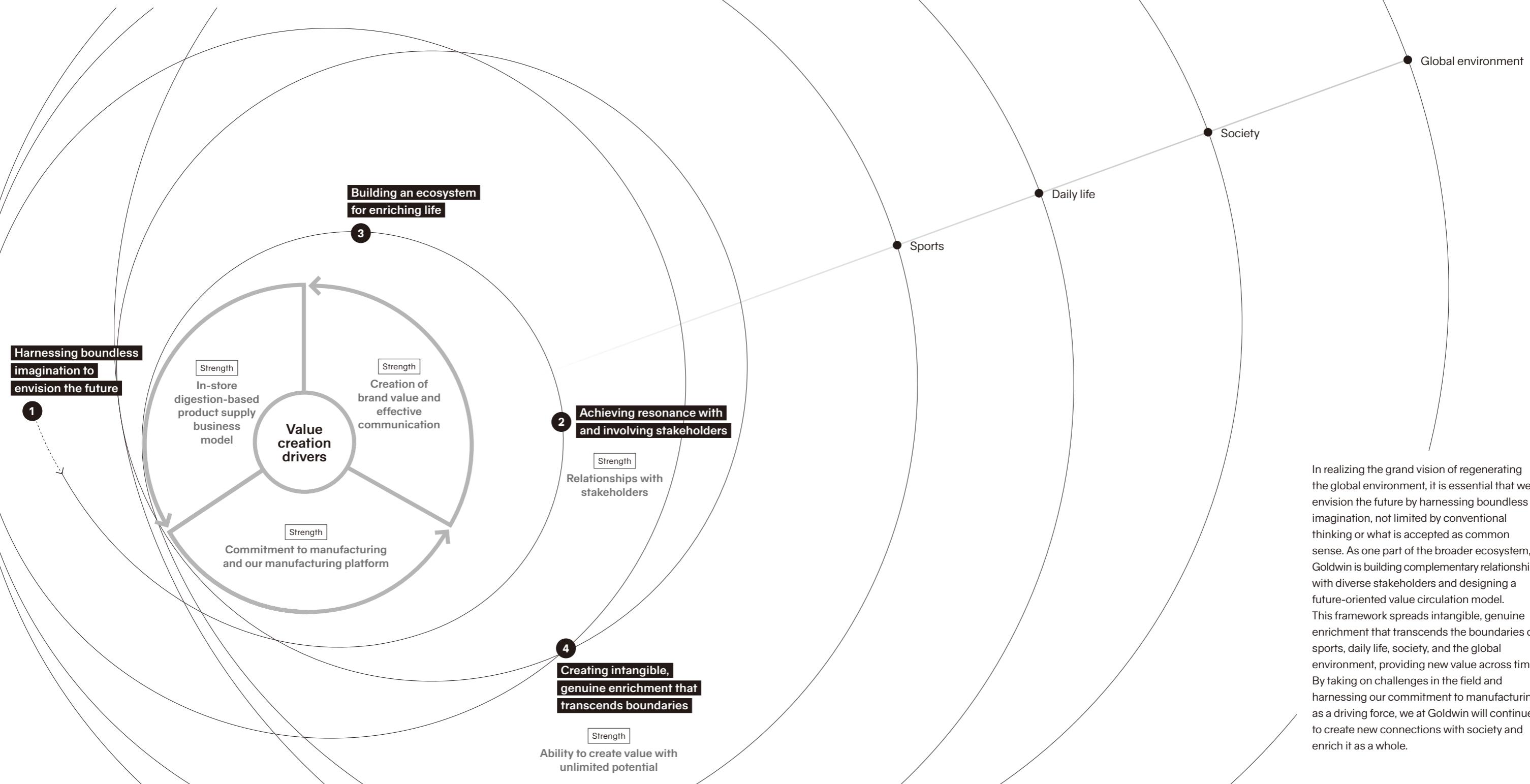
## Our Value Creation

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## Value Circulation Model

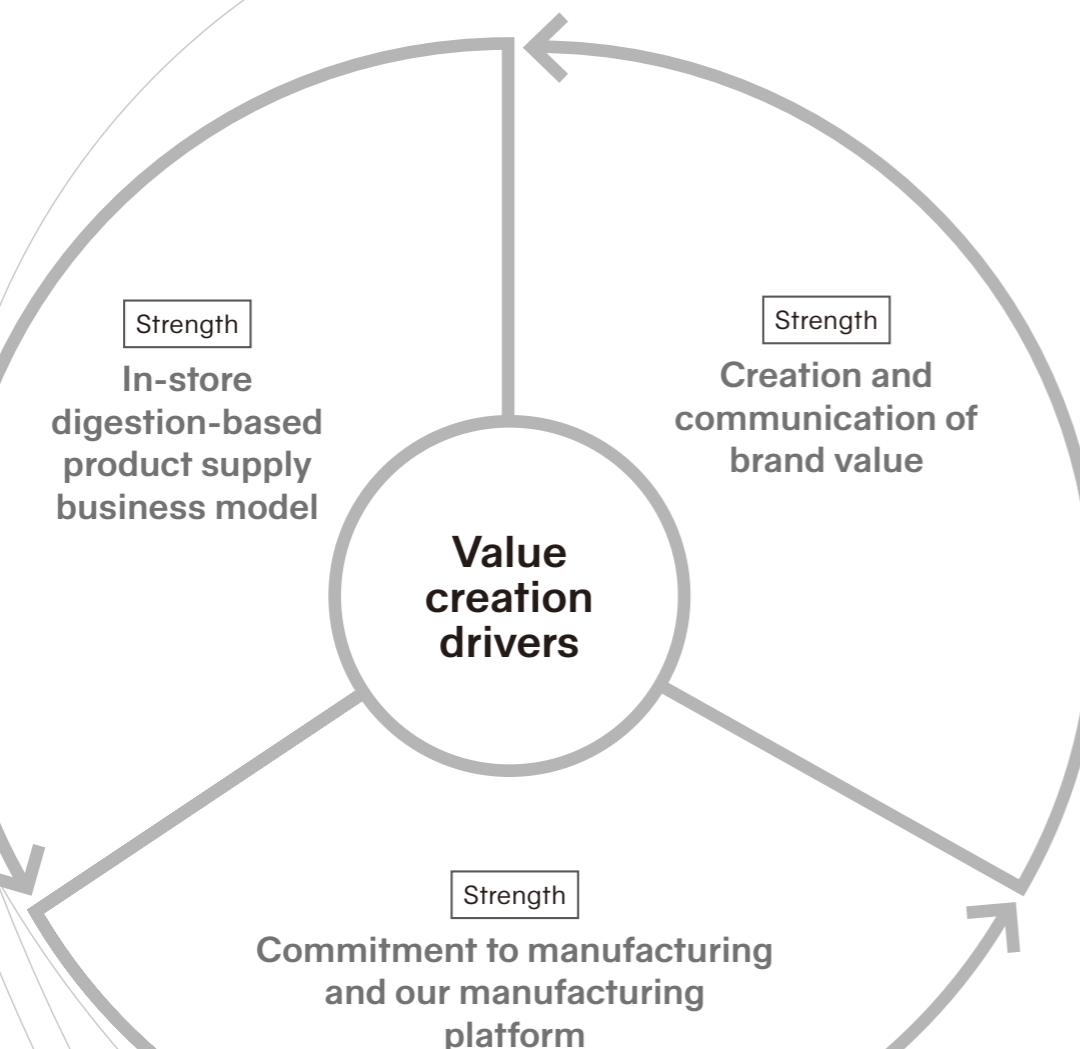
Always with an altruistic mindset, Goldwin seeks to harmonize with the circular systems of the earth's biosphere by practicing business management that generates the greatest benefit using the least amount of resources. Through this approach, we aim to regenerate the global environment and sustainably enhance our corporate value.



## Value Creation Drivers

Goldwin's three strengths form the driving force that enables our value circulation model to function sustainably. These are: a business model that responds quickly to demand, a commitment to manufacturing with attention to detail, and the ability to build resonance through our brand. Each of these is interconnected, continually driving the cycle forward toward our next endeavor.

Strengths



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

Goldwin has established robust business foundations through its digestion-based business model, which involves directly ascertaining customer needs from the storefront and ensuring efficient inventory management throughout the value chain, from production planning to sales.

We reduce product returns and discounting by directly analyzing customer needs at self-managed retail locations and the stores of wholesale partners, enhancing the accuracy of store demand forecasts and enabling stricter application of order plans and inventory flow management. In addition, we promote full sell-through of each season's products and inventory by rigorously managing production volumes, including material procurement, introducing products to stores in a timely manner, and flexibly reallocating inventory between stores. This digestion-based business model—which ensures efficient inventory management throughout the value chain, from production planning to sales—reduces the sales loss rate to an absolute minimum.

### Commitment to Manufacturing and Our Manufacturing Platform

In manufacturing, Goldwin has an unwavering commitment to making high-value-added products, based on the conviction that "There is true value in the invisible."

Maximizing synergies between our experience as a sports apparel manufacturer and the latest technologies, we conduct development aimed at realizing advanced functionality and design appeal, implement strict inspections focused on high quality, and 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." This mindset is the starting point of Goldwin's manufacturing—what we call "monozukuri" (the art of making things).

### Creation of Brand Value and Effective Communication

We constantly provide new value to a growing number of customers through collaboration with our wholesale partners and self-managed retail location, 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, we have continued to update our production, marketing, and sales approaches to align with the needs of the times. Starting with our 160 self-operated stores and the sales areas of wholesale partners' stores in Japan and overseas, we rigorously pursue customer satisfaction at every point of contact, while communicating each brand's worldview and the added value it offers to customers. These efforts include communication via brand websites and brand ambassadors.

Sales loss rate

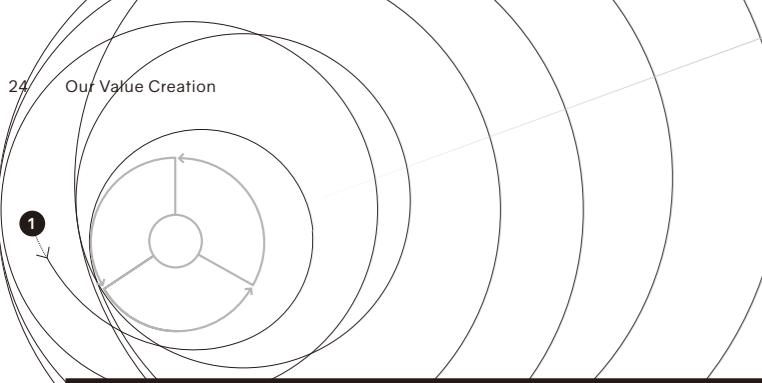
**1.4%**

We minimize excess inventory through detailed supply-and-demand forecasting and store-driven inventory adjustments. We are able to keep the sales loss rate at a very low level by leveraging our unique supply chain system.

Number of brands

**16**

Our portfolio comprises 16 brands in Japan and overseas, focusing on sports and the outdoors. By collaborating with top brands and working to strengthen our own, we are structuring a brand portfolio that can respond flexibly to diverse customer needs and changes in the market.



## Harnessing Boundless Imagination to Envision the Future

"Question common sense, and dare to reexamine it"—this attitude is Goldwin's starting point for value creation. Issues facing the fashion industry, such as climate change and mass disposal, cannot be solved by simply extending existing approaches. That is why we insist on not being bound by custom and convention, and on working backward from future goals. In other words, we have focused on "harnessing boundless imagination." Imagination is the inherent human creativity to envision that which does not yet exist in the world, coming up with ideas that cannot be conceived through data and analysis alone. We have pursued technologies and products that are needed by people and the earth, by learning from the principles and materials of the natural world and finding new ways to connect science, sensibility, and ideas. Such endeavors have resulted in the development of revolutionary materials like Brewed Protein™ fiber, as well as products and services that create new experiences, for example. We aim to balance addressing social issues with creating new market value. This is both our ongoing challenge and the driving force behind our sustainable growth.



Research and development costs (Fiscal 2024)

¥707 million

Number of items handled (Fiscal 2024)

Approx. 7,000

(Number of items handled by the Goldwin Online Store)

## Goldwin Tech Lab

A research center that thinks from the future

The Goldwin Tech Lab is a base for promoting research and development not bound by conventional thinking, in anticipation of future changes in the global environment and society. We are rolling out multifaceted initiatives that blend science and sensibility. These include testing materials based on projections of lifestyle changes and climate trends for 2030, and designing functions based on analysis of athlete movement. Such endeavors enable us to define new ways to enrich people's lives beyond the outdoor segment, and are the foundation for establishing a new value cycle together with our co-creation partners in and outside Japan.

<https://corp.goldwin.co.jp/techlab>



## Goldwin 0

A brand line defining new ways to enrich people's lives

Goldwin 0 redefines outdoor apparel through revolutionary innovations that break new ground, opening up new fields in function and design. At three locations (Tokyo, Toyama, and Portland), we leverage carefully selected materials and cutting-edge technologies to create apparel that pushes the limits of both design and function to higher levels. Through simple manufacturing full of curiosity, we are co-creating new definitions for what an enriched life can mean, together with users and society. Every season we update our concepts and technologies to drive forward the next generation of outdoor culture.

<https://www.goldwin-global.com/us/goldwin-0>

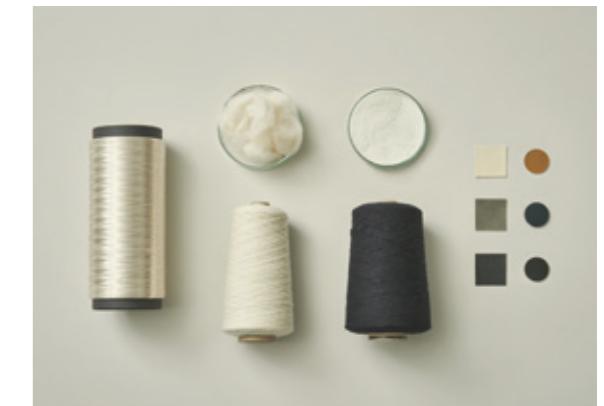


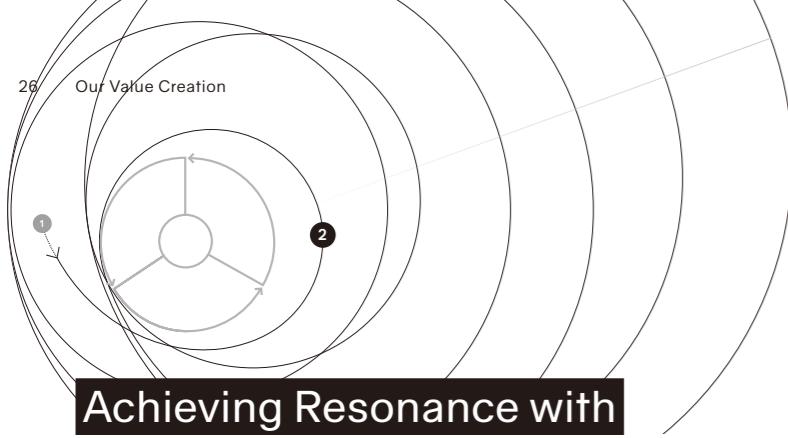
## Brewed Protein™ Fiber

Developing innovative materials inspired by nature

Brewed Protein™ fiber is a new material that was designed at the molecular level, drawing inspiration from the structure of spider silk. In collaboration with Spiber Inc., we have gone beyond conventional recycling to fundamentally re-envision what a material can be. After many years of prototyping, we have succeeded in commercializing our first clothing product. The fruit of material development co-creation, this material balances sustainability and functionality to bring a new way for circulating value to people and the earth.

<https://about.goldwin.co.jp/eng/about/future>





## Achieving Resonance with and Involving Stakeholders

A single business cannot create sustainable social value all on its own. Goldwin has continued to engage in sincere dialogue with various stakeholders, including materials suppliers, wholesale partners, and logistics partners, as well as local communities and customers. We see our business partners and customers as true partners in creating value. By listening carefully to each of their opinions and expectations, we are expanding the community of people with whom we share values and aspirations. Stores are not just points of sale, but places to gather the opinions of customers and the local community in real time, and points of departure that feed directly into the development of our next products and services. Moreover, we create collaborative projects and new brand experiences by engaging in dialogue and collaboration with business and regional partners. This chain reaction sparked by shared passion leads to sustainable business growth and deepens brand value.

Goldwin's total number of self-operated stores and self-managed retail locations  
(Fiscal 2024)

210

Goldwin's total number of wholesale partners  
(Fiscal 2024)

866



Strength

## Relationships with Stakeholders

**In realizing the future envisioned by Goldwin, resonance with stakeholders is essential.**  
**The significant momentum created by involving stakeholders will spread value far and wide.**

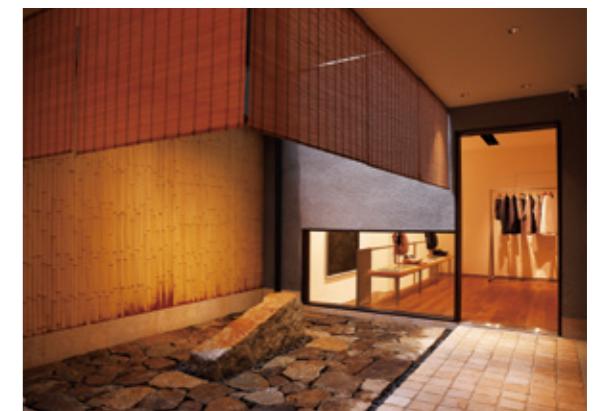
Goldwin has always harnessed collaboration and co-creation with partners to drive its own transformation. Examples of joint initiatives include entering licensing agreements with overseas brands and involving business partners in the establishment of our in-store digestion-based product supply business model. Currently, we are embarking on innovation-focused co-creation with start-ups and research institutes that share our vision of improving the global environment. We are also working to create new value by engaging in dialogue with customers and business partners.

### Creating Spaces That Appeal to All Senses, with Interior Design, Materials, and Fragrances

#### Spatial value as brand experience

Stores for the Goldwin brand are not simply sales locations, but places that embody the brand's philosophy and values. At Goldwin Kyoto, for instance, we have selected materials that are in harmony with the city's landscape and culture, thus creating a space that will be appreciated for a long time to come. Visitors can come into contact with our brand's worldview, generating resonance and forging new connections. Our self-operated stores throughout Japan link manufacturing with spatial design while leveraging dialogue with local culture, enabling the circulation of value.

<https://www.goldwin-global.com/us/shoplist>



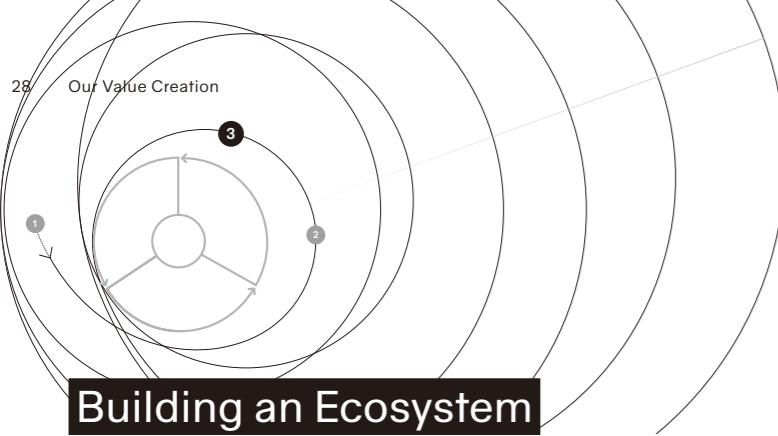
### Goldwin Field Research Lab.

#### A place for co-creation rooted in nature

The Goldwin Field Research Lab., which we launched in August 2024, is a research laboratory and media platform, where joint research can be conducted with a range of research partners from around Japan and the world, centering on the efforts of our employees. As part of the program, we have set up special themes that encourage participants to step outside their own field and carry out research together with a variety of experts and researchers in other fields. Through these activities, people are able to share wisdom and practical approaches, while reevaluating their own foundations, broadening their perspective, and moving beyond surface-level understanding of on-the-ground realities—ultimately fostering richer, more equitable, and more sincere relationships between people, society, and nature.

<https://fieldresearchlab.goldwin.co.jp> (Japanese only)





## Building an Ecosystem for Enriching Life

Goldwin is building an ecosystem that organically connects various people, products, and nature based on the concept of "circulation"—a theme that runs through all our business. For example, we have worked with various partners, customers, and local communities to co-create sustainable value throughout the value chain, including material development, product design, storefront experiences, repair, and post-use collection. In addition to environmental considerations, we also look beyond a product's period of use, aiming to create value circulation that spans generations. Our role does not simply end when we hand over our products. Indeed, we seek to expand value together with our colleagues and customers, with an eye toward how this will connect to future users and the society of tomorrow. These thoughts and actions support Goldwin's growth, and are the motivation that drives us to cut a path to a vision of enriched lives for a new era.



Ratio of products that use materials with reduced environmental impact  
(Fiscal 2024)

71.5%

Total number of repairs (Fiscal 2024)

23,887

## GREEN MATERIALS

### A design philosophy rooted in environmentally friendly materials

We emphasize concern for the environment from the earliest stages of product design, and promote the use of materials with a low environmental impact, including plant-derived raw materials, recycled fibers, biodegradable materials, and third-party certified materials. In fiscal 2024, our ratio of products that use materials with reduced environmental impact reached 71.5%, and we aim to bring this above 90% by fiscal 2030. We are strengthening procurement and production initiatives throughout our supply chain, and implementing sustainable value creation together with our partners and customers.

<https://greenisgood.goldwin.co.jp/green-material> (Japanese only)



## GREENCYCLE Program

### Writing the next chapter for used items

Launched in 2009, our GREENCYCLE program collects clothing that customers no longer have a need for, regardless of brand or item, at stores throughout Japan and promotes resource circulation through reuse and recycling, including the recycling of down materials (GREENDOWN). By collecting items that people no longer wear, we aim to reduce waste and bring about a society that makes effective use of materials and energy. In going beyond just collection, we are also contributing to a circular economy by spreading the social values of using products to their fullest and recognizing the importance of resources.

<https://greenisgood.goldwin.co.jp/green-cycle> (Japanese only)



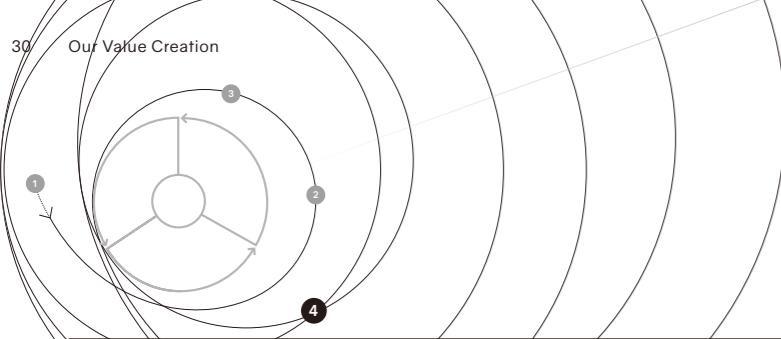
## Repair Service

### Fostering a culture of looking after items and using them for a long time

Our repair service is an important touchpoint through which we help customers continue to use the products they have bought for many years to come. In fiscal 2024 our team of specialists handled 23,887 repairs. Together with our customers, we have cultivated the social value of using the same product for a long time as the most sustainable option. In order to spread this culture of repairing things with faults to more people, we repair purchased items free of charge for selected brands. This has become a place for co-creation that circulates through society the value of cherishing what we have.

<https://greenisgood.goldwin.co.jp/repair> (Japanese only)





## Creating Intangible, Genuine Enrichment That Transcends Boundaries

Goldwin's idea of "an enriched life" goes far beyond mere economic value or the accumulation of material possessions. We believe that it is value that is less readily visible, such as connection to other people, physical experiences in nature, and involvement with the local community, that leads to a rich life and a fulfilled heart. As a way to turn this philosophy into a business, in fiscal 2025 we welcomed Alpine Tour Service Co., Ltd., one of Japan's largest mountaineering and nature observation tour companies, to the Group. Alpine Tour Service is promoting mountaineering culture and creating new opportunities for experiences. In addition, we launched our Play Earth Park Naturing Forest with the idea of "creating the nature of the future." In partnership with the local community, this project is creating new places and opportunities for children to play and learn in nature. These kinds of businesses and projects will enable Goldwin to move beyond the framework of manufacturing, build a "cycle of enrichment" throughout society, and pass intangible value on to the next generation.

Alpine Tour Service Co., Ltd.  
Number of participants in domestic and  
international activity tours  
(April 1, 2024–March 31, 2025)

# 3,406

Joined the National Park Official Partnership  
Program conducted by Japan's Ministry  
of the Environment



National Parks of Japan  
Official Partner



Strength

## Ability to Create Value with Unlimited Potential

**Goldwin offers society intangible, genuine enrichment by providing value that transcends products, experiences, and the times.**

Goldwin pursues intangible value that extends beyond products and enriches the lives of users in both body and mind. With a focus on The North Face, we have continued to enhance our strength of being able to create value with unlimited potential, unconstrained by the field or scope of products we handle. Setting our sights higher still, we are pursuing the creation of further intangible value by helping to build a better global environment.

## Developing Our Activity Tour Business

**Sharing mountaineering culture and nature experiences**

We are developing our activity tour business with the aim of preserving mountaineering culture and encouraging people to enjoy nature experiences. In partnership with Alpine Tour Service, we offer safe, high-quality experiences including through the development of small-group mountaineering tours and nature observation programs in mountainous areas in Japan and other countries. These programs create opportunities for people to appreciate the value of nature and connect to local communities. Through these initiatives, we are not only spreading the appeal of the outdoors as an experience, but helping to build a future in which people and nature coexist in harmony.

<https://www.alpine-tour.com> (Japanese only)



## Play Earth Park Naturing Forest

**A place for formative experiences that will shape the future**

Our Play Earth Park Naturing Forest, scheduled to open in Nanto City, Toyama, utilizes approximately 40 hectares of land. We are working jointly with eight design teams from in and outside Japan to implement the plan, which aims to create a place for formative experiences where children can play in nature, learn, and interact with the local community. Rather than a simple leisure facility, we are striving to create a sustainable nature park in collaboration with the local community. It will convey the joy of living together with nature to the next generation and serve as a base for circulating new natural value through society.

<https://playearthpark.goldwin.co.jp/play-earth>



## Our Strategic Foundations

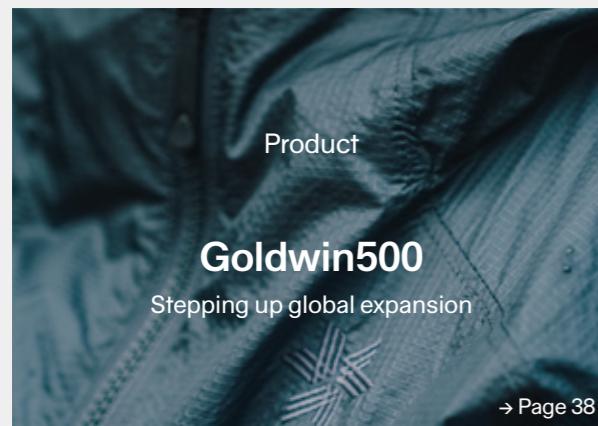
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## Medium-term Management Plan (Fiscal 2024 to Fiscal 2028)

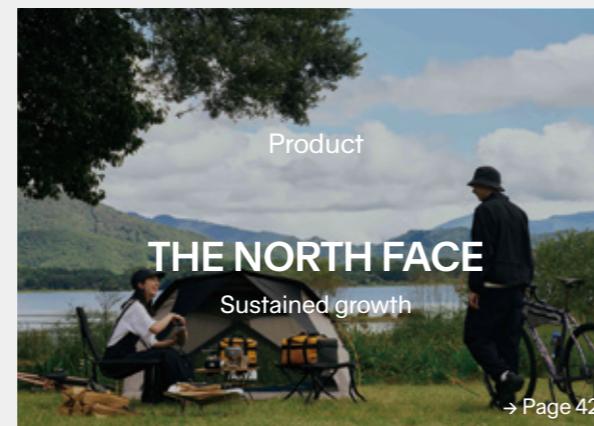
In fiscal 2024, the first year of our five-year medium-term management plan, we maintained profitability while enhancing our business foundations, and we saw encouraging results on the way to our next stage of growth. In the Chinese market in particular, we opened new stores offering a full brand experience, targeting the premium sports market in urban areas, with results exceeding our plans. In light of these developments, we plan to further accelerate expansion into major cities not just in Japan but around the world to enhance our international presence, and will focus on establishing a revenue base to support sustainable growth.

### PLAY EARTH 2030

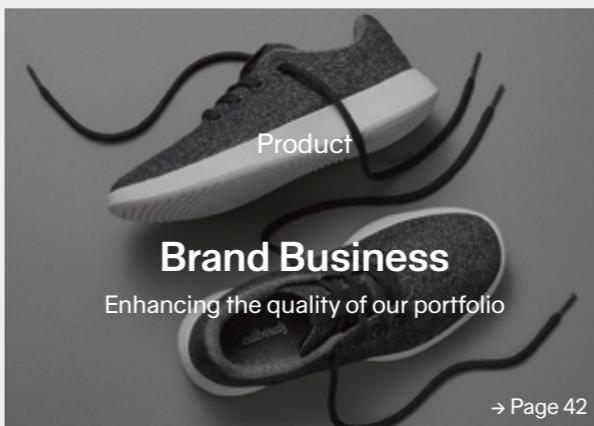
A period of change on the road to becoming a 100-year-old company



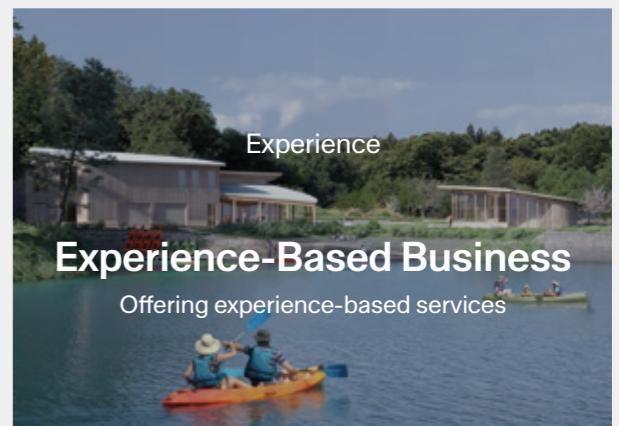
We see expanding the Goldwin brand in the global market as our most important challenge, and aim to achieve net sales of ¥50 billion (the target set under the Goldwin500 project) by fiscal 2032. We have been expanding our self-operated stores in urban areas of China, and in fiscal 2024 we brought the number to four stores. This has steadily increased our overseas sales ratio. Our plan is to open new stores in Korea, the U.S. and Europe, and we will accelerate the opening of flagship stores going forward. We will continue to focus on the core values of the brand, including minimalistic design, value for money, comfort, and convenience. Moreover, we intend to further increase our international presence by rolling out products that address customer needs and local characteristics.



As The North Face moves into its next phase of growth, we will further strengthen the brand value built throughout the entire supply chain including not only the appeal of the products themselves, but also our planning capabilities, production infrastructure, collaboration with self-operated stores and wholesale partners, and repair services. In fiscal 2024, net sales for the brand surpassed ¥100 billion, further solidifying its position as a core brand. Moreover, we are expanding touchpoints with a diverse range of customers by accelerating initiatives in new categories, such as in shoes, children's apparel, and women's apparel. We will continue working to develop untapped markets through sustainability-conscious value propositions and the creation of new customer experiences.



We are enhancing our brand portfolio to achieve sustainable growth. Specifically, we are promoting the growth of each brand business and acquiring new brands. In June 2024, we added the Allbirds® brand to our portfolio in Japan, and began sales via our online store and self-operated stores. Currently, we are working on a full-scale roll out including the expansion of wholesale sales, and are further strengthening our sustainability advocacy and lineup in the footwear market. We will continue to increase the value of our portfolio by seeking synergies and optimizing how resources are allocated among brands.



We aim to increase interactions with customers that resonate with our brand philosophy by advancing the development of experience-based services such as the Play Earth Park Naturing Forest project. In April 2025, we completed our acquisition of Alpine Tour Service Co., Ltd. (making it a Group company) and we are preparing to offer new brand experiences that combine tangible and intangible value. Going forward, we will steadily develop programs that link to each of our brands while focusing on creating experiential value and building a community of fans.

Increase Goldwin brand recognition worldwide through integration of corporate identity and brand identity

Manage cash allocation

→ Page 56

Achieve high standards of corporate governance and sustainability

→ Page 66

### Medium-term Management Plan (Fiscal 2024 to Fiscal 2028)

Under our medium-term management plan, we will continue to set targets and manage progress with the aim of achieving both business and environmental sustainability. With respect to environmental sustainability, we will take steps aimed at promoting regenerative activities, which we have set as a goal.

		(Millions of yen)	FY2024 Results		FY2025 Forecast		FY2028 Forecast			
			Net sales	132,305	140,500	188,500	Operating profit (Ratio to sales)	21,905 (16.6%)	25,900 (18.4%)	36,000 (19.1%)
Business Sustainability		Maintaining a high level of ROE and aiming for further improvement	Refine the in-store digestion-based product supply business model to maintain efficiency and profitability at a high level, and achieve further improvements	Ordinary profit (Ratio to sales)	30,806 (23.3%)	33,900 (24.1%)	46,000 (24.4%)			
		Maximizing non-financial capital	Invest in and strategically maximize intangible capital	Goldwin500	<ul style="list-style-type: none"> <li>Expanded overseas self-operated stores to 6 locations (San Francisco, Munich, Beijing, Chengdu, Shanghai, and Hangzhou)</li> <li>Enhanced community-focused retail system by establishing joint ventures with local partners in China and Korea</li> </ul>	<ul style="list-style-type: none"> <li>We plan to open about four stores a year, primarily in East Asia. In China in particular, we will open four new stores in major cities every year in cooperation with local partners.</li> <li>Achieve net sales of ¥20 billion by fiscal 2028 (the final year of our medium-term management plan)</li> </ul>				
PLAY EARTH 2030		THE NORTH FACE		<ul style="list-style-type: none"> <li>Achieved ¥100 billion in net sales (a fivefold increase in sales over the past 10 years)</li> <li>Captured growth in urban lifestyle demand, in addition to demand for functional products for the outdoors</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen investment of management resources in the shoe segment, where there is large potential demand</li> <li>Expand women's and children's apparel categories and leverage the know-how of partner companies in Korea</li> <li>Promote our "Core &amp; More" strategy (innovation in core product lineups and expansion into more lineup categories) and increase brand value through rollout of our high-end Lab series</li> </ul>					
		Brand Business		<ul style="list-style-type: none"> <li>Focused on rolling out Allbirds® as a new brand in our portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Consider detailed measures tailored to brand characteristics, and transition to a year-round business</li> </ul>					
Environmental Sustainability		Experience-Based Business		<ul style="list-style-type: none"> <li>Developed mountaineering trips and nature experiences in Japan and other countries through Group company Alpine Tour Service Co., Ltd.</li> <li>Began full-scale development of Play Earth Park Naturing Forest (approx. 40 hectares in Nanto City, Toyama)</li> </ul>	<ul style="list-style-type: none"> <li>2027: Grand opening of Play Earth Park Naturing Forest, a model location for people and nature to coexist in harmony</li> <li>Using knowledge gained through park operations, we will look into developing new experience-based business</li> </ul>					
Promoting initiatives with suppliers and consumers along with our own independent activities										
Environmental Sustainability		Promotion of green design	Shift to materials with reduced environmental impact	Ratio of products that use materials with reduced environmental impact: 71.5% or more	75% or more*	90% or more	100%			
		Realization of a carbon-free society	Carbon neutrality	CO <sub>2</sub> emissions from business sites in Japan: 89 t-CO <sub>2</sub> (Reduced by 93.1% from FY2020)	Carbon neutrality at all business sites in Japan	Carbon neutrality at all business sites and self-operated stores	Carbon-neutral supply chain			
		Realization of a circular economy	Zero fashion loss	Product and material disposal: Reduced by 63.9% (compared with FY2020)	Reduced by 80% or more (compared with FY2020)	Zero waste	Zero waste, including supply chain			
		Conservation and restoration of biodiversity		Waste volume: 10.5 tons	Reduce waste to 5.8 tons or less					
Consideration of specific measures										

\* Target revised upward because we achieved our previous target of 70% or more in fiscal 2024

## Overseas Business



**We will leverage momentum gained in the Chinese market as a driver for Goldwin's global growth.**

**Shinji Kawada**  
Managing Director  
Director of Goldwin Brand Business Division

### Position in the Chinese Market following COVID-19

Under the Goldwin500 project, which is part of our five-year medium-term management plan, we aim to achieve global sales (including Japan) for the Goldwin brand of ¥50 billion by fiscal 2032. It is an ambitious target and will entail increasing sales by a factor of 15. The key to achieving this target is the Chinese market, which accounts for 60% of our sales plan.

As of September 2025, we had a total of eight stores (Beijing, Chengdu, Shanghai, Hangzhou, Nanjing, Shenyang, Shenzhen, and Xi'an). We plan to open more with a sense of urgency. Among these stores, our pioneer location is Goldwin Beijing, which opened in December 2021. At that time, the world was in the midst of the COVID-19 pandemic, and it was impossible

to visit the location from Japan, so it was a difficult environment to start in. However, as COVID-19 infections began to subside in the latter half of 2022 to 2023, the Beijing store posted an average per customer spend of ¥60,000, a repeat rate of 60%, and annual sales of over ¥200 million, at the time surpassing our flagship store in Japan.

The eighteen or so months afforded by the COVID-19 pandemic provided valuable preparation time to analyze the Chinese market while connecting remotely with local employees and identifying consumption trends that differed from those in Japan. Unlike the broad direct-to-consumer model we have employed thus far in Japan, we were reminded of how important it is to build relationships of trust based on resonance, which is the starting point for clienteling that builds deep connections

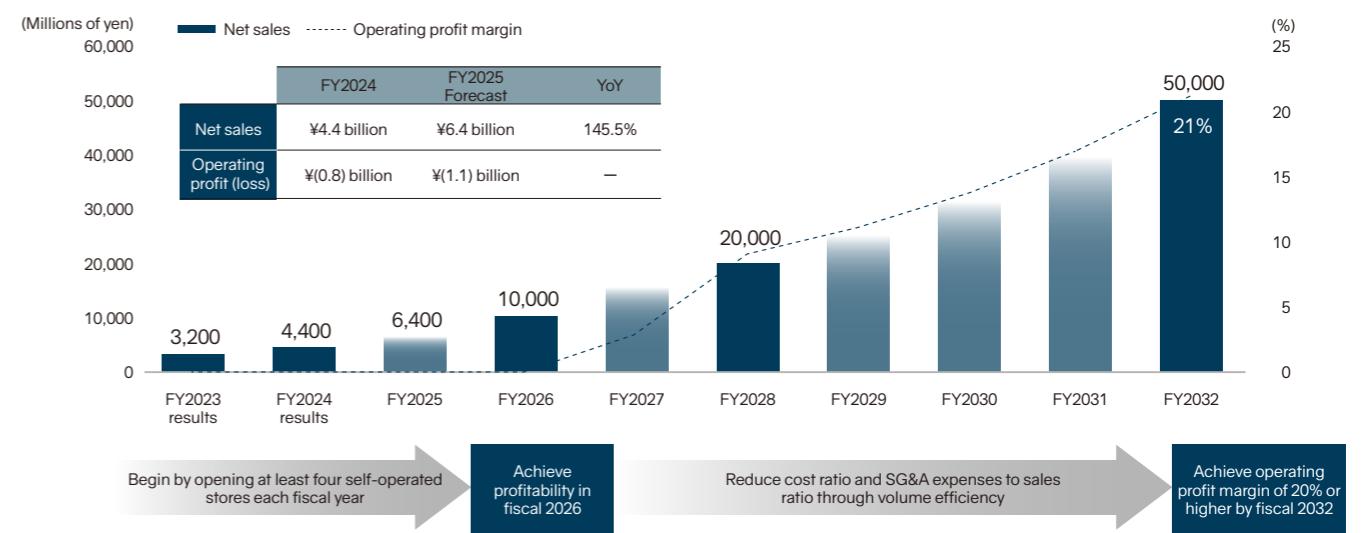
with each customer. This became a major turning point in shaping our current business strategy.

The performance of Goldwin Beijing confirmed that the Japanese aesthetic and product value provided by Goldwin are also fully viable in the Chinese market. Based on this, we established the joint venture Goldwin China Enterprise Ltd. (a consolidated subsidiary) in April 2024, and have made accelerating store openings from this local subsidiary the focus of our strategy.

### Leveraging the Brand's Underlying Philosophy to Differentiate Ourselves Internationally

The Chinese consumer market is frequently associated with high-volume prestige purchasing of luxury brands. However,

### Goldwin500 Roadmap



consumers in mainland China who become repeat customers of Goldwin tend to have a different character. They prefer sophisticated minimalist designs over flashy colors and large brand logos, and tend to take time to inspect products carefully, checking even the stitching inside. The level of quality and value sought is even higher than in Japan, and we are keenly aware that the quality demanded among higher-income consumers in mainland China is increasing overall.

Goldwin aims to fill a global niche in the Chinese market, targeting both the affluent and ultra-affluent demographics. But even as a "niche" market, the number of consumers who are in China's higher-income brackets alone exceeds the population of Japan. Nevertheless, it is difficult to retain such highly sensitive buyers as customers through surface-level value alone. We therefore aim to provide intrinsic value based on "dedication to detail"—a philosophy we have followed since our founding, through which we refine what is not readily visible.

I believe the "depth" of value at the core of our brand and business proposition will be critical to differentiating ourselves from competitors. In particular, in terms of the sources of product value, our approach to differentiation is not to superficially add more design flourishes, but instead, to strive for simpler designs that minimize hassle as much as possible. We do this by sparing no effort on the parts customers

do not see. The ability to efficiently maximize functionality by leveraging the inherent appeal of the materials is one of our strengths, backed by the knowledge and technologies we have cultivated as a sports apparel manufacturer. While our products may seem simple and easy to imitate, they reflect a depth of expertise that is not immediately apparent, even if you take them apart. They truly embody dedication to detail. Moreover, the fact that people across borders understand the unique charm our products express, is backed not only by our experience in opening stores in mainland China, but by the response we have received from inbound visitors at self-operated stores in Japan. Indeed, we always make sure that major management decisions are backed by the conviction that comes from having gathered sufficient feedback and data. We picked up on subtle aspects of the Chinese market—where consumer purchasing patterns may appear to run counter to our philosophy of dedication to detail—and earned customer acceptance through carefully and simply designed products, storefront designs based on Japanese aesthetics, and careful communication by our local employees. This background is what enabled us to take the turning point presented by the COVID-19 pandemic, transmute it into conviction, and go on the offensive.

### Co-creating Brand Experiences and Expanding Markets with Local Partners

Our medium-term management plan sets out a policy of expanding store openings in new regions such as Jilin and Hebei provinces. Meanwhile, we are considering a strategy of opening second stores in cities such as Beijing, Shanghai, and Hangzhou, as a means to focus on increasing brand awareness in our existing sales area. In addition to our plan to have 70 stores in China by fiscal 2032, we aim for high-quality growth by establishing a local operations system, alongside a system for support from Japan, in order to address the challenges specific to each store. Our goal is to increase sales at each store by 20%-30%.

Flexible handling and swift management decisions are essential in China, where the situation can change with extraordinary speed. This is where our local partner, Suzhou Gold Aspiration Retail Co., Ltd. (SGAR), becomes indispensable. China is geographically vast, with real estate developers ranging from major state-owned companies to leading local firms. Etiquette and business negotiations are also completely different from those in Japan. The advice of SGAR is therefore a major driving factor in determining the locations of our stores.

Moreover, contract periods at commercial facilities in China are short, and so stores deemed not to be generating sufficient custom may learn on short notice that their leases will

## Overseas Business



Goldwin Shenzhen, our 7th self-operated store in mainland China



Goldwin 0

### Goldwin Brand Store Opening Plans for Each Region

	2024	2025	2026	2027	2033	(Number of stores)
Japan	5	May Kyoto June Marunouchi (relocation)	August Sapporo	September Shinsaibashi October Fukuoka (Under consideration) Aoyama		15
China	4	April Nanjing June Shenzhen June Shenyang	August Xi'an	Shanghai II Shenzhen II Zhengzhou		70
Korea	—			February Seoul		20
Europe / Americas	2			January London March New York	(Under consideration) Paris	8

not be renewed. So there is always a feeling of tension in that no store can afford to make mistakes. Given this situation, we hold daily in-depth discussions with local personnel about customer service design that goes beyond product offerings after a store opens, supply systems that prevent us from missing opportunities, and store design that has an eye to return on investment. On the other hand, our brand concept and products have received high praise from local consumers, and many customers have given us their support since we opened our stores. SGAR is in agreement with us that there is no need to change our current brand concept or product characteristics. Moreover, we should be able to pursue differentiation based on essential characteristics, and on customers' recognition of the unique value that comes with Goldwin, rather than

relying on symbolic appeal lacking in intrinsic qualities, such as emphasizing brand logos.

One product that exemplifies this kind of differentiation based on essential characteristics is Performance Capsule, our first running gear collection launched in fiscal 2025 under the Goldwin 0 label, which is Goldwin's experimental platform. It is a simple yet highly functional capsule collection that adds experimental design elements to our existing manufacturing techniques, and features a cutting-edge expression of Goldwin's worldview, which spans the boundaries between sports, the outdoors, and fashion. Our approach of leveraging Goldwin's uniqueness to meet the design and performance needs of customers in China, Korea, and other countries has led to significant traction.

Moreover, a major driving force for our expansion in China was our collaboration on

store design with New Material Research Laboratory Co., Ltd. "The beauty of nature worn through time" is an aesthetic that runs throughout our Company. In our stores in China, we utilized cross-sections of sedimentary rock textured by weathering, the antique effect created by the patina of copper and brass, and oxidized black iron to express that aesthetic. In doing so, we have created intricate and delicate spaces that resonate with the Goldwin identity. Stores feature a salon area that is separate from the sales display. It is a place where we can carefully convey our product value and worldview. Rather than relying on brand image and recognition, we have created an environment where customers can take time to experience products and be satisfied with their purchase. This has led to more time spent in the store and higher repeat customer rates, thus contributing

to customer satisfaction and loyalty. New Material Research Laboratory also compiled a dedicated *Design Code Book* as the basis for multi-store expansion—a first for them. It defines and codifies standardized designs for floor plan patterns, furniture details, fittings, materials, backing layers, indirect lighting, and other details. The book will enable us to minimize expenses and achieve both speed and quality in line with local requirements.

#### Local Competitiveness Fostered by Personnel and Production Sites

In addition to expanding into new markets by establishing local subsidiaries, we face the key issues of enhancing our supply chain and strengthening human resources.

We aim to quickly establish a logistics network that can achieve both speed and flexibility, and create a high-quality production base close to consumers in China. We are leveraging the knowledge gained through our global marketing and product development efforts thus far to actively pursue this goal.

Meanwhile, in terms of human resources, I am very pleased that junior employees from within the Company are keen to actively participate in the difficult challenge of raising global awareness of still-growing brands. I believe that this high level of motivation toward creating future value is an important asset with regard to Goldwin's corporate value. We will focus on cultivating

global human resources by creating opportunities to gain hands-on experience in order to develop talent capable of taking responsibility for local operations in the future.

### Business Environment for the Goldwin Brand and First-year Results under Goldwin500

#### Changes in the Business Environment and Expectations of the Brand

- Adapting to changes in the market and business environment
  - Clear limitations of the seasonal model, given temperature variability and extreme weather as the new norm
  - Increasing need to consider behavioral and meteorological data in product design and sales
  - Increasing need for attentive customer service and customer service skills
  - Increased understanding of the need to address environmental issues as a prerequisite for social trust

#### Changing consumer values

- Identifying the Goldwin values that consumers resonate with
- Increasing need for strong relationships of trust with customers, built through resonance with non-visible aesthetics
- Increasing need for differentiation based on intrinsic value in addition to functional benefits

#### Goldwin500 First-year Results

Higher precision targeting	Developed measures that resonate with sensibilities and meaning-driven consumer patterns in premium urban markets
Transformed product structure	Enabled a variety of activities under different weather conditions through products suitable for layering. Shifted toward designing for resilience to changes in the environment
Sales channels	Strengthened the link between self-operated stores and our e-commerce site, and established a profit structure in line with purchasing behavior
Global competitiveness	Identified cultural characteristics and competition in each country, and balanced worldview and local characteristics
Sustainability	Placed support for a circular economy at the center of our business, such as through repair and material traceability initiatives

#### Future Global Expansion Guided by Goldwin500

While leveraging the strengths and values we have cultivated in the Japanese market, we are taking on the challenge of establishing a new brand position we term our "global niche" under the banner of Goldwin500. Going forward, we will establish streamlined store operations based on co-creation with local partners and the feedback we have received from the Chinese market, and redouble our efforts throughout East Asia, where "coexistence with nature through circulation and regeneration" and "enriching the mind through sports and outdoor activities" are important value criteria.

Supporting these endeavors is a growth strategy centered on premium sports. Not only will we differentiate ourselves from competitors, but we will pursue a kind of differentiation that expresses a unique aesthetic of functionality and sensitivity that can be embraced without barriers around the world, even as extreme weather becomes the norm. We will also promote collaboration across various

businesses to help create brands that will succeed overseas, and support the sustainable growth of the Company as a whole.

Of course, in a market where awareness of our brand is not sufficiently widespread, it is not easy to compete through large-scale expansion that entails risk factors. That is why we will use experimental platforms such as Goldwin 0 to disseminate cutting-edge design concepts, and act as stepping stones to effectively increase our presence among demographics with strong sensibilities. In parallel with our expansion in Asia to build the profit base we have spoken of thus far, we will steadily

accelerate store openings in Japan, beginning with the opening of Goldwin Kyoto in May 2025, and moving on to full-scale expansion in Europe and the Americas, with stores set to open in London in January 2026, and then in New York the following March. Targeting cutting-edge regions with rich intersections between sports, the outdoors, and fashion culture, we plan to open flagship stores in continued collaboration with New Material Research Laboratory. The design of these stores, which goes a step further than the modular multi-store design we applied in China, expresses Goldwin's goal of "universal beauty that transcends time and place and integrates with nature." We aim to secure a unique position in the premium sports market by stimulating people's imaginations, and also to maximize the ripple effects from this project throughout Asia. This is the first step in an ultra-long-term endeavor that looks beyond achieving the goals of Goldwin500.

Moreover, the sustainable growth of our overseas business is supported by our approach to talent development. As AI technologies and digitalization progress, we need to cultivate global personnel who are not only efficient and knowledgeable, but who can be trusted with responsibilities and interact at a deep level with local society and customers. Such people will be essential to future growth.

Based on the capabilities of its personnel, Goldwin will continue to take on challenges with the goal of evolving into an essential global company that is continually recognized and trusted by both people and societies around the world.

## Domestic Business



**Amid changes in the climate and markets, we will discover opportunities to expand the reach of our brands. We will achieve sustainable growth through flexible business measures and a mindset ready to take on challenges.**

Hikari Mori  
Senior Managing Director, COO  
General Manager of The North Face Business Division,  
General Manager of Global Brand Business Division

### Evolving Our Business Model —From Autumn/Winter to Year-Round

We have set four major goals for the domestic business with a view to fulfilling the medium-term management plan. (1) Medium- to long-term growth of core brand The North Face, (2) Achieving our Goldwin500 goal of ¥50 billion in global net sales for the Goldwin brand by fiscal 2032, (3) Evolving into a year-round business through efforts including optimization of our brand portfolio, and (4) Advancing experience-based business such as the Goldwin Play Earth Park Business Concept project.

Looking back over fiscal 2024, in the apparel category (its other category being gear) The North Face achieved steady growth of 6.9% compared to the previous year. Net sales for

the brand increased 4.1% to ¥101.5 billion, surpassing ¥100 billion for the first time.

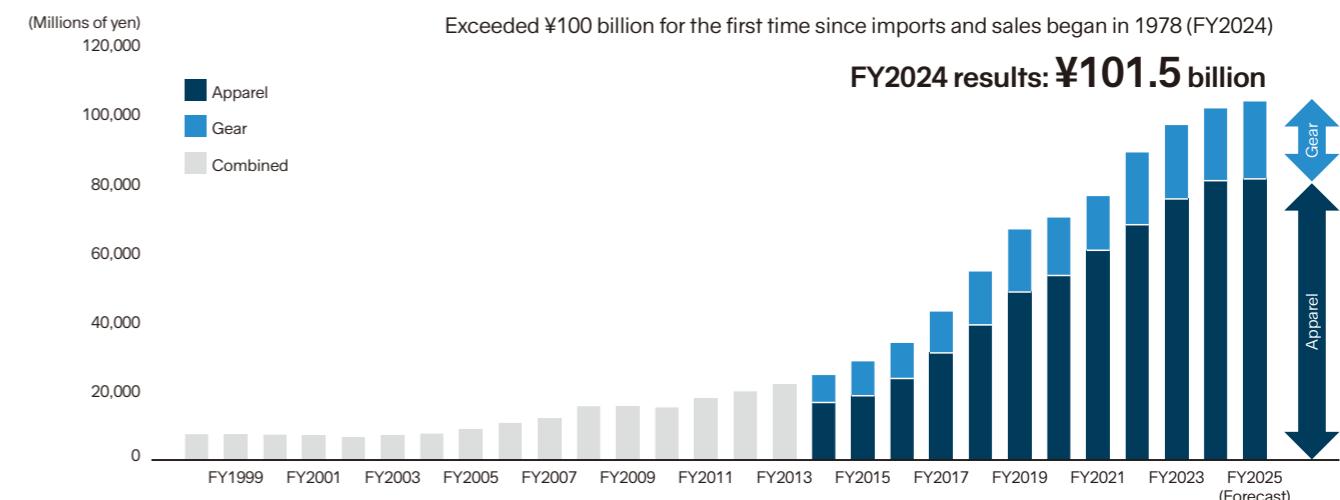
The Goldwin brand is in the investment stage of its growth, with global net sales of ¥4.4 billion. We are steadily building a solid foothold for achieving profitability, aiming to reach net sales of ¥10 billion in fiscal 2026.

During fiscal 2024, the return of inbound tourism following the subsidence of the COVID-19 pandemic boosted business performance, but it was also a time in which we became aware of several issues. One of the most serious issues was our failure to secure the expected sales in the third quarter. The third-quarter period (October–December) is traditionally when sales are strongest as heavy clothing is sold in anticipation of winter. However, in recent years, climate change has

led to warmer winters, and this failure to meet the third-quarter sales plan is not unique to fiscal 2024. We are fully aware of this point, and are taking measures to respond to changes in consumer behavior. However, the reality is that we have not converted this into numerical results. This is the second consecutive fiscal year that we have not met our sales plan for the third quarter, and we believe that this is an important issue to focus on.

As such, it is vital that we break free of our bias toward the autumn–winter season, and transition to a year-round business. As part of this strategy, we have discontinued operations for four brands, including Ellesse and Danskin, and concluded a new exclusive distribution agreement for Allbirds® in the Japanese market. We expect our discontinuation of these brands,

### The North Face Net Sales



Note: Figures for fiscal 2013 and earlier are for apparel and gear combined.

which had been making a loss, to free up personnel as we seek to transition to a year-round business. An excess in the number of brands leads to an increase in the number of products and amount of inventory, which is a factor contributing to the burden of product management and a decrease in inventory turnover. We will remedy this situation by transitioning to a year-round business focused on brands with high growth potential. It will take time for our reallocation of human capital and the optimization of our brand portfolio to bear fruit. We will consider detailed measures tailored to the characteristics of each brand as we work to implement this transition.

### Differentiation in Cross-Category Areas

The North Face is no exception to our efforts to transition to a year-round business and expand brand domains. Our focus is currently on developing three categories: footwear, children's products, and women's products. To give an example, footwear is an area that we are placing special focus on for future growth. Previously, our primary focus was on Nuptse Booties, cold-weather boots that boast high thermal insulation and are a staple of the autumn–winter season. However, the problem is that their sales period is heavily weighted toward the winter. We have therefore introduced VECTIV, a new series of

high-performance shoes suited for trail running that can be marketed throughout the year. We are working to build demand for a variety of use contexts, from sports and the outdoors to daily life, and to transition to a year-round business.

The children's products we handle, as with our existing lineup for adults, sell under the two categories of apparel and gear. In fiscal 2024, sales steadily increased by 8% compared to the previous year. Meanwhile, our products in the women's category are not designed exclusively for women, but are based on unisex designs that make effective use of existing development assets.

The common policy connecting children's

products and women's products is that they are not to be sold separately, but instead should promote a shared brand experience enabling families and couples to shop together. Since adults like our products, they want to let their children wear them as well. For couples, one partner may like what the other partner is wearing and want to buy the same design for themselves. We want to leverage this form of brand recognition, where people know they can trust our brand because those closest to them wear and use those items, enabling us to expand the scope of The North Face.

Another change to keep an eye on is the

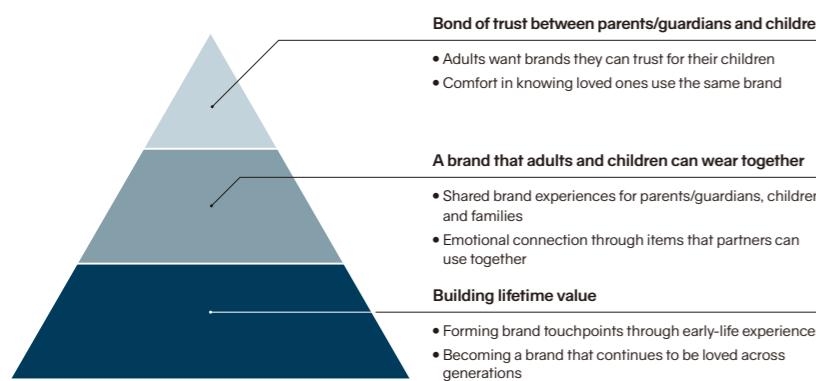


VECTIV™ 3.0: Equipped with a multi-layer sole that converts the impact of landing into propulsive force. This next-generation trail running shoe features a revamped midsole, plate structure, and lug design that enhance rebound and stability, thereby maximizing performance for a wide range of runners.

## Domestic Business



### Background to The North Face Children's Market Initiatives



weakening of the boundaries delineating categories such as outdoors, athletics, and lifestyle. An easy-to-grasp example is the growing demand for products that are athletic wear, but can also be used as everyday wear and worn in the mountains or the outdoors. The need for such clothing is spreading, especially among the younger generation.

The North Face is a rare brand worldwide, as it specializes in the above three categories—outdoors, athletic, and lifestyle. As the boundaries between categories become blurred, we are rolling out a new offering in our autumn-winter 2025 selection. We call it General Athletic Recreation (GAR). Our ability to develop a market for GAR, which combines outdoors, athletic, and lifestyle, stems from the fact that The North Face specializes in all three of these fields.

This initiative is connected to our "Core & More" strategy, which centers on creating a brand "Core" that explores new materials and functionality in collaboration with athletes, and then builds upon the resulting functionality and trust to expand to "More" lifestyle and fashion offerings. The strategy has been a catalyst for the rapid growth of The North Face. Some stakeholders have misunderstood "Core" as referring to high quality and functionality, and "More" as meaning products for general consumers. In fact, "More" refers to the broader market—which merely happens to include lifestyle. We are confident there is a need for high quality and functionality in that space as well.

Starting in fiscal 2025, we have begun rolling out high-quality, high-functionality products

and are already seeing a significant response and positive feedback. This includes our Lab Series, a testbed for innovation that aims to deliver top-of-the-line products through the fusion of technologies and lifestyle needs. I expect the experience we gain from this to be reflected in future GAR offerings. In this integrated outdoors, athletic, and lifestyle field, we will provide reliable products unique to The North Face. Such initiatives pose a high barrier to entry for other general athletic and outdoor brands, and indeed have the potential to be an important next step toward achieving medium-to long-term growth for our brands.

### Deepening Communication to Convert Purchase Intent into Purchase Action

Our strategies to date have steadily increased brand recognition and a favorable image of The North Face. Connecting this growing recognition to actual purchasing behavior is an increasingly important theme for us to address.

In brand awareness surveys, our recognition rate was 85%, our favorability rate was 63%, and our purchase intent rate was 60%, all of which are very high and a testament to the effectiveness of our branding efforts thus far. On the other hand, the three-year purchase rate was only 26%, which indicates that moving customers from purchase intent to purchase action is a big challenge going forward.

To bring about this change in behavior, it is vital we build a stronger fanbase and enhance the customer experience. For example, in addition to our aforementioned approach to broad domains such as children's and women's

products, we are creating Play Earth Park Naturing Forest, a place where parents/guardians, children, and families can experience our brand's stories and values for themselves. Our aim is to create opportunities for conveying our brand to customers and spreading resonance with it, in ways other than simply interacting with our products.

We believe that it is important to deliver this type of consistent customer experience, not just through one-off events or specific channels, but across all daily touchpoints. To this end, we will enhance brand expression and communication across all channels that directly connect with customers, including stores and our e-commerce site. We are working on an in-store digestion-based product supply business model that combines self-operated stores, our own e-commerce site, and wholesale partners. Indeed, our self-managed retail locations maintain a sales ratio among our sales channels of approximately 60%. This gives us the benefit of being able to control financial risk, as well as the quality of brand experiences and direct points of contact with customers.

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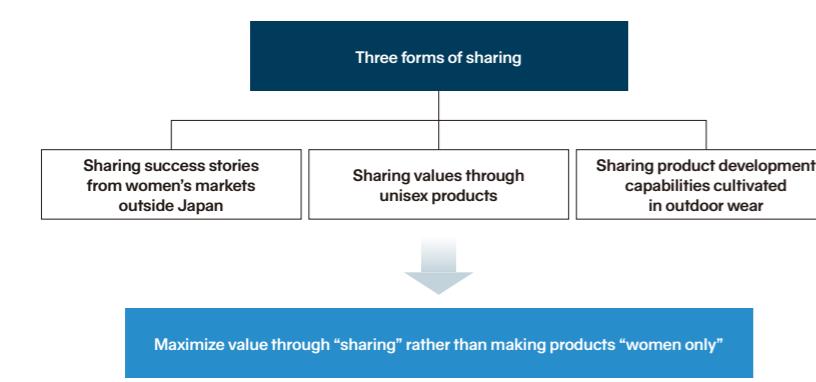
### Our Pride as a Manufacturer Is Our Foundation for Sustainable Growth

A number of stakeholders have raised the question of whether the growth of The North Face is slowing. In fact, further growth is beginning to steadily manifest as we expand our areas of business, propose new products and services, and evolve our channel strategies.

Moreover, so that we are better able to clearly convey the characteristics and values of each brand, it is essential that we not just optimize the number of brands in our portfolio, but also leverage the strengths of each brand and implement brand communication that resonates with a diverse array of people. Our most important focus going forward is how to pinpoint the essential characteristics of each brand, and to convey them to customers in an effective and easy-to-understand manner.

This will require a commitment to the art of making things, and ensuring that we convey the true quality of the product itself. No matter how much of a favorable impression is created through communication and brand expression, it is meaningless if the customer does not sense the quality of the product when they hold it in their hands. In everything from materials selection, to design, and product concept, we strive to "create new value based on manufacturing." This is the essential challenge that we have taken on, and will continue to take on going forward.

### Three Forms of Sharing to Expand the Women's Market



Although we have maintained high levels of brand recognition and purchase intent, we face issues with the rates at which customers make actual and repeat purchases.

Going forward we intend to strengthen product development and the rebuilding of points of contact with customers.



### Future Approach

- Strengthen touchpoints tying into the worldview and ideas of the brand, as well as the practical value of the products
- Improve purchase convenience by focusing on self-operated stores and our own e-commerce site
- Enhance post-purchase satisfaction and build brand loyalty

Source: *Brand Awareness Survey* by Cross Marketing Inc.  
Survey period: January 18–21, 2025

## Research and Development



### We will create value through innovative product development based on tradition and a willingness to take on new challenges.

Gen Arai  
Managing Director, CRDO\*  
General Manager of Research and Development Division

\* Chief Research and Development Officer

#### Product Development That Offers New Value to the Market

In the roughly 35 years since I joined the Company, I have served in various roles, from product development for The North Face to General Manager of the Goldwin Brand Business Division. Through this experience, I have come to realize that our development stance of creating better products and making customers happy is an asset born of adherence to our corporate culture.

This stance is also reflected in the philosophy of "dedication to detail" that we have long cherished, and which embodies an aesthetic passed down since the founding of the Company. It is not just a dedication to product detail; it is also an attitude that continually questions

whether our approach is sufficient or whether there are better alternatives, at every step from planning, to design, material selection, production, and collaboration with external partners.

A major factor supporting this attitude has been the establishment of the Research and Development Division as our in-house organization responsible for R&D. The Research and Development Division consists of three departments: the Tech Lab, the Product Development Department, and the Production Engineering Department. The Tech Lab develops and tests materials, functions and processing technologies over the medium to long term, resulting in material and functions that will prove useful to society and the environment. The Product Development Department, which determines the shape and specifications of

products, plays a central role in their commercialization through pattern-making and material selection. The Production Engineering Department, which supports the production of high-value-added samples and mass-produced products, decides on sewing specifications, provides guidance to manufacturing sites, and works to implement sustainable production practices, such as repair and upcycling. While these departments pursue these initiatives independently, they also flexibly organize teams for each product and work together to make the product a reality. This kind of integrated operation supports high quality and uniqueness. The efforts we have made thus far to formulate hypotheses, and conduct planning, design, testing and verification, have become the driving force for creating product value. They

have also boosted employee awareness, and shaped the unique character of our products.

When developing products, it is important to have the sensitivity to accurately grasp changes in consumer needs. As the times have changed, so have the ways in which products are used. For instance, in the past waterproofness and safety were important for rainwear, but in recent years, more people are also looking for ease of movement. Formerly, thermal insulation was the top priority for down-filled materials, but in recent years, there has been a growing need to prioritize portability, even if it comes with reduced insulation properties. As seen from these examples, customer needs are becoming more sophisticated and more fragmented.

However, innovative products that suggest new uses and lifestyle possibilities to customers are not created merely by catering to existing needs. Looking back over our experience thus far, one can see that we initially prioritized design and thermal insulation, but have since taken on unprecedented challenges. These include selling rainwear tops and bottoms separately instead of together as a set—which had been the norm—and adopting GORE-TEX®\* materials to make waterproof, breathable, and environmentally friendly skiwear. Now it has become the common custom to sell rainwear separately, and GORE-TEX® skiwear products have become a staple, including among competitor brands.

Developing innovative products that pioneer new demand is difficult, and it takes time and effort to penetrate the market. Still, an attitude of constantly questioning whether products and the way they are sold are truly acceptable, is the starting point for questioning the common sense of the market and engaging in new product development. This mindset, which we have consistently maintained as a manufacturer, is our tradition in product development and the driving force propelling us into the future.

#### What We Can Do from an Environmentally Friendly Perspective to Develop Sustainable Products

Under our long-term vision, PLAY EARTH 2030, we are taking on the challenge of balancing business and environmental sustainability. We will do so by reducing our environmental impact and revitalizing the global environment. Incorporating an environmental perspective is already essential to product development, and is

the foundation of all our efforts.

In terms of the promotion of green design (one of the key environmental issues addressed by our Sustainability Strategy) we have accelerated the shift to materials with reduced environmental impact. To that end, we set a utilization rate of 70% or more by fiscal 2025 as a KPI, and achieved this target ahead of schedule in fiscal 2024. We will build on this success and take the next step of raising this figure to an even higher level. Ultimately, we aim to use materials with reduced environmental impact in all of our products by fiscal 2050.

Environmental considerations in product development pose a challenge in that they must be balanced with functionality. For instance, high-performance breathable waterproof materials often have component parts that are difficult to separate during disposal, which hinders recyclability. While, as mentioned earlier, customer usage requirements are becoming more sophisticated and fragmented, we must also address environmental considerations. We at Goldwin are searching for solutions to various issues such as these, one step at a time. One such issue is our handling of per- and polyfluoroalkyl substances (PFASs; a category of organofluorine compounds). PFASs have been widely used in breathable waterproof materials, but researchers have identified the issue of their persistence in the environment and the human body, and there is a movement, particularly in Europe, to tighten regulations on such compounds. Regulations are also expanding at the state level in the U.S., and a global transition to PFAS alternatives is inevitable.

Our most recent initiative, in May 2025, was investing in Dimpora AG, a startup based in Switzerland that develops breathable waterproof materials by combining PFAS-free membranes and laminates. The investment was made through the Goldwin Play Earth Fund, our CVC (corporate venture capital) fund. We will promote collaboration between Dimpora and the Goldwin brand to further accelerate the development of high-performance PFAS-free products.

We have also consistently provided repair services and engaged in product recycling. Our repair services are handled by the Production Engineering Department at the Research and Development Division. The department considers how to design products so that they are easily repairable and easily recyclable, which we consider to be a crucial approach in product development from the perspective of

environmental friendliness. Being able to continue using the same single item over the long term reduces waste and the need for new production, leading directly to reduced environmental impact.

We therefore emphasize structures that make repair and component replacement easy, and designs that are easy to disassemble and separate (i.e., through the utilization of mono-materials and minimal combination of dissimilar materials). In this way, we strive to reduce environmental impact not only through our selection of materials, but also through our design and manufacturing processes. On the other hand, simple designs narrow the degree of freedom we have in expression and function, making it more difficult to differentiate our products from those of competitors. Environmentally friendly product development often involves such tradeoffs; nonetheless, we will leverage the strengths of our in-house R&D capabilities to attain both our business goals and environmental sustainability goals.

#### Conviction Fostered by the Restructuring of the Goldwin Brand

A key focus of the medium-term management plan is the Goldwin500 project to expand global net sales for the Goldwin brand to ¥50 billion by fiscal 2032. In 2014, I was entrusted with the rebranding of the Goldwin brand so as to lay the foundation for this long-term growth strategy. At the time, our brand was still specialized in skiwear, rather than being positioned as suitable for a variety of uses as it is today. On the other hand, if we look at the ski market at that time, it was still a somewhat old-fashioned market made up mostly of the same customers from the 1980s boom period. Tastes and designs had remained largely unchanged, and it was taken as given that we would hold clearance sales for remaining inventory each season.

Business growth was stagnant, with manufacturers planning production with markdowns already in mind, with many sacrificing profits simply to maintain market share. It is impossible to build relationships of trust with customers in situations where they expect discounts as a matter of course. We therefore began planning the rebrand with the strong conviction that there was no future for us unless we did away with this business practice.

Now the Goldwin brand is characterized by simple and long-lasting functional beauty. Back

## Research and Development

then, however, we received much pushback, not only from within the Company, but also from mass retailers and customers, with people saying, "This is not skiwear" and "I don't want to wear something like this." We started developing our lifestyle category in 2016, but for about three years prior to that, we first had to start creating value for our core category of skiwear by changing the market. I scrambled to handle not just product development, but planning, sales, and getting everyone at the Company onboard. One particularly symbolic measure was the changing of our brand logo in 2018. This was a necessary step toward making a fresh start in all aspects, including existing business practices and internal perceptions.

This is different from simply a brand strategy in that product development is about more than simply creating new products. We needed to ask how the product will transform the brand and change the market, and what kind of value it will create for customers. My experience at the Company has taught me to think deeply about each and every aspect of craftsmanship

during product development. This is an important philosophy that we should continue to follow and pass on.

### Co-creation with Diverse Partners as a Source of Innovation

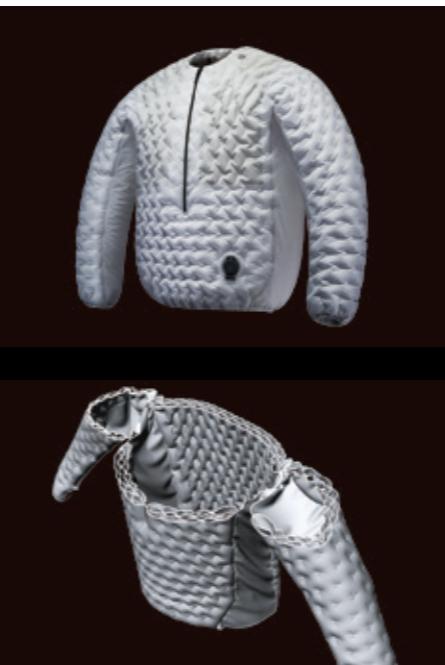
We used to handle all aspects in-house, from development to manufacturing, with the Research and Development Division in Toyama as our base. Now that the Company has expanded in scope, it has become essential for our R&D to cooperate with many materials manufacturers and across various supply chains.

One example of such co-creation is Spiber Inc.'s Brewed Protein™ fiber. We have made an investment in Spiber and we are collaborating with them toward commercialization of the material. Because Goldwin has its own R&D functions, we can hold discussions about material development with partners on an equal footing, as well as share our understanding of issues and our vision. If we were a general apparel manufacturer that mainly outsourced production,

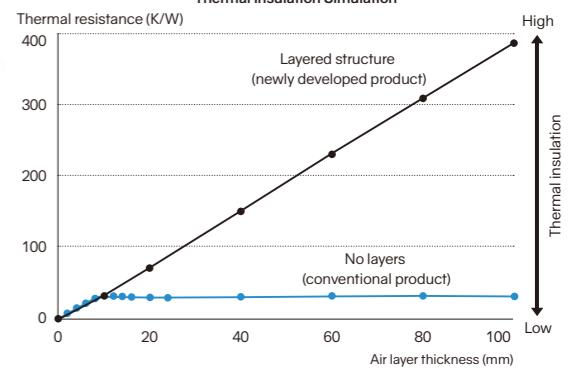
it would not be so easy to engage in joint development with manufacturers down to the level of a single thread.

We have already released products that use Brewed Protein™ fiber, but there are still many hurdles to overcome in expanding its use. We are also taking other steps, such as building a platform for co-creation with materials manufacturers and supply chains, and developing new products and technologies to take advantage of that platform. One specific initiative is a project we were involved in at Expo 2025 Osaka, Kansai. We co-sponsored the Better Co-Being® Signature Pavilion, and jointly developed staff uniforms that could cope with high outdoor temperatures and heavy rain.

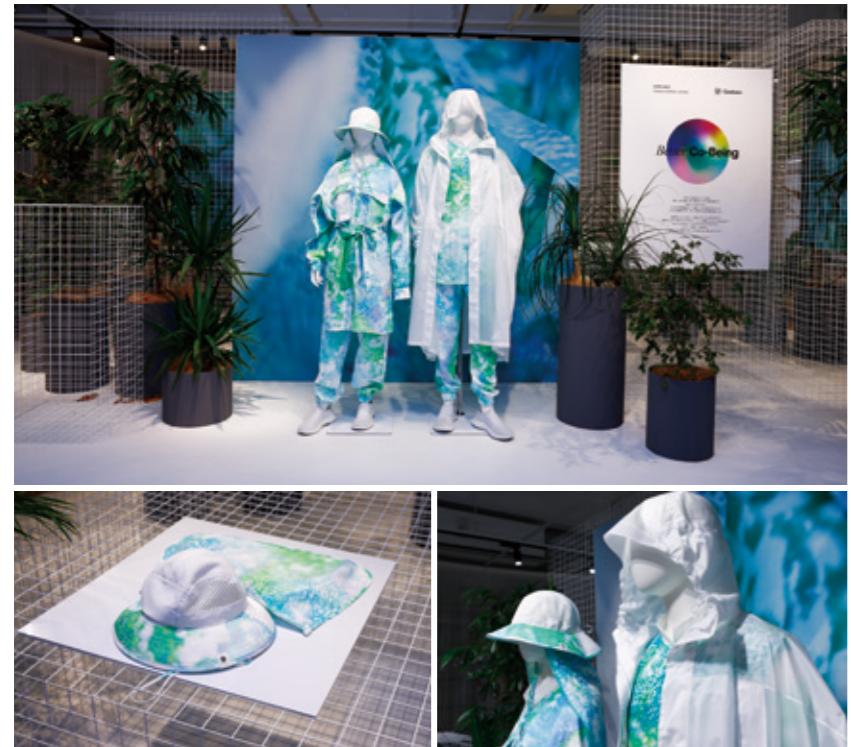
True co-creation lies in being able to share not only in success but also in failure. The accumulation of such experiences builds trust, and leads to new collaborations and materials development. Through such relationships we accumulate many technologies and ideas, and these form the foundation for innovation when we bring the strengths of our R&D capabilities to bear.



Greatly Improving Thermal Insulation through a Structure with Overlapping Multiple Layers of Air



This technology traps pockets of air in the garment. Adjusting the volume of air significantly changes its thermal insulation properties. In a similar way to how triple-pane windows offer high insulation for houses, we have developed a technology that greatly increases thermal insulation by overlapping multiple layers of air inside the garment.



We co-sponsored the Better Co-Being® Signature Pavilion at Expo 2025 Osaka, Kansai as a supplier, and planned and developed the attendant staff uniforms in collaboration with fashion designer Yuima Nakazato. With no roof or walls, this pavilion set out to blend seamlessly with nature and thereby promote harmony between diverse forms of prosperity and future sustainability. As such, staff worked in harsh outdoor conditions including summer heat and heavy rain for extended periods as they welcomed visitors. We therefore adopted a design that ensured breathability while blocking heat and ultraviolet light, achieving a level of comfort that made it akin to a "wearable parasol." Moreover, we used a material made from recycled PET bottles, thus achieving both functionality and environmental friendliness. We plan to use the knowledge gained from this and other experiences in future product development.

In many cases, these efforts do not lead directly to profit in the short term. However, even when others might be skeptical from a business perspective, we believe we should continue taking on new challenges to unlock the potential of apparel. Moreover, these investments and collaborations do in fact lead directly to enhanced brand competitiveness through environmentally friendly materials, turning trusted partnerships into new innovations, and enhancing market recognition of our approach to sustainability management. In the medium to long term, I am confident that these endeavors will remain the driving force behind our sustainable growth and the enhancement of our corporate value.

### New Technologies Born from In-house R&D

In parallel with co-creation, our own R&D has also been generating new results. One example is the new technology we announced at a joint corporate exhibition held as part of the world's top ultra trail race, the Ultra-Trail du Mont-Blanc,

in August 2025. This technology allows the thermal insulation of a garment to be changed by adjusting the amount of air inside, giving users the flexibility to use a single item as both a light and heavy jacket. Furthermore, the stuffing-less structure reduces materials in the manufacturing process, which is significant from the perspective of environmental friendliness. After about two years of trial and error, we have established the technology, and a patent is currently pending.

We unveiled a prototype at the Ultra-Trail du Mont-Blanc exhibition venue, highlighting its features as a fabric with a structure capable of handling severe changes in temperature, both in harsh outdoor environments and urban life. Going forward, we will carry out testing with an eye toward commercialization based on feedback from athletes and other experts. Our R&D capabilities continue to be strengthened by this very process of promoting and verifying technologies through repeated testing at the cutting-edge of our field.

The new technologies we develop form the

basis for proposing unprecedented new uses and lifestyle possibilities to customers, and bring about major changes in society. I believe that our mission is not simply to respond to the needs of the market, but to propose new products and functions that create new value for society.

We will continue to question the status quo as we seek out better approaches, and take on the challenge of developing products that pioneer the future. We will not discard research themes or lofty ideas that at first appear to be unachievable, but instead nurture them into culture and values that can shape the next generation. In taking on this challenge, we will fulfill our responsibility as a company that grows sustainably, as well as live up to the trust stakeholders have placed in us.

## Sustainability Strategy



**We will establish a resilient organizational foundation with a vision shared by all employees, and promote sustainability management.**

Takero Kaneda  
Managing Director, CSO  
General Manager of General Planning Division

### Promoting Green Design to Move Plans Forward

We formulated our long-term vision, PLAY EARTH 2030, in fiscal 2021. Under that vision we aim to attain both environmental sustainability and business sustainability. It lays out three key environmental issues: promotion of green design, realization of a carbon-free society, and realization of a circular economy. Moreover, our medium-term management plan, which launched in fiscal 2024, has raised the issue of "conservation and restoration of biodiversity," and we are pursuing ways of doing business that are in harmony with nature.

In addition to developing corresponding frameworks, we have held cross-functional discussions and pursued initiatives for the

three key environmental issues that we have been tackling for a number of years. We have been experimenting with a multifaceted approach to setting annual KPI targets while also strengthening cooperation with suppliers. For promotion of green design, we are developing products that use renewable raw materials with reduced environmental impact. In fiscal 2024, the ratio of products that use materials with reduced environmental impact was 71.5%, thus achieving our target of 70% or more by fiscal 2025 one year ahead of schedule.

We have stipulated that the main materials of products should be at least 25% made from materials with reduced environmental impact. In addition to materials made from recycled PET bottles, we use a variety of materials including Brewed Protein™ fiber (made from plant-derived

biomass and developed in cooperation with Spiber Inc.) and MURON® (developed by Morito Apparel Co., Ltd. from recycled fishing nets). Achieving our target ahead of schedule shows that our respective brand strategies are bearing fruit.

However, even if we push for the 100% ratio, the environmental impact of our products will still not be zero. We are currently working with the Research and Development Division to review the goals we have set, while striving to take green design to the next level. For instance, it might be possible not only to make fibers from plastic PET bottles, but to recycle fibers into new fibers. We explore such possibilities from a variety of perspectives, envisioning the recycling of worn-out products into new products as perhaps the next step we should pursue in green design.

### Realizing a Carbon-free Society and a Circular Economy through the Apparel Business

The apparel industry is said to have a comparatively larger environmental impact than other industries. Moreover, the large number of products, and complex composition of each product, make it difficult to calculate carbon footprints that clearly indicate CO<sub>2</sub> emissions throughout the entire product lifecycle. We therefore began by calculating our Scope 1, 2, and 3 greenhouse gas emissions for fiscal 2023 in accordance with the GHG Protocol, in order to get a handle on the big picture. For Scope 3 Category 1 emissions, we used a simplified calculation based on procurement expenditure to get an overall idea of emission volumes. But at the same time, we face the problem that this simplified calculation method does not reflect our reduction efforts. Therefore, we plan to adopt more precise calculations using the carbon footprint of products (CFP) methodology (based on material weight and primary data from suppliers). This will lay the foundation for actual reductions in the future.

In fiscal 2024, CO<sub>2</sub> emissions for our domestic business locations were approximately 93% lower compared with fiscal 2020, exceeding our initial plan. Going forward, we will first achieve carbon neutrality with respect to Scope 1 and 2 emissions for all of our domestic business locations in fiscal 2025, and at all of our business locations and self-operated stores by fiscal 2030. In addition to Scope 1 and 2 emissions, we also aim to achieve carbon neutrality in terms of Scope 3 emissions (throughout our supply chain) by fiscal 2050. We are currently pursuing practical measures to achieve this, such as setting indicators for each production process, and formulating standards for each product. We first intend to introduce CFP labeling for the Goldwin brand and products for markets outside Japan, then gradually expand the range of products covered.

Furthermore, we are pursuing circular economy initiatives from the standpoint of achieving zero fashion loss. Clothing waste can be broadly categorized into waste generated by development and production processes, waste in our supply chain, and waste following purchase by customers. We are advancing initiatives to address each category. Firstly, based on the firm determination of President Takao Watanabe, we have made the disposal of

products prohibited as a general rule. Due to the large number of different apparel products we handle, as well as size variety and season-based product cycling, in the past there was a certain frequency of cases in which we had to eventually dispose of unsold or substandard items. Given the major changes the prohibition would entail to practices specific to our industry, there was initial uncertainty from frontline personnel. Nevertheless, faced with what to do with items that cannot be discarded, new ideas and improvement measures have emerged one after another. Creating new paradigms for manufacturing, where waste is not accepted as a given, is becoming an important turning point for sustainability.

We also use audits in cooperation with partners to ascertain the situation regarding disposal practices in our supply chain. For the sewing process, in particular, it is said that standard fabric cutting operations generate 20% to 30% loss. We have therefore begun initiatives to reduce this figure. In building up a track record of such approaches, we aim to create effective systems that lead to waste reduction, while ensuring mutual benefit (such as through long-term ordering and cost sharing).

Despite such efforts undertaken by ourselves and companies in our supply chain, our volume of product and material waste for fiscal 2024 exceeded our target of 10.2 tons by 0.3 tons. A contributing factor was discontinuing operations for a number of brands, including ellesse and DANSKIN, which made it unavoidable that some items would eventually have to be disposed of. Nonetheless, taking fiscal 2020 as the base year for comparison, we have steadily reduced the volume of waste, and the results of our efforts are clearly visible. We have set further goals of an 80% reduction in product and material waste by fiscal 2025 (compared with fiscal 2020), and zero product and material waste by fiscal 2030.

At the same time, to reduce post-purchase waste, we have established systems for providing repair services and resale businesses that enable people to continue using our products over the long term. In fiscal 2024, the total number of repairs climbed to 23,887 as we supported customers in continuing to use the products they love. The significance of these efforts lies not just in the number of repairs conducted, but in providing customers with the option to continue using items without throwing

them away. We are also rolling out the GREEN BATON sustainable label for children's clothing, which represents our stance of encouraging recycling and passing on items from generation to generation.

### Exploring the Value of Sustainability Together with Stakeholders

As mentioned at the outset, in addition to ongoing efforts on our three key environmental issues, the medium-term management plan has added "conservation and restoration of biodiversity" as a new challenge to tackle. In that regard, we aim to take the conventional idea of reducing environmental impact a step further and work to help restore the environment—an extra step that fundamentally alters the essence of such efforts. As such, I believe that this too will be an important turning point.

We are currently at the point of assessing challenges and considering measures toward this goal. One example will be our 40-hectare Play Earth Park Naturing Forest, which is highly aligned with this project. Some may ask how meaningful an activity of this scale is to addressing global environmental issues. However, we see it as a model project that demonstrates what form our environmental contributions will take. It embodies the idea of coexistence with nature, and functions as a new medium for broadcasting this ideal to society. It carries a message not only for our customers, but for society as a whole.

We aim to achieve both environmental sustainability and business sustainability based on this new perspective of restoring the environment. To achieve both of these goals, it is essential that we clarify our aims, and share our underlying values and intentions with customers, employees, suppliers, and other stakeholders. We need to build sustainable partnerships, not simply by achieving resonance, but through shared values. A key strategy in our medium-term management plan is to accelerate overseas expansion.

Communication methods for disclosing environmental information, such as CFP, will become increasingly important going forward.

In this context, as we pursue the Goldwin500 project, our communications still do not adequately express the sustainability value of the Goldwin brand. However, we are in fact promoting the use of materials with reduced environmental impact, such as recycled down and plant-derived Brewed Protein™ fibers for Goldwin

## Sustainability Strategy

brand products. We are rolling out these initiatives to several of the other brands in our portfolio, and it will be important that we connect them to the Goldwin brand's story and heritage, as well as to find ways of conveying our value offering effectively.

Indeed, this is how we can vigorously advance both environmental sustainability and business sustainability, directly linking to our growth. We now plan to further hone our communications to effectively convey our message on the world stage.

### Renewed Efforts to Lay the Foundation for Our Grand Vision

Objectively speaking, the goals of our vision for fiscal 2050 are ambitious. They include achieving carbon neutrality throughout the supply chain, zero product and material waste, and using materials with reduced environmental impact in all of our products. However, the vision is rooted in our history of interacting with the natural environment with a focus on the outdoors and sports. It is thanks to our corporate stance of earnestly striving to coexist with nature, spearheaded by President Watanabe, that we are able to envision the distant future and put it into words.

I expect that in the not-to-distant future there will be a major rethink of fast fashion, which is characterized by mass production, mass consumption, and mass disposal, from the perspective of sustainability. In light of these societal changes, we ourselves bear a

responsibility as a growing company that manufactures and sells products. How much can we reduce environmental impact and minimize waste? We need to incorporate a sustainability-based perspective into all of our business decisions.

On the other hand, the reality is that there are differences in how people understand and prioritize sustainability depending on their responsibilities and roles. I myself often have to make difficult decisions about balancing sustainability and economic rationality. That is why I believe it is necessary to instill the concept of our overall sustainability as an organization into each and every employee. We will establish a situation in which all employees share a common awareness and guidelines for autonomous decisions and action. This will in turn be the organizational bedrock that supports the steady achievement of PLAY EARTH 2030.

As such, we are pursuing a sustainability policy under which all employees can share a common understanding of sustainability and make decisions and act autonomously. We continue to discuss how we should interact with both people and the environment based on our purpose, "envision new possibilities for humanity in nature." At our recent executive retreat, we talked actively about issues relating to human rights, the working environment, and local communities, in addition to our environmental efforts. In respect to each issue, we need to combine the efforts of each brand and each department and transform them into impacts at

scale. We are aligning different perceptions and priorities within the Company, and combining them into shared policies that will serve as our common roadmap.

At the same time, the sustainability perspective includes not just coexistence with nature, but coexistence with people as well. The fundamental premise of our supply chain is respect for human rights. To this end, it is essential to enhance working environments, ensure safety, health, and fair trade, and prevent child labor and forced labor. Within the Company as well, it is vital that we establish a culture and systems that enable each employee to proactively create value, as well as unlock the greater potential of our personnel from the standpoints of diversity, job satisfaction, and health.

To help define new key issues with a focus on people, and clarify strategies within the Company, we are systematically promoting human capital initiatives, which includes enhancing personnel systems and talent management. Now is the time to think beyond the Company to envision a future in which people live in abundance with nature—including throughout our supply chains, the local community, and even future generations—and determine what we need to do. How can Goldwin have an impact not only on the stakeholders directly affected by our business, but on society at large? Through our ability to imagine the world's problems and communicate with society, I want us to make bold moves toward the vision we are aiming for.

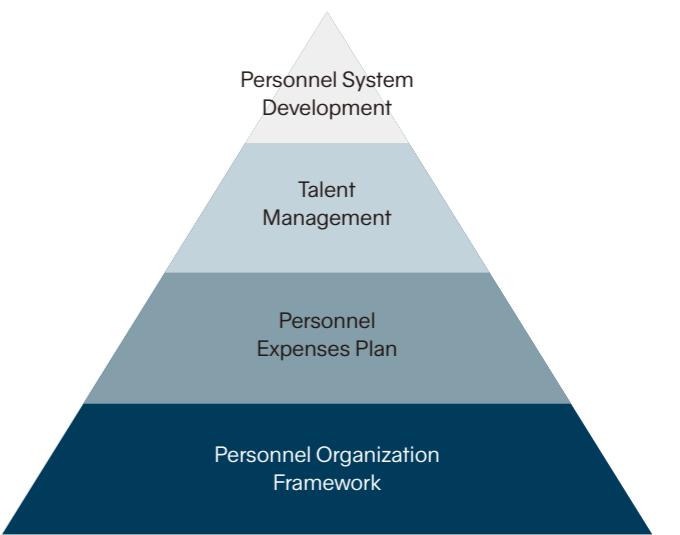


## Where Employees and Society Face Challenges and Grow Together

Through business expansion outside Japan and our experience-based business, we are evolving into a company that goes beyond manufacturing to offer comprehensive lifestyle propositions. As we expand such businesses, the required roles and capabilities of our personnel are diversifying as well, and there are more and more circumstances that are difficult to handle under our current operations and personnel systems alone.

We are therefore working to formulate a new human resources strategy for implementing effective human capital management, and intend to introduce it in April 2026. We are incorporating feedback from frontline personnel, as we seek to build a new relationship with employees and create an environment that supports autonomous growth.

We aim to build a new foundation upon which employees and society can face challenges and grow together based on our purpose, "envision new possibilities for humanity in nature."



### Personnel System Development

We are working to update our personnel system to attract and improve the retention rate of the talent we need, including highly specialized engineers and technicians, based on the new job-based personnel system we introduced in fiscal 2022. At the same time, we are also improving our evaluation systems and promoting evaluator training.

### Talent Management

We centrally manage data about employee skills, abilities, experience, and other characteristics. The data is used not only to assign suitable tasks/duties and conduct evaluations, but to advance management strategies, set expected roles by working backward from the problems facing the organization, and formulate training plans.

### Personnel Expenses Plan

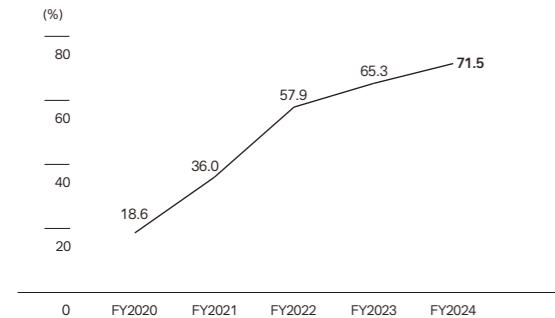
We have drawn up a human capital structure (role portfolio) based on our management strategy, and clarify the tasks, duties, personnel, and skills that we need. We will tie this into the renewal of the evaluation system and the formulation of recruitment plans, within a personnel expenses framework that takes into account net sales growth.

### Personnel Organization Framework

We will work to review our personnel organization itself in order to effectively utilize our role portfolio and operate the new personnel system. Meanwhile, we are also considering measures to improve productivity through systemization while identifying excesses and deficiencies in internal human resources work processes.

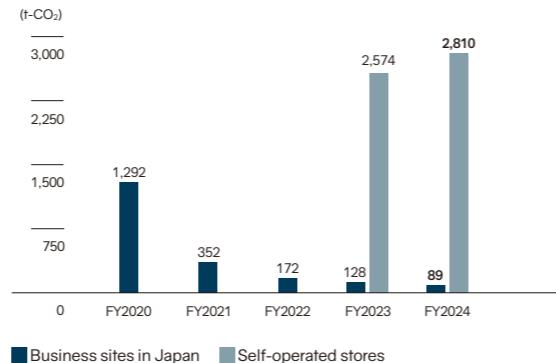
## Non-financial Highlights

### Ratio of Products That Use Materials with Reduced Environmental Impact



The adoption of materials with reduced environmental impact is progressing throughout the Company as a result of the clarification of our medium- to long-term goals. We are actively working to utilize recycled and plant-derived materials (such as Brewed Protein™ fiber) in products for each of our brands, and the ratio of such use for fiscal 2024 stood at 71.5%. We aim to achieve a ratio of 90% by fiscal 2030, and are promoting sustainable product development to reduce environmental impact and help bring about a sustainable society.

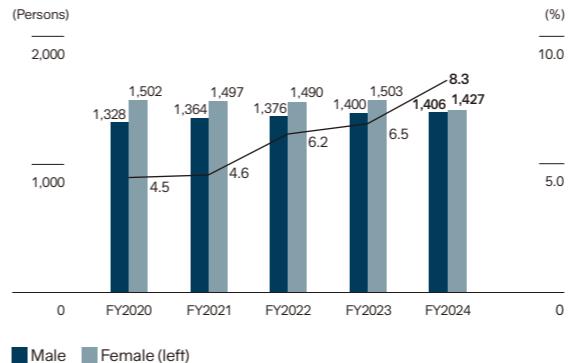
### CO<sub>2</sub> Emissions (Business Sites in Japan and Self-operated Stores)



Notes: 1. We began calculating CO<sub>2</sub> emissions from self-operated stores in fiscal 2023. 2. The figures for CO<sub>2</sub> emissions from self-operated stores in fiscal 2023 have been restated to reflect a review and revision of the calculation method.

We began calculating CO<sub>2</sub> emissions from self-operated stores in fiscal 2023, and we are now able to track and monitor actual emissions from self-operated stores and business sites in Japan. Emissions came to 89 t-CO<sub>2</sub> from business sites in Japan, and 2,810 t-CO<sub>2</sub> from self-operated stores. Going forward, in working to accelerate emissions reductions we will implement more effective measures, such as expanding our adoption of renewable energy, investing in energy conservation, and improving store operations.

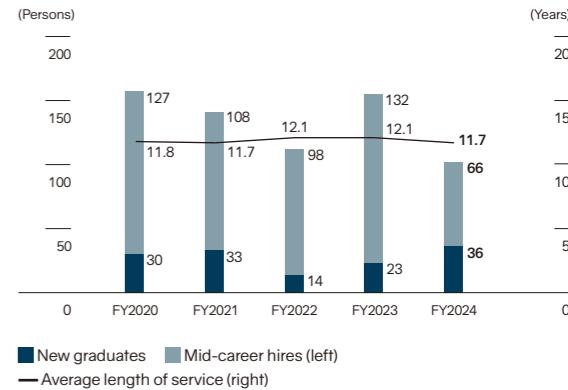
### Number of Employees by Gender / Ratio of Women in Management Positions



Male Female (left)  
— Ratio of women in management positions (right)

We promote the creation of an organization that respects diversity, and maintain stable employment for employees of all genders. The ratio of women in management positions has steadily increased, reaching 8.3% in fiscal 2024. We will continue to emphasize diversity and inclusion as one of our management policies, strive to cultivate female leaders, and create a comfortable workplace environment.

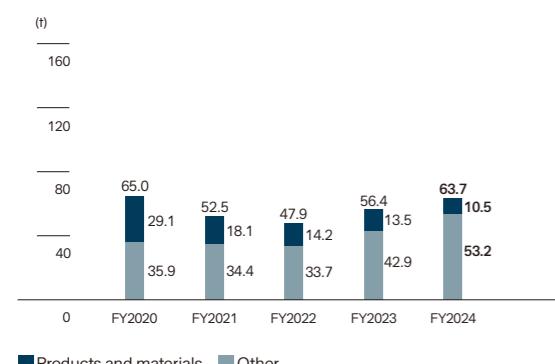
### New Employees (New Graduates/ Mid-career Hires) / Average Length of Service



New graduates Mid-career hires (left)  
— Average length of service (right)

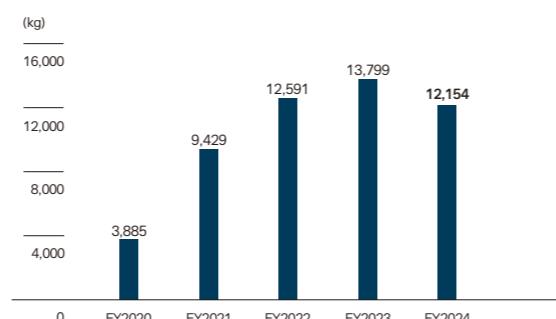
We actively recruit a wide range of talent, including both new graduates and mid-career hires, with 36 new graduates and 66 mid-career hires joining the Company in fiscal 2024. The average length of service remained high at 11.7 years. We are working to create a comfortable workplace environment including through the promotion of flexible work styles and the development of systems that enable diverse talent to reach their full potential.

### Waste Emissions



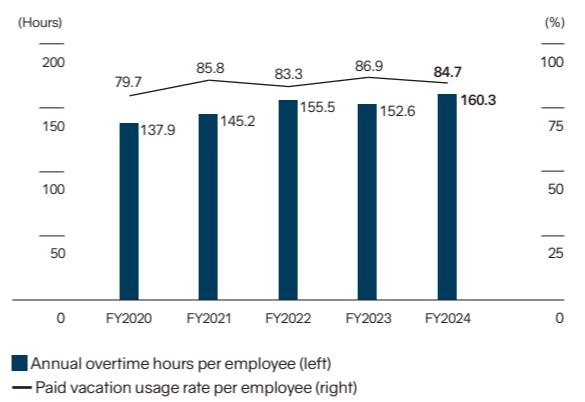
We are working to reduce and recycle waste at every stage of the product life cycle. In fiscal 2024, we disposed of 10.5 tons of products and materials. However, the total volume of waste increased year-on-year, due to an increase in other waste. Going forward, we will continue to reduce product waste and further enhance our recycling and reuse initiatives to lower overall emissions.

### Amount of Unwanted Clothing Collected



We promote the collection and recycling of unwanted clothing. We have installed collection boxes at self-operated stores throughout Japan, and have incorporated them into our recycling and upcycling efforts. The amount of clothing collected reached 12,154 kg in fiscal 2024, and we will continue to strengthen our efforts to bring about a circular economy.

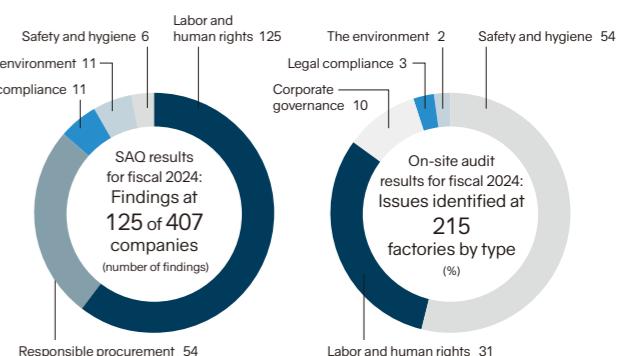
### Annual Overtime Hours per Employee / Paid Vacation Usage Rate per Employee



Annual overtime hours per employee (left)  
— Paid vacation usage rate per employee (right)

We are focused on creating a comfortable workplace environment and reducing annual overtime hours per employee. Our paid vacation usage rate per employee has also remained high, coming in at 84.7%. We are promoting flexible work styles and human resource development to improve the health and work-life balance of our employees.

### Results of Supplier Audits



In fiscal 2024, to increase transparency and fairness throughout our supply chain, we administered a Self-Assessment Questionnaire (SAQ) of 407 companies, which identified a total of 207 findings at 125 companies, as well as on-site audits, which identified issues at 215 factories. Rather than striving to increase the number of audits, we focus on using their results to identify risks and then carrying out improvements. Going forward, we will continue to promote responsible procurement and sustainable manufacturing in cooperation with partner companies through regular audits.

## Financial and Capital Strategy



We will maintain and improve our high earnings structure based on our in-store digestion-based product supply business model, using this as the driving force toward a new stage.

Michio Shirasaki  
Senior Managing Director, CFO  
General Manager of Management Division

### The First Year of the Medium-term Management Plan (Fiscal 2024–2028)

Fiscal 2024, a year in which we achieved tangible results as a solid first step toward our next stage, marks the first year of our latest medium-term management plan (covering the five years from fiscal 2024 to fiscal 2028). It was launched ahead of schedule before the original conclusion date of the previous plan (fiscal 2021 to fiscal 2025).

The full-year results were generally in line with the revised forecast announced in March 2025. Market recovery was sluggish, reflecting uncertainty in consumer sentiment, and challenging weather conditions such as a mild winter and extreme summer heat, the effects of which persisted through until December. Against this backdrop, demand from inbound visitors to Japan, primarily from China, exceeded expectations,

and sales at self-operated stores in urban areas in particular supported our performance. The increase in the sales ratio of self-managed locations nationwide is also a good sign for the future.

On the other hand, our gross profit margin was 52.1%, falling short of the planned 52.5%. However, this was not due to the impact of discount sales or other such factors, but rather the increase in the proportion of new products with high cost ratios in the high-performance and high-price range. This was partly due to the influence of a weak yen and soaring raw materials prices, but mainly the result of high-value-added products gaining traction in the market, including among inbound visitors to Japan. We see this as a positive development aligned with our "Core & More" strategy, under which we are nurturing brand loyalty among heavy users of high-performance products.

The composition ratio for sales to inbound visitors to Japan, which supported net sales performance, reached a record high of 34.3% for self-operated stores in the fourth quarter, and increased by 8.2 pts. to 25.5% for the full year. Sales to inbound visitors are no longer special demand, but have become part of our stable foundation for growth. We have incorporated this premise into the planning stages of production, marketing, and promotion, and will strive to make more precise predictions to maximize results from this shift. Driven by this demand from inbound tourism, sales by business category increased by 7.3% year-on-year in fashion, and 8.6% year-on-year in lifestyle. In the performance category, although the summer sales season was tough, sales recovered from the third quarter onwards and we delivered performance close to expectations.

SG&A expenses increased to ¥47.0 billion, up by about ¥3.7 billion from ¥43.3 billion in the previous fiscal year (an increase of roughly ¥4.4 billion less than our initial plan of ¥8.0 billion). Moreover, excluding ¥3.5 billion in one-time expenses related to the J-ESOP stock benefit trust program and head office relocation costs, SG&A expenses showed only a slight increase to ¥43.5 billion. We believe that this is due to the success of ongoing cost control measures.

As in the previous plan, we have set SG&A

expenses as a KPI, this time with a target of 32%–37% of net sales, and have chosen to eschew the front-loading of expenses. The current medium-term management plan aims to achieve ¥50 billion in global net sales for the Goldwin brand in fiscal 2032 (under the Goldwin500 project), and will also continue to promote the experience-based business, starting with Play Earth Park Naturing Forest. To this end we have drawn up a bold plan to allocate 30%–35% of our operating cash flow to

investment for growth, and 20% to 25% to investment in business infrastructure. We recognize that shareholders are particularly interested in our measures for controlling costs as we make growth investments. Going forward, we will track the cost breakdown by category and item, including whether or not funds were used and how, and will develop a system for disclosing information with high accuracy and without surprises.

### Maintaining and Improving the High Earnings Structure That Serves as the Foundation for Business Growth

In order to translate the growth trajectory of fiscal 2024 into more enduring performance, we will continue to enact thorough cost control in fiscal 2025. Net sales for fiscal 2025 is forecast to increase by 6.2% year-on-year to ¥140.5 billion, and operating profit by 18.2% to ¥25.9 billion, which is about the same level as in fiscal 2023 after excluding one-time expenses. The costs for products to be sold this autumn–winter season have already been fixed, with exchange rates already locked in. Unless net sales declines significantly, there will be no significant cost increases. We have high confidence in current estimates of the gross profit margin, which should come in at 52.7%, a 0.6 pt. increase over the previous year.

The in-store digestion-based product supply

### Highlights of Fiscal 2024 Results

- 1 Demonstrating the strengths of our in-store digestion-based product supply business model in responding to uncertainty
  - In response to uncertainty, including that related to climate change and inbound demand, we achieved stable profitability by flexibly adjusting the timing of product launches and shipments, and precisely managing inventory.
  - Our in-store digestion-based product supply business model is a symbol of our competitive advantage and enables us to adapt to climate change as it becomes a normal part of operations.
- 2 Continued growth of inbound demand  
Delivering experiential value as a driver for growth
  - In all four quarters, sales to inbound visitors were up over the corresponding quarter of the previous year. We responded to increased demand at duty-free stores. Demand from Japanese customers was strong as well.
  - With the acquisition of Alpine Tour Service Co., Ltd. as a Group company, we expect to deepen customers' purchasing experiences by strengthening experiential consumption.
- 3 Accelerating expansion in China  
Market penetration among urban, trend-conscious demographics is in full swing
  - In the Chinese market, we are opening stores targeting urban and high-end demographics in places like Shanghai and Hangzhou. Despite targeting the high-price range from the very first fiscal year of the plan, sales have exceeded our targets.
  - We will shift our focus from opening stores to driving market penetration, and harness this as a growth engine for global expansion based on regional characteristics.

### Maintaining ROE at a High Level and Achieving Further Improvement

Improvement driver	ROE						
	Expansion of sales		Improvement in sales efficiency			Optimization of capital structure	
KPI	Improvement in sales ratio of self-managed locations	Improvement in overseas sales ratio	Cost control	Decrease in sales loss rate	Control of inventory balance	Shareholder returns	Control of interest-bearing debt
FY2023	56%	4.7%	34.1%	1.4%	¥18.2 billion	8.1% 40.7%	0.01 times
FY2024	59%	5.1%	35.5%	1.4%	¥19.2 billion	6.9% 55.4%	0.003 times
FY2028	60%	10%	32.0%–37.0%	1.5%	¥23.0–¥27.0 billion	6% or more Approx. 40%	0.3 times or less
Policies	Target a 60% sales ratio of self-managed locations in the final year of the medium-term management plan	Target a 10% overseas sales ratio in the final year of the medium-term management plan	Maintain in the mid-30% range while continuing to invest in growth	Aim to maintain current level during the medium-term management plan period	Control order volume and ensure liquid inventory on a seasonal basis	Aim for a DOE of 6% or more during the medium-term management plan period Flexibly repurchase treasury stock with a target total return ratio of approximately 40%	Maintain financial discipline

## Financial and Capital Strategy

model, which is a key feature of our business, is the basis of our ability to implement cost control and respond to market fluctuations relating to weather factors and changes in demand from inbound tourism, enabling us to secure this level of operating profit margin. The sales ratio of self-managed locations was 59% in fiscal 2024. This delivers significant advantages, including an increased ratio of products sold at list price, improved inventory turnover through supply-demand optimization across our physical stores and e-commerce site, and a reduced sales loss rate.

Other measures for improving the gross profit margin include maintaining our stable cost structure, under which we have a handle on exchange rates, and further streamlining our logistics system through efforts such as the two-hub arrangement (Toyama and Chiba), which we began in April 2023. Reining in SG&A expenses and conducting rapid and precise inventory control through the in-store digestion-based product supply business model that we have been developing on an ongoing basis, will continue to be key drivers toward achieving the goals of the medium-term management plan, both in fiscal 2025 and through to fiscal 2028.

Under the medium-term management plan, we aim to progress rapidly to the next stage through the Goldwin500 project, advancing our business in the global market, and launching our experience-based business in earnest. The foundation for this is to maintain and improve

our already high level of ROE management based on these financial strategies. For the past three years, we have maintained ROE at very high levels of 29.3%, 27.0%, and most recently 23.2%. At the end of fiscal 2024, we reached a record high of ¥111.2 billion in net assets, and have maintained an extremely sound financial position with an equity ratio of 73.2% and a D/E ratio of 0.003 times.

Cash conversion may become more important as our overseas and experience-based businesses develop, but we will not lower our target ROE during the period of the medium-term management plan simply because the relative importance of these businesses has increased. High-level ROE management is the key to enhancing trust between the Company and its shareholders, and will serve as a safety net to support future growth. To maintain high-level ROE management, we will focus on expanding net sales and gross profit, and will continue to set ROE of 20.0% or higher as a KPI. We will further accelerate business growth and take up the challenge of moving to the next stage based on the trust engendered by our high earnings structure.

### Capital Strategy for Growth Phase to Transform into a 100-year Company

As mentioned, net assets reached a record high of ¥111.2 billion in fiscal 2024, and cash flows

from operating activities for the same period were ¥24.4 billion. Going forward, we plan to reach cash flows from operating activities of between ¥120.0 billion to ¥130.0 billion by fiscal 2028. We will also promote the strategic allocation of capital, with an emphasis on balancing returns in the four areas of growth investment, business infrastructure investment, ESG investment, and shareholder returns.

We will focus growth investments on growth strategies under the Goldwin500 project and for The North Face. Our first goal for Goldwin500 is to firmly achieve our milestone of ¥10.0 billion in net sales for the Goldwin brand in fiscal 2026. We are proceeding with our plans to open stores in Japan and China, and are drawing up plans to open stores in Korea, Europe and the United States in fiscal 2025, as well. This is the first time we have concentrated such aggressive store openings in the same period, and upfront investments will overlap, but our efforts should bear fruit in fiscal 2026. If you include the expansion of existing stores in Japan, you can see that the goal of reaching ¥10.0 billion in net sales is well within our sights. If we can reach this target of ¥10.0 billion, I believe that we will have no problem reaching ¥30.0 billion in the Chinese market and a total of ¥50.0 billion in global net sales by fiscal 2032. Some may see this as a challenging goal, but for us, it is an accurate vision based on a rational assessment of the domestic and international markets.

Meanwhile, The North Face brand alone exceeded ¥100.0 billion in net sales in fiscal 2024. Our growth strategy for the brand is to further expand brand value and develop new markets by investing in growth areas such as footwear, children's products, and women's products, while maintaining steady growth to achieve ¥128.0 billion in net sales for the brand in fiscal 2028.

The cash cycles for our new Play Earth Park Naturing Forest and the tours business centered on Alpine Tour Service Co., Ltd. (which became a Group company in April 2025), differ from that of our apparel business, where more of our accumulated expertise is concentrated. As part of our experience-based business, such projects are classified as business infrastructure investments, and we plan to set new KPIs for them. Since the cash cycle differs from that of the apparel business, our overall cycle is two-tiered. In light of this, we will also consider using leverage in the future, but have set a KPI of 0.3 times or less for the D/E ratio as our standard of financial discipline during the period of the medium-term management plan, and will strive to maintain sound management. Investing in human capital as part of business infrastructure investment is also an important factor in efforts to achieve sustainable growth. While the development of back office operations has facilitated our steady business growth and the success of our financial capital strategy, we must continue to focus on bridging the gap in human

capital resulting from rapid corporate growth. At many companies, back office operations can take a back seat to top-line growth. In our case, we are addressing this issue by working vigorously on various measures like recruitment, training, and evaluation in an effort to fill the aforementioned gap. In April 2025, we made the contract employees working in sales at all of our stores into full-time employees. In doing so, we hope to strengthen our sales capabilities by improving retention and motivation. After much careful consideration, we came to this decision in the belief that the expected increase in engagement will help us to further refine our in-store digestion-based product supply business model, maintain our corporate value during overseas expansion, and accomplish the goals of the medium-term management plan that these elements are driving forward.

### Achieving Stable and Continuous Return of Profits

Our medium-term management plan is a major opportunity for making progress toward our next challenges while building on the solid financial capital strategy we have relied on thus far. These endeavors include stepping up global expansion of the Goldwin brand to turn it into a ¥50.0-billion business (in net sales) by fiscal 2032, steadily growing The North Face brand, and accelerating projects in the experience-based business. Of

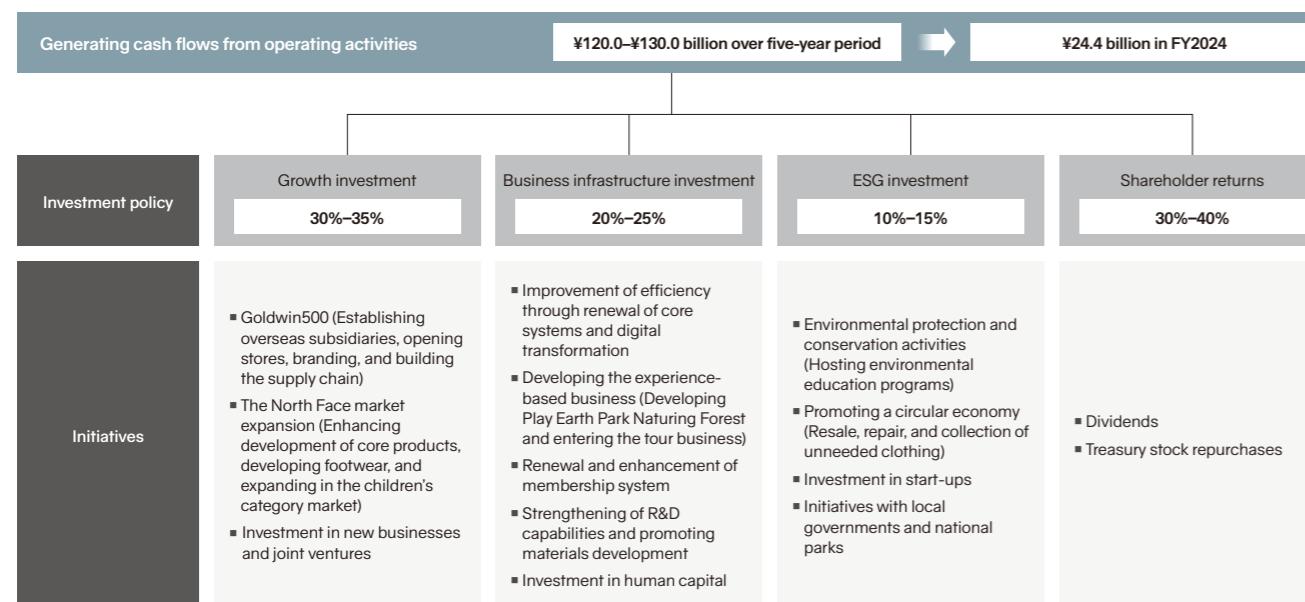
course, the medium- and long-term support of our shareholders is vital to this endeavor.

In terms of shareholder returns, we implemented our largest ever share repurchase in fiscal 2024, and the outlook for fiscal 2025 is that we will raise dividends from ¥163 to ¥174, marking the 15th consecutive year of dividend growth. We have set KPIs of 6% or more for DOE and a total payout ratio of approximately 40% during the period of the medium-term management plan, and also plan to flexibly implement share repurchases.

Moreover, in fiscal 2025, we split the Corporate Communications Office into the IR Office and the Public Relations Office, and established a system for more detailed communication with investors. Concerning our overseas business, recently more and more investors have expressed the desire to visit our stores in Korea and China for themselves, and we have noticed a growing interest in our business strategy.

A realistic financial and capital strategy is essential to achieving our long-term vision, PLAY EARTH 2030, and I believe that it is my responsibility to ensure balance between ideals and reality. The Executive Management Meeting and Board of Directors will continue to make proposals while considering how best to meet the expectations of shareholders, and strive for business growth that fulfills stakeholder trust and lives up to those expectations.

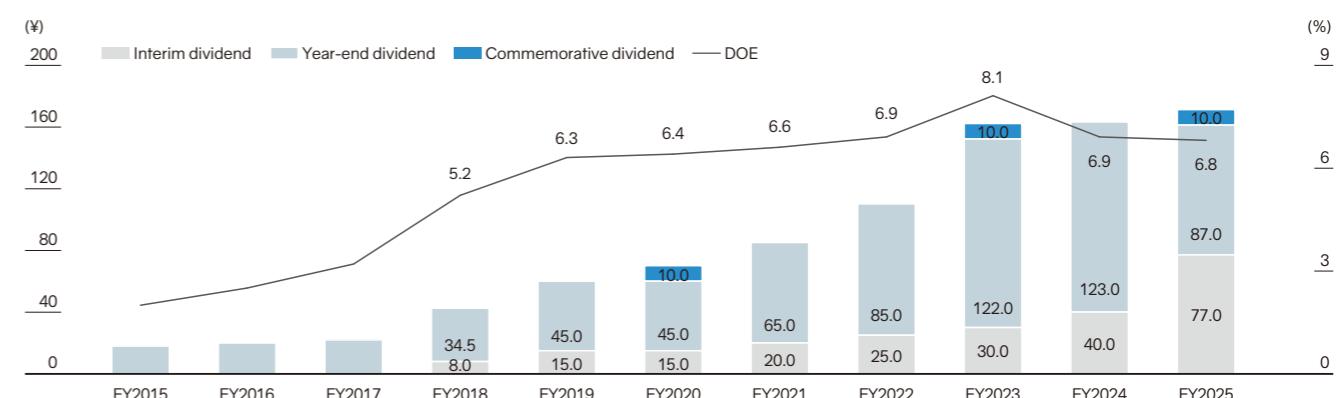
## Cash Allocation Focused on Growth Investments for Brands



## Shareholder Return Policy

The FY2025 outlook is for increased dividends for the 15th consecutive year. The balance of interim and year-end dividend was 25:75 in FY2024, and will be 50:50 in FY2025, and the dividend will become a full-year type.

### Dividend per Share and Dividend on Equity (DOE)



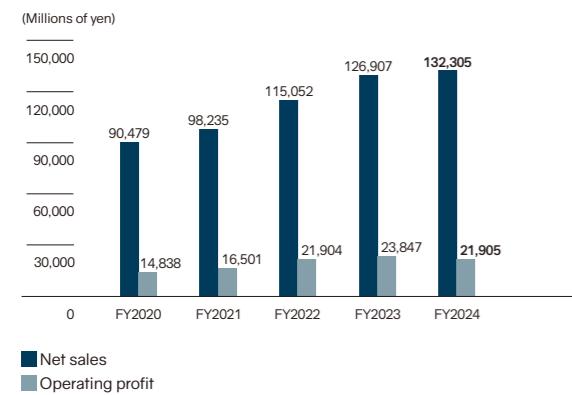
Note: A commemorative dividend of ¥10 was implemented for FY2020 and FY2023.

The interim dividend of ¥87 for FY2025 (forecast) includes a 75th anniversary dividend of ¥10.

The FY2025 year-end dividend will be ¥87, assuming conversion prior to the relevant stock split, and the total dividend per share will be ¥174.

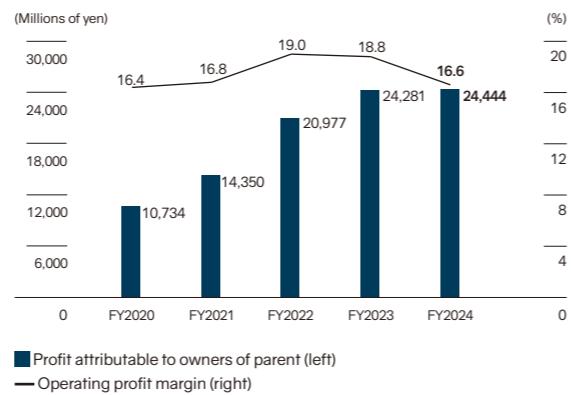
## Financial Highlights

### Net Sales / Operating Profit



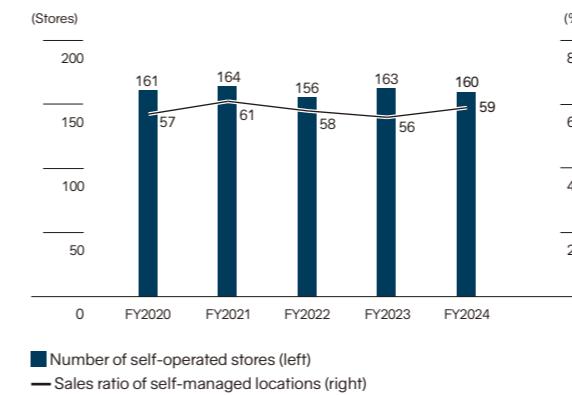
Revenue increased for the fifth fiscal year in a row, and net sales have increased from ¥90.4 billion in fiscal 2020 to ¥132.3 billion in fiscal 2024. Operating profit also increased over the same period, from ¥14.8 billion to ¥21.9 billion. The growth of core brand The North Face, as well as the enhancement of self-operated stores and our e-commerce site, are driving overall growth and strengthening our profit base.

### Profit Attributable to Owners of Parent / Operating Profit Margin



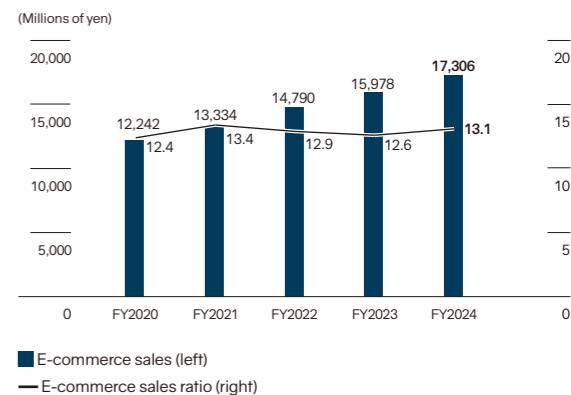
Profit attributable to owners of parent has increased significantly, from ¥10.7 billion in fiscal 2020 to ¥24.4 billion in fiscal 2024. During that period, the operating profit margin reached a high of 19.0%, and stood at 16.6% for fiscal 2024. High-revenue brands and more thorough cost control are supporting profit growth.

### Number of Self-operated Stores / Sales Ratio of Self-managed Locations



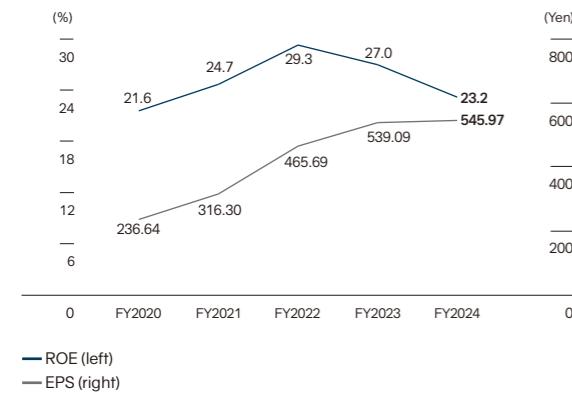
Our number of self-operated stores has held steady around 160, and the sales ratio of self-managed locations has increased slightly, from 57% in fiscal 2020 to 59% in fiscal 2024. We have deepened the brand experience and increased profitability by combining enhanced customer experiences at self-operated stores with expanded e-commerce channels.

### E-commerce Sales / E-commerce Sales Ratio



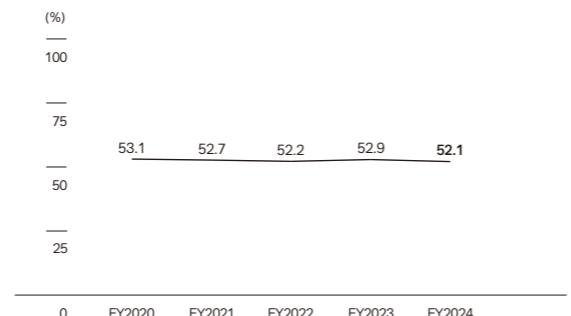
E-commerce sales increased from ¥12.2 billion in fiscal 2020 to ¥17.3 billion in fiscal 2024. We are strengthening linkage between online and offline channels, and striving for further growth through digital measures.

### Return on Equity (ROE) / Earnings per Share (EPS)



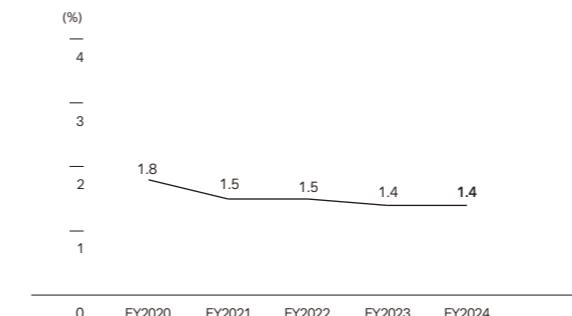
ROE for fiscal 2024 was 23.2% and EPS was ¥545. Although ROE decreased somewhat compared with fiscal 2023, it remains at a high level. In addition to profit growth and measures to enhance the equity ratio, we are working to steadily increase dividends and strengthen shareholder returns.

### Gross Profit Margin



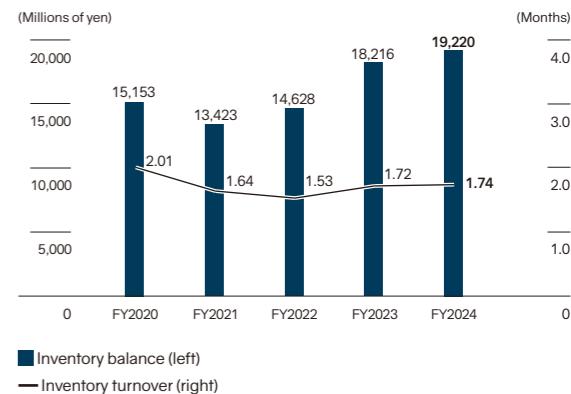
Over the past five fiscal years, we have consistently maintained a gross profit margin of more than 50%. In fiscal 2024 we recorded a high level of 52.1%, largely unchanged from 52.9% in fiscal 2023. Our high-value-added products and thorough management of cost of sales have delivered stable profitability.

### Sales Loss Rate



The sales loss rate has improved from 1.8% in fiscal 2020 to 1.4% in fiscal 2024. We are reducing discounts and disposal, and promoting both sustainability and profitability through strict inventory management and sophisticated demand forecasting.

### Inventory Balance / Inventory Turnover



We have worked to maintain our inventory balance at an appropriate level from fiscal 2020 to fiscal 2024. Although the figure saw a temporary increase in fiscal 2024 as a result of the mild winter, we responded by making adjustments during the fourth quarter. We are continuing to shorten our inventory turnover period and enhance management efficiency.

## 11-year Financial Summary

Fiscal years ended March 31 of the following year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Profit/Loss</b>											
Net sales	57,417	59,713	60,903	70,420	84,934	97,899	90,479	98,235	115,052	126,907	132,305
Gross profit	24,109	26,388	28,387	34,356	43,209	52,483	47,991	51,743	60,035	67,173	68,925
Operating profit	2,414	3,129	3,910	7,102	11,861	17,480	14,838	16,501	21,904	23,847	21,905
Ordinary profit	4,089	4,180	4,578	7,833	12,982	16,375	15,984	20,285	28,083	32,601	30,806
Profit attributable to owners of parent	3,471	3,369	3,424	5,174	9,243	10,770	10,734	14,350	20,977	24,281	24,444
Comprehensive income	5,333	1,130	3,114	6,847	8,425	9,553	11,469	15,365	22,621	27,493	23,865
Cash flows from operating activities	3,108	4,315	4,241	9,131	13,163	13,650	7,401	18,049	20,222	18,551	24,437
Cash flows from investing activities	(1,463)	(2,987)	(2,773)	(5,981)	(2,084)	(3,449)	(3,261)	(1,567)	(3,381)	(1,488)	208
Cash flows from financing activities	(2,051)	376	(104)	(1,332)	(7,933)	(6,157)	(162)	(11,853)	(7,725)	(9,367)	(14,768)
<b>Financial Position</b>											
Net assets	29,105	29,614	31,918	35,425	39,609	46,852	52,916	63,411	80,056	100,170	111,203
Total assets	53,289	57,315	60,572	70,713	77,544	82,285	91,376	99,085	118,517	140,977	150,877
Interest-bearing debt	4,028	5,663	7,109	9,780	6,834	4,025	9,746	4,188	2,585	1,372	354
<b>Other Indicators</b>											
Capital expenditure	960	2,064	5,014	1,819	1,736	3,836	4,274	2,992	2,110	2,869	3,211
Depreciation	1,026	1,152	1,241	1,471	1,532	1,722	1,669	1,646	1,762	2,046	2,299
Inventory turnover (Days)	64.80	61.22	63.51	58.57	51.15	50.44	60.36	53.08	44.49	47.23	51.64
Research and development costs	356.00	561.00	664.00	667.00	756.00	733.00	673.00	780.00	866.00	793.00	707.00
Days sales outstanding	72.5	69.3	65.4	58.7	54.3	46.8	49.0	48.8	54.5	55.8	55.2
<b>Per Share Information</b>											
Earnings per share (EPS) (Yen)	74.45	73.37	74.52	114.04	203.11	237.89	236.64	316.30	465.69	539.09	545.97
Net assets per share (Yen)	632.19	643.80	695.12	770.24	873.91	1,032.36	1,164.16	1,398.56	1,774.20	2,226.70	2,489.98
Annual dividend per share (Yen)	12.50	13.75	16.25	21.25	42.50	60.00	70.00	85.00	110.00	162.00	163.00
Dividend payout ratio (%)	16.8	18.7	21.8	18.6	20.9	25.2	29.6	26.9	23.6	30.1	29.9
<b>Financial Indicators</b>											
Equity ratio (%)	54.5	51.6	52.6	50.0	51.0	56.8	57.8	63.9	67.4	70.9	73.2
Gross profit margin (%)	42.1	44.2	46.5	48.4	50.6	53.5	53.1	52.7	52.2	52.9	52.1
SG&A expenses ratio (%)	37.8	38.9	40.2	38.7	36.9	35.8	36.6	35.9	33.1	34.1	35.5
Operating profit margin (%)	4.2	5.2	6.4	10.1	14.0	17.9	16.4	16.8	19.0	18.8	16.6
Return on equity (ROE) (%)	12.8	11.5	11.1	15.4	24.7	25.0	21.6	24.7	29.3	27.0	23.2
Ordinary profit/total assets (ROA) (%)	8.0	7.6	7.8	11.9	17.4	20.5	18.4	21.3	25.8	25.1	21.1

(Notes)

1. On October 1, 2015 we implemented a reverse stock split at a ratio of 1 share to every 5 shares of common stock. Earnings per share, net assets per share, and dividend per share are calculated assuming the reverse split occurred at the beginning of fiscal 2010.

2. On April 1, 2018 we implemented a stock split at a ratio of 2 shares to every 1 share of common stock. Earnings per share, net assets per share, and dividend per share are calculated assuming the split occurred at the beginning of fiscal 2010.

3. On October 1, 2019 we implemented a stock split at a ratio of 2 shares to every 1 share of common stock. Earnings per share, net assets per share, and dividend per share are calculated assuming the split occurred at the beginning of fiscal 2010.

4. The Partial Amendments to the Accounting Standard for Tax Effect Accounting (ASBJ Statement No. 28, February 16, 2018) have been applied since the beginning of fiscal 2018, and the main management indicators, etc. up to and including fiscal 2017 are calculated after retroactively applying the relevant accounting standards, etc.

## Governance

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## Message from the Chairman of the Board of Directors



### We seek to achieve both stakeholder trust and systems that facilitate smooth frontline operations.

Eiichiro Homma  
Director and Executive Vice President  
Chairman of the Board of Directors

#### Building a Governance System to Maintain Soundness

In June 2025, Akio Nishida, who had previously served as Chairman and Representative Director, assumed the position of Honorary Chairman, and the Company transitioned to a new structure with President Takao Watanabe as the sole representative director. As one generation of management

transitions into the next, we are now responding to societal demands while building a new governance framework with a medium- to long-term focus. I myself was nominated by Mr. Nishida to become Chairman of the Board of Directors. In the past, Mr. Nishida, who is a member of Goldwin's founding family, served as both chairman and representative director, and this sometimes gave those outside the Company the

impression that it had a "top-down" management structure. To the contrary, the Company has a deeply ingrained culture of incorporating frontline opinions in management decision-making. It is also true that in the past, many directors were division general managers, and the Board primarily served as a forum for approvals.

However, as the business grew, we established the Nomination/Compensation Advisory Committee and Governance Committee, and made efforts to strengthen our oversight and executive functions. The ratio of external directors has also increased, and in recent years, the addition of individuals with diverse expertise in areas such as legal affairs, corporate management, IT systems, sports marketing, and sustainability, has facilitated constructive and substantive discussions. As such, we receive valuable proposals that help strengthen management. We will strive for Board operations that flexibly and rapidly incorporate insights from within and outside the Company into the decision-making process.

In 2024, Goldwin announced its new purpose: "Envision new possibilities for humanity in nature." How can we create a system for advancing management based on this purpose? When looking ahead, realizing purpose-driven management will be the most important priority. Establishing the necessary framework for realizing this purpose is now a major challenge that we must address from the perspective of corporate governance.

#### Breaking Free from a Conventional Manufacturer Mindset and Evolving into an Intelligent Manufacturing Business

Under the five-year medium-term management plan launched in fiscal 2024, we are fully committed to taking on new challenges, including overseas operations and experience-based business. The underlying reasons for this

are structural factors that include domestic market contraction driven by population decline, the maturation of the sports apparel market, and intensifying competition. Given the limited growth potential of focusing solely on existing domestic businesses, it is now essential to seize opportunities arising from heightened interest in experiential value and sustainability, as well as growth opportunities in the global market.

When I joined the Company 43 years ago, it was a traditional manufacturer focused on sports apparel, operating its own factories and engaged in the pursuit of efficiency and the enhancement of its mass-production capabilities. In a situation where profits increase by reducing losses and enhancing production efficiency, the priority becomes to avoid anything that might lead to a mistake. I think the reality is that even today, that mindset remains deeply ingrained, particularly among more senior employees. On the other hand, as businesses have grown and the Company has expanded, our model has evolved from that of a manufacturer focused solely on mass-producing products, to a new model we can call "intelligent manufacturing," which leverages knowledge, information, and technology to create new value.

In light of this evolution into an intelligent manufacturing business, the Company must also pursue advances in its corporate structure, which includes changing individual mindsets regarding work, organizational approaches to investment, risk management, and other policies. We must pivot away from our conventional stance of simply reducing mistakes and boosting productivity, to proactively taking necessary risks while achieving breakthroughs and creating new value.

Furthermore, up to now, the Company has not based business continuity decisions solely on economic rationality. Even when new businesses did not yield immediate profits, we tended to persist with some degree of tenacity, mindful of

## Message from the Chairman of the Board of Directors

suppliers, wholesale partners, and other stakeholders, as well as employees involved in the business. While this approach built relationships with stakeholders and contributed to employee growth, it also put pressure on Company profits. As companies expand in scale, shareholder expectations for the return of profit grow. Moving forward, it is essential to establish objective and rational criteria for determining whether to enter new businesses or continue with existing ones. Our directors proactively discuss these topics, including at officer retreats, where management policies are deliberated.

While this is a time when governance structures should evolve alongside corporate growth, it is only natural that individual employees may approach business differently, shaped by what they have learned up to now. Thus, as an organization, the new governance structure should enable both a change in mindset and the establishment of shared judgment criteria appropriate to our present circumstances. As such, while closely monitoring the dissemination of this information to employees and confirming their understanding, the Board of Directors and Executive Management Meeting are leading efforts to establish a new mindset and formulate more effective decision-making criteria.

### Ensuring All Employees Thoroughly Embrace Purpose-Driven Management

As previously mentioned, in 2024 we defined our purpose as "Envision new possibilities for humanity in nature." This statement represents the Company's fundamental reason for existing within society. In recent years, purpose-driven management has gained attention as a means of achieving both social contributions and business growth based on a specified purpose, thereby clarifying an organization's value. With the new

purpose in place, we have begun exploring concrete measures for its realization.

The way each company strives to realize its purpose is different. Here at Goldwin we plan to establish a framework for extracting keywords tied to our purpose, organizing them into several layers, and utilizing them as the basis for making operational decisions and formulating business strategies. For example, a broad theme encompassed by the purpose is "possibilities for humanity." From this we can derive specific approaches such as "children's development," "inspiring curiosity," and "encounters with the environment." Our aim is to establish a system that evaluates the alignment of proposed initiatives with these keywords, thereby empowering every employee to make their own purpose-driven business decisions.

While still at the conceptual stage, the objective is to foster an environment in which decisions are made consistently based on an overarching purpose, while also respecting the perspectives of individual employees. By clearly defining such standards, we will be better positioned to take on the challenges demanded of "intelligent manufacturing." We will strive to break away from a conventional manufacturing mindset focused on executing predetermined tasks efficiently and without mistakes, and instead build a foundation for the creation of new value.

Additionally, ensuring diversity among employees working under this system, developing human resources, and establishing succession plans are also key governance challenges that require careful attention. Goldwin currently employs approximately 3,000 people, with women constituting more than half of the workforce. Yet the reality is, that, excluding external directors, the Board of Directors consists solely of men. Given our full-scale launch of overseas operations, we have also received an increasing number of

questions regarding the Board's lack of directors of non-Japanese nationalities.

Of course, there is an urgent need to increase the number of female employees and global human resources in active roles not just at the director level, but also in other positions of responsibility and as managers in each business department. One option to address this issue is to actively increase the number of promotions given to people representing these categories, and I see this as a necessary step. Nevertheless, the ideal scenario we should be working toward is to build a foundation where all employees aspire to management and leadership positions. Having established such a foundation, I believe it is desirable for our gender and global diversity to continue expanding.

In fiscal 2022, we transitioned to a personnel system with clearly defined job descriptions, and we are advancing personnel and evaluation systems that are fairer, more equitable, and more transparent. In fiscal 2024, we established the Human Capital Development Group within the Human Resources Department to strengthen measures such as human capital management, the promotion of women's advancement and diversity, and human resource development. These improvements in the working environment reflect our fundamental corporate responsibility to create spaces where individuals can thrive regardless of gender, nationality, ethnicity, disability status, sexual orientation, or other attributes. In addition to ensuring diversity among our team, we will continue to focus efforts on strengthening recruitment capabilities and developing management personnel with the aim of maximizing the potential of our human capital.

### The Future We Seek to Shape Together with Our Stakeholders

Purpose-driven management can only be realized when that purpose has been internalized by and informs the daily decisions of every employee. Moreover, we aim to deepen shareholder understanding of our purpose and increase the number of individuals with whom the social significance of our initiatives resonates.

We will strive to provide stakeholders with more detailed and transparent information than ever before (including with regard to our financial situation, our business strategies, as well as the performance of each brand), mainly through the shareholders' meeting, financial results briefings, and other communication opportunities. We also hold briefings and discussions with analysts and institutional investors. Since announcing our purpose, a growing number of participants at these events have expressed interest in how it will materialize as specific businesses and initiatives moving forward.

One important theme we are currently pursuing is strengthening communication to increase the number of stakeholders who empathize with our worldview. In addition to increasing the return of profits, if more people resonate with our vision and support us with a sense of active participation, this will become a major driving force for our business. To meet the expectations of all our stakeholders, we will strive for corporate governance that is fairer, more transparent, and leads to the creation of new value, as we aim to deliver medium- to long-term business growth and contribute to society.

## Messages from External Directors

**Goldwin is leveraging external perspectives to deepen discussions and contribute to improvement in governance.**

Rie Akiyama  
External Director



When participating in Board of Directors meetings at Goldwin, I constantly feel the vigor and sincerity of the discussions. To ensure sufficient time for discussions that Board meetings alone cannot provide, director retreats are held twice a year to facilitate in-depth exchanges of opinions regarding important topics. By not only deepening our shared awareness of issues but also bringing directors and the secretariat closer together, these opportunities lead to more substantive discussions during regular Board meetings. The participation of external directors with diverse backgrounds brings together different experiences and perspectives, leading to multifaceted insights and proposals. Personally speaking, this has become a highly educational environment.

As chair of the Governance Committee, I closely monitor developments in regulatory reforms such as updates to Japan's Companies Act, Financial Instruments and Exchange Act, and Corporate Governance Code, and strive to proactively anticipate and respond to these changes with the guidance of other external advisors. Additionally, at the Nomination/Compensation Advisory Committee, in fiscal 2024 we moved forward with the introduction of a chief officer (CxO) system and revisions to the remuneration system. We are in the process of

establishing a framework that will enhance the speed and transparency of management decision-making by increasing the proportion of performance-based and stock-based compensation. I felt the Nomination/Compensation Committee chair's contributions were pivotal to these advances.

The Board of Directors is also engaged in discussions regarding sustainability. As we monitor a wide range of issues beyond the environment, such as society, human rights, and governance, we also encounter situations that require difficult decisions regarding how to balance sustainability and profitability. This is an issue requiring serious consideration on an ongoing basis as we work to enhance corporate value over the medium to long term.

Regarding Goldwin employees, I am impressed by their strong sincerity and dedication, and I find their earnest consideration of the Company's future direction to be very reassuring. I occasionally have one-on-one meetings to discuss important topics with the relevant persons in charge, which gives me a direct sense of their passion and commitment.

On the compliance front, as societal values continue to undergo significant change, there are cases where practices once considered standard are now deemed unacceptable. Accurately identifying these shifts and

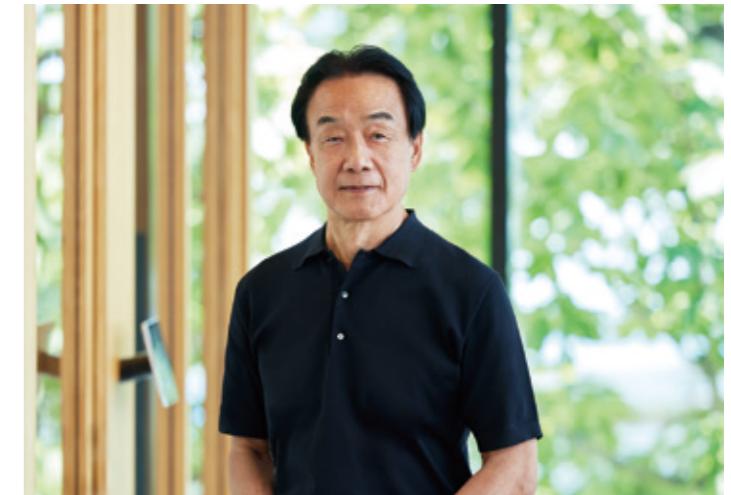
reflecting them in operational practices is now more essential than ever. Furthermore, as the Company ventures into new domains such as overseas operations and experience-based business, it will be important to establish a framework for either developing the necessary skills and talent in house, or sourcing them externally. Overseas expansion of the Goldwin brand is expected to become a major pillar supporting future growth, and will further necessitate an evolution in the Company's organization.

I feel a strong resonance with the Company's purpose, "Envision new possibilities for humanity in nature." I see this purpose as going beyond simply offering quality products; it encompasses a commitment to healthy lifestyles, coexistence with nature, and concern for the next generation, making this a message that truly embodies the essence of Goldwin. As an external director, I aim to support these challenges by providing perspectives distinct from those within the Company, thereby contributing to better decision-making and the establishment of more effective systems.

Above all, I will support Goldwin's sustainable growth while prioritizing the creation of a fulfilling work environment where every employee is respected.

**Significant progress was made in the past year, but management's work never ends.**

Ichiro Yoshimoto  
External Director



I have a strong sense that Goldwin's governance has steadily advanced over the past year. The driving forces behind this are President Takao Watanabe's clear leadership and the management team's strong sense of ownership. Another major turning point was the establishment of a new management structure, predicated on a clear vision for the business. However, the level we are aiming for is much higher still, and we need to further accelerate this progression.

With regard to the operation of Board of Directors meetings, upon reviewing and analyzing the past year's proceedings, I noticed that a significant amount of time is spent on reporting and explanations. Although this stems from a sincere desire to operate the Company responsibly, the challenge lies in balancing these activities with the Board's core function, which should be to discuss important matters concerning strategy and business. Already, the Board has begun considering ways of enhancing its functions.

The Nomination/Compensation Advisory Committee decided on proposals for governance improvements, including revisions to the director retirement age and remuneration system, as well as the approach to Board of Directors composition. These proposals were submitted to and approved by the Board. The

committee met frequently, 12 times in 12 months, to hold discussions based on objective information. Although many topics directly concerned the committee members themselves, being able to hold open discussions while maintaining a management perspective marked a meaningful step forward for Goldwin's future.

In the process of making governance improvements, free and frank discussions have become commonplace among management. It is important to ensure this is not a temporary development, but that it becomes firmly part of both the Company's systems and culture. To this end, it is essential that management and external directors understand each other's positions and roles, and engage in ongoing dialogue with mutual respect.

I also learned quite a bit from discussions on the Goldwin Play Earth Park Business Concept project, a project that marks Goldwin's first full-scale experience-based business and involves significant investment. Until the concept was fleshed out in its entirety, the focus of our discussions remained elusive, leaving a sense of frustration. However, through repeated discussions, visits to the project site to gain a firsthand understanding of the situation, and learning from examples from outside the Company, the quality of discussions steadily improved. The Board will continue to provide

management oversight, including follow-ups after the project gets under way.

We have also commenced discussions with a view to formulating a sustainability strategy. First, we aim to announce a firm strategy during fiscal 2025, with results then being factored into bonus calculations for internal directors.

When talking about sustainability, there is a tendency to focus overly on environmental factors, but Goldwin will also prioritize the vitality of its human capital. It is the Company's responsibility to create an environment in which employees can develop respect for Goldwin's mission and brands, and work with enthusiasm, which will ultimately lead to business growth and enhanced corporate value. Dialogue with employees is essential.

The Company must more openly listen to the issues employees face in terms of increasing engagement, and what actions they expect from it. A project aimed at fundamentally reforming Goldwin's personnel system is currently underway, and from the perspective of the effective utilization of human capital, management must also participate with a strong sense of ownership.

## Messages from External Directors

### New possibilities for sports apparel emerge where bodies and nature meet.

Dai Tamesue  
External Director



I believe physically connecting with nature to be one of humanity's most fundamental desires and a key source of our humanity and creativity. Goldwin's business provides society with these opportunities. Through physical interactions with the real world—touching things, noticing smells, seeing with our eyes—people learn about the world. As Goldwin's Play Earth Park Naturing Forest project aims to demonstrate, playing freely in nature and experiencing a direct connection with the world are essential for the healthy growth of children.

In my view, sports are an extension of this idea. Sport is essentially the interaction between the body and the environment. While the rules of competition and trends may change over time, the fundamental motivation behind why people engage in sports remains unchanged. Through sports, I believe people can rediscover their true selves and rebuild their connection with nature—a fact that will only grow more important for society in the years to come. Amid the rapid advancement of digital technologies such as AI, it may be precisely for this reason that we are seeing a renewed appreciation for the value of such distinctly human endeavors.

The Goldwin500 project is one of the cornerstones of the current five-year medium-term management plan. At present, Goldwin is

accelerating global business expansion, making this a crucial period for establishing its positioning as a Japanese sports apparel brand worldwide. As the number of people enjoying outdoor activities worldwide continues to grow, the potential for brands centered on physical activity and connection with nature will likely continue to expand going forward.

Without healthy bodies or a healthy environment, sports would simply not be possible. In that sense, ensuring a sustainable global environment is essential to Goldwin's business. However, it is also true that the fashion industry places a significant burden on the environment. There is no instant magic fix to this contradiction; the only path forward is to diligently continue refining our approach. I feel Goldwin is addressing this issue with great sincerity and straightforwardness. Moreover, rather than attempting to resolve these issues on its own, I hope the Company will continue making advances alongside partners who share its passion, with the collaboration with Spiber Inc. being a representative example.

Frankly, I think the Company's purpose, "Envision new possibilities for humanity in nature," is magnificent. Humans inevitably think of the world in anthropocentric terms, but nature is far greater than us, and we only exist

within its embrace. Stepping forward into nature with a humble heart—has that not always been at the very core of human evolution and happiness?

As an external director, I consciously strive to continually pose straightforward questions from an outside perspective, and go beyond the immediate issue at hand to speak up without losing sight of the fundamental question of who we should be. What is the value of sports in the age of AI, and where is the potential for outdoor activities? These are among the themes that I want to continue exploring as we go forward.

### IT services and human resources are the foundation for new value creation.

Akira Tsuchiya  
External Director



It has been a little over a year since I was appointed external director. Before my appointment, my impression of Goldwin was primarily as a sports apparel company. However, as I became more involved, my image changed substantially, and I now see it as a company that is kind to people and the planet. I wholeheartedly endorse the approach of initiatives such as Play Earth Park Naturing Forest, which strive to create a better environment for future generations of children through interactions with nature.

Discussions at Board of Directors meetings are lively and incorporate the perspectives of everyone in attendance, and there is clarity to decision-making. However, I felt that last year we tended to spend too much time on operational reporting, and I expect the Board to play a greater role in providing strategic direction and substantive oversight. Over the past year, forward-looking reforms have been implemented, including revisions to the officer remuneration system and Corporate Officer Guidelines, as well as the establishment of the CxO system, with a new management structure taking effect in 2025. I feel these initiatives have become a strong statement of intent toward sustainable growth.

From the perspective of IT, systems, and security, which is my area of expertise, the

utilization of IT services is becoming increasingly important in launching new ventures, expanding existing businesses, and improving operational efficiency. IT optimization should not just be for individual businesses, but conducted from a Company-wide perspective, and it is essential that IT departments take the lead in establishing a cross-functional management and monitoring framework.

Amid ongoing overseas expansion and the acquisition of new Group companies, the importance of IT governance is also increasing.

After I made recommendations regarding the status of compliance with Goldwin's security policies and the clarification of risks and rules within information and rights management, several of those points were incorporated into the Information Security Checklist and are already being put into practice. I also expect the Company to enhance internal audits and improve the handling of customer information going forward.

To achieve Goldwin500, it is imperative that systems are established that cultivate, empower, and appropriately evaluate the human resources responsible for overseas expansion. Ultimately, a company's strength lies in its people. The challenge lies in how to create an environment that attracts talented personnel and enables them to fully leverage

their capabilities. In particular, the promotion of diversity is a "must" theme for global companies, and it is also important that female directors are appointed from within the Company.

I always sense positivity and sincerity in all Goldwin's employees. At the kickoff meeting for the core system renewal project, over 100 participants shared their roles and responsibilities, and their enthusiasm for the project was evident. It will be truly exciting to see what kind of outcomes emerge when they combine their collective wisdom and experience, and put to work their sense of unity.

Goldwin is now entering a phase where it is challenging itself to create new value centered on its purpose. I also want to contribute to this progress by promoting the effective use of IT. For example, at Play Earth Park Naturing Forest, there is great potential for the inclusion of immersive experiences utilizing video and virtual experiences that help people feel connected to nature. As an external director, I will support Goldwin's ongoing pursuit of future-oriented challenges, while leveraging synergies between the apparel, sports, and nature fields.

## Messages from External Directors

### Our challenge is to pass on a rich global environment to the next generation.

Naoko Imoto  
External Director



Climate change and other environmental problems are urgent issues that will determine the future of the Earth and humanity. Driven by this strong sense of urgency, I was drawn to Goldwin's pursuit of an environmentally conscious approach to the fashion industry, which led me to accept the appointment as an external director in fiscal 2024. Furthermore, Goldwin is now at a stage where significant company growth demands various reforms, including the promotion of diversity. There are several themes that guide my work in the worlds of education and sports, and I find it deeply meaningful and fulfilling to be able to carry those same themes forward in a business setting as well.

Over the past year, numerous proposals concerning reform and growth strategies have emerged from within the Company, and a framework for deepening discussions from both precautionary and proactive perspectives has gradually taken shape. I am particularly proud of the Company's bold efforts to address social issues, including Play Earth Park Naturing Forest (a project that is grounded in the principle of global environmental conservation), the overseas expansion of the Goldwin brand, and partnerships with start-ups through the Goldwin Play Earth Fund.

Senior management's clear vision and their

own tireless pursuit of challenges are truly impressive, and this resolve is steadily permeating throughout the Company. Nevertheless, certain aspects of a traditionally "Japanese" corporate culture remain deeply ingrained, necessitating further reforms before the Company can evolve into a truly global enterprise. Increasing diversity among senior management, accelerating decision-making, establishing mechanisms for earnestly incorporating frontline feedback, and strengthening compliance systems are all important issues. The environment for discussions has been improving; nevertheless, going forward, I expect them to become even more substantive and lively as broader backgrounds in terms of gender, nationality and other attributes become better represented on the Board.

As an external director, I believe my role is to connect with outside experts and consistently provide candid feedback regarding sustainability from the perspective of formulating human resource strategies, which includes addressing gender, diversity, and human rights considerations. In fact, at the office, many employees approach me, and I often hear concerns from female employees about continuing their careers after having children or how to navigate their roles as female leaders. I aim to accurately reflect this

feedback from the front lines in Board discussions, hopefully leading to institutional reforms and the creation of better working environments.

I am deeply impressed by Goldwin's approach to its products, which achieve a strong balance between functionality and design, and carefully incorporate feedback from athletes. Further, as the Company supports the athletes it sponsors in taking on challenges in areas other than sports competitions, I also expect Goldwin to contribute to enhancing humanity's potential in a broader sense.

Furthermore, from the perspective of environmental education—an area I have been involved in for many years—I feel deep resonance with initiatives such as the Goldwin Play Earth Park Business Concept project, which aims to connect children with nature. By bringing together nature with sports and play, I hope this project will grow into a business where people can experience the richness and preciousness of nature—one that invites us to consider how we should pass on the current global environment to the next generation and even explore the very essence of our humanity. I will leverage my knowledge to the fullest extent, and do my utmost to ensure these initiatives leave a lasting impact on society as programs unique to Goldwin.

## Corporate Governance

### Basic Approach

Based on our founding corporate philosophy of "realizing a fulfilling and healthy lifestyle through sports," we have defined our purpose as "envisioning new possibilities for humanity in nature" to bring about a new future for both the Earth and its people. We recognize that it is essential for our business activities to fulfill our social responsibilities as a company, including thorough compliance with laws and regulations, establishment of internal control systems, improvement of customer service, emphasis on the environment, thorough management of occupational safety and health, protection of human rights, and contributions to society. It is also essential that we earn the trust of all stakeholders, achieve greater profitability, strengthen and improve our management structure, and maintain the long-term stable return of profits to our shareholders. Based on this approach, we strive to enhance and reinforce our corporate governance—improving management fairness and transparency, conducting accurate and prompt decision-making, and executing business operations efficiently. This way of thinking is thoroughly practiced by all officers and employees in the form of the Goldwin Corporate Code of Conduct.

#### Strong management

We will strengthen our financial position by bolstering selection and concentration, and actively invest with a medium- to long-term perspective to increase our corporate value.

#### Agile management

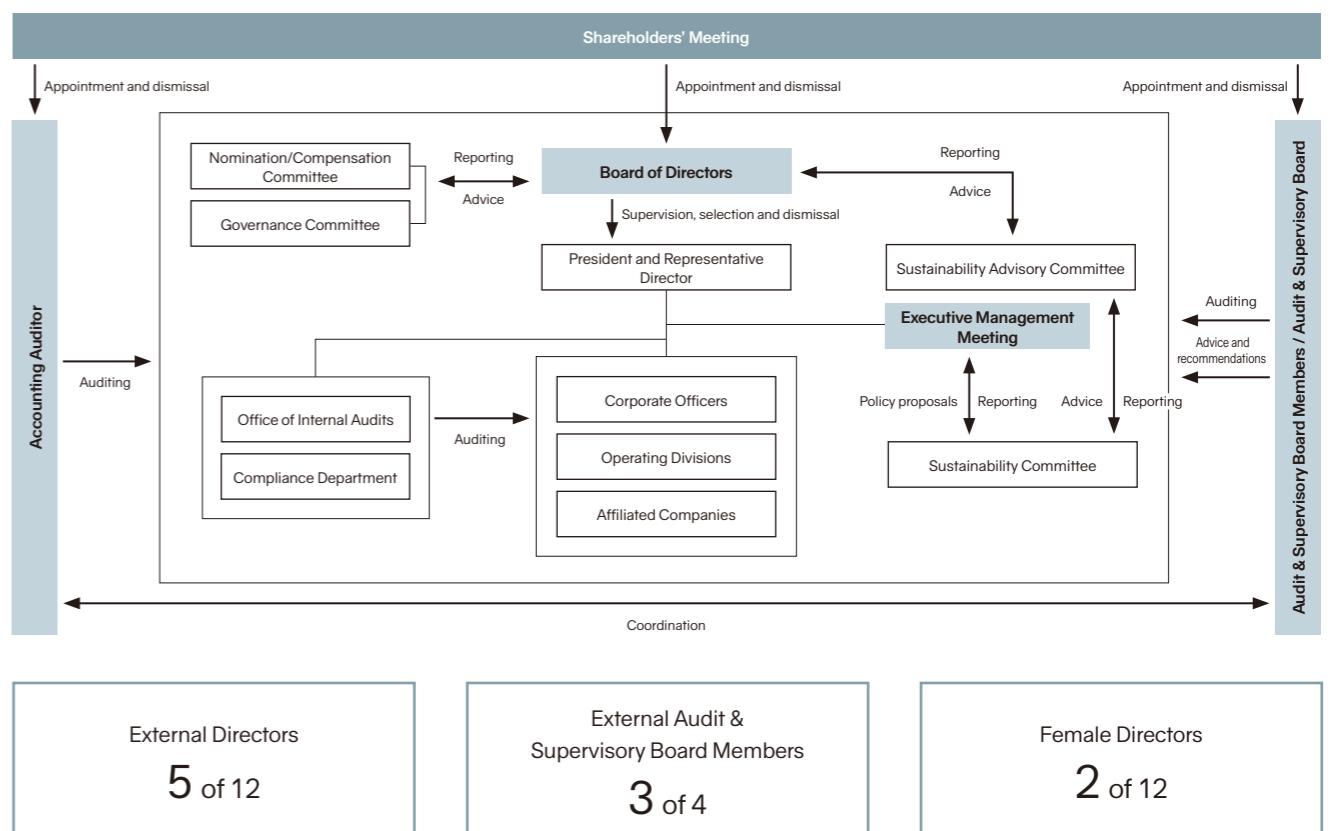
We are quick in responding to changes in customer needs, including through the optimization of product development, procurement, and marketing functions to advance our in-store digestion-based product supply business model.

#### Transparent management

While emphasizing balance between work and home life, we will conduct business operations in an environmentally friendly way and remain steadfast in offering clear information.

### Corporate Governance Framework (As of June 26, 2025)

Note: The Company's institutional design is a Company with Audit & Supervisory Board organizational structure.



## Corporate Governance

### Overview of Governance Organizations

Organization	Structure	Activities
Board of Directors	Chairperson: Executive vice president 12 directors and 4 Audit & Supervisory Board members	<ul style="list-style-type: none"> <li>Deliberating on important matters, management supervision, and discussing management policies</li> </ul>
Nomination/Compensation Committee	Chairperson: External director 8 directors (5 of whom are external directors)	<ul style="list-style-type: none"> <li>Defining roles, authority, and other responsibilities of directors, Audit &amp; Supervisory Board members, and corporate officers; deliberating proposals regarding their appointment and dismissal</li> <li>Verifying the remuneration system for officers</li> <li>Considering succession measures for officers</li> </ul>
Governance Committee	Chairperson: External director 6 directors (2 of whom are external directors) and 1 full-time Audit & Supervisory Board member	<ul style="list-style-type: none"> <li>Enhancing adherence to the requirements of Japan's Corporate Governance Code</li> <li>Examining countermeasures for major governance risks</li> </ul>
Executive Management Meeting	Chairperson: President and representative director 7 directors, 2 corporate officers, and 1 full-time Audit & Supervisory Board member	<ul style="list-style-type: none"> <li>Making decisions on business operations and execution of operations</li> </ul>
Audit & Supervisory Board	Chairperson: Full-time Audit & Supervisory Board member 4 Audit & Supervisory Board members (of whom, 1 is full-time and the other 3 are external members)	<ul style="list-style-type: none"> <li>Receiving reports regarding material auditing matters and engaging in consultations and decision-making</li> </ul>
Sustainability Advisory Committee	12 directors, 4 Audit & Supervisory Board members, and 2 advisory committee members (external experts)	<ul style="list-style-type: none"> <li>Deliberating on important issues related to the promotion of sustainability management as outlined in the five-year medium-term management plan, and monitoring their progress</li> </ul>

### Appointment of Directors, Audit & Supervisory Board Members, and Corporate Officers

When nominating candidates for director and Audit & Supervisory Board member, their careers, insight, character, and other attributes are extensively reviewed by the Board of Directors, and the suitability of their appointment is decided by the Board of Directors based on the content of deliberations by the Nomination/Compensation Committee, which is an advisory body to the Board of Directors. In the event a director violates any law/regulation or the Company's Articles of Association or if another event rises that is deemed to make their proper execution of duties potentially infeasible, the Board of Directors deliberates and decides on dismissal or other disciplinary measures. Corporate officers are appointed by a decision of the Board of Directors as persons who contribute to increasing corporate value in the medium to long term. The conditions for dismissal of corporate officers are stipulated in the Corporate Officer Guidelines. Corporate officers who meet these conditions are dismissed by the Board of Directors.

#### Appointment of External Officers

We have established standards to ensure the independence of external officers, and appoint independent external directors who have no vested interest in the Company. All external directors and external Audit & Supervisory Board members are also registered with the Tokyo Stock Exchange as independent officers.

### Initiatives for Strengthening Corporate Governance

We recognize that enhancing corporate governance by improving management efficiency, soundness, and transparency is a key issue in order to advance the common interests of shareholders, achieve sustainable growth, and increase corporate value. We have therefore been strengthening our systems to that end. Specifically, this has entailed enhancing internal control functions and implementing regulations, etc. concerning job authority, to ensure their effectiveness and carry out business quickly and effectively. At the same time, we have established a compliance system, and are working on managing risk, ensuring management transparency, and fair disclosure of information, among other matters.

#### Concerning the Board of Directors

Based on its fiduciary responsibility and accountability to shareholders, the Board of Directors makes important decisions concerning business execution, and oversees the execution of business primarily through the five external directors, with the goals of achieving sustainable growth and enhanced corporate value over the medium to long term. In addition, the term of office for directors is set at one year, thereby facilitating clarity in the management responsibilities of each director and the creation of a management system that can respond rapidly to changes in the business environment. This ensures the will of shareholders is swiftly implemented.

In fiscal 2024, the Board of Directors focused its deliberations on the following points.

##### Business Plan and Medium-Term Management Policy

Formulated business plan and medium-term management policy, and deliberated on important matters related to business execution.

#### Establishment of the Nomination/Compensation Committee

We have established the Nomination/Compensation Committee to ensure fairness and transparency in the nomination of directors and corporate officers and in the determination of their compensation. A majority of the Nomination/Compensation Committee are external directors. The committee deliberates on matters related to the nomination of directors and Audit & Supervisory Board members, in response to consultations from the Board of Directors, to whom it reports the outcomes of its discussions.

In fiscal 2024, the Nomination/Compensation Committee focused its deliberations on the following points.

##### Compensation of Directors and Audit & Supervisory Board Members from June 2024 Onward

Deliberated on the total compensation, basic compensation, and performance-based compensation of directors.

##### Review of Retirement Age Regulations for Officers

Deliberated on the retirement age for directors.

##### Establishment of a CxO Structure

Deliberated on a CxO structure for senior roles, taking into consideration global standards.

##### Skills Matrix

Held discussions to review the skills and experience required of directors, and updated the skills matrix.

##### Executive Training

Attended a webinar on the role of directors and corporate governance.

##### Nomination of Directorial Candidates for June 2025 Onward

Deliberated on directorial candidates for June 2025 onward based on the updated skills matrix.

#### Evaluating the Effectiveness of the Board of Directors

We evaluate the effectiveness of the Board of Directors annually. The evaluation process involves administering a questionnaire of all directors and Audit & Supervisory Board Members, analyzing the results, and discussing them at the Governance Committee. We conducted the fiscal 2024 survey in December 2024 and the Governance Committee held discussions in January 2025. The questionnaire comprehensively evaluates the composition and operation of the Board of Directors, the way information is provided to external officers, and the status of improvement measures made since the previous fiscal year. As a result, we confirmed that while the Board is largely effective, there is room for improvement in some areas, which we are continuing to follow up on.

## Corporate Governance

### Training for Directors and Audit & Supervisory Board Members

We encourage internal directors and internal Audit & Supervisory Board members to attend external seminars, join external organizations, and actively participate through the development of personal networks (including cross-industry exchanges) in order to pick up new ideas, gain access to fresh information, and engage in personal development. For external directors and external Audit & Supervisory Board members, we provide lectures at their time of appointment. Lecture topics include a corporate overview of the Goldwin Group, as well as its basic mission and management plan. After taking office, they attend external seminars and briefings on business activities, and inspect properties and facilities affiliated with the Group. Moreover, expenses related to participation in external seminars are borne by the Company.

### Remuneration for Officers

The remuneration system for officers at Goldwin is designed to provide fair compensation corresponding to each officer's roles and responsibilities, driven by the basic policy of promoting sustainable growth and improving medium- to long-term corporate value. Periodic revisions to the remuneration system and levels (based on objective assessments of economic conditions, Company performance, and the level of compensation at other companies), as well as proposals regarding the nomination of director candidates and the dismissal of directors, are deliberated on by the Nomination/Compensation Committee (the majority of whom are external officers). All matters are subject to a final decision by the Board of Directors.

#### Fiscal 2024 Status (April 1, 2024 to March 31, 2025)

Compensation for internal directors consists of basic compensation, performance-based compensation, and non-monetary compensation. The composition ratio for the various types of compensation is decided by the Board of Directors following deliberation by the Nomination/Compensation Committee. As a guideline, the ratio among basic compensation: performance-based compensation (monetary compensation): performance-based compensation (non-monetary compensation) is 70:15:15. Taking into account the nature of their duties, only basic compensation is paid to external directors responsible for supervisory functions. The amount of individual compensation is decided by the Board of Directors following deliberation by the Nomination/Compensation Committee, within the scope of the limits on compensation as decided at the Shareholders' Meeting.

Officer classification	Total compensation (Millions of yen)	Total compensation by type (Millions of yen)				
		Fixed compensation	Performance-based compensation	Retirement allowance	Of which, non-monetary compensation, etc.	Eligible persons
Directors (excluding external directors)	395	270	125	—	59	7
Audit & Supervisory Board members (excluding external Audit & Supervisory Board members)	18	18	—	—	—	1
External officers	72	72	—	—	—	9

Note: External officers include one external director who retired at the conclusion of the 73rd Shareholders' Meeting held on June 26, 2024.

### Director Compensation Policy

The Nomination/Compensation Committee has long been aware of the issue of the relatively low ratio of variable compensation among director compensation. Therefore, in light of the recent change to our management structure, we held repeated discussions regarding the ideal remuneration system for the Company and, at the Board of Directors' meeting on May 22, 2025, decided to formulate a director compensation policy and completely redesign the existing director remuneration system. The new system will be reviewed on an ongoing basis in response to changes in business growth, the external environment, and other factors.

#### Basic Policy

1. Compensation content should foster awareness of the responsibility to improve corporate value
2. The compensation structure should motivate the implementation of strategies and business plans
3. Compensation levels should be commensurate with the weight of individual responsibilities and roles
4. Compensation levels should be appropriate for the Company given the market and societal norms
5. Compensation levels should be able to attract and retain top talent
6. The total amount of compensation should be within a reasonable range considering the Company's financial situation

### Remuneration System

#### Compensation Levels

Compensation shall be set in accordance with the Basic Policy at a competitive level that is appropriate for the Company and in accordance with the weight of each director's responsibilities and roles. When setting compensation levels, we will objectively consider the economic situation, Company performance, the levels set by other similarly-sized companies in the same industry in Japan, data from compensation surveys, and the advice of external experts.

In addition, we will review their appropriateness in response to changes in the external environment.

#### Compensation Structure

Total compensation is comprised of fixed basic compensation and allowances, and performance-based compensation consisting of single-year bonuses and stock-based compensation.

**Fixed Compensation** **Basic compensation:** A basic salary paid according to the magnitude of the role  
**Allowance:** Allowance paid to internal directors for supervisory work, and to external directors who serve as committee chairpersons.

**Performance-based Compensation** **Single-year bonus:** Single-year bonus: Short-term incentive compensation linked to the degree of achievement of Company and individual performance goals in the relevant fiscal year, aimed at raising awareness toward improving business performance each fiscal year.  
**Stock-based compensation:** Medium- to long-term incentive compensation linked to the degree of achievement of Company performance goals over the medium to long term, aimed at encouraging the pursuit of sustainable growth and increased corporate value over the medium to long term, as well as the sharing of value with shareholders.

#### Compensation Ratio

##### Internal Directors

Relative to total compensation, we will reduce the ratio of fixed compensation and increase the ratio of performance-based compensation, in order to increase motivation to improve business performance and corporate value. The greater the responsibilities and role, the higher the ratio of performance-based compensation and stock-based compensation.

	Fixed compensation	Single-year bonus	Stock-based compensation
	44%–53%	28%–33%	18%–28%

**External Directors** In light of the duties involved, the ratio of fixed compensation is set at 100%.

#### Payment Schedule

**Fixed compensation:** Paid monthly, in principle

**Single-year bonus:** Paid once a year at a set time

**Stock-based compensation:** Paid after the performance evaluation period ends, and subject to a transfer restriction period

### Approach to Cross-Shareholdings

We believe that we need to cooperate with various companies on development, production, and finance in order to continue growing into the future. Therefore, we may hold shares in other companies for purposes other than investment, based on comprehensive consideration of our business strategy and business objectives together with business partners, or when we determine it is necessary to increase our corporate value over the medium to long term.

At the same time, the Board of Directors examines shareholdings every year, based on a policy of reducing cross-shareholdings where the rationale for holding a given stock cannot be supported. On this basis, we will continue to hold stocks that we have an appropriate reason to hold, and for which the benefits and risks associated with holding are commensurate with the cost of capital. However, we will sell stocks that do not meet these requirements, with due consideration for stock prices and market trends.

With regard to voting rights related to cross-shareholdings, we exercise those rights to support proposals that will contribute to improvements in our corporate value and/or that are conducive to the efficient and sound management of the issuing company and can be expected to increase its corporate value.

## List of Executives (As of June 26, 2025)

### Directors



President and CEO  
Takao Watanabe

Executive Vice President  
Eiichiro Homma

Senior Managing Director,  
CFO  
Michio Shirasaki

Senior Managing Director,  
COO  
Hikari Mori

Managing Director, CSO  
Takero Kaneda

Managing Director, CRDO  
Gen Arai

April 1982 Joined Goldwin	April 1982 Joined Goldwin	June 2019 Corporate Officer, General Manager of Corporate Strategy and Planning Division, Manager of Corporate Strategy and Planning Office in the General Planning Administration Division	January 2015 Manager in charge of THE NORTH FACE Department	July 2020 Deputy General Manager of Global Business Division	April 2010 General Manager of Compression Underwear Department in Business Administration Division
June 2005 Director and Corporate Officer, Manager of THE NORTH FACE Department	April 2003 President and Managing Director of nanamica inc.	April 2015 General Manager of THE NORTH FACE Department	April 2021 Executive Officer, Deputy General Manager of Corporate Strategy and Planning Division, Manager of Corporate Strategy and Planning Office	April 2013 General Manager of Goldwin Department in Business Administration Division	April 2017 Manager of New Business Preparation Office in Global Business Division
June 2006 Director, General Manager of Outdoor Style Division, Manager of THE NORTH FACE Department	April 2006 Manager of Marketing Office	April 2020 Corporate Officer, General Manager of THE NORTH FACE Department	April 2017 Corporate Officer, General Manager of Corporate Strategy and Planning Division, Manager of Corporate Strategy and Planning Office	April 2017 Corporate Officer, General Manager of Goldwin Department in Global Business Division	April 1999 Registered as attorney-at-law (Tokyo Bar Association)
June 2007 Director and Corporate Officer, General Manager of Outdoor Style Division, Manager of THE NORTH FACE Department	April 2007 Manager of Corporate Strategy and Planning Office	April 2021 Corporate Officer, General Manager of THE NORTH FACE Department in Business Administration Division	April 2019 Managing Officer, General Manager of Corporate Strategy and Planning Office	April 2019 Administration Officer, General Planning Administration Division; General Manager of Goldwin Department in Global Business Division	April 1999 Member of Baba Law Office (now Baba & Sawada)
April 2010 Director and Managing Officer, Deputy General Manager of Business Administration Division, General Manager of Outdoor Style Division	April 2010 Corporate Officer, Manager of Corporate Strategy and Planning Office	April 2022 Corporate Officer, Deputy General Manager of Business Division and General Manager of THE NORTH FACE Department, in Business Administration Division	April 2023 Managing Officer, General Manager of Corporate Strategy and Planning Division	April 2020 Administration Officer, General Manager of Goldwin Department in Global Business Division	December 2017 Representative Director and President, WOOLRICH JAPAN INC.
April 2012 Director and Senior Managing Officer, General Manager of Business Administration Division, General Manager of Outdoor Style Division	April 2012 Director and Corporate Officer, Manager of Corporate Strategy and Planning Office in General Planning Division	June 2022 Director and Managing Officer, General Manager of Management Division	April 2024 Managing Officer, General Manager of General Planning Division	April 2021 Administration Officer, Deputy General Manager of Business Division	April 2013 General Manager of Goldwin Department in Global Business Division
April 2015 Director and Senior Managing Officer, General Manager of Business Administration Division	April 2014 Director and Managing Officer, General Manager of General Planning Division, Manager of Corporate Strategy and Planning Office, Overseas Manager of Business Administration Division	April 2019 Managing Officer, Deputy General Manager of Business Division	June 2025 Managing Officer, General Manager of Management Division (current)	April 2023 Managing Officer, General Manager of Research and Development Division	April 2017 Representative Director and Audit & Supervisory Committee Member, Starbucks Coffee Japan, Ltd.
April 2017 Director and Executive Vice President, General Manager of Business Administration Division	April 2017 Director and Senior Managing Officer, General Manager of Management Division	April 2023 Director and Senior Managing Officer, General Manager of Management Division	June 2025 Managing Director, CRDO; General Manager of Research and Development Division (current)	June 2025 Managing Director, CRDO; General Manager of Research and Development Division (current)	June 2019 External Director of the Company (current)
April 2018 Director and Executive Vice President, General Manager of Business Administration Division, General Manager of Business Division	April 2020 Director and Senior Managing Officer, Responsible for Corporate Strategy and Global Affairs, General Manager of Global Business Division	April 2023 Director and Senior Managing Officer, General Manager of Business Division			August 2010 President, Athlete Society Foundation (current)
April 2020 President and CEO, Representative Executive Officer	April 2021 Director and Senior Managing Officer, Overseas Representative	April 2024 Director and Senior Managing Officer, General Manager of THE NORTH FACE Business Division and Global Brand Business Division			April 1978 Joined Nippon Telegraph and Telephone Public Corporation (now NTT Corporation)
June 2025 President and CEO (current)	June 2025 Executive Vice President (current)	June 2025 Senior Managing Director, COO; General Manager of THE NORTH FACE Business Division and Global Brand Business Division (current)			October 2015 Outside Director, COLOPL, Inc.

### Number of shares held

46,075	35,390	3,387	8,087	1,944	5,821
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### Attendance at Board of Directors' meetings (FY2024)

17 of 17	17 of 17	17 of 17	17 of 17	13 of 13	—
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### Committee membership

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NC Nomination/Compensation Committee G Governance Committee S Sustainability Advisory Committee

Chairperson



Managing Director  
Shinji Kawada

External Director  
Rie Akiyama

External Director  
Ichiro Yoshimoto

External Director  
Dai Tamesue

External Director  
Akira Tsuchiya

External Director  
Naoko Imoto

April 2017 Manager of New Business Preparation Office in Global Business Division	April 1999 Registered as attorney-at-law (Tokyo Bar Association)	April 1978 Joined Nippon Telegraph and Telephone Public Corporation (now NTT Corporation)	August 2010 President, Athlete Society Foundation (current)	April 1983 Joined Information Development Co., Ltd.
April 2021 Representative Director and President, WOOLRICH JAPAN INC.	December 2017 Representative Director and COO of Starbucks Coffee Japan, Ltd.	October 1999 Member of Baba Law Office (now Baba & Sawada)	October 2015 Outside Director, COLOPL, Inc.	June 2019 Executive Corporate Officer, ID Holdings Corporation
April 2013 General Manager of Goldwin Department in Business Administration Division	June 2019 External Director of the Company (current)	July 2018 Representative Director, Deparote Partners Co., Ltd.	July 2018 Representative Director, Deparote Partners Co., Ltd.	September 2007 Chief of Education, Educational Officer, UNICEF
April 2023 Corporate Officer, General Manager of Goldwin Brand Business Division, Manager of Overseas Sales Department	June 2023 Outside Director and Audit & Supervisory Committee Member, Astellas Pharma Inc. (current)	May 2005 Senior Executive Officer and CAO, McDonald's Company (Japan), Ltd.	May 2005 Senior Executive Officer and CAO, McDonald's Company (Japan), Ltd.	July 2021 Representative of Board of Directors, SDGs in Sports (current)
April 2019 Administration Officer, General Planning Administration Division; General Manager of Goldwin Department in Global Business Division	March 2006 Board Member, Ronald McDonald House Charities Japan	June 2022 Board Member, Ronald McDonald House Charities Japan	June 2022 External Director of the Company (current)	June 2024 External Director of the Company (current)
April 2022 Corporate Officer, General Manager of Corporate Strategy and Planning Division	March 2014 Councillor, Ronald McDonald House Charities Japan	September 2022 Auditor, Japan Women's Empowerment Professional Football League Committee membership, etc.	September 2022 Representative Director, University of Tokyo Warriors Club	September 2023 Council Member, Nippon Badminton Association
April 2024 Managing Officer, General Manager of Management Division	April 2024 Representative Director, President, and Executive Officer, CMIC Co., Ltd.	October 2014 Representative Director, President, and Executive Officer, CMIC Co., Ltd.	October 2014 Representative Director, President, and Executive Officer, CMIC Co., Ltd.	2020– Ambassador, Laureus Sport for Good
April 2020 Administration Officer, General Manager of General Planning Division	April 2025 Managing Officer, General Manager of Goldwin Brand Business Division	April 2025 Managing Officer, General Manager of Goldwin Brand Marketing Department	August 2018 Representative Director, University of Tokyo Warriors Club	2021– Goodwill Ambassador, United Nations Institute for Training and Research (UNITAR)
April 2023 Managing Officer, General Manager of Business Division No. 1	June 2025 Managing Director, General Manager of Goldwin Brand Business Division (current)	June 2025 Managing Director, General Manager of Goldwin Brand Marketing Department	March 2021 Advisor, University of Tokyo Warriors Club	March 2021 Advisor, University of Tokyo Warriors Club
June 2025 Senior Managing Director, CFO, General Manager of Management Division (current)	June 2025 Managing Director, CRDO; General Manager of Research and Development Division (current)	April 2023 Managing Officer, General Manager of Research and Development Division (current)	April 2021 External Director, Nobit Co., Ltd.	April 2021 External Director, Nobit Co., Ltd.
			June 2021 External Director of the Company (current)	June 2021 External Director of the Company (current)

Ms. Akiyama attended 17 of the 17 Board of Directors' meetings held in fiscal 2024, providing advice and recommendations to ensure the appropriateness and soundness of the Board's decision-making, including offering opinions from her perspective as an attorney-at-law. Additionally, as chairperson of the Governance Committee, she has worked to strengthen the governance system. As a member of the Nomination/Compensation Committee, she also engaged in objective deliberations on topics including personnel matters and the compensation structure for representative directors and directors.

Mr. Yoshimoto attended 17 of the 17 Board of Directors' meetings held in fiscal 2024, providing advice and recommendations to ensure the appropriateness and soundness of the Board's decision-making based on his extensive experience and broad insight into corporate management. As chairperson of the Nomination/Compensation Committee, he also engaged in objective deliberations on topics including personnel matters and the compensation structure for representative directors and directors.

Mr. Tamesue attended 17 of the 17 Board of Directors' meetings held in fiscal 2024 that he was eligible to attend, providing appropriate guidance and advice to the Company in promoting digital transformation and enhancing IT, from a professional standpoint having been involved in system development, designing core systems, launching security and infrastructure businesses, and analyzing and evaluating business strategies and management information.

Ms. Tsuchiya attended 13 of the 13 Board of Directors' meetings held in fiscal 2024 that she was eligible to attend, providing effective guidance and advice to the Company in promoting sustainability, based on a wealth of experience gained over many years as a competitive swimmer, along with nearly 20 years of service working with international organizations. Additionally, she possesses specialized expertise in issues relevant to sports organizations and athletes particularly in relation to the U.N. SDGs, gender equality, and environmental and climate change.

### Number of shares held

2,444	—	—	—	—	—
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### Attendance at Board of Directors' meetings (FY2024)

—	17 of 17	17 of 17	17 of 17	13 of 13	13 of 13
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### Committee membership

S	NC G S	NC G S	NC S	NC S	NC S
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NC Nomination/Compensation Committee G Governance Committee S Sustainability Advisory Committee

Chairperson

## List of Executives

### Skills Matrix

	Corporate management	Finance and accounting	Human resources and career development	Governance and legal affairs	Research and development	Manufacturing technology	Sales	Marketing	Global experience	Social and environmental Initiatives	IT	Sports literacy
President and CEO Takao Watanabe	○			○	○		○	○	○	○		○
Executive Vice President Eiichiro Homma	○	○		○			○	○	○			○
Senior Managing Director, CFO Michio Shirasaki	○	○	○	○					○			○
Senior Managing Director, COO Hikari Mori	○				○		○	○	○			○
Managing Director, CSO Takero Kaneda	○	○		○			○	○		○		○
Managing Director, CRDO Gen Arai	○				○	○	○	○	○			○
Managing Director Shinji Kawada	○				○	○	○	○	○			○
External Director Rie Akiyama				○					○			○
External Director Ichiro Yoshimoto	○		○			○		○				○
External Director Dai Tamesue	○		○	○				○	○			○
External Director Akira Tsuchiya	○			○				○		○		○
External Director Naoko Imoto					○			○	○			○

### Audit & Supervisory Board Members



Full-time Audit & Supervisory Board Member  
**Osamu Sato**

External Audit & Supervisory Board Member  
**Hidenao Yoichi**

External Audit & Supervisory Board Member  
**Tsutomu Morita**

External Audit & Supervisory Board Member  
**Fumio Okazaki**

April 1987 Joined Goldwin	April 1977 Joined Marubeni Corporation	April 1977 Joined The Hokuriku Bank, Ltd.	April 1982 Joined Mitsui & Co., Ltd.
April 2006 Sales (Tokyo), Sales Department, Active Division	April 1999 President and Representative Director, Marubeni Textile Asia Pacific Ltd. (Hong Kong)	June 2010 Corporate Officer and Manager, First Loans Department, The Hokuriku Bank, Ltd.	April 2005 President, CEO, Mitsui Plastics, Inc.
April 2011 Corporate Planning Group, Corporate Strategy and Planning Office, General Planning Division	April 2003 Manager of Textile Business Department, Marubeni Corporation	January 2012 Managing Officer, The Hokuriku Bank, Ltd.	April 2010 General Manager of Ammonia & Sulfur Division, Performance Chemicals Business Unit, Mitsui & Co., Ltd.
April 2015 Manager of Corporate Planning Group, Corporate Strategy and Planning Office, General Planning Division	April 2006 Executive Assistant, Textile Section, Marubeni Corporation	June 2013 Director, Hokuhoku Financial Group, Inc.	October 2013 General Manager of Performance Chemicals Products Business Unit, Asia Pacific Business Unit, Mitsui & Co., Ltd.
April 2019 Deputy Manager of Corporate Strategy and Planning Office, Corporate Planning and Strategy Division, General Planning Administration Division	April 2008 Corporate Officer and Osaka Branch Manager, Marubeni Corporation	June 2013 Director and Managing Officer, The Hokuriku Bank, Ltd.	July 2017 Inspector, Internal Auditing Division, Mitsui & Co., Ltd.
April 2022 General Manager of Accounting Department, Management Division	April 2010 Corporate Officer and Deputy Regional CEO for China, Marubeni Corporation; President, Marubeni (Shanghai) Co., Ltd.	June 2016 President and Representative Director, Hokuhoku Servicer Co., Ltd.	April 2021 Office of Internal Audits, Mitsui DM Sugar Co., Ltd.
April 2023 Auditor	April 2012 President, Marubeni Intex Co., Ltd.	June 2019 External Auditor of the Company	June 2025 External Audit & Supervisory Board Member of the Company (current)
June 2023 Audit & Supervisory Board Member of the Company (current)	June 2018 External Auditor of the Company	June 2023 External Audit & Supervisory Board Member of the Company (current)	

Mr. Yoichi attended 17 of the 17 Board of Directors' meetings and 16 of the 16 Audit & Supervisory Board meetings held in fiscal 2024, providing advice and recommendations to ensure the appropriateness and soundness of the Board's decision-making. He offered opinions based on his extensive experience in textile product procurement at trading companies, as well as his broad insight gained from many years of involvement in management operations both domestically and internationally.

Mr. Morita attended 17 of the 17 Board of Directors' meetings and 16 of the 16 Audit & Supervisory Board meetings held in fiscal 2024, providing advice and recommendations to ensure the appropriateness and soundness of the Board's decision-making. He offered opinions based on his many years of experience in financial institutions and his extensive knowledge of finance and related areas.

Mr. Okazaki has many years of experience at a trading company, and a wealth of knowledge related to management and auditing. He has been appointed as an Audit & Supervisory Board member based on his ability to further enhance audit work at the Company.

### Number of shares held

8,200	—	—	—
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### Attendance at Board of Directors' meetings (FY2024)

17 of 17	17 of 17	17 of 17	—
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### Committee membership

G S	S	S	S
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### Corporate Officers

Senior Managing Director

**Michio Shirasaki**  
(General Manager of Management Division)

Senior Managing Director

**Hikari Mori**  
(General Manager of THE NORTH FACE Business Division and Global Brand Business Division)

Managing Director

**Takero Kaneda**  
(General Manager of General Planning Division)

Managing Director

**Gen Arai**  
(Director of Research and Development Division)

Managing Director

**Shinji Kawada**  
(General Manager of Goldwin Brand Business Division)

Corporate Officer

**Yutaka Imai**  
(Director of Sales Division)

Corporate Officer

**Yuji Sasaki**  
(Director of Sourcing Division)

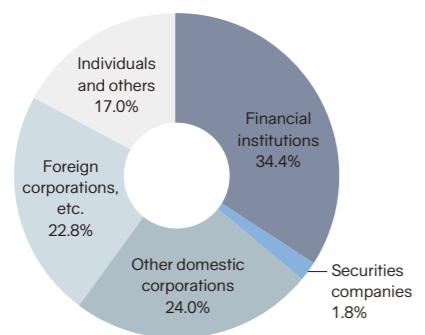
## Corporate Information (As of March 31, 2025)

### Corporate Data

Company name	Goldwin Inc.
Location	Tokyo head office address: Seihou Building, 3-5-6, Kita-Aoyama, Minato-ku, Tokyo 107-8570, Japan Legal address: 210, Kiyosawa, Oyabe-city, Toyama 932-0193, Japan
Established	December 1951
Capital stock	¥7,079 million
Number of employees	2,591 (non-consolidated)
Stock listing	Tokyo Stock Exchange, Prime Market
Total number of authorized shares	184,000,000
Total number of outstanding shares	47,448,172
Number of shareholders	11,352

### Stock Information

#### Shareholders by Category and Main Shareholders

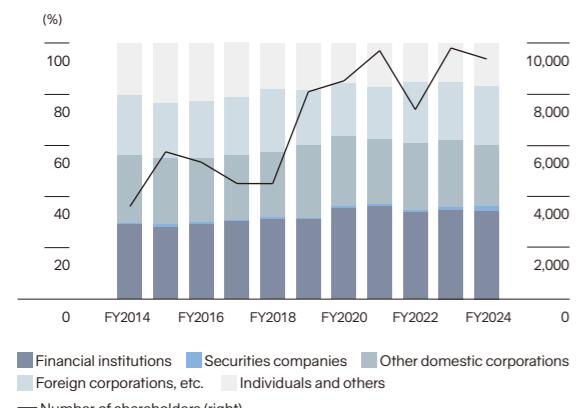


Note: Shares held in connection with trust business are included in the number of shares held by financial institutions.

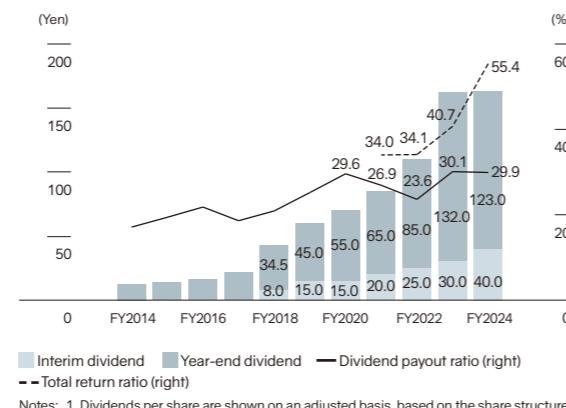
Shareholders	Number of shares held (Thousand)	Shareholding percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	4,876	10.6
Mitsui & Co., Ltd.	4,367	9.5
Korea Securities Depository-Samsung	3,377	7.3
Korea Securities Depository-Shinhan Securities	2,109	4.6
The Hokuriku Bank, Ltd.	1,980	4.3
Custody Bank of Japan, Ltd. (Trust Account)	1,905	4.1
Custody Bank of Japan, Ltd. (Trust Account E)	1,694	3.7
GOLDWIN Nishida Tosaku Sports Promotion Memorial Foundation	1,692	3.7
Nishida Corporation	1,624	3.5
The Hokkoku Bank, Ltd.	1,225	2.7

Note: The shareholding percentage is calculated after deducting treasury stock (1,422,894 shares).  
Shares in the Company held by the Custody Bank of Japan, Ltd. (Trust Account E) as trust assets in connection with J-ESOP are not included in said treasury stock.

#### Composition of Shareholders



#### Shareholder Returns and Dividend Payout Ratio

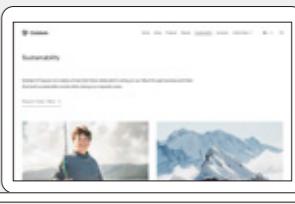


Notes: 1. Dividends per share are shown on an adjusted basis, based on the share structure in place for fiscal 2019.  
2. A commemorative dividend of ¥10 per share was issued in fiscal 2020 to mark the Company's 70th anniversary.  
3. A commemorative dividend of ¥10 per share was issued in fiscal 2023, taking into account the consolidated results and marking the relocation of the Tokyo head office.

### Editorial Policy



**Investor Relations**  
<https://about.goldwin.co.jp/eng/ir>



**Sustainability Information**  
<https://about.goldwin.co.jp/eng/sustainability>

- Five-year medium-term management plans
- Key points of latest financial results
- Financial summaries and quarterly results
- Securities reports
- IR materials
- IR articles

Note: Detailed information on earnings results, stock information, and other IR information is also available.

- Approaches to sustainability
- Environment
- Products and services
- Employees
- Local communities
- Governance
- Human rights

Note: Detailed information, including ESG information and other sustainability-related details, is also available.

#### Reporting Scope

This report covers activities of the Goldwin Group ("the Group"), primarily Goldwin Inc. ("the Company"), and its 18 subsidiaries and two affiliated companies ("Group companies") (as of March 31, 2025); however, some content applies to Goldwin Inc. on a non-consolidated basis.

#### Reporting Period

Fiscal 2024 (April 1, 2024–March 31, 2025)

Note: Some information is outside of the above period.

#### Referenced Guidelines

*The International Integrated Reporting Framework, IFRS Foundation*

*Guidance for Integrated Corporate Disclosure and Company–Investor Dialogues for Collaborative Value Creation 2.0, Ministry of Economy, Trade and Industry of Japan*

#### Caution Regarding Forward-looking Statements

This report contains statements regarding the Goldwin Group's projections, targets, plans, strategies, and other matters related to the future. These statements are based on determinations made using information available at the time of publication. Actual performance and other metrics may differ materially from these forward-looking statements due to a variety of factors.

#### Note on Numerical Data

Listed monetary amounts have been rounded down to the nearest principal unit.