



2022_4Q | Result

Snow Peak, Inc. [TSE : 7816]

Mission Statement

The Snow Peak Way

At Snow Peak, we treasure every individual's initiative.
By joining forces in absolute trust, we work to achieve global leadership, elevating the essential life values inspired by being with nature.

We are always evolving, always innovating, always creating new approaches.

Our philosophy is that we are all users, so we provide customers with rich experiences that inspire us all.

We are committed to having a positive impact on the planet.



INDEX

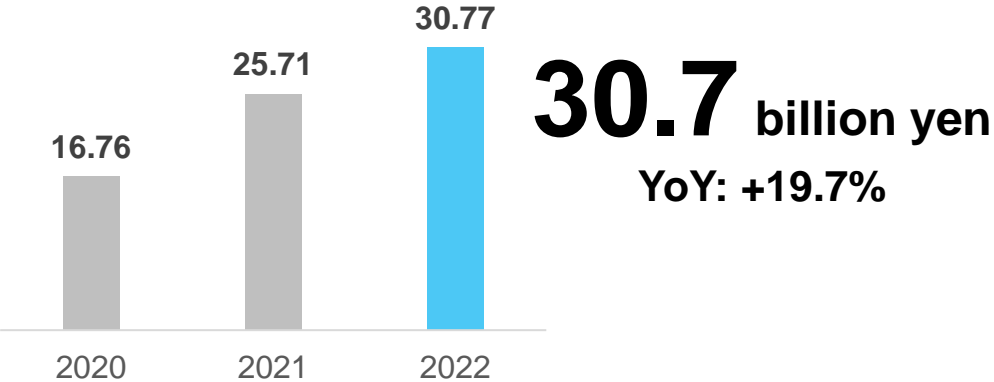
- 1 Summary of FY2022 Financial Results**
- 2 Medium-Term Management Plan**
- 3 FY2023 Earnings Forecast**
- 4 Appendix**

A close-up photograph of a fire burning in a metal tray. The fire is bright yellow and orange, with some blue flames at the base. The tray is dark and appears to be made of metal. The background is dark and out of focus. The text "Summary of FY2022 Financial Results" is overlaid in white, bold, sans-serif font, centered horizontally and slightly to the right of the fire.

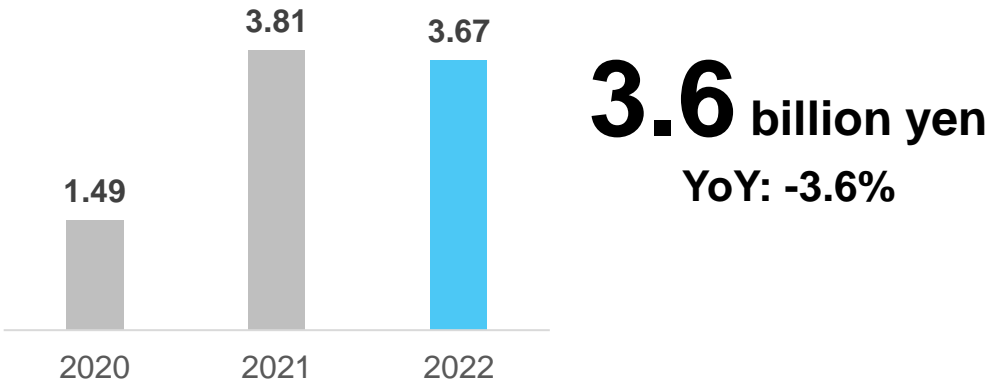
Summary of FY2022 Financial Results

Financial Highlights | Highlights of FY2022 Results

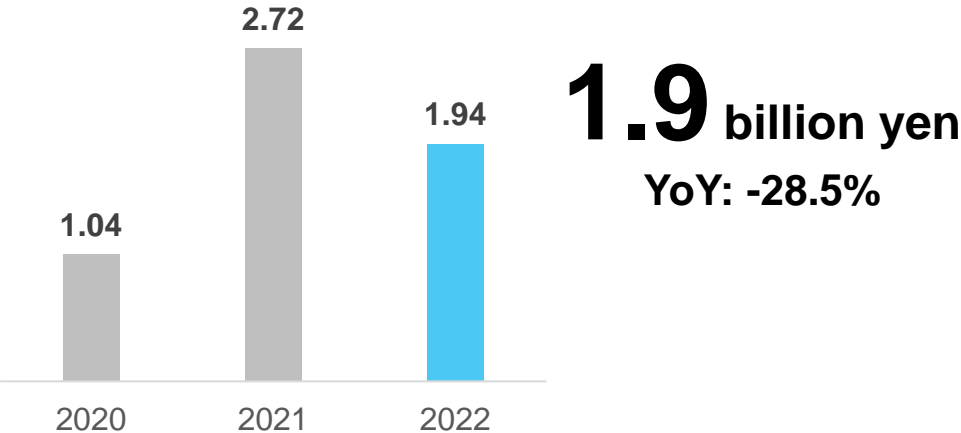
Net sales



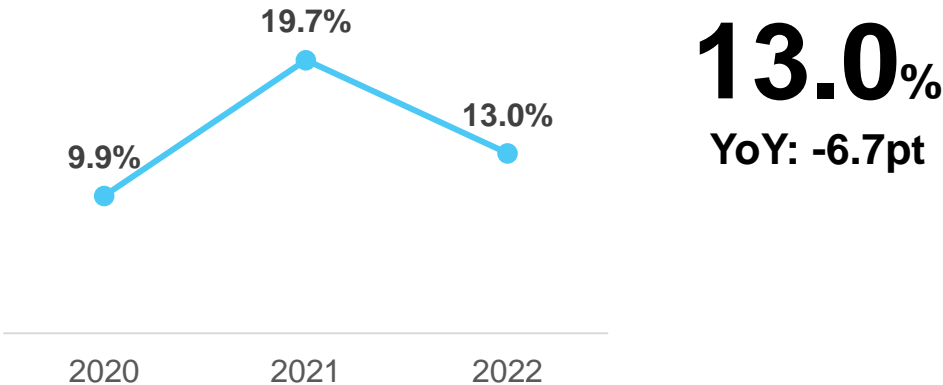
Operating profit



Profit

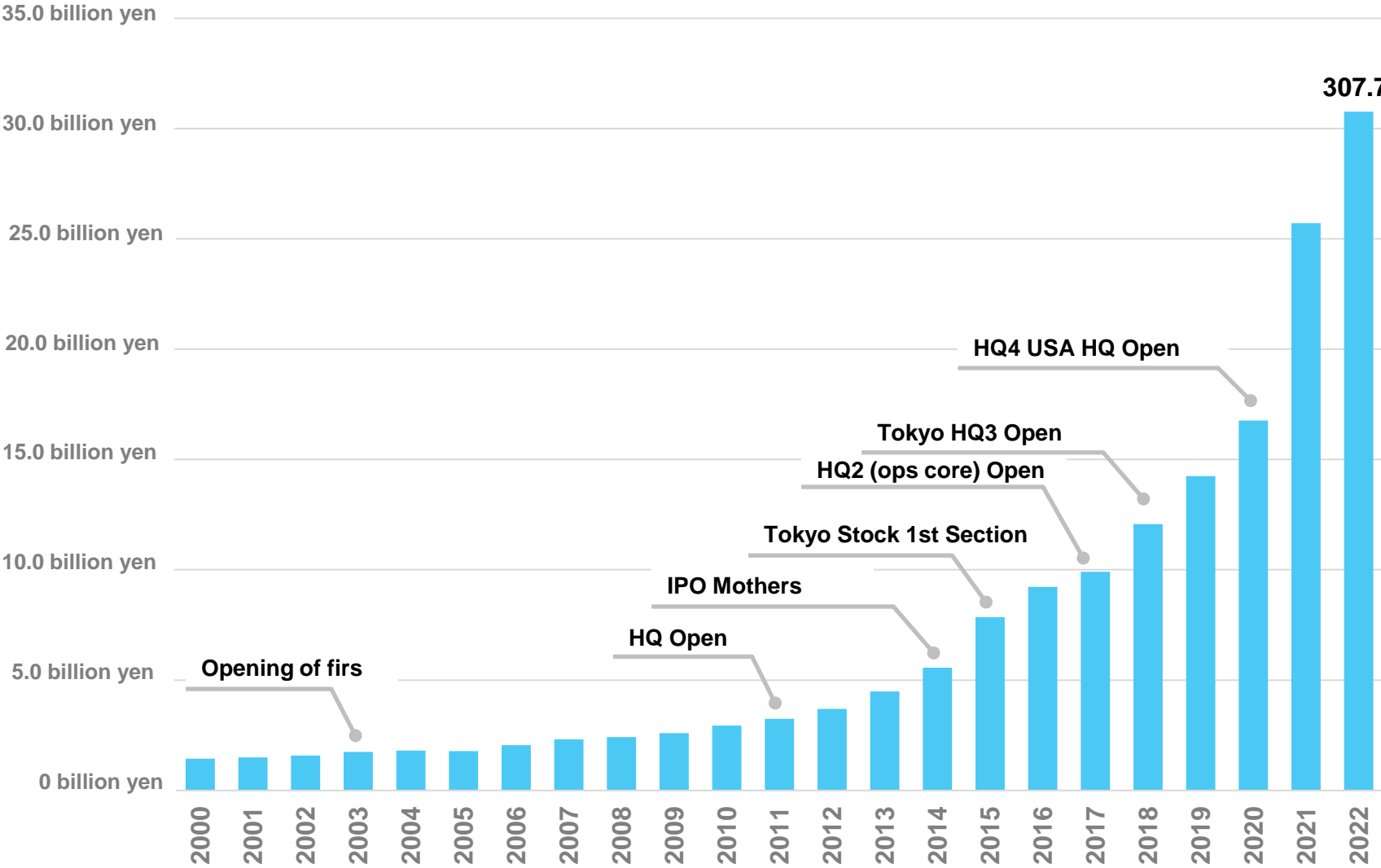


ROE



* Profit attributable to owners of parent

Financial Highlights | Trend in Net Sales



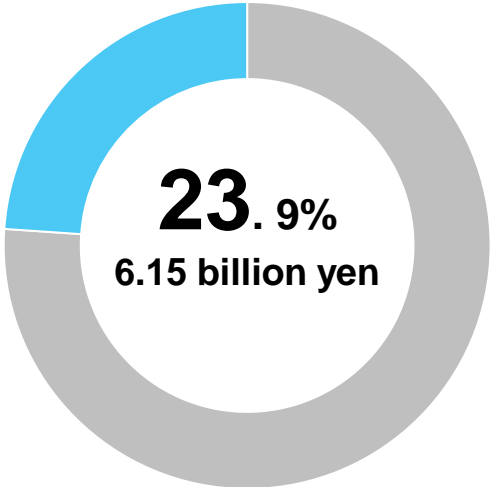
Maintained growth trend for more than **20** years since FY2000

Achieved sales growth in **17** consecutive fiscal years since FY2005

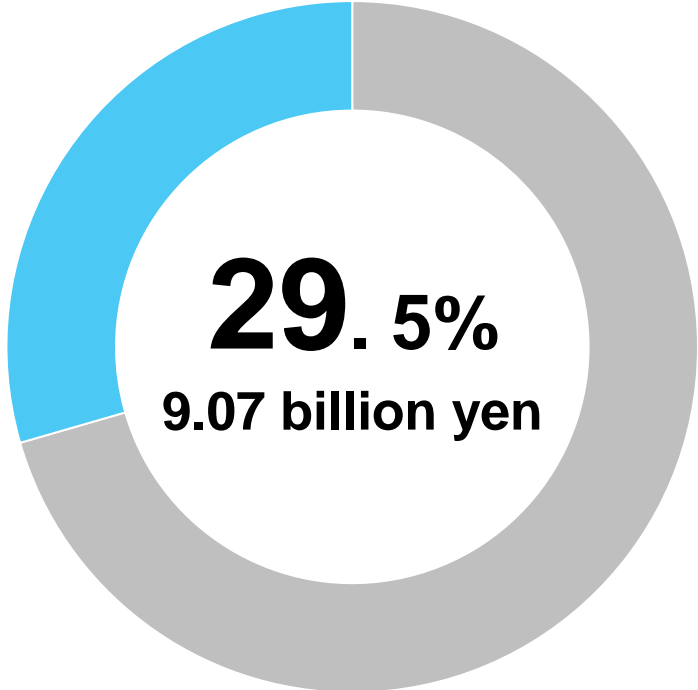
Financial Highlights | Expansion in Overseas Sales

- Overseas sales and the ratio of overseas sales increased steadily through the sale of goods and pursuit of experiential value in face of increased global demand for outdoor leisure.
- Overseas sales increased approximately 3 billion yen or 47% year on year, and the overseas sales ratio rose to around 30%.

Overseas Sales in 2021



Overseas Sales in 2022



Financial Highlights | Overview of Business at All Subsidiaries

| | | Sales growth rate | Major initiatives in FY2022 | | |
|-------------------|-----------------------|-------------------|---|-------------------------|-----|
| Japan | | +10.9% | <ul style="list-style-type: none"> Reviewed point membership framework and introduced life value point program for visualizing consumption through experience Released community app to facilitate the creation of a community Held LIFE EXPO 2022, a general trade fair for translating Snow Peak's future vision and expansion of its business into new business | Directly managed stores | 35 |
| | | | | In-store shops | 74 |
| | | | | SIS | 226 |
| | | | | Entry stores | 247 |
| Asia | South Korea | +57.7% | <ul style="list-style-type: none"> With brand recognition high, growth in both direct sales and wholesale drove earnings Stepped up provision of experiential value, holding a total of 8 experiential events including SPW and Snow Peak Festival | Directly managed stores | 4 |
| | | | | In-store shops | 0 |
| | | | | SIS | 10 |
| | Taiwan | +43.8% | <ul style="list-style-type: none"> With brand recognition high, direct sales were the main driver of earnings Establishing a Taiwanese subsidiary in January 2023 to strengthen sales and experiential value in the Taiwanese market | Entry stores | 3 |
| | | | | Directly managed stores | 3 |
| | | | | In-store shops | 0 |
| | | | | SIS | 6 |
| | | | | Entry stores | 0 |
| | China | - | <ul style="list-style-type: none"> Sales in China grew sharply, reaching 1.7 times the level a year earlier Established a joint venture (consolidated subsidiary) in October 2022 to open experiential locations and directly managed stores and expand the wholesale business | Directly managed stores | 0 |
| | | | | In-store shops | 0 |
| | | | | SIS | 11 |
| | | | | Entry stores | 0 |
| Europe and the US | United States | +48.5% | <ul style="list-style-type: none"> Expanded sales in the large U.S. outdoor market, focusing on wholesale Relocated NY directly managed store to a larger space in October 2022 and held more than 30 experiential events across the U.S., including SPW | Directly managed stores | 2 |
| | | | | In-store shops | 0 |
| | | | | SIS | 1 |
| | | | | Entry stores | 0 |
| | United Kingdom and EU | +35.9% | <ul style="list-style-type: none"> Only directly managed store is in London but also making steady progress in the EU Focused on improving engagement with customers, holding SPW for first time in September, for example | Directly managed stores | 1 |
| | | | | In-store shops | 0 |
| | | | | SIS | 0 |
| | | | | Entry stores | 0 |
| Other Areas | | +17.7% | <ul style="list-style-type: none"> Held first SPW in Thailand Also launched sales offensive in other Southeast Asia countries and Australia | Directly managed stores | 0 |
| | | | | In-store shops | 0 |
| | | | | SIS | 3 |
| | | | | Entry stores | 0 |

* SPW (Snow Peak Way): camping event to connect with users

* Number of stores is as of December 31, 2022

Overview of FY2022 Financial Results | Overview of Consolidated Financial Results (Comparisons with the Previous Year's Results)

- Compared with the previous year, sales rose and profits fell. Net sales grew 19.7% year on year.
- 4Q results showed higher sales but lower profits compared with the same period a year earlier due to a rise in the cost ratio and an increase in SG&A expenses which outweighed the sales growth.
- Posted extraordinary losses as a result of impairment losses for directly managed stores and locations in the UK.

| Unit: thousand yen | Full-year results | | | | Reference 4Q (Three-month total) | | | |
|-------------------------------|-------------------|-----------------|-------------|---------|----------------------------------|-----------------|-------------|----------|
| | FY21.12 Results | FY22.12 Results | YoY changes | | FY21.4Q Results | FY22.4Q Results | YoY changes | |
| Net sales | 25,713,536 | 30,773,843 | +5,060,307 | +19.7% | 7,320,342 | 7,843,272 | +522,930 | +7.1% |
| Cost of sales | 11,574,862 | 13,950,011 | +2,375,149 | +20.5% | 3,296,831 | 3,772,508 | +475,677 | +14.4% |
| Gross profit | 14,138,673 | 16,823,832 | +2,685,159 | +19.0% | 4,023,511 | 4,070,763 | +47,252 | +1.2% |
| <i>Gross profit ratio</i> | 55.0% | 54.7% | | -0.3%pt | 55.0% | 51.9% | | -3.1%pt |
| SG&A expenses | 10,319,222 | 13,148,897 | +2,829,675 | +27.4% | 2,760,905 | 3,505,666 | +744,761 | +27.0% |
| Operating profit | 3,819,451 | 3,674,934 | -144,517 | -3.8% | 1,262,605 | 565,096 | -697,509 | -55.2% |
| <i>Operating profit ratio</i> | 14.9% | 11.9% | | -2.9%pt | 17.2% | 7.2% | | -10.0%pt |
| Profit before income taxes | 4,018,470 | 2,823,462 | -1,195,008 | -29.7% | 1,319,765 | -298,578 | -1,618,343 | -122.6% |
| Profit* | 2,727,286 | 1,946,226 | -781,060 | -28.6% | 960,508 | -131,692 | -1,092,200 | -113.7% |
| <i>Profit ratio</i> | 10.6% | 6.3% | | -4.3%pt | 13.1% | -1.7% | | -14.8%pt |

* Since the beginning of the first quarter of the fiscal year under review, the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020), etc. has been adopted.

YoY change is shown only for reference as the Accounting Standard for Revenue Recognition was not retroactively applied to previous years' figures (The same applies hereinafter.).

* Profit attributable to owners of parent

Overview of FY2022 Financial Results | Overview of Consolidated Financial Results (Comparisons with Financial Forecasts)

- Net sales were 1,027 million yen less than the revised forecast (achievement rate of 97%). Sales fell short of the forecast due to the loss of customers to other leisure activities following the lifting of COVID restrictions and the summer heatwave.
- Operating profit was 176 million yen lower than the revised forecast (achievement rate of 95%). This result reflects an increase in the cost ratio due to a dramatic weakening of the yen and surging raw material prices and increased investment in human resources and equipment for growth.
- Profit was 534 million yen less than the revised forecast (achievement rate of 78%). Extraordinary losses increased due to the recognition of impairment losses for directly managed stores in Japan and overseas locations.

| Unit: million yen | Initial forecast Announced on February 14, 2022 | Revised forecast Announced on August 12, 2022 | FY2022 Results | Vs. revised forecast |
|-------------------------------|---|---|----------------|----------------------|
| Net sales | 32,700 | 31,800 | 30,773 | -1,027 |
| Operating profit | 5,232 | 3,850 | 3,674 | -176 |
| <i>Operating profit ratio</i> | 16.0% | 12.1% | 11.9% | -0.2pt |
| Ordinary profit | 5,221 | 3,897 | 3,606 | -291 |
| <i>Ordinary profit ratio</i> | 16.0% | 12.3% | 11.7% | -0.6pt |
| Profit* | 3,300 | 2,480 | 1,946 | -534 |
| <i>Profit ratio</i> | 10.1% | 7.8% | 6.3% | -1.5pt |

* Profit attributable to owners of parent

Overview of FY2022 Financial Results | Selling, General and Administrative Expenses (Comparisons with the Previous Year's Results)

- Selling, general and administrative expenses increased around 2,829 million yen from the previous year.
- This reflects increased investment for growth in areas such as human resources and equipment.

| Unit: thousand yen | Full-year total | | | Reference 4Q (Three-month total) | | |
|-------------------------------------|-----------------|-------------|---------|----------------------------------|-------------|--------|
| | FY22.12 | YoY changes | | FY22.4Q | YoY changes | |
| Personnel expenses | 5,629,520 | +1,101,141 | +24.3% | 1,416,348 | +204,095 | +16.8% |
| Rent expenses on land and buildings | 942,040 | +67,551 | +7.7% | 251,822 | +20,237 | +8.7% |
| Depreciation | 1,022,757 | +319,865 | +45.5% | 280,906 | +92,234 | +48.9% |
| Shipping and delivery expenses | 952,988 | +153,953 | +19.3% | 285,774 | +53,138 | +22.8% |
| Supplies and consumables expenses | 626,976 | +212,260 | +51.2% | 153,362 | +51,376 | +50.4% |
| Promotion expenses | 436,195 | -30,000 | -6.4% | 136,294 | +18,492 | +15.7% |
| Advertising expenses | 560,149 | +127,835 | +29.6% | 202,496 | +10,934 | +5.7% |
| Travel expenses | | | | | | |
| Transportation expenses | 250,703 | +130,967 | +109.4% | 78,523 | +33,986 | +76.3% |
| SG&A expenses | 13,148,897 | +2,829,675 | +27.4% | 3,505,667 | +744,761 | +27.0% |

Overview of FY2022 Financial Results | Overview of Consolidated Balance Sheet

- Inventories rose 3,464 million yen from the end of the previous fiscal year. After the build-up of inventories to overcome global supply chain disruptions, the sell-through rate improved from 3Q.
- Interest-bearing liabilities increased 6,459 million yen from the end of the previous fiscal year.

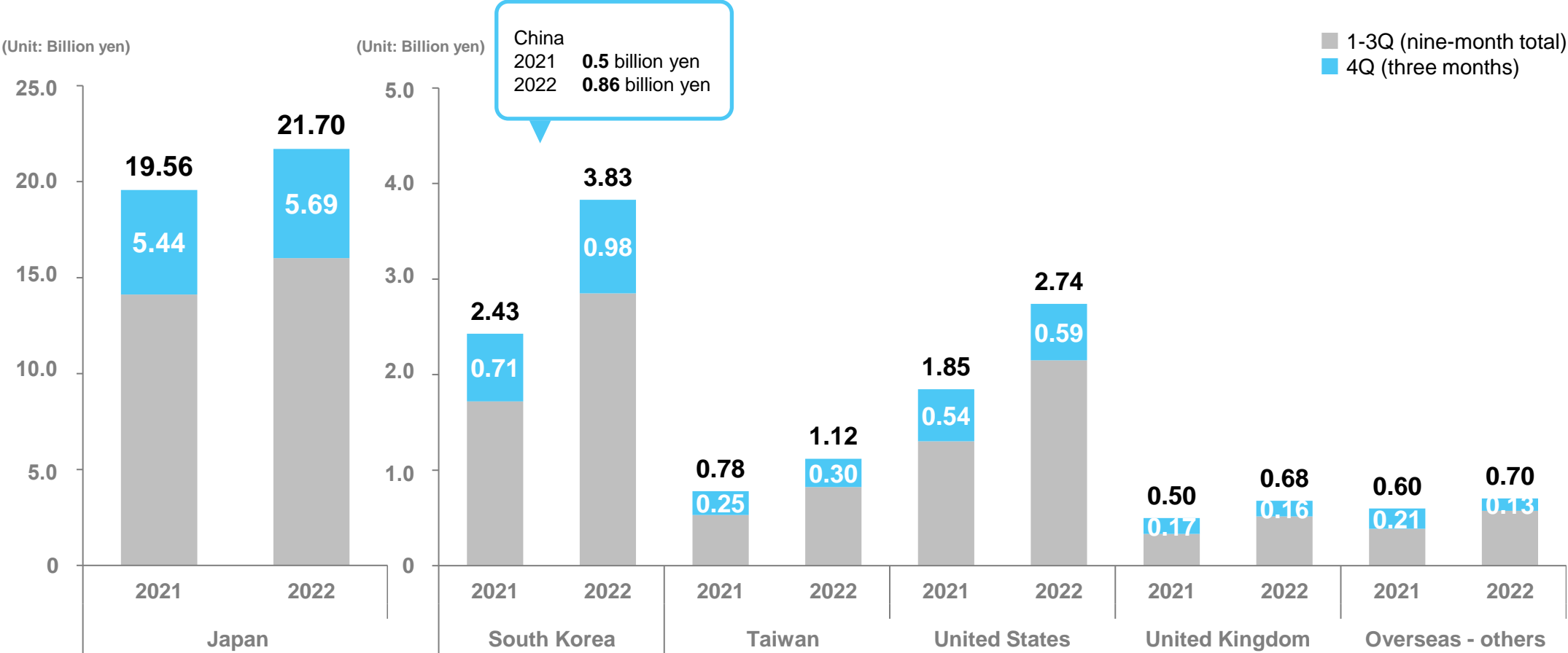
| Unit: thousand yen | FY22.12 | | 3Q | FY22.12 | | 4Q | FY21.12 | |
|------------------------------|------------|-------------------|------------|---|--------|------------|--|---------|
| | 4Q | Composition ratio | | Changes from the immediately previous quarter | | | Changes from the end of the previous fiscal year | |
| Total assets | 30,733,740 | 100.0% | 30,652,576 | +81,164 | +0.3% | 21,318,711 | +9,415,029 | +44.2% |
| Current assets | 16,669,276 | 54.2% | 16,107,559 | +561,717 | +3.5% | 9,890,079 | +6,779,197 | +68.5% |
| Inventories | 6,553,708 | 21.3% | 7,234,321 | -680,613 | -9.4% | 3,089,323 | +3,464,385 | +112.1% |
| Non-current assets | 14,064,463 | 45.8% | 14,545,017 | -480,554 | -3.3% | 11,428,631 | +2,635,832 | +23.1% |
| Current liabilities | 9,149,225 | 29.8% | 11,378,515 | -2,229,290 | -19.6% | 5,098,528 | +4,050,697 | +79.4% |
| Non-current liabilities | 6,327,313 | 20.6% | 3,977,259 | +2,350,054 | +59.1% | 2,370,507 | +3,956,806 | +166.9% |
| Interest-bearing liabilities | 9,174,300 | 29.9% | 7,945,000 | +1,229,300 | +15.5% | 2,715,000 | +6,459,300 | +237.9% |
| Net assets | 15,257,201 | 49.6% | 15,296,801 | -39,600 | -0.3% | 13,849,674 | +1,407,527 | +10.2% |
| Equity ratio | 48.8% | | 49.1% | | -0.3pt | 64.9% | | -16.1pt |
| D/E ratios | 0.60 | | 0.52 | | 0.08 | 0.20 | | 0.40 |
| Net D/E ratios | 0.25 | | 0.17 | | 0.08 | 0.08 | | 0.17 |

Overview of FY2022 Financial Results | Overview of Consolidated Cash Flows

| Unit: thousand yen | FY2022 Results | FY2021 Results | Increases/Decreases | Key components of results for the fiscal year under review |
|---|----------------|----------------|---------------------|--|
| Cash flows from operating activities | -1,461,508 | +2,664,711 | -4,126,219 | Profit before income taxes: Up 2,823,462 Increase in inventories: Down 3,344,196 |
| Cash flows from investing activities | -2,652,424 | -1,733,014 | -919,410 | Purchase of property, plant and equipment: Down 2,407,823 |
| Cash flows from financing activities | +5,424,653 | +84,609 | +5,340,044 | Net increase (decrease) in short-term borrowings: Up 3,843,300 Proceeds from long-term borrowings: Up 3,000,000 Dividends paid: Down 377,922 |
| Increases or decreases in cash and cash deposits | +1,553,527 | +1,120,812 | +432,715 | |
| Balances of cash and cash deposits at the end of the period | 5,368,105 | 3,814,578 | +1,553,527 | |
| Free cash flow | -4,113,932 | +931,697 | -5,045,629 | |

FY2022 | Net Sales by Country/Region

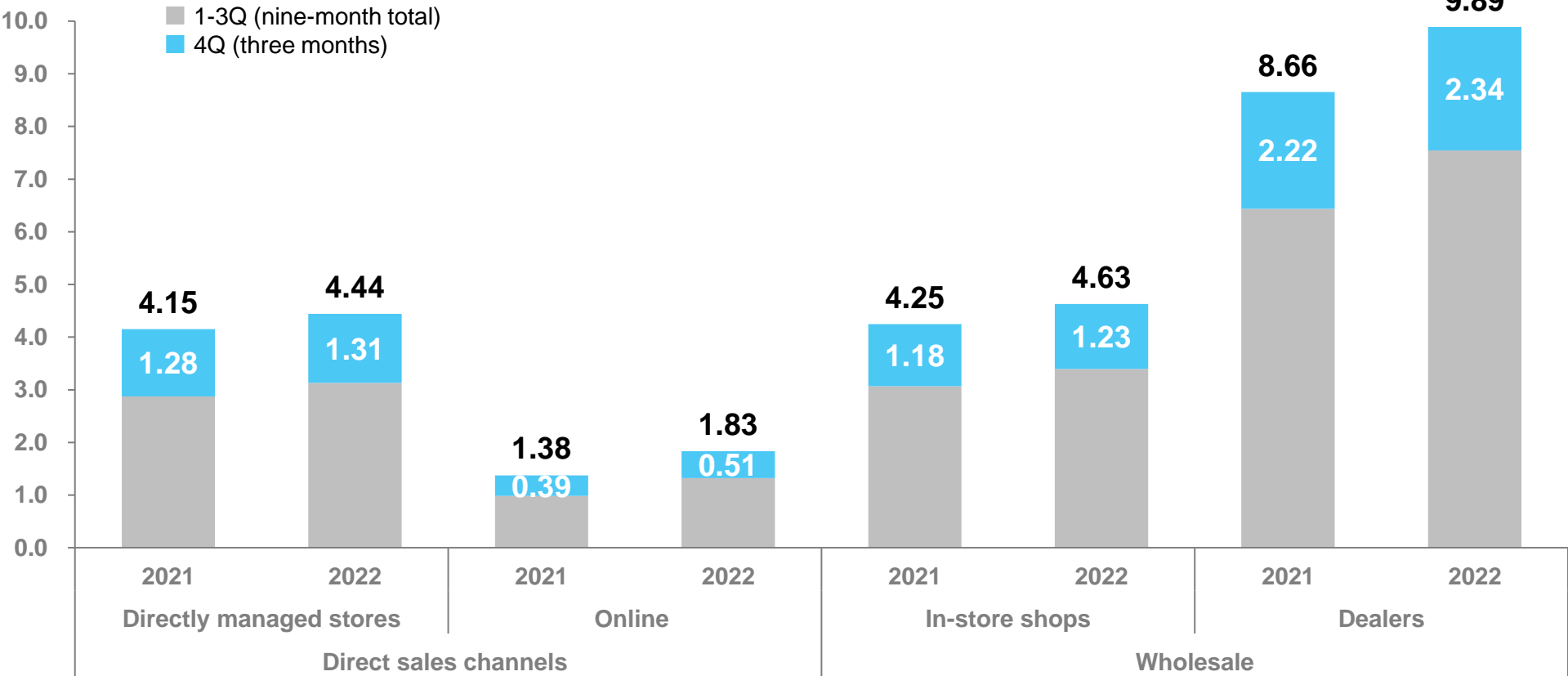
- Sales in Japan increased 10% year on year as demand for outdoor leisure activities remained strong.
- Sales in South Korea and Taiwan grew significantly year on year due to high demand for camping and brand recognition.
Sales in China, which are handled from South Korea, also increased steadily.
- Sales in the United States grew 48% year on year but wholesale sales slowed through 4Q due to inflation concerns.



FY2022 | Net Sales by Sales Category: Japan

- Sales through the direct sales channels rose 13% year on year amid signs of recovery in inbound demand and a last-minute surge in demand ahead of price increases.
- Sales via the wholesale channel reflect low sell-through due to wholesalers' inventory adjustments through the second half.

(Unit: Billion yen)



* Net sales posted in the Online wholesalers category were shifted to the Dealers category.

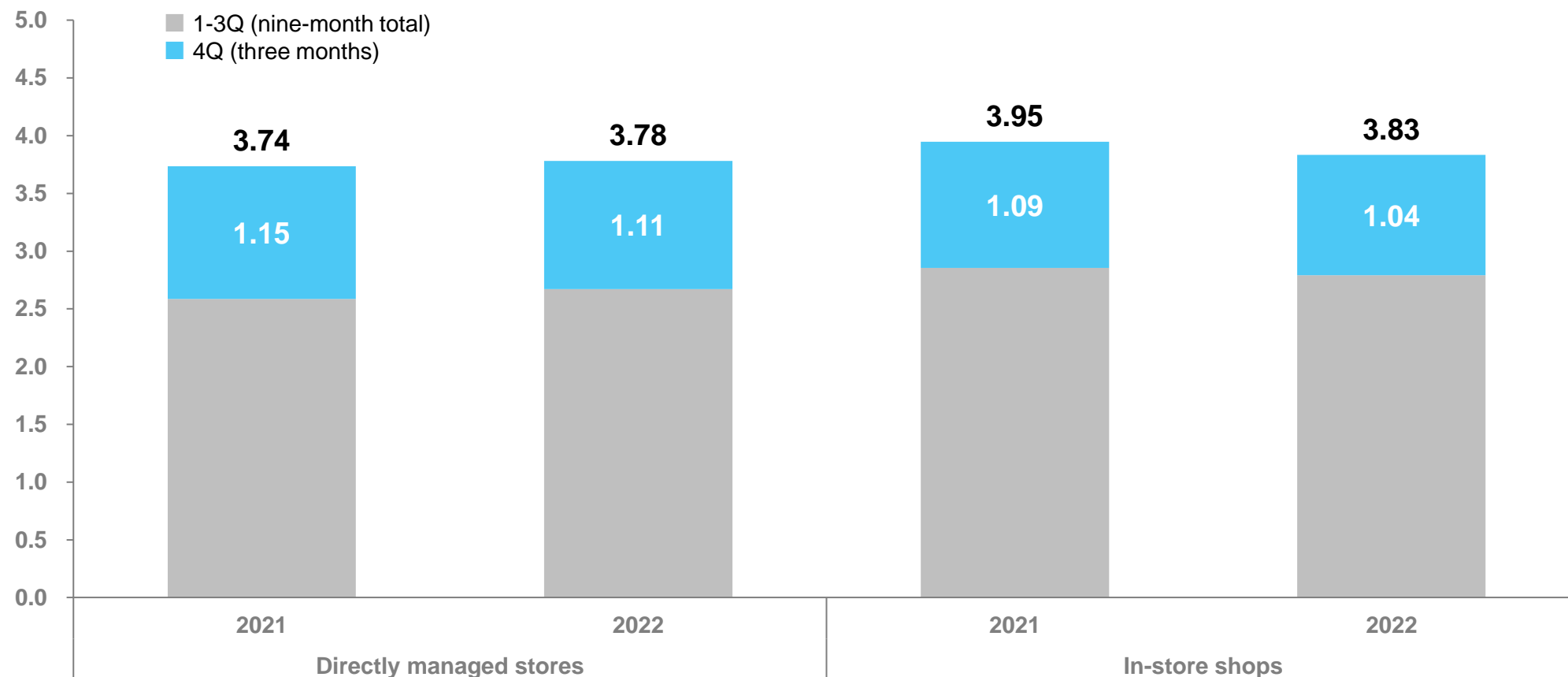
* Figures were calculated by deducting sales to overseas and wholesale sales to subsidiaries from the non-consolidated sales of Snow Peak.

* The net sales of each sales category is the figure before the posting of Snow Peak points based on the Accounting Standard for Revenue Recognition and the impact of sales for product warranties.+

FY2022 | Sales at Existing Stores: Japan

- Both at existing directly managed stores and existing in-store shops, sales were mostly unchanged from the level a year earlier.
- Overall 4Q sales at existing stores were down year on year, albeit slightly, reflecting an uphill struggle since the summer.

(Unit: Billion yen)

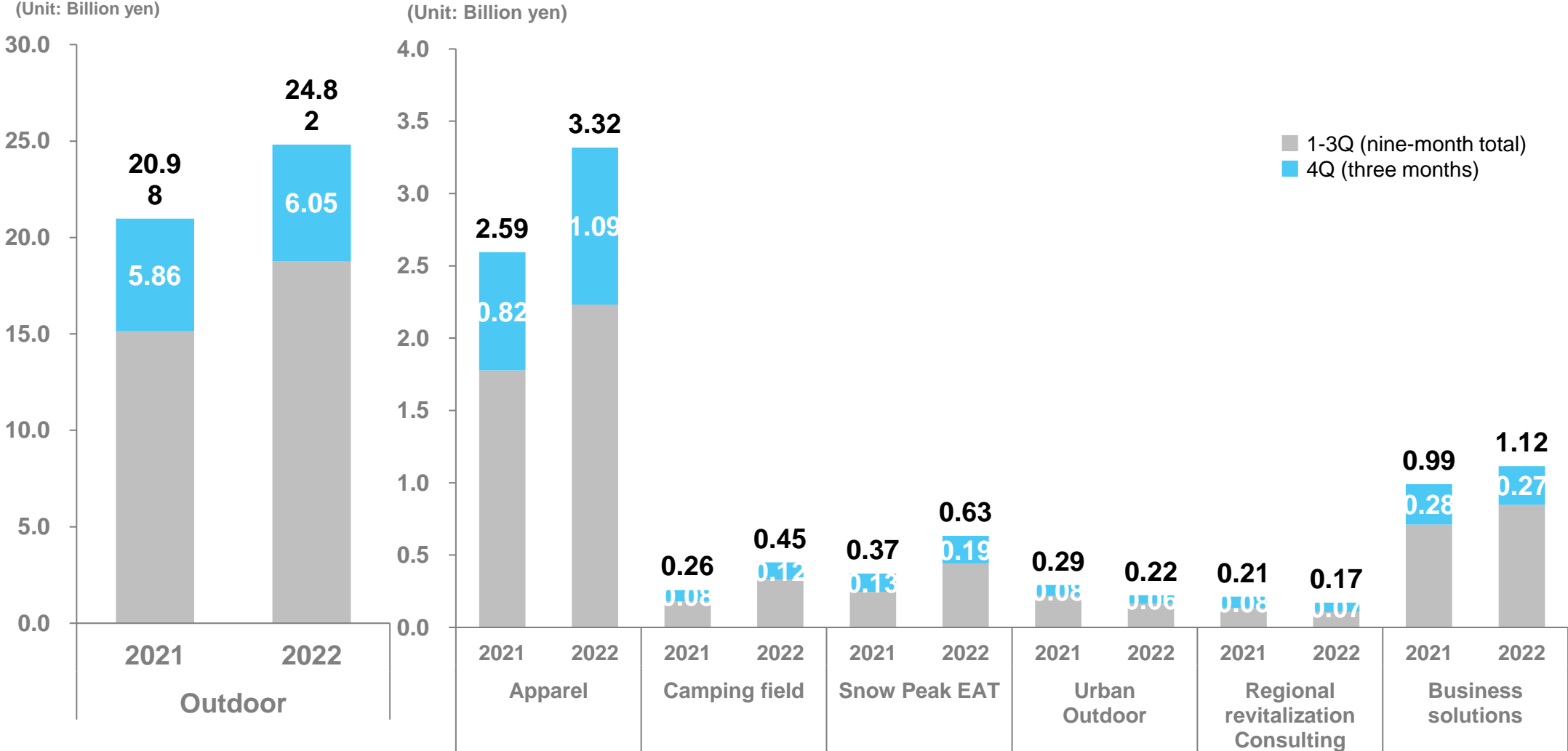


* Existing stores are stores opened in 2020 or earlier.

* The net sales of each sales category is the figure before the posting of Snow Peak points based on the Accounting Standard for Revenue Recognition and the impact of sales for product warranties.

FY2022 | Net Sales by Business

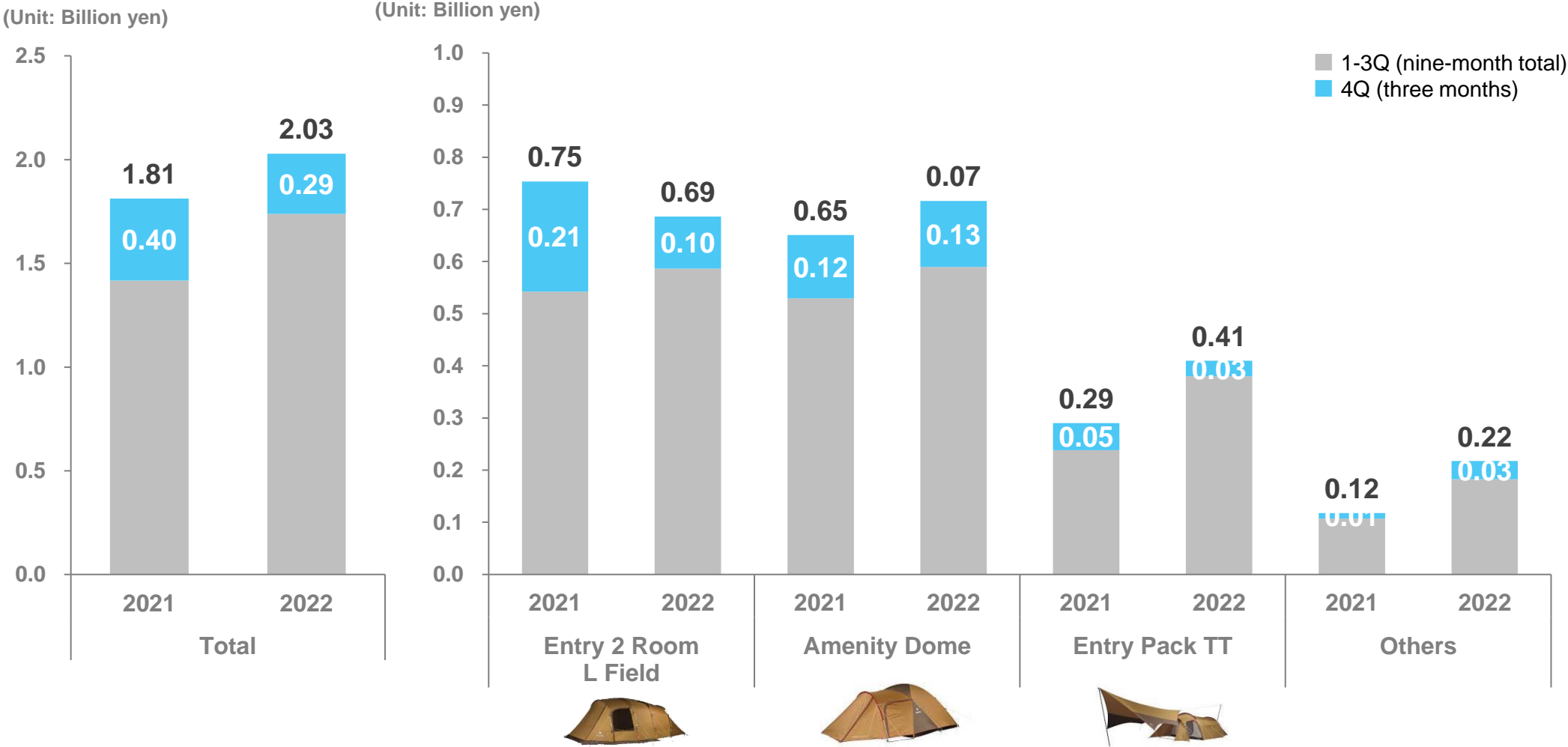
- Net sales in the outdoor product business grew 18% year on year, reflecting continued demand for camping even though special COVID demand was on the wane.



* The sales of business solutions represent total sales to the Snow Peak group companies.

FY2022 | Net Sales of Beginners Goods

- Sales of products which were missing the previous fiscal year grew as supply improved and stabilized.
- Total sales of beginners goods grew 12% year on year, reflecting steady progress winning over camping beginners.

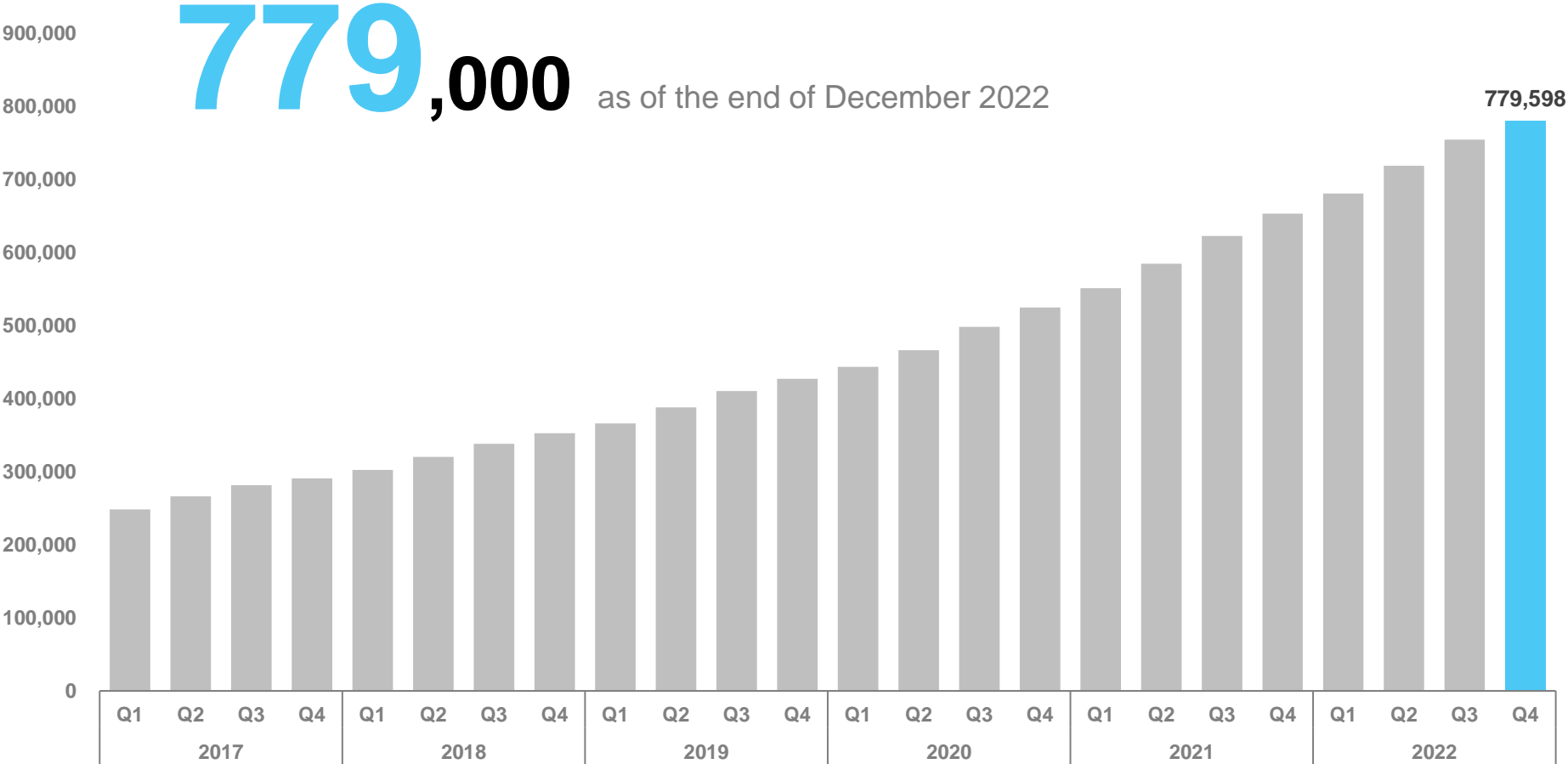


* FY2021 results and figures for the FY2022 3Q have been partially revised due to a review of the aggregation method for beginners goods.













Number of Point Program Memberships (Japan)

- Due to rising demand for camping, the number of point program memberships has grown almost 2.7 fold in 5 years, driven by camping beginners.

Number of Snow Peak Point Program Memberships



Number of Stores


| | Sales form | Store format | Salesperson | Number of stores* |
|--------------|--|--|--|--|
| Direct sales | Directly managed stores |  |  Our staff | Japan: 35 Overseas: 10 |
| | Online Snow Peak (Proprietary e-commerce) |  Real store 40-150 tsubo |  Our staff | — |
| Wholesale | Online wholesale |  Online |  Supplier staff | Amazon.com Other |
| | In-store |  Real store 30-tsubo floor space |  Our staff | Japan: 74 Overseas: 0 |
| | Shop in shop |  Real store 15-tsubo floor space |  Supplier staff trained by Snow Peak | Japan: 226 Overseas: 31 |
| | Entry store |  Real store 3-tsubo floor space |  Supplier staff trained by Snow Peak | Japan: 247 Overseas: 3 |

* As of December 31, 2022

Status of Overseas Expansion

| Countries and regions | Deployed product category | Business base | Store | Online | Membership system | |
|-----------------------|--------------------------------------|--|-------|---------------------|----------------------------------|-------------|
| Asia | Japan | <ul style="list-style-type: none"> • Outdoor products • Apparel products • Urban outdoor products | ○ | ○ | ○ | ○ |
| | South Korea | <ul style="list-style-type: none"> • Outdoor products • Apparel products • Urban outdoor products | ○ | ○ | ○ | ○ |
| | Taiwan | <ul style="list-style-type: none"> • Outdoor products • Apparel products | ○ | ○ | ○ | ○ |
| | China | <ul style="list-style-type: none"> • Outdoor products | ○ | ○ Wholesale only | From Korea Cross-border EC | - |
| Europe and the US | United States | <ul style="list-style-type: none"> • Outdoor products • Apparel products | ○ | ○ | ○ | (Preparing) |
| | United Kingdom and EU | <ul style="list-style-type: none"> • Outdoor products • Apparel products | ○ | ○ | ○ | (Preparing) |
| Other Areas | Product distribution in 25 countries | <ul style="list-style-type: none"> • Outdoor products • Apparel products | - | ○ Wholesale only | - | - |

* As of December 31, 2022



Medium-Term Management Plan

Medium-Term Management Plan

Review of 2020-2022



Medium-Term Management Plan | Review of 2020-2022 | Japan

- Built a stronger business base during the COVID crisis by expanding the customer base through the acquisition of new customers and developing sales channels
- Stepped up provision of experiential value by opening experience-based facilities and introducing digital tools for promoting experience

| Domain | Achievements |
|---------------------------|--|
| Customer base | <ul style="list-style-type: none"> • Increased point memberships (from approx. 430,000 at the beginning of 2020 to approx. 780,000 at the end of 2022/81% increase) |
| Business base | <ul style="list-style-type: none"> • Expanded sales network especially directly managed stores (opened 12 directly managed stores) |
| Experiential value | <ul style="list-style-type: none"> • Opened large-scale experience-based facilities for greater provision of experiential value → Land Station Hakuba, Field Suite Spa, etc. • Introduced life value points program for visualizing consumption through experience • Released community app to facilitate the creation of a community |
| Operations | <ul style="list-style-type: none"> • Raise manufacturing capacity → Developed supply network for generating net sales on the scale of 50 billion yen in 2022 • Shortened delivery routes → Realized direct delivery of all products to overseas stores from factories |

Medium-Term Management Plan | Review of 2020-2022 | Overseas

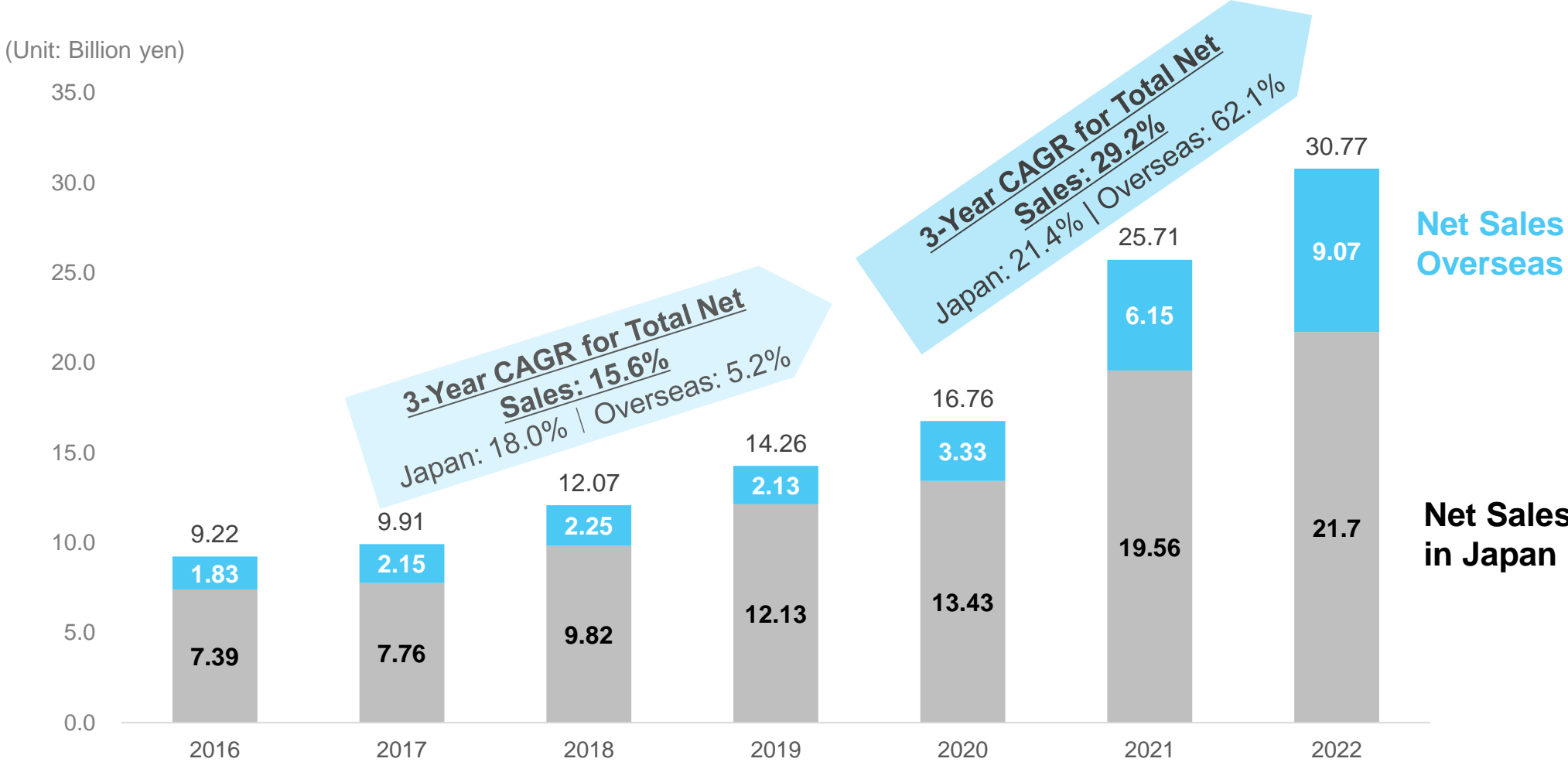
- Achieved business expansion in every country as a result of expansion and enhancement of sales network

| Location | Actual net sales (2020→2022) | | Achievements |
|-----------------------|---------------------------------|--------------------|--|
| South Korea | 1.32 billion yen | ▶ 3.83 billion yen | <ul style="list-style-type: none"> Expanded network of directly managed stores Initial development of the Chinese market via cross-border e-commerce services and wholesale <p>Net sales increased from around 200 million yen in 2020 to around 840 million yen in 2022</p> |
| United States | 1.06 billion yen | ▶ 2.74 billion yen | <ul style="list-style-type: none"> Succeeded in improving brand recognition and developing business partners through a review of sales strategy Contributed to growth in net sales through the development of major business partners |
| Taiwan | 0.51 billion yen | ▶ 1.12 billion yen | <ul style="list-style-type: none"> Expanded network of directly managed stores Developed framework in preparation for establishment of Taiwanese subsidiary |
| United Kingdom | 0.13 billion yen | ▶ 0.68 billion yen | <ul style="list-style-type: none"> Expanded wholesale business both in the United Kingdom and the EU |
| China | — | | <ul style="list-style-type: none"> Establishing Chinese JV in 2022 Scheduled to be fully operational from 2023 |

Medium-Term Management Plan | Review of 2020-2022 | Net Sales

- The CAGR for net sales in Japan has been around 20% since before COVID, indicating steady business expansion.
- The CAGR for net sales overseas was low (5.2%) before COVID but rose to 62.1% over the 3 years of the COVID crisis, indicating sharp growth.

Net Sales and Sales CAGR in Japan and Overseas



Medium-Term Management Plan | Recognition of Recent Environmental Changes

- Over the past three years, universal demand to reconnect with nature coincided with growing interest in camping during the COVID crisis.
- Going forward, universal demand to reconnect with nature driven by the march of civilization will continue to grow but there has been a tide change in the environment recently.

Universal demand to reconnect with nature

With advances in digital technology leading to increased stress and threatening to erode the human spirit, there will be an ever-increasing desire to restore the human spirit by connecting with nature in the future.

Changes during the 2020-2022 COVID crisis

- Surge of interest in camping triggered by media exposure during COVID restrictions
- Camping more frequently chosen as leisure activity



Changes assumed from 2023

| | |
|------------------|--|
| Society | Fears of global recession Increase in geopolitical risks Currency volatility, inflation |
| Customers | Greater choice of leisure activities after lifting of COVID restrictions ▶ Less interest in camping |
| Markets | Demand returns to pre-COVID levels ▶ Slow-moving inventories across industry |

Medium-Term Management Plan

Basic Policy and Targets



Our goal at Snow Peak is to harness "the power of camping" and "the power of design" to create life values that span wear, food, life, work and camp in Snow Peak's own way.

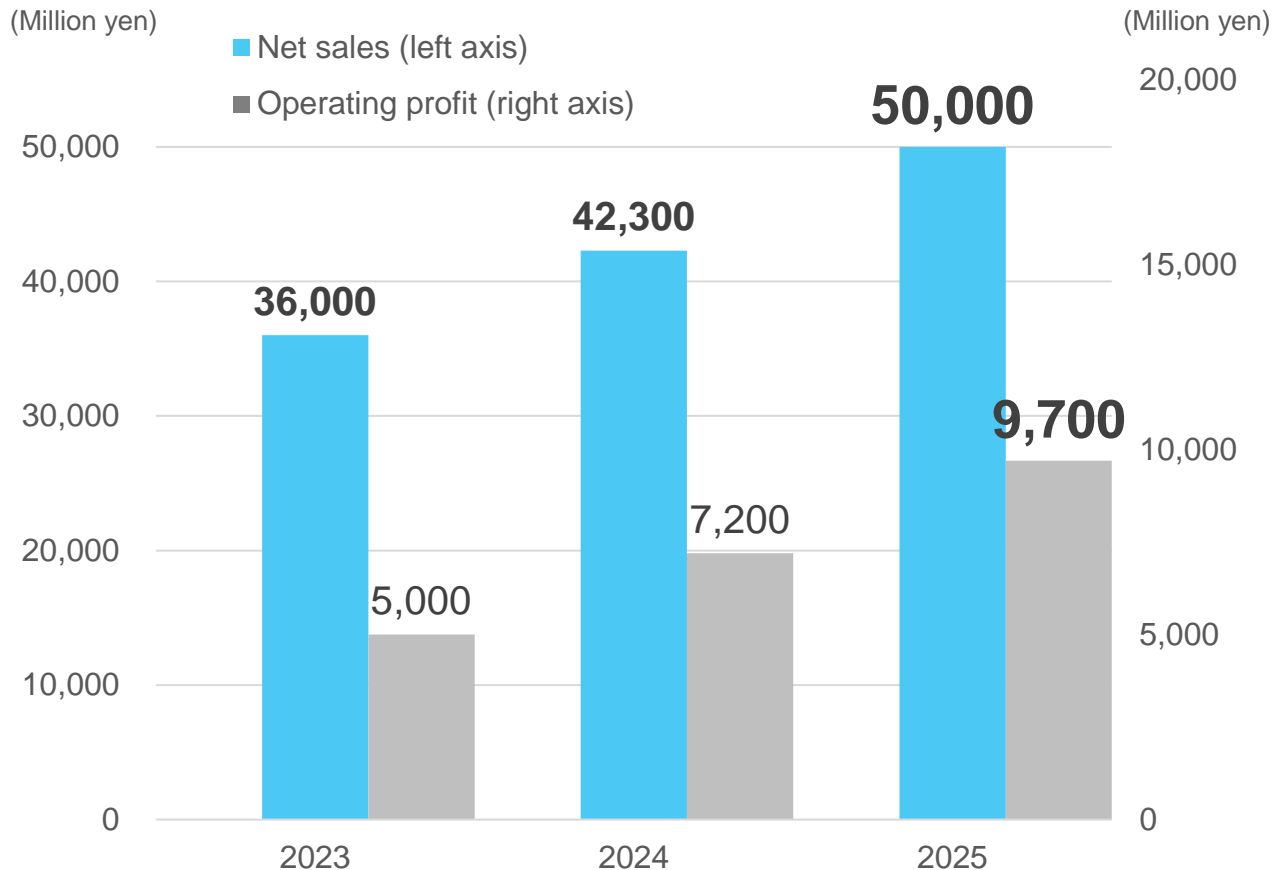
Medium-Term Management Plan | Basic Policy

Pursue **growth strategies** and a **strong management base** in parallel, to move in a universal direction, while taking future environmental changes into consideration, and aim for **lean growth**.



Medium-Term Management Plan | Numerical Targets

- The FY2023 Medium-term Management Plan targets net sales of 50.0 billion yen and operating profit of 9.7 billion yen by 2025.
- It targets a ratio of overseas sales to total sales of approx. 40% by 2025 by strengthening overseas strategy.
- Aims to maintain ROE of 16% or higher by raising the operating margin and working to increase and maintain the total asset turnover.



Overseas sales ratio

Approx. **40%** by 2025

| | |
|--------------------------|--------------------|
| Japan | 29,600 million yen |
| Asia & Oceania | 13,300 million yen |
| Europe and United States | 7,100 million yen |

ROE*

Maintain **16%** or higher

* ROE = profit for the fiscal period under review / shareholders' equity (net assets - share acquisition rights - non-controlling interests) for the fiscal period under review

* Current exchange rate (USD/JPY) assumptions: 130 in 2023, 125 in 2024 and 120 in 2025

Medium-Term Management Plan | Overview

Medium-Term Management Plan (2023-2025) Basic Policy

Pursue **growth strategies** and a **strong management base** in parallel, and aim for lean growth



Growth Strategies (Create new campers and build customer loyalty)

Japan

Creation of campers through stronger inducements to experience camping

United States

Visualization of Snow Peak's camping style

Development and enhancement of sales network

China

Visualization of Snow Peak's camping style

Development and extension of sales network

Other markets
(South Korea, Taiwan, United Kingdom, EU and other overseas markets)

Sales network expansion

(South Korea) Provision of more experiences

Strengthening management base (Realize a lean management structure)

Supply chain optimization

Enhancement of business management structure

Enhancement of human resource strategies

Review of sales network

Medium-Term Management Plan

Growth strategies



Medium-Term Management Plan | Business Phase by Region

- Introduce measures according to the maturity of business in each country and build a base for sustainable growth

| | | Establishment | Buildup of channels | Creation of customers and communities | Experiential value/Life value | |
|--|------------------------|---|---------------------------------|--|--|---|
| Key strategies | Business mix | Outdoor, apparel | | Outdoor, apparel, restaurants, urban outdoor, business solutions, etc. | | |
| | Channels | Wholesale | Start of wholesale transactions | Creation of brand sales floor model (in-store shop/SiS, etc.) | Development of store network | Inducement to experience camping and development of network of other business sites |
| | | Direct sales | Consideration of direct sales | Establishment of directly managed stores and e-commerce services | Development of store networks and establishment of experience-based stores | Development of locations for experiencing camping |
| | Customer strategy | Establishment of sales floors | Visualization of brand | Missionary marketing, customer events | Cross-selling in each business | |
| Medium-term targets in each country/region | Japan | | | * | → | |
| | United States | | * | | → | |
| | China | * | | | → | |
| | South Korea and Taiwan | | | * | → | |
| | United Kingdom and EU | | * | | → | |
| | Overseas - others | Creation of markets in Oceania and Southeast Asia based on wholesale business | | | | |

Key Current * → FY2025 Target

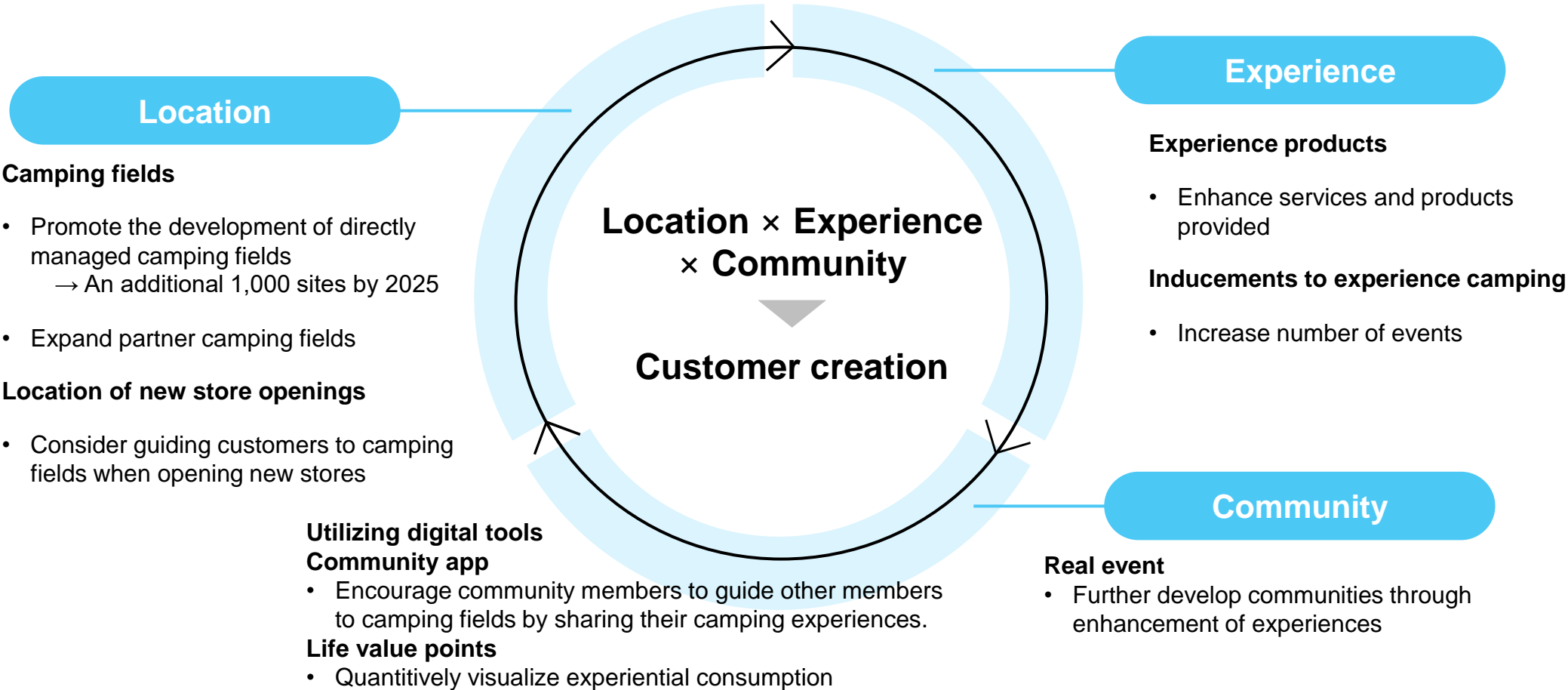
Medium-Term Management Plan | Summary of Regional Growth Strategies

| Region | Main actions | Outline |
|-----------------------|---|--|
| Japan | Details provided below | <ul style="list-style-type: none"> • Create new campers and build customer loyalty through stronger inducements to experience camping |
| United States | | <ul style="list-style-type: none"> • Raise recognition as a camping brand, to enrich time spent outdoors, which is fundamental to Snow Peak's camping style |
| China | | <ul style="list-style-type: none"> • Raise recognition as a camping brand to establish Snow Peak's camping style in the Chinese market where camping culture is in the development stage |
| South Korea | Step up provision of experiences | <ul style="list-style-type: none"> • Open directly managed camping field (2024 Q2) • Branch out into experience-based businesses (Cafe/Dining, Business Solutions) |
| United Kingdom and EU | United Kingdom: Expand wholesale business | <ul style="list-style-type: none"> • Expand sales floors for visualization of Snow Peak's world view and camping brand |
| | EU: Expand business | <ul style="list-style-type: none"> • Develop sales network centered on wholesale in Germany and Northern Europe • Start selling direct to customers via e-commerce services first (2023) |
| Taiwan | Expand direct sales business | <ul style="list-style-type: none"> • Open four new directly managed stores |
| Overseas - others | Expand the wholesale business | <ul style="list-style-type: none"> • Expand sales floors for visualization of Snow Peak's world view and camping brand |

Medium-Term Management Plan | Growth Strategies | Japan

Create new campers and build customer loyalty through stronger inducements to experience camping

Further develop community by guiding more customers from stores to camping experience locations and by enhancing experience products and create a virtuous cycle for customer creation



Medium-Term Management Plan | Growth Strategies | United States

Raise recognition as a camping brand, to enrich time spent outdoors, which is fundamental to Snow Peak's camping style



Establish brand positioning through visualization of Snow Peak's camping style and expansion and enhancement of sales network

Visualization of Snow Peak's camping style

Step up provision of experiences

- Open directly managed camping field (second half of 2023)
- Expand partner camping fields
- Increase inducement to experience camping field



Directly-managed camping field

Development and enhancement of sales network

Wholesale business

- Roll out shop-in-shop concept for visualization of Snow Peak's world view and camping brand

Direct sales business

- Open two new directly managed stores
- Provide training to sales staff to increase their understanding of Snow Peak's camping style

Medium-Term Management Plan | Growth Strategies | China

Raise recognition as a camping brand to establish Snow Peak's camping style in the Chinese market where camping culture is in the development stage



Establish brand positioning through visualization of Snow Peak's camping style and expansion and enhancement of sales network

Visualization of Snow Peak's camping style

Plan to start construction on two experience location development projects (2023)

- Establish flagship model in China in preparation for expansion of experience locations in the future

Expand development of experience locations

- Develop locations focusing on the suburbs of first tier cities and new first tier cities which are home to many middle-income and high-income earners
- Offer quality time in nature, targeting city dwellers

Development and enhancement of sales network

Establish and expand wholesale business

- Expand new accounts focusing on coastal regions
- Establish flagship store on cross-border e-commerce platform (T-mall, JD)
- Expand business focusing on inland China from 2024

Establish direct sales business

- Launch own e-commerce website
- Open flagship stores in first-tier cities (Beijing and Shanghai)

Medium-Term Management Plan

**Strong
management
base**



Medium-Term Management Plan | Summary of Measures for Strong Management Base by Region

| Region | Main actions | Outline |
|-----------------|--|---|
| Global measures | Optimization of supply chain | Optimize supply chain in line with global business expansion |
| | Enhancement of business management structure | Strengthen business management structure on a global basis |
| Japan | Strengthen human resource strategies | Develop human resource strategies that fit with Snow Peak based on "the power of camping" |
| | Review sales network | Improve profitability of directly managed stores and review channel strategies |

Medium-Term Management Plan | Strong Management Base | Supply Chain Optimization

Optimize supply chain in line with global business expansion

Achieve stronger integrated end-to-end management on a global basis

Supply-related

Strengthen and optimize supply networks

- Strengthen supply capacity in anticipation of business expansion
- Develop supply structure taking geopolitical risks into consideration

Strengthen structure for monitoring and managing procurement plans

- Strengthen management of production status and delivery information
- Improve the speed and accuracy of procurement information through the use of digital technology

Logistics and operations-related

Develop a world class operational structure

- Strengthen the logistics network/management structure spanning countries of production and markets
- Improve productivity in delivery and logistics operations through the use of digital technology
- Improve sales efficiency by strengthening management of sales information globally



Medium-Term Management Plan | Strong Management Base | Enhancement of Business Management Structure

Strengthen business management structure on a global basis

Establish standard for management items which need strengthening and roll them out across the Group including overseas

Management items which need strengthening

Management of organizations and human resources

- Develop organizational structures consistent with strategies
- Establish standards for the assignment of the right people to the right positions

Financial management

- Strengthen the budget control structure
- Review investment standards based on an awareness of capital costs

Strategy management

- Manage progress of action taken in accordance with strategies
- Implement periodic review of content of strategies

IP and brand management

- Develop global IP management structure
- Clarify rules on brand use and thoroughly implement internally

Response to ESG

- Appropriately make the recommended disclosures
- Develop a framework for period reporting

Medium-Term Management Plan | Strong Management Base | Enhancement of Human Resource Strategies

Develop human resource strategies based on "the power of camping"

Realize improvements in the working environment through enhancement of human resource development programs and a review of working conditions, in order to deliver customer service and value provision worthy of Snow Peak.

Human resource development

Enhancement of recruitment activities

- Incorporate camping in recruitment activities
- Expand candidate group by drawing on user community

Systemization of training programs

- Enhance curriculum for new graduate hires and mid-career hires
- Enhance experience-based training (customer contact points)

Encouragement of career management

- Accelerate self-motivated growth through the implementation of career development questionnaire surveys
- Provide opportunities for the realization of potential through job rotation

Improvements in working environment

Review of working conditions

- Create an environment in which staff can focus on their work with peace of mind through across-the-board wage increases and the enhancement of allowances (implementing first round of measures in February 2023)
- Continue to consider improvements aiming for working conditions in keeping with the value we provide to customers

Medium-Term Management Plan | Strong Management Base | Review of Sales Network

Improve profitability of directly managed stores and review channel strategies



Improve earnings through review of unprofitable stores and change in format at existing stores
Create sustainable business model through a review of existing sales channel strategy

Improvement of earnings

Consideration of business continuity of unprofitable stores

- Select stores based on factors such as branding effectiveness in addition to profitability

Format changes in food service business

- Reduce fixed costs through change in format from restaurant to cafe

Sales channel strategy

Direct sales business

- Review ratio of new store openings with wholesale format
- Tighten standards for new store openings

Wholesale business

- Roll out shop-in-shop concept for visualization of Snow Peak's world view and camping brand



FY2023 Earnings Forecast

FY2023 | Earnings Forecast

- Net sales are projected to increase 17.0% year on year, to 36 billion yen as a result of Snow Peak's implementation of strategies against a backdrop of continued universal demand for camping stemming from the desire to reconnect with nature and entry to the Chinese market.
- The cost ratio is expected to fall year on year due mainly to price revisions which will partly offset the impact of surging raw material prices and currency volatility.
- In selling, general and administrative expenses, an increase in personnel expenses associated with across-the-board wage increases is projected, and Snow Peak forecasts operating profit of 5 billion yen, an increase of 36.1% from the previous year.

| Unit: million yen | FY2022 | FY2023 | Increase/Decrease | YoY |
|-------------------------------|--------|--------|-------------------|--------|
| Net sales | 30,773 | 36,000 | 5,227 | +17.0% |
| Operating profit | 3,674 | 5,000 | 1,326 | +36.1% |
| <i>Operating profit ratio</i> | 11.9% | 13.9% | - | +1.9pt |
| Ordinary profit | 3,606 | 4,930 | 1,324 | +36.7% |
| Profit* | 1,946 | 2,849 | 903 | +46.4% |

* Profit attributable to owners of parent



APPENDIX

Non-Financial Information Highlights | Active Investment in Human Capital

- Implementing across-the-board wage increases for all employees in Japan.
- Aiming for the growth of individual employees and growth as a company by strengthening investment in human resources and developing an environment in which staff can focus on their work with peace of mind and perform at an even higher level

Across-the-board pay increase of **3%**

Introduction of allowances such as commuting allowance

Staff **10%** better off on average, with some staff up to **29%** better off

Similar increase in graduate starting salary

News Release

2023.1.24 (火)

株式会社スノーピーク
(コード:7816) 東証プライム市場



国内全社員を対象に2023年2月支払い分よりベースアップを実施 店舗勤務者への手当なども新設

株式会社スノーピーク（代表取締役会長兼社長執行役員：山井太、本社：新潟県三条市、証券コード：7816）は、国内で働く正社員・準社員を対象に、2023年2月支払い分より基本給を一律で3%引き上げるベースアップを実施いたします。

またスノーピークの顧客接点の要となる店舗の勤務者を対象とした店舗営業手当および店長手当、さらに業務領域のスペシャリストを対象としたエグゼクティブ手当、居住地域に応じた住宅手当を新設することをあわせてお知らせいたします。

今回のベースアップや手当の新設により、平均で10%、最大で29%の処遇アップを実現し、社員がより安心して仕事に取り組み、今まで以上に高いレベルで業務を遂行できる環境を整えることを目的としています。

スノーピークは今後もキャンパーである社員とともに、数多くのユーザーの方々も培ってきたアウトドアの知見を活用し、日本のみならず世界中の人たちへキャンプの魅力伝えてまいります。

【実施概要】

【ベースアップ】
対象者 | 正社員・準社員
実施内容 | 基本給を一律3%引き上げ

【店舗営業手当】
対象者 | 店舗営業スタッフ（正社員・準社員）
実施内容 | 月額手当を新設

【店長手当】
対象者 | 店舗営業スタッフの店長・副店長・料理長
実施内容 | 月額手当を新設（役職に応じて）

【エグゼクティブ手当】
対象者 | エグゼクティブ職(専門職)の社員
実施内容 | 月額手当を支給（グレードに応じて）

【住宅手当】
対象者 | 正社員・準社員
実施内容 | 月額手当を新設（居住地域に応じて）



株式会社スノーピーク

1958年、「ものづくりのまち」新潟県三条市にて創業したアウトドアメーカー。「自然と人、人と人をつなぎ、人間性を回復すること」を社会的使命とし、キャンプ用品、アパレルの開発、国内外での販売のほか、地方創生、ビジネスソリューション等、幅広い事業を展開する。大自然に抱かれた約15万坪のキャンプ場を擁する本社「HEADQUARTERS」を構える。コーポレートメッセージは「人生に、野遊びを。」

このリリースに関するお問い合わせ：株式会社スノーピーク 広報課
Tel. 03-6805-7738 / e-mail: pr@snowpeak.co.jp
<http://www.snowpeak.co.jp/>

Non-Financial Information Highlights | Eco-friendly Product Packaging

- Renewed product packaging to expand sales globally and realize more environmentally friendly manufacturing
- Starting to introduce in the United States and United Kingdom in 2023 and planning to phase into operations in Japan and other global locations as well.

Simplified and removed plastic from packaging materials and reduced packaging material inside boxes (122 item numbers)

Used white FSC® certified paper* for gift boxes and tags.

Reduced ink usage by approx. 80%

* FSC certified paper: paper made from wood sourced from forests that are responsibly managed

Also improved power of products to appeal to customers when displayed on shelves by reviewing the design of gift boxes and making products as packaging-free (exposed) as possible

News Release
2023 1.26 (木)
株式会社スノーピーク
(コード: 7816/東京プライム市場)

*** snow peak**

持続可能な社会の実現に向けて、製品のパッケージをリニューアル紙の使用量(重量ベース)を最大87%削減したパッケージも登場

株式会社スノーピーク(代表取締役 会長兼社長執行役員: 山井太、本社: 新潟県三条市、証券コード: 7816)は、持続可能な社会の実現に向けて、一部製品のパッケージのリニューアルを順次実施いたしますことをお知らせいたします。



リニューアルしたパッケージ「アメニティドーム M」

スノーピークでは、CSR活動の一環として、製品がその寿命を全うするまで修理対応を承る「永久保証」、使い捨てではなく循環する洋服を作るリサイクル事業「UPCYCLE COTTON PROJECT」、「みんな電力」と連携した主要な拠点やキャンプフィールドの電力の自然エネルギーへの切り替え、そして日本製鉄と連携して取り組んだ純チタンで世界初の環境配慮型素材「TranTixii®-Eco」の商品化など、持続可能な社会の実現に向けて、積極的に取り組んでいます。

今回の製品パッケージのリニューアルは、今まで以上に環境に配慮したものづくりを実現するために行うもので、まずは2023年内にテント「アメニティドーム M」や「ローチェア 30」、「チタンダブルマグ 300」などの約120品番において、包装素材の簡素化および脱プラスチック化、カートン内の梱包材削減を実施いたします。さらに化粧箱や下げ札の資材には、白ベースのFSC®認証紙を採用し、段階的に導入を進めていきます。白ベースのFSC®認証紙に切り替えることで、従来と比べインク使用量を大幅に削減できるようになります。

具体的な削減率としては、「アメニティドーム M」がパッケージを含む紙の使用量を重量ベースで従来と比較して87%の削減、コンパクトに収納できる箸「和武器 L」においては、インク使用量が従来と比較して79%の削減などがります。

これからもスノーピークは持続可能な社会の実現に向けて、環境に配慮したさまざまな取り組みを積極的に行ってまいります。



株式会社 スノーピーク
1958年、「ものづくりのまち」新潟県三条市にて創業したアウトドアメーカー。「自然と人、人と人をつなぎ、人間性を回復する」ことを社会的使命とし、キャンプ用品、アウトドアの開発、国内外での販売のほか、地方創生、ビジネスソリューション等、幅広い事業を展開する。大自然に包かれた約15万坪のキャンプ場を擁する本社(HEADQUARTERS)を興える。ロゴ・レポートメッセージは「人生に、野遊びを。」
株式会社スノーピーク 広報課
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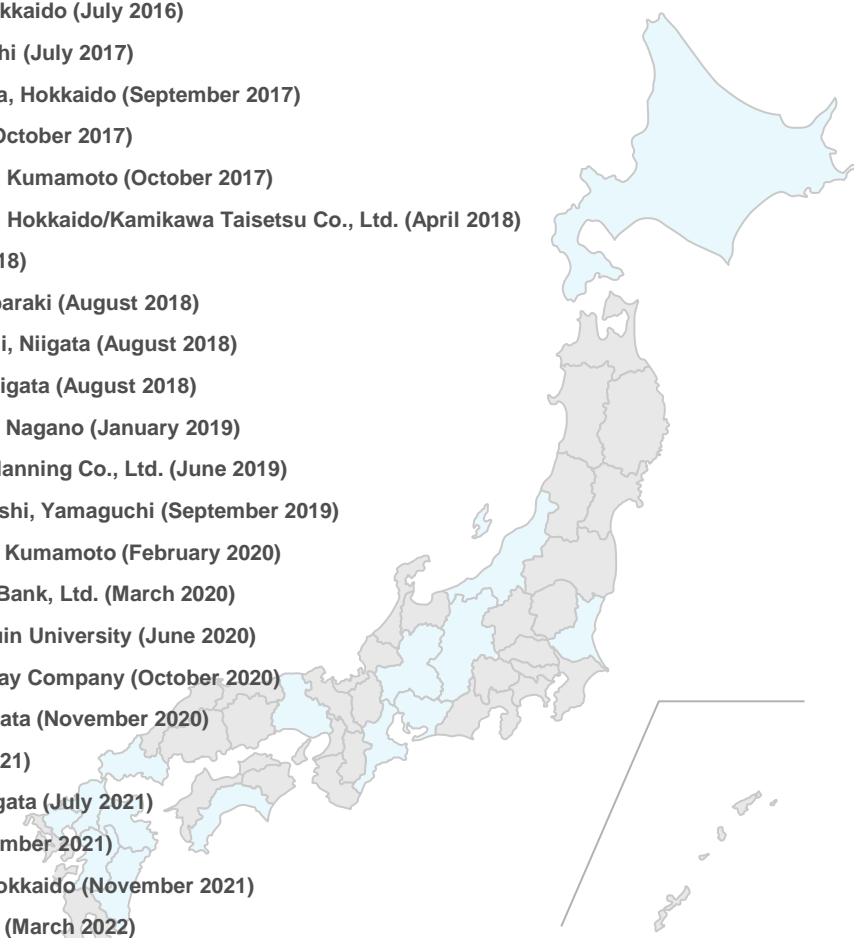
Non-Financial Information Highlights | Regional Revitalization

- Have so far concluded comprehensive agreements with a total of 25 organizations including local governments and corporations for regional revitalization
- Strengthening collaboration with local governments and local corporations and leveraging knowledge of the outdoors accumulated to date to contribute to regional revitalization which utilizes local nature



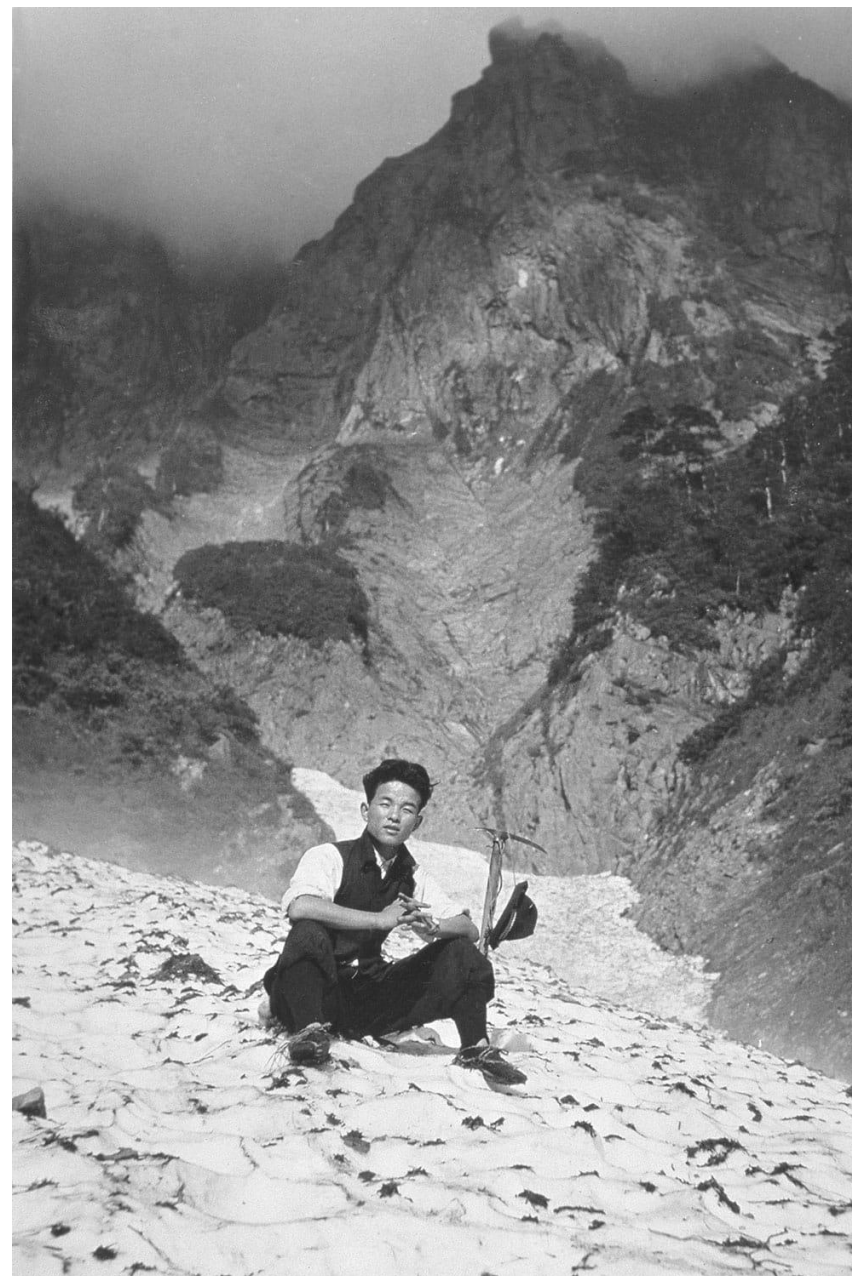
(Reference) Comprehensive agreements concluded by Snow Peak

1. The Hokkaido Bank, Ltd. (February 2016)
2. Obihiro-shi, Hokkaido (July 2016)
3. Toyota-shi, Aichi (July 2017)
4. Sarabetsu-mura, Hokkaido (September 2017)
5. Hita-shi, Oita (October 2017)
6. Kumamoto-shi, Kumamoto (October 2017)
7. Kamikawa-cho, Hokkaido/Kamikawa Taisetsu Co., Ltd. (April 2018)
8. Kochi (April 2018)
9. Tsukuba-shi, Ibaraki (August 2018)
10. Tokamachi-shi, Niigata (August 2018)
11. Niigata-shi, Niigata (August 2018)
12. Hakuba-mura, Nagano (January 2019)
13. YMFG Zone Planning Co., Ltd. (June 2019)
14. Shimonoseki-shi, Yamaguchi (September 2019)
15. Hitoyoshi-shi, Kumamoto (February 2020)
16. The Miyazaki Bank, Ltd. (March 2020)
17. Kwansei Gakuin University (June 2020)
18. Kyushu Railway Company (October 2020)
19. Sado-shi, Niigata (November 2020)
20. Saga (April 2021)
21. Sanjo-shi, Niigata (July 2021)
22. Niigata (September 2021)
23. Rausu-cho, Hokkaido (November 2021)
24. Inabe-shi, Mie (March 2022)
25. The Ogaki Kyoritsu Bank, Ltd. (May 2022)



About Snow Peak | Company Profile

| | |
|-----------------------------|--|
| Company name | Snow Peak, Inc. |
| Head office location | 456, Nakanohara, Sanjo-shi, Niigata |
| Established | July 1958 |
| Share capital | 2,779.31 million yen |
| Location | Snow Peak Operation Core HQ2 (Mitsuke-shi, Niigata) Snow Peak Tokyo HQ3 (Shibuya-ku, Tokyo) Snow Peak USA Headquarters (Global HQ4) (USA) |
| Business | Development, manufacture and sale of outdoor products Development, manufacture and sale of apparel products Urban outdoor business Camping office business Regional revitalization business Glamping business |
| Stock listing | Tokyo Stock Exchange Prime Market (Securities Code: 7816) |



About Snow Peak



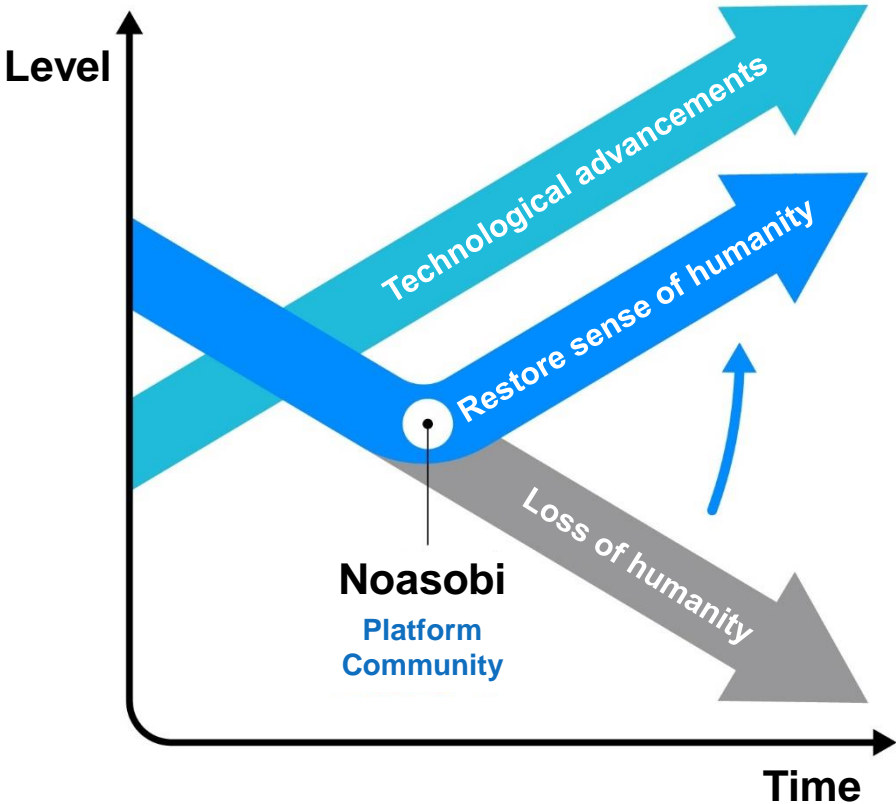
Outdoor brand originating in Tsubame-Sanjo, Niigata

Drawing on the expertise of Tsubame-Sanjo's metal craft history, Snow Peak has been a driver of Japan's outdoor industry, launching functional, beautiful, robust outdoor products one after another onto the market

About Snow Peak | Social Mission

Restore our sense of humanity through elevating the essential life values inspired by being with nature

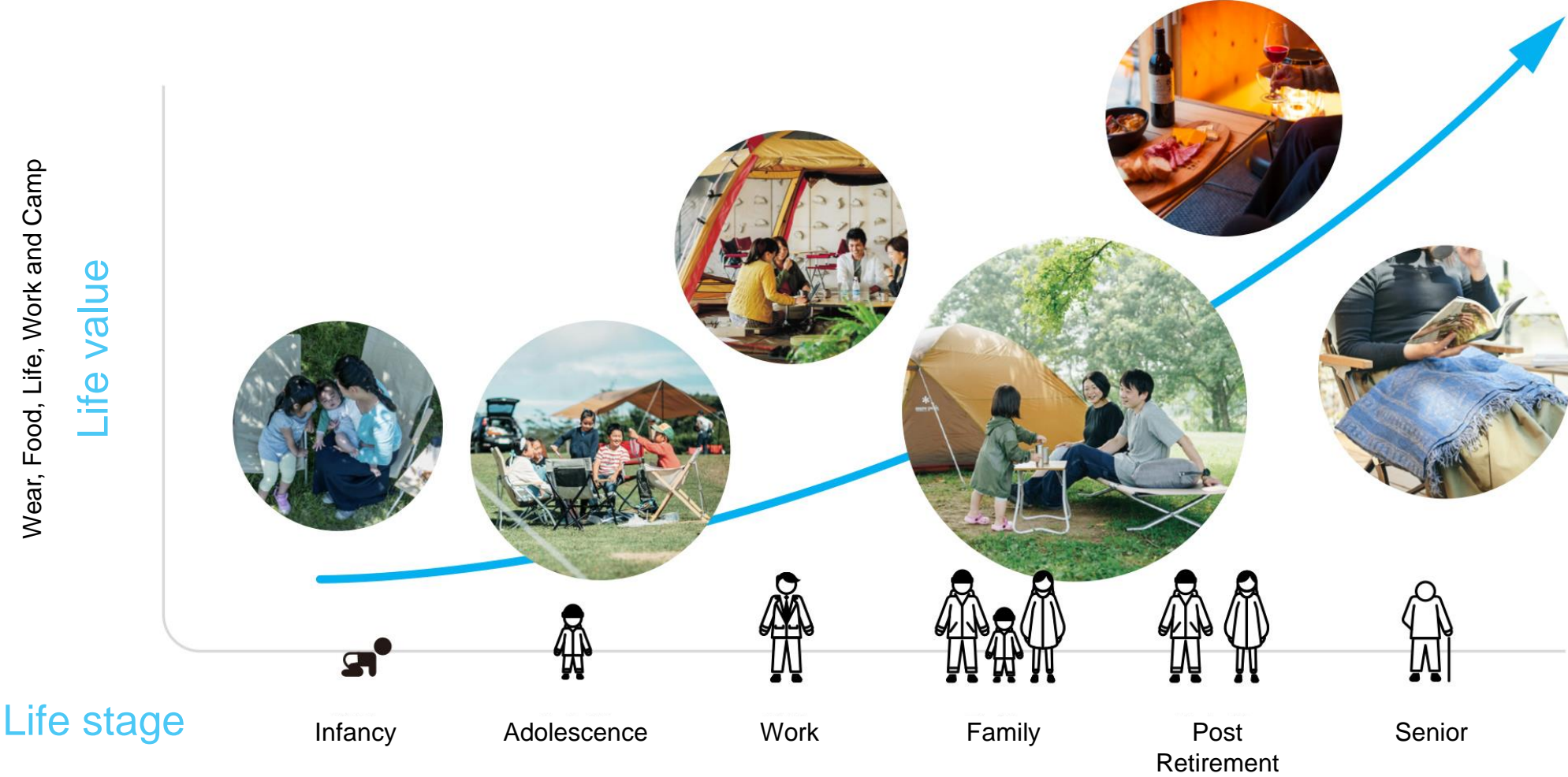
Extend the power of camping (= the power to restore humanity and build connections) to the rest of life



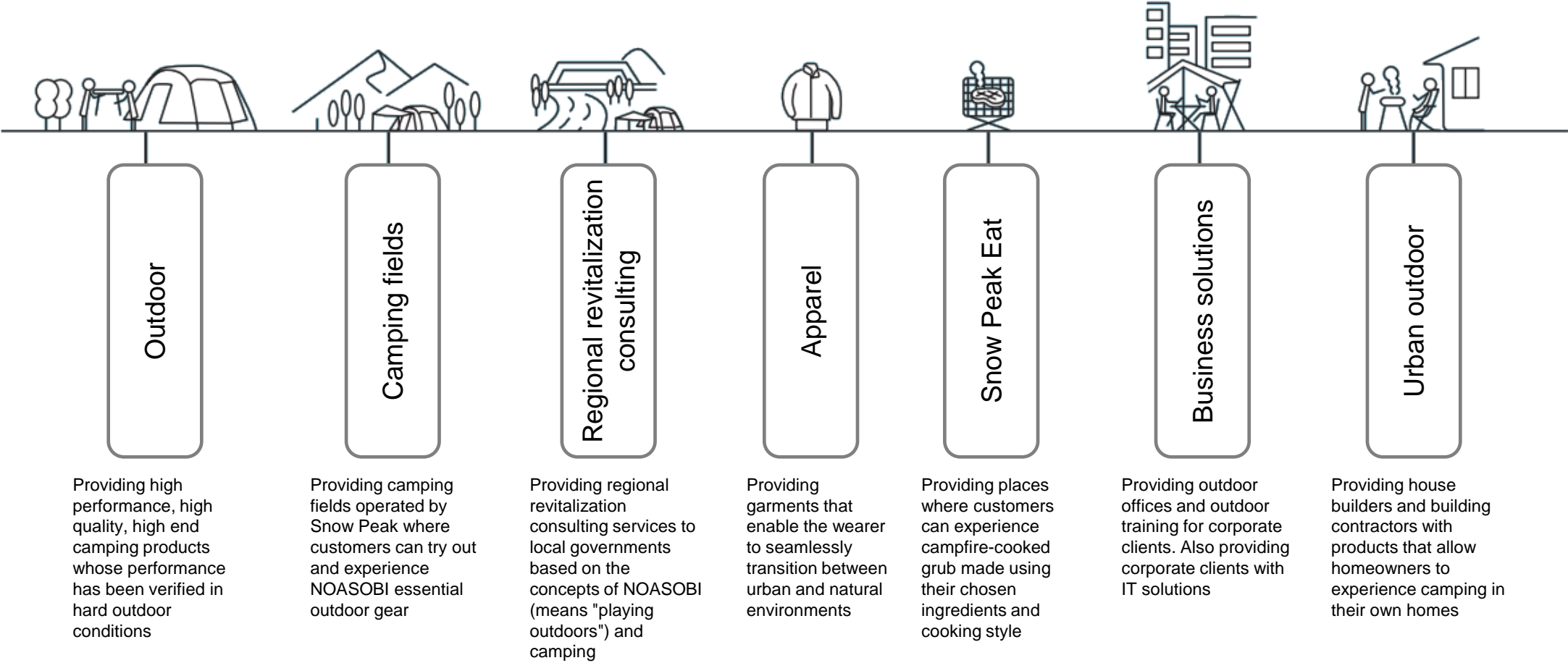
About Snow Peak | Life Values Provided by Snow Peak

We believe in **the power of camping**.

We will provide essential life values inspired by being with nature in **all life stages** through "Wear, Food, Life, Work and Camp"



About Snow Peak




Wear, Food, Life, Work and Camp

Life Value brand with Noasobi at its core

About Snow Peak | Camp fields Operated by Snow Peak

Camp fields are a place of gathering where we can showcase the value of Noasobi in the field



The map shows the following camp fields with their corresponding photos:

- Snow Peak TOKACHI POROSHIRI CF**: Aerial view of a campsite in a lush green forest.
- Snow Peak Headquarters CF**: A wide view of a campsite in a grassy field under a cloudy sky.
- Snow Peak Land Station Hakuba**: A large, modern wooden building with a slanted roof, surrounded by a green lawn.
- Snow Peak MINOH CF**: A view of a campsite near a river and forested hills.
- PARKFIELD Snow Peak TOYOTA-KURAGAIKE**: A modern building with a dark facade and a covered walkway.
- Snow Peak OKUHITA CF**: A view of a campsite in a valley with mountains in the background.
- Snow Peak TOSASHIMIZU CF**: A view of a campsite overlooking the ocean.
- Snow Peak OCHI NIYODOGAWA CF**: A view of a campsite near a river and forested hills.
- Snow Peak Kawano Eki Ochi**: A view of a modern building with a dark facade and a covered walkway.

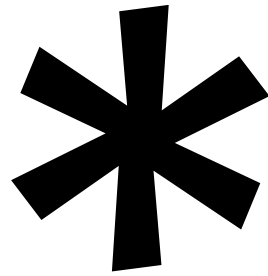
Notes on this document

In addition to Snow Peak, Inc.'s business and industry trends, this document also includes future prospects based on current plans, estimates, prospects or expectations.

These forward-looking statements are subject to various risks and uncertainties. Known or unknown risks, uncertainties, and other factors may cause results that differ from those contained in the forward-looking statements.

Snow Peak, Inc. cannot promise that its statements and forecasts are correct, and the results can be very different from the forward-looking statements.

The forward-looking statements in this document were made by Snow Peak, Inc. based on information available as of the date of the most recent financial results announcement that disclosed this document. Any forward-looking statements in this document will not be updated or altered to reflect future events or circumstances.



snow peak
outdoor lifestyle creator since 1958