



REACH BEYOND



SUSTAINABILITY REPORT 2024



MIZUNO CREW 21

MIZUNO CREW 21 IS OUR GLOBAL SUSTAINABILITY COMMITMENT TO PROTECT OUR PLANET FOR FUTURE GENERATIONS.

SUSTAINABILITY REPORT 2024



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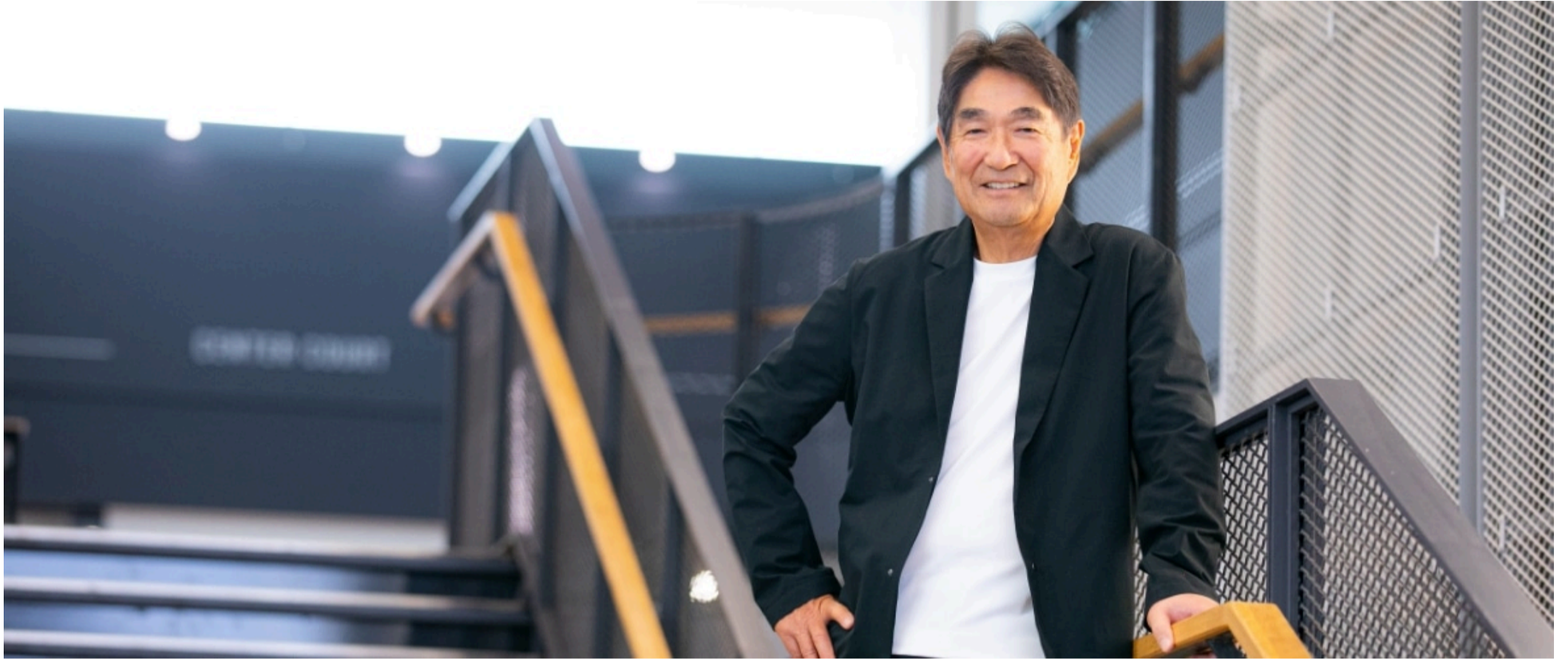
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Top Message



Through the pursuit of sustainability and enhancement of corporate value, we are persistent in bringing 'A-mon' quality for the world and to all stakeholders.

The thoughts and intentions behind our purpose, vision, and values

In today's society, we are navigating an era characterized by rapid changes and uncertainty, known as the VUCA era. In such times, it is crucial to anticipate changes and respond swiftly. Transitioning from mass production to personalized consumption, with more targeted products and less waste, is essential in crafting new business plans that align with evolving consumer consciousness.

However, we believe that regardless of the social situation, our core beliefs, philosophy, and values must remain steadfast. To ensure we do not stray from our true intentions amidst changing times, we have revisited our origins to reaffirm what must not change and the purpose of our existence as a company.

Since our founding in 1906, Mizuno has upheld the corporate philosophy of "Contributing to society through the advancement of sporting goods and the promotion of sports." We have continuously produced high-quality products, embodying our philosophy as our purpose (raison d'être). Our mission, or vision, is "We are persistent in bringing 'A-mon' quality for the world." To achieve this, we uphold the timeless values of "Fair Play, Friendship, and Fighting Spirit," known as the "3F" spirit, as our core values. All employees of the Mizuno Group hold these purpose, vision, and values close to their hearts, creating new corporate value for a sustainable future.

A Year of Experiencing the Revival of Sports

The year 2023 has been a pivotal year in which we have truly experienced the "revival of sports." With the reclassification of COVID-19 to a Category 5 infectious disease, numerous international sporting events were held, enhancing the value of "spectator sports." We feel that sports are now being embraced more passionately than ever before. Economic activities have also gained momentum, and the recovery of inbound demand has provided a positive boost. However, concerns remain regarding sudden exchange rate fluctuations and rising raw material prices. While the impact of these societal changes on our company is currently limited, we will continue to implement measures and preparations to minimize various risks and potential damages.

On a global scale, extreme weather crises caused by global warming are increasingly prevalent, resulting in floods, droughts, and other disasters worldwide. Through our environmental activities within the value chain and the development and sales of eco-friendly products, we are making strides in reducing greenhouse gas emissions and are committed to environmental protection initiatives such as reforestation. Additionally, global scrutiny regarding human rights and the demand for improved working conditions is intensifying. Business models that rely on lower labor costs in regions such as the Asia-Pacific countries are no longer viable. We continue to monitor the human rights and working conditions of workers through CSR audits of our suppliers and remain steadfast in our commitment to ensuring ethical practices throughout our supply chain. There was a time when these sustainability efforts were seen as a cost, but we now view them as essential investments. Ethical consumption, especially among consumers in Europe and the United States, is becoming more mainstream, and companies that prioritize profit over sustainability will inevitably be phased out of the market.

Creating Corporate Value through Investment in Technology and Human Capital

We believe that our products are valued by our customers for their "high quality," including functionality and fitting. For example, our football shoes, which currently gain the top market share in Japan, include the "Morelia series," which has maintained consistent comfort for over 30 years, earning high reputation even for new models. This success is attributed to our strong technological and development capabilities. Our new innovation center, "MIZUNO ENGINE," aims to further enhance these strengths. We will continue to invest in necessary distinctive technology and talent to focus resources effectively.

At "MIZUNO ENGINE," we have integrated the functions of "measuring," "making," and "testing" in one location, fostering development through open innovation. This innovation cycle encourages active discussions across departments and accelerates prototype development. We have also established a system allowing all employees to engage in new challenges. Under a policy where up to 10% of their work time can be dedicated to new projects, employees can submit their ideas, which are then reviewed by executives. Depending on the proposals, commercialization and even the establishment of new companies are possible. To date, over 800 ideas have been submitted, with several already moving toward commercialization.



I aim to create a culture and environment within the company that encourages innovation and challenges. It is crucial not only to rely on our sports business but also to plant seeds for entirely new businesses and strategies, nurturing them for future growth.

The Changing Value of Sports and Our Initiatives

In recent years, the value of sports has significantly changed. Athletes' physical abilities and skills have remarkably evolved, and there is an increasing demand for the development of sports equipment tailored to individual capabilities. Regulations on equipment are also changing; for instance, non-excessive golf balls and aluminum bats for high school baseball require an approach opposite to the high-performance product development we have pursued thus far. To address these changes, we will focus on creating further innovations centered around "MIZUNO ENGINE."

Additionally, in Japan, the declining birthrate and aging population are leading to a decrease in the number of people participating in sports. Moving forward, we aim to develop sports programs and products that can be enjoyed not only by those who love and excel in sports but also by those who may have a sense of inadequacy or difficulty with sports. We will also focus more on overseas markets and boldly challenge fields beyond sports.

Under our purpose, vision, and values, we maintain a firm stance against unethical practices and are committed to persistently bringing 'A-mon' quality to our customers. Through the pursuit of sustainability and improved business performance, we aim to create an environment that benefits not only our shareholders and employees but also our suppliers and clients. We sincerely ask for the continued support of all our stakeholders.

Akito Mizuno
President
Mizuno Corporation



Message from the CHO



Investing in Human Capital as a Growth Driver to Accelerate Business Strategy and Enhance Long-term Corporate Value

In 2023, Mizuno redefined its Purpose, Vision, and Values (PVV). Among these, the vision of "We are persistent in bringing 'A-mon' quality for the world" encompasses not only providing superior products and services to our customers as a manufacturer but also broadly includes our human resources, corporate culture, and organizational climate. Although this concept is not new, one of the main reasons for this revision was to reconfirm it with all employees.

At our company, we are advancing our sustainability strategy based on ESG management. Among these efforts, the importance of "people" stands out, especially as we continue our existing businesses while advancing new strategies. Employees are not costs but capital; therefore, we treat business management strategy and human capital strategy as one and the same. We have increased investment in human resources, enhancing education and training programs. By further developing the strengths of our talent and investing in areas that need improvement, we believe that our 'human capital' will become a long-term growth driver, leading to the enhancement of our corporate value.

Our vision and specific initiatives also target talent employed by our overseas group companies. We are implementing various measures to connect people throughout the Mizuno Group and foster a "ONE Mizuno" culture. One such measure is improving employee engagement. It is important for this measure to involve two-way communication. It is often misunderstood that engagement means the company unilaterally provides something to employees. True engagement is achieved when the company creates a conducive work environment, implements education and training, and offers opportunities for employees to thrive, allowing each individual to work with a sense of fulfillment and growth. As a result, the organization can perform at its best, contributing to the company's success.



The completion of our new innovation center, "MIZUNO ENGINE," has had a positive impact on recruitment as well. We have seen an increase in the number of applicants from universities with which we had no previous connections, and the diversity of students applying has expanded. We plan to further increase the number of research positions in the future.

Currently, we are hiring as many mid-career professionals as new graduates. Innovation cannot occur without diversity in backgrounds. For instance, gathering only people who played baseball in Japan would not yield ideas beyond that scope. We actively recruit individuals of various nationalities and those without a sports background, anticipating that their interactions will generate synergy effects.

Although our turnover rate is low, those who have left Mizuno speak highly of us, so it is also a great option for us to consider establishing a reemployment system. Regardless of the tenure of employment, I want Mizuno to be a company where everyone can take pride in their employee experience. To achieve this, we aim to further strengthen our investment in human capital and create long-term corporate value.

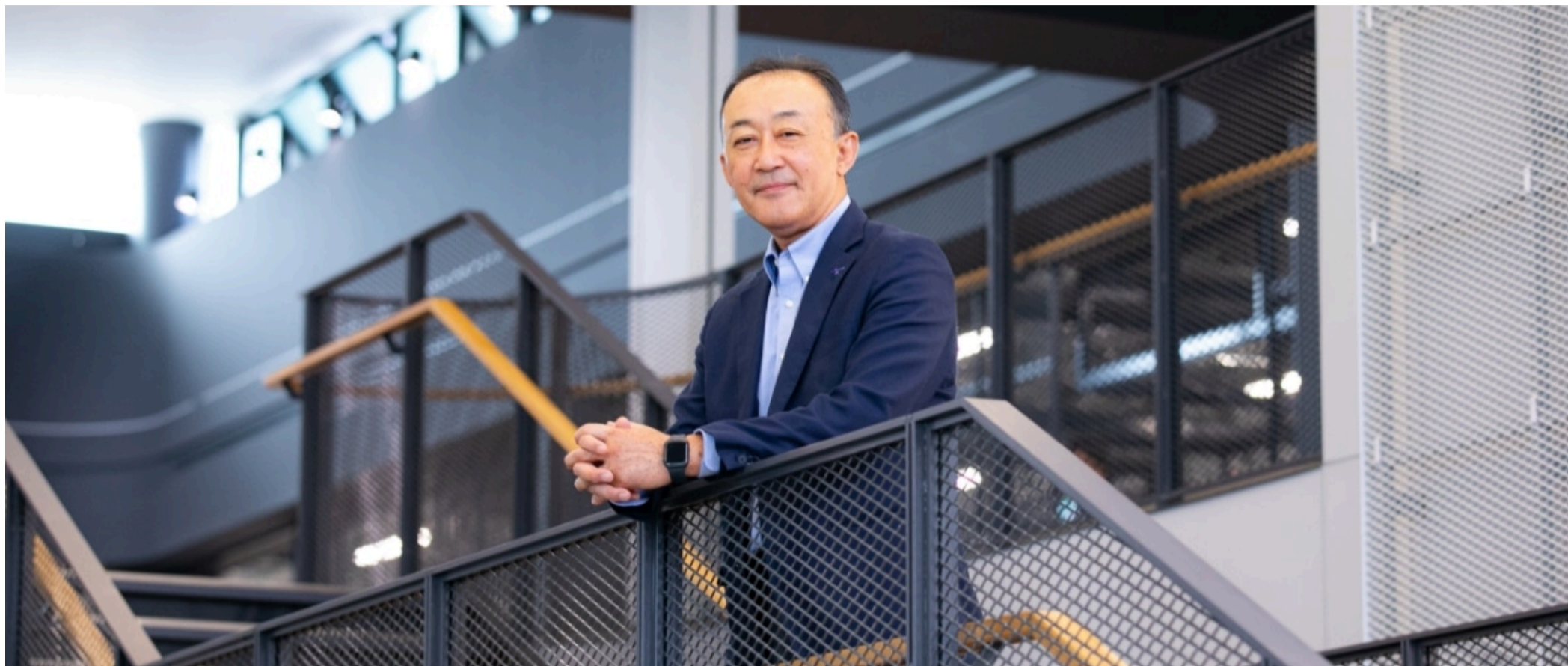
* For details about PVV, please refer to [Purpose, Vision, and Values]

(link to: [Management and Sustainability Strategy > Mizuno's Purpose, Vision, and Values](#)).

Tsuyoshi Watanabe
Executive Officer, Mizuno Corporation
Global Human Resources & General Affairs Department
Sales Supervision Department
Corporate Sales Department
Specialty Store Sales Division



Message from the CTO



Creating Innovation through Manufacturing Strengths to Enhance Mizuno's Corporate Value by Making 'A-mon' Products

Mizuno's manufacturing strengths lie in "technology" and "quality." When top athletes in various sports use our products, they can truly appreciate the difference. This difference is not just about numerical specifications, but rather the quality that customers can feel when they perform with our gear, achieved through our technological prowess.

For example, in shoes, we have Mizuno's proprietary core sole technology 'MIZUNO WAVE' and the high-resilience material 'MIZUNO ENERGY.' In golf clubs, we use materials like carbon and titanium. Mizuno's history has always been about pursuing materials and designs to realize our customers' dreams.

On the other hand, some products gain customer support by remaining unchanged. The 'Morelia Series' football shoes, with their long history, maintain a quality fitting that is loved by fans worldwide. Similarly, the 'Beyond Max' baseball bat has seen some model changes but retains its core elements. Providing consistent quality has resulted in many loyal customers, which is a competitive advantage for us.

Additionally, our company has the in-house capability to manufacture products. The new innovation center, "MIZUNO ENGINE," located adjacent to our headquarters, provides a place where we can actually engage in developing gear. With "MIZUNO ENGINE," we have achieved high-speed cycles of "measuring," "making," and "testing." At the mass production stage, our domestic factories can conduct small-scale prototyping, which is unique to us.



A year and a half has passed since the start of "MIZUNO ENGINE," and three notable changes have occurred. First, development, which was previously limited to specific personnel, now involves consultation across different departments and fields. Second, open innovation has progressed, utilizing external opinions and global technologies and materials. Lastly, there has been a change in the values, thinking, and behavior of our employees. These changes have laid the foundation for our company to continuously generate innovation.

The 2023 redefinition of our Purpose, Vision, and Values (PVV) provided an excellent opportunity for all employees to reaffirm our mission of "We are persistent in bringing 'A-mon' quality for the world." While leveraging our manufacturing strengths, we will focus on research and development in the five areas defined by our research and development vision "MIZUNO MIRAI VISION": competition, work, health, education, and the environment. By doing so, we will create 'A-mon' products and enhance our corporate value. I feel that everyone in our basic research and product development departments is moving in the same direction to achieve this goal. We will continue to challenge ourselves in Mizuno's manufacturing to change society through sports via innovation.

* For details about PVV, please refer to [Purpose, Vision, and Values]

(link to: [Management and Sustainability Strategy > Mizuno's Purpose, Vision, and Values](#)).

Takumi Nakata
Executive Officer, Mizuno Corporation
Global Research & Development Department
Global Equipment Product Department
Global Quality Assurance Office



Corporate overview

Company Name	Mizuno Corporation
Head Office	Osaka Head Office 1-12-35 Nanko Kita, Suminoe-ku, Osaka, Japan Tokyo Head Office 3-22 Kanda Ogawa-machi, Chiyoda-ku, Tokyo, Japan
President	Akito Mizuno
Total Number (consolidated) of employees	3,584(consolidated) as of March 31, 2024.
Established	Apr.1, 1906
Paid-in Capital	26,137 million yen as of March 31, 2024.



Mizuno's Purpose, Vision, and Values

Mizuno's Purpose, Vision, and Values

In response to the rapid environmental changes and our aim to expand business in the global market, Mizuno places sustainability at the core of its strategy. We strive to maintain the values we have cherished for many years while pursuing sustainable growth for the future.

To concretize this vision, in addition to our "Purpose," we established a new "Vision" and "Values" in November 2023, which we have shared with all employees. These values are crafted based on insights from our management team while respecting the traditions since our founding. During the establishment process, the management team, including the president, engaged in deep discussions to reconstruct the founder's values to align with the modern business environment, thereby establishing a unified global code of conduct. Moving forward, we aim to implement our business activities worldwide in accordance with these new values, ensuring they are deeply ingrained and disseminated across all regions.

Purpose

Contributing to society through the advancement of sporting goods and the promotion of sports.

Vision

We are persistent in bringing “A-mon” quality for the world.

“A-mon” quality = Made with fairness, craftsmanship, innovation, and to inspire.

Values

■ Fair Play

We play fair game, principle over profit, no matter what.

■ Friendship

We play as a team, respect and inspire each other, even opponents.

■ Fighting Spirit

We play to Challenge, push boundaries, never give up.



Sustainability Basic Policy

The Mizuno Group promotes sustainability activities based on ISO 26000, a guideline on social responsibility, and based on “Sustainability Basic Philosophy” and “Action Principles for SDGs.” We aim to be a company that is trusted and needed by all stakeholders by actively working to realize a sustainable society and to preserve a beautiful global environment.

Sustainability Basic Philosophy

To help people lead a more affluent and comfortable life, we at the Mizuno Group will promote our business activities in good faith, by:

- Providing better sporting equipment, places and opportunities for playing sports to all, regardless of nation or race;
- Conducting business activities in a transparent and fair way, adhering to laws and regulations and respecting social norms in all countries and regions; and
- Proactively addressing labor and human-rights issues and global environmental problems towards the realization of a sustainable society.

Action Principles for SDGs

- Mizuno will contribute to social, economic and environmental sustainability, as well as the fulfillment of our relevant activities, in accordance to the United Nations’ appointed SDGs.
- Our contribution to social, economic and environmental sustainability will be the driving force and impelling cause to enrich and enhance both Mizuno’s brand values and overall corporate status.
- We will plan and create new businesses, by solving social and environmental issues, through innovation utilizing our business assets.

Mizuno Corporation Ethical Standards

In order to fulfill social responsibility, it is important to implement thorough measures for legal compliance and corporate ethics in all business activities of each employee. Aiming at enterprise which is necessary and reliable by all stakeholders, we determine Mizuno Corporation Ethical Standards as our behavioral guidelines.

Mizuno Corporation Ethical Standards

Officers and employees of Mizuno Corporation and its Group companies are conscious of the social responsibility of the corporation and act with due diligence to achieve the following:

1. Contribution to society
 1. Realizing our management concept of “Contributing to society through the advancement of sporting goods and the promotion of sports.”
 2. Making a positive contribution to the development of our economy, society, environment, sports and culture, thus adding to the development of international society, as well as meeting the requirements of our stockholders through creating revenue.
2. Compliance
 1. Confirming that the company creates revenue by complying with social standards and ethics and observing all applicable laws and international regulations.
 2. Ensuring actions by our corporation and its employees are consistent with the standard provided for by applicable laws. The company shall never be the cause of behavior contrary to social standards.
3. Providing quality products and services
 1. Endeavoring to supply products and services that add value for our customers.
 2. Unceasingly striving to ensure the utmost safety of our products.

4. Preservation of the natural environment
 1. Strive to develop and provide environmentally-conscious products/services.
 2. Conduct business activities with global environmental protection in mind and strive for energy and resource conservation as well as pollution prevention, and waste product reduction.
 3. Establish and maintain an environment management system, and strive for its continual improvement.
5. Sensitive information
 1. Thoroughly manage confidential information to prevent leaks, and do not illegally obtain confidential information of other companies.
 2. The rules and regulations for any and all information received must be abided by and safe handling must be maintained as well as improved, whether it be private or work related personal information, images, written work etc.
 3. Not engaging in insider trading.
6. Intellectual property
 1. Implementing thorough measures for protecting intellectual property created by the company.
 2. Respecting all third party intellectual property and not infringing on the intellectual property rights of others.
7. Consideration of stakeholders
 1. Promoting cooperation with stakeholders and endeavoring to actively endorse a positive dialogue with them.
 2. Disclosing our corporate information to stakeholders in an appropriate and timely manner.
 3. Endeavoring to maintain close contact with, and contribute to, our local community.
8. Responding to organizations endangering society
 1. Not allowing organizations endangering society to profit from the company's activities.
 2. Never accepting unfair demands from organizations endangering society.
9. Working conditions and workplace environment
 1. Complying with laws and regulations concerning labor including working conditions.
 2. Endeavoring to maintain and improve a safe and sanitary working environment.
 3. Requiring our suppliers to comply with labor laws and regulations and to provide a safe and sanitary working environment.
10. Respecting human rights
 1. Respect the human rights and diversity of all people.
 2. Not partaking in any discriminative activities, sexual harassment, persecution or mistreatment.
 3. Not employing forced or child labor.
 4. Guaranteeing the laborer's right to join a labor union and the right to negotiate with management.
 5. Ensuring equal opportunity for employment.
 6. Ensuring that employees who reports wrongful acts or breach of laws or regulations will not suffer any disadvantage.
11. Gifts and entertainment
 1. Not giving unlawful gifts or offering questionable entertainment.
 2. Not giving any gifts or offering entertainment which deviates from normal social practices or general business standards.
12. Promoting fair competition
 1. Not making unreasonable or inappropriate requirements to our vendors and customers.
 2. Complying with fair trade, fair competition and anti-monopoly laws and regulations.
 3. Accurately displaying quality, content and other information for our products and services.
13. Enhancing corporate culture
 1. Endeavoring to foster a corporate culture which values fair play, amity and friendly competition and to not permit any unfair acts.
 2. Thoroughly employing a personnel system based on merit and establish a vigorous organization by fair evaluation and the appropriate placement of human resources.
 3. Complying with this Mizuno Corporation Code of Conduct, ceaselessly promoting reformation and improvement and endeavoring to enhance our business structure by undertaking stringent self-regulation and internal assistance efforts.

Signs the United Nations Global Compact

Mizuno signed the United Nations Global Compact in July 2021. Mizuno supports the Ten principles in the four areas of human rights, labour, the environment, and anti-corruption, advocated by the United Nations Global Compact, and will put them into practice in light of its existing regulations.

Link: [the United Nations Global Compact](#)





Sustainability Operations Structure

Sustainability Operations Structure

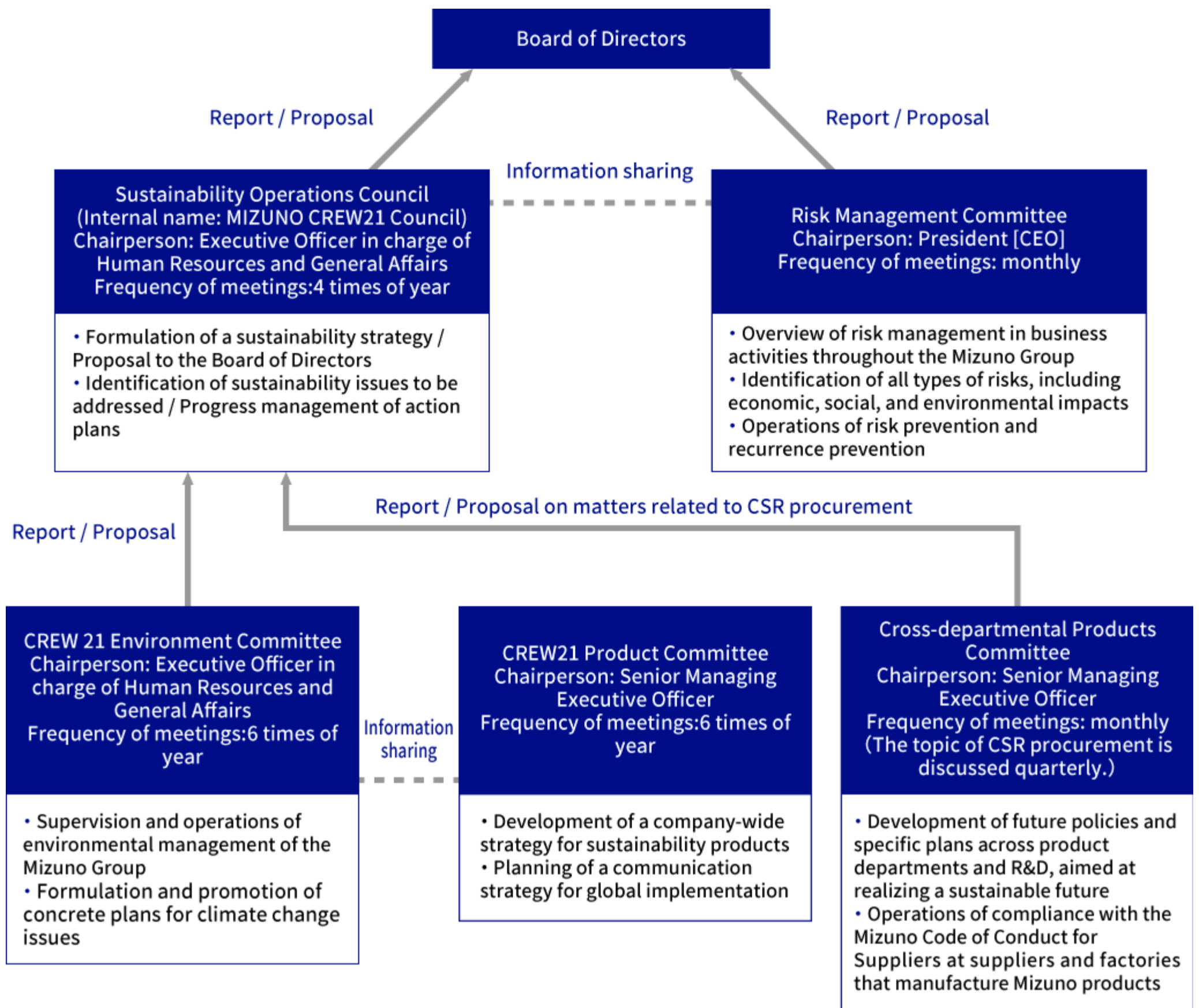
At Mizuno Group, we have strengthened our sustainability management structure to enhance corporate value from a sustainability perspective. The President (CEO) holds ultimate responsibility for management decisions related to sustainability issues. Matters encompassing sustainability are discussed in the “Sustainability Operations Council (Internal name: MIZUNO CREW21 Council)”, chaired by the Executive Officer in charge of Human Resources and General Affairs, with the Executive Officer in charge of Product Development serving as the Vice-Chair. (Meetings are generally held four times a year)

The Council plays a central role in our Group's management of social responsibility and global sustainability. This includes the identification and discussion of policies, the formulation of specific initiatives and our execution plans, setting of goals, and the monitoring of progress. Important issues identified and discussed by the Sustainability Operations Council are presented to the Board of Directors and are rolled out to all divisions and business bases of the Group after a resolution by the Board of Directors. Sustainability reports are deliberated and approved by the Sustainability Operations Council and are reported to the Board of Directors. The identification of ESG impacts and risk opportunities is also reported to the Board of Directors via the Sustainability Operations Council. The Board of Directors supervises the progress of sustainability activities based on these reports.

Among the six key issues (materiality) identified in relation to social responsibility and sustainability, cross-departmental issues are managed by the CREW21 Environment Committee and the CREW21 Product Committee, which are subcommittees under the Sustainability Operations Council. Additionally, we also have the Risk Management Committee and the Cross-departmental Products Committee. Each of these committees, under our Sustainability Operations Structure, holds regular meetings to formulate more specific action plans, set goals, and manage progress. As necessary, they report and present their results to the Board of Directors.

For the review of the risk management process related to ESG, deliberations are conducted by the Risk Management Committee, and the review results are reported to the Board of Directors via the Sustainability Operations Council.

In the fiscal year 2023, in addition to our “Purpose”, we established a new “Vision” and “Values”. The Sustainability Operations Council proposed these, and after multiple deliberations by the Board of Directors, they were officially approved in October. Since November, we have been rolling out these policies as a common global guideline, creating a solid foundation for all employees to unite and build a valuable future together.



Sustainability Operations Council (Internal name: MIZUNO CREW21 Council)

The Sustainability Operations Council has been established to integrate Mizuno Group's efforts towards social responsibility, encompassing economic, societal, and environmental aspects, with our management strategy. This Council is chaired by the Executive Officer responsible for Human Resources and General Affairs and comprises members from a wide range of roles, including the Executive Officer for Product Development, the Executive Officer for Strategic Planning, the Executive Officer for Finance and Legal Affairs, as well as other members closely related to sustainability such as the head of Legal Affairs and the head of Quality Assurance. Notably, neither non-voting employees nor external stakeholders have been appointed to the council.

The Sustainability Operations Council leads discussions on Mizuno's sustainability strategy, formulates action plans and sets targets for specific issues, with critical matters being presented to the Board of Directors. After approval by the Board, these initiatives are deployed across all divisions and business bases of the Group. The Council also acts as a superior committee, deliberating on reports regarding important issues discussed by its subcommittees, such as the CREW21 Environment Committee and the CREW21 Product Committee.

In the fiscal year 2023, in addition to establishing our "Purpose", "Vision", and "Values", we reported to the Board of Directors ten times on the critical individual theme of "human capital" and seven times on "engagement" initiatives, both of which are essential for advancing sustainability management. For these submissions, the project members and the secretariat of the Sustainability Operations Council took the lead in task force operations. Additionally, other sustainability issues were reported to the Board of Directors six times.

FY 2023 Key Themes in Sustainability Management

Key Themes	Main Initiatives	Responsible Entity
Management Policy	<ul style="list-style-type: none"> Establishment of Purpose, Vision, and Values 	Board of Directors Sustainability Operations Council Corporate Planning Department Global Human Resources and General Affairs Department
Climate Change	<ul style="list-style-type: none"> Actions on climate change Information disclosure based on TCFD Regarding the Recycling Collection of Apparel Items 	Sustainability Operations Council CREW21 Environment Committee Legal Office Global Apparel Product Division
Business and Human Rights	<ul style="list-style-type: none"> Formulation of human rights policy Responding to the Ongoing Human Rights Due Diligence Legislation in Europe and the United States[※] 	Sustainability Operations Council Legal Office Each product department
Human Capital	<ul style="list-style-type: none"> Disclosure of Human Capital Information Implementation of Employee Engagement Surveys Formulation of Talent Development Strategy 	Global HR & General Affairs Department

CREW21 Environment Committee

Based on the recognition that all of our corporate activities have an impact on the environment, we launched the “CREW21^{*} Project”, aimed at contributing to the global environment and its conservation, in September 1991. We established the CREW21 Environment Committee, which discusses important policies, measures, and issues related to environmental conservation activities in the Mizuno Group. As of 2024, more than 30 years have passed since its inception.

This committee consists of the executive officers responsible for human resources and general affairs, product development, as well as general managers from key departments such as product planning, development, facility services, logistics, retail, quality assurance, legal affairs, manufacturing, and others. The committee discusses the formulation and revision of environmental policies, the establishment of short-, medium-, and long-term environmental goals, and the development of specific measures to achieve these targets. We have not appointed committee members who do not have speaking rights or external stakeholders. The CREW21 Environment Committee has been meeting every two months, amounting to six times a year. From the perspective of reducing environmental impacts, such as decreasing greenhouse gas emissions, and providing environmentally considerate products and services, it has been positioned as a forum to facilitate cross-company communication on the orientation and planning of environmentally friendly products and climate-change-related items.

Moreover, to promote environmental conservation activities throughout the Group, we have established an environmental management system (EMS), headed by an executive officer in charge of legal affairs. The CREW21 Environment Committee receives regular reports on our progress and facilitates information sharing on our environmental conservation activities.

* CREW21 stands for Conservation of Resources and Environmental Wave21.

In the fiscal year 2023, our company participated in the "Supply Chain CO₂ Emission Visualization Model Project" organized by Osaka Prefecture. In this project, we measured and reported CO₂ emissions related to the carbon footprint^{*} of the apparel and equipment sectors and shared progress within the same subcommittee. As a company headquartered in Osaka, we will continue to collaborate with Osaka Prefecture to promote sustainable business practices.

* Carbon Footprint: The total amount of greenhouse gas emissions, converted to CO₂, throughout the entire life cycle of a product or service.

CREW 21 Product Committee

In February 2022, to unify the direction of sustainability products launched globally, we established the "CREW 21 Product Committee." The Senior Managing Executive Officer serves as the chairman, with representatives from the apparel, footwear, and equipment product departments, as well as the marketing and public relations departments participating. We have not appointed committee members who do not have speaking rights or external stakeholders.

After defining the direction of the sustainability products, the committee regularly convenes to discuss the formulation of global communication strategies and the development of specific plans in conjunction with the marketing of each product.

Risk Management Committee

The Risk Management Committee has been established as an advisory body to the Board of Directors based on the Risk Management Regulations. Chaired by the President (CEO), it consists of three Executive Officers serving as Vice Chairs and the heads of five divisions overseeing internal control. We have not appointed members without speaking rights or external stakeholders to the committee.

The committee oversees risk management across the entire Mizuno Group's operations, including all divisions of Mizuno Corporation and its subsidiaries. It plays a pivotal role in identifying various types of risks, such as natural disasters, human-caused incidents, data leaks, product accidents, and internal fraud. The committee is also responsible for devising preventive measures, implementing strategies to stop these risks from recurring, and establishing and executing Business Continuity Plans (BCP). Additionally, regarding climate change risks, the committee has discussed related aspects deemed relevant in the short, medium, and long term since FY 2021.

In the fiscal year 2023, we shared BCP plans and case studies of initiatives from various departments, fostering active discussions. This has enhanced the organization's overall risk response capabilities, contributing to sustainable business operations.

Moreover, by routinely exchanging information with various departments and locations and through training and education, the committee ensures that the philosophy of risk management permeates throughout the group. When a specific business risk arises, the Risk Management Committee takes the lead in setting up a crisis management headquarters to address the issue promptly and prevent recurrence.

Cross-departmental Products Committee

Mizuno has established the "Cross-departmental Products Committee," chaired by the Senior Managing Executive Officer. This committee convenes representatives from various product departments, including research and development, apparel, footwear, and equipment, for regular meetings. We engage in activities directed towards realizing a sustainable future, discussing perspectives on R&D, future directions, and concrete plan formulation.

Recognizing the impact of our manufacturing activities on people working in our factories and the local community, we have promoted CSR procurement activities since 2004 to secure the appropriateness of human rights protection, occupational safety and health, and environmental conservation at Mizuno product suppliers from the perspective of international standards.

Following the organizational restructuring on June 22, 2022, discussions on the promotion of compliance with the Mizuno CSR Procurement Code of Conduct and the implementation of CSR procurement audits are held within the Cross-departmental Products Committee. Topics related to CSR procurement are discussed, in principle, four times a year. We do not appoint committee members without speaking rights or external stakeholders.

In the fiscal year 2023, taking into account new challenges that emerged following the COVID-19 pandemic, the committee proposed a reexamination of the scope and management methods for CSR risk management within the supply chain. To address the ongoing human rights due diligence legislation in Europe and the United States, the committee approved conducting audits or implementing alternative management methods for Tier 2 and Tier 3 suppliers within the fiscal year 2024.



Stakeholder Engagement

Stakeholder Engagement

To contribute to the realization of a sustainable society and the conservation of a beautiful global environment while valuing “Fair Play,” “Friendship,” and “Fighting Spirit,” it is essential to cooperate with various stakeholders. We believe that it is important to listen sincerely to the requests, expectations, opinions, and evaluations of stakeholders, learn from them, and incorporate their feedback into our business activities.

Main stakeholders

* Issues are selected and addressed based on their relationship with business and their importance.

Stakeholders	Major communication opportunities	Specific examples of actions
Common	Website Year Book	<ul style="list-style-type: none"> Preparation and publication of a Sustainability Report (once a year) Publication of “Year Book,” a corporate brochure that includes information on the SDGs and sustainability (once a year)
Customers	Mizuno Call Center Social media	<ul style="list-style-type: none"> Providing active support in which we contact silent customers to respond to their indirect complaints posted on our website
Employees	Gathering between management and employees Labor-management consultation	<ul style="list-style-type: none"> Continuing to provide opportunities for direct communication between the President / executives and employees Conducting a global engagement survey for employees. The data collected through the survey will be thoroughly analyzed, including tracking progress, and reported to the management team
Supplier	Capacity building(once a year) On-site audit / Individual dialogue	<ul style="list-style-type: none"> Holding of a CSR procurement seminar: As part of our capacity-building initiatives, when overseas subcontracted factories visit our headquarters, we provide an overview of Mizuno's CSR procurement practices. This includes individual meetings with sustainability managers from Europe and explanations of corporate human rights issues to employees of our domestic subsidiaries. On-site audit (domestic): Mizuno’s CSR staff visits a factory that employs foreign technical intern trainees to conduct a CSR audit. Dialogue through attendance at an audit: Dialogue is conducted through attendance at an audit of major factories in a country where our operations have recently been launched to check the disparity between the law and what is done on-site and the difficulty level of correcting it. At the closing meeting, it is also checked to what extent the disparity can be corrected. Suppliers and on-site staff are asked to attend audits to share issues. Dialogue with a factory subject to a follow-up audit: We repeatedly have individual meetings with a factory evaluated as C or D in an audit to closely check the progress and status of correction in preparation for a follow-up audit. Dialogue before the commencement of business (production): We hold a briefing session on CSR procurement individually for a new supplier that starts business with us to explain Mizuno’s policy and audits. During regular meetings with major suppliers of the apparel procurement department, we provided updates on our domestic CSR audit status and discussed issues related to foreign technical trainees.

Stakeholders	Major communication opportunities	Specific examples of actions
Business partners	National Mizuno Meeting Policy presentation meeting / social gathering(held twice a year in line with an exhibition)	<ul style="list-style-type: none"> Not only the staff of the sales division but also the staff in charge of product planning attend a social gathering with business partners to communicate from different perspectives.
Local communities	Factory briefing session (risk communication) (once a year)	<ul style="list-style-type: none"> Mizuno Technics Corporation holds regular dialogue sessions on environmental conservation activities in its factories, inviting administrative officials and people from neighborhood associations in the areas where its factories are located.
	Tour of the Innovation Center "MIZUNO ENGINE"	<ul style="list-style-type: none"> Conducted guided tours for clients, students from related schools, and visitors from overseas.
Shareholders / Investors	General Meeting of Shareholders	<ul style="list-style-type: none"> Early dispatch of the notice of convocation of the General Meeting of Shareholders, preparatio of an English version of the notice of convocation, and disclosure of them on the websites of the company and stock exchanges.

Engagement with the local community

Relationship with Local Communities

Sports activities in local communities not only promote physical and mental health but also help in building community ties among residents. By combining the expertise of public and private sectors, we can engage in effective activities that meet local needs. Our company promotes sports in local areas through collaboration with local governments and regional universities.

Additionally, having venues where sports can be enjoyed is essential to creating opportunities for sports participation. Since 2006, our company has been involved in the designated management of sports facilities across the country, and as of March 2024, we operate 183 locations and 1,159 facilities nationwide. Through the management of these facilities and the provision of exercise programs tailored to different age groups, we facilitate interactions among community members and support the creation of opportunities for residents to easily engage with sports as part of their daily lives.

Osaka Prefecture: Supply Chain CO₂ Emissions Visualization Model Project

In Osaka Prefecture, the "Supply Chain CO₂ Emissions Visualization Model Project" is being implemented with the aim of accelerating the visualization of CO₂ emissions across the entire supply chain, in light of the Osaka-Kansai Expo. This project is contracted to Boston Consulting Group K.K., and after comprehensive consideration of industry and product suitability, Mizuno was selected as a participating company for fiscal year 2023.

In this project, we calculated and reported CO₂ emissions related to the carbon footprint (CFP) specifically in the apparel and equipment sectors. Since 2018, Mizuno has been leading the way in calculating CFP, primarily for footwear, and it was necessary to establish a balanced method that ensures accuracy while managing the operational load to accelerate CFP calculations for a wide variety of products. As a company headquartered in Osaka, we aim to continue collaborating with Osaka Prefecture to promote sustainable business practices.

Development of preventive care leaders through collaboration with the administration

Please refer to the collaboration case with Habikino City for more information.

Link: (<https://corp.mizuno.com/jp/sustainability/sustainability-report/social-issues/healthylife>)

Communication with supplier

To promote CSR procurement activities, including ensuring the human rights and occupational safety and health of workers in subcontracted factories and promoting environmental conservation activities in the factories, we actively communicate with production-related suppliers and local staff. In the event of an audit, we hold a follow-up meeting to understand the current situation of the suppliers and provide the necessary advice.




Collaboration with labor unions – “Global Framework Agreement”

To work together to protect the human rights of workers in subcontracted factories and improve their working conditions, we held a regular information exchange meeting with UA Zensen and Mizuno Union online in November, 2023. They are signatories to the Global Framework Agreement*, which we signed in 2011. We reported the results of our CSR procurement initiatives in the fiscal year 2022 and our concerns, and UA Zensen provided information on the concerns and movements of labor unions.

* On October 1, 2020, we updated the content of the Global Framework Agreement signed with IndustriALL Global Union (I-ALL) in 2011.

Participation in outside initiatives

Participation in Outside Initiatives Relating to Sustainability

Organization Name	Details	Membership status
United Nations Global Compact	<p>Mizuno signed the United Nations Global Compact in July 2021. Mizuno supports the Ten principles in the four areas of human rights, labour, the environment, and anti-corruption, advocated by the United Nations Global Compact, and will put them into practice in light of its existing regulations.</p> 	Signatory
Apparel and Footwear International RSL Management Group (AFIRM)	<p>In January 2019, we joined the Apparel and Footwear International RSL Management Group (AFIRM), an international organization that manages the Restricted Substances List (RSL), to simplify the operation of restricted chemical substances and strengthen the management of them.</p> 	Member
TCFD (Task Force on Climate-related Financial Disclosures)	<p>In March 2022, Mizuno declared its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Since then, we have been disclosing information in line with the TCFD's recommendations. We will further enhance our governance related to climate change and develop and formulate strategies based on the analysis of risks and opportunities in our business, aiming to increase the transparency of our disclosures.</p> 	Support

Participation in outside initiatives relating to sustainability

Organization Name	Details
Public-Private Partnership Platform for Local Development SDGs	The Cabinet Office has established a platform with the aim of promoting the domestic implementation of the SDGs and further fostering regional revitalization. Seeing this platform as an opportunity for public-private collaboration, we think we could deepen partnerships with a wide range of stakeholders and are actively participating.
Kansai SDGs Platform	A platform where various actors from the Kansai region participate, including private enterprises, civil society, NPOs, NGOs, universities and research institutions, as well as local and government agencies. As a company in the Kansai region, we are participating to seek collaboration.
Support for UNICEF's Children's Rights in Sport Principles	We resonate with the principles of 'Children's Rights in Sport Principles,' which were announced in 2018 by UNICEF (United Nations Children's Fund) and the Japan Committee for UNICEF, a public interest incorporated foundation. We are participating as a supporting company.
Sport for Tomorrow Consortium	While considering international trends that utilize the power of sports to progress towards a sustainable and harmonious society, they are promoting initiatives in various areas, such as the popularization and promotion of sports and addressing social issues through sports. We resonate with this purpose and are actively participating.
Japan Platform for Migrant Workers towards Responsible and Inclusive Society(JP-MIRAI)	A platform that undertakes initiatives for the protection of rights of foreign workers and improvement of their living and working conditions. Through subcommittee activities, it facilitates discussions and research, and promotes awareness through seminars and forums. We are participating with the aim of deepening collaboration with member organizations.

Organizations and Domestic and Overseas Advisory Institutions within which Mizuno holds positions

1. Governance organizations within which Mizuno holds positions

Organization Name	Post
Association of Japan Sporting Goods Industries(JASPO)	Vice Chairman
Kansai Sporting Goods Industrial Association	Vice President
Mizuno Sports Promotion Foundation	President

2. Organizations operating projects or committees in which Mizuno participates

Name	
World Federation of the Sporting Goods Industry (WFSGI)	Board Member

3. Organizations to which Mizuno has made more monetary contributions than expected by ordinary membership status

None.

4. Organizations whose membership is regarded as strategic

Organization Name
Osaka Sporting Goods Wholesalers Association
Study Group for Information Systems on Sporting Goods
Japan Golf Goods Association



Integrated Value Creation Stories

By 2030, the Mizuno Group will simultaneously create social and economic value by clarifying purpose of businesses that will lead to the resolution of sustainability in environmental and social issues, based on the three frameworks, which are 1)"Heritage & Beyond" as the strengths of Mizuno, 2)"Sports & Beyond," as Mizuno's business field and 3)"Responsibility & Beyond" as the social value provided by Mizuno.



Mizuno's Social Value: Responsibility & Beyond [Materiality]

Beyond our past & present CSR activities, (= By applying and integrating our past & present CSR activities"), we plan and develop our future global sustainability marketing direction and strategies. At the same time, We take on the challenge of contributing to sustainability and the SDGs, through new business development.

Responsibility: Corporate activities with responsibility associated with business

- Responsible procurement with due respect for human rights
- Responsibility for global environmental issues
- Responsibility for global environmental issues throughout the product lifecycle
- Responsible business practices
- Responsibility for Safe and High-Quality Products

Beyond: Providing social value through business

- Contributing to the multi-dimensional values of sports
- Contributing to the resolution of social issue(SDGs)

Strengths of Mizuno: Heritage & Beyond

Taking advantage of the strengths we have cultivated since our establishment, we are taking on the challenge of a new strategic domain.

Heritage: Business assets that should be continuously cultivated in all businesses

- Trust as a sports brand
- Network related to sports
- Development capabilities selected by top athletes
- Human resources with a sports mindset
- Technological capabilities to achieve high quality

Beyond: New strategic domains leveraging strengths and new strengths to be cultivated in the future

- Lifestyles
- Facility management services
- Health
- Business to Business
- Work Business
- Emergence of innovation (new R&D base)

Mizuno's Business Field: Sports & Beyond

Expansion of business domains based on sports as the core base

Sports

- For Sports Athletes Business targeting people who play sports
- For Sports Community Business targeting people who support sports

Beyond Sports

- Business that supports comfortable lifestyles
- Business targeting the health of middle-aged and elderly people, the development of children, and support for people with disabilities
- Business targeting work safety and efficiency
- Business that contributes to the SDGs, making use of Mizuno's technology and expertise



Materiality Identification Process

Materiality Identification Process

1. Background of the review

To further promote sustainability management, we started examination on “formulation of Integrated Value Creation Stories,” “redefinition of materiality,” and “clarification of priority SDGs to be targeted” in June 2019. In October 2020, the Sustainability Operations Council redefined materiality and deliberated on the review of the materiality.

2. Deliberation and approval by management

After an individual hearing was conducted for officers and business managers by outside experts, the draft on materiality, which was formulated by the Secretariat with reference to proposals from the outside experts, was deliberated multiple times by the Sustainability Operations Council. In January 2020, it was deliberated and approved by the Board of Directors, and new materiality has been disclosed since FY 2021.

3. Addition of "Human Capital Management" to Materiality

While we had identified the responsibilities and values our company should provide to society as materiality, we added "Human Capital Management" to materiality in 2023, based on the idea that it is our "people" who generate these responsibilities and values.

Mizuno’s materiality and major related SDGs

Materiality		Priority issues	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17		
Providing social value through business Beyond	Contributing to the multi-dimensional values of sports more >	Physical and mental health through sports			●	●	●													●	
		Developing communities based on sports			●	●	●														●
		Equality and diversity through sports			●	●	●						●								●
	Contributing to the resolution of social issue more >	Extending healthy life expectancy			●	●	●														●
		Improving physical fitness and athletic abilities of children			●	●	●						●								●
		Contributing to the SDGs by applying Mizuno's technologies			●	●	●					●			●	●					●
Corporate activities with responsibility associated with business Responsibility	Responsible procurement with due respect for human rights more >	Supply Chain Management	●		●	●	●	●		●		●							●		
		Human Capital Management more >			●	●	●				●	●	●								
	Responsibility for global environmental issues throughout the product lifecycle more >	Climate Change			●				●	●					●	●	●	●			
		Reduction of hazardous chemical substances			●				●	●					●	●	●	●			
		Reduction of waste			●				●	●					●	●	●	●			
	Responsible business practices more >	Compliance / Anti-corruption											●							●	
		Protection of intellectual property																		●	
		Protection of personal information											●							●	
	Responsibility for Safe and High-Quality Products more >	Ensuring of the safety and quality of products													●						
		Communication related to products													●						
Customer service														●							

We have revised certain aspects of our materiality at Mizuno. In fiscal year 2022, we reconsidered and updated the associated contents related to the two items: "Contributing to the multi-dimensional values of sports" and "Contributing to the resolution of social issues." Additionally, we added "Human Capital Management" in fiscal year 2023. A comprehensive review of our materiality is planned for implementation from fiscal year 2024 onwards.



Identified Materiality

Key Performance Indicators (KPIs)

To properly manage the progress of our materiality and promote disclosure in our annual reports, we have established key performance indicators (KPIs) for our major initiatives.

List of "Identified Materiality"

Materiality	Materiality (priority issues)	Risks	Opportunities	Key Performance Indicators (KPIs)			
				KPIs	Actual results for FY2023	Target for FY2024	Mid-term target
Contributing to the multi-dimensional values of sports	<ul style="list-style-type: none"> Physical and mental health through sports Developing communities based on sports Equality and diversity through sports 	<ul style="list-style-type: none"> Decrease in the population of sports competitors Stagnation of the domestic sports market 	<ul style="list-style-type: none"> Providing the value of sports' power by leveraging understanding, know-how, technology, and network related to sports 	<ul style="list-style-type: none"> Total number of users of products and services that contribute to maintaining and enhancing health (cumulative number) 	34.84 million people	35.00 million people	—
				<ul style="list-style-type: none"> Sales area of long-pile artificial turf in sports facilities 	200,000 square meters	250,000 square meters	—
Contributing to the resolution of social issue	<ul style="list-style-type: none"> Extension of healthy life expectancy through the maintenance of motor function Improving physical fitness and athletic abilities of children Contributing to the SDGs by applying Mizuno's technologies 	<ul style="list-style-type: none"> Diversification of hobbies and preferences due to the advancement of the information society Reduction of safe and accessible outdoor play areas 	<ul style="list-style-type: none"> Development, deployment, and promotion of unique exercise programs Fostering diverse community communication through the use of sports facilities Expanding opportunities for physical activity in daily life due to changes in work styles 	<ul style="list-style-type: none"> Work Business Revenue 	111.3 billion yen	—	2027 Target:18.0 billion yen

Materiality	Materiality (priority issues)	Risks	Opportunities	Key Performance Indicators (KPIs)			
				KPIs	Actual results for FY2023	Target for FY2024	Mid-term target
Responsible procurement with due respect for human rights	<ul style="list-style-type: none"> Supply Chain Management 	<ul style="list-style-type: none"> Human rights and labor safety risks due to procurement from new overseas suppliers 	<ul style="list-style-type: none"> Realization of high-quality and stable procurement and expansion of competitiveness by implementing pre-evaluation of new suppliers Expansion of sales opportunities for products and services that respond to ethical consumption 	<ul style="list-style-type: none"> Correction rate of critical and major non-conformance items 	57%	Over 65%(semi-annually)	—
Human capital management	<ul style="list-style-type: none"> Promoting and respecting diversity Health Promotion Initiatives 	<ul style="list-style-type: none"> Decline in the labor population Change on business environment brought about by technological innovation. 	<ul style="list-style-type: none"> Providing opportunities for active participation Diverse ways of working and diverse values. 	<ul style="list-style-type: none"> Ratio of Female Managers Ratio of Mid-Career Hires in Management Positions 	7.6% 12.1%	—	FY2025:10% FY2025:20%

Materiality	Materiality (priority issues)	Risks	Oppotunities	Key Performance Indicators (KPIs)			
				KPIs	Actual results for FY2023	Target for FY2024	Mid-term target
Responsibility for global environmental issues throughout the product lifecycle	<ul style="list-style-type: none"> Climate Change Reduction of hazardous chemical substances Reduction of waste 	<ul style="list-style-type: none"> Physical damage to business locations, stores, and administrative facilities due to climate change Suspension of operations by suppliers and delays in raw material procurement due to climate change Increased compliance costs due to tightened environmental regulations Increased costs associated with the adoption of renewable energy Reduction in outdoor sports due to rising temperatures and increased risk of heatstroke Increased disposal costs due to increased waste emissions Risks of harmful chemical leaks 	<ul style="list-style-type: none"> Cost reduction through energy conservation, introduction of renewable energy, waste reduction, and promotion of recycling Expansion of sales through the development and sale of environmentally friendly products and products that respond to climate change 	Apparel:environmentally friendly products	17.4%	30%	2028:100%(in all categories of new products)
				Footwear:Environmentally friendly products	49.8%	61.5%	2027:100%(in all categories of new products)
				Equipment:Reduction of material loss in the manufacturing process, reduction of energy consumption during production, and reduction and simplification of secondary materials	—	Starting from 2024, we will advance and finalize the development of a progress management system.	30% reduction by 2030(compared to 2018)

Materiality	Materiality (priority issues)	Risks	Opportunities	Key Performance Indicators (KPIs)			
				KPIs	Actual results for FY2023	Target for FY2024	Mid-term target
Responsible Business Practices	<ul style="list-style-type: none"> Compliance / Anti-corruption Protection of intellectual property Protection of personal information 	<ul style="list-style-type: none"> Compliance violations such as corruption and bribery Infringement of third-party intellectual property rights Expansion of cybercrime and cybersecurity incidents 	<ul style="list-style-type: none"> Creation of sustainable corporate value through building trust with stakeholders 	<ul style="list-style-type: none"> Improvement in Employee Awareness of the Internal Reporting Hotline(*d) 	① Mizuno Fair Play Hotline awareness among Mizuno employees: 90.5% ② Harassment Hotline awareness: 90.5% (survey respondents: 766 people)	① Mizuno Fair Play Hotline awareness among Mizuno employees: 100% ② Harassment Hotline awareness: 100%	—
Responsibility for Safe and High-Quality Products	<ul style="list-style-type: none"> Ensuring of the safety and quality of products Communication related to products Engagement with Customers 	<ul style="list-style-type: none"> Diversification of products handled and complexity of the supply chain due to entry into new markets Compliance with global strengthening of chemical substance regulations 	<ul style="list-style-type: none"> Rapid product introduction and expansion of sales opportunities through the construction of a more flexible quality assurance system Production and sales of safe products in accordance with the laws of various countries Development of human resources through the creation of opportunities to acquire quality knowledge tailored to diverse working arrangements 	<ul style="list-style-type: none"> Quality Objectives (Defect Rate Related to Claim Returns*) 	① Global Footwear Product Division: 100% ② Global Apparel Product Division: 133% ③ Global Equipment Product Division: 101% * Calculated by dividing the number of defective returns for which manufacturing is responsible by the number of items shipped, and compared with the target values set by each division.	100%	—

* "Sales of Life & Health Business," which was set as one of the key indicators in "Contribution to solving social issues," is no longer available due to the business restructuring implemented in FY2023.

46 issues applicable to Mizuno

When identifying priority issues (materiality) in 2015, we selected the following 46 issues. These issues were considered as applicable to us and were organized under six pillars at that time in reference to ISO 26000, the SDGs, the GRI G4 Guidelines, and other international standards deemed important as well as various reports from NGOs and research agencies.

In fiscal year 2018, we reviewed the materiality based on these 46 issues. When reviewing the materiality, we sorted out social issues deeply related to our company and our past achievements. After much discussion on our strengths, business domains, and social value provided by us with management and employees of related divisions according to the proposals of outside experts, we selected new materiality from the 46 issues.

[Please refer to the following for the process of updating the materiality disclosed FY 2021.](#)

Promotion of sports	CSR procurement	Environment
<ol style="list-style-type: none"> 1. Improvement of the physical strength and athletic ability of children 2. Health promotion of the elderly through sports 3. Promotion of local sports through cooperation with schools and local communities 4. Support for promotion of sports for the disabled 5. Support for promotion of amateur sports 6. Training of sports instructors 7. Support for promotion of sports in developing countries 	<ol style="list-style-type: none"> 1. Environmental impacts of Tier 1 suppliers 2. Treatment of workers at Tier 1 suppliers 3. Other risks at Tier 1 suppliers 4. Prohibition and elimination of child labor 5. Environmental impacts of Tier 2 and Tier 3 suppliers 6. Treatment of workers at Tier 2 and Tier 3 suppliers 7. Understanding of other risks at Tier 2 and Tier 3 suppliers 8. Supplier capacity building 9. Disclosure of information on CSR efforts and ensuring of transparency of the information in the supply chain 10. Freedom of association and collective bargaining rights in the supply chain 11. Establishment of a complaint-handling mechanism in the supply chain 12. Disclosure of supplier information related to products 	<ol style="list-style-type: none"> 1. Reduction of greenhouse gas emissions 2. Reducation and proper control / disposal od waste 3. Reduction and proper control of chemicals hazardous to humans and the environment 4. Reduction of energy consumption 5. Increase in efficiensy of water consumption and water consumption management 6. Research and development aimed at reducing the environmental impacts of products 7. Disclosure of information on the environmental impacts of products 8. Environmental considerations when holding sporting events 9. Collection and recycling of Misuno's used products
Fairness in business practices	Product liability	Employment and human resource utilization
<ol style="list-style-type: none"> 1. Enhancement of governance 2. Practice of compliance 3. Enhancement of internal control 4. Anti-corruption 5. Prevention of anti-competitive behavior 6. Protection of intellectual property 7. Protection of personal information 	<ol style="list-style-type: none"> 1. Product quality control 2. Provision of information on safe product use to consumers 3. Ensuring of the appropriateness of advertising materials 4. Ensuring of the appropriateness of product labeling 5. Responses to inquiries from consumers 6. Sincere responses regarding defective products 	<ol style="list-style-type: none"> 1. Fair evaluation system 2. Safety and headlth in workplaces 3. Realization of diverse working styles 4. Diversity 5. Wages and welfare of employees



Contributing to the multi-dimensional values of sports

Why are priority issues important? (reason for importance)

The values that sports can offer are diverse, playing a crucial role in helping people lead richer, healthier, and more comfortable lives. Mizuno believes it's essential to deliver the joy of sports to as many people as possible, allowing them to experience the spirit embodied in sports through "fair play," "friendship," and "fighting spirit." Additionally, we believe it's important to cooperate with relevant institutions to provide solutions that leverage the potential of sports to address the challenges faced by society.

Related to the SDGs



Mizuno's Risks and Opportunities

The decrease in the population of sports competitors due to the decline in the domestic population, and the stagnation of the domestic sports market, are recognized as risks by Mizuno.

Utilizing our group's understanding, know-how, technology, and network related to sports, Mizuno aims to maximize the power of sports, delivering its value to more people around the world, and will continue to aim for global business expansion.

■ Risks

- Decrease in the population of sports competitors
- Stagnation of the domestic sports market

■ Opportunities

- Providing the value of sports' power by leveraging understanding, know-how, technology, and network related to sports

Key Performance Indicators (KPIs) and Goals & Results

KPI	FY2023 Results	FY2024 Goal	Department in charge
• Total number of users of products and services that contribute to maintaining and enhancing health(cumulative number)	34.84 million people	35.00 million people	Sports Facilities
• Sales area of long-pile artificial turf in sports facilities	200,000 square meters	250,000 square meters	Sports Facilities

Approach to priority Issues

With the aim of promoting sports and increasing the number of people involved in sports, we will provide "opportunities," "venues," and "services" to respond not only to "participating in sports" but also to "watching sports" and "supporting sports." In doing so, we will create "joy, excitement, and dreams" that contribute to the revitalization of the community.

Main Initiatives

Please refer to the following links for initiatives related to "Contributing to the multi-dimensional values of sports":

Link: [Physical and mental health through sports](#)

Link: [Developing communities based on sports](#)

Link: [Equality and diversity through sports](#)

Moving Forward

We will continue to research and develop products and services that allow diverse individuals to enjoy sports and exercise together, transcending differences in age, gender, or any physical differences.

Materiality (priority issues)



Contributing to the resolution of social issue

Why are priority issues important? (reason for importance)

Mizuno is expanding its business not only in competitive sports products but also in everyday life and work business, catering to various scenes. Leveraging the strengths cultivated in the sports field, we are committed to contributing to the resolution of social issues and the healthy development of local communities. This includes enhancing physical and mental well-being and fostering diverse communication within the community.

Related to the SDGs



Mizuno's Risks and Opportunities

With the advancement of the information society and the automation of various tasks, convenience has been enhanced, and changes in work styles have made comfortable living possible. Mizuno is expanding the definition of sports beyond competitive scenes to include physical activities in everyday life. We view this as an opportunity to create new businesses that solve social issues through the power of sports and will actively pursue this approach.

■Risks

- Diversification of hobbies and preferences due to the advancement of the information society
- Reduction of safe and accessible outdoor play areas

■Opportunities

- Development, deployment, and promotion of unique exercise programs
- Fostering diverse community communication through the use of sports facilities
- Expanding opportunities for physical activity in daily life due to changes in work styles

Key Performance Indicators (KPIs) and Goals & Results

KPI	FY2023 Results	Mid-term Goals	Department in charge
• Work Business Revenue	11.3 billion yen	2027 Target: 18.0 billion yen	Work Business Department

Approach to priority Issues

Mizuno group is focusing on improving children's physical and athletic abilities and extending the healthy lifespan of seniors. For the enhancement of children's physical and athletic abilities, it is crucial to get them accustomed to physical movement from early childhood. In an aging society like today, there are hopes for extending healthy lifespans through sports. We will deploy our original programs developed by our group as community revitalization programs aimed at increasing the number of children who love to exercise and active seniors.

Main Initiatives

For initiatives related to "Contributing to Solving Social Issues," please refer to the following links:

Link: [Extension of healthy life expectancy through the maintenance of motor function](#)

Link: [Improving physical fitness and athletic abilities of children](#)

Link: [Contributing to the SDGs by applying Mizuno's technologies](#)

Moving Forward

We are applying the technology and materials developed in the field of competitive sports. With that foundation, we aim to create a society where everyone enjoys moving their bodies and to realize a world where the power of sports can solve social issues.

Materiality (priority issues)



Responsible procurement with due respect for human rights

Why are priority issues important? (reason for importance)

The Asia-Pacific region, where many of our subcontracted factories are located, is generally said to be a region of great concern in terms of human rights, labor, and the environment. Mizuno promotes CSR procurement based on the belief that “good manufacturing” can be achieved by ensuring that its production process meets the international standards with regard to human rights, labor, and the environment as well as by producing high-quality, safe, and reliable products. In particular, we recognize that respect for human rights is even more important for expanding our business globally in the future, and we will work on “responsible procurement with due respect for human rights” as one of the priority issues (materiality).

Related to the SDGs



Mizuno's Risks and Opportunities

With further globalization of the supply chain, increased procurement from new overseas suppliers can also lead to risks related to human rights and labor safety. At Mizuno, by continuously ensuring the pre-evaluation of new suppliers, we aim to realize high-quality and stable procurement, expand our competitiveness, and increase sales opportunities for products and services that cater to ethical consumption.

■Risks

- Human rights and labor safety risks due to procurement from new overseas suppliers

■Opportunities

- Realization of high-quality and stable procurement and expansion of competitiveness by implementing pre-evaluation of new suppliers
- Expansion of sales opportunities for products and services that respond to ethical consumption

Key Performance Indicators (KPIs) and Goals & Results

KPI	FY2023 Results	FY2024 Goal	Department in charge
• Correction rate of critical and major non-conformance items	57%	Over 65% (semi-annually)	Legal Affairs Office

Approach to priority Issues

The Asia-Pacific region, where many of Mizuno's contract factories are located, is generally considered a region with major concerns in terms of human rights, labor, and environmental aspects. Mizuno has established the "Mizuno CSR Procurement Code of Conduct", which incorporates perspectives from ISO26000, an international guidance on social responsibility, and we convey our thoughts to our suppliers while also demanding their adherence to these principles.

Main Initiatives

For initiatives related to "Responsible procurement with due respect for human rights", please refer to the following.

Link: [Respect for Human Rights \(Policies and Systems\)](#).

Link: [Supply Chain Management](#)

Moving Forward

Suppliers manufacturing products for multiple brands are burdened with individual audits demanded by each brand, each requiring different points of compliance. There have been calls from these suppliers for improvements to mitigate these overlapping audits. In response, industry associations and other initiatives have begun efforts to share information. Mizuno will continue to address issues such as overlapping CSR audits.



Human Capital Management

Why are priority issues important? (reason for importance)

In order for Mizuno to be persistent in bringing “A-mon” quality for the world. It is essential to bring about innovation. Therefore, we enhance human capital management, to provide stakeholders with unique value. Our human capital management identifies employees not merely as “Human resources” but as “Human capital” that maximizes value. From this perspective, Mizuno aims to build a borderless relationship with all stakeholders, focusing on the growth of each individual employee.

Furthermore, employee engagement across the entire organization is particularly important, since it positively contributes solid inclusive culture to empower individuals. We always implement a series of initiatives to activate the organization, ensuring that each employee has a sense of fulfillment and creates value.

Related to the SDGs



Mizuno's Risks and Opportunities

Due to a decrease in the working population, securing excellent talent has become increasingly challenging year by year. In particular, the acquisition of professionals with expertise in fields such as AI and data science faces intense competition in the labor market. Technological innovations for business efficiency and automation have made remarkable progress, and without appropriate investment in talent can lead to decreased productivity and risks of declining performance and competitiveness. By adopting a diverse range of talent with various values and preparing an outstanding environment that enables diverse ways of working and job satisfaction, we will create innovations.

■Risks

- Decline in the labor population
- Change on business environment brought about by technological innovation.

■Opportunities

- Providing opportunities for active participation
- Diverse ways of working and diverse values.

Key Performance Indicators (KPIs) and Goals & Results

KPI	FY2023 results	Mid-term target	Department in charge
• Ratio of Female Managers	7.6%	FY2025:10%	Global Human Resources & General Affairs Department
• Ratio of Mid-Career Hires in Management Positions	12.1%	FY2025:20%	Global Human Resources & General Affairs Department

Approach to priority Issues

By appropriately investing and managing talent, we generate irreplaceable value, resulting in improved corporate value and increased profits. This creates a positive cycle in business management, enhancement of sustainable growth.

We are advancing three key initiatives towards individual growth.

1. Investment in talent: We respect the connections between people and create an environment where individual employees can achieve self-realization.
2. Support for individual independence: We provide support measures that encourage self-determination and independence, helping employees build their own career paths
3. Individual growth and opportunities we make the most of our employees' individuality and capabilities and provide them with ongoing learning and education and new challenges at the workplace.

Additionally, as an organizational activation measure, we conduct [employee engagement](#) surveys throughout the entire Mizuno Group globally.

Main Initiatives

Please refer to the following links for initiatives related to “Human Capital Management”

Link: [Labor practices](#)

Link: [Development and Nurturing of Talent](#)

Link: [Promoting and respecting diversity](#)

Link: [Health Promotion Initiatives](#)

Link: [Occupational safety and health](#)

Moving Forward

In the current age of rapid and unpredictable changes, often referred to as VUCA, it has become increasingly difficult to anticipate the future, making it challenging to differentiate our products and services. In such an environment, the role played by "people" has become increasingly crucial for Mizuno to demonstrate competitive advantage.

We will continue to create operation with high productivity, and solid culture that can contribute to the improvement of corporate value and social capital in the future. For the company to undergo corporate transformation the growth of each individual employee is indispensable. We will further enhance the environment where all employees can fully utilize their abilities and contribute to the future sustainable growth of the company.

Materiality (priority issues)



Responsibility for global environmental issues throughout the product lifecycle

Why are priority issues important? (reason for importance)

The earth's environment faces various issues, including global warming and pollution due to waste. The world economy could become adversely affected due to climate change and it's also concerned about the impact on business activities and production activities at suppliers by an increase in natural disasters. Mizuno recognizes the importance of reducing environmental burden, such as greenhouse gas, in conducting its business. It also recognizes the importance in developing and offering environmentally friendly products and services so as to help the world lead worry-free lives and pass on to future generations an environment where everyone can actively enjoy sports.

Related to the SDGs



Mizuno's Risks and Opportunities

At Mizuno, we have identified climate change, waste, and chemical substances as important issues, and we are advancing the analysis of risks and opportunities for each. In response to the growing societal interest in natural capital, including biodiversity, we will work to enhance understanding within the company. We will also build a structure that enables us to report the impact of our group's initiatives, as well as our business, strategy, and finance.

■ Risks

- Physical damage to business locations, stores, and administrative facilities due to climate change
- Suspension of operations by suppliers and delays in raw material procurement due to climate change
- Increased compliance costs due to tightened environmental regulations
- Increased costs associated with the adoption of renewable energy
- Reduction in outdoor sports due to rising temperatures and increased risk of heatstroke
- Increased disposal costs due to increased waste emissions
- Risks of harmful chemical leaks

■ Opportunities

- Cost reduction through energy conservation, introduction of renewable energy, waste reduction, and promotion of recycling
- Expansion of sales through the development and sale of environmentally friendly products and products that respond to climate change

Mizuno's Long-term Environmental Target

To accelerate its efforts aimed at reducing climate change, in August 2020, Mizuno reexamined its long-term environmental target and decided to achieve net zero by 2050. At the same time, in addition to its existing Scope 1 and 2 emissions reduction targets for 2030, Mizuno set a Scope 3 emissions reduction target and announced it in May 2021.

2050

Aiming to achieve net zero

2030 (Greenhouse Gas Emissions Reduction compared to 2018)

Scope 1 & 2: 50.4% reduction

Scope 3: 58.1% reduction (Categories 1 & 12 per billion yen of added value)

Key Performance Indicators (KPIs) and Goals & Results

KPI	FY2023 Results	FY2024 Goal	Mid-term Goals	Department in charge
<ul style="list-style-type: none"> Apparel: environmentally friendly products 	17.4%	30%	2028:100% (in all categories of new products)	Global Apparel Product Department
<ul style="list-style-type: none"> Footwear: environmentally friendly products 	49.8%	61.5%	2027:100% (in all categories of new products)	Global Footwear Product Department
<ul style="list-style-type: none"> Equipment: Reduction of material loss in the manufacturing process, reduction of energy consumption during production, and reduction and simplification of secondary materials 		Starting from 2024, we will advance and finalize the development of a progress management system.	30% reduction by 2030 (compared to 2018)	Global Equipment Product Department

For more details, please refer to the link below:

Link: <https://corp.mizuno.com/en/articles/0031>

Approach to priority Issues

In Mizuno's entire business activities, indirect emissions known as Scope 3 account for approximately 97% of greenhouse gas emissions. Specifically, "purchased products and services" make up about 80% of the total, making the reduction of greenhouse gas emissions through products essential. We will continue to promote product planning and development aimed at reducing greenhouse gas emissions.

Main Initiatives

For initiatives related to "Responsibility for global environmental issues throughout the product lifecycle," please refer to the following links:

Link: [Policies and Systems](#)

Link: [Environmental Management System](#)

Link: [Mitigation of Environmental Impact in Products](#)

Link: [Climate Change](#)

Link: [Water Use and Management](#)

Link: [Reduction of hazardous chemical substances](#)

Link: [Reduction of waste](#)

Link: [Business activities and environmental burden](#)

Moving Forward

Towards realizing net zero by 2050, we will continue to advance initiatives such as innovating manufacturing processes and utilizing renewable energy. In addition, we will accelerate environmentally conscious efforts, such as promoting recycling, reducing waste, and using water efficiently.

Materiality (priority issues)



Responsible business practices

Why are priority issues important? (reason for importance)

Mizuno believes that it is in a position to fulfill its social responsibilities as a corporation by complying with all laws and international rules in its business activities, maintaining good relationships with stakeholders such as local communities, customers, and suppliers, and will continue to strive for responsible business practices.

Related to the SDGs



Mizuno's Risks and Opportunities

Should there be compliance violations by employees, such as corruption and bribery, or infringements by suppliers, it can lead to severe damage to the company's reputation and have significant negative impacts on the business activities. Furthermore, we recognize the infringement of third-party intellectual property rights, the expansion of cybercrime, and cybersecurity incidents as risks that could potentially threaten the continuity of our business. We are committed to responsible business practices as we strive to create sustainable corporate value through building trust with our stakeholders.

■ Risks

- Compliance violations such as corruption and bribery
- Infringement of third-party intellectual property rights
- Expansion of cybercrime and cybersecurity incidents

■ Opportunities

- Creation of sustainable corporate value through building trust with stakeholders

Key Performance Indicators (KPIs) and Goals & Results

KPI	FY2023 Results	FY2024 Goal	Department in charge
<ul style="list-style-type: none">• Improvement in Employee Awareness of the Internal Reporting Hotline(*d)	<ul style="list-style-type: none">① Mizuno Fair Play Hotline awareness among Mizuno employees:90.5%② Harassment Hotline awareness:90.5%(survey respondents:766 people)	<ul style="list-style-type: none">① Mizuno Fair Play Hotline awareness among Mizuno employees:100%② Harassment Hotline awareness:100%	Internal Audit Office

Approach to priority Issues

Mizuno adheres to laws, social norms, ethics, and internal regulations in its business activities, and takes action to prevent violations of compliance by implementing initiatives under the themes of "Compliance/Anti-corruption," "Protection of Intellectual Property," and "Protection of Personal Information."

Main Initiatives

For initiatives related to "Responsible Business Practices," please refer to the links below:

Link: [Compliance / Anti-corruption](#)

Link: [Protection of Intellectual Property](#)

Link: [Protection of Personal Information](#)

Moving Forward

In response to the expansion of business areas globally, there is a need to strengthen governance in themes such as compliance, intellectual property, and personal information protection. Therefore, we will implement measures (such as employee education, internal organizational changes, and system reviews) tailored to the current challenges faced by the organization.



Responsibility for Safe and High-Quality Products

Why are priority issues important? (reason for importance)

“Create best products for customers.” Having cherished these words of the founder Rihachi Mizuno, we believe that it is important to manufacture and sell safe and superior products. Defects in product safety and quality may damage the trust of customers. We will endeavor to offer better products by providing information that helps customers to use our products properly and safely and by continuing efforts to use the feedback of our customers to improve our products.

Related to the SDGs



Mizuno's Risks and Opportunities

In response to the diversification of products handled and the complexity of the supply chain due to entry into new markets, we are considering building a more flexible quality assurance system. Additionally, to address the global trend of stricter chemical substance regulations, we are advancing the construction of a global quality assurance system in collaboration with our overseas group companies. To provide safe and high-quality products, we will set up opportunities for quality knowledge education that correspond to various working arrangements.

■Risks

- Diversification of products handled and complexity of the supply chain due to entry into new markets
- Compliance with global strengthening of chemical substance regulations

■Opportunities

- Rapid product introduction and expansion of sales opportunities through the construction of a more flexible quality assurance system
- Production and sales of safe products in accordance with the laws of various countries
- Development of human resources through the creation of opportunities to acquire quality knowledge tailored to diverse working arrangements

Key Performance Indicators (KPIs) and Goals & Results

KPI	FY2023 Results	FY2024 Goal	Department in charge
<ul style="list-style-type: none"> • Quality Objectives(Defect Rate Related to Claim Returns*) 	①Global Footwear Product Division:100% ②Global Apparel Product Division:133% ③Global Equipment Product Division:101%	100%	Quality Assurance Office

*Calculated by dividing the number of defective returns for which manufacturing is responsible by the number of items shipped, and compared with the target values set by each division.

Approach to priority Issues

We conduct various reviews and inspections to ensure product safety and quality control. Through reviews, we check various items related to product quality, including product design, materials to be used, safety during use, and labeling. In design reviews before the start of manufacturing of new products, we check their structure and materials as well as technical aspects based on the checklist. After products are manufactured, we conduct a pre-shipment inspection before they are shipped from a factory to make a final check for defects in individual products.

Main Initiative

For initiatives related to "Responsibility for Safe and High-Quality Products," please refer to the following:

Link: [Product Safety and Quality \(Policies and Systems\)](#)

Link: [Ensuring of the safety and quality of products](#)

Link: [Communication related to products](#)

Link: [Engagement with Customers](#)

Moving Forward

We will continue to work to provide safe and high-quality products through the improvement of our quality assurance system from a global perspective and the development of human resources.



Policies and Systems

Management policy

Sports not only help maintain physical and mental health, but also possess the tremendous power to foster communication beyond borders and generations, and to unleash the potential in individuals and communities. Based on its Corporate philosophy of “contributing to society through the advancement of sporting goods and the promotion of sports”, Mizuno is committed to providing access to sports for more people and contributing to a richer, sustainable society where everyone can shine.

Mizuno's efforts in "promoting sports" involve delivering the joy of sports to as many people as possible, enabling them to experience the inherent spirit of sports, encapsulated in the values of "fair play," "friendship," and "fighting spirit." Moreover, the company seeks to cooperate with relevant organizations to provide solutions that leverage the potential of sports to address societal challenges.

Mizuno has redefined the word “sports” in its Action Principles for SDGs, established in 2020, and in section “1. Contribution to society” of its Mizuno Corporation Ethical Standards. This new definition encompasses not only competitive sports but also everyday physical activities. Guided by this broader understanding of sports, Mizuno aims to develop business models that utilize the power of sports to resolve social issues and contribute to achieving the UN’s SDGs.

[Please click here to see Mizuno’s Action Principles for SDGs and its Mizuno Corporation Ethical Standards.](#)

Management system

Mizuno has established the Sustainability Operations Council (internal name: MIZUNO CREW21 Council), chaired by the Executive Officer in charge of Human Resources and General Affairs. The main directions of key global sustainability activities are discussed in this committee, and the details of those activities are shared with relevant parties.

[To learn about Mizuno’s sustainability operations structure, please click here.](#)

Additionally, we have established the "Cross-departmental Products Committee," chaired by the Senior Managing Executive Officer. This committee convenes representatives from various product departments, including research and development, apparel, footwear, and equipment, for regular meetings. We engage in activities directed towards realizing a sustainable future, discussing perspectives on R&D, future directions, and concrete plan formulation.

[To learn about cross-departmental products committee, please click here.](#)



Materiality

Physical and mental health through sports

Basic Concepts

Our living environment is changing dramatically every day. With the advancement of the information society and the automation of various tasks, convenience has improved, and changes in work patterns have made life more comfortable. On the other hand, challenges such as a lack of physical exercise and a decrease in interpersonal interactions have emerged, raising concerns about their significant impact on the healthy development of society.

Mizuno is committed to supporting more people in accessing sports and contributing to the realization of a richer, more sustainable society where every individual can shine.

Proposing programs designed to help companies support employees in maintaining good health

We support corporate wellness by planning and proposing various events and seminars that use different approaches for busy professionals who don't have time to exercise daily or those who are uninterested in exercise. For example, we developed a program called "Nagara Exercise 100," which aims to turn everyday movements and moments into simple exercises to alleviate a lack of physical activity. We have conducted events and workshops at over 100 companies.

Some of the reasons it may seem hard to make exercising a habit are that people often feel they need to set aside a certain amount of time, be at a specific place to exercise, and do something special. "Nagara Exercise 100" was developed based on the belief that daily life is full of opportunities to move our bodies and that there is nothing special we need to do in order to exercise.

No special equipment is needed, you don't need to go to a gym, and you don't have to set aside time just for exercise. "Nagara Exercise" introduces exercises that can be done in daily life scenes with the help of an instructor. By simply changing your mindset a little, your everyday life can turn into exercise. "Nagara Exercise" also collaborates with various companies and organizations.

[Please click here for more details.](#)

Results of the walking program

	FY2019	FY2020	FY2021	FY2022	FY2023
No. of facilities	24	31	75	89	175
No. of participants(persons)	1,220	2,120	5,940	5,815	14,190

Motion DNA" - Scientifically Understanding "Walking"

Mizuno has developed the "Motion DNA" walking ability and walking type analysis system as part of its services to embody the POWERED LIFE vision, "Bringing good performance to your life." By utilizing "Motion DNA," Mizuno aims to make people's "walking" more enjoyable, thereby supporting a life where they can "go wherever they want on their own feet, forever."

"Walking" is a fundamental aspect of life. Therefore, when walking ability declines, it leads to a decrease in the Quality of Life (QOL). There is a correlation between walking speed and healthy life expectancy; it has been found that individuals with a faster walking pace tend to have a longer healthy lifespan, while those with a slower pace have a shorter one.

To lead a more vibrant and longer life, effective measures to maintain walking ability are essential. "Motion DNA" measures walking ability using simple and highly accurate specialized equipment, and estimates walking type through a standing posture measurement system and application. By understanding the differences in walking ability and walking type, individuals can identify training methods and support products suited to them, contributing to the extension of their healthy lifespan.



Walking Ability Measurement

For more details, please refer to the link below.

Link: [Mizuno Motion DNA](#)

Making Exercise a Convenient Habit in the Living Room to Support Health Creation

Focusing on feedback such as "I want to move my body for health, but I don't have time" and "Storing training equipment is a hassle," Mizuno has been selling the "Mizuno Healthy Interior" training goods series since 2018, designed to be placed in the living room. With the concept of "adding to your usual time and space," it supports the creation of health by making it a habit to exercise easily in the living room, even for those who find it hard to make time due to work, housework, or childcare.

In the context of increased time at home due to the impact of the COVID-19 pandemic, sales have been favorable as the Mizuno Healthy Interior allows individuals to continue exercising easily without being affected by external conditions. Mizuno is aiming for sales of approximately 500 million yen in the fiscal year 2025 for the Mizuno Healthy Interior line.

Future issues to be addressed

Mizuno is committed to taking on the challenge of expanding its business domain with sports at its core. In line with the changing times and leveraging digital transformation (DX), Mizuno aims to foster a habit of casual exercise and to expand into business areas that support comfortable lifestyles, with the goal of broadening its user base.



Materiality

Developing communities based on sports

Basic Concepts

Today, we are able to indirectly enjoy sports by watching real-time games and matches both in our own country and abroad thanks to the development of digital technology. However, since actually playing sports requires having equipment, a facility, teammates, and/or instructors, there are people who cannot play sports even if they want to.

Mizuno believes it needs to help create equal opportunities to play sports, regardless of age, physical disability, and place of residence, if it wants to help as many people as possible enjoy sports by maximizing the potential of sports. Therefore, Mizuno puts effort into improving the accessibility of sports and promoting regional sports. By doing so, Mizuno also aims to help people connect and communicate with one another through sports.

It's important to note that Mizuno Group's efforts to promote sports are carried out with commercial purposes in mind, and as a rule, the provision of services or products free of charge is not implemented.

Participating in the Amsterdam Marathon

One of the most well-known activities aimed at promoting sports overseas is the Amsterdam Marathon, held in the Netherlands. Mizuno has been supporting this event since 2000, offering various categories including a full marathon, a half marathon, and an eight-kilometer run, making it an event where participants can enjoy running according to their abilities.

The Amsterdam Marathon is held every year on the third Sunday of October, and the 2023 edition took place on October 15. Over 45,000 runners from more than 105 countries entered, and Mizuno, as the main sponsor, set up flags bearing its name over a 2-kilometer stretch around the venue. During the event, Mizuno also set up a sales stand adjacent to the stadium for the display and sale of apparel and footwear.

Nearly half of the participants in this event are runners from outside the Netherlands, making it a distinctly international and Pan-European event, setting it apart from other races. Through the participation of various runners, Mizuno looks forward to revitalizing the local area and furthering the recognition and penetration of the Mizuno brand, with plans to continue sponsoring the event in the future.

[Please click here for more details on this event.](#)



The Amsterdam Marathon 2023



To help all kinds of people, from children to adults, as well as beginners to those advanced, in Europe, the U.S., Australia, Taiwan, South Korea, and China, as well as other countries around the world, Mizuno co-hosts competitions and holds sports clinics relating to running, rugby, badminton and other sports.

Regional sports promotion by top athletes Holding Mizuno Victory Clinics

In 2007, Mizuno began promoting regional sports, with help from current and former male and female top athletes, by holding Mizuno Victory Clinics, which have top athletes give demonstrations and advice to help participants recognize the fun of sports.

Approximately 230 athletes from 20 different sports, who have competed in the Olympics, World Championships, and other domestic and international competitions, are registered as instructors for our clinics. These athletes not only impart their professional skills and mindset directly to the participants but also foster interaction among them. By having top-level athletes serve as instructors, this program promotes sports in the community, provides athletes with opportunities to shine, and contributes to the integration of elite and community sports.

In 2021, when the impact of COVID-19 persisted, we held 45 sessions. As the response to COVID-19 gradually eased, we were able to hold 111 sessions in 2022 and 107 sessions in 2023.

	FY2019	FY2020	FY2021	FY2022	FY2023
No. of times held	89	24	45	111	107

Collaboration with municipalities in promoting regional sports

Regional sports not only help people improve their physical and mental health but also help residents build communities. By combining the insights and expertise of the public, private, and educational sectors, it becomes possible to carry out more effective activities that meet the specific needs of the region. Mizuno collaborates with municipalities and universities in promoting regional sports.

Operating Sports Facilities

To create opportunities for enjoying sports, it is essential to have places in the community where people can participate in sports activities. Since 2006, Mizuno has been involved in the designated management of sports facilities across Japan. Through the operation and management of these facilities, as well as the provision of age-appropriate programs, Mizuno fosters community interaction and supports the creation of opportunities for people in the region to easily engage in sports. As of March 2024, there are 1,159 contracted facilities in 183 locations nationwide.

Activities to Convey the Joy of Sports

With the aim of letting more children purely experience the joy of baseball, we host the "Mizuno Baseball Dream Cup Junior Tournament," which upholds the philosophy of "No getting angry over mistakes, everyone helping each other." In line with this philosophy, coaches and parents are prohibited from scolding children during games.

To ensure as many children as possible have the opportunity to participate, the tournament has rules that allow players to re-enter the game even after being substituted out. Additionally, to make it easy for children who have never played baseball to participate, teams can join even if they do not have matching uniforms. Mizuno also provides equipment loans to teams that do not have their own gear.

The third tournament was held in 2023, with 917 teams participating from all over the country.

Business Project Aimed at Solving Social Issues through Sports and Community Bonds

In August 2021, Mizuno and Consadole Co., Ltd. jointly launched PROJECT 179, a collaboration project aimed at revitalizing all 179 municipalities in Hokkaido. When companies and organizations that support the project purchase Mizuno products, part of the income from these purchases is used to cover the cost of implementing regional revitalization measures. In the near future, the project will also be open to participation from the general public.

As an example of these initiatives, since 2022, PROJECT 179 has continuously provided original stationery items to all first-year elementary school students across Hokkaido. Additionally, a talk show for this project was held in June 2023.

Mizuno aims to contribute to regional revitalization by leveraging the power of sports through this business project, which addresses social issues by fostering bonds between sports and communities.

Future issues to be addressed

With the aim of promoting sports and increasing the number of people involved in sports, we will provide opportunities, venues, and services not only for "playing sports" but also for "watching sports" and "supporting sports." By doing so, we will create "joy, excitement, and dreams" that contribute to the revitalization of the community. Additionally, by further increasing opportunities for children to enjoy sports freely and joyfully not only in school physical education classes and club activities but anywhere, we will strive to maintain and increase the future sports population and contribute to the realization of a society where people can lead healthy and fulfilling lives.



Materiality

Equality and diversity through sports

Basic Concepts

Mizuno is advancing the research and development of products and services that enable diverse individuals to enjoy exercise and sports together, transcending differences such as age, gender, and physical disability.

Research and development of products and services for diverse individuals to enjoy exercise and sports together

Mizuno conducts research into ways to run and walk with less physical burden and is engaged in developing products designed to enable easier running and walking.

In addition, to develop products that reduce the burden placed on the human body, Mizuno pursues the following types of research and development.

- **Trolley bags that make walking easier (reduce wrist and arm burden)**

Mizuno's trolley bags allow walking straight despite small differences in level because their handles are L-shaped and transfer power equally to the wheels when the carrier leans forward to proceed. When the carrier is walking uphill, holding the L-shaped handle at an angle allows reducing 40% of his/her wrist muscle burden compared to when the handle is held vertically.



- **Knee supporter "Good Moving Knee Supporter" (reduces knee burden)**

Mizuno's support gear is equipped with built-in flex tube bones that reduce the wobbling of the knee and thereby ensure stability. In addition, because they are originally "dynamotion-fit" designed by Mizuno, they do not slip off easily and thereby can be comfortably worn.

- **Carbon white cane "MizunoCane ST" (Enhanced Comfort and Safety)**

In March 2022, Mizuno released the straight-type white cane "MizunoCane ST," utilizing carbon design and processing technologies honed in the development of sports equipment. This cane is designed with increased stiffness near the handle, making it easier for users to detect uneven surfaces. Additionally, a teardrop-shaped tip at the end that comes into contact with the ground minimizes snagging on road surfaces. The cane was developed in collaboration with the general incorporated association PLAYERS^{*1}, and manufactured by Mizuno Technics Corporation^{*2}. The "MizunoCane ST" was honored with the Good Design Award for fiscal year 2022 (sponsored by the Japan Institute of Design Promotion), and it also received the Excellence Award in the "2022 Nikkei Superior Products and Services Awards."

For more details, please refer to the link here: [Link](#)

For information about the Good Design Award, please see here as well: [Link](#)

*1 [A prototyping team with the slogan "Be excited together to address issues in society"](#)

*2 [A Mizuno Group company that manufactures sporting goods and carbon products](#)



Carbon white cane “MizunoCane ST”

Support for sports for the physically challenged

To create opportunities for the physically challenged to actively enjoy sports, Mizuno puts effort into developing and offering sports equipment designed for the physically challenged and provides athletes and teams with support.

Development of a plate spring for sports prostheses

Since 2016, Mizuno, in collaboration with Imasen Engineering Corporation, has been working on developing carbon sports foot prosthesis plate springs for track-and-field events, leveraging their expertise in carbon design and processing technology. This carbon plate spring is designed for all kinds of short-distance track-and-field athletes, from beginners to top athletes, and it was developed by examining and reexamining the distribution of rigidity of the entire plate spring in order to respond to athletes’ need for plate-spring deformation and repulsion, and this was done based on data gathered by analyzing athletes’ motion when running, the relation between plate-spring deformation and load, and the plate-spring structure. In addition, effort was put into making the plate spring as light as possible so that it could be used with ease.

In September 2020, Mizuno and Imasen Engineering Corporation jointly developed a carbon sports foot prosthetic plate spring called KATANAS (katana sigma), featuring a hole in the middle tip part of the plate spring to reduce air resistance. By adding an air hole from the contact area where the spike pins are located to the upper part, the hole allows for a 31% reduction in air resistance.*¹ The mass of this plate spring is about 15% lighter than previous models, and its moment of inertia, which indicates ease of swinging, is designed to be about 10% smaller.*²



KATANAS (katana sigma), a sports plate spring jointly developed by Imasen Engineering Corporation and Mizuno

*¹ Compared with plate springs without an air hole. The comparison was based on an experiment conducted by Mizuno, using wind tunnel experimental equipment. In the experiment, the wind was set at 18.2 m/s, and participants swung out their prosthesis legs. Measurements were made when the foot plate springs, being swung, reached their maximum speed (when the foot plate springs were tilted forward 30 degrees perpendicular).

*² Compared with previous models. The comparison was based on an experiment conducted by Mizuno, using a moment-of-inertia measuring instrument. In the experiment, measurements were made at a position 460 mm above ground and 80 mm forward from where the plate springs are attached, being set as the knee rotation axis.

For entry-level sports prostheses

In September 2021, Mizuno, in collaboration with Imasen Engineering Corporation, jointly developed a carbon plate spring called "KATANA α " (katana alpha) for entry-level sports prostheses. Utilizing the know-how gained from creating competition-grade plate springs, this new model is designed as a lightweight and easy-to-use plate spring for those who are running with prosthetic legs for the first time. By attaching a dedicated sole, it replicates the same spring characteristics as the top models. Furthermore, KATANA α can be easily switched from regular prosthetic legs, and is more affordably priced compared to conventional competition models.

In Japan, there are approximately 60,000 lower limb amputees^{*3}. According to a survey by the Tetsudo Kosaikai Foundation Prosthetics and Orthotics Support Center, around 30% of users who had prosthetic legs made at the facility expressed an interest in trying competition prosthetics.

Mizuno, along with Imasen Engineering Corporation, will continue their research and development efforts in the field of sports prosthetic plate springs, supporting the sports lives of lower limb amputees, and contributing towards enhancing health and welfare.

*3 Source: The 2006 Ministry of Health, Labor and Welfare Survey of Childhood and Adult Disability



KATANA α (katana alpha) jointly developed by Imasen Engineering Corporation and Mizuno For children (left) and for adults (right)

Future issues to be addressed

The Mizuno Group has business bases in 12 countries and regions overseas and has been globally expanding the Mizuno brand, while also promoting sports promotion activities rooted in each region. Going forward, we will continue to expand our efforts to contribute to the realization of a peaceful society through the power of sports, and to bring smiles to people and children all over the world.

Additionally, we will utilize the technology and materials cultivated in the field of competitive sports to strive towards a society where everyone can enjoy moving their bodies and a world where we can contribute to solving social issues through the power of sports.



Materiality

Extension of healthy life expectancy through the maintenance of motor function

Basic Concepts

In an era where aging is becoming more prevalent, there is an expectation that sports can extend healthy life expectancy (the period one can live without limitations in daily life due to health issues). Mizuno is committed to maintaining the quality of life for each individual and enriching their lives. Moreover, in an effort to reduce the social burden of medical expenses, Mizuno will strive to maintain the physical function of the senior generation through sports, thereby contributing to the extension of healthy life expectancy.

Mizuno elderly people healthy exercise program

The Mizuno elderly people healthy exercise program was developed by Mizuno and is based on the three concepts of being doable, enjoyable, and maintainable.

LaLaLa Fit

LaLaLa Fit is a self-weight exercise program designed to help people train body parts, such as muscles and joints, which they use in their daily life. The program aims to help people reinforce their sense of balance by using Mizuno's functional tools and also use muscles that are not being used daily.

LaLaLa Circuit

LaLaLa Circuit allows people to train their balance, muscles, and brain at their own level and at their own pace with help from trainers. This program is designed for people who want to exercise hard. The program aims to activate both the body and the brain with a dual task exercise comprising a muscle workout using hydraulic machines and a rhythmic, aerobic exercise.

LaLaLa Circuit Lite

LaLaLa Circuit Lite aims to also activate the brain with a dual task exercise comprising self-weight training and a rhythmic, aerobic exercise. This program is designed for people who want to enjoy a light workout.

Regional collaboration in extending healthy life expectancy

Mizuno is actively involved in care prevention projects and initiatives for specific health guidance recipients being carried out by municipalities across Japan. These efforts are aimed at those who perceive high barriers to going to fitness facilities, and Mizuno works to create opportunities for them to engage in exercise. In the classes, techniques such as group work are used to foster community building among participants and to encourage continued physical activity at the designated management facilities where the programs are conducted.

For FY 2023, Mizuno plans to hold 48 care prevention projects nationwide. The aim is not only to encourage participation in care prevention classes but also to ensure that, after the classes are over, the participants themselves can undertake exercises and master exercise routines that they can continue to follow.

Promoting the spread of Mizuno Active Leaders

Mizuno holds training sessions for everyone involved in administering elderly people exercise programs, which help participants become Mizuno Active Leaders able to help elderly people acquire a basic knowledge of the body, essential to exercising, instruct elderly people based on a training program, and give demonstrations. Training sessions for cultivating Mizuno Active Leaders grant completers with licenses, which certify that the holder is aware of what points he/she needs to be careful about when helping elderly people exercise and is able to instruct elderly people on how they should train their muscles and perform stretching exercises.

NPOs, sports associations, and companies have so far acquired the Mizuno Active Leader license and begun helping elderly people exercise at facilities in their own communities.

Performance of Mizuno’s healthy life expectancy extension programs

Name of Session		Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Walking training sessions	This is a walking lesson that can be easily undertaken even alone. It includes proper posture, walking techniques, rehabilitation exercises, and toe stretches, making it accessible even for elderly people who may find exercise challenging.	Number of Facilities	38	27	34	37	40
		Number of Participants	2,801	2,866	2,984	2,620	2,172
LaLaLa Fit	Please refer to the descriptions under the heading “LaLaLa Fit” above.	Number of Facilities	23	28	33	38	40
		Number of Participants	17,684	10,389	14,674	16,437	17,104
LaLaLa Circuit	Please refer to the descriptions under the heading “LaLaLa Circuit” above.	Number of Facilities	2	2	2	5	5
		Number of Participants	6,028	1,876	4,672	8,513	8,975
Posture shakien	This is a posture improvement program. It mainly focuses on core training and uses Mizuno's original exercise tools.	Number of Facilities	1,020	1,184	2,218	3,605	2,519



Walking training sessions



LaLaLa Circuit

Cultivating care prevention leaders in collaboration with the government

Mizuno collaborates with local governments to train care prevention leaders for the community. Incorporating elements of the Mizuno Active Leader program, Mizuno conducts training sessions and provides on-the-job training at core facilities, along with support to help trained leaders thrive in their respective communities.

In a collaborative project with Habikino City, Mizuno has trained 106 health support volunteers at four locations within the city, contributing to community-led health initiatives. In the fiscal year 2023, the residents led a total of 1,984 classes at four locations within the city, with a total of 26,244 class participants.

Future issues to be addressed

Mizuno is advancing the development of products such as clothing and equipment for seniors, whose bodily functions may decline due to aging and muscle weakening. These products apply the motion analysis technology used on athletes.

Furthermore, Mizuno plans to create training programs that can be easily carried out at home, catering to those who may struggle with physical activities or those who find it difficult to leave their homes. The goal is to develop a sense of enjoyment from using these tools and help evolve it into a habit of exercise.

Additionally, Mizuno aims to promote the spread of Mizuno Active Leaders, with the goal of helping everyone create communities through exercise. The focus is on supporting daily body-building and health improvement activities within local areas, allowing for a more active and enjoyable lifestyle.



Materiality

Improving physical fitness and athletic abilities of children

Basic Concepts

The physical strength and athletic ability of children are continually declining around the world due to the advancement of the information society. This decline in children's physical strength may not only affect the future health of the next generation but also impact the vitality of society as a whole by leading to an increase in medical expenses. Efforts are desired at all levels of society, including educational institutions and families, to address this issue.

In Japan, the decline in children's physical strength and athletic ability is believed to be due to the following factors: 1) a decrease in accessible and safe outdoor areas where children can play safely whenever they want; 2) the underdevelopment of basic athletic skills that should be acquired during childhood; and 3) children's reluctance or lack of confidence in sports. Mizuno puts effort into developing and offering an exercise program that aims to help children improve their athletic ability and physical strength.

The development of Mizuno's exercise program "Hexathlon"

Mizuno has developed "Hexathlon," a program combining playful exercise menus that allow even children who are not good at sports to enjoy learning basic athletic movements, with an athletic ability measurement test. In collaboration with municipalities across Japan, Mizuno provides the program to various facilities, including elementary schools. "Hexathlon" is designed using Mizuno's original equipment, which takes into consideration safety and functionality, and allows children to acquire the basic actions of "running," "jumping," and "throwing," tailored to their individual abilities. By offering the location, program, and services as a package, it has become possible to connect children's enjoyment with the steady improvement of their physical strength and athletic abilities.

The development of Mizuno's exercise program: Other

Improving children's physical fitness and athletic abilities requires them to become accustomed to physical activity from a young age and overcome any reluctance or lack of confidence in sports.

Mizuno's experienced staff, rich in sports knowledge, act as instructors and conduct programs such as "Mizuno Sports School" and "Sports Day Victory School" in various locations. These programs are designed to overcome basic movements that should be learned in early childhood through short, concentrated efforts, and by letting children experience the joy of exercise, aim to increase the number of children who enjoy physical activity.

For children who struggle with sports, Mizuno started the "Overcoming Weakness Classroom Series" in the fiscal year 2022, including classes for overcoming challenges with jumping boxes, mats, and horizontal bars, along with a Mizuno rope-jumping class. The focus of the rope-jumping class is not necessarily on "jumping well," but rather on creating a love for "enjoying jumping," with the initiative centered around playful exercise.

Additionally, Mizuno offers a playful exercise program called "PLAY! CIRCUS" for children aged 3 to 5 and their parents. "PLAY! CIRCUS" is a 60-minute program set in the world of the circus where the children become members of the circus troupe and enjoy activities with the ringmaster and clowns, incorporating movements that are appropriate for their age group.

Performance of Mizuno's programs for improving the athletic ability and physical strength of children

Name of Session	Outline		FY2019	FY2020	FY2021	FY2022	FY2023
Hexathlon	A program that combines fun learning menus for basic sports movements with athletic ability assessment (Note: The numbers are for domestic use only.)	No. of Schools Introduced	8	9	7	8	23
		No. of TimesHeld	150	17	13	13	23
		No. of Participants	5,656	1,446	631	661	1,569
Mizuno Ninja School (Starting in the fiscal year 2021, the "Aim for the Stealthy Pokémon Greninja!" program is also being implemented.)	A story-based playful exercise program modeled after ninja training, incorporating 36 basic movements necessary for childhood growth, such as "running," "jumping," and "throwing."	No. of TimesHeld	144	63	24	54	133
		No. of Participants	4,289	789 (in total)	487 (in total)	865 (in total)	644
Mizuno Sports School	A program for children who struggle with physical activities, incorporating exercises such as mat exercises, horizontal bars, and vaulting boxes.	No. of TimesHeld	985	182	60	45	41
		No. of Participants	8,093	1,760	1,018	455	788
Sports Day Victory School	A hands-on lesson program aimed at winning first prize in relay races and sprints at sports festivals.	No. of TimesHeld	26	7	8	5	5
		No. of Participants	380	98	259	215	165
Overcoming Weakness Class-JumpRope	A program for children who struggle with jump rope, aimed at enabling them to jump even once and helping them to enjoy jump roping.	No. of TimesHeld				62	35
		No. of Participants				879	725



Hexathlon



Mizuno Ninja School



Mizuno Sports School



Sports Day Victory School



PLAY! CIRCUS



Project Aimed at Promoting Mizuno Hexathlon Exercise Program in Vietnam

Mizuno has been working to promote its Mizuno Hexathlon Exercise Program in Vietnam since 2015. In Vietnam, physical education during the compulsory school years receives significantly less time compared to developed countries. Moreover, the country's exercise programs lack variety and need to better incorporate basic movements such as running, jumping, and throwing.

In September 2018, Mizuno concluded an agreement with the Vietnamese Ministry of Education and Training to incorporate the Mizuno Hexathlon into the new curriculum guidelines. Mizuno provided sports equipment to 1,000 Vietnamese elementary schools.

Additionally, in October of the same year, Mizuno and the Ministry of Education and Training officially signed a memorandum of cooperation to introduce and establish the Mizuno Hexathlon in the new curriculum guidelines. This cooperation allowed for the creation of model cases across Vietnam, demonstrating how the Hexathlon could be implemented and integrated into the educational system. From December onwards, Mizuno began promoting the program's introduction across all 63 provinces in Vietnam.

By the end of 2019, about 1,700 elementary school teachers had participated in workshops aimed at training instructors, enabling them to teach the Mizuno Hexathlon in their respective schools, thereby reaching numerous students.

Although large-scale workshops were suspended from March 2020 onwards due to COVID-19, reports indicate that local teachers who had previously participated in the workshops continued to incorporate the Mizuno Hexathlon into their physical education classes.

In June 2022, Mizuno received a special commendation from the Vietnamese Presidential Office for this initiative.

As of January 2023, the Mizuno Hexathlon was introduced as an extracurricular activity in 200 schools across Vietnam's 63 provinces (126 public schools and 74 private schools). Given that there are approximately 15,000 public elementary schools in Vietnam, Mizuno has been engaged in discussions with the Vietnamese Ministry of Education and Training since early 2023 on how to integrate the Mizuno Hexathlon into the compulsory education curriculum. This led to the signing of a new memorandum of cooperation in October 2023, witnessed by ministers from both countries. Mizuno will continue to accelerate its efforts in this initiative.

[For details on the memorandum of cooperation signed in October 2023, please refer to this link.](#)

We will continue to spread the joy of engaging in sports and the pleasure of physical activity among Vietnamese children. By leveraging the power of sports, we aim to address social challenges and work towards the achievement of 'Sports SDGs.' We remain committed to advancing this initiative.



Awarded a special commendation from the Vietnamese Presidential Office

Please refer to the following link for information about the special commendation awarded by the Vietnamese Presidential Office."

Link: (<https://corp.mizuno.com/jp/news-release/2022/20220627>)

Promoting a Mizuno Original License named the “Mizuno Play Leader”

To help create an environment where children can play lively, Mizuno puts effort into cultivating Mizuno Play Leaders, whose job is to watch children while they play on their own initiative. Mizuno offers play-based basic exercise training programs designed to help companies, universities, governments, and educational institutions, which have many opportunities to interact with children, acquire the basic knowledge and skills needed to be certified as Play Leaders. Mizuno puts effort into promoting its training programs internally and externally, and so far it has helped about 700 people across the nation become Play Leaders. Play Leaders devote themselves to interacting with children, winning children’s trust and protecting them when necessary.



Mizuno Play Leaders

	In-house	Outside	Total
Grade 1	4	0	4
Grade 2	31	5	36
Grade 3	346	774	1,120
Total	381	779	1,160

Future issues to be addressed

Children today are said to lack spaces to play in, friends to play with, and time to play. In addition, parents are often heard saying that they do not know how they should play with their own children.

Mizuno puts effort into helping create an environment where children can play lively and also puts effort into cultivating Mizuno Play Leaders, whose job is to look after children playing.

The job of a Play Leader is to come up with fun ideas and exercises that children will greatly enjoy and create an environment where children can play with one another on their own initiative. To help children grow with a healthy mentality and body through enjoying play-based exercises, Mizuno will put effort into promoting its Play Leader program internally and externally.

In addition, it will put effort into creating opportunities for Play Leaders to demonstrate their skills. In order to do so, Mizuno will put effort into having as many people as possible find out about its Play Leader program, and to do so, it will identify what issues there may be in promoting its Play Leader program and also inform parents about its Play Leader system. To have as many people as possible find out about its Play Leader system, Mizuno will promote its system by offering play-based exercise programs and events.



Materiality

Contributing to the SDGs by applying Mizuno's technologies

Basic Concepts

Mizuno is not only focused on competitive sports products but is also expanding its business to cater to various scenes, including lifestyle products and work business. Leveraging its strengths in the sports field, Mizuno is committed to enhancing physical and mental health, promoting diverse communication within communities, and contributing to the resolution of social issues and the healthy development of local societies. Additionally, utilizing the strengths gained in the competitive sports field, such as the ability to develop new functions and materials, and the technological capability to realize high-quality manufacturing, Mizuno is challenging itself to create various innovations. Moving forward, Mizuno will continue to aim for contributions to sustainability, with the resolution of social challenges as the starting point, including the achievement of the UN's SDGs.

Research into ways to apply carbon technology

Mizuno has always placed people at the center by conducting research into people's motions and forms. Mizuno will continue placing people at the center of its research efforts, and it will continue conducting research with the aim of creating new value, such as products and services that can help achieve the UN's SDGs. Mizuno will not only put effort into developing good products and services as a manufacturer but also ensure that it pursues research themes that will help achieve the UN's SDGs. As its medium- to long-term goal, it will aim at achieving carbon neutrality, and by doing so, it will aim at helping create a sustainable world.

As part of its research efforts to apply carbon technology, Mizuno currently puts effort into the following: 1) developing more products that use recycled carbon technology, 2) conducting research into thermoplastic carbon-fiber-reinforced polymers (CFRPs), and 3) conducting research into ways to reinforce CFRPs by using nanofillers.

- Developing products by using recycled carbon technology
One example is the insole, which is a product designed to reduce foot fatigue. Mizuno hopes to utilize recycled carbon as a spring material for insoles that support the feet of walkers, workers, and elderly people.
- Research into thermoplastic CFRPs
Thermoplastic CFRPs are used in the same way as conventional thermosetting CFRPs, which are used in plate springs for prostheses, but the former can be molded faster and recycled more easily than the latter. Mizuno aims to help create a sustainable society by developing practical CFRP products.
- Research into ways to reinforce CFRPs by using nanofillers
Mizuno believes that adding nano-sized ingredients will improve the material itself and enable the development of high-function sports equipment.

Research into the development of new sports and services

Mizuno puts effort into conducting research into the development of new sports and services that will allow people to enjoy sports together, regardless of their age, gender, and physical disability.

Mizuno can contact its customers with relative ease when it needs help with conducting research into the development of new services because it operates facilities, including designated management facilities, used by its customers. In conducting research into the development of new services, Mizuno also uses data it has accumulated from previous research into sports equipment with help from actual people.

Expanding Work Business Leveraging the Functional Value of Sports Equipment

Mizuno has positioned its work business domain as one of its strategic focuses and is offering corporate uniforms, shoes, and other products that leverage the functional value of sports equipment to workers across various industries. In recent years, there has been a growing focus on "health management" in corporate activities, where the health care of employees is strategically viewed and implemented from a managerial perspective. There has been an increase in companies emphasizing the safety and comfort of employee-provided items such as uniforms, from a welfare perspective.

We are also working on proposals tailored to harsh working environments, such as "Airy Jacket" (a work jacket with a fan) for heat countermeasures and "Tech Shield Jacket" for cold countermeasures. In addition, by advancing the development of environmentally conscious products, such as corporate uniforms using recycled PET bottle threads and work apparel using chemical recycling threads, we aim to improve labor productivity and contribute to the realization of Sustainable Development Goals (SDGs).

The Background of Mizuno's Work Business Division

In 1997, Mizuno established a specialized department to plan and sell custom corporate uniforms, utilizing the technology and expertise cultivated through sports equipment development, delivering to over 1,200 companies to date. In response to recent corporate demand, they started full-scale deployment of work shoes in March 2016, and work apparel in February 2018. In April 2019, Mizuno founded a new Work Business Division, focusing on strengthening this area.

Furthermore, in April 2019, with the aim of strengthening BtoB (Business to Business), Mizuno increased the Corporate Sales Department from around 20 to 90 members and established corporate sales teams in all branches from Hokkaido to Kyushu, intensifying their sales activities to businesses. Mizuno is aiming for sales of 18 billion yen by the fiscal year 2027.

The features of Mizuno work apparel

Work apparel needs to be equipped with the functionality that will enable it to help workers work more easily and comfortably by taking into consideration environmental changes, such as outdoor and indoor temperature differences. Mizuno work apparel is equipped with the following functions needed in today's work environment: 1) "Dynamotion fit," which is designed to maximize mobility; 2) "Dry aeroflow," material which deals with sweat effectively; and 3) "BREATH THERMO," a moisture absorption and heat generation material that generates heat by absorbing body moisture.

- "Dynamotion fit," designed to maximize mobility
"Dynamotion fit" is designed to maximize mobility, based on ergonomic motion analysis. "Dynamotion fit" allows wearers to move about freely by reducing tension and pressure.
- "Dry aeroflow," designed to deal with sweat effectively
"Dry aeroflow" was developed with the aim of reducing the discomfort that occurs when sweat reduces the cloth's air permeability. "Dry aeroflow" ensures air permeability even when the wearer is sweating profusely, and it reduces the stickiness that comes from sweat and also has a cooling function. "Dry aeroflow" is great for working comfortably during the rainy season or under the burning heat during the summer.

Applying body movement technology and know-how to the medical and nursing industries

Mizuno has been conducting research into people's body movements for more than a century and has supported countless athletes with its sports equipment. Mizuno's technology and know-how, which have been accumulated by closely working with athletes in the sports industry, can be applied to the medical and nursing industries, where workers work in harsh environments to care for patients.

As part of its medical and nursing business, Mizuno sells medical shoes and apparel. Mizuno aims to expand its business by selling its Dynamotion-fit-designed "Scrub Pants," made of hydro silver titanium, which disassembles unsanitary protein.

Infrared blocking fabric developed to protect athletes from illicit photography

Mizuno has developed an infrared blocking fabric to address the problem of illicit photography, particularly targeting female athletes at competition venues. In recent years, these athletes have increasingly become victims of hidden photography and filming taken for sexual purposes, the images and videos of which are then disseminated over the internet.

In response, Mizuno launched a new research and development project to solve the problem of illicit photography, leading to the development of the "infrared blocking fabric." This fabric was born as a co-creation between Sumitomo Metal Mining Co., Ltd., an expert in functional materials, Kyodo Printing Co., Ltd., an expert in composite material technology, and Mizuno, an expert in sports-focused fabric development and product design.

Protecting athletes and providing an environment where they can concentrate on competition connects with supporting the "mind" of "mind, technique, and body," and is also an essential effort from a player-first perspective.

Research into play-based exercise programs designed to help children make exercising a habit

Sports and other exercises, in addition to play-based exercises, need to be fun if they are to be made a habit. Experiences that we undergo during our childhood are known to last for a lifetime. Therefore, in addition to conducting research into children's physical strength and athletic abilities, when examining the effects of its play-based exercises, Mizuno conducts research into the relationship between its play-based exercise programs and children's minds. Mizuno aims to develop play-based exercise programs that will allow children who believe they are not good at sports or do not like to exercise to enjoy it with relative ease.

Offering a Physical Play Program to Promote Children's Development

We offer a physical play program targeted at children who struggle with precise movements in sports or daily life, such as frequently dropping objects or having difficulty handling scissors or sharp tools. Through this program, we aim to enhance the way children move their bodies and their dexterity, thereby promoting their overall development.

Research into exercise programs that aim to help elderly people improve (or prevent the decline of) their cognitive skills

The concerns that elderly people have regarding their health are as follows: 1) becoming bedridden after falling down and 2) coming to have difficulty in their daily lives due to a decline in their cognitive skills. The more elderly people become permanently bedridden or hospitalized, the higher medical bills and long-term care costs will become. Mizuno believes that extending healthy life expectancy depends on whether we can enjoy exercising throughout life. Mizuno conducts research into the development of exercise programs for elderly people based on the belief that moving our bodies rhythmically and coordinating movements of our hands and feet help prevent our cognitive skills from declining.

Research into the development of new play-based sports

Mizuno is actively engaged in the research and development of new sports, in collaboration with various associations and universities. For example, "500 Steps Soccer" is a game where players are limited to a certain number of steps, monitored by digital devices. This rule allows individuals who may feel less skilled or less confident in their athletic abilities to enjoy moving their bodies and scoring goals.

Mizuno will continue to harness its strengths in combining sports science with digital technology, as well as its ability to demonstrate and manage sports facilities with staff, to persist in the research and development of innovative sports experiences.

Future issues to be addressed

Mizuno has formulated the "MIZUNO MIRAI VISION," a guiding principle for creating products and services, and made it publicly available on our website. We define sports as "enjoying moving the body" and aim to fulfill our mission of "making people happy through sports." Our goal is to realize a society where everyone enjoys moving their bodies and a world where sports can solve societal challenges.

As a venue for this ambition, we established the innovation center "MIZUNO ENGINE" and commenced full-scale operations in November 2022. We will pursue what can be achieved in sports within five domains: "Competition," "Health," "Environment," "Education," and "Work," aiming for transformation through the power of sports.

To enhance "focus" and "motivation" that propel individuals to greater heights, we believe that challenges must be met in unraveling the yet unexplained mechanisms within the realm of the mind. We will further evolve our core technology, which we have long cherished and honed, that centers on "understanding the human mechanism and designing products and services to suit the purpose." Along with this, we will also accelerate co-creation with external partner companies and expedite research leading to the elucidation of the mechanisms within the realm of the mind.

For more information about MIZUNO MIRAI VISION, please refer to the following link:

Link: <https://corp.mizuno.com/en/technology>



Innovation center "MIZUNO ENGINE"



Climate Change Strategy

Disclosures in accordance with the TCFD recommendations

Companies today have been seeing an unbearable increase in the direct risk to their profitability from natural disasters, including unprecedented torrential rainfalls, life-threatening heatwaves, and massive typhoons. The field of sports has also faced the serious and visible impact of climate change, as seen by increased temperatures forcing summer sports events to be rescheduled and causing a lack of the snow necessary for winter sports.

The Mizuno Group has reviewed the current status of climate-related risks and opportunities based on the framework provided by the Task Force on Climate-Related Financial Disclosures (TCFD), which was established by the Financial Stability Board (FSB) at the request of the G20.

In addition, we declared its support for the TCFD recommendations in March 2022. Subsequently, we have disclosed related information in accordance with the TCFD recommendations. We will further enhance its governance related to climate change and develop and formulate strategies based on the analysis of risks and opportunities in our business to further increase the transparency of our disclosures.

[TCFD recommendations' thematic area: 1. Governance]

The Mizuno Group has a system whereby the Sustainability Operations Council (internal name: MIZUNO CREW21* Council), chaired by the executive officer in charge of human resources and general affairs, meets four times a year in principle to discuss matters related to climate change. The discussion details are reported together with the current progress of sustainability activities to the Board of Directors, which thus oversees climate change-related matters.

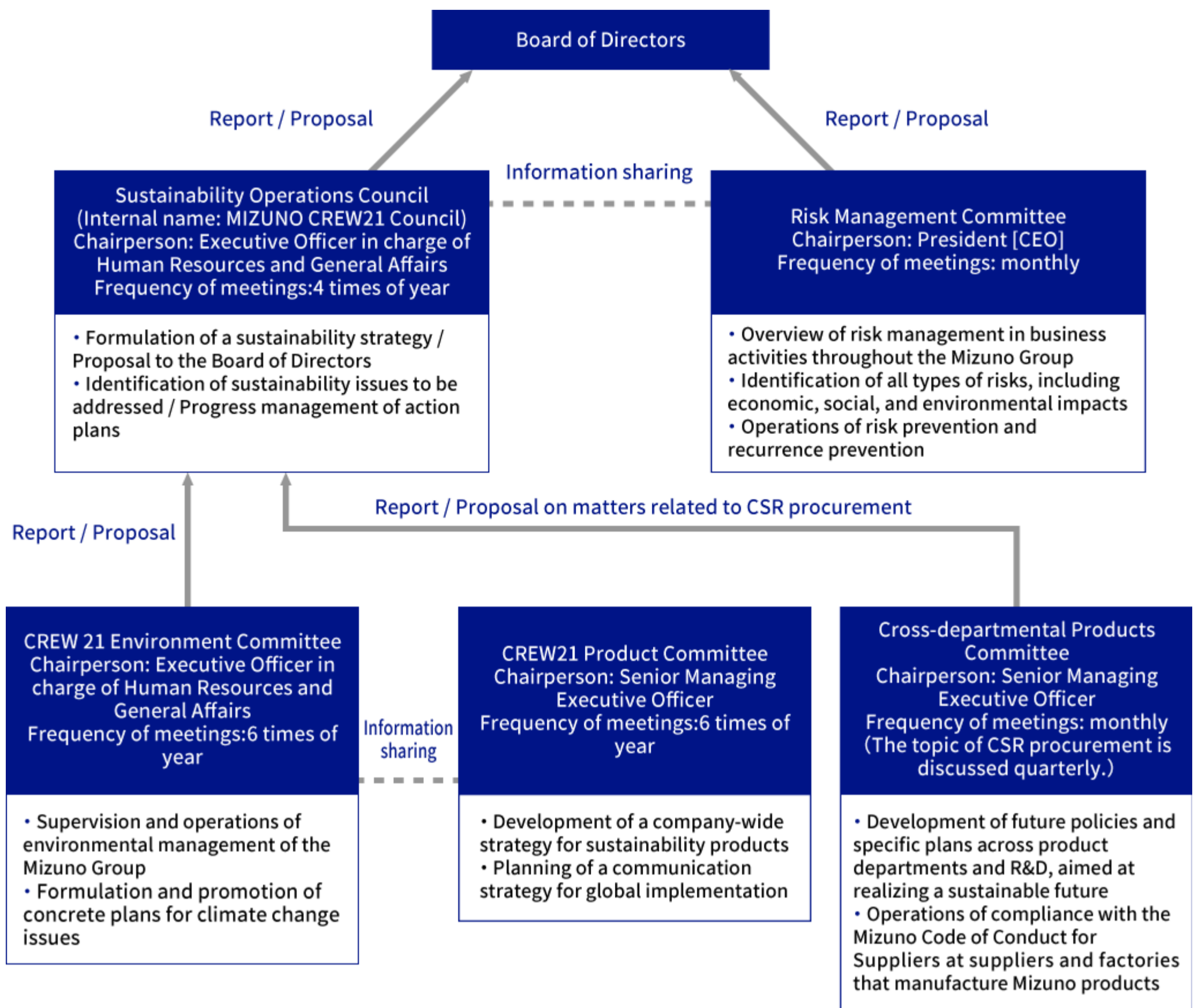
In FY2021-2023, matters related to climate change were reported four times to the Board of Directors, four times to the Executive Board, whose meetings were attended by directors and executive officers, four times to the Management Council, whose meetings were attended by directors, executive officers, and division general managers. These deliberative bodies make decisions on management strategy (seven times), information sharing, and information disclosure, and their decisions are incorporated into the Group's business activities. In addition, the Sustainability Operations Council has as its subcommittees the CREW21 Environment Committee, the CREW21 Product Committee, and the Cross-departmental Products Committee, each of which independently deals with cross-departmental issues among the identified priority issues (materiality) related to social responsibility and sustainability.

Specific measures to address issues related to climate change are devised by the CREW21 Environment Committee.

* "CREW21" represents Mizuno's hope that, as members of the "crew of the spaceship earth," all of us will play a role in conserving resources and the environment.

CREW: <https://corp.mizuno.com/jp/sustainability/>

<https://corp.mizuno.com/en/sustainability/sustainability-report/management/system/>



In recognition of the importance of the climate change issue faced by the Mizuno Group, in 2020, the Board of Directors formulated the "the Action Principles for the SDGs" and the "Integrated Value Creation Stories" and decided to accelerate the Group's efforts to address climate change. This decision was made in addition to enhancing the environmental conservation activities that the Group has been actively engaged in as part of its corporate social responsibility (CSR). The scopes of responsibility for the executive officer in charge of climate-related issues, the Sustainability Operations Council and the CREW21 Environment Committee are defined by the Board of Directors. The Board of Directors receives reports from the Sustainability Operations Council, which meets four times a year in principle, and the CREW21 Environment Committee, which meets six times a year in principle, on the status of the Group-wide promotion of efforts to address climate-related issues, environmental management (including the management of GHG emissions), information disclosure, and investor relations.

■ Sustainability Operations Council (internal name: MIZUNO CREW21* Council)

The Sustainability Operations Council (internal name: MIZUNO CREW21 main committee) is chaired by the executive officer in charge of human resources and general affairs, and is composed of a diverse range of members, including the executive officers responsible for product development, comprehensive planning, and finance & legal affairs, as well as heads of closely related departments such as the legal and quality assurance offices.

The Sustainability Operations Council leads discussions on Mizuno's sustainability strategy, formulates specific action plans, and sets goals. Important issues identified by the council are presented to the Board of Directors, and upon their resolution, are implemented across all departments and locations within the Group.

■ CREW21 Environment Committee

This committee consists of the executive officers responsible for human resources and general affairs, product development, as well as general managers from key departments such as product planning, development, facility services, logistics, retail, quality assurance, legal affairs, manufacturing, and others. The committee discusses the formulation and revision of environmental policies, the establishment of short-, medium-, and long-term environmental goals, and the development of specific measures to achieve these targets. From the perspective of reducing environmental impacts, such as decreasing greenhouse gas emissions, and providing environmentally considerate products and services, it has been positioned as a forum to facilitate cross-company communication on the orientation and planning of environmentally friendly products and climate-change-related items.

Moreover, to promote environmental conservation activities throughout the Group, the Mizuno Group has established an environmental management system (EMS), headed by an executive officer in charge of legal affairs.

* With keen awareness of the environmental impacts of all corporate activities, in September 1991, the Mizuno Group launched the Crew21 Project to contribute to conserving the global environment. Since then, the Group has been actively engaged in environmental conservation activities. Since April 2021, the 30th anniversary of the launch of the project, the Group has placed an increased focus on the management issue of sustainability in general, which encompass not only environmental conservation activities but also the Group's contribution to society and the economy. The "MIZUNO CREW21" logo symbolizes the Group's overall sustainability initiatives.

[TCFD recommendations' thematic area: 2. Strategy]

With regard to climate-related risks and opportunities over the short, medium, and long term, the Mizuno Group has identified issues of materiality in its overall sustainability initiatives. One of the materiality issues is defined as "Responsibility for global environmental issues throughout the product lifecycle," where the Group's efforts to solve climate-related issues are included. In addition to the EMS, the Group has appointed the Risk Management Committee (chaired by the representative director and president, composed of two senior executive officers and six general managers of divisions responsible for promoting internal control) and the Business Continuity Plan (BCP) Working Group, which is under the supervision of the Global Human Resources & General Affairs Department, to discuss related matters. The product and development divisions treat the need to develop and market environmentally friendly products and climate-change-conscious products (products that help mitigate the impact of climate change or help adapt to climate change) as an area of opportunity to be explored.

Since FY2015, the Group has examined the impact of identified climate-related risks and opportunities on its businesses, strategy, and financial planning as part of EMS risks and opportunities, with more active discussions since FY2021. Specific impacts include the need for a logistics BCP for the businesses; the research and development of environmentally friendly products, climate-change-conscious products, and new materials for strategy; and the introduction of renewable energy for financial planning. The Risk Management Committee has discussed the impact of climate-related issues on various product and corporate divisions, analyzed under BCP, on businesses, strategy, and finance. Moving forward, the Group will continue these considerations across departments and disclose information, classifying the risks and opportunities related to climate change into physical, regulatory, and other categories.

The Mizuno Group will conduct scenario analysis based on the 1.5°C scenario in line with the Paris Agreement. The Group aims to analyze the risks and opportunities related to climate change, their impact on the business model and value chain, and incorporate these into the organizational strategy, aiming to disclose information based on the adopted 1.5°C scenario in the 2024 activity report.

[TCFD recommendations' thematic area: 3. Risk Management]

The Mizuno Group, in accordance with the international environmental management standard ISO14001, conducts the identification and assessment of environmental risks and opportunities, including climate change, at least once a year through the EMS (Environmental Management System) Promotion Office, which belongs to the Compliance Department (hereinafter referred to as the Environmental Promotion Office). The analysis results of risks and opportunities are submitted by the Environmental Promotion Office to the CREW21 Environment Committee and are approved by the chairman, vice-chairman, and committee members. In particular, risks related to heavy rain and typhoons are addressed as part of the Business Continuity Plan (BCP).

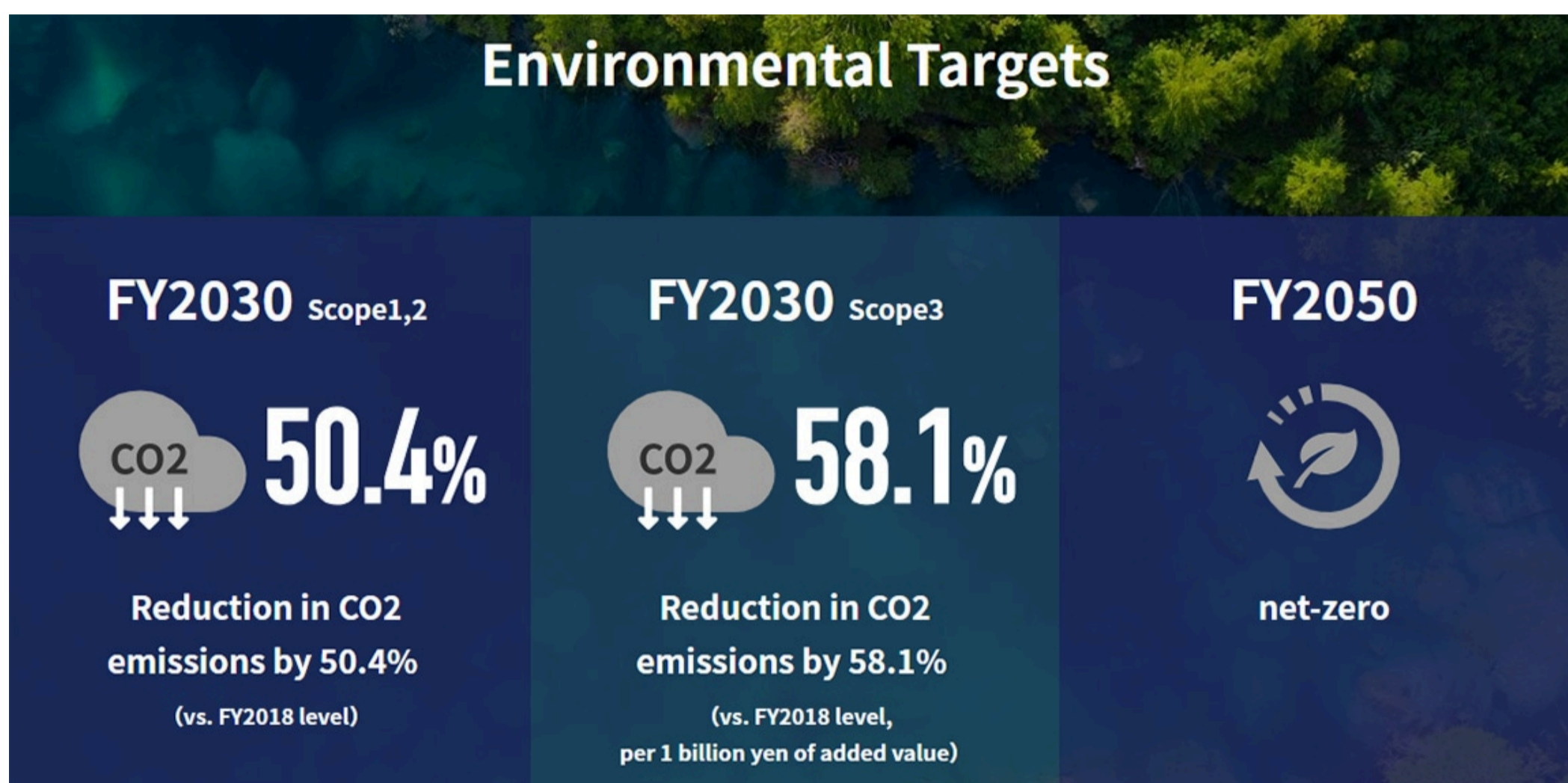
In the Product Division, efforts are being made to streamline management efficiency while maintaining the diversification and dispersion of production sites and procurement sources. For products requiring high manufacturing technology (mainly equipment), where appropriate diversification of procurement sources is challenging, the division is working on building BCPs for secondary and tertiary manufacturing factories, considering business priorities.

[TCFD recommendations' thematic area: 4. Metrics and Targets]

To accelerate efforts to mitigate climate change, we revised our long-term environmental goals in August 2020, aiming to achieve net-zero emissions by 2050.

Additionally, in April 2024, we obtained certification from the international initiative "SBTi (Science Based Targets initiative)." Our targets include a 50.4% reduction in Scope 1 (direct emissions from owned sources) and Scope 2 (indirect emissions from the generation of purchased electricity) greenhouse gas emissions by 2030 compared to 2018 (base year). Furthermore, for Scope 3 (indirect emissions from other sources), we aim to achieve a 58.1% reduction per 1 billion yen of added value in Category 1 (purchased goods and services) and Category 12 (waste generated in operations) by 2030 compared to 2018, with these targets being recognized as scientifically grounded.

Moving forward, we will accelerate activities such as energy conservation, the use of renewable energy, innovation in product manufacturing processes, waste reduction, and the promotion of recycling to achieve these targets.

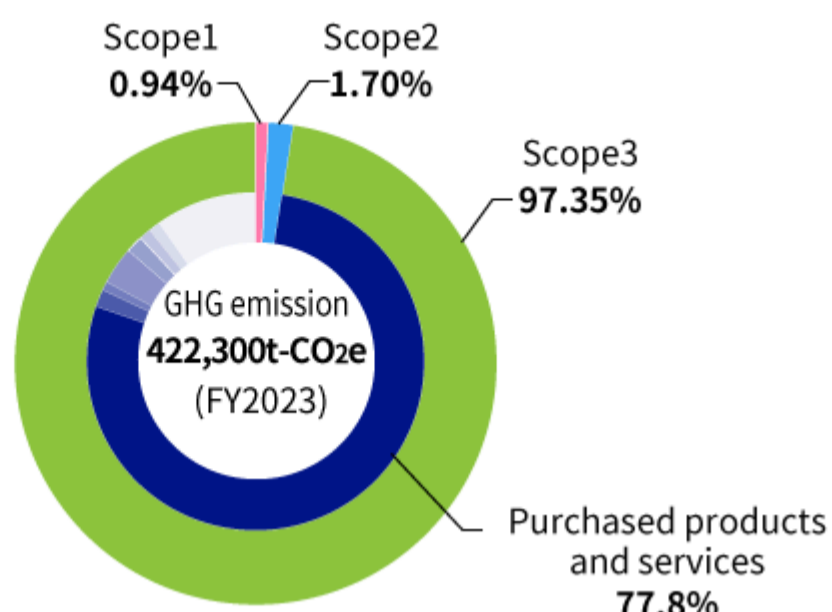


To achieve these environmental targets, each relevant department is considering specific measures to reduce greenhouse gas emissions in their business activities and across the lifecycle of their products and services (such as using more environmentally friendly materials, improving design and manufacturing processes, and researching and adopting new manufacturing methods). These details are reported and shared as needed with the CREW21 Environment Committee.

Scope 1 and Scope 2 emissions have been calculated and disclosed based on the GHG Protocol since 2000, and Scope 3 emissions have been calculated and disclosed since 2015. For Scope 3 Category 1 and Category 12, we reviewed the calculation method based on the LCA to shift from a method based on domestic purchasing amounts and delivery data to a more realistic calculation method. In 2021, we established a global calculation method to further expand the disclosure scope. From FY2022, we have been disclosing total emissions for Scope 1, Scope 2, and Scope 3.

[For detailed information on greenhouse gas emissions performance, please refer to the following:](#)

Other indirect greenhouse gas emissions generated in FY 2023 [*a]



Scope	Category	Category name	CO ₂ emissions (t-CO ₂)	Break down ratio (%)
Scope1		Mizuno's direct emissions	3,989	0.94
Scope2		Mizuno's indirect emissions	7,188	1.70
Scope3		Others' indirect emissions	411,124	97.35
Breakdown	Category 1	Purchased products and services	328,521	77.8
	Category 2	Capital goods	6,451	1.5
	Category 3	Fuel- and energy-related activities	3,569	0.8
	Category 4	Upstream transportation and distribution	15,319	3.6
	Category 5	Waste generated in operations	583	0.1
	Category 6	Business travel	7,275	1.7
	Category 7	Employee commuting	4,219	1.0
	Category 8	Upstream leased assets	4,472	1.1
	Category 9	Downstream transportation and distribution	509	0.1
	Category 12	End-of-life treatment of sold products	40,206	9.5
Total			422,300	

Note: Calculations of purchased electricity emissions are location based.

* The calculation scope is the domestic Mizuno Group and overseas Mizuno Group.

* Scope 1: Greenhouse gas (GHG) emissions from a company's direct operations, such as the in-house use of fuel

* Scope 2: A company's indirect GHG emissions from purchased electricity, heat, and steam

* Scope 3: A company's indirect GHG emissions coming from product manufacturing, transportation, employees' business travel and commuting within the supply chain

* For Scopes 1 and 2, emissions are from energy sources.

* For Scope 3, non-energy source greenhouse gases are partly included according to the guidelines from the Ministry of the Environment.

* The data marked with □ has been assured by a third party in Japanese version of report.

* Scope1,2

Direct and indirect GHG emissions from corporate activities as defined by the GHG Protocol

* Scope3/Category 1

The following three methods are used to calculate emission factors according to the characteristics of product categories.

- LCA of the representative model of the product sold by Mizuno in the relevant fiscal year was carried out and the emission factor of the product was calculated. GHG emissions were calculated by multiplying the sales volume with the emission factor. - ①
- In the manufacturing department, GHG emissions were calculated by multiplying the amount of substances used in manufacturing with the emission factor. - ②
- GHG emissions were calculated by multiplying the cost of products sold by Mizuno in the relevant fiscal year with the emission factor specified by the Ministry of the Environment. - ③

Total GHG emissions = ① + ② + ③

* For LCA calculation, the emission factor of LCI database IDEA version3.3 and Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain.

* Scope3 / Category 12

The following three methods are used for calculation according to the characteristics of product categories.

- LCA of the representative model of the product sold by Mizuno in the relevant fiscal year was carried out and the emission factor of the product for disposal specified by the Ministry of the Environment was calculated. GHG emissions were calculated by multiplying the sales volume with the emission factor. - ①
- In the manufacturing department, GHG emissions were calculated by multiplying the amount of substances used in manufacturing with the emission factor for disposal. - ②
- GHG emissions estimated from sales amount based on the GHG emissions calculated from ①. - ③

Total GHG emissions = ① + ② + ③

** For LCA calculation, the emission factor of LCI database IDEA version 3.3 and Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain.

【Third Party Assurance】

In order to ensure a higher level of transparency and reliability while disclosing information on environmental data, Mizuno has obtained third-party assurance for the Japanese version of environmental data for the fiscal year 2023 with this report from SGS Japan Inc

[PDF of Assurance Report](#)

【Scope of Assurance】

GHG emissions in the fiscal year 2023 (Scope 3, Category 1,12)



Enhancement of Human Capital Value

Management Policy

Mizuno regards the values of 3F- Fair play, Friendship, and Fighting spirit as shared principles among its employees.

We value the concept of fair play in pursuit of 'justice above profit', friendship in order for each individual to have a mindset of growth through friendly competition so that they can respect each other, and a fighting spirit to work with motivation and responsibility.

We strive to foster a workplace culture in which each individual upholds a fair attitude, demonstrates high morale, acknowledges the 'differences' of others, and respects diversity, thereby enabling colleagues to share joy.

We also aim to create value for society by realizing a corporate culture where the challenge of change is encouraged, and people can find vitality and a sense of purpose in life.

Mizuno Talent Vision

With the declining population in Japan, the number of sports competitors is decreasing, resulting in a largely stagnant domestic sports market over the past few years. Additionally, changes in people's behaviors and values due to the development of digital technology, and increasing instability in international affairs, have made the environment around us more uncertain than ever. Even in such an environment, we believe that in order for our group to achieve sustainable growth in business and realize our management philosophy of "contributing to society through the advancement of sporting goods and the promotion of sports," it is necessary for each and every employee to work enthusiastically and continuously create value.

Therefore, we believe that it is important for a diverse group of employees from all generations to take on their work with a spirit of challenge, and we aim to improve both financial profit per employee and job satisfaction simultaneously. In our group, we have made the fostering of talent, which promotes individual employee growth and brings business competitiveness, and improving employee engagement to build better relationships between the company and employees, the pillars of our strategy.

Management Structure

The Mizuno Group has designated the Chief Human Resources Officer, who is also the executive officer responsible for personnel and general affairs, as the chief person responsible for human capital management. This promotes the acquisition of the necessary talent and organizational capabilities to realize our management plans. Acting as a corporate function, the Global Human Resources and General Affairs Department aligns and drives the group-wide activities and advances the formulation and execution of essential talent and organizational strategies to achieve our vision.

Talent Strategy

Based on our human resources development policy, we support the enhancement and development of each employee's capabilities. We are fostering and utilizing "talents who contribute to Mizuno's growth" by implementing approaches to enhance the basic skills of employees, address management challenges, and foster a culture of self-learning. In addition, regardless of nationality, race, gender, or age, we provide various career development opportunities on a global scale and plan for the long-term, continuous, and systematic development and training of a diverse workforce.

Specifically, we are conducting training and development focusing on three key areas: 1) "Management talent" that will enable business continuity in the future, 2) "Global talent" to generate competitive advantage in global business, and 3) "Innovation talent" for creating better customer experiences through the advancement of digital technology.

Organizational Strategy

Employee Engagement

To achieve innovation and improve productivity, we believe that individual growth, strengthening relationships, and fostering a sense of organizational unity are essential. Therefore, starting from the fiscal year 2022, we have been conducting an employee engagement survey across the entire Mizuno Group. By leveraging the employee engagement survey, the Global Human Resources and General Affairs department aims to drive transformation towards a more engaging organization for employees worldwide, involving management in the process and ultimately realizing medium to long-term value creation.



Policies and Systems

Management policy

Mizuno Environmental Vision

Through dialogue and collaboration with stakeholders and our actions, the Mizuno Group is actively addressing global environmental issues to protect the rich environment where people can enjoy sports and we aim to realize a sustainable society and well-being for the next generation.

Mizuno Environmental Policy

1. Addressing Climate Change Issues
 - We work to reduce greenhouse gas emissions from our own operations (Scope 1, 2).
 - We work to reduce greenhouse gas emissions across our entire supply chain (Scope 3).
2. Contributing to the Circular Society
 - We endeavor to recycle products and materials.
 - We work to reduce water usage and conserve water resources.
3. Reducing Environmental Impact
 - We seek to minimize the impact of chemicals on people, the environment, and ecosystems.
 - We endeavor to reduce waste generated from our business activities.
4. Coexisting with Society
 - We endeavor to ensure the proper disclosure of related to environmental issues.
 - We communicate more deeply with local communities.
 - We accelerate initiatives for biodiversity.

We comply with the relevant environmental laws and regulations and set environmental targets to promote these initiatives.

1 July, 2024

Akito Mizuno

President

Mizuno Corporation

Management system

To promote environmental protection activities as a Group, Mizuno has established an environment management system, led by its operating officer.

[For more information on Mizuno's management system, please refer to Mizuno's Environmental Management System.](#)



Environmental Management System

Basic Concepts

Mizuno started the unique environmental conservation activities "Crew21 Project" ahead of the rest of the industry in 1991 when global environmental issues began to attract attention. This project was named with the idea of "taking on the role of a crew member of the 'Spaceship Earth' and carrying out activities to conserve resources and preserve the environment." Since the project's inception, Mizuno has been continuing efforts for over 30 years to make effective use of resources, reduce greenhouse gas emissions, and adopt environmentally friendly materials and manufacturing processes in their product planning.

In recent years, as the impact of climate change is increasingly felt, the company's group set a goal in 2021 to achieve net zero greenhouse gas emissions in corporate activities by 2050. To realize this goal, they will further strengthen efforts such as innovations in manufacturing processes and the use of renewable energy. Additionally, they will continue to promote recycling, reduce waste, and use water efficiently as part of their ongoing commitment to environmental sustainability.

System for promoting environmental protection activities

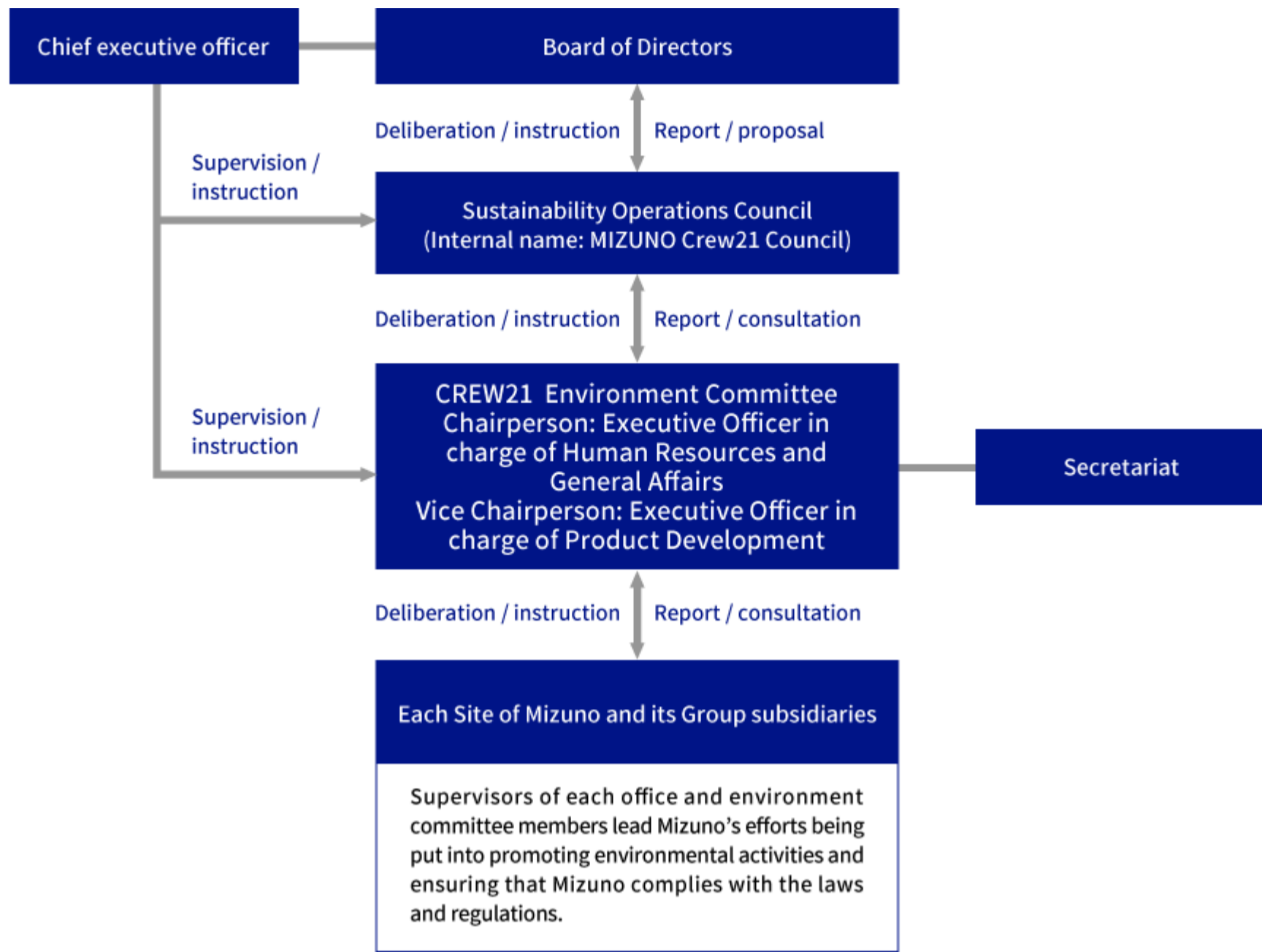
To promote environmental protection activities across the Group, Mizuno has established an environmental management system, led by its executive officer.

Mizuno has formed the Crew21 Environment Committee to promote environmental management activities, which is comprised of supervisors of relevant departments. The committee is led by the Executive Officer in charge of Human Resources and General Affairs, serving as the chairman, and the Executive Officer in charge of Product Development, acting as the vice-chairman.

The Committee discusses matters such as: 1) formulating an environmental policy and revising it, 2) setting short-term, medium-term, and long-term environmental goals, and 3) instituting measures for achieving environmental goals. The Crew21 Environment Committee meets regularly, fostering communication across the entire company as it advances environmental protection activities.

[For information on the roles served by each organization, please refer to Management and Sustainability.](#)

Environment Operations Structure



The History of Mizuno's global environment protection activities

Mizuno recognizes that all business activities have the potential of adversely affecting the environment. Accordingly, to help protect the global environment, in September 1991, Mizuno established a global environment protection activity project titled "Crew21," and ever since then, it has been putting effort into conducting environmental protection activities. In celebration of the 30th anniversary since initiating the Crew21 project, in April 2021, Mizuno created the logo "MIZUNO CREW21," which symbolizes all of Mizuno's sustainability activities, including not only its environmental protection activities but also social and economic activities. Mizuno will continue putting effort into helping create a sustainable world as a crew member of the Spaceship Earth.

[History of Mizuno's activities for the conservation of the global environment \(timeline\)](#) 

ISO 14001 certification

The Mizuno Yoro Factory (now Mizuno Technics Corporation), which is Mizuno's main factory in Japan, obtained ISO 14001 certification in 1997 before other companies in the sports industry, following which other offices in Japan also obtained certification. Subsequently, Shanghai Mizuno, which is Mizuno's largest manufacturing base overseas, obtained certification in 2004, followed by Taiwan Mizuno in 2008. In addition, Senoh Corporation and Senotech Corporation, which are part of the Mizuno Group, obtained certification in 2015.

List of offices that have obtained ISO 14001 certification

Year of acquisition	Offices that have obtained certification and the scope of application* (as of March 2023)
1997	Mizuno Technics Corporation Yoro Factory of Mizuno's Head Office, Haga Factory, Yamazaki RunBird Factory, and Hikami Factory
2002	Mizuno Corporation Osaka Head Office, Tokyo Head Office, Chubu Branch, Kyushu Branch, Yodoyabashi Store, and MIZUNO TOKYO
2004	Shanghai Mizuno Corporation Ltd.
2008	Taiwan Mizuno Corporation
2015	Senoh Corporation Matsudo Head Office and Fukuoka Branch Senohtech Corporation
2020	Osaka Chayamachi Store

Note: The scope of application of ISO 14001 primarily covers offices with a greater risk of causing environmental harm.

As of the end of March 2024, ISO 14001-certified offices account for 79% of offices in Japan and 31% of offices overseas (on the basis of the number of employees).

Environmental audit

The Mizuno Group conducts an internal audit and has the ISO 14001 certification body examine itself annually. According to the examination conducted by the certification body in the fiscal year 2023, Mizuno had no major issues. In addition, Mizuno has already completed resolving all minor issues.

	Issues pointed out by Mizuno's internal audit (No. of issues)	Issues pointed out by the certification body's examination (No. of issues)
Major issues	19	0
Minor issues	2	3
Opportunities to resolve issues	3	0

By "Opportunities to resolve issues," Mizuno means the number of times it received advice on how it could resolve its issues, and every time it had such opportunities, Mizuno carefully examined the advice it received and applied it to resolving issues as necessary.

Complying with environmental laws and regulations

To comply with environmental laws and regulations, Mizuno maximizes its environment management system and identifies environmental risks that could be underlying its business. Whenever a risk is identified, to prevent accidents and minimize danger, Mizuno regularly performs maintenance and inspection of equipment and facilities and also conducts emergency response drills.

In the fiscal year 2023, Mizuno was not found as violating any environmental laws and regulations, did not experience any major accidents, and was not charged any penalties.

Preventive approaches and precautionary principles

Mizuno strives to prevent environmental impact and reduce the environmental burden at every stage of the process, from planning and development to manufacturing.

In the fiscal year 2018, Mizuno conducted an analysis using a life-cycle assessment (LCA) for WAVE RIDER 21, a representative model of running shoes in its footwear business, identifying the processes and environmental aspects that have significant impacts within the product's lifecycle. In the fiscal year 2021, Mizuno carried out LCA analyses on representative products by category, estimated their respective greenhouse gas emissions, and is utilizing these findings in future measures.

Environmental education

The Mizuno Group provides its entire staff with environmental education to help each and every one of them improve their environmental attitude. The Mizuno Group's environmental education being provided at each of its departments deals with a large number of topics every year and aims to help employees familiarize themselves with Mizuno's philosophy and goals relating to its environmental protection activities.

In addition, the site of each department provides waste managers and organic solvent users with information on specialized education helpful in improving the skills and knowledge needed at work.

Disclosure of Environmental Information

Mizuno discloses environmental information on its website. The sustainability report, which includes environmental information, is available in both Japanese and English. The information disclosed on the website can be downloaded as a PDF.

Factory Tours

Mizuno conducts factory tours at production sites such as the Yoro Factory and Senotech, allowing visitors to see the manufacturing know-how and the conditions inside the factories. Additionally, in response to World Environment Day on June 5, Mizuno has designated June as Mizuno Environmental Month, and since 1997, we have been conducting cleanup activities around our domestic and international business sites. In the fiscal year 2023, as part of the 80th-anniversary events of Mizuno Technics, we held activities such as making pepper mills from bat waste materials, factory tours, and fitting experience sessions in November, inviting 64 local residents to participate. Throughout the year, a total of 279 people visited and toured our facilities.

Risk Communication

Mizuno Technics is engaged in risk communication through regular dialogue with stakeholders. This effort involves inviting local government officials and residents to actually tour the factory and explaining how the factory operates using various equipment, what products and waste are created, and what environmental conservation activities are being conducted. It's a proactive initiative where information is openly shared with community representatives, and their opinions and requests are actively solicited and incorporated into ongoing activities.

Environmental Workshop

Mizuno conducts environmental workshops with the aim of nurturing children's environmental awareness through its manufacturing and environmental conservation activities. In the workshops, the history of sports equipment and Mizuno's initiatives at the factory are introduced, and participants engage in crafting original keyholders using wooden bat offcuts and leftover leather from baseball gloves.

Solar panels installed at Mizuno Technics Yoro Factory

The Mizuno Technics Yoro Factory manufactures baseball and golf products, which are Mizuno's core products and other sporting goods and the products made from composite material (carbon material). We installed solar panels on the roof of the factory's largest building, the golf manufacturing building, in January 2023. This will generate approximately 400,000 kw of electricity per year, which will be used in the manufacturing processes of golf clubs, base bats and other products.

We also installed emergency power supply equipment along with solar panels to ensure a stable power supply even in the event of a natural disaster. This emergency equipment not only serves the factory, but is also aimed at benefiting the local community by supplying power to neighboring areas in the event of an emergency.





Mitigation of Environmental Impact in Products

Basic Concepts

Toward the achievement of its medium- to long-term environmental targets, Mizuno conducts life cycle assessment (LCA) for representative products in each product division. They analyze and understand the environmental impact throughout the entire life cycle of the products, from the procurement of raw materials to disposal, and promote the mitigation of the environmental impact across the entire life cycle.

In procuring raw materials, Mizuno selects recycled materials and plant-based materials. It is also committed to extending the lifetime of its products by increasing their durability and providing high-quality maintenance and repair services.

Additionally, in the construction and operation management of sports facilities, Mizuno proposes environmentally friendly methods to clients and contractors, such as reducing waste materials and using recycled materials.

Understanding Environmental Impact in the Product Life Cycle

In 2023, Mizuno participated in Osaka Prefecture's "Supply Chain-wide CO₂ Emissions Visualization Model Project," calculating and reporting CO₂ emissions related to the carbon footprint (CFP) in the apparel and equipment sectors. Given the wide variety of products that Mizuno manufactures and sells, it is essential to establish a method that balances accuracy with operational workload. Moving forward, we will continue to advance our life cycle assessment (LCA) and CFP analyses, and work towards reducing environmental impact.

Running shoes with CO₂ emissions offset by tree planting

Since September 2022, Mizuno has launched the Wave Neo Collection, our first running shoes designed to offset CO₂ emissions throughout the product's lifecycle (from raw material procurement to manufacturing, transportation, sales, use, and disposal). The Wave Neo Collection maintains the performance features of traditional running shoes suitable for full marathons while aiming to reduce environmental impact. These shoes reduce CO₂ emissions by using environmentally friendly materials such as recycled polyester and plant-derived materials, and by using non-dyed upper knit materials to conserve water resources and reduce environmental impact.

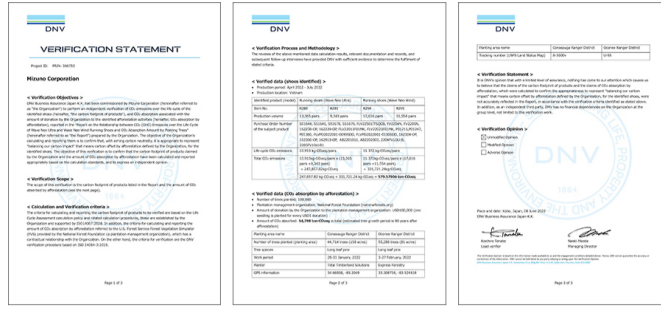
In August 2023, Mizuno released a new black color model, which uses dope dyed yarn for the upper knit material. This method reduces water usage in the dyeing process, further decreasing environmental impact.

Additionally, in collaboration with the National Forest Foundation in the United States, Mizuno planted approximately 100,000 longleaf pine trees in Chattahoochee, Georgia, between January and February 2022, and approximately 50,000 ponderosa and lodgepole pines in Boise, Idaho, between April and May 2023. The purpose of these afforestation projects is to absorb the CO₂ emitted during the life cycle of these shoes. These trees will continue to absorb atmospheric CO₂ for nearly 100 years. As a result, the CO₂ emissions from the global sales of the Wave Neo Collection (approximately 20,000 pairs) this fiscal year will be offset by the absorption through tree planting, making the product carbon neutral. With this initiative, the total number of trees planted by Mizuno related to the Wave Neo Collection has reached approximately 160,000.

Mizuno has disclosed information on balancing the carbon impact, which has been verified by a third-party organization, DNV Business Assurance Japan K.K.

[Mizuno's disclosure for balancing carbon impact](#) 

[Third-party verification for balancing carbon impact](#) 



Wave Neo Collection

For further information,

visit, <https://corp.mizuno.com/en/sustainability/environment/waveneocollection>

Initiatives for Baseball Equipment Repair

For baseball players, gloves are tools they ideally want to use for a long time. However, after years of use, gloves can become dirty, frayed, or torn. With proper care and repairs, it is possible to continue using a beloved glove for many years. Since 1977, Mizuno has been engaged in repair activities to mend damaged parts of gloves. We also conduct workshops where craftsmen travel to provide on-site repairs. This activity began in the United States in 1978. In recent years, we have also started repairing baseball spiked shoes in Japan. From April 2022 to March 2023, we repaired approximately 2,200 gloves and 2,500 pairs of spiked shoes in Japan, contributing to an estimated reduction of about 1.8 tons of waste.

Additionally, we are working to spread the repair activities by teaching the repair techniques that Mizuno has cultivated over many years to staff at our partner sports stores. Through these efforts, we are expanding the reach of repair activities. Furthermore, we aim to convey the importance of taking care of belongings to children through these repair activities.

*1 Number of repairs conducted in Japan

*2 According to Mizuno's research



Promoting repair activities to mend damaged parts of gloves

Use of Raw Materials and Recycling

At Mizuno, due to the wide variety of products, it is difficult to list all the types of raw materials used in manufacturing. Therefore, we report on the main raw materials used in our major products. These materials include plant-derived and recycled materials. In addition to using these materials in traditional shoes and apparel, we are also expanding the use of recycled materials in baseball equipment.

Shoes: We utilize recycled polyester for the upper part, plant-derived materials (Pebax® Rnew®/Rilsan®) for the WAVE PLATE, non-dyed upper knit materials, and algae-based materials called "BLOOM" for the midsole and insole, among others.

Apparel: We use materials recycled from PET bottles, plant-derived synthetic fibers, biodegradable synthetic fibers, and materials reused from rice husks, among others.

Baseball bats made from recycled aluminum from bullet trains

Mizuno, in collaboration with the Central Japan Railway Company (JR Central) Group, has developed aluminum bats for children using recycled aluminum from the Tokaido Shinkansen. The JR Central Group has established a method for recycling the large amount of aluminum from decommissioned Tokaido Shinkansen cars and has obtained a patent for this process. This "Tokaido Shinkansen Aluminum" can reduce CO₂ emissions by approximately 97% compared to the production of new aluminum.



Baseball bats made from recycled aluminum from bullet trains

Apparel Recycling Activities at the Osaka Marathon 2024

With rising temperatures due to global warming, it is becoming increasingly difficult to enjoy outdoor sports such as running. To help preserve the environment so that sports can continue to be enjoyed, Mizuno is promoting recycling activities by collecting used apparel and utilizing it as a resource. At the Osaka Marathon 2024, held in February, Mizuno set up a collection box at the EXPO booth and accepted donations of used apparel for recycling.



collection box for used apparel

Efforts to Reduce Environmental Impact in the Manufacturing Process of Products

Running apparel that uses dope dyed yarn to conserve water

Mizuno has started using dope dyed yarn in its Dry Aeroflow t-shirts, which are functional running apparel, in the autumn/winter season 2023. Dope dyed yarn refers to yarns that are colored at the raw material stage before they become threads. By weaving fabric using these dope dyed yarns, it is possible to simplify the general apparel dyeing process, reduce energy use, and conserve water resources.



Running apparel that uses dope dyed yarn

Reducing environmental impact on outer packaging for baseball for professionals.

Mizuno is therefore pleased to announce to change the outer packaging materials for official game balls supplied to the Nippon Professional Baseball Organization (NPB), Japan. The previous color-printed coated paper is being replaced by cardboard made from raw materials considerate of forest conservation and printed in a single color only. By doing this initiative, Mizuno will reduce greenhouse gas emissions from carton manufacturing by around 13.9 tons a year (approximately 66%)^{*1}. Mizuno will change the materials used for professional baseballs in Japan first, and then expand the scope of the change.



Left: Existing outer packaging (coated paper). Right: New outer packaging (cardboard)

*1 Based on Mizuno's research

Medical apparel made with chemically recycled material

Mizuno manufactures and sells shoes and apparel for workers in the construction, transportation, and manufacturing industries, utilizing technologies and expertise Mizuno has cultivated through sports equipment development. Apparels are designed to maximize mobility based on ergonomic motion analysis.

Mizuno also develops products for the medical industry, selling apparel for healthcare professionals utilizing environmentally friendly materials.

Within the apparel industry in general, there is apparel that is no longer used, as well as fiber waste that is discarded during manufacturing. Rather than disposing of these materials, Mizuno is working to recycle them through chemical recycling, which involves chemical treatment to recycle these materials into raw yarn.

Mizuno's medical apparel (V-neck medical gown scrub, pants, jacket, doctor's coat) uses these chemically recycled polyesters.



Initiatives to effectively utilize the offcuts produced in the manufacturing process

Reusing offcuts from wooden baseball bats

One of Mizuno's main products is wooden baseball bats. Since wood is a natural material, it may have knots or other imperfections, leading to the creation of offcuts that are unsuitable for use as bats during the manufacturing process. We constantly consider and try to transform them into new other products with using offcuts from wooden baseball bats which fail to meet the required strength and appearance standard on baseball bats.

Utilization of Unsuitable Wooden Baseball Bat Materials at the Zoo

Mizuno has donated 300 noncompliant-material bats to the Osaka Tennoji Zoo, Japan. These woods are used as perches for the sulphur-crested cockatoos, crossing posts for posts for the pig-tailed macaques, and fencing in the zoo. We hope the animals will feel the comfort that only natural materials can provide.



For further information,

<https://corp.mizuno.com/en/articles/0072>

Utilization of Baseball Glove Scrap Materials

Mizuno baseball gloves are made from different parts that have been cut out from high-quality leather, with due consideration given to flexibility and durability, and that are then put together by seasoned craftspeople.

One issue arising from this manufacturing process was that, no matter what we tried, large amounts of leather scraps would be left over unused.

We started thinking about how we could reuse these scraps, instead of throwing them away, and came up with the idea of trying to “patch” them together to make gloves. The result was TSUNAGI Glove, a glove for rubber-ball baseball.

Our craftspeople’s skills made it possible to combine these many different scraps and still make a glove with the right shape and structure to securely catch a ball.

Because they are made from a random assortment of scraps, each glove has its own unique design.



TSUNAGI Glove: Patched together from scrap leather

Research into the development of environmentally friendly raw material

Mizuno conducts research into the development of nonpetroleum-derived raw materials as a substitute for petroleum-derived raw materials. Mizuno currently puts effort into conducting research into the development of plant-derived raw materials, and it sees nanomaterials, such as cellulose nanofibers, as being promising candidates.

Future issues to be addressed

Of the entire amount of GHG emissions that Mizuno's business activities currently generate, indirect emissions that fall into the category of Scope 3 account for about 97%. Particularly, because about 80% of those indirect emissions are related to purchased products and services, Mizuno recognizes the importance of reducing greenhouse gas emissions through their products. We will continue to promote product planning and development aimed at reducing GHG emissions.



Materiality

Climate Change

Basic Concepts

To help create a decarbonized society, the Mizuno Group is committed to reducing energy consumption and energy-derived CO₂ emissions across the entire group.

Additionally, recognizing the importance of reducing greenhouse gas (GHG) emissions throughout the entire value chain, Mizuno is also working on reducing GHG emissions from its products.

Furthermore, Mizuno will promote its reduction targets based on new goals certified by the international initiative "Science Based Targets (SBT) Initiative" in April 2024.

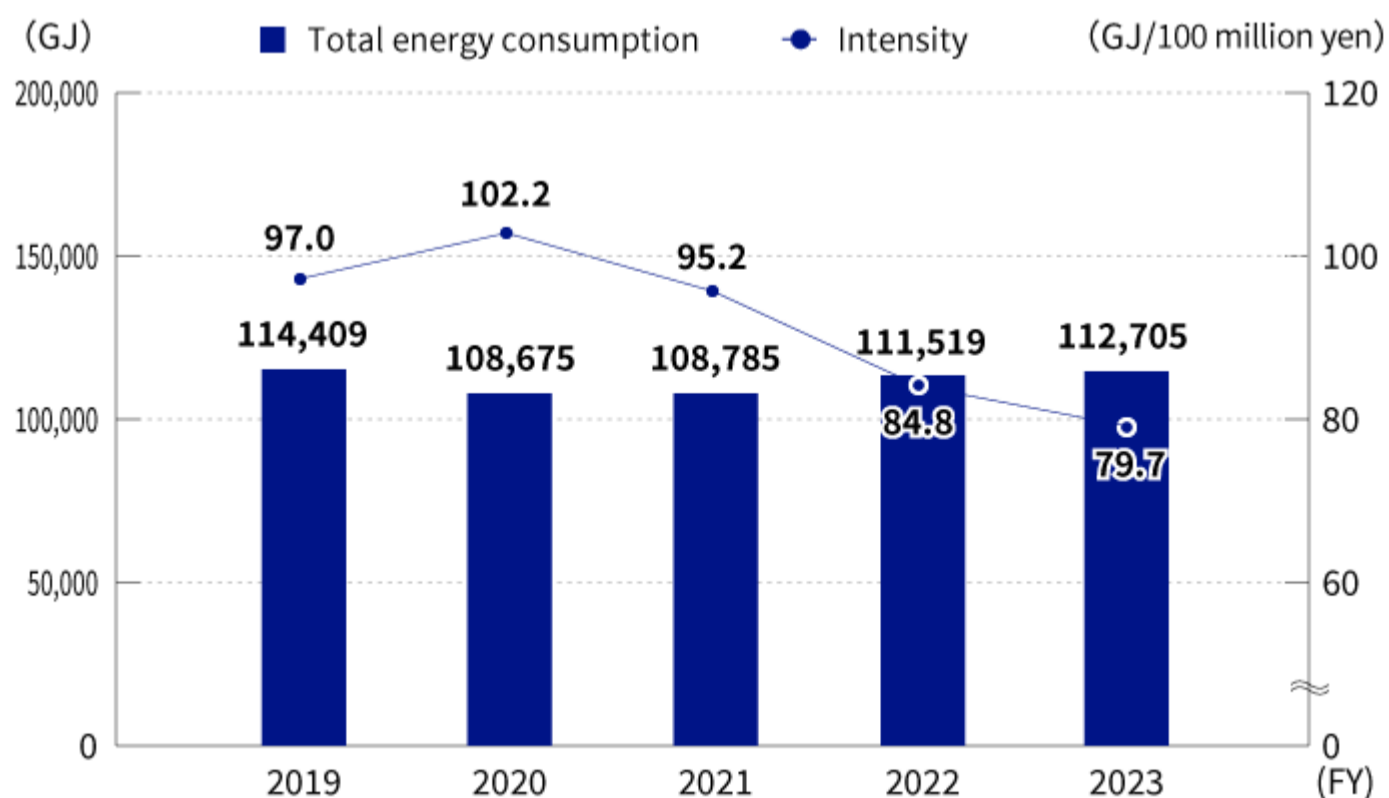
Energy consumption

Mizuno currently makes various efforts with the aim of achieving its long-term environmental targets. Key examples include solar power generation at domestic factories and the installation of LED equipment at its offices in Japan and overseas. To reduce its energy consumption, Mizuno currently puts effort into strategically installing LED equipment at offices that have a higher risk of imposing environmental burden, such as its headquarters' buildings and factories. In addition, Mizuno currently puts effort into switching its company cars from gasoline cars to hybrid and other fuel-efficient cars.

Furthermore, electric cars have also been introduced and been proving to be safe and environment friendly. Mizuno's company cars are equipped with Telematics, which allows visualizing how cars are being driven. This has proven to be useful in not only helping drivers pay more attention to driving safely but also improving fuel economy and reducing CO₂ emissions.

Mizuno's total domestic energy consumption in the fiscal year 2023 was 112,705 GJ. The intensity of energy consumption* was 79.7, a decrease of 5.1points year on year.

Total energy consumption [*b]



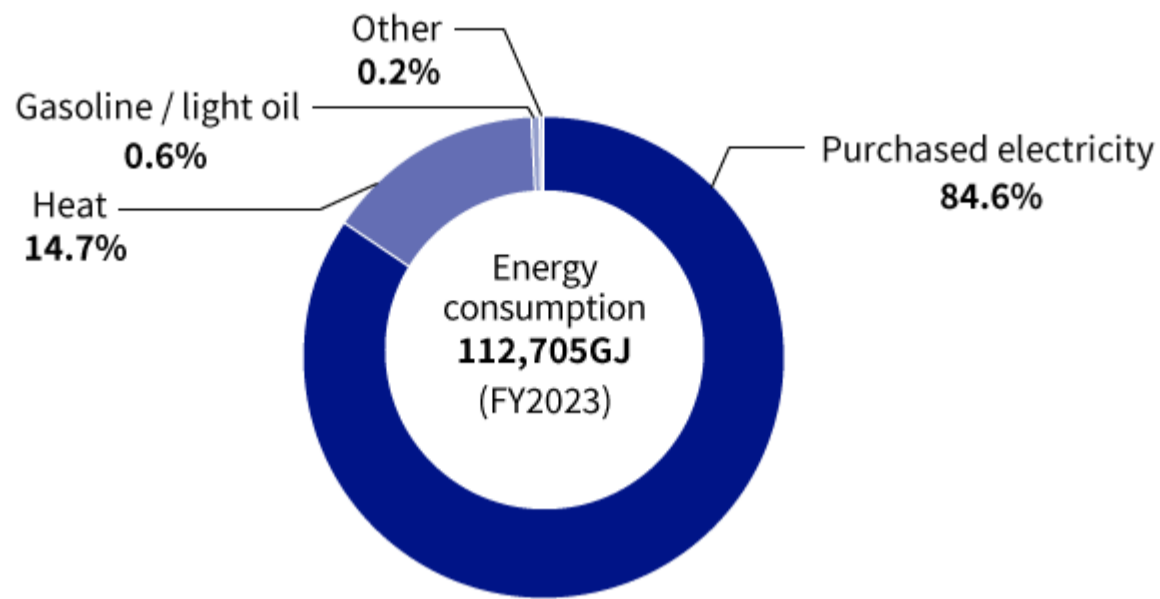
* The breakdown of energy consumption includes non-renewable fuel sources, electricity, heating, cooling, and steam. At this point, fuel sources from renewable energy, such as biofuels, have not been identified.

* Energy consumption does not include external energy consumption within the organization.

* Intensity of energy consumption: Domestic energy consumption (GJ) / Total domestic sales revenue (hundred million yen)

* The calculation uses coefficients from the LCI database IDEA version 3.3.

Breakdown of energy consumption [*b]



* The calculation uses coefficients from the LCI database IDEA version 3.3.

Key Initiatives for Reducing Energy Consumption

Mizuno is progressively converting lighting to LED to reduce energy consumption. Equipment used in our buildings is being upgraded to energy-efficient models as they come up for replacement. However, due to the difficulty in tracking the reduction amounts and types of energy for individual initiatives, there are currently no plans to disclose this information.

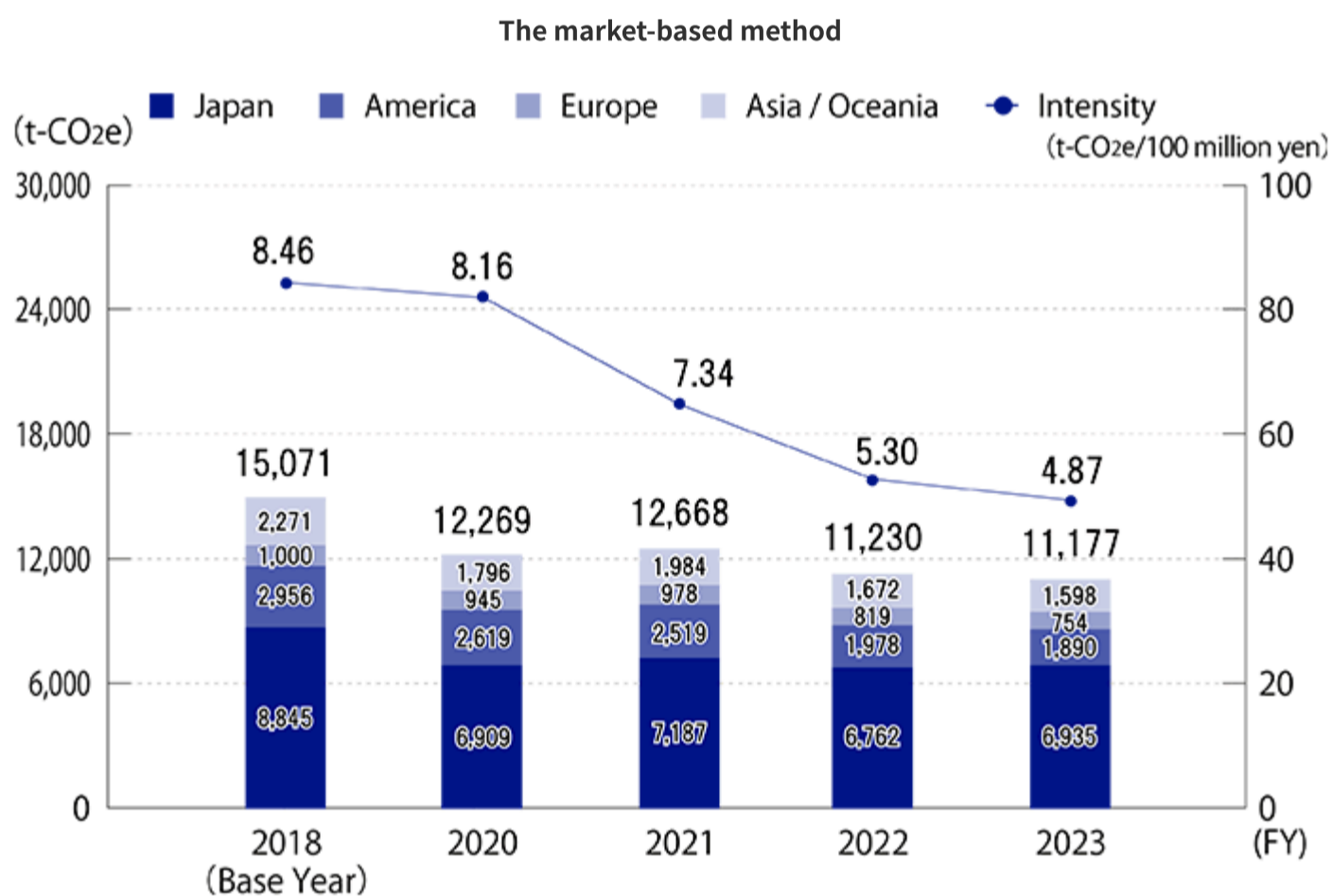
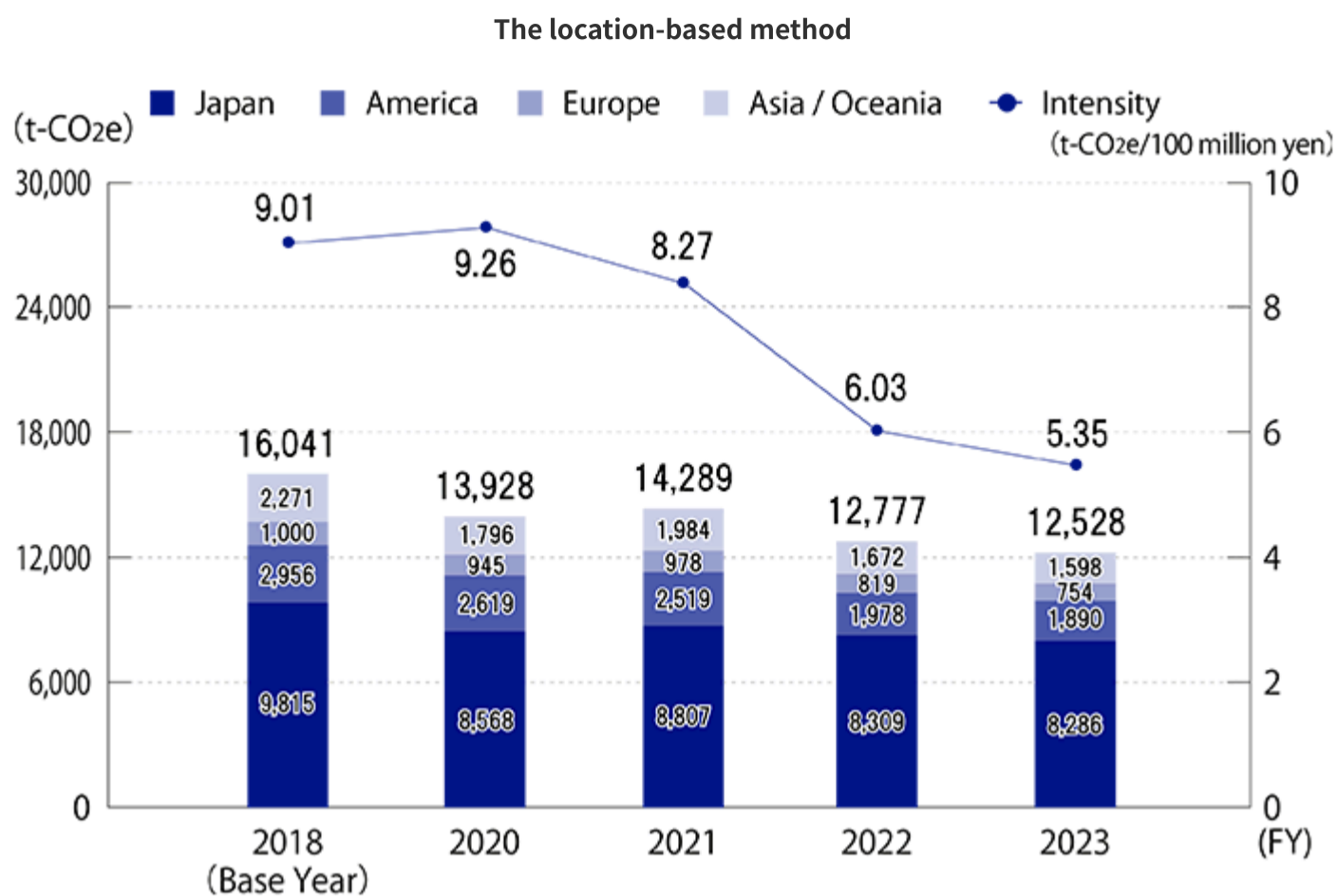
Energy-derived CO₂ Emissions

In the fiscal year 2023, the Mizuno Group set a goal for its total energy-derived CO₂ emissions of 12,240 t-CO₂ (Reduced by 4.2% compared to the previous fiscal year), but the actual result was 12,528 t-CO₂. The increase in electricity usage was influenced by the full operation of the domestic innovation center and an increase in directly operated stores. Going forward, Mizuno aims to reduce its CO₂ emissions through the introduction of energy-saving equipment and the promotion of efficient operations.

Additionally, the occurrence of CO₂ emissions from biological sources, such as the combustion of biomass, has not been identified.

* The figures are calculated based on the location-based method. Using the market-based method, the target was 10,759 t-CO₂ (Reduced by 4.2% compared to the previous fiscal year), and the actual result was 11,177 t-CO₂.

Regional GHG emissions and intensity*2



* Emission Intensity: Greenhouse gas emissions (t-CO₂e) / Consolidated sales (billion yen)

* Due to rounding, the sum of individual items may not exactly match the total shown in the overall total column.

Other Indirect Greenhouse Gas Emissions

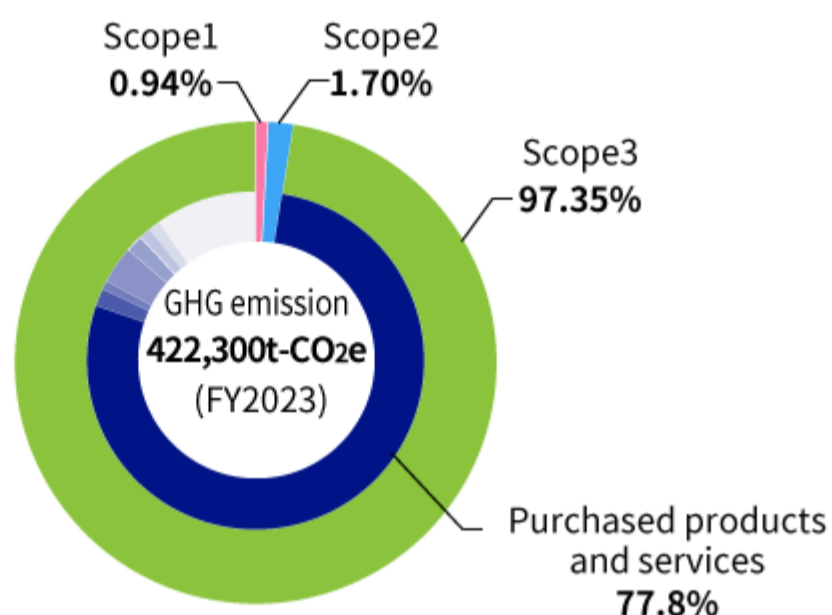
Mizuno recognizes that to achieve a decarbonized society, it is essential not only to reduce greenhouse gas emissions generated by the company itself but also to engage in initiatives across the entire value chain. Therefore, Mizuno calculates emissions across the entire value chain based on the Scope 3 standards of the GHG Protocol.

In the fiscal year 2023, Mizuno's Scope 3 CO₂ emissions accounted for 96.67% of its total CO₂ emissions. To reduce the amount of Scope 3 CO₂ emissions, Mizuno is making efforts such as collaborating with Sumitomo Warehouse, which operates Mizuno's main warehouses, to promote the installation of LED lighting, and partially advancing a modal shift in transportation between its major warehouses in Western and Eastern Japan.

Among Scope 3, Category 1 "Purchased Goods and Services" and Category 12 "End-of-Life Treatment of Sold Products," which together account for about 80%, were recalculated in the fiscal year 2021 using an LCA-based method, revising the traditional calculation approach. To reduce emissions in Category 1, Mizuno will continue to promote the use of environmentally friendly materials such as recycled and plant-based materials, while also collaborating with supply chain partners to consider additional measures for further reductions.

Regarding reduction targets, Mizuno obtained certification from the international initiative "Science Based Targets (SBT) Initiative" in 2024. Consequently, the method of calculating greenhouse gas emissions was revised, including the calculation of Scope 2 in Japan based on the market-based method.

Other indirect greenhouse gas emissions generated in FY 2023 [*a]



Scope	Category	Category name	CO ₂ emission (t-CO ₂)	Breakdown ratio (%)
Scope1		Mizuno's direct emissions	3,989	0.94
Scope2		Mizuno's indirect emissions	7,188	1.70
Scope3		Others' indirect emissions	411,124	97.35
Breakdown	Category 1	Purchased products and services	328,521	77.8
	Category 2	Capital goods	6,451	1.5
	Category 3	Fuel- and energy-related activities	3,569	0.8
	Category 4	Upstream transportation and distribution	15,319	3.6
	Category 5	Waste generated in operations	583	0.1
	Category 6	Business travel	7,275	1.7
	Category 7	Employee commuting	4,219	1.0
	Category 8	Upstream leased assets	4,472	1.1
	Category 9	Downstream transportation and distribution	509	0.1
	Category 12	End-of-life treatment of sold products	40,206	9.5
Total			422,300	

Note: Calculations of purchased electricity emissions are location based.

* The calculation scope is the domestic Mizuno Group and overseas Mizuno Group.

* Scope 1: Greenhouse gas (GHG) emissions from a company's direct operations, such as the in-house use of fuel

* Scope 2: A company's indirect GHG emissions from purchased electricity, heat, and steam

* Scope 3: A company's indirect GHG emissions coming from product manufacturing, transportation, employees' business travel and commuting within the supply chain

* For Scopes 1 and 2, emissions are from energy sources.

For Scope 3, non-energy source greenhouse gases are partly included according to the guidelines from the Ministry of the Environment.

* The data marked with has been assured by a third party in Japanese version of report.

* Scope1,2

Direct and indirect GHG emissions from corporate activities as defined by the GHG Protocol

* Scope3/Category 1

The following three methods are used to calculate emission factors according to the characteristics of product categories.

• LCA of the representative model of the product sold by Mizuno in the relevant fiscal year was carried out and the emission factor of the product was calculated. GHG emissions were calculated by multiplying the sales volume with the emission factor. - ①

• In the manufacturing department, GHG emissions were calculated by multiplying the amount of substances used in manufacturing with the emission factor. - ②

• GHG emissions were calculated by multiplying the cost of products sold by Mizuno in the relevant fiscal year with the emission factor specified by the Ministry of the Environment. - ③

Total GHG emissions = ① + ② + ③

* For LCA calculation, the emission factor of LCI database IDEA version3.3 and Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain.

* Scope3/Category 12

The following three methods are used for calculation according to the characteristics of product categories.

• LCA of the representative model of the product sold by Mizuno in the relevant fiscal year was carried out and the emission factor of the product for disposal specified by the Ministry of the Environment was calculated. GHG emissions were calculated by multiplying the sales volume with the emission factor. - ①

• In the manufacturing department, GHG emissions were calculated by multiplying the amount of substances used in manufacturing with the emission factor for disposal. - ②

• GHG emissions estimated from sales amount based on the GHG emissions calculated from ①. - ③

Total GHG emissions = ① + ② + ③

* For LCA calculation, the emission factor of LCI database IDEA version 3.3 and Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain.

【Third Party Assurance】

In order to ensure a higher level of transparency and reliability while disclosing information on environmental data, Mizuno has obtained third-party assurance for the Japanese version of environmental data for the fiscal year 2023 with this report from SGS Japan Inc

[PDF of Assurance Report](#) 

【Scope of Assurance】

GHG emissions in the fiscal year 2023 (Scope 3, Category 1,12)

Other Emissions to the Atmosphere

There are no relevant emissions of ozone-depleting substances (ODS), nitrogen oxides (NOx), sulfur oxides (SOx), and other significant atmospheric emissions, so reporting on these is not being conducted.

Future Issues to be Addressed

- Mizuno will strive to reduce GHG emissions in Scopes 1, 2, and 3 in accordance with the guidelines of the Paris Agreement and continue to strengthen these activities moving forward.
- Mizuno will promote measures aimed at energy conservation and the transition to low-carbon energy sources.
- Mizuno will promote efforts throughout the supply chain to reduce Scope 3 emissions.
- Mizuno will work towards building a circular economy, including waste reduction and promoting a circular economy.



Water Use and Management

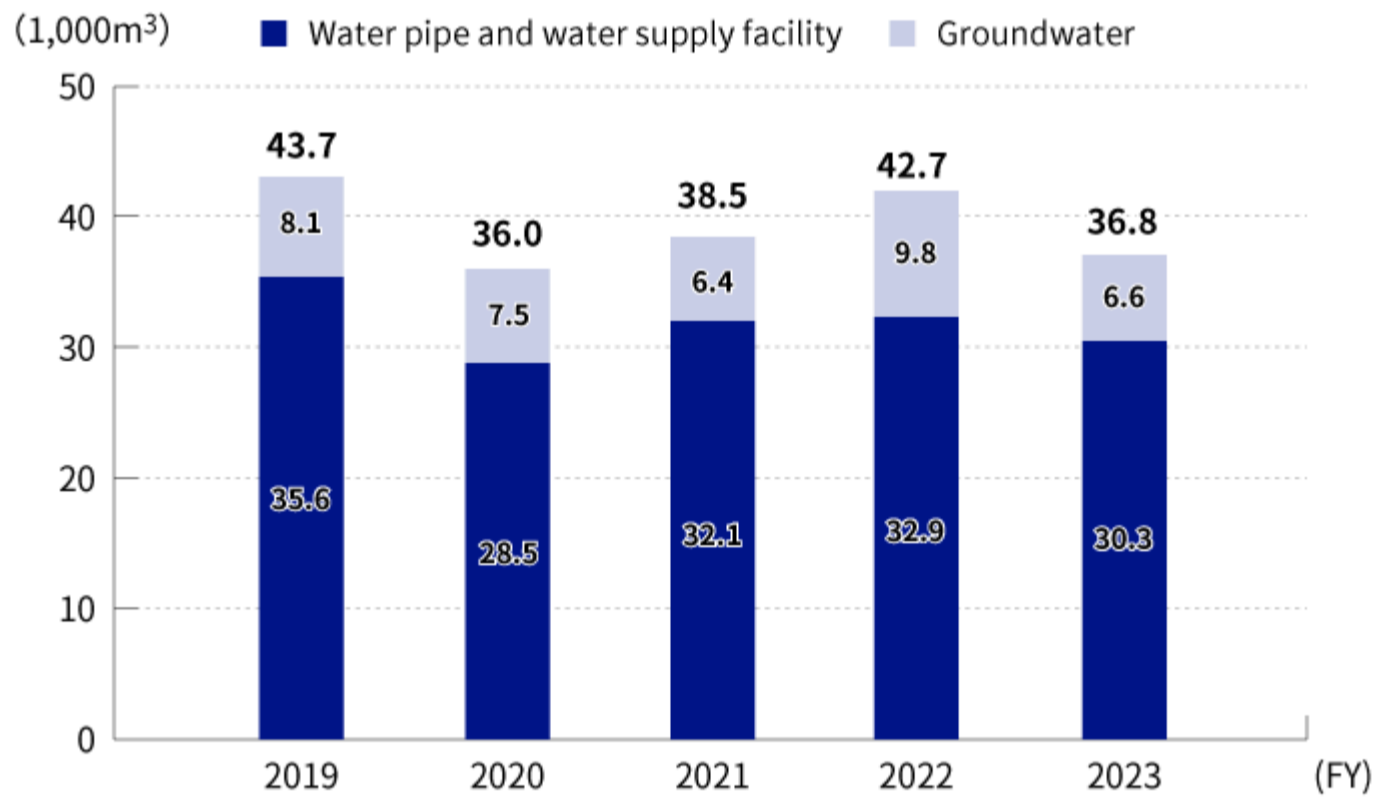
Basic Concepts

Water resources are not only essential to conducting business but also essential to everyday life and the production of food of the regional community and the maintenance of biodiversity. In the manufacturing of sports equipment, the production of raw materials and the manufacturing process of products have a great impact on water resources. Mizuno puts effort into reducing the amount of water use, including the developing of manufacturing technologies that will allow the reduction of water use.

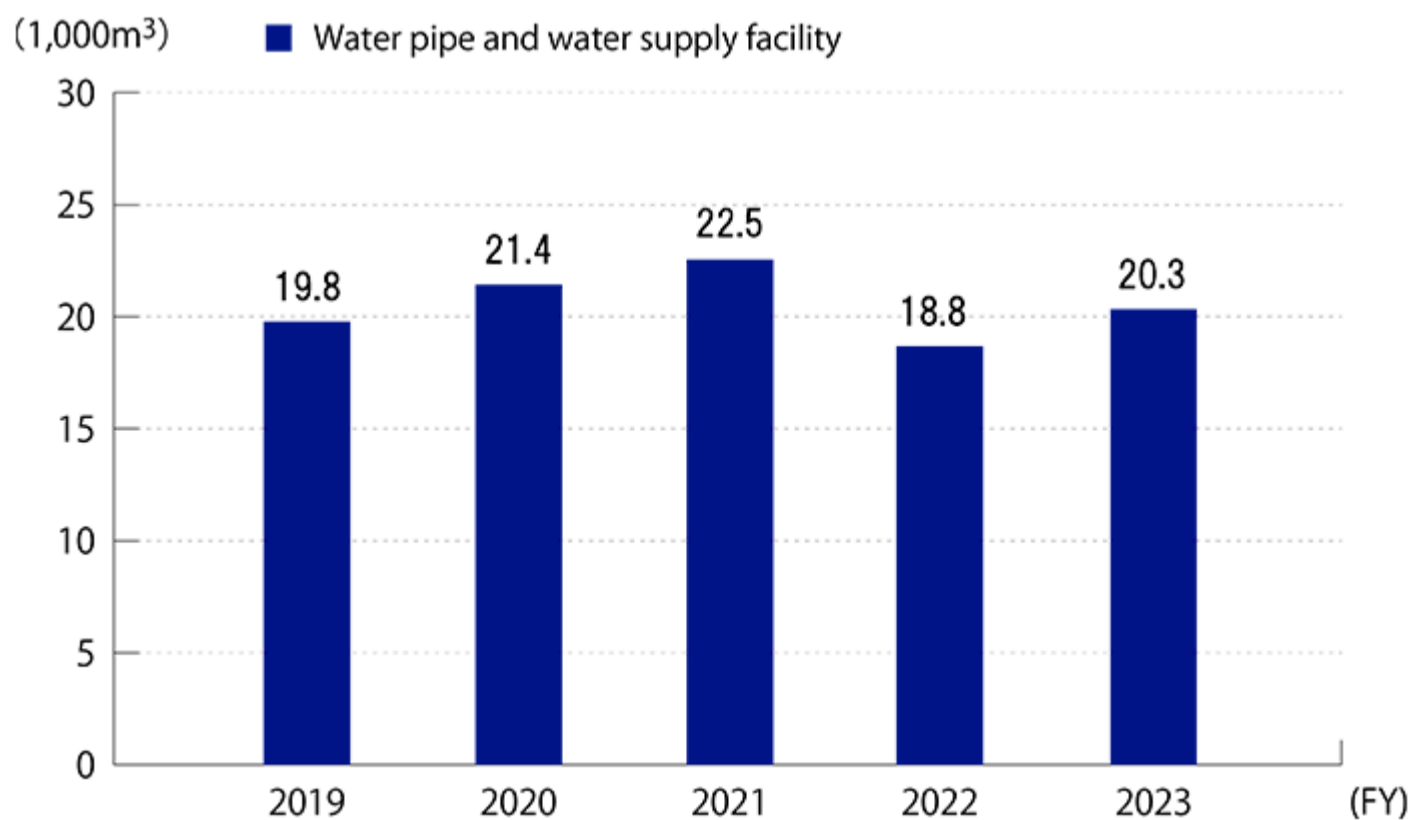
To play its part in the circulation of water resources responsibly, Mizuno will pay even greater attention to the effluent its manufacturing bases discharge into the sewage and general rivers and also ensure that it complies with laws relating to septic tanks and water quality management.

Water intake by water source [*a]

Domestic Group



Overseas Group



Water-resource Measures Taken in Supply Chains

As supply chains expand globally, addressing water pollution in manufacturing countries has become an important issue. Mizuno uses the World Resources Institute (WRI)'s Aqueduct, a tool that provides global maps and information on water risks, to identify current and future water risks at its offices and factories worldwide. The water risk surveys have been completed at all 37 Mizuno locations: 18 in Japan (including subsidiary offices) and 19 overseas.

Through the surveys, we identify domestic business sites with high water risk and take measurements to minimize the damage after a detailed assessment. Within this survey, high water-risk domestic locations were identified, and detailed assessments were conducted to implement measures to minimize potential impacts.

Additionally, as part of its CSR procurement audit, Mizuno checks whether its suppliers are properly managing effluent and ensuring that employees have safe access to water.

Future issues to be addressed

- Mizuno will seek to fully grasp the facts of its water use from multiple perspectives, including the current levels of its global water usage and water-related impacts, as well as future water-related impacts on its business activities.
- If a water risk proves to exist, Mizuno will adopt appropriate countermeasures according to the nature of the risk and the social situation.



Materiality

Reduction of hazardous chemical substances

Basic Concepts

Mizuno puts effort into reducing its use of chemical substances that could be harmful to the human body and ecosystem, and it also puts effort into finding substitutes to replace such chemical substances. Mizuno's offices conduct risk assessments into chemical substances according to categories, based on their hazardousness and harmfulness, and put effort into finding substitutes with lower risks.

In the fiscal year 2023, there were no major cases of leakage of hazardous chemical substances from Mizuno's manufacturing factories. In addition to Mizuno's manufacturing bases, Mizuno's offices and stores also performed risk assessments of chemical substances used to repair products.

Note: Mizuno has a system for managing hazardous chemical substances to ensure that it offers safe and proper quality products. To find out more about the system, please visit Mizuno's Responsibility for Safe and High-quality Products website.

Reducing organic solvent (toluene) emissions

As a measure to reduce the adverse effect that toluene could have on the health of its employees, Mizuno puts effort into reducing toluene emissions by replacing currently used adhesives containing toluene at shoe manufacturing sites with water soluble adhesives.

Storing PCB

The Law Concerning Special Measures against PCB Waste requires business operators who store PCB waste to annually report the condition under which PCB waste is being stored and to dispose of PCB waste by the end of March 2027.

At Senotech Corporation, one transformer with low PCB content is being stored. Therefore, the company submits an annual report in June to the local municipalities on the storage and disposal status of the polychlorinated biphenyl (PCB) waste.

Future issues to be addressed

- Mizuno is committed to using materials that do not contain hazardous chemical substances, starting from the design stage of the manufacturing process.
- Mizuno's ultimate goal is to switch to paints and adhesives that do not contain organic solvents. If an immediate switch is not possible, Mizuno will transition to ones that contain solvents with lower levels of hazard.



Materiality

Reduction of waste

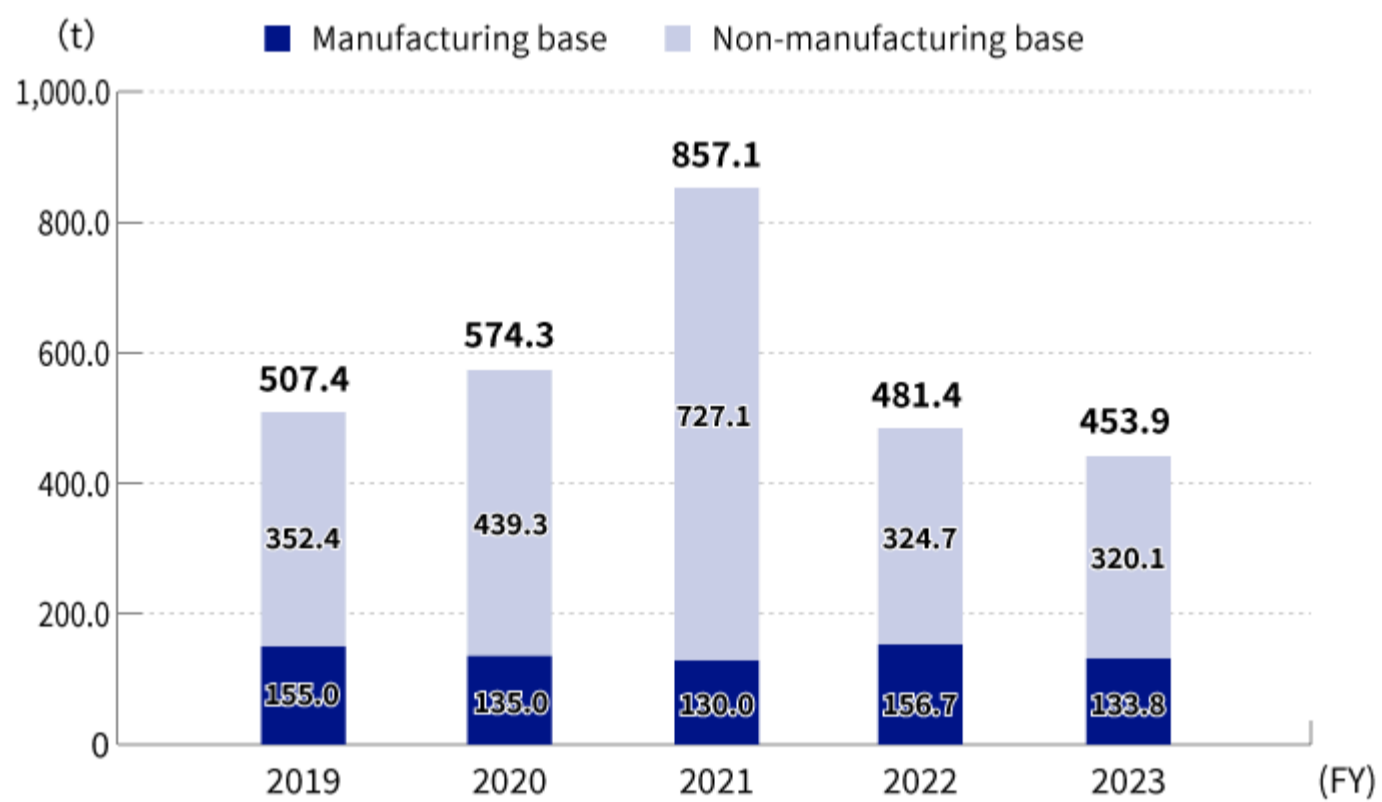
Basic Concepts

To help prevent environmental pollution and create a world that uses sustainable resources, Mizuno puts effort into reducing waste by taking into consideration its products' life cycles, from the designing and manufacturing stages to product use and disposal. In addition, Mizuno ensures that industrial waste generated at each of its offices is disposed of properly by checking manifests and regularly visiting offices. Mizuno's main offices operate based on digital manifests.

Reduction of Industrial Waste

Mizuno's manufacturing bases have long been committed to reducing industrial waste. For the fiscal year 2023, the target for industrial waste emissions was set at 158.3 tons, but the actual result was 133.8 tons. This represents a 15.5% reduction from the target and a 14.6% reduction compared to the previous fiscal year. The significant reduction was due to factors such as lower disposal volumes of inactive products and claim items, as well as the suppression of irregular material waste and the disposal of waste acid and alkali from equipment maintenance. Moving forward, we will continue to strengthen our efforts to reduce waste.

Gross weight of industrial waste by base [*b]



* Due to constraints related to equipment, costs, and operational complexity, we do not currently manage waste by composition.

Efforts Towards Resource Recycling

Mizuno is committed to reducing the total amount of waste at its domestic manufacturing bases, emphasizing reuse and separation, and sharing information between business locations to turn waste into valuables for recycling as resources. Mizuno Technics recycles 99.8% of the industrial waste it generates. Starting in fiscal year 2020, leftover leather from glove manufacturing has been recycled and sold as valuable material, and at sales locations, it is processed into DIY leather sheets for effective use.

Note: General waste is not included in Mizuno's zero emission goal.

Reducing the environmental impact of apparel product tags

Mizuno will start using mixed paper that contains offcuts generated during the cutting of the apparel fabric, for the product tags of new apparel introduced in the 2023 spring/summer season for the Japanese market. Through this initiative, we aim to reduce wastage of apparel material and minimize the use of paper resources. We are also working on reducing the use of product tags itself by simplifying, consolidating and digitalizing tags, with a view to reducing the number of product tags by approximately 4 million pieces per year.

Through these efforts, it is expected that we will reduce CO₂ emissions by approximately 11.8 tons annually.

[For more information, please refer to <https://corp.mizuno.com/en/articles/0045>](https://corp.mizuno.com/en/articles/0045)

Gross weight of waste by treatment method being adopted at Mizuno's domestic manufacturing bases (four factories) and waste sold as valuables [*e]

[Please refer to ESG data for details.](#)

Mizuno's Plastic Waste Zero Declaration

Mizuno puts effort into reducing plastic waste in collaboration with its entire value chain. Mizuno promotes the use of recycled plastics in its manufacturing process. In-house restaurant at Mizuno Osaka Headquarters office has switched to environmentally friendly paper straws.

Mizuno's factories and offices put effort into sorting waste and recycling plastic waste to produce solid fuel and manufacture various kinds of equipment. In addition, Mizuno's stores put effort into reducing garbage by promoting simple packaging.

All stores around the world directly managed by the Mizuno Group have switched to packaging purchased goods in environmentally friendly paper bags, instead of plastic bags, which are more likely to be disposed of immediately. Mizuno also aims to switch to packaging caddie bags and golf clubs, which require bags relatively more durable than regular paper bags, in environmentally friendly bags as soon as possible.

Furthermore, as part of our community, the Osaka headquarters engages in activities such as cleaning the Cosmo Square district and collaborating with Kansai University to clean the Yamato River riverbed.

Future issues to be addressed

Mizuno aims to not only reduce emissions generated during its manufacturing process but also reduce its use of packing material and packages, and it aims to do so by planning ahead how it could reduce waste, beginning at the designing stage of its manufacturing process.

Up until now, efforts to reduce waste have primarily been made by manufacturing bases. However, to reduce as much waste as possible, Mizuno will apply what it has learned through such efforts to reducing waste at its non-manufacturing bases that currently generate relatively large amounts of waste.

Mizuno will also encourage Sharp Sangyo Co., Ltd., a group company, to adopt digital manifesting, a technology it has not yet implemented.



Business activities and environmental burden

Business activities and environmental burden (input and output) [*b]

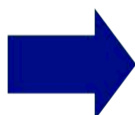
Below are data on Mizuno’s input of energy and resources and output of GHG emissions and waste in Japan in the fiscal year 2023. Mizuno strives to enhance the efficiency of its business activities and resource use.

INPUT

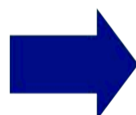
Energy	
Electricity	9.558 GWh
Regional air conditioning	12,142 GJ
City gas	200 m ³
LP gas	1.3 t
Kerosene	1.1 kl
Gasoline	15.9 kl
Light oil	3.5 kl

Water resources	
Total water intake	37,000 m ³

Resources	
Cardboard	1,061.9 t



Mizuno (domestic offices and manufacturing bases)



OUTPUT

Energy	
CO2 (Location Criteria)	8,286 t-CO ₂
(Market Criteria)	6,935 t-CO ₂
NO2	6,849 kg

Effluent	
Total effluent	37,000 m ³

Chemical substances	
Emissions of substances subject to the PRTR law	3.7 t
Transportation of substances subject to the PRTR law	0 t

Waste	
Industrial waste (manufacturing bases)	133.8 t
Industrial waste (non-manufacturing bases)	320.1 t
General combustible waste	39.2 t

* Data on manufacturing bases in Japan, including Senoh Group bases



Respect for Human Rights (Policies and Systems)

Management Policy

We respect the Universal Declaration of Human Rights and the labor-related international code of conduct, including labor standards defined in the ILO's fundamental conventions. We also recognize, support, and put into practice essential values expressed in the UN Global Compact's Ten Principles in four areas (human rights, labor, environment, and anti-corruption), which the international community supports and recognizes as globally adopted and agreed universal values.

We comply with all labor-related laws and regulations in the countries where we operate, which cover working hours, compensation, the right to choose and join trade unions, collective bargaining rights, working conditions, and more. Since our founding in 1906, we have adhered to the values of fair play, aiming to create a workplace where individuals are treated with dignity, fairness, and respect, without discrimination based on race, creed, gender, social status, religion, nationality, age, sexual orientation, gender identity, or physical or mental disability. We have established the "Mizuno CSR Procurement Code of Conduct," incorporating the perspective of ISO 26000, the international guidance on social responsibility, to communicate our values to suppliers and request that they adhere to these principles.

[The Mizuno Code of Conduct for Suppliers](#) has been translated into the language of each country where major factories are located, and we ask them to post it so that workers in the factories can understand its content.

Formulation of the "Mizuno Group Human Rights Policy"

Since initiating CSR procurement audits in 2004, the Mizuno Group has continuously worked on "responsible procurement with due respect for human rights" as a materiality (important issue). However, we had not disclosed a policy corresponding to the "Human Rights Policy," which is listed as Step 1 in the "Guidelines for Respecting Human Rights in Responsible Supply Chains," published by the Ministry of Economy, Trade, and Industry in September 2022. Therefore, in April 2023, we formulated one.

In formulating this policy, we based it on the "Mizuno Code of Ethics" and the "CSR Procurement Code of Conduct," which have long articulated our group's approach to compliance with international norms and standards on human rights. The contents of the policy, such as items and wording, refer to the Ministry of Economy, Trade and Industry, Keidanren, and other company examples.

The content of this policy has been reviewed not only internally but also by third-party experts, namely lawyers. After drafting and verification in the Sustainability Operations Council, it was approved by the Board of Directors and then announced.

We also strive to communicate this "Human Rights Policy" both internally and externally through training programs organized by the Human Resources and General Affairs Department and briefings hosted by the Legal office.

We will continue to carry out human rights due diligence in accordance with this policy. If changes in the external environment make it necessary to update the content of this policy, we will discuss it in the Sustainability Operations Council, obtain approval from the Board of Directors, and then disclose the revised content.

Please refer to the following for our Human Rights Policy.

Link: [Mizuno Group Human Rights Policy PDF](#)

Please refer to the following for our "Mizuno Code of Ethics":

Link: (<https://corp.mizuno.com/jp/sustainability/sustainability-report/management/policy>)

Please refer to the following for our "Mizuno CSR Procurement Code of Conduct":

Link: (<https://corp.mizuno.com/sites/corp/files/2022-08/english.pdf>)

Management system

The Cross-departmental Products Committee is responsible for promoting CSR procurement activities. This committee, chaired by the Senior Managing Executive Officer, consists of members selected from the planning and production departments for apparel, footwear, equipment, factory departments, the Quality Assurance Office, and various management departments throughout the company. The committee not only reports on the progress of CSR procurement audits but also discusses promoting compliance with the 'Mizuno CSR Procurement Code of Conduct' and the global response to CSR procurement activities.

Human Rights Due Diligence

The Mizuno Group has been promoting CSR procurement since 2004, based on the belief that "good manufacturing" is not only about producing safe, reliable, and high-quality products, but also about ensuring that human rights, labor, and environmental aspects of the production process meet international standards. We believe that the continuous implementation of CSR procurement contributes to the exercise of human rights due diligence and the prevention of human rights violations. As our group aims to further expand its business globally, we recognize that implementing human rights due diligence with respect for human rights at the forefront is one of the most critical issues. Therefore, we established the "Mizuno Group Human Rights Policy" in April 2023. Additionally, to respond to the accelerating legislative trends in Europe, we established the Sustainability Council at our European headquarters in August 2023.

Multi-Stakeholder Policy

In our corporate management, we have formulated the "Multi-Stakeholder Policy" to appropriately collaborate with a diverse range of stakeholders, including not only our shareholders but also our employees, business partners, customers, creditors, and the local community.

[For more information about our Multi-Stakeholder Policy, please refer to this document.](#) 



Materiality

Supply Chain Management

Basic Concept

Mizuno acknowledges the crucial role of supply chain management. In light of this, we have instituted the "Mizuno CSR Procurement Code of Conduct" and are implementing CSR procurement activities that strictly adhere to this code.

By conducting CSR audits in collaboration with our domestic and international suppliers, we ensure compliance with laws and regulations, as well as adherence to standards related to human rights, working conditions, safety, hygiene, and environmental preservation. In the event of any issues, we are committed to addressing and correcting them.

Supply Chain Status

Mizuno manufactures products such as sports shoes, sportswear, and golf clubs at its own factories as well as at contracted factories (suppliers).

The main supplier countries, in addition to Japan, include China, South Korea, Taiwan, Indonesia, Vietnam, Thailand, the Philippines, Myanmar, and Cambodia.

Status of the entire Supply chain

Please refer to our [ESG data](#) for the breakdown of our Tier 1 suppliers by procurement category, as well as by country and region.

Status of important suppliers

From the perspective of annual transaction amount, occupancy rate, and the importance of procured goods, we categorize suppliers that have a significant impact on our business continuity and business value as important suppliers. Please refer to our [ESG data](#) for the status of these important suppliers (Tier 1 suppliers).

Disclosure of Supplier Information

To help understand the status of Mizuno's supply chain, we have been disclosing our factory list since the fiscal year 2017. Additionally, starting from the fiscal year 2023, we have begun disclosing the following new items:

1. Parent company
2. Percentage of female workers
3. Percentage of migrant workers
4. Presence of labor unions

[List of Major Suppliers\(October 2023\)](#)

Implementation of CSR Procurement Audits and Improvement Efforts Domestically and Internationally

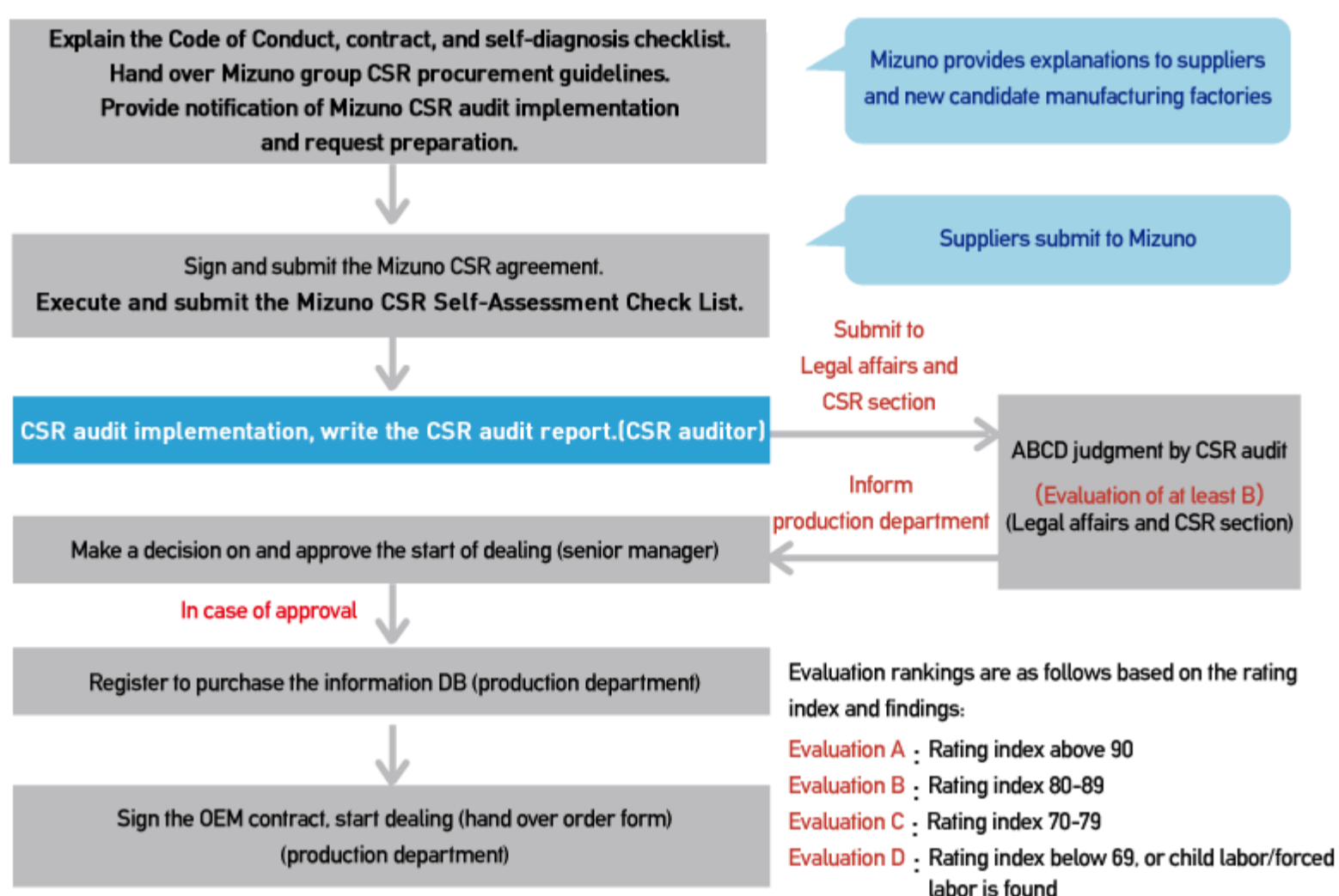
Mizuno's CSR procurement audits cover not only the company itself but also overseas branches, domestic and international subsidiaries, as well as procurement sources of licensees and sales agents. Our CSR procurement efforts include two forms: pre-evaluation conducted before starting transactions with suppliers and regular audits of ongoing suppliers.

Additionally, we recognize the importance of collaborating with external organizations knowledgeable in this field to improve the CSR procurement status at overseas contracted factories. This is considered a key challenge for the future.

CSR evaluation of new candidate supplier factories before the commencement of business

We believe that evaluation of suppliers before the commencement of business is important to ensure CSR procurement. To this end, we have established a system for a CSR evaluation of new suppliers before the commencement of business based on the Mizuno CSR Procurement Regulations and have evaluated major new candidate supplier factories in terms of human rights, labor practices, and the environment before commencing production. Before conducting an audit for a CSR evaluation before the commencement of business, we present new candidate supplier factories with three documents – the Mizuno Code of Conduct for Suppliers, the Mizuno CSR Pledge Statement, and the Mizuno CSR Self-Assessment Check List – and ask for a signature on the CSR Pledge Statement. In addition, we hold a briefing session using the Mizuno Group CSR Procurement Guidelines, which explain our CSR procurement policy, to seek their understanding of CSR procurement before an audit. For factories that do not reach Evaluation B (Evaluation:80–89) in an audit, which is requisite to commence business, we send a corrective action plan and report created based on the CSR audit report. Subsequently, we discuss with them about the content of the corrective action plan, provide corrective guidance and, in some cases, visit the relevant factories. To ensure CSR procurement, we do not start business until we confirm that they meet the conditions required by us through these corrective actions.

Flow of CSR evaluation of new candidate supplier factories before the commencement of business



Implementation Rate of CSR Pre-Evaluation for New Supplier Candidate Factories (Monitoring Rate in Terms of Human Rights, Labor Practices, and Environmental Aspects)

In FY 2023, we conducted pre-evaluations (audits) for 27 new supplier candidate factories. The results were as follows: 2 suppliers were rated A, 1 supplier was rated B, and 24 suppliers, evaluated through other audit processes by external audit organizations, were rated equivalent to B or higher.

There is a growing trend of new supplier candidates having already undergone CSR audits by other organizations in recent years. Mizuno analyzes, reviews, and compares the results of these external audits with our standards to determine if new supplier candidates meet the requirements for starting business with us.

Corrective Action When the CSR Audit Result is Below B

If a factory receives a rating below B in the prior evaluation, we provide feedback on the results and discuss specific and feasible corrective and improvement measures with the supplier for the items deemed non-compliant. While respecting the supplier's autonomy in creating corrective and improvement plans, we conduct periodic checks and offer advice as needed, following up until they achieve a rating of B or higher, which is a prerequisite for commencing business.

Translation of the Mizuno Code of Conduct for Suppliers into the local language of the respective countries and its distribution

The "Mizuno CSR Procurement Code of Conduct" is available in three languages: Japanese, Traditional Chinese, Simplified Chinese, and English, and is distributed to our suppliers. In recent years, to enhance understanding among employees working in overseas factories, we have translated the code into various languages, considering both the local languages of the factory locations and the languages spoken by foreign workers. Currently, translations are available in the following languages:

Italian, Indonesian, Urdu, Korean, Khmer, Spanish, Thai, German, Turkish, Bulgarian, Vietnamese, Portuguese, Bengali, Malayalam, Myanmar, Lao, Lithuanian, Romanian (in alphabetical order)

Additionally, to ensure that the purpose of the "Mizuno CSR Procurement Code of Conduct" is well understood by supplier employees, we conduct awareness activities with product divisions and domestic subsidiaries that directly interact with suppliers. This supports the improvement of organizational capacity within suppliers.*

*This effort is often referred to as "capacity building."

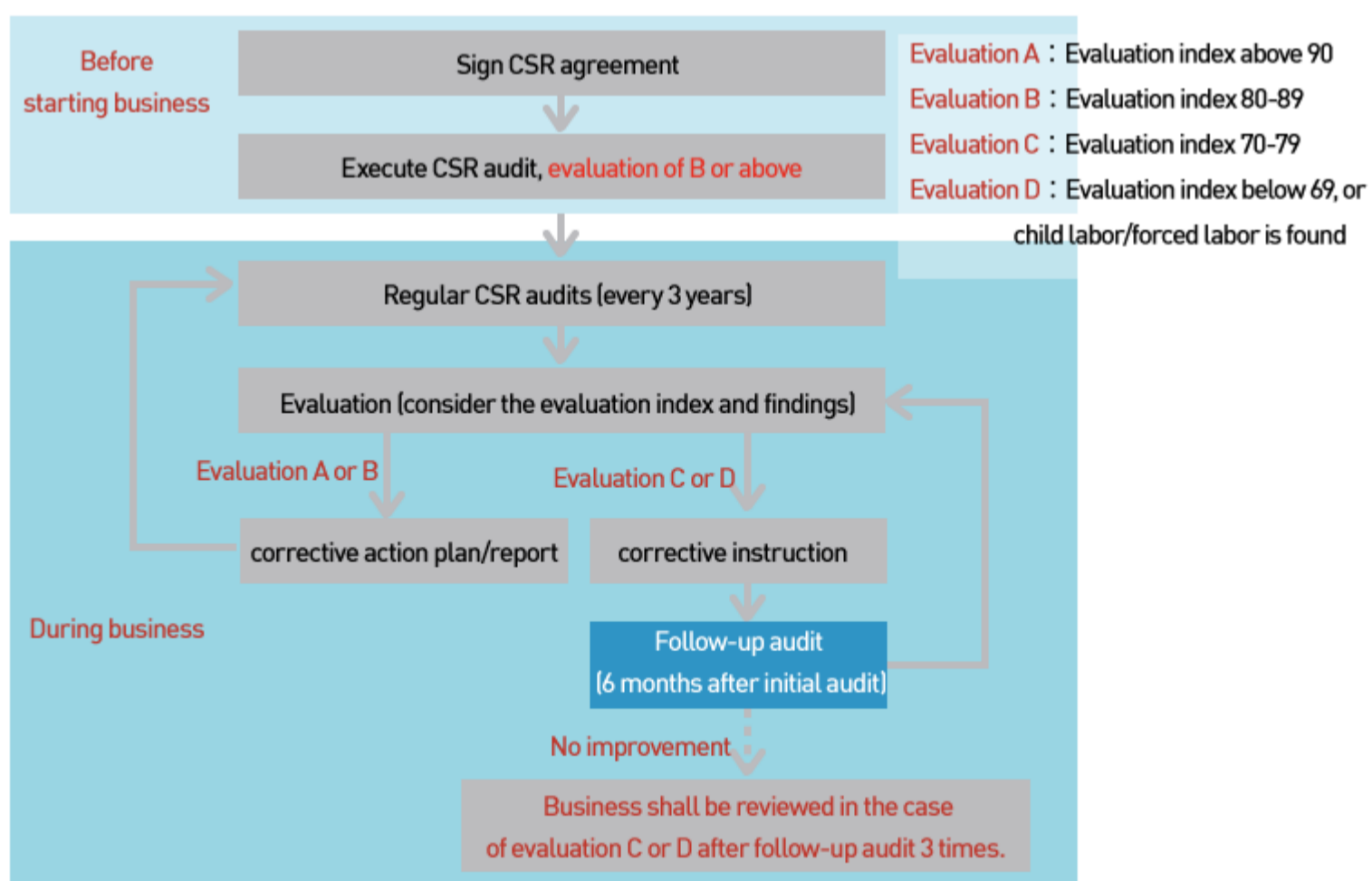
[For translations of the "Mizuno CSR Procurement Code of Conduct," please refer to this document.](#)

Implementation of CSR Audits for Suppliers and Improvement Efforts

For CSR audits of suppliers doing business with us, we conduct regular monitoring (CSR audits on a three-year cycle) of compliance with the Mizuno CSR Procurement Code of Conduct based on the Mizuno CSR Procurement Regulations, targeting more than 150 factories that serve as our major suppliers. In FY 2023, 35 factories (34 Tier 1 factories, including 4 in Japan and 30 overseas, and 1 Tier 2 factory) were audited.

Since a CSR audit consists of on-site audits, document audits, and employee interviews, it is usually conducted by multiple auditors over one to several days. To check the compliance status of suppliers, a globally common monitoring sheet based on ISO 26000 is used. The audit items on the monitoring sheet are classified into three categories – “critical,” “major,” and “general” – depending on the degree of importance and urgency. If the item requirements are met, the points set for each category are aggregated and quantified for evaluation.

System for CSR audits and corrective actions



One of the Conditions for Selecting CSR Audit Targets

Mizuno uses the "Worldwide Governance Indicators" published by the World Bank, along with our own perspectives, to identify countries considered to have a high risk of human rights issues as targets for CSR audits. Therefore, we review the latest indicators annually.

Countries that rank high in the indicators "Voice and Accountability," "Political Stability and Absence of Violence," "Government Effectiveness," "Regulatory Quality," "Rule of Law," and "Control of Corruption" are designated as audit target countries based on the purpose of these indicators.

Although Japan is not classified as an audit target country, we conduct audits on factories employing foreign technical interns, as cases of human rights issues concerning these workers have been noted.

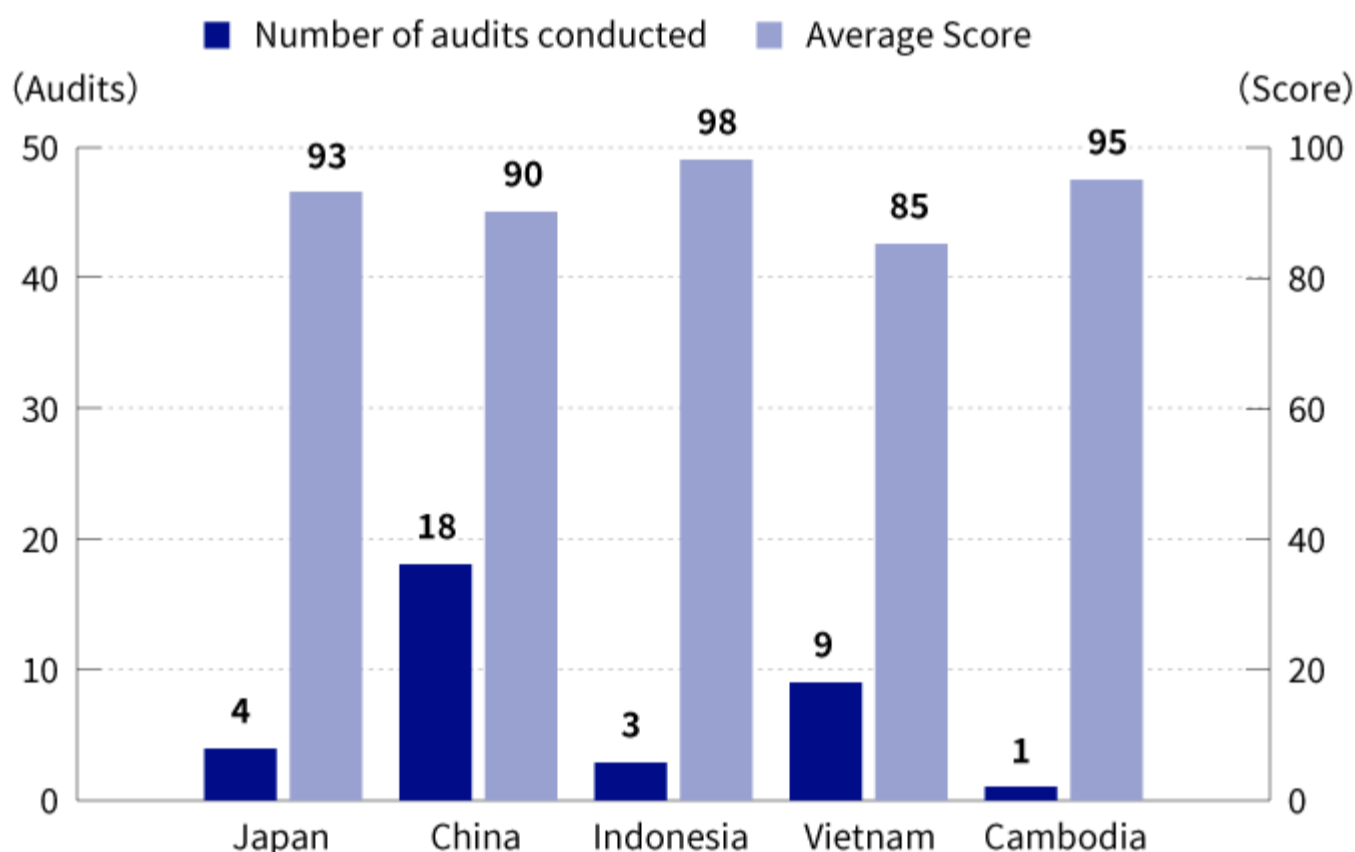
[For more details on the "Worldwide Governance Indicators," please refer to this document.](#)

Survey on Factories Employing Foreign Technical Interns

As of April 1, 2023, there are 132 factories in Japan that are contracted to manufacture for Mizuno, and 29 of these factories employ a total of 314 foreign technical interns. Among these, 14 factories employing 177 foreign technical interns were selected as audit targets based on our criteria.

In FY 2023, audits were conducted at 4 of these factories. Of the 4 factories audited, 3 received an A rating and 1 received a B rating. The main nationalities of the foreign technical interns working at these 4 factories were 15 from Vietnam and 13 from China.

Number of audits conducted and Average score by country



Main Monitoring Contents

We conduct audits by establishing items in the fields of human rights, labor practices, safety and health, and the environment. In FY 2023, as shown in the table below, some factories had items judged as critical or major, but consultations for improvements and corrections with each factory have been completed.

Number and Percentage of Factories with Non-Conformities in Critical and Major Items in Audits (FY2023)

Items	Audit item	Number of Critical Items	Number of Major Items	Total	Number of Factories with Non-Conformities	Percentage
Human Rights	Child and underage workers	0	2	2	2	5.7%
	Slave labor / Forced labor / Migrant labor	0	1	1	1	2.9%
	Freedom of association	0	8	8	7	20.0%

Items	Audit item	Number of Critical Items	Number of Major Items	Total	Number of Factories with Non-Conformities	Percentage
Labor Practices	Employment contract / Employment conditions	0	7	7	5	14.3%
	Working hours	0	40	40	22	62.9%
	Compensation	4	30	34	17	48.6%
Safety and Health	Work environment	0	30	30	19	54.3%
	Chemical substances	0	17	17	13	37.1%
	Fire safety	5	51	56	22	62.9%
	Dormitory	1	0	1	1	2.9%
Environment	Management system	0	10	10	9	25.7%
	Pollution prevention	0	18	18	11	31.4%
	Chemical substances	0	9	9	6	17.1%

Non-conformities with the requirements related to human rights

Item	Requirements	Nonconformity	complete	Incomplete	remarks	Country name	Products
freedom of association	Are mechanisms fair and effective to ventilate and resolve grievances of workers in place?	4	4	0	Correction completed	Vietnam/3 Japan/1	Ball for Baseball Apparel
	Do workers elect their own representatives / spokesperson?	4	3	1	corrections of 3 non compliances have been completed. One will be corrected withing 1st half in FY2024	China/1 Japan/3	Apparel
Child and Juvenile Workers	Does the factory register all the young workers working at the factory with the local labor bureau?	2	2	0	Correction completed	China/1 Vietnam/1	Apparel
Bonded Labor/Forced Labor/Migrant Labor	Are mechanisms fair and effective to ventilate and resolve grievances of workers in place?	1	1	0	Correction completed	Vietnam/1	Apparel

Evaluation rank of the audit results

We evaluate the CSR audit results in four stages based on the evaluation index. We consider an evaluation index of 90 or higher as A, an evaluation index of 80-89 as B, an evaluation index of 70-79 as C, and an evaluation index of 69 or less, or a case where child labor or forced labor is found, as D.

The evaluation ranks of the factories subject to an audit in FY 2023 are as follows.

Evaluation rank	No. of factories
A	22
B	9
C	3
D	1
Total	35

Corrective action status of suppliers where violations were confirmed

Items with Frequent Non-Conformities

In the FY 2023 audits, non-conformities were detected in areas such as safety and health (electrical/mechanical/equipment, fire safety, first aid, work environment, chemicals), labor practices (working hours, compensation), and environment (pollution prevention, resource use/climate change mitigation). Specifically, the issues included the installation of protective devices on hazardous parts of machinery, signage and indicator lights for exits and emergency exits, provision of first aid kits, removal of obstacles from emergency exits and evacuation routes, supply of personal protective equipment (PPE) to workers, storage methods for hazardous/harmful substances and industrial materials, fire-fighting equipment for chemical and hazardous waste storage areas, permits such as fire inspection certificates, regular health check-ups for workers exposed to hazardous environments, management of working hours and overtime, leave acquisition, overtime pay, and management and reduction of energy consumption.

Requirement	No. of Non-conformity	Ratio
<Safety and Health> Electricity/Machinery/Equipment	Are adequate guards or devices installed for moving/rotating parts of machine, pulleys and belts or any other dangerous parts of machines?	60.0%
<Labor practices> Working hours	Does the working hour of factory meet law requirements?	54.3%
<Occupational Health> Working Environment	Does the factory arrange regular health examination for workers exposed to hazardous environment?	40.0%
<Labor Practices> Compensation	Are all workers provided social insurance met local legal requirements?	37.1%
<Safety and Health> Firefighting	Are exits and fire exits identified with sign or indicator lamps?	37.1%
<Safety and health> Chemical substances	Does hazardous chemicals being properly labeled?	34.3%
<Labor practices> Working hours	Are workers available to take one day off in seven?	28.6%
<Safety and Health> Working Environment	Is personal protective equipment (PPE) in fully acceptable condition provided for workers?	28.6%
<Safety and Health> Firefighting	Are all site buildings structurally safe, inspected and have certificate/license issued by local government authority?	25.7%
<Labor Practices> Compensation	Are all compensation paid to workers themselves in cash / cheque / direct to bank? Is the payment frequency reasonable and legal?	25.7%
<Safety and health> Chemical substances	Are dangerous / hazardous substances safely and securely stored? And is fire-extinguishing equipment appropriate there?	25.7%
<Safety and health> Chemical substances	Does the factory have emergency shower, eye showers where hazardous chemical being used?	25.7%
<Safety and Health> Firefighting	Does the factory have valid fire inspection have certificate/license issued by local fire service authority?	25.7%

Corrective action status for non-conformities

In the CSR audits conducted in FY 2023, 233 critical or major non-conformities were detected. Of these, 93 items (42%) had been confirmed corrected as of March 31, 2024. For the status of non-conformity corrections, please refer to the [ESG data](#).

Cases of Termination of Business Relationships

In FY 2023, there were no cases where we terminated business relationships with suppliers due to failure to meet CSR audit requirements. If a supplier does not meet the specified standards, we follow up until they achieve a rating of B or higher.

Response to Secondary and Tertiary Suppliers

For our primary suppliers, with whom we have direct business relationships, we focus on understanding and managing human rights, labor, and environmental impacts. We request improvements and corrections as necessary to build a better supply chain. Additionally, for secondary and tertiary suppliers, who do not have direct business relationships with us but supply raw materials or components to our primary suppliers, we monitor them if there are significant concerns regarding human rights, labor, or environmental impacts.

Since FY 2017, we have expanded the scope of our audits to include secondary and tertiary suppliers. The main targets include plating factories for golf iron heads and tanning factories for leather used in baseball gloves and shoes.

FY	Content
2017	We audited two factories that manufacture golf components. In order to understand the realities of the metal processing factories in Japan and the fabric dyeing and processing factories in Thailand, which are our Tier 2 and Tier 3 suppliers apart from component factories, we visited the local areas and inspected the sites.
2018	We conducted CSR audits at a total of five factories: a golf club component factory in China, a golf club plating factory, a leather tanning factory in Vietnam, a shoe upper (vamp material) factory, and a rubber sole factory for shoes.
2019	We carried out CSR audits at a total of six factories that included golf component factories and factories manufacturing vamp materials and sole materials for shoes. Among these, the audit results for three factories - a golf component factory and factories processing sole materials and vamp materials - fell below Mizuno's passing standards.
2020	In FY 2018 and 2019, we conducted follow-up audits at two of the three factories that fell below our standards. The two factories subject to the follow-up audits corrected their non-compliant items and achieved an A rank evaluation. In FY 2020, we conducted an audit at one golf club component factory.
2021	Due to preventative measures against the novel coronavirus, such as visitor restrictions from outside, we were unable to conduct audits of our Tier 2 and Tier 3 suppliers.
2022	We conducted an audit at one golf component factory. Since this factory fell below Mizuno's passing standards, we will conduct a follow-up audit in FY 2023.
2023	We conducted an audit of one golf component factory. A follow-up audit was performed on a golf club component factory that did not meet the specified standards in the 2022 audit. Upon checking the corrective actions, it was confirmed that the factory had surpassed the standards. We also reviewed the transaction status of secondary and tertiary suppliers for apparel, footwear, and equipment, and assessed the necessity of future audits. Based on this, we considered management methods for 2024 and beyond.

* in FY 2021, audits could not be conducted due to COVID-19 prevention measures implemented by the factories.

Responses other than CSR audits

Currently, in Southeast Asia, where many of our suppliers are located, rapid local economic growth has created a situation where environmental issues and labor disputes are more likely to occur. Under these circumstances of societal change, merely correcting non-conformities identified in CSR audits is becoming increasingly difficult to fundamentally resolve human rights, labor, and environmental issues. Therefore, we believe it is necessary to focus on capacity building (enhancing organizational capabilities) for factories beyond CSR audits.

In FY 2023, externally, we participated in ESG seminars hosted by the Japan Department Stores Association and business partners, as well as the Kansai CFE (Certified Fraud Examiners) Study Group, where we presented Mizuno's CSR activity reports and an overview of CSR procurement management.

Within our group, we explained the importance of CSR through various educational programs tailored to different levels and positions (all group employees, new employees, overseas trainees, newly appointed managers, etc.).

Additionally, we conducted awareness activities such as explaining the significance and mechanisms of CSR procurement to our domestic subsidiary, Sharp Sangyo Co., Ltd.

Participation in the Japan Platform for Migrant Workers towards Responsible and Inclusive Society

It has been reported that there are approximately 2.05 million foreign workers in Japan, including about 410,000 technical intern trainees, and approximately 320,000 establishments employing foreign workers (as of the end of October 2023, according to the Ministry of Health, Labour and Welfare). These workers have become essential members of Japan's economy and society.

Aiming towards the SDGs' target year of 2030, Mizuno intends to contribute to improving the environment for responsibly and stably accepting foreign workers. This will be done through participation in initiatives like JP-MIRAI and by adhering to the "Platform Action Principles" that meet international standards, ensuring that employers and accepting organizations comply with the law.

Approach to the Grievance Mechanism

While CSR audits allow us to understand the situation at the time of the audit, it is not possible to constantly monitor suppliers. To supplement CSR audits and to detect potential issues in the supply chain at an early stage, we are considering the introduction of a "grievance mechanism" and are actively collecting information.

Efforts to Prohibit Child Labor

Sports products such as apparel and shoes are produced in the Asia-Pacific region, where wage levels for workers are relatively low. Recent trends, influenced by the poverty effects of COVID-19, suggest that child labor may increase, necessitating heightened monitoring of child labor. Therefore, Mizuno needs to intensify its monitoring of child labor in the Asia-Pacific region, where many of its contracted manufacturing factories are located.

Mizuno explicitly states in the "Mizuno Code of Ethics" that child labor is prohibited. In the "Mizuno CSR Procurement Code of Conduct," we require our suppliers to respect the International Labour Organization (ILO) core labor standards, including Convention No. 138 on the Minimum Age for Admission to Employment and Convention No. 182 on the Worst Forms of Child Labor.

To identify countries and regions with a high risk of child labor, we use the previously mentioned "Worldwide Governance Indicators" to classify countries where audits are necessary and those where they are not.

We place the utmost importance on the prohibition of child labor in our audit items. If child labor is discovered during a CSR audit, we will immediately consider the appropriate response and take swift action. Additionally, recognizing that child labor often arises from underlying social issues such as poverty, we aim to address not only the immediate issue but also the root causes in collaboration with the factory.

In the audits conducted in FY 2023, no instances of child labor were detected. However, at a factory in China, it was found that young workers (ages 16-18) were employed without the necessary registration procedures with the local authorities. We promptly urged the factory to correct this issue, and the corrective measures have already been completed.

Response to Modern Slavery (or Forced Labor)

In the Asia-Pacific region, similar to child labor, modern slavery and forced labor also require vigilant monitoring. In Japan, many factories in labor-intensive manufacturing industries, such as apparel sewing, employ foreign workers through the Technical Intern Training Program. Mizuno procures products from such suppliers as well.

In recent years, the treatment of foreign technical interns in Japan has become a social issue, particularly concerning human rights and working conditions. To help ensure the elimination of forced labor practices, we designate factories employing foreign technical interns in Japan as audit targets and conduct direct audits by CSR procurement officers.

In FY 2023, there were no cases of forced labor found in domestic audits. However, during an audit of a factory in Thailand, legal violations and improper treatment of migrant workers were discovered, and corrective actions were taken.

[For more details on the actual conditions of audit target factories employing foreign technical interns, please refer to this document.](#)

Initiatives on conflict minerals

What are conflict minerals?

Conflict minerals are mineral resources mined in conflict areas mainly in African countries. Residents living near the relevant minerals are forced to engage in mining operations through the use of violence, and this is considered a human rights issue. In addition, it is seen problematic that the revenue from the mining and trading of these minerals is a source of funding for armed groups.

Under the Dodd-Frank U.S. Financial Regulatory Reform Act, in particular, the following four substances are defined as regulated mineral resources: tin, tantalum, tungsten, and gold (3TG). Listed companies in the U.S. are required to report to the U.S. Securities and Exchange Commission (SEC) on whether they manufacture or outsource products using these minerals and to disclose such information on their website.

Efforts Regarding Conflict Minerals

Although we are not a publicly traded company in the United States and therefore not subject to reporting and disclosure obligations, we conducted an investigation in 2018 to identify products using substances defined as conflict minerals. Specifically, tungsten was found to be used in the heads of golf clubs, the weights for balance in soft tennis rackets, and the tips of baseball carbide spikes.

In 2022, we conducted a survey using the unified survey form provided by the Responsible Minerals Initiative ([RMI](#)), known as the Conflict Minerals Reporting Template ([CMRT](#)), to trace the tungsten used in golf club heads, identifying all smelters. We confirmed that these smelters were listed in the RMI's [Conformant Tungsten Smelters list](#).

Smelters listed in the RMI's Conformant Smelter List have been verified through the Responsible Minerals Assurance Process (RMAP) audit as having no illegalities in their conflict minerals procurement management processes.

In addition to the survey using the CMRT, we implemented traceability up to the smelters for tungsten used in golf products and created a supply chain map. This ensures transparency in the tungsten procurement routes and requests business partners not to use minerals from non-conforming smelters.

* The Responsible Minerals Initiative (RMI) was established in 2008 and has over 400 member companies. It develops tools and resources to support responsible mineral sourcing in supply chains.

Compliance with Overseas Laws Regarding Human Rights Respect

We comply with laws in various countries and regions that require companies to disclose their efforts to eliminate human trafficking and slave labor. We actively disclose information in response to the codification of human rights respect, such as the "California Supply Chain Transparency Act" enacted in the United States in 2012 and the "UK Modern Slavery Act" enacted in 2015.

Translation of specified terms:

[「California Supply Chain Transparency Act」](#)

UK Modern Slavery Act

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2022](#) 

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2021](#) 

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2020](#) 

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2019](#) 

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2018](#) 

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2017](#) 

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2016](#) 

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2015](#) 

Future issues to be addressed

With the globalization of business, the globalization of the supply chain is also progressing. As procurement from suppliers in new countries and regions is expected to increase further, we will ensure thorough and precise responses, including pre-evaluations, for these new suppliers.

Through regular monitoring via CSR procurement audits, it is crucial to ensure that issues identified during audits are corrected and do not recur. We will continue to work on ensuring the integrity of our supply chain in the future.



Product Safety and Quality (Policies and Systems)

Management policy

Mizuno Quality Policy

Mizuno Quality Policy

We have established the Mizuno Quality Policy based on our corporate philosophy. All employees comply with the Mizuno Quality Policy and strive to provide safe and superior products and services.

Mizuno Quality Policy

In order to gain the trust and satisfaction of customers, MIZUNO Corporation, and its group companies are committed to providing superior products and services, offering accurate information and humbly listening to customers' comments and continuously promoting the following initiatives.

1. We provide attractive, high-quality products and services that satisfy customers
2. We will strive to provide, maintain and improve products of safe and appropriate quality
3. We will provide accurate quality information in accordance with internal and external rules.
4. We will humbly listen to customers' comments and reflect them in improving the quality of our products and services.
5. We will comply with relevant laws, regulations, and internal regulations, and respect social demands.
6. We will review the quality assurance system regularly to ensure continuous improvement.

Important policies and initiatives relating to quality are discussed and decided at the quality assurance meeting, which is chaired by the officer in charge of quality assurance. The quality assurance meeting is held regularly every six months. In the meeting, each department sets their quality targets and the initiatives to achieve these targets and works towards accomplishing them. Rules are established for conducting design reviews and inspections, which are implemented across all Mizuno products. The three product divisions that are responsible for production and manufacturing—the Global Footwear Product Division, the Global Apparel Product Division and the Global Equipment Product Division— and Mizuno Technics Corporation and Senoh Group, which are members of the Mizuno Group, hold quality control meetings on a regular basis in an effort to verify the quality control situation, discuss measures for preventing defects, and ensure that these measures are thoroughly implemented. To ensure good quality, the Quality Assurance Office organizes quality workshops so that all Mizuno employees can have numerous opportunities to take part in workshops. To ensure quality, the Quality Assurance Office organizes numerous quality workshops for all employees.

Sustainable Materials Procurement Policy

Our Integrated Value Creation Stories consist of three frameworks: “The strengths of Mizuno,” “Mizuno’s business field,” and “Social value provided by Mizuno.” For “Social value provided by Mizuno,” we have been striving to fulfill our CSR in order to respond to the expectations of our stakeholders. We will take on the challenge to contribute to sustainability and the SDGs through new business development that exceeds their expectations.

To this end, we have set the Sustainable Materials Procurement Policy as a concrete policy to address our materiality “Responsible procurement with due respect for human rights” and “Responsibility for the global environment through product lifecycle” identified together with “Responsibility for safe and high-quality products” and “Responsible business practices.” We will formulate the guidelines for each material in the company and use them for our product manufacturing. Reviewing these guidelines if necessary, we will contribute to our manufacturing that helps to increase the social value provided by Mizuno.

Sustainable Materials Procurement Policy

We promote the use of sustainable materials, considering what impact materials used by us have on society and the environment.

●Sustainable materials we use

- We will thoroughly control hazardous chemicals substances that remain in products based on the Mizuno RSL (Restricted Substances List) to ensure that no hazardous substances remain in products.
- For synthetic fibers in general, we will increase the ratio of recycled synthetic fibers and adopt processing methods that can reduce the amount of water used in the dyeing process.
- For animal-derived materials, we do not use fur (real fur), and for natural leather, we use only rawhide that is a by-product of livestock and rawhide of exterminated noxious animals. We also do not use leather from endangered species or reptile leather. For feather filling for clothing and other items, we are working to use down and feather sourced from animals raised in an animal-friendly manner (e.g. We use materials procured from suppliers that are certified by RDS [Responsible Down Standard]).
- Our maple and white ash lumbers for bats are procured from North American producers who care about forest conservation.
- We do not use so-called conflict minerals for metallic materials.
- For tags used for clothing and other items, we use recycled paper or environmentally friendly materials.
- All major shoe boxes are made from 100% recycled paper, and the printed portion of the logo is made with environmentally friendly water-based ink.

Management system

We have established the following four rules to manage a quality policy and ensure product quality in each process, from planning to sales.

Quality Assurance Regulations

As overall quality management of Mizuno Corporation and its group companies [*c]*, we have set compliance rules for ensuring product quality and safety, including the establishment of a quality policy and a quality system and the implementation of educational training on product quality.

* Mizuno Group companies in Japan (excluding the Senoh Group and Sharp Sangyo Co., Ltd.)

Design Development Regulations

With the aim of clarifying the work performed by the division in charge of design and development and carrying it out smoothly, we have established procedures for developing materials and parts, designing the structure and specifications of products, evaluating these materials and products, and checking their quality before shift to full-scale production.

Manufacture Control Regulations

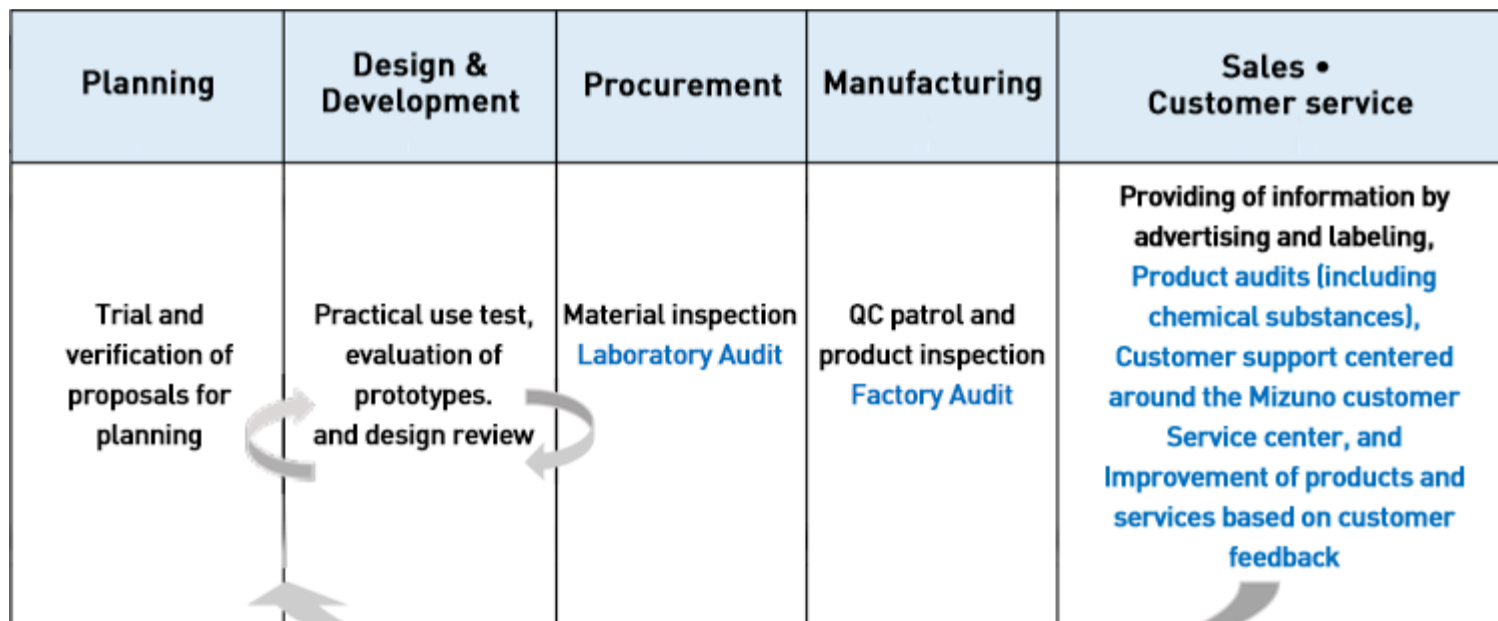
The Manufacture Control Regulations have been established to ensure product quality by clarifying work procedures and control methods for maintaining product quality in the manufacturing process. These regulations apply to the manufacturing processes of all products handled by us and persons in charge of these processes. They state that the responsibility for controlling the in-house manufacturing process lies with the head of the product division in charge of producing and manufacturing the relevant products and that the responsibility for managing suppliers lies with the head of the division in charge of purchasing the relevant products.

Customer Service Regulations

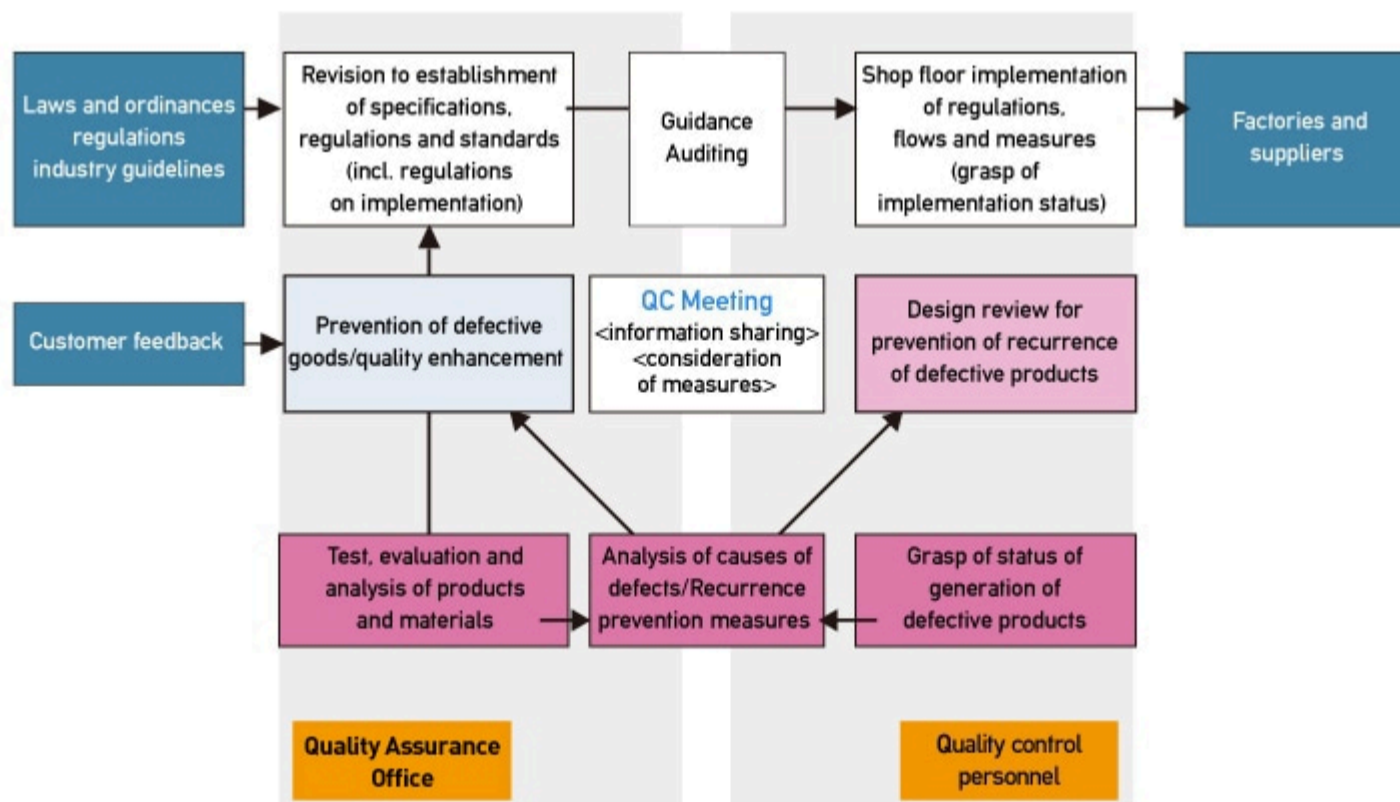
We have clarified the procedures for selling to customers and responding to customer requests after sales and have established a system for determining the cause of requests and preventing their recurrence. We deal with customer requests promptly and reliably to gain customer satisfaction and trust, and work to increase and improve customer satisfaction.

Based on these regulations, each product division strives to ensure higher quality by establishing and enforcing its own rules and procedures for its products to respond to customer requests in more detail. We also conduct a regular maintenance of documents related to product quality and revise or withdraw them, or establish new documents as needed.

Flow of quality control and assurance from planning to sales



Quality control system chart





Materiality

Ensuring of the safety and quality of products

Basic Concepts

Mizuno believes that ensuring the appropriate quality of our products and services is a critical responsibility, in order for our customers to use them with safety and confidence. We also consider it vital to provide sufficient information to assist our customers in making informed product choices, to respond to various feedback we receive, and to leverage these insights for continuous improvement. We continue to cherish the words of our founder, Rihachi Mizuno, 'Create the best products for customers,' which serve as a fundamental principle underpinning Mizuno's commitment to craftsmanship. We remain dedicated to maintaining and enhancing our product quality.

System for product safety and quality control

We conduct various reviews and inspections to ensure product safety and quality control. Through reviews, we check various items related to product quality, including product design, materials to be used, safety during use, and labeling. In design reviews before the start of manufacturing of new products, we check their structure and materials as well as technical aspects based on the checklist. After products are manufactured, we conduct a pre-shipment inspection before they are shipped from a factory to make a final check for defects in individual products.

We ensure the quality of all products according to the product standards and the material quality standards created for each item. These product and material quality standards are based on laws, standards, and other rules of each country as well as the know-how that we have cultivated through manufacturing over many years and the feedback of our customers.

Since many of our products are manufactured in external subcontracted factories with which we have signed an OEM contract, it is important to ensure product quality in these factories as well. For subcontracted factories with which we enter into a new contract, the person in charge in each product division diagnoses their ability to guarantee product quality to ensure that products manufactured there will meet the quality specified by us. We sign an OEM contract only with factories that satisfy our criteria. As a QC patrol activity, we also regularly visit factories that have already signed a contract and have been involved in producing our major items to check the quality control status and provide guidance. In FY 2023, we conducted a patrol and audit of overseas manufacturing factories using a web conferencing system. In addition, at regular QC meetings, we check the quality status of our products in the market and discuss and thoroughly implement measures to prevent the recurrence of defective products.

In the event of a serious defect, we report it to the relevant administrative bodies, including the Ministry of Economy, Trade and Industry and the Consumer Affairs Agency, and, if necessary, we widely announce it to the public and voluntarily recall the relevant products to prevent the circulation of defective products. No serious defects that require company announcement through a newspaper or other means have occurred since FY 2005.

In FY 2024 we will continue to work to provide safe and high-quality products through the improvement of our quality assurance system from a global perspective and the development of human resources.

Use of quality function deployment (QFD) at the time of development of new products

When developing new products, we conduct quality reviews using quality function deployment (QFD) prescribed in the JIS standard “Performance improvement of management systems — Guidelines for quality function deployment” (JIS Q 9025: 2003). QFD is defined as a methodology that uses various transformations and deployments to achieve quality goals for products. In QFD, a quality function deployment diagram consisting of a required quality deployment table, in which the functions required by the customer are deployed in three stages, and a quality characteristic deployment table, which shows quantitatively measurable characteristics for designing the required quality, is created to clarify the relationship between customer needs and quality characteristics. The purpose of the diagram is to ensure that the quality required for products is incorporated into product design.

Although we have started using QFD for the development of some products, we will expand the scope of use to more products and services, including the enhancement of intangible elements of products and the development of exercise programs through products.

ISO 9001 certification

The Mizuno Group has acquired and continuously maintained ISO 9001 certification, the international standard for quality management systems, to ensure product safety and quality.

Year of acquisition	Company certified ISO 9001
2001	Senoh Corporation
2004	Shanghai Mizuno Corporation Ltd.
2006	Mizuno Technics Corporation
	Taiwan Mizuno Corporation

Management of restricted chemical substances in our products

Mizuno has established and implemented the Chemical Substances Control Regulations. This set of regulations specifies the rules which must be observed to ensure that restricted chemical substances are well managed in the products we manufacture and sell, thereby keeping our products safe and of the appropriate level of quality. Based on these regulations, we make a list of chemical substances^{*1} that are banned or restricted by national laws and ordinances, and its acceptable standard. Before commercializing products, we refer to this list to research and check them.

The Quality Assurance Office and the Legal Office formulate the regulations and procedures that are necessary for the control of chemical substances and provide education and guidance to the relevant departments in charge of different product lines, such as equipment, apparel and shoes. The Quality Assurance Office coordinates annual targets for the individual product divisions and carries out regular checks of control activities. For certain types of chemical substances that may be used, we require suppliers to fill in and submit a chemical substance questionnaire and/or a written pledge not to use the chemical substances in question. We also have sampling inspection^{*2} conducted by third-party testing bodies of some of the products and materials in a bid to verify their safety. If any substance that raises concern is identified in a report on a chemical substances inspection and in the results of analyses, we request that suppliers reduce the environmental impacts. We also propose remedial action to ensure the proper treatment of chemical substances used at the production site of OEM factories and to replace them with chemical substances with lower environmental impacts.

*1 Typical examples of restricted chemical substances with particularly high risks include those specified in the POPs Convention, those designated as Class I Specified Chemical Substances in the Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc., those specified in the Act on Control of Household Products Containing Harmful Substances, and those specified in Annexes XIV and XVII of the European Union’s REACH regulation.

*2 Such tests include a check to confirm that there is no content of specified azo dyes that generate specified aromatic amines and a test to verify the compliance of products for Europe with the REACH regulation.

Participation in the Apparel and Footwear International RSL Management Group (AFIRM)

In January 2019, we joined the Apparel and Footwear International RSL Management Group (AFIRM)*, an international organization that manages the Restricted Substances List (RSL), to simplify the operation of restricted chemical substances and strengthen the management of them.

Based on information from AFIRM, we have created a restricted chemical substances list, which meets the international standards, to manage the risk of chemical substances remaining in products in the supply chain. We will also promote information sharing and collaboration within the industry to improve compliance.

In cooperation with ASICS Corporation, we have unified the names of restricted chemical substances in Japanese. This can be expected to facilitate the management of restricted chemical substances in the supply chain in Japan. We have also jointly created the Japanese version of various materials issued by AFIRM and have published them on the AFIRM website. These materials can be viewed and used freely also by any non-member of AFIRM. We will continue to contribute to improving the management level of residual chemical substances in products in Japan.

We have created the Mizuno Restricted Substances List, which meets the international standards, based on AFIRM materials. It consists of two lists, a restricted substances list for products and a restricted substances list for product packages.

In FY 2023, we created the Mizuno Restricted Substances List 2023 and distributed it to our suppliers.



* AFIRM : Apparel and Footwear International RSL Management Group (RSL=Restricted Substances List)

Representative member companies of AFIRM: adidas, Amazon, ASICS, Descente, Decathlon, Esprit, Fast Retailing, Hugo Boss, Lacoste, New Balance, NIKE, Inc., Pentland, PUMA, Skechers, and Under Armour (The company names follow the notation on the official website of AFIRM <https://afirm-group.com/members/>)

Commitment to enhancing employee awareness

Providing education on quality

Mizuno believes that the safety and quality of Mizuno products depend on the awareness and conduct of each employee of the Mizuno Group. Mizuno has formulated the Mizuno Quality Education Outline with the aim of helping the spirit of founder Rihachi Mizuno, best expressed in his own words as “Create the best products for customers,” firmly take root inside the company. Following this outline, we also intend to build a system for systematically and unfailingly providing employees with training on quality control. Mizuno believes that quality control is something that must be undertaken by the Mizuno Group as a whole, not just one specific division.

Quality Assurance Office carries out company-wide quality education and department-specific quality education conducted in each department.

Major training courses on quality control [*d]

Company-wide Quality Control Course	
(Outline)	Acquiring knowledge of basic rules regarding quality control [Target] Product, development, business, sales, and indirect departments, etc. and Group companies
(Performance)	In FY 2023, we held two courses on the theme of "customer service education," with a total of 242 participants. Additionally, thanks to the introduction of a participation format via recorded video viewing, which has been implemented since FY2021, we had participants from various departments across domestic business sites. To remind all employees that Mizuno is a manufacturer, we created a video featuring interviews about quality with the president and factory managers of our manufacturing subsidiary, Mizuno Technics, and introduced the quality commitment of each factory. A total of 1,350 people watched this video.
Study Course for the QC Test	
(Outline)	Implemented by Mizuno Corporation, Mizuno Technics Corporation, Senoh Corporation, and Sharp Industries Corporation to promote self-development for the improvement of quality control skills and problem-solving abilities. [Target] Product, development, business, sales, and manufacturing departments, etc.
(Performance)	306 QC certificate holders as of April 2024 (employees in office)

Product Division Quality Control Education Course	
(Outline)	Organized by each of three product departments to enhance quality-related expertise [Target] Staff in charge of planning, production, sourcing, development, etc. of the product departments
(Performance)	FY 2023: a total of 61 courses / 1,207 participants The course was held in a combined format of on-site group education, online education, and education through a recorded course with the purpose of providing expertise on products handled by each product department.

Handing down of skills that support product quality

Our commitment to quality is supported by improvement activities at Mizuno Technics Corporation, which is engaged in manufacturing many of our products. In the situation that many sporting goods are produced overseas, the reason why we continue to stick to manufacturing in Japan is to pursue low volume and high mix production so that we can produce and supply a wide variety of products in the required quantity. By doing so, we aim to respond to the globalization of the market, the individualization of consumer needs, and rapid changes in trends in the informatization era. We create standard operating procedures (SOPs), and based on these “standards,” we train workers to promote multi-skill development (so that one worker can carry out multiple tasks). We also strive, with wisdom, to improve productivity by thoroughly eliminating unnecessary work. Through these efforts, we aim to develop human resources specializing in manufacturing. Moreover, the presence of craftsmen (with the title of “Meister / Craftsman”), who make tools that support athletes, helps pass down the philosophy of “Create the best products for customers,” which features the founder’s spirit, within the company.

Mizuno Technics Corporation – System for improving product quality

The manufacturing technology and know-how of Mizuno Technics Corporation are highly trusted by professional sports athletes and teams. To continue to meet their expectations, it is essential for all employees to further improve their skills and pass on their skills. To this end, Mizuno Technics has built and operates a system for improving product quality based on ISO 9001 as described below.

1. Quality Management System (QMS) Operations Committee meeting held every two months: Reporting and providing education on QMS matters to QMS Operations Committee members appointed from each section
2. "Mizuno Technics Quality Education": A yearly plan was formulated, and materials were prepared by the Quality Assurance Section. In the fiscal year 2023, nine educational sessions were conducted.

Quality Month Initiatives

We have designated each November as Quality Month, during which we conduct various quality-related activities for all employees across the Group. In FY 2023, we invited submissions for quality-related senryu (Japanese poems) with 860 participants, and conducted a company-wide course on customer support with 1,350 participants, resulting in a total of 2,210 participants in these activities.

These activities provide our employees with an opportunity to reconsider the quality of our products and services, leading to improved quality and customer satisfaction.

Future issues to be addressed

- We will continue to improve the accuracy and efficiency of various reviews to prevent the occurrence of defective products.
- We are considering the creation of a more flexible quality assurance system in order to respond to the diversification of products handled by us and the complexity of the supply chain due to entry into new markets.
- In response to the worldwide trend towards stricter regulations on chemical substances, we will continue developing a global quality assurance system in collaboration with our overseas group companies.
- To provide safe and high-quality products, we will continue to offer educational opportunities about quality assurance that accommodate various work arrangements.



Materiality

Communication related to products

Basic Concepts

For the use of sports equipment, it is crucial for customers to use them properly and to have safety awareness when playing sports.

At Mizuno, we strive to avoid using specialized terms in our instruction manuals as much as possible, instead opting for easy-to-understand explanations with illustrations, to communicate information about safe handling to our customers.

Provision of product information

We believe that it is important to provide sufficient product-related information so that customers can select our products appropriately. We actively disclose product-related information through in-store POP materials and our website, in addition to labeling on products and instructions for use.

For the content of disclosed information, we comply with laws, regulations, and industry rules related to labeling and confirm the accuracy and appropriateness of the information in accordance with the labeling control regulations. Specifically, when describing the superiority of a product, we use accurate and easy-to-understand expressions so that there is no misunderstanding, and when expressing functionality, we make it a requirement that there be supporting materials, such as test and experiment results.

If information disclosure about material procurement is needed, we make it available in the product instructions or information. We use our 'Sustainable Material Procurement Policy' set according to 'Responsible procurement with due respect for human rights' and 'Responsibility for global environmental issues throughout the product lifecycle' as guidelines for each material in our product manufacturing, and revise it as needed.

For product disposal, we clearly state in our instruction manual creation guidelines that 'For products requiring special disposal methods (those containing substances harmful to the body or the environment, etc.), the appropriate disposal methods, disposal processing, and disposal requesting organizations should be specified. In other cases, follow the disposal rules of each local government.' When revising the instruction manual, we always change the content to comply with the guidelines.

We use a workflow application system, so all related departments including the Quality Assurance and Legal Affairs offices can effectively and efficiently verify and evaluate the content. We're also advancing the development of an internal pre-application confirmation system, so the applicant can confirm the appropriateness of functional expressions before applying, to avoid giving misleading impressions.[*c]

In FY 2023, although we conducted three recalls due to inadequate labeling, we identified the problems and reorganized the relevant processes.

Communication Regarding Defective Products and Recalls

When defective products are identified, Mizuno promptly and accurately announces them on its website. In FY 2023, there were two such announcements, both involving violations of voluntary standards. One case pertained to labeling issues, and the other to a different matter.

Communication concerning defects and the collection of defective products.

When a defect occurs, we announce it promptly and accurately on our website. In FY 2023, we announced two cases, all of which were violations of voluntary standards. Among these, one was related to labeling issues, and the other one was about different issues.

■ Total number of cases announced as an “Important Notice Regarding Mizuno Products” on the website due to product defects, incorrect quality display, or other reasons

FY2019	FY2020	FY2021	FY2022	FY2023
5	2	4	7	2

Communication for the safe use of products

For the use of sports equipment, it is also essential for customers to use it properly and to have safety awareness when playing sports. We provide product information to customers through various means, such as catalogs, user's manuals, advertisements, news releases, in-store flyers, and customer services through Mizuno Customer Service Center.

To convey information on the safe use of our products in as easy-to-understand manner as possible, we try to avoid the use of technical terms when possible and provide easy-to-understand explanations with illustrations in our user's manuals.

We also analyze customer inquiries made to Mizuno Customer Service Center and take measures, including adding user's manuals to products for which usage instructions are difficult to understand. On the User Support page of our website, we have set up the sections "FAQ about Products" and "Useful Information," where we post frequently asked questions and provide tips on how to select and care for our products by product category, such as shoes and sportswear, and by sporting event. For products that may lead to an accident if used incorrectly, we provide more specific instructions on how to use them, including representations based on the Product Liability Act, and other necessary information.

[Please click here for the website "User Support."](#)

Ensuring safety in the use of our products

All of our sports shoe items come with a user's manual. To allow for the longer and safer use of sports shoes, we asked JASPO (Association of Japan Sporting Goods Industries) to help with the good use of the Sports Shoes Guidebook, a leaflet used by 11 sporting goods manufacturers that are affiliated with JASPO. The Guidebook is also available on Mizuno's website.

The Guidebook has easy-to-understand explanations and illustrations providing tips for trying shoes on before purchase, choosing the right shoes, putting them on and taking them off, and ensuring they can be worn for a long time.

Updating Product Descriptions Based on Customer Feedback

In response to the increasing number of e-commerce purchases on our official online store, we are continuously reviewing and updating our product descriptions to address any unclear expressions and add information that we believe will help customers better understand our products. To ensure customers are satisfied with their purchases, we extract as much feedback from them as possible and use it as a reference for these updates.

Future issues to be addressed

Challenges

- To provide timely and appropriate information to customers, we will enhance internal training so that each employee can thoroughly acquire basic knowledge about displays and labeling.
- We will perform timely maintenance on the "Customer Service Center" section of our website to ensure the most up-to-date information is available in the Frequently Asked Questions.
- Since our customer inquiry points are divided among the main phone line, stores, and the Customer Service Center, we will consider consolidating these contact points. We will work on unifying our systems, taking into account the benefits of coordinated customer response among these departments.
- To protect employees from "customer harassment" by difficult or malicious customers, we will strengthen efforts to formulate "Customer Harassment Response Guidelines" within the group.



Materiality

Engagement with Customers

Basic Concepts

Mizuno has declared its commitment to comply with the Complaint Management System ISO 10002* to ensure the safety and quality of its products and services. The company has established the following "Customer Response Policy" and has been working across the entire organization to become a company that satisfies and earns the trust of its customers.

Customer Response Policy - Policies for Customer Satisfaction

1. We provide attractive, high-quality products and services that satisfy our customers.
2. We provide accurate quality information in accordance with internal and external rules.
3. We humbly accept customers' "voices" and reflect them in the improvement of our products and services.

Currently, we are committed to customer-oriented responses in accordance with "ISO 10002:2018 (JIS Q 10002:2019)," our internal "Quality Assurance Regulations," and "Customer Response Regulations." Mizuno is grateful for the support of our customers since our founding on April 1, 1906, and, in line with our corporate philosophy of "Contributing to society through the advancement of sporting goods and the promotion of sports," we will continue to promote customer response activities that ensure customer satisfaction.

* ISO 10002: An international standard for Complaint Management Systems, defining the processes an organization should have in place to handle complaints.

System for customer service

A variety of kinds of feedback from customers is collected at the Mizuno Customer Service Center, where we respond to inquiries and service complaints in cooperation with the relevant departments. Product complaints are forwarded to the Quality Assurance Section, which in turn provides feedback on them to the relevant departments as important information necessary to improve products and systems.

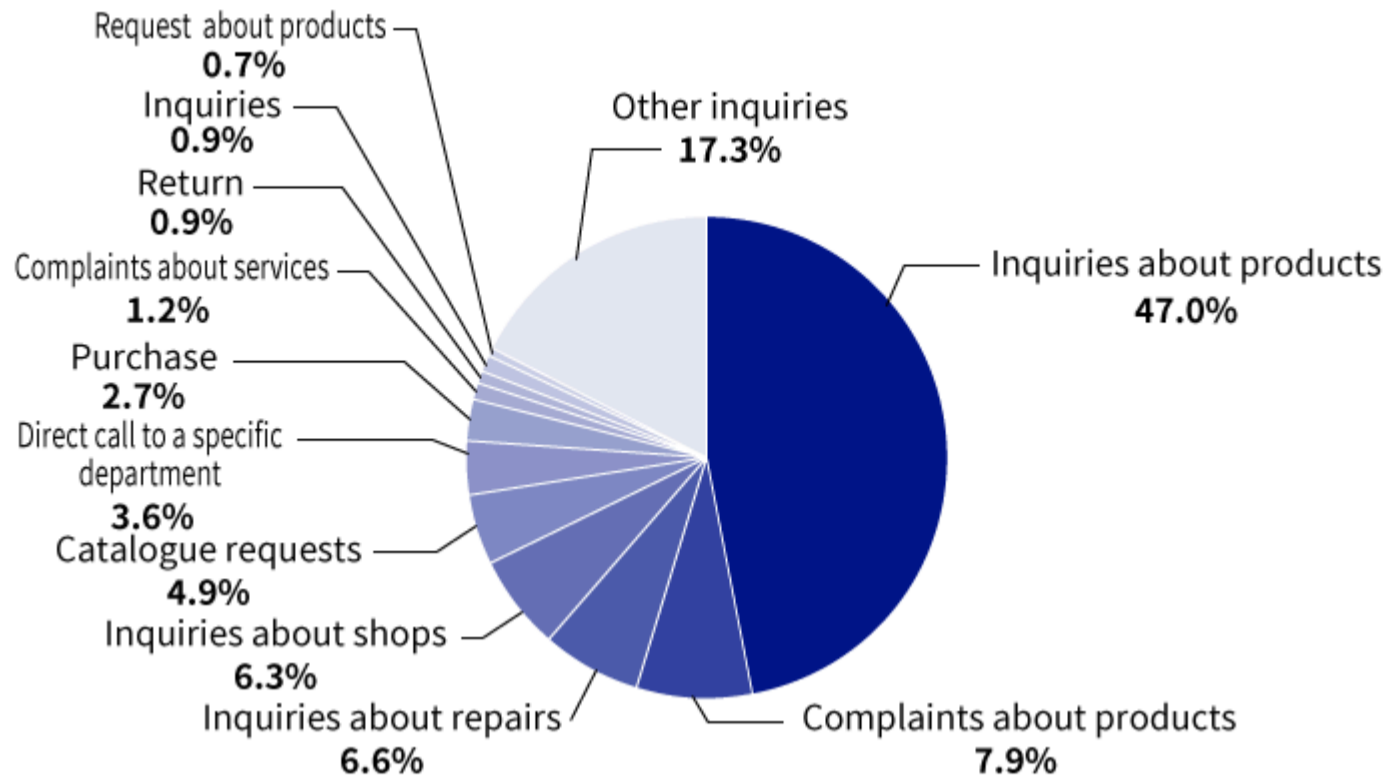
The Quality Assurance Office, which consists of the Mizuno Customer Service Center and the Quality Assurance Section, is responsible for building the quality management system and also serves as a liaison to customers.

Customer feedback and major actions

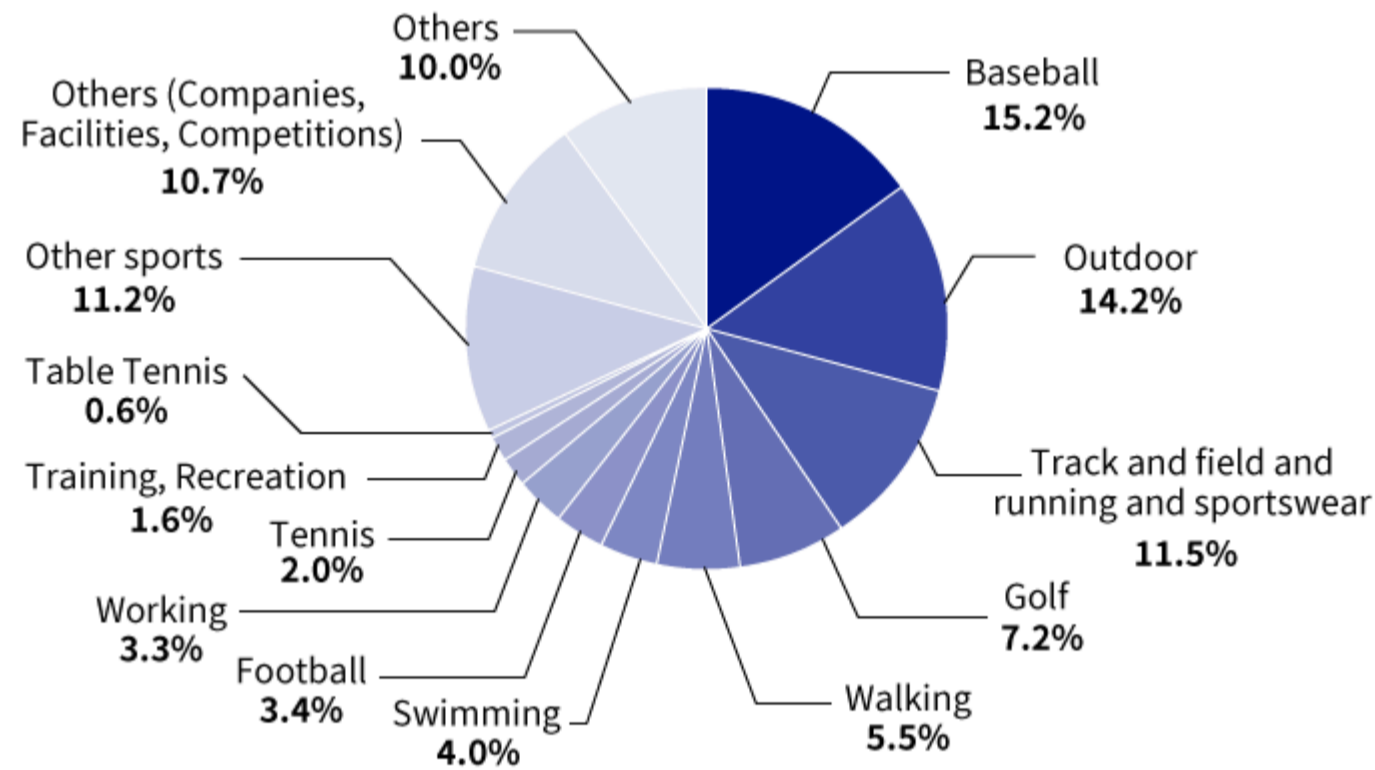
In FY 2023, the Mizuno Customer Consultation Center received 26,323 inquiries. Of these, approximately 47% were product-related inquiries, and about 8% were complaints about products.

■ Details of calls from customers in FY 2023

FY 2023 Graph by Consultation Content



FY 2023 Graph by Sport Discipline



Internal sharing of VOC (Voice of Customer)

The Mizuno Customer Service Center receives numerous voices from customers, including requests, words of appreciation, and sometimes critical opinions. These valuable voices are shared within the company through our internal website and posters. We regularly hold discussions with the product department to exchange ideas on how to improve based on these requests and opinions. Each employee will continue to be mindful of the customer's perspective, striving to provide better products and services for our customers.

Responses in the event of a product accident

In the event of a product accident, we will take prompt and appropriate action to resolve the problem in accordance with the Customer Service Regulations. We have reviewed the circulation flow of the accident report database so that information on accidents can be shared promptly between internal staff. After grasping the details of an accident, the Quality Assurance Office consults with and reports to the relevant organizations, including the Consumer Affairs Agency, the Ministry of Economy, Trade and Industry, JASPO (Association of Japan Sporting Goods Industries), and NITE (National Institute of Technology and Evaluation), and takes prompt measures. If a defect that may lead to a product accident is found, we quickly determine measures to prevent the occurrence of an accident.

[Please click here for details of the Customer Service Regulations.](#)

Future issues to be addressed

Recently, the number of inquiries from overseas customers has increased. However, we do not have a sufficient system in place to respond to them, and there are still areas for improvement. We will work to create a system that provides better services to our customers and ensures customer satisfaction both domestically and overseas.

- We will endeavor to provide products and services from a more customer-centric perspective through a mechanism for sharing customer feedback within the company.
- We will strive to overhaul our customer support system to accommodate a variety of communication tools.



Labor Practices

Employment status[*d]

Mizuno Corporation (FY 2023)

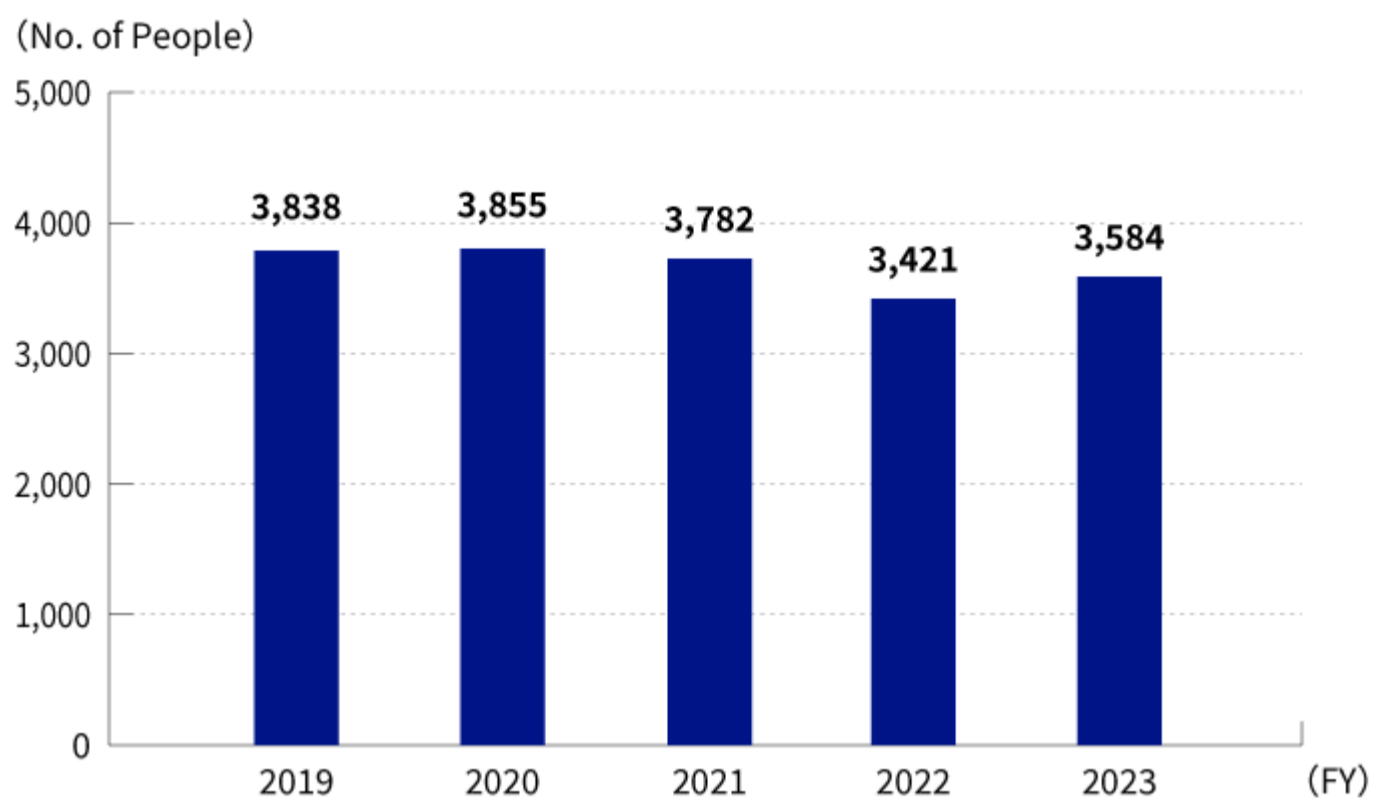
		Employees (no. of people)			
		Female	Male	Other	Total
MIZUNO Corporation	Full-time Employee (Managerial Position)	15	188		203
	Full-time Employee (Non-managerial Position)	457	838		1,295
	Total Full-time Employees	472	1,026		1,498
	Contractual Employees	20	174		194
	Contract Employee	66	74		140
	Part-time Workers	151	67		218
	Total Employees	709	1,341		2,050
	Temporary Employees	3	85		88

Age Distribution of Career Hires[*d]

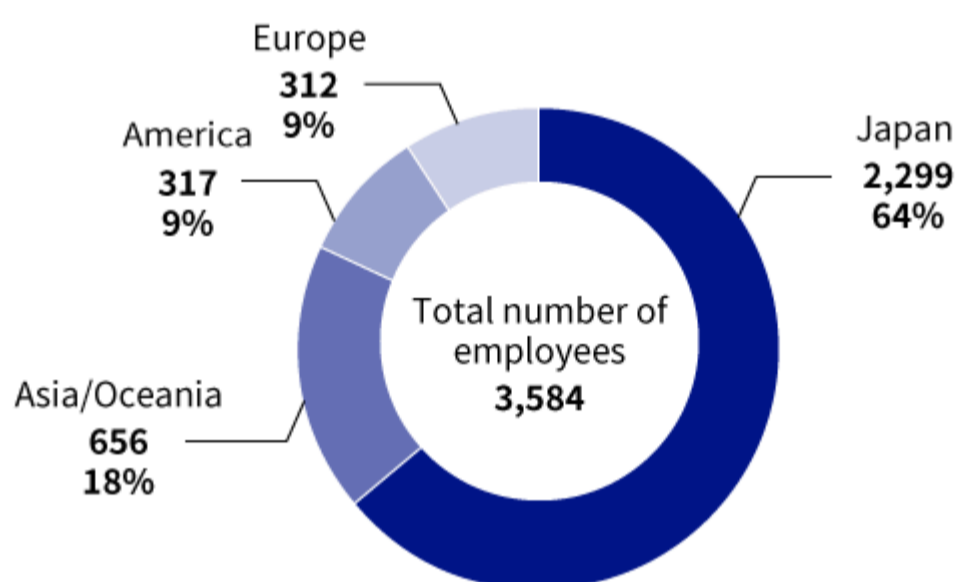
Mizuno Corporation (FY 2023)

	Full-time Employee			Contract Employee		
	Male	Female	Total	Male	Female	Total
Younger than 30	5	3	8	0	0	0
30 to 39	13	2	15	4	1	5
40 to 49	3	3	6	1	0	1
50 to 59	0	0	0	1	1	2
Total	21	8	29	6	2	8

Mizuno Group[*a]



* The percentages are rounded off to the nearest whole number, so all percentages may not total 100%.



Turnover Status[*d]

Mizuno Corporation (FY 2023) Turnover

Rate: 2.39%

	Full-time Employees		
	Male	Female	Total
Younger than 30	2	3	5
30 to 39	11	6	17
40 to 49	2	0	2
50 to 59	5	1	6
Total	20	10	30

Welfare systems

Mizuno takes employee requests into consideration in deciding what welfare systems to offer and currently offers a number of unique systems, including the following: 1) defined contribution pension plan, 2) long service leave system, 3) club activity promotion system, and 4) self-training support system.

Welfare systems[*b] the Mizuno Group (domestic)

Defined contribution pension plan [*b]*	
Details	This system allows employees to decide what kind of pension plan they want based on the premiums the Company will pay. To help employees improve their CSR attitude, the pension plans that Mizuno allows employees to choose from are funds that invest in companies that actively promote CSR activities.
Performance	Mizuno has invited experts as instructors to provide defined contribution pension subscribers with investment education. As it did the previous year, Mizuno promoted the use of its matching contribution system (where the Company's premiums are added to premiums paid by employees). Matching contribution subscriber rate: 63.4% Adoption rate of DC Good Company, an investment product targeting companies that actively promote CSR activities: 1.02%
Employee stock ownership association [*b]	
Details	This is a system designed to encourage and assist employees in building their assets by purchasing the company's own stocks, to which Mizuno adds a 10% bonus to each employee contribution.
Performance	As of the end of March 2024, 751 employees (out of 3,326 eligible group employees) have participated in this system.
Long service leave system[*b]*	
Details	This system offers special leave and travel subsidies to employees every five years with the aim of helping employees take long-term leave and travel around to feel refreshed.
Performance	In FY 2023, 253 employees were eligible for this system (no. of users: 109; user rate:3.08%). Note: Mizuno will allow those who were eligible for this system in FY 2019- FY 2022 to use the system in FY 2023 because the COVID-19 pandemic practically rendered the system unavailable in those years.
Cafeteria plan system[*b]	
Details	This system aims to cover part of the expenses incurred by employees by giving the same number of points to all employees and allowing them to choose how to use them from a number of menus so that they can use their points in ways that best match their lifestyle
Performance	The Mizuno Group's employees used a total of 445,000 points.
Promoting club activities and in-house sports events[*b]	
Details	To help employees maintain their good health and to enliven the Company, Mizuno promotes and supports in-house sports and cultural activities.
Performance	About 25 clubs are currently active in the entire domestic Group, which comprise the following types: 1) athletic clubs (including baseball, soccer, and rugby teams); and 2) cultural clubs (including popular music bands). In addition, Mizuno held an online walking event once in FY 2023, which welcomed approximately 1,000 employees nationwide.

*The reporting scope excludes the Seno Group and includes Mizuno Corporation and some domestic Mizuno Group companies.

Communicating with employee representatives

Mizuno and Mizuno Technics have concluded a union shop agreement within their labor agreement with Mizuno Union (as of March 31, 2024, 1,588 union members and 996 non-union members). Multiple opportunities for dialogue are held each month, including the Central Labor-Management Council and each Block Labor-Management Council attended by the top management of both companies, the Human Resources Department, and union officials such as the union chairman. In addition, discussions are held at various forums such as the Labor Wage Research Committee and the Safety and Health Committee. These dialogues focus on exchanging views on business conditions, establishing and operating fair labor conditions and various systems, and creating a comfortable work

Furthermore, the labor agreement stipulates that employees must be notified at least one month in advance for secondments or transfers and at least one week in advance for other relocations.

Labor and Management Initiatives

Mizuno and Mizuno Technics have concluded a union-shop agreement as part of a labor agreement with Mizuno Union. As of March 31, 2024, the number of union members is 1,588 and non-union members are 996. The proportion of union members subject to the labor contract is 61.5% of all employees, which total 2584. However, last year, the company proposed to contract workers, temporary workers, and part-time workers that they could join Mizuno Union under an open shop system. Among these targeted workers, 31 joined (included in the above 1,588 union members).

Regular meetings are held between labor and management. They aim to improve employees' working conditions through various discussions and the establishment and operation of fair working conditions and various systems, and to create a comfortable working environment. The specifics are outlined in the labor agreement as follows:

<Central Labor-Management Council>

- - Composition: 2-4 executive officers and 2-4 management level staff at the level of deputy manager or higher from the company, and 4-8 central officers from Mizuno Union.
- - Frequency: Once every two months
- Supplementary Agenda Items:
 - (1) Issues related to basic management policies and annual plans.
 - (2) Issues related to new business plans, establishment and abolition of business sites, and overseas business.
 - (3) Issues related to the establishment, revision, and abolition of labor contracts, various labor-management agreements, and work regulations
 - (4) Issues related to the safety and health of employees.
 - (5) Issues related to corporate social responsibility.
 - (6) Issues related to employee hiring plans, education, and employee welfare.

<Block Labor-Management Council>

- - Composition: Same as Central Labor-Management Council.
- - Frequency: Every month
- - Supplementary Agenda Items: Issues related to the business locations within each block from the Central Labor-Management Council's supplementary agenda items.

For non-union members (employees not subject to the labor contract), employment conditions are set based on the employment rules for fixed-term and indefinite-term employees, which are created based on the labor contract.

For employee reassignments, the labor contract stipulates that employees must be notified at least one month in advance for transfers and relocations, and at least one week in advance for other changes.

For other significant changes, the labor contract stipulates that prior consultation between labor and management is required, including:

- Recognition of non-union members among employees subject to the union shop system.
- Disciplinary action against union members.

- Abolition of regulations concerning wages and retirement allowances
- Annual scheduled working hours, annual holidays, etc.

Communication between Labor and Management

When it comes to employee reassignments, the labor contract stipulates that notifications should be given at least one month in advance for transfers and secondments, and at least one week in advance for other changes.

For other significant changes, the labor contract stipulates that prior consultation between labor and management is required. These changes include:

- Recognition of non-union members among employees subject to the union-shop system.
- Disciplinary action against union members.
- Abolition or amendment of regulations concerning wages and retirement allowances.
- Annual scheduled working hours, annual holidays, and the like.



Development and Nurturing of Talent

Basic Concepts

Based on the belief that the growth of each Mizuno employee leads to the sustainable growth of the Mizuno Group and ultimately to the realization of our purpose, vision, and values, we are committed to human resource development. Each employee is expected to autonomously strive for personal and professional development and to demonstrate the results of these efforts in their daily work activities, thereby creating a sense of fulfillment.

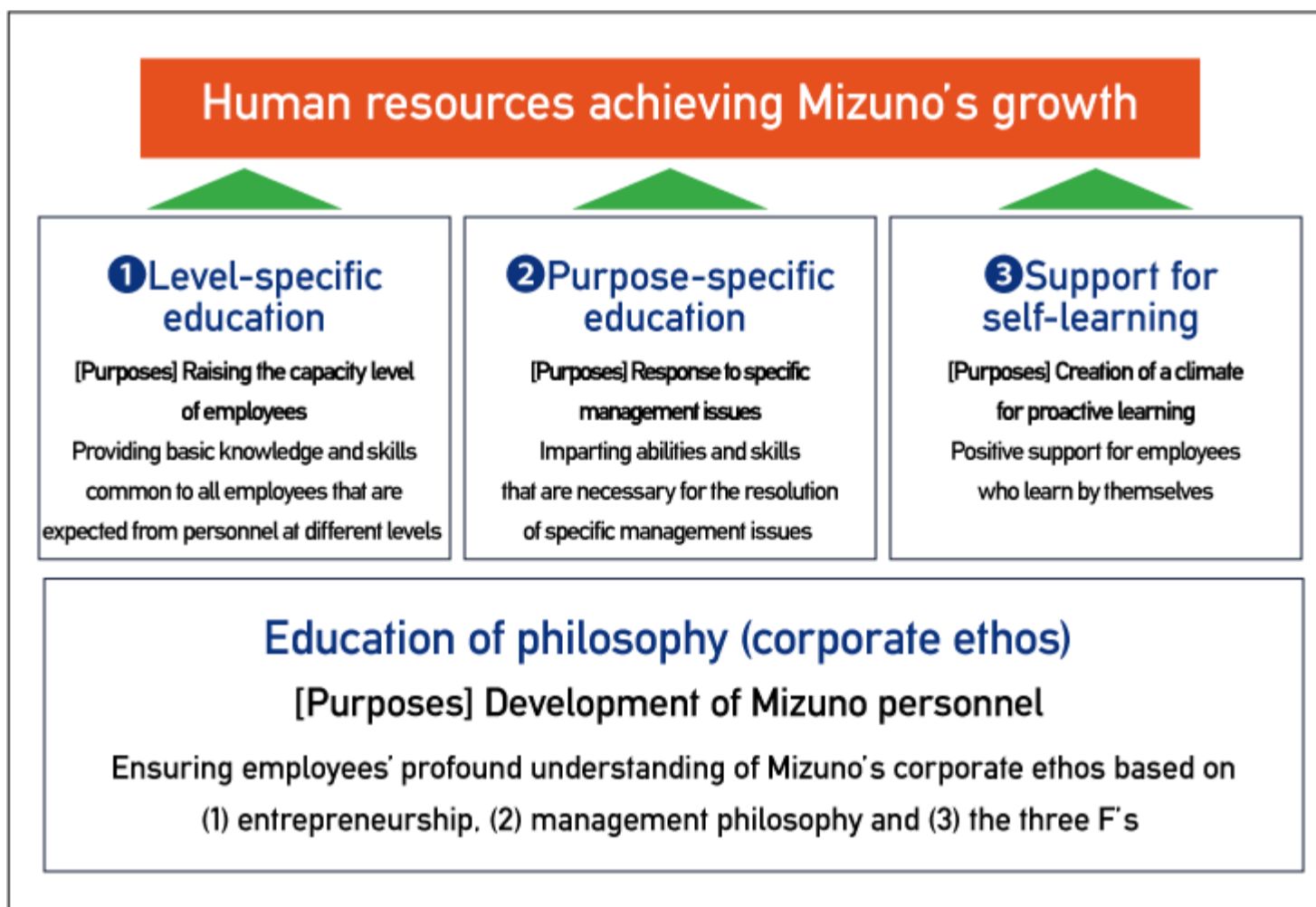
The company supports the growth of each employee and encourages them to create their own growth plans through long-term, continuous, and systematic training. Additionally, human resource development and training are regarded as essential responsibilities of management.

Managers are expected to continuously and systematically develop the abilities and skills of their team members.

Measures to help workers grow

To help employees develop new skills, Mizuno takes the following approaches based on the philosophy education program that requires employees to learn about Mizuno’s corporate DNA: 1) stratified training, which helps employees acquire the skills and ability needed at the stage of their careers they are currently at; 2) purpose-based training, which helps employees acquire specialized skills needed to resolve specific individual management issues; and 3) self-training support, which helps employees train themselves.

Talent that Drives Mizuno's Growth



	Details	No. of participants
Philosophy education (Mizuno's corporate DNA)	To help employees understand and share globally Mizuno's corporate DNA, with others which is based on the founder's philosophy, the management philosophy, and the three Fs	About 3,400 participants [*c]
Stratified training	To help employees acquire the basic ability and skills that all employees need at the point they are at in their careers. <ul style="list-style-type: none"> • New employee training: 45 • 1st year sales employee training: 24 • 2nd year sales employee training: 14 • 3rd year employee training: 7 • Promotion Training (C3/C4): 54 • Manager Training (New and Existing): 140 participants • New Department Head Training: 17 • Evaluator Training: 216 	224 participants [*d]
Purpose-based training	To help employees acquire the ability and skills needed to resolve specific individual management issues. <ul style="list-style-type: none"> • Business leader: 38 • DX leader: 33 • Project design: 25 • Sales training (Apparel Education): 49 	About 145 participant [*d]
Self-training support	To actively support employees who are willing to undergo self-training. (English • Chinese communication / All-you-can-learn)	About 200 participants [*d]

Systems for helping employees take up challenges

Mizuno free agent system [*d]	
Details	To help employees achieve self-realization, motivate employees to take up challenges, and enliven the workplace, Mizuno accepts the following types of free-agent applications: 1) job offer, 2) proposal, and 3) registration. <ul style="list-style-type: none"> • Job offer: Different departments make job offers and employees apply for jobs that interest them. • Proposal: Employees propose ways to change the way work is being conducted or make new business proposals as individuals or groups. • Registration: Employees who want to perform jobs offered by the Company register as candidates for such jobs.
Performance	FY 2023—job offer: none; proposal: none; registration: 3 employees
Technical job meister/craft system [*e]¹	
Details	To help employees grow into talented craftsmen, activate employees performing technical jobs, help technical workers improve their skills, and pass on the great skills of technical workers to future generations, Mizuno awards the titles of “meister” and “craft” to employees who have great craftsmanship and grant them an allowance.
Performance	FY 2023—Baseball: 5 employees; golf: 5 employees; apparel: 3 employees
Employee invention reward system [*b]²	
Details	The employee invention reward system aims to stimulate employees to continually come up with innovative and unique product development ideas. The system complies with patent law and aims to stimulate employees to actively put effort into coming up with inventions by properly evaluating work-related inventions made by employees (employee inventions) and granting rewards. There is no upper limit to the amount of reward that could be granted, and the amount is based on the level of contribution the inventor and invention makes to the Company's sales.

Performance	FY 2023—rewarded inventions: 11 (26 inventors; excluding employees who have retired)
Overseas training and work system [*d]	
Details	The overseas training and work system aims to help employees acquire specialized knowledge and skills relating to their job by working overseas, and simultaneously broaden the horizons of young employees, cultivating core personnel for overseas expansion. The provision of on-the-job training (OJT) and problem identification and resolution programs are carried out at overseas business locations throughout the dispatch period. The place of work is determined based on individual's wishes, career, and personnel planning, among Mizuno's overseas branches or subsidiaries, and employees will engage in work abroad for one year.
Performance	FY 2023, 4 employees dispatched
System for helping employees pursue an MBA (Master's degree in business administration) at a graduate school in Japan as a working member of society [*d]	
Details	The system aims to help employees acquire specialized knowledge of business in general, build networks, acquire logical thinking skills, and broaden their perspective. The Company will lend employees the money to pay their tuition, and employees who continue working at Mizuno for three years after obtaining their MBA will be exempt from paying back the money they were lent.
Performance	FY 2023, 2 employees currently attending classes
System for helping employees attend external business schools [*d]	
Details	The system aims to help employees acquire logical thinking skills, which Mizuno considers to be basic skills needed in business, and also aims to help employees build networks and broaden their perspective. In general, the Company will pay half of the tuition. However, if employees complete their business schools with outstanding grades, the Company will pay the total amount of their tuition.
Performance	FY 2023, 5 employees
Online English and Chinese Language Learning Support System [*d]	
Details	This system aims to support employees in their self-improvement efforts to enhance their English and Chinese conversational skills. Employees receive lessons from foreign instructors online, and the company covers half of the tuition fees based on the attendance rate.
Performance	FY 2023—number of employees who used this system: 77
System for helping employees take online video-based, business-related lessons [*d]	
Details	The system aims to help employees improve their knowledge related to business and also create an environment that encourages willingly learning about business. Employees will be able create an environment that will allow them to view business-related videos wherever they are whenever they want to online, and to encourage employees to willingly learn about business, the Company will pay the fees needed to do so.
Performance	FY 2023—number of employees who used this system: 77

*1 The data given above was gathered from Mizuno Corporation and Mizuno Technics.

*2 The data given above was gathered from Mizuno Corporation and a number of Mizuno Group subsidiaries in Japan.

Award incentive

Creator of the Year (COY)

Mizuno calls its sales representatives, including wholesale, corporate sales, and sports facilities sales representatives, who institute various measures to help clients resolve their issues “creators.” Creators who greatly help promote the sales activities of any given year are given a Creator of the Year (COY) award to encourage other creators to follow their example. In FY 2023, five creators were given the COY award.

Mizuno award system

To motivate employees to work harder and help them grow, employees who produce good results any given year and thereby contribute to the growth of the Company are given awards at the Founding Effort Commemorative Ceremony. In FY 2023, awards were given to 102 projects (244 employees).

System for evaluating employees fairly

Mizuno's human resources evaluation system is not based on age or length of service. Instead, it is based on three criteria: 1) ability demonstrated through daily actions, 2) roles played, and 3) contribution to the Company's performance. To evaluate each employee's abilities and analyze their aptitudes from multiple perspectives, Mizuno introduced a human resources assessment system in FY 2017.

When conducting ability and performance evaluations, we hold mid-term 1-on-1 meetings between supervisors and subordinates to gather information, make necessary adjustments, and reach mutual agreement, thereby enhancing the credibility of the evaluations. Furthermore, we conduct evaluator training to ensure high-quality evaluations and fair feedback, which in turn supports the development and engagement of subordinates. Supervisors and subordinates also hold feedback meetings to discuss evaluation results, aiming to promote employee growth through the evaluation process.

Future issues to be addressed

Mizuno's human resources development and training program is a combination of OJT (daily work execution, transfer experience) and OFF-JT (education / training) as well as a personnel system (personnel evaluation / treatment, etc.). Through this program, Mizuno develops employee skills and improves organizational capabilities.

For managers, based on the personnel system revised in FY 2019, Mizuno will bring out their ability to autonomously broaden their horizons and take on new challenges by effectively operating the system that appropriately evaluates and treats them according to the size of their role and the degree of performance. For general employees, based on a newly started system from the FY 2022, we will emphasize contributions according to individual aptitude, focusing on nurturing the strength that will be the source of competitiveness to bear the future.



Materiality

Promoting and respecting diversity

Basic Concepts

Mizuno will put more effort into promoting and respecting diversity as the foundation of its group growth strategy, aimed at helping its diverse employees achieve their potential and contributing to the company's organizational and overall success. We believe that each employee's ability to respect one another, grow, and perform is a strong driving force for our business. At Mizuno, we aim to be a company where employees can actively manage their work and life to be fulfilling at every stage, taking pride in their work and thriving in their roles.

Promoting female participation

Mizuno has been promoting and will continue to promote female participation. To support employees who are particularly eager to work and are talented, Mizuno will put effort into laying software and hardware foundations, including providing career development support, improving the workplace atmosphere, and designing systems for supporting diverse workstyles. Mizuno will also work on measures to raise women's awareness of career building and promote the growth of female employees by conducting in-house training for selected members and career interviews for female employees and encouraging them to participate in a forum for female managers held jointly with other companies so that the ratio of female managers will be raised to 10% by the end of FY 2025. In FY2023, Mizuno implemented the following measures.

Measures to increase the percentage of female employees

In FY 2023, out of 45 new graduate hires, 21 were female [*d].

Moreover, as stated in our General Employer Action Plan, we are also aiming to ensure that the proportion of women in hiring (both new graduates and mid-career recruits) is 40% or more, and will continue to work towards this goal.

Career Development Support

The Diversity West Japan Study Session, which comprises about 50 companies, held a career design forum in FY 2023 as well, which was attended by five female Mizuno employees, who all held different positions. At the forum, Mizuno's female employees had the opportunity to participate in a round-table discussion with female leaders representing other companies, which helped them develop their own future visions by considering their future career paths from medium- to long-term perspectives.

Within the company, we are working to confirm the short- and long-term career visions of female managers and leader candidates and to develop talents equipped with the skills required for higher positions. To foster an organizational culture where female leaders can naturally thrive, the management team provides one-on-one mentoring. Additionally, we have introduced a sponsorship system aimed at developing the abilities needed for higher positions, with 15 employees utilizing this system in fiscal year 2023.

Recognizing the importance of male participation in childcare for women to balance work and parenting successfully, we have increased opportunities for training and education on male involvement in childcare. The initiatives include:

- Company-wide education to deepen understanding
- Seminars on male participation in childcare for managers (in cooperation with other industries)

Mizuno Corporation - Individual Gender Pay Gap <*d>

Category	Individual Gender Pay Gap(%)
All Employees	67.1
Full-time Employees	72.3
Contract Employees / Part-time Employees	83.4

* Value Using Male as the 100-Point Benchmark

Promoting Career Hires and Fostering Innovation

The essence of diversity is the maximization of different qualities. Mizuno aims to welcome diverse workers able to create new value by achieving their potential and developing innovation. In terms of securing diverse human resources, Mizuno has high expectations for mid-career employees and is working to secure human resources who can contribute to the creation of innovation based on different values as ready-to-work employees with expertise. The current ratio of mid-career employees in managerial posts is 12.1%. To raise it to 20% by the end of FY 2025, Mizuno will continue to actively hire human resources who will be candidates for managers, including female managers, when hiring mid-career employees.

Employment of the physically and mentally challenged workers

As of March 2024, the employment rate of physically and mentally challenged workers at Mizuno is 2.34%[*d], exceeding the legally mandated employment rate. We will continue to promote the hiring of individuals with disabilities more than ever before.

Additionally, to enhance the promotion of employment for the physically and mentally challenged, and to ensure that they can thrive in the workplace, we have conducted company-wide education to deepen understanding about disabilities and eliminate prejudice against them.

Employing elderly people

Mizuno has a re-employment system, which employs former employees who retired at the retirement age of 60 but wanted to continue working until 65. In FY 2023, 45 employees retired due to the mandatory retirement system, and 40 of them used the re-employment system.

Promoting Consciousness Reform and Cultivating a Culture for Diversity

To foster an understanding and acceptance of Mizuno's commitment to diversity within the company, a top-level message was disseminated at the policy briefing at the beginning of fiscal year 2020. Currently, initiatives are underway to prompt a shift in awareness among all employees.

Diversity management training was conducted for division heads, encouraging them to take the lead in raising awareness and promoting diversity and inclusion (DE&I). Additionally, biannual company-wide education related to DE&I has been conducted; in fiscal year 2023, the training focused on the basic concepts of DE&I and male participation in child-rearing.

Alongside efforts to create an environment where diverse talent can work more comfortably, we will continue to provide ongoing learning opportunities to foster consciousness reform among employees.

Promoting employees' understanding of LGBTQ+

As part of its education program for all employees, Mizuno provided employees with diversity education, which featured LGBTQ+ as one type of diversity.

Improving Mizuno's workplace environment and promoting the growth of Mizuno's employees

To help employees continue to grow, Mizuno will put effort into improving its workplace environment in ways that will promote and respect diversity and help diverse employees achieve their potential and find their work to be rewarding.

Work Life Management

Annual paid holiday system

Mizuno provides full-time and contract employees with the following number of annual paid holidays: 1) 10 days immediately after joining the Company and 2) 20 days after working six years. In FY 2014, Mizuno decided to operate and promote a system that allows employees to take annual paid holidays on an hourly basis (five days; 40 hours at maximum/year). In addition, Mizuno puts effort into improving employee welfare and has established a transferable annual paid holiday system, where employees, for personal reasons, such as injury and illness, nursing, welfare activities (including volunteer work), and sports promotion activities, are allowed to use annual paid holidays that have expired.

Mizuno Corporation's annual paid holiday user rate for FY 2023 was 71.4% [*d].

Support system for Balancing Work and Family Life

Mizuno offers various support systems to help employees balance their work with family life.

As for the childcare support offered at Mizuno, the employment patterns of female employees from pregnancy / childbirth to childcare period has been mostly implemented and used and comprises the following: 1) paid holidays available at an hourly-use basis from the day of pregnancy (40 hours a year), 2) prenatal and postnatal leave, childcare leave and extended leave (up to 2 years old if over 1 year and 6 months) 3) short working hours after returning to work (up until the day the child completes his/her third year of elementary school), and 4) flexible working hours (up until the day the child completes his/her third year of junior high school).

In addition, to enable itself to secure talented employees, Mizuno offers a reentry system that welcomes employees back to work after they have unwillingly left due to personal reasons, such as marriage and childbirth. Furthermore, Mizuno actively encourages its male employees to participate in childcare, and to do so, it allows its male employees to also use its childcare and maternity leave and flexible working hour systems. In FY 2023, the paternity leave uptake rate was 34.6% for full-time employees and 32% for contract employees and part-time workers.

Mizuno also puts effort into helping its employees provide their family members with nursing care, and to do so, it asks its employees to answer a survey so that it can provide them with support systems that best match their needs.

In FY 2023, Mizuno began a trial system that allows employees to work shorter hours and take leave for the purpose of infertility treatment and that allows them to work shorter hours for the purpose of nursing. So far, these systems have been used by two employees.

Enhancing Support Systems for Childbirth and Childcare

We are committed to facilitating work-life management and diverse work styles for our employees so that they can thrive in their work. To this end, we are developing both the hard and soft aspects of our work environment to support our motivated and capable employees.

At Mizuno, 63.8% of married female employees, or 141 out of 221, are working mothers balancing both their job and family.

The retention rate of employees three years after returning from childcare leave was 94.1%, with a total of 103 employees still working with us.

Support Systems for Childbirth and Childcare

Childcare leave systems [*d]*	
Details	This system aims to improve Mizuno's welfare system by allowing employees to devote themselves to childcare for a certain period without having to give up their status as an employee at Mizuno.
Performance	In FY 2023, 83 employees used this system. (full-time employees: 18 men and 61 women, contract workers/part-timers: 4 women)
Childcare short-working-hour system [*d]*	
Details	This system defines the details relating to allowing employees to work shorter hours to care for their children who are at ages subject to protection under the childcare leave system up until their children complete their third year of elementary school.
Performance	In FY 2022, 91 employees used this system. (full-time employees: 1 man and 82 women, contract workers/part-timers: 8 women).
Childcare flexible working hour system[*d]*	
Details	This system aims to help employees balance childcare with work (up until their children complete their third year of junior high school).
Performance	In FY 2023, 117 employees used this system. (full-time employees: 27 men and 82 women, contract workers/part-timers: 8 women).
Pregnancy disability leave [*d-b]*	
Details	This system aims to protect the mother during her pregnancy by allowing her to take leave from work due to poor physical condition during pregnancy, such as morning sickness and anemia.
Performance	In FY 2023, no employees used this system.
Childbirth and childcare leave system[*d]*	
Details	This system understands employees need to balance childbirth and childcare with work and aims to help them do so, and in order to therefore encourage employees to take childcare leave, it grants childbirth and childcare leave.
Performance	In FY 2023, 34 employees used this system. (31 full-time employees, 3 contract employees)
Regulations relating to childcare under the cafeteria plan system[*d]	
Details	These regulations define what expenses relating to childcare will be covered by the cafeteria plan system.
Performance	Of all cafeteria points used in FY 2023, those relating to childcare accounted for 2.0%.
Reentry system[*d]	
Details	This system aims to increase the chances that employees who left for certain personal reasons (including childbirth and nursing) have of returning to Mizuno, and it does so by providing them with information on job openings at Mizuno.
Performance	In FY 2023, no employees used this system.

Note: The data given above was gathered from Mizuno Corporation and a number of Mizuno Group subsidiaries in Japan.

Enhancement of Family Caregiving Support System

At Mizuno, we are committed to enhancing our family caregiving support system with the aim of ensuring that no one has to leave their job unwillingly due to family caregiving responsibilities.

Family Caregiving Support System

Caregiving leave system[*b]*	
Details	This system defines the details relating to allowing employees to take leave to care for family members who require caregiving.
Performance	In FY 2023, no employees used this system.
Short-working hour system for- Family Caregiving[*b]*	
Details	This system defines the details relating to payment and other conditions when employees request to work shorter work hours than the regular work hours due to the need to care for family members who requiring care.
Performance	In FY 2023, no employees used this system.
Regulations relating to nursing care under the cafeteria plan system[*b]*	
Details	These regulations define what expenses relating to nursing care will be covered by the cafeteria plan system.
Performance	Of all cafeteria points used in FY 2023, those relating to nursing care accounted for 0.1%.

Note: The data given above was gathered from Mizuno Corporation and a number of Mizuno Group subsidiaries in Japan.

Future issues to be addressed

In the future, it will become increasingly important to leverage teams composed of employees with diverse backgrounds. While different perspectives and ideas can lead to more creative solutions and strategies, they can also give rise to challenges and misunderstandings. Therefore, we will implement education to promote mutual understanding. Additionally, we aim to create an environment where all employees are treated fairly and equitably, and can achieve self-realization and growth. We strive to foster a culture and atmosphere that respects diversity and allows everyone to thrive authentically within the organization. We view the promotion of DE&I (Diversity, Equity, and Inclusion) as a critical management issue. By building an organization that balances diversity and work-life balance, we aim to enhance employee engagement and performance, contributing to the company's growth. We are committed to addressing these challenges to achieve this goal.



Materiality

Health Promotion Initiatives

Basic Concepts

Mizuno believes that helping employees maintain their good physical and mental health and helping them balance work with personal life will lead to its own development and enable it to uphold its corporate philosophy.

Therefore, to promote Mizuno’s efforts to help employees maintain their good health, the president issued a health management declaration.

<Health management declaration [entirety]>

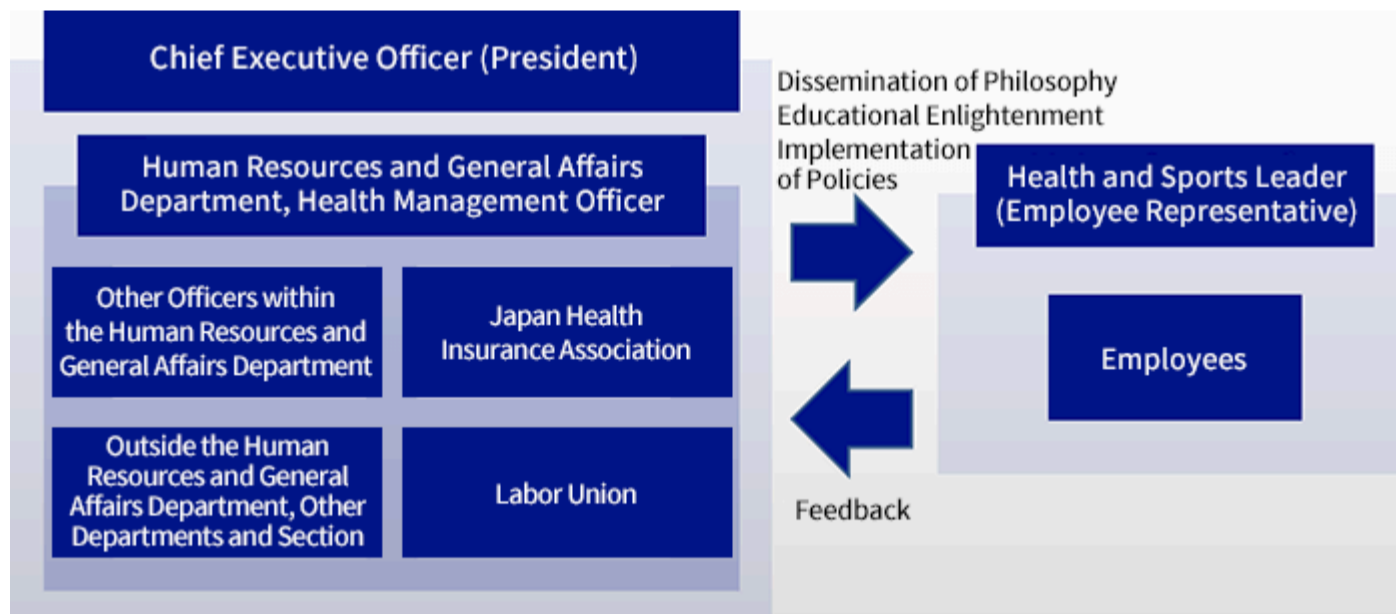
The Mizuno Group believes that a company is its employees and recognizes that the health of its employees forms the basis of its management. Therefore, the Mizuno Group hereby declares to put more effort into helping its employees improve their health.

Mizuno believes that helping employees maintain their good physical and mental health and helping them balance work with personal life will lead to its own development, enable it to uphold its corporate philosophy, and help its employees lead fulfilling lives.

Mizuno looks forward to seeing that its employees have understood this declaration and begun willingly putting effort into conducting activities that will improve their health together with their families so that they can enjoy balancing work with personal life.

Health Management Promotion System

The system for health promotion initiatives



Health Promotion Initiatives and External Evaluation

Mizuno, based on its declaration of health management, has set specific targets for four challenges: "Reducing the ratio of those at risk for lifestyle-related diseases," "Early detection of serious diseases," "Reduction in the number of employees taking leave for mental health," and "Reduction in smoking rates." We have embarked on various health promotion initiatives, focusing on the encouragement of sports and exercise.

These activities have been recognized, and we have been certified as an "Excellent Health Management Corporation 2024 (Large Corporation Division) (White 500)" and "Sports Yell Company 2024," consecutively earning the "Silver" status in both categories.

For specific details of our initiatives, please refer to the content titled "Health Promotion Efforts" on the Mizuno homepage.

Link: <https://corp.mizuno.com/en/about/policies#ARC02>



In-House Medical System

To support the health promotion activities of our employees, we are undertaking the following initiatives. For more information about other initiatives and activity results, please refer to the "Health Promotion Initiatives" section on the Mizuno website.

Link: <https://corp.mizuno.com/en/about/policies#ARC02>

Conducting Voluntary Health Checkups Beyond Legal Requirements [*d]	
Eligible Participants:	Full-time Employees, Contract Employees, Part-time Contract Employees
Details	Providing opportunities for voluntary health checkups offered by the health insurance association and various medical institutions.
In-House Mental Health Consultation Sessions [*b]	
Eligible Participants:	No Restrictions
Details	Regular in-person and online mental health consultation sessions conducted by medical professionals are available for interested individuals.
Employee Benefits System [*b]	
Eligible Participants:	Full-time Employees, Contract Employees, Part-time Contract Employees
Details	<ul style="list-style-type: none"> We cover a portion of the cost for voluntary health checkups that accompany the regular health checkups for employees aged 35 and over. A portion of the self-paid expenses for voluntary health checkups is subsidized through the cafeteria plan.

Future issues to be addressed

- **Supporting the balancing of work with personal life**

We will continue to support employees in balancing work with childcare and caregiving, a strategy aimed not only at retaining employees but also enhancing their engagement.

- **Paid holidays**

Mizuno believes that all employees should take at least five paid holidays. Accordingly, Mizuno will put effort into encouraging employees to do so by creating a workplace environment that encourages employees to take paid holidays.

- **Safety and Health**

To create a safe and comfortable workplace environment, Mizuno will put effort into not only ensuring that it complies with the law but also reviewing its system for promoting safety and health. In addition, Mizuno believes that safety and health measures must incorporate risk management. Accordingly, Mizuno will revise its business continuity plan to reflect this belief.

- **Health management**

To ensure health management, we will continue to improve our PDCA efforts for health promotion each year. In addition to encouraging exercise and sports, we will also embrace new perspectives by including initiatives related to dietary education, sleep, women's unique health issues, and health promotion for older employees. Our goal is to further maintain and enhance overall health.



Occupational safety and health

Basic Concepts

At the Mizuno Group, based on the "Occupational Safety and Health Basic Policy," we operate a labor safety and health management system according to our internal voluntary standards, working on the prevention of workplace accidents among employees and the maintenance and enhancement of health, as well as disease prevention.

Occupational Safety and Health Basic Policy

Philosophy

Mizuno Corporation and all related companies involved in the manufacturing and sale of Mizuno Corporation's products recognize that ensuring the safety and health of employees is an integral part of business operations, and we commit to creating a safe and comfortable working environment.

Policy:

1. Each business location will comply with all safety and health-related laws and regulations in their respective regions, while establishing necessary internal standards to improve management levels.
2. Within Mizuno Corporation and all Mizuno Group organizations, efforts will be made to build organizational structures that enable the promotion of safety and health activities and to clarify where responsibility lies.
3. Regular evaluations, inspections, and improvements of dangers and hazards related to safety and health will be conducted in all areas of business activities.
4. All employees will be provided with necessary and sufficient education and training to ensure safety and health.
5. Recognizing that the usefulness of safety and health is realized through daily information sharing, important information will be disseminated to employees through the internal network and other means of communication, aiming to raise awareness.
6. Regular audits will be conducted to measure and improve the safety and health management system.
7. Participation in administrative and community activities related to safety and health will occur.
8. Appropriate management resources will be allocated in the execution of this policy, and effective improvements will be continuously implemented.

Occupational Safety and Health Management System

Mizuno holds Occupational Safety and Health Committees at all business locations, conducted jointly by management and labor representatives. These committees discuss and examine measures related to employee safety, including the prevention of occupational accidents, maintenance and promotion of health, and prevention of diseases.

To centralize control over the Safety and Health Committees of all business locations, a Central Safety and Health Committee is established, chaired by the executive officer in charge of Human Resources and General Affairs. This committee meets twice a year to address the current year's safety and health plans and review and report on activities from the previous year.

Additionally, based on the plans of the Central Safety and Health Committee, each business location holds its own Safety and Health Committee meetings to verify the implementation status of the plans and review accident situations, as well as discuss and record measures to prevent recurrence. Chaired by the department head of each business location, these committees meet monthly to verify the implementation status of annual plans, investigate the causes of defects, occupational injuries, and accidents, formulate measures to prevent recurrence, and make resolutions. The minutes of these meetings are recorded in a common database accessible and shared by all Safety and Health Committees.

Furthermore, Mizuno formulates and executes improvement plans for building inspections and identified risk environments in collaboration with the labor union. Legal inspections and improvements are complied with 100%.

Mizuno has also established a "General Consultation Desk" to receive various individual employee consultations. While there have been no recorded risk reports or consultations regarding workplace dangers to date, Mizuno recognizes the importance of promoting awareness within the Mizuno Group that such consultations are possible.

Enhancing Occupational Safety and Health Activities

In FY2023, we focused on legal compliance and improving risk management levels, as well as addressing sustainability aspects such as health promotion, environmental protection, and earthquake preparedness, through various safety and health activities.

During the past three years, due to the COVID-19 pandemic, many of our safety and health activities were primarily implemented through remote learning. However, we resumed activities such as self-defense firefighting drills and building inspections, advancing a hybrid approach that combines hands-on training with classroom learning.

In FY2023, we conducted practical training using fire extinguishers and fire hydrants during self-defense firefighting drills, trained in the use of AEDs, and modified our safety confirmation training methods using a safety confirmation app. Furthermore, at the Innovation Center Mizuno Engine established on the Osaka headquarters premises, we aim for zero accidents and occupational injuries. In FY2023, there was one occupational accident at the Innovation Center Mizuno Engine. Measures to address dangerous areas are implemented through workplace patrols by the Safety and Health Committee.

Across the Mizuno Group, we increased the number of healthcare professionals and continued efforts to identify and eliminate factors or situations that could lead to occupational injuries. As part of our initiatives for early disease detection, we incorporated cancer screenings into regular health check-ups and regularly held health consultations with industrial physicians and mental health consultations with advisory doctors.

We will continue to engage in activities aimed at maintaining and promoting the safety and health of our employees over time.

Report on Mizuno's safety and health plan for FY 2023

Building and equipment management	Number of accidents due to problems with buildings and equipment (including facility collapse, damage, electric leakage, and fire): none
Health management	Health management includes implementing a stress check, verifying a medical checkup rate at two business offices that introduced a new medical checkup* in advance, preventing health defects associated with telework, disseminating health information by video, and complying with health-management-related laws and regulations. * A regular medical checkup was replaced with a lifestyle disease prevention checkup administered by the government.
Risk management	Zero Accidents During Disasters and Continuous Improvement and Development of Emergency Measures On January 1st, the Noto Earthquake caused damage to our operational management facilities. We conducted safety checks on staff working on-site and provided condolence money to those whose homes were damaged.
Vehicle management	Reduction of Rear-end and Collision Accidents, Reduction of Parking Lot Accidents, 3 External Complaints Results: The number of rear-end and collision accidents, as well as parking lot accidents, increased by 5 compared to the previous year. The number of external complaints decreased by 1. In response to the increase in accidents, we will review disciplinary standards and other measures in FY2024.
Cafeteria management	Number of Food Poisoning Incidents, Cafeteria Equipment Accidents, and Cafeteria Occupational Accidents Results: Zero cases for each type of accident.
Regarding the training provided to employees	
The planning and execution of health management	Sports Events (50% participation rate), Health Education, Sharing Health Management Status with the Board of Directors (10 times or more per year), Cancer Screenings (90% or higher participation rate), Health Consultations by Public Health Nurses, etc. Results: 100% participation rate in health check-ups.
The planning and implementation of health education	Conducted "Women's Health Seminar," "Cancer Seminar for the Working Generation," and "Nutrition Seminar."



Corporate governance

Based on the corporate philosophy of “Contributing to society through the advancement of sporting goods and the promotion of sports” and our belief that the rationality and objectivity of management decisions and the swiftness and transparency of decision making are important to improve the corporate value of the Group, we strive to build and strengthen a corporate governance system that can realize them.

[Please refer to the Financial Report for details of our corporate governance.](#) 

Corporate governance system

With a resolution of the 103rd Ordinary General Meeting of Shareholders held on June 23, 2016, the corporate governance system has been transferred to a company with an audit and supervisory committee. Directors serving as Audit and Supervisory Committee members have voting rights on the Board of Directors and are expected to help improve the effectiveness of audits and supervision compared to corporate auditors. We believe that this leads to the enhancement of corporate governance.

Our Articles of Incorporation stipulate that the number of directors shall be seven or less (excluding directors serving as Audit and Supervisory Committee members) and that the number of directors serving as Audit and Supervisory Committee members shall be three or less. As of July 1, 2023, we have five directors (excluding directors serving as Audit and Supervisory Committee members) and three directors serving as Audit and Supervisory Committee members.

Of the five directors (excluding directors serving as Audit and Supervisory Committee members), four are directors who execute business, including the President (CEO), and one is an outside director.

When appointing nominees for the Board of Directors, we adhere to specific standards. Nominees should possess extensive knowledge and experience along with profound insights related to group management, and they must demonstrate the aptitude, character, and judgement appropriate for a directorial role. The process of selection also considers the balance of knowledge, experience, and specialty skills, while ensuring diversity within the Board of Directors.

Moreover, when it comes to external director nominees, Mizuno mandates compliance with our predefined standards and guidelines pertaining to independence.

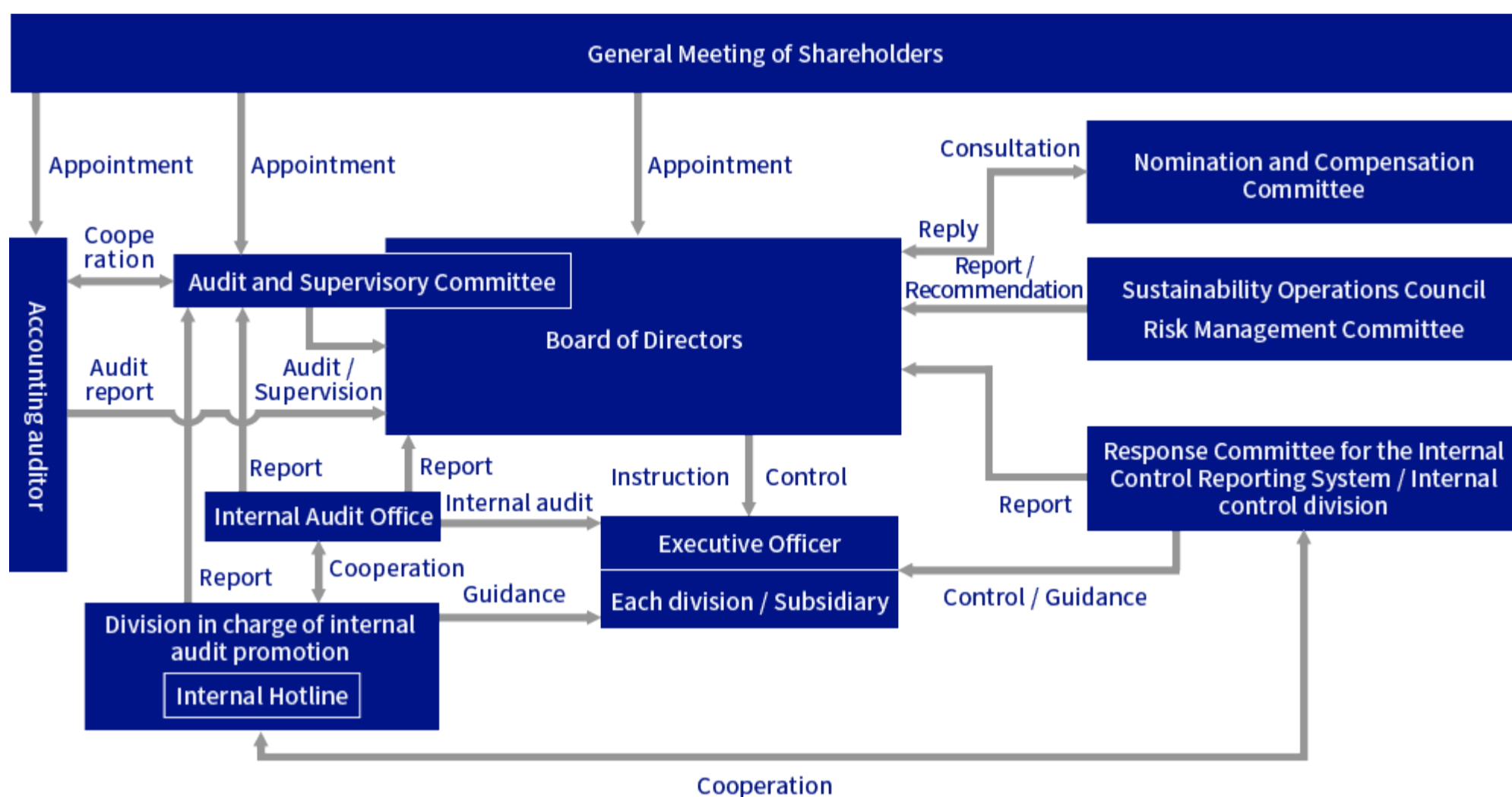
Of the three directors serving as Audit and Supervisory Committee members, one is a full-time Audit and Supervisory Committee member and two are part-time outside directors. The Audit and Supervisory Committee uses the internal control system to audit and supervise the status of business execution throughout the Group, including the execution of duties by directors. In addition, Audit and Supervisory Committee members work with accounting auditors to improve the efficiency of audits.

The Chairman of the Board of Directors is also the serving President (Representative Director). Outside directors are expected to express their opinions with an open mind from an objective and neutral standpoint at the Board of Directors meetings without being bound by industry practices and business relations. We believe that they help improve the rationality and transparency of decision making and management decisions of the Board of Directors. Currently, the ratio of outside directors on the Board of Directors is 37.5%.

Mizuno has in place the Nomination and Compensation Committee as a voluntary advisory body that is equivalent to nomination and compensation committees. The independence of this committee is ensured by the appointment of independent outside directors to constitute a majority of its members. With regard to the appointment of directors, the Board of Directors seeks advice on the candidates determined based on the aforementioned criteria. The Committee then deliberates on the suitability of the candidates in light of these standards and reports back to the Board of Directors.

We have also introduced an executive officer system. Under this system, the Board of Directors fulfills the function of strategy formulation and management supervision, and executive officers are responsible for business execution, thereby aiming to ensure management transparency and speed up decision making. Executive officers are in charge of each management area, including business divisions (products handled and sporting events), sales channels, sales areas (including overseas), and subsidiaries, and are responsible for business execution in their management area throughout the Mizuno Group.

Important issues discussed in the Sustainability Operations Council and the Risk Management Committee are reported to the Board of Directors. Furthermore, the progress of matters discussed and decided upon in the Board of Directors is supervised by the Board itself. For more details about the management structure related to sustainability, please refer to the "[Sustainability Operations Structure](#)".



Experience and Skills of the Directors

Please refer to '[Company Overview - List of Officers](#)' for a list of officers and their roles.

For directors, you can view their profiles and reasons for appointment.

Please refer to the chart below for information on the skills (experience, expertise) possessed by directors and directors who are members of the Audit and Other Committees.

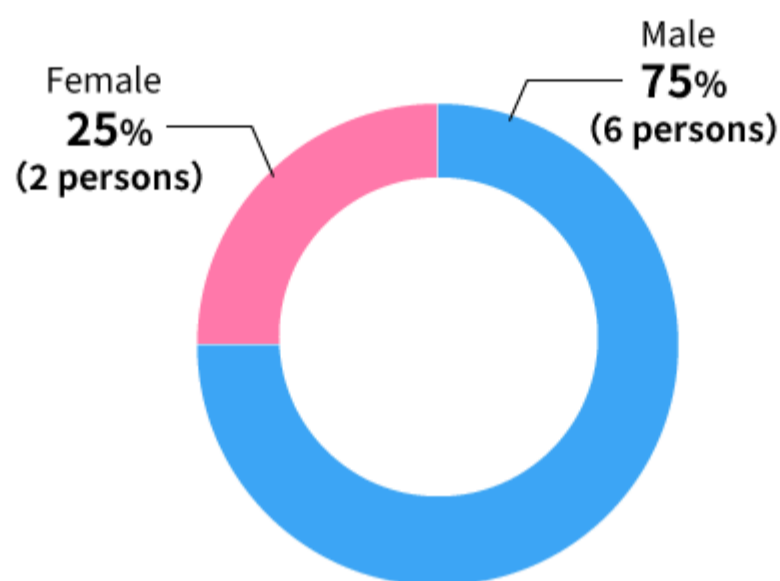
	Name	Outside Director	Corporate Management	Brand Strategy & Marketing	Global Management	ESG	Finance & Accounting	Legal Affairs & Risk Management
Director	Akito Mizuno		●	●		●		
	Daisuke Fukumoto		●		●		●	
	Takeshi Shichijo			●	●			
	Osamu Sano			●	●			
	Yuko Arai	○	●	●				
Director Audit & Supervisory Committee member	Takuhei Hara					●		●
	Shunsaku Yamazoe	○	●					●
	Akiko Hosokawa	○				●	●	

Note: This does not encompass all the knowledge and experiences possessed by the directors.

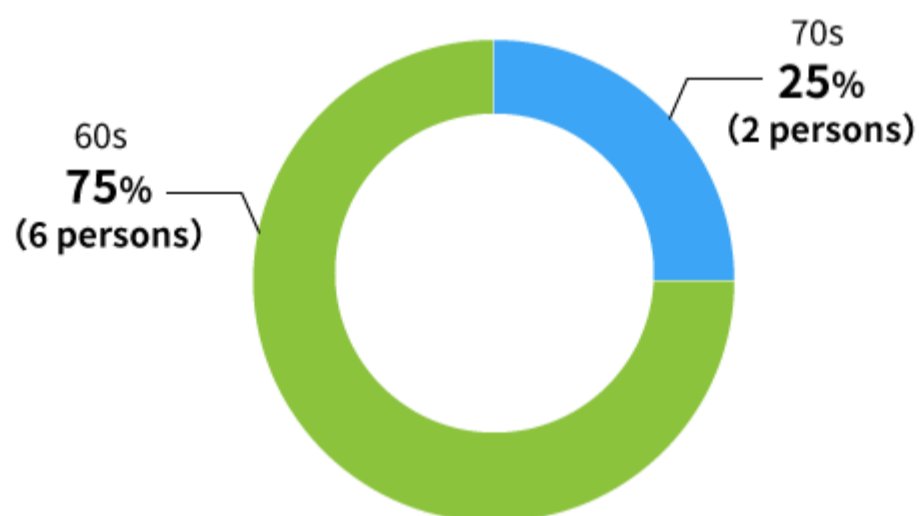
Diversity of the Board of Directors

In order to have a Board of Directors capable of appropriate management supervision, we ensure a balance of knowledge, experience, and expertise, taking into account the diversity of the Board. In addition to internal directors, we have appointed several external directors, making the ratio of external directors more than one-third. By appointing external directors who bring more specialized perspectives and diversity, we further enhance the function of our Board of Directors. It should be noted that for external directors, we have set standards and policies regarding independence as requirements.

Gender ratio of directors



Age distribution of directors



Analysis and Evaluation of the Effectiveness of the Board of Directors

We conduct a self-evaluation of the effectiveness of the Board of Directors through an anonymous questionnaire targeted at all directors. The results of this questionnaire are then analyzed and evaluated to ensure the overall effectiveness of the Board of Directors. The primary evaluation criteria are the composition of the Board of Directors, the culture of the Board, monitoring of agenda items and business execution by the Board, and the operations of the Board. Based on the results of the questionnaire, we have confirmed that we are generally able to ensure effectiveness.

In addition, the questionnaire collects perceived issues from each director, which are then used to improve the operation of subsequent Board meetings.

Following the results of the questionnaire, we have increased our opportunities to discuss long-term growth strategies and managerial issues more than in previous periods.

Please note that we conduct the questionnaire annually, and we have achieved a participation rate of 100%.

Training of directors

With the aim of having directors appropriately fulfill their expected roles and duties, we provide and mediate opportunities for them to acquire the knowledge necessary to deepen their understanding of matters related to their roles and duties. Directors are mainly provided with the opportunity to attend workshops organized by third-party organizations, and their costs are borne by the company. When a new director is appointed, a briefing session is held by the Corporate Planning Office, the Global Human Resources & General Affairs Department, the Legal Affairs Office, and the Accounting and Finance Department so that the new director can acquire the necessary knowledge on the company's business, finance, organization, and other matters.

Status of internal audits and audits by the Audit and Supervisory Committee

The Internal Audit Office of Mizuno Corporation conducts internal audits of the Mizuno Group in cooperation with the legal division, the accounting and finance division, and the human resources and general affairs division, which collect information and conduct investigations. The Internal Audit Office conducts internal audits to ascertain the validity and legality of business execution and procedures and reports the audit results to executive directors in charge of internal control and the Board of Directors as needed. To ensure the effectiveness of the Audit and Supervisory Committee, the Board of Directors requests the Internal Audit Office to collect the necessary information and conduct investigations and closely cooperates with it by exchanging information and opinions.

For the purpose of grasping the status of development and operation of internal control, internal auditors attend meetings and inspect documents as appropriate and ask for explanations from the relevant divisions as needed to check the appropriateness of transactions and the decisions that are made in the process of transactions. Thus, we work to improve the effectiveness of internal audits

Internal control system

Mizuno Corporation is involved in the development and operation of the internal control system of the Mizuno Group, including its subsidiaries, in accordance with the "system for ensuring the appropriateness of business" (basic policy on the development of the internal control system) established by a resolution of the Board of Directors. It has clarified that subsidiaries should perform their business activities and operate their risk management system under the same policy management as Mizuno Corporation.

In addition, to ensure the reliability of financial reports related to the consolidated financial results, the Response Committee for the Internal Control Reporting System, chaired by the executive director in charge of accounting and finance, develops, operates, and evaluates the internal control system across all organizations of the Mizuno Group based on the Internal Control Regulations.

To promptly announce information that should be disclosed in a timely manner, such as important facts related to the Mizuno Group, upon decision of the Board of Directors, the executive director in charge of accounting and finance thoroughly manages information as the person responsible for handling information. In particular, stock trading by officers and other insiders is tightly controlled through monitoring and is strictly supervised to prevent the occurrence of insider trading.

Executive compensation

Based on our basic policy on how to determine the compensation of officers or its calculation method, we have established a compensation system that can motivate directors (excluding Audit and Supervisory Committee members) to contribute to improving corporate value with the aim of appointing and securing talented human resources as managers. In this compensation system, we have ensured the transparency, fairness, rationality, and objectivity of the calculation method of compensation based on the average level of compensation at companies of the same size listed on the Prime Market of the Tokyo Stock Exchange in order to ensure accountability to stakeholders.

For the maximum amount of compensation for directors(excluding Audit and Supervisory Committee members), the amount of basic compensation and the amount of performance-linked compensation are determined by the Board of Directors within the range of compensation resolved at the 103rd Ordinary General Meeting of Shareholders, held on June 23, 2016, according to an examination and report by the Nomination and Compensation Committee, composed of a majority of independent officers.

For the maximum amount of stock-based compensation for directors (excluding Audit and Supervisory Committee members and outside directors), the amount of transfer-restricted stock-based compensation is determined by the Board of Directors within the range of compensation resolved at the 105th Ordinary General Meeting of Shareholders, held on June 21, 2018, according to an examination and report by the Nomination and Compensation Committee.

The defined amount of basic compensation for directors (Audit and Supervisory Committee members) is determined separately for full-time and part-time Audit and Supervisory Committee members with reference to the average level of compensation at companies of the same size listed on the Prime Market of the Tokyo Stock Exchange with the aim of appointing and securing human resources with a wide range of experience and deep insight who can submit useful proposals at the Board of Directors meetings and appropriately fulfill their duties in auditing and supervising the business execution of the Board of Directors.

For the maximum amount of compensation for directors (Audit and Supervisory Committee members), the amount of basic compensation is determined within the range resolved at the 103rd Ordinary General Meeting of Shareholders, held on June 23, 2016, by a resolution of the Audit and Supervisory Committee.

Risk management system

To clarify the responsibility system for risk management, we have established the Risk Management Committee, chaired by the President (CEO). The Risk Management Committee is responsible for identifying and evaluating all types of risks associated with business activities and overseeing risk management concerning the implementation of countermeasures and information disclosure throughout the Mizuno Group based on the Risk Management Regulations.

Each department and subsidiary of Mizuno Corporation conducts training and prepares manuals on risk management to ensure a system that can respond to various foreseeable risks in each field. We have also prepared the Crisis Management Manual, which explains how to foresee and respond to natural disasters, sabotage from outside the company, and fraud.

Meanwhile, matters concerning the short-, medium-, and long-term impacts of climate-related risks are placed on the agenda of the Risk Management Committee, which has been in charge of more specific discussions about those matters since FY 2021. For information about the identification, assessment, and management of climate-related risks, please refer to the TCFD Report.

Climate Change Strategy [“Disclosures in accordance with the TCFD recommendations”](#)



Materiality

Compliance / Anti-corruption

Basic Concepts

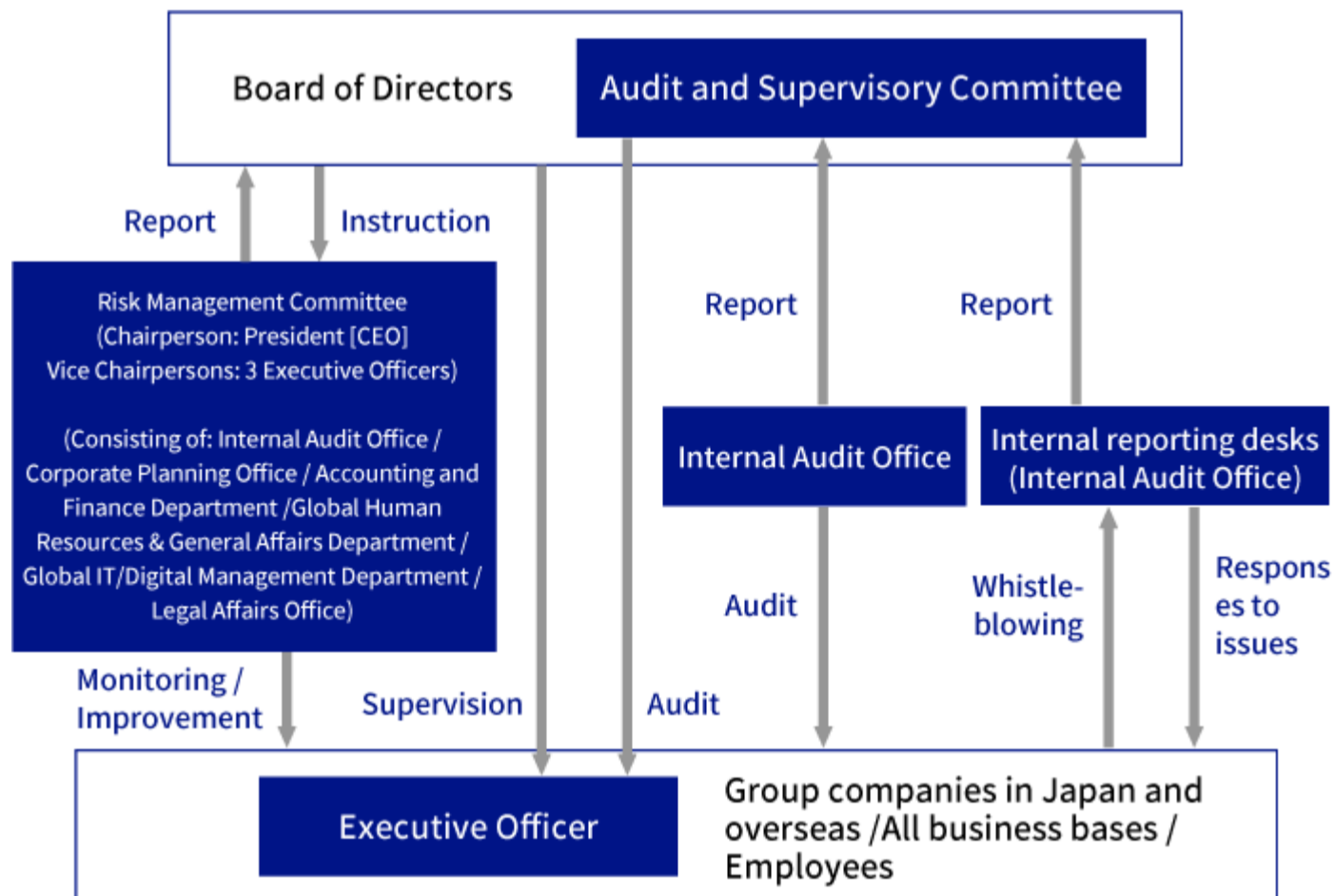
Based on the Mizuno Corporation Ethical Standards, we make company-wide efforts to ensure thorough compliance throughout the Group. We strive to prevent compliance issues by providing education to employees to deepen their understanding of laws and regulations. We have also established the whistle-blowing system to detect and resolve issues at an early stage.

In the fiscal year 2023, there were no cases of serious compliance violations, including anti-competitive behavior, or no cases subject to legal action.

Compliance Risk Management System

We have established the Risk Management Committee, chaired by the President (CEO), to implement management through which we regularly understand risks, including compliance violations, that affect our business and take remedial measures effectively and efficiently. We also audit business operations through the Internal Audit Office, and work to detect fraud and misconduct in an early stage and resolve issues as needed through the internal reporting desks.

Management system (As of 2023)



Operation system of the whistle-blowing system

We have established the Risk Management Committee, chaired by the President (CEO), to implement management through which we regularly understand risks, including compliance violations, that affect our business and take remedial measures effectively and efficiently. We also audit business operations through the Internal Audit Office, and work to detect fraud and misconduct in an early stage and resolve issues as needed through the internal reporting desks. We operate three internal reporting desks under the whistle-blowing system to prevent and early detect misconduct, including legal violations, unethical behavior, and dishonest behavior, to improve the company's self-purification capability, and to ensure social trust.

1. Mizuno Fair Play Hotline

2. Compliance Hotline (Senoh Group)

3. Mizuno Global Hotline (for especially serious cases at overseas bases; The number of overseas bases covered by this system is planned to be gradually increased.)

Enhancement of employee awareness

Provision of compliance education

To ensure thorough compliance, it is essential to raise the understanding and awareness of individual employees. In the fiscal year 2023, we continued to provide compliance education [*b] as part of company-wide education to help employees acquire the basics of legal knowledge and mind related to business operations. We also provided education on legal matters to be noted by the planning and development division, the business division, and the other relevant divisions. We work to help employees acquire knowledge and awareness of compliance by providing regular compliance education.

Operation of the whistle-blowing system

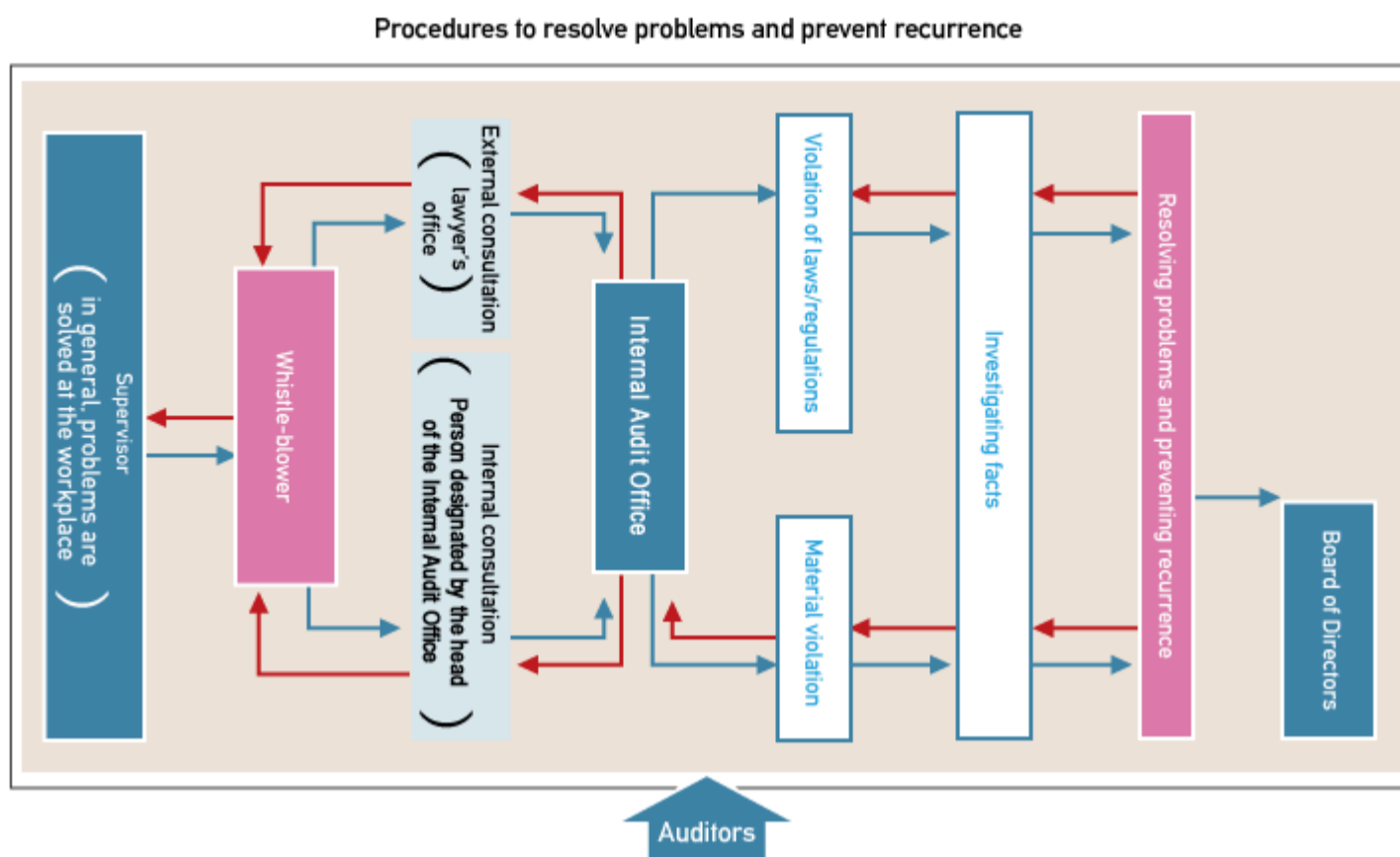
We operate the whistle-blowing system (Mizuno Fair Play Hotline [*c], Compliance Hotline*, etc.) to prevent and early detect misconduct, including legal violations, unethical behavior, and dishonest behavior, to improve the company's self-purification capability and to ensure social trust. We also continue to conduct an awareness survey to grasp the current status and issues of compliance and work to publicize the whistle-blowing system by providing company-wide education and distributing portable cards that contain detailed information on the internal reporting desks to all employees. Thus, we strive to provide a greater understanding of the system and improve its reliability so that we can detect and appropriately respond to compliance issues at an early stage.

Aside from the internal reporting desk established at each overseas base for overseas employees, we established a system in January 2020 that allows employees at some overseas bases to report especially serious compliance violations directly to the internal reporting desk of the Head Office of Mizuno Corporation (Mizuno Global Hotline). We plan to gradually increase the number of overseas bases covered by this system in the future.

Moreover, in line with the enforcement of the Amended Whistleblower Protection Act from June 2022, we have conducted a comprehensive review of the whistle-blowing system throughout the entire Mizuno Group. As part of this effort, we have also established a new external reporting channel. With the aim of further strengthening whistleblower protection, we also have placed it under the jurisdiction of the Internal Audit Office which is more independent than the Legal Department. Additionally, we are implementing annual awareness campaigns for employees to ensure that the whistle-blowing system (Mizuno Fair Play Hotline / Harassment Hotline) is 100% recognized and understood by all Mizuno employees."

* Name of the whistle-blowing system in the Senoh Group

System for the Mizuno Fair Play Hotline (As pf 2023)



Usage status of the whistle-blowing system[*b]

Our investigation in FY 2023 found no serious compliance violations.

Mechanisms to Ensure Fair Transactions

Many suppliers and business partners, including small factories, are involved in the manufacture of our products. To build good relationships with business partners and ensure fair trade, we provide education to inform the employees of the relevant divisions of the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors (Subcontract Act). In addition, the Internal Audit Office continues to check whether our business transactions are fair to major business partners.

We also hold a CSR procurement briefing session for all relevant suppliers of our products prior to transactions to explain our approach to fair trade so that they will comply with the Mizuno CSR Procurement Regulations, which contain anti-corruption provisions. In addition, we regularly audit our suppliers to check for corruption in transactions.

Furthermore, recognizing that value creation with a diverse range of stakeholders—including shareholders, employees, business partners, customers, creditors, and the local community—is essential in corporate management, we strive for appropriate collaboration with these stakeholders. We established the Multi-Stakeholder Policy in March 2024, based on the perspective that the appropriate distribution of profits and outcomes generated through value creation and productivity improvement is crucial for maintaining wage increase momentum and sustainable economic development. This includes rewarding employees and considering business partners.

[For more information about the Multi-Stakeholder Policy, please refer to this document.](#) 

Internal regulations on anti-corruption

We have recently worked to expand sales in B-to-B and global business. Meanwhile, many countries have tightened their crackdown on corruption, which may generally occur as a result of these business activities, and global companies are required to respond to such a crackdown. We therefore need to pay attention to the risk of corruption, including bribery of public officials, in our business activities.

Most recently, in January 2020, we established and put into effect the Anti-Bribery Rules for our group companies in Japan and overseas. We explained about the rules individually to the managers of overseas bases in a face-to-face manner and informed employees in Japan through an in-house training video that the rules had come into effect. In addition, we regularly provide compliance education, including anti-corruption education, to all employees in Japan once a year.

[Please click here for details of compliance education.](#)

Enhancement of compliance throughout the Group on a global scale

In order for us to further grow globally, it is necessary to enhance compliance throughout the Group on a global scale. Assuming that the following risks are compliance risks that may have a significant impact on our overseas business continuity and business performance, we are taking measures against these risks. In the fiscal year 2023, there were no cases subject to legal action regarding bribery throughout the Mizuno Group.

Major potential risks in overseas business

- Risk of fraud and misconduct by employees and related persons of overseas subsidiaries and agents and overseas business travelers
- Information leakage risk due to inadequate IT management and information security at overseas subsidiaries (especially risk related to compliance with the EU General Data Protection Regulation (GDPR) in Europe)
- Consideration for diversity and human rights (religion, race, etc.) in global product development

Major risk countermeasures

In the fiscal year 2023, we conducted a unified and comprehensive questionnaire survey for risk inventory targeting all domestic and overseas bases as well as domestic business establishments, including our operating facilities and stores, for the purpose of risk management on a global scale, and found no significant risk. From the fiscal year 2024 onward, we plan to continue this initiative while considering refining the survey method to make it more effective as needed.

Tax Compliance Initiatives

The Mizuno Group complies with tax laws in each country where its group companies operate, ensuring proper tax filings and payments. We have established a tax governance structure to ensure appropriate tax handling in collaboration with our group companies. While we actively utilize preferential tax systems that align with our business objectives, we do not engage in tax planning aimed at tax avoidance. Furthermore, we strive to enhance tax compliance awareness across the entire group by consulting with tax authorities as necessary and incorporating the opinions of external advisors and auditors.

We maintain a sincere and cooperative approach with tax authorities in each country, fostering and maintaining sound trust relationships. If a tax audit is requested, we respond promptly and appropriately to any issues raised. In cases where there is a dispute with tax authorities regarding our tax decisions, we carefully examine the points raised and seek corrections as necessary to resolve the matter.

Future issues to be addressed

In response to an increase in transactions with various business partners and the growing importance of information and evidence preservation and management for unexpected legal risks and dispute resolution, we will take the following measures:

- Provision of regular education to improve the basic ability of employees to respond legally
- Provision of education on contract management and preservation of evidence and creation of an education system
- Establishment of an information system / Introduction of forensic technology

In addition, we will take the following measures based on our policy that governance should be strengthened for global efforts toward a sustainable society.

- Expansion of the application of the whistle-blowing system to overseas bases
- Review of the CSR procurement audit system
- Reevaluating the legal reporting lines and information management systems on a global scale



Materiality

Protection of intellectual property

Basic Concepts

Section “6. Intellectual property” of the Mizuno Corporation Ethical Standards stipulates that “1) Implementing thorough measures for protecting intellectual property created by the company” and “2) Respecting all third party intellectual property and not infringing on the intellectual property rights of others.” For our own intellectual property, we actively acquire and use intellectual property rights, including patents, utility models, designs, and trademarks, in Japan and overseas. We also strive to detect counterfeit products to ensure our brand value and user safety. For the intellectual property of others, we have established guidelines and various screening systems to prevent infringement on their intellectual property rights.

Protection of our own intellectual property

Encouragement of intellectual property acquisition

Mizuno, through its technological and design developments, strives to secure the technical superiority of its products by protecting the results with patents and designs. We also endeavor to strengthen our product brand by protecting the naming of goods and services with trademarks. To ensure such protection of intellectual property, we provide intellectual property education to employees involved in intellectual property, heightening their awareness towards the acquisition of rights.

Furthermore, we operate an invention incentive system, granting appropriate rewards to employees who have created patents, utility models, and designs. This promotes the active acquisition of patents and other rights, cultivating an environment where original product development continues. For the fiscal year 2023, the implementation award recognized 11 patents, and the registration award was presented to 34 patents and 12 designs.

Detection of Counterfeit Products

The sale of inferior counterfeit Mizuno products not only leads to the loss of the company’s social credibility but also significantly impacts user safety, potentially causing accidents.

We have requested a crackdown on counterfeit products at customs, and in the countries where such products are sold, we collect information in cooperation with our subsidiaries at each overseas base and conduct investigations and crackdowns as needed. Recently, in response to changes in commercial transactions, including an increase in internet sales, we have continued to monitor the sales status of counterfeit products on major global e-commerce and social networking sites and take measures, including requiring the suspension of listings of counterfeit products.

In the fiscal year 2023, we requested the removal of 2,566 counterfeit listings, resulting in nearly 100% of these listings being taken down.

Respect for the intellectual property of others

System for respecting the intellectual property of others

We conduct business activities that utilize a variety of intellectual properties, including brands, designs, patents, and portraits of famous athletes. In order not to use the intellectual property of others without permission at any stage, from development to sales, we established the Guidelines on Intellectual Properties Managed by Mizuno (Intellectual Property Guidelines) in August 2008 and posted the Mizuno Design Order Guidelines on our website in 2016. Through this, we ensure that the importance of intellectual property rights is understood by employees. We also ask our business partners to understand their importance and comply with intellectual property rights rules.

For advertising materials as well as products, we have established a system for conducting a preliminary check on compliance with various rights, including portrait rights and trademark rights, and with the Act against Unjustifiable Premiums and Misleading Presentations and other laws and regulations so that we will not commit any violations. We have established and operate a system in which all advertising materials, including magazine advertisements, web advertisements, and storefront posters, should be approved on the database by the evaluation and judgment division before being released to the public.

As we venture into new product fields, we exercise increased caution regarding others' technical rights. We conduct checks during the design review stage of planning and development to avoid any infringements. In fiscal year 2023, there were no instances of violation regarding marketing communication regulations or voluntary standards.

Future issues to be addressed

- We will continue to share values on intellectual property among all employees by further making them realize how our intellectual property is involved in business activities, thereby raising their interest in intellectual property. We believe that this will lead to the effective protection of our intellectual property.
- We will expand the scope of investigation on the sales status of counterfeit products on e-commerce sites to grasp the situation in Southeast Asian countries, where our brand exposure is increasing strategically, and take measures, including requiring the suspension of shipment of counterfeit products.



Materiality

Protection of personal information

Basic Concepts

Positioning the information security management policy (security policy) as an important management issue, we have formulated basic policies and measures for information security in general and have continued to manage and operate them.

In particular, strongly recognizing the importance of the protection of personal information, we have established personal information protection regulations to strictly manage information and prevent its leakage outside of the company. The officer in charge of human resources and general affairs oversees the management of personal information and takes measures to ensure proper management, including providing educational training to the staff who handle personal information, implementing safety measures, and updating the inventory of personal information.

Personal Information Protection System

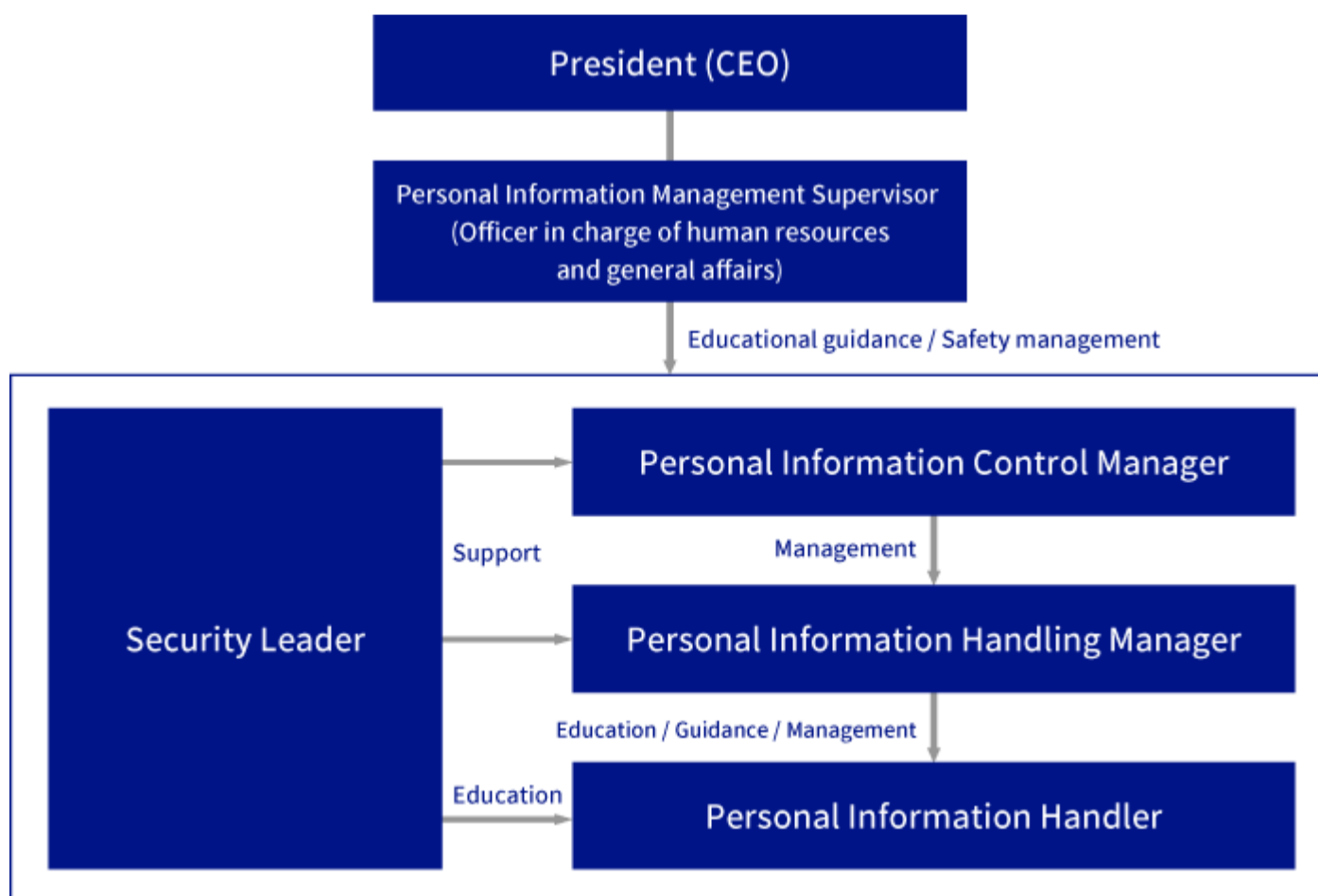
Mizuno handles a large amount of personal information and sensitive information through hosting sports events, operating sports facilities, and conducting experiments in the R&D department. To prevent any major incidents, we strive to establish robust systems for protecting this information.

For example, in the R&D department, the Ethics Review Committee, which includes lawyers, members of the Global Human Resources and General Affairs Department, and the Legal Department, discusses rules for handling personal and sensitive information of subjects, ensuring that there are no legal issues.

In June 2023, we revised our internal regulations regarding the handling of personal numbers, such as My Number and specific personal information, to strengthen their protection.

Furthermore, in the fiscal year 2023, there were no significant violations involving the invasion of customer privacy or loss of customer data within the Mizuno Group.

Structure



Future issues to be addressed

Amid growing global regulations and interest in the use of information assets, including personal information, the Mizuno Group will refine its information strategy in group management to adapt to changes and reconstruct more appropriate methods for using information. Specific initiatives include:

- Introducing highly secure cloud services to prevent unauthorized access.
- Implementing more advanced security measures across the global group.
- Establishing a system to prevent security risks in internal and external systems and to respond immediately in emergencies.
- Adapting to and systematizing compliance with the laws and regulations of various countries as our business expands globally.



Environment

Energy consumption [*b]

		Unit	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Scope1	City gas	1,000m ³	0.7	0.6	0.7	1.2	0.2
	LP gas	t	1.7	1.7	1.7	1.5	1.3
	Heavy oil	kl	2.4	2.4	2.1	2.2	2.5
	Kerosene	kl	0.9	0.8	0.8	0.9	1.1
	Gasoline	kl	18.2	13.4	15.5	16.4	15.9
	Light oil	kl	3.9	2.9	2.9	3.3	3.5
Scope2	Electricity	1,000kWh	10,009	9,378	9,348	9,456	9,558
	Heat	GJ	9,998	10,568	10,815	11,989	12,142

*The breakdown of energy consumption includes non-renewable energy sources such as fuel, electricity, heating, cooling, and steam. At this point, we have not identified any renewable energy sources such as biofuels.

*The energy consumption figures do not include energy consumption outside the organization.

*The calculations use coefficients from the LCI database IDEA version 3.3.

Energy-derived CO₂ emissions [*a]

Unit	FY2019	FY2020	FY2021	FY2022	FY2023
t-CO ₂	13,807	12,269	12,668	11,230	11,177
Intensity* ²	8.14	8.16	7.34	5.30	4.87

*The figures use the market-based method (emission factors for electric power facilities provided by the Ministry of the Environment).

Energy-derived CO₂ emissions by country [*a]

location-based method

(Unit:t-CO ₂)	FY2018(base year)	FY2020	FY2021	FY2022	FY2023
Japan	9,815	8,568	8,807	8,309	8,286
US	2,728	2,481	2,370	1,815	1,727
Canada	228	138	149	163	163
UK	575	478	467	360	294

(Unit:t-CO ₂)	FY2018(base year)	FY2020	FY2021	FY2022	FY2023
France	153	105	129	77	100
Netherlands	-	184	184	151	136
Germany	177	116	108	132	137
Italy	95	62	90	99	87
China (factory)	1,489	1,167	1,371	1,096	1,002
China	86	39	41	33	38
Taiwan	213	200	197	186	187
Hong Kong	95	65	36	41	50
South Korea	217	185	210	196	213
Singapore	19	15	15	14	13
Thailand	41	35	27	29	27
Australia	111	90	87	77	67
Total	16,041	13,928	14,289	12,777	12,528

market-based method

(Unit:t-CO ₂)	FY2018(base year)	FY2020	FY2021	FY2022	FY2023
Japan	8,845	6,909	7,187	6,762	6,935
US	2,728	2,481	2,370	1,815	1,727
Canada	228	138	149	163	163
UK	575	478	467	360	294
France	153	105	129	77	100
Netherlands	-	184	184	151	136
Germany	177	116	108	132	137
Italy	95	62	90	99	87
China (factory)	1,489	1,167	1,371	1,096	1,002
China	86	39	41	33	38
Taiwan	213	200	197	186	187
Hong Kong	95	65	36	41	50
South Korea	217	185	210	196	213
Singapore	19	15	15	14	13
Thailand	41	35	27	29	27

(Unit:t-CO ₂)	FY2018(base year)	FY2020	FY2021	FY2022	FY2023
Australia	111	90	87	77	67
Total	15,071	12,269	12,668	11,230	11,177

*Due to rounding to the nearest decimal point by country, the totals may not necessarily match.

*The figures use the market-based method (emission factors for electric power facilities provided by the Ministry of the Environment).

Water intake by water source[*a]

domestic group

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Water pipe and water supply facility	1,000m ³	35.6	28.5	32.1	32.9	30.3
Groundwater	1,000m ³	8.1	7.5	6.4	9.8	6.6
Total water intake	1,000m³	43.7	36.0	38.5	42.7	36.8

overseas group

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Total water intake	1,000m³	19.8	21.4	22.5	18.8	20.3

Effluent[*b]

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Total effluent	1,000m³	43.7	36.0	38.5	42.7	36.8

Toluene emissions[*e]

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Toluene emissions	kg	762	686	1,085	1,293	1,287

[*e] Calculated based on data from manufacturing bases in Japan (with Senoh Group bases not included until the fiscal year 2020, Senoh Group bases are included after FY 2021.)

Emissions of substances subject to the PRTR law[*e]

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Emissions	kg	2,017	1,706	3,364	3,640	3,647

*Since Mizuno limits the use of substances subject to the Act on the Assessment of Releases of Specified Chemical Substances in the Environment and the Promotion of Management Improvement (known as the Pollutant Release and Transfer Register [PRTR] Law) to its own factories, the amount of such substances transported is 0 kg each year.

Emissions of main substances subject to the PRTR law

Emissions of main chemical substances	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Ethylbenzen	kg	30	100	130	296	296
Dichloromethane	kg	6	0	20	6	6
Phenol	kg	64	25	56	43	43
Toluene	kg	762	686	1,085	1,293	1,287
Styrene	kg	4	12	39	4	21
Xylene	kg	71	141	203	379	379
MIBK	kg	48	51	0	0	0
n Hexane	kg	199	138	443	98	98
Trimethylbenzene	kg	2	0	62	124	0
Methyl methacrylat	kg	563	374	532	645	645
2 Aminoethanol	kg	70	8	8	17	1
N, N, -Dimethylformamide	kg	49	28	40	51	51
Trichlorethylene	kg	74	39	83	66	66

[*e] Calculations are based on data gathered from domestic manufacturing bases (including the Senoh Group)

Gross weight of industrial waste[*b]

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Industrial waste	t	507.4	574.4	857.1	481.4	453.9
Industrial waste	t	52.4	37.3	54.1	42.8	39.2
Total	t	559.8	611.7	911.2	524.2	493

Note: Waste generated by Mizuno did not contain any substances defined as hazardous in the Basel Convention.

Gross weight of waste by treatment method being adopted at Mizuno's domestic manufacturing bases (four factories) and waste sold as valuables [*e]

		Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Industrial waste	Incinerated; landfilled	t	0.61	2.99	0.21	0.16	0.17
	Recycled	t	86.51	67.75	82.85	104.85	93.25
	Total industrial waste	t	87.12	70.74	83.06	105.01	93.42
General waste	Incinerated	t	8.45	6.17	6.23	7.13	6.94
	Landfilled	t	0.00	0.00	0.00	0.00	0
	Recycled	t	0.00	0.00	0.00	0.00	0
	Total general waste	t	8.45	6.17	6.23	7.13	6.94
Valuables	Reused	t	2.99	0.25	20.3	3.32	0.35
	Recycled	t	117.80	95.54	111.91	122.45	110.29
	Total valuables	t	120.79	95.79	132.22	125.76	110.64
Total amount of emissions		t	216.36	172.70	221.51	237.90	211.10

[*e] Calculations are based on data gathered from domestic manufacturing bases (including the Senoh Group)

Environmental Accounting

Environmental Conservation Costs

In the fiscal year 2023, the investment amount for environmental conservation decreased by approximately 71 million yen from the previous year to 36.91 million yen, while the cost increased by 7.7 million yen from the previous year to 169.91 million yen. Investments in the fiscal year 2023 continued from the previous year and included the expansion of LED lighting and the replacement of air conditioning equipment with energy-saving models. The main costs were for the recycling of waste, materials and processes, and research and development costs to reduce environmental impact during the manufacturing stage, as well as management costs associated with the operation of EMS activities.

Environmental protection costs incurred in FY 2023 [*b]

Unit (ten thousand yen)

Categories of environmental protection costs	Main efforts	Performance in FY 2023	
		Amount invested	Expenses
(1) Business area costs		3,691	7,971
(1)-1 Pollution prevention costs	Inspection, examination, and analysis costs	56	736
(1)-2 World environment protection costs	Costs incurred for installing energy-saving equipment	3,635	864

Categories of environmental protection costs	Main efforts	Performance in FY 2023	
		Amount invested	Expenses
Costs incurred for installing energy-saving equipment	Recycling waste and using recycled material	0	6,371
(2) Upstream and downstream costs	Costs for outsourcing product recycling and green procurement costs	0	1,004
(3) Management activity costs	ISO 14001 management costs, external communication costs, and environmental advertising costs	0	2,723
(4) Research and development costs	Costs for conducting research into the development of environmentally friendly products	0	5,165
(5) Social activity costs	Costs incurred for cleaning up the streets surrounding offices and donating money to the Dongurinokai association	0	128
Costs incurred for cleaning up the streets surrounding offices and donating money to the Dongurinokai association		0	0
(7) Other environmental protection costs		0	0
Total		3,691	16,991

Effectiveness of environmental protection measures

Effectiveness of environmental protection measures taken in FY 2023 [*b]

Reduction (physical effect)

Environmental aspects		Unit	Performance in FY 2022	Performance in FY 2023	Reduction	Compared to the previous year
Energy and resource conservation	Electricity	1,000kWh	9,456	9,558	-102	101.1%
	City gas	1,000m ³	47	9	38	19.1%
	Gasoline; light oil	kl	673	668	5	99.3%
	Kerosene	kl	32	38	-6	118.8%
	Heavy oil	kl	84	99	-15	117.9%
	Water supply	m ³	33	30	3	90.9%
Amount of incinerated general waste		t	43	39	4	90.7%
Industrial waste emissions		t	481	454	27	94.4%

The fiscal 2023 data were gathered between April 2023 and March 2024.

Reduction (monetary effect)

Unit (ten thousand yen)

Environmental aspects	Performance in FY 2022	Performance in FY 2023	Reduction	Compared to the previous
Electricity, gas, gasoline, light oil, kerosene, heavy oil, and water supply bills	52,162	50,580	1,582	97.0%

The fiscal year 2023 data were gathered between April 2023 and March 2024.



Social

Breakdown of Tier 1 suppliers

		No. of suppliers	supplier ratio(%)	Procurement amount ratio(%)
Total No. of suppliers		507	100	100.0
By category	Apparel	297	58.6	28.2
	Shoes	27	5.3	50.6
	Equipment	183	36.1	21.2
By country / region	Japan	132	26.0	11.4
	China	228	45.0	22.4
	South Korea	1	0.2	0.1
	Taiwan	19	3.7	1.2
	Indonesia	20	3.9	2.6
	Vietnam	57	11.2	42.0
	Thailand	10	2.0	5.2
	The Philippines	4	0.8	2.3
	Myanmar	9	1.8	1.3
	Cambodia	15	3.0	10.6
Others	12	2.4	0.9	

Status of important suppliers (Tier 1 suppliers)

Number of important suppliers	149
Percentage of important suppliers among all Tier 1 suppliers (%)	29.4
Percentage of the procurement amount from important suppliers in the total procurement amount (%)	96.3
Percentage of important suppliers to which Mizuno is a major customer* (%)	53.0

* When the value of transactions with Mizuno accounts for at least 30% of the amount of orders received by the relevant supplier

Implementation status of CSR audits in FY 2023

country	Country No. of suppliers ^{*1}	No. of important suppliers	No. of audits conducted in				
			FY2019 (reference)	FY2020	FY2021	FY2022	FY2023 ^{*2}
Japan	132	36	2	1	5	9	4
China	228	50	12	13	9	20	18
South Korea	1	1	0	0	0	0	0
Taiwan	19	4	0	0	0	0	0
Indonesia	20	6	3	1	0	5	3
Vietnam	57	29	8	6	1	10	9
Thailand	10	6	2	1	0	4	0
The Philippines	4	3	2	0	0	3	0
Myanmar	9	5	2	0	0	3	0
Cambodia	15	6	0	1	0	1	0
Others	12	3	0	0	2	1	1
Total	507	149	31	9^{*3}	17	57	35

*1 As of April 2022. The conditions for CSR auditing have been changed since FY 2016.

*2 A CSR audit of main factories is conducted on a three-year cycle.

*3 Including a CSR audit of new candidate supplier factories before the commencement of business.

Corrective action status for non-conformities

	No..of Cases	Percentage(%)
Total	220	100.0
Corrected	93	42.3
Non-corrected	127	57.7

* Status of corrective actions as of March 31, 2024, for non-conformities identified in critical and major audit items in the FY 2023 CSR audits

Number of calls by content

	FY2019	FY2020	FY2021	FY2022	FY2023
Inquiries about products	11,652	13,948	14,265	14,339	12,383
Other inquiries	4,585	14,357	7,010	5,987	5,495
Complaints about products	3,521	2,340	2,985	2,574	2,325
Catalogue requests	2,068	2,303	2,500	1,447	1,291
Inquiries about shops	1,885	1,595	1,916	2,153	1,646
Inquiries about repair	2,052	1,513	1,733	1,827	1,740
Purchase	729	1,230	797	889	707
Complaints about services	200	358	384	786	324
Inquiries	2,527	337	296	228	226
Request (included in "Inquiries" until FY 2020)	-	175	161	307	186
Total	29,219	38,156	32,047	30,537	26,323

Number of calls by Sport Discipline

	FY2019	FY2020	FY2021	FY2022	FY2023
Outdoor	2,802	2,757	5,785	3,620	2,940
Baseball	4,897	4,172	4,579	5,268	3,835
Track and field and running and sportswear	3,415	2,924	3,658	2,967	2,513
Golf	3,677	3,268	3,361	3,097	2,280
Walking and fitness	1,654	1,495	1,626	1,911	1,876
Racket Sports	1,376	1,028	1,145	1,160	1,363
Swimming	1,480	964	1,127	1,264	1,223
Football	1,233	798	868	1,148	1,095
Other	8,685	20,246	9,898	10,102	9,198
Total	29,219	38,156	32,047	30,537	26,323

Mizuno's employment status [*d]* (some people [*a])

		FY2019	FY2020	FY2021	FY2022	FY2023
Employees (no. of people)	Male	1,105	1,101	1,076	1,025	1,026
	Female	450	449	454	460	472
	Total No.	1,555	1,550	1,530	1,485	1,498
Average age(years old)	Male	45.1	45.1	44.3	44.4	44.2
	Female	40.6	41.0	41.1	41.3	41.3
	Total	43.8	43.9	43.4	43.4	43.3
Average length of service(years)	Male	21.0	20.8	20.3	20.1	18.9
	Female	17.2	17.6	18.1	18.1	17.2
	Total	19.9	19.9	19.6	19.5	18.4
Turnover (no. of people)	Male	23	10	21	28	27
	Female	16	11	15	10	9
	Total No.	39	21	36	38	36
New graduate employees (no. of people)	Male	22	11	16	24	26
	Female	12	8	9	21	26
	Total No.	34	19	25	45	52
Mid-career recruitment (no. of people)	Male	19	18	28	27	27
	Female	8	2	5	16	12
	Total No.	27	20	33	43	39
International employees(parent company; no. of people)	Total No.	6	6	8	7	6
International employees(consolidated; no. of people)[*a]	Total No.	1,455	1,455	1,405	1,415	1,368
Temporary employees (no. of people)	Total No.	349	388	473	343	463
Physically challenged employees (no. of people)	Total No.	34	34	30	32	30

* Calculations are based on data on full-time employees.

Employees' ages [*d]*

	Total		Male		Female	
	(no. of people)	(%)	(no. of people)	(%)	(no. of people)	(%)
Younger than 30	183	12.2	114	7.6	69	4.6
30 to 39	409	27.3	259	17.3	150	10.0
40 to 49	342	22.8	240	16.0	102	6.8
50 to 59	562	37.5	411	27.4	151	10.1
60 or older	2	0.1	2	0.1	0	0.0

Work hours; overtime work hours[*d]*

	Unit
Annual work hours per employee	1,824.12hours/year
Monthly average overtime work hours per employee	6.2 hours/month
Monthly average overtime work payment per employee	25,278 yen/month

* Calculations are based on data on full-time employees.

Annual paid holiday usage status [*d]

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of annualpaid holidays available	Days	18.9	19.0	18.9	18.8	18.6
Number of annualpaid holidays taken	Days	10.8	8.2	10.2	10.9	13.3
Usage rate	%	56.6	43.6	53.9	58.0	71.4

Number of employees who took childbirth/childcare leave and number of people who returned to Mizuno after once leaving[*d]

		FY2019	FY2020	FY2021	FY2022	FY2023
Number of employees who took childcare leave (no. of people)	Male	1	11	10	12	18
	Female	37	53	57	59	61
Percentage of employees who took childcare leave(percentage)	Male	10	12	12	27	35
	Female	100	100	100	100	100
Percentage of people who returned to Mizuno after once leaving(percentage)	Male	100	100	100	100	100
	Female	100	100	100	100	100
Retention rate(percentage)	Male	100	100	90	94	90
	Female	100	100	94	97	95

Number of industrial accidents [*d] Mizuno Corporation (parent company)

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of industrial accidents (no. of accidents)	11	8	9	10	11
Deaths due to industrial accidents (no. of deaths)	0	0	0	0	0
Frequency rate ^{*1}	1.92	1.58	2.14	2.03	0.00
Severity rate ^{*2}	0.005	0.002	0.002	0.094	0.00

Female employee rates and female manager rates[*c]

	FY2019	FY2020	FY2021	FY2022	FY2023
Female employee rates(percentage)	28.0	27.6	28.9	29.7	30.5
Female manager rates(percentage)	8.3	6.3	5.4	5.2	6.5

(Reference) Mizuno Corporation (parent company)[*d]

	FY2019	FY2020	FY2021	FY2022	FY2023
Female employee rates(percentage)	28.9	29.0	29.7	30.9	31.7
Female manager rates(percentage)	5.5	5.2	5.7	5.9	7.6

FY 2023—percentage of employees who have received human resources evaluation [*c]

	Target person	Percentage
Male	Full-time, contract, part-time, and temporary employees	100%
Female	Full-time, contract, part-time, and temporary employees	100%



Governance

Executive compensation

Unit (million yen)

	Total amount of compensation, etc.	Total amount of compensation, etc. by type			No. of target persons(person[s])
		Basic compensation	Performance-linked compensation	Transferrestricted stock-based compensation	
Directors(excluding Audit and Supervisory Committeemembers) (Figureespecially for outside directors)	305 (7)	155 (7)	143 (-)	7 (-)	5 (1)
Directors(Audit and Supervisory Committeemembers) (Figureespecially for outside directors)	32 (14)	32 (14)	- (-)	- (-)	3 (2)
Total (Figureespecially for outside directors)	337 (21)	187 (21)	143 (-)	7 (-)	8 (3)

Provision of compliance education

Name of training program	Details	Target person	No. of participants
New employee training	Basic legal knowledge to be recognized by employees as members of society and the staff of Mizuno	New employees(full-time employees of the Group) [*b]	40
Compliance education	Report on our activities for fair business practices and anti-corruption and reconfirmation of the Mizuno Corporation Ethical Standards	All employees[*b]	Approx. 3,000
Whistle-blowing education	Provision of information on the whistle-blowing system (publicity activity) or report on their implementation status (feedback activity)	All employees[*b]	Approx. 3,000
Harassment prevention education	Correct knowledge about preventing harassment and dissemination of information on the Harassment Hotline	All employees[*b]	Approx. 3,000

Name of training program	Details	Target person	No. of participants
Personal information protection education	Dissemination of personal information protection rules to individual employees and taking inventory of personal information managed by them	All employees[*b]	Approx. 3,000

Usage status of the whistle-blowing system[*b]

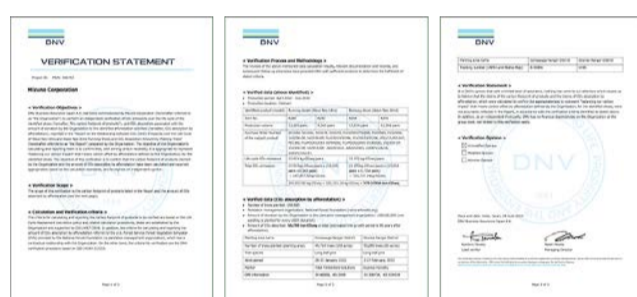
(FY)	Total No.	Breakdown of contents		
		Environment	Human Rights	Governance/ Compliance
2018	6	0	2	4
2019	17	0	8	9
2020	11	0	5	6
2021	8	0	5	3
2022	8	0	3	5
2023	17	0	17	0



How Mizuno is evaluated by external reviewers

Evaluation of activities relating to ESG/SDGs

Mizuno concluded a loan contract with Sumitomo Mitsui Banking Corporation after being evaluated positively regarding its ESG activity, information disclosure, and business aimed at helping achieve the UN's SDGs based on Sumitomo Mitsui Banking Corporation's Positive Impact Finance-Based, Principle Compliance-type ESG/SDGs Syndicated Loan Program. The Positive Impact Finance-Based, Principle Compliance-type ESG/SDGs Syndicated Loan Program does not only evaluate companies based on Sumitomo Mitsui Banking Corporation's own evaluation standards for evaluating ESG/SDGs but also complies with the principles for positive impact finance of DNV BUSINESS ASSURANCE JAPAN K.K., which is an independent third-party body. The principles for positive impact finance aim to promote the idea of increasing the positive impact that finance can have on the world while decreasing its negative impact, and they were developed by the United Nations Environment Program - Finance Initiative (UNEP FI) in January 2017.



Conformity letter issued by DNV

[To view the conformity letter issued by DNV, please click here.](#)

Evaluation of Mizuno's system for helping employees improve their health

In recognition of its system for helping employees improve their health, Mizuno has been recognized among the outstanding large enterprises ("White 500" enterprises) in the 2024 Health and Productivity Management certification program of the Japanese Ministry of Economy, Trade and Industry. Mizuno has also been rated as Silver for its certification for consecutive years in the Sports Yell Company 2024 program of the Japan Sports Agency.



Evaluation of Mizuno's Diversity Initiatives[*d]

On May 13, 2024, Mizuno Japan obtained the "Eruboshi Certification," and on May 16, 2024, it obtained the "Kurumin Certification."

- The Eruboshi Certification is awarded under the Act on Promotion of Women's Participation and Advancement in the Workplace to companies that have excellent initiatives and conditions for promoting women's active participation. There are three levels of certification, and Mizuno Japan has achieved the third level (three stars).
- The Kurumin Certification is awarded under the Act on Advancement of Measures to Support Raising Next-Generation Children to companies that meet certain standards for child-rearing support initiatives.





Reporting Policy

Reporting Policy

Mizuno maintains transparency on information regarding the Mizuno Group's environmental and social impact and explains the Mizuno Group's sustainability activities to stakeholders through the Sustainability Report.

Reporting Scope of Organization

In principle, the Mizuno Group (Mizuno Headquarters and domestic/overseas group companies) is our target. But as the target organization differs according to data and descriptions of entry contents, the report target organization is indicated by the letters below in each part of the report.

[*a]	Mizuno Group (Domestic / Overseas)
[*b]	Mizuno Group (Domestic)
[*c]	Mizuno Group, Domestic (Excluding the Senoh Group and Sharp Sangyo Co., Ltd.)
[*d]	Mizuno Corporation (Non-consolidated)
[*e]	Others : Described individually

For the countries in which we operate, please visit at "Global Office Locator "

Link:<https://corp.mizuno.com/en/about/office>

Please refer to the link below for the sites covered by this sustainability report.

Link:<https://corp.mizuno.com/system/files/ir/2023-10/110th%20Annual%20Securities%20Report.pdf>

Report Target Period

Although focusing on activities during FY 2023 (April 1, 2023 to March 31, 2024), some activities from the previous and most recent activity reports are included.

Publication date

July 2024 (Previous: July 2023; Next: Scheduled for July 2025)

Reference Guidelines

- GRI (Global Reporting Initiative) Sustainability Reporting Standard 2021
- Ministry of Environment 「Environmental Reporting Guideline 2018 edition」

External Assurance

As of June 2023, Mizuno had not obtained external assurance on the contents of the Sustainability Report. However, it will consider it in the future.

In order to ensure a higher level of transparency and reliability while disclosing information on environmental data, Mizuno has obtained third-party assurance for the Japanese version of environmental data for FY2023 with this report from SGS Japan Inc.

Contact

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GRI Content Index

GRI 2: General Disclosures 2021

GRI Standard	Disclosure		Place of publication
1. The Organization and its reporting practices	2-1	Organization details	Corporate Information > Company Profile Reporting > Reporting Policy Corporate Information > Global Office Locator
	2-2	Entities included in the organization's sustainability report	Corporate Information > Global Office Locator Reporting > Reporting Policy
	2-3	Reporting period, frequency and contact point	Reporting > Reporting Policy
	2-4	Restatements of information	
	2-5	External assurance	Reporting > Reporting Policy
2. Activities and workers	2-6	Activities, value chains and other business relationships	Society > Respect for Human Rights Society > Supply Chain Management ESG Data > Society Securities Report (Fiscal Year Ending March 2024)-Part 1-2-2 [Business Risks], Part 1-2-4 [Important Management Contracts]
	2-7	Employee	Society > Labor Practices ESG Data > Society Annual Securities Report (Fiscal Year Ending March 2024) - Part 1 - Part 1 [Status of Employees]
	2-8	Workers who are not employees	Society > Labor Practices ESG Data > Society Annual Securities Report (Fiscal Year Ending March 2024) - Part 1 - Part 1 [Status of Employees]

GRI Standard	Disclosure		Place of publication
3. Governance	2-9	Governance structure and composition	Governance>Corporate Governance Management and Sustainability Strategy > Sustainability Operations Structure Corporate Information > List of Officers Notice of Convocation of the 109th Ordinary General Meeting of Shareholders  Annual Securities Report (Fiscal Year Ending March 2024) - Part 1 - Part 4-4 [Status of Corporate Governance, etc.] 
	2-10	Nomination and election at the highest governance body	Governance>Corporate Governance
	2-11	Chair of the highest governance body	Governance>Corporate Governance
	2-12	Role of highest governance body in overseeing the management of impacts	Management and Sustainability Strategy > Purpose, Vision and Values Governance > Corporate Governance Management and Sustainability Strategy > Sustainability Operations Structure Annual Securities Report (Fiscal Year Ending March 2024) - Part 1 - Part 4-4 [Status of Corporate Governance, etc.] 
	2-13	Delegation of responsibility for management impacts	Management and Sustainability Strategy > Sustainability Operations Structure
	2-14	Role of highest governance body in sustainability reporting	Management and Sustainability Strategy > Sustainability Operations Structure
	2-15	Conflicts of interest	Annual Securities Report (Fiscal Year Ending March 2024) - Part 1 - Part 4-4 [Status of Corporate Governance, etc.] 
	2-16	Communication of critical concerns	Management and Sustainability Strategy > Sustainability Operations Structure
	2-17	Collective knowledge of the highest governance body	Governance>Corporate Governance
	2-18	Evaluation of the performance of the highest governance body	Governance>Corporate Governance
	2-19	Remuneration policies	Governance>Corporate Governance
	2-20	Process to determine remuneration	Governance>Corporate Governance Annual Securities Report (Fiscal Year Ending March 2024) - Part 1 - Part 4-4 [Status of Corporate Governance, etc.] 
	2-21	Annual total compensation ratio	

GRI Standard	Disclosure		Place of publication
4. Strategy, policies and practices	2-22	Statement on sustainable development strategy	top message
	2-23	Policy commitments	Society > Respect for Human Rights Society > Supply Chain Management
	2-24	Embedding policy commitments	Society > Respect for Human Rights Society > Supply Chain Management
	2-25	Processes to remediate negative impacts	Society > Supply Chain Management
	2-26	Mechanisms for seeking advice and raising concerns	Materiality > Responsible Business Practices Governance > Compliance/Anti-Corruption
	2-27	Compliance with laws and regulations	Environment > Environmental Management System Governance > Compliance/Anti-Corruption Governance > Protection of Personal Information
	2-28	Membership associations	Management and Sustainability Strategy > Stakeholder Engagement
5. Stakeholder engagement	2-29	Approach to stakeholder engagement	Management and Sustainability Strategy > Stakeholder Engagement
	2-30	Collective bargaining agreements	Society > Labor Practices

GRI 3 : Material Topics 2021

GRI Standard	Disclosure		Place of publication
Disclosures on material topics	3-1	Process to determine material topics	Materiality > Materiality Identification Process
	3-2	List of material topics	Materiality > Materiality Identification Process
	3-3	Management of material topics	Materiality > Identified materiality Materiality > Contributing to the multi-dimensional values of sports Materiality > Contribution to Solving Social Issues Materiality > Responsible procurement with due respect human rights Materiality > Human Capital Management Materiality > Responsibility for global environment issues throughout the products Materiality > Responsible Business Practices Materiality > Responsibility for Safe and High-Quality Products

Itemized Standard Economy

Identified material items are shaded in light blue.

GRI Standard	Disclosure		Place of publication
201 : Economic Performance 2016	201-1	Direct economic value created and distributed	
	201-2	Financial implications and other risks and opportunities of climate change	Climate Change Strategy > Information Disclosure Based on TCFD Recommendations
	201-3	Defined benefit plan obligations and other retirement plans	Society > Labor Practices Annual Securities Report (Fiscal Year Ending March 2023) - Part 1 - Part 5 [Accounting Status] 
	201-4	Financial assistance received from government	
202 : Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	
	202-2	Proportion of senior management hired from the local community	
203 : Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Value creation through sports > Development of local communities centered on sports Creating value through sports > Extending healthy life expectancy by maintaining motor function Creating value through sports > Improving physical fitness and athletic abilities of children
	203-2	Significant indirect economic impact	Creating value through sports > Improving physical fitness and athletic abilities of children
204 : Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Materiality > Responsible procurement that respects human rights
205 : Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	Governance > Compliance/Anti-Corruption
	205-2	Communication and training about anti-corruption policies and procedures	Governance > Compliance/Anti-Corruption
	205-3	Confirmed incidents of corruption and actions taken	Governance > Compliance/Anti-Corruption
206 : Anti-Competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, or monopoly practices	Governance > Compliance/Anti-Corruption
207 : Tax 2019	207-1	Approach to tax	Governance > Compliance/Anti-Corruption Annual Securities Report (Fiscal Year Ending March 2024) Part 1-2-2 [Business Risks] 
	207-2	Tax governance, control and risk management	Governance > Compliance/Anti-Corruption
	207-3	Stakeholder engagement and management of concerns related to tax	Governance > Compliance/Anti-Corruption
	207-4	Country-by-country reporting	

Itemized Standard Environment

Identified material items are shaded in light blue.

GRI Standard	Disclosure		Place of publication
301 : Materials 2016	301-1	Materials used by weight or volume	Environment > Mitigation of environmental impact in products
	301-2	Recycled input materials used	Environment > Mitigation of environmental impact in products
	301-3	Reclaimed products and their packaging materials	Environment > Mitigation of environmental impact in products
302 : Energy 2016	302-1	Energy consumption within the organization	Environment > Climate Change ESG Data > Environment
	302-2	Energy consumption outside the organization	
	302-3	Energy intensity	Environment > Climate Change
	302-4	Reduced energy consumption	Environment > Climate Change ESG Data > Environment
	302-5	Reductions in energy requirements of products and services	
303 : Water and Effluents 2018	303-1	Interaction with water as a shared resource	Environment > Water use and management
	303-2	Management of water discharge-related impacts	Environment > Water use and management
	303-3	Water withdrawal	Environment > Water use and management ESG Data > Environment
	303-4	Water drainage	Environment > Water use and management ESG Data > Environment
	303-5	Water consumption	Environment > Water use and management
304 : Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
	304-2	Significant impacts of activities, products and services on biodiversity	
	304-3	Habitats protected or restored	
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	

GRI Standard	Disclosure		Place of publication
305 : Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Environment > Climate Change ESG Data > Environment
	305-2	Energy indirect (Scope 2) GHG emissions	Environment > Climate Change ESG Data > Environment
	305-3	Other indirect (Scope 3) GHG emissions	Environment > Climate Change
	305-4	GHG emissions intensity	Environment > Climate Change ESG Data > Environment
	305-5	Reduction of GHG emissions	Environment > Climate Change
	305-6	Emissions of ozone-depleting substances (ODS)	Report not applicable (environment > climate change)
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Report not applicable (environment > climate change)
306 : Waste 2020	306-1	Waste generation and significant waste-related impacts	Environment > Reduction of Waste Environment > Business Activities and Environmental Burden
	306-2	Managing significant waste-related impacts	Environment > Reduction of Waste
	306-3	Waste generated	Environment > Reduction of Waste Environment > Business Activities and Environmental Burden Environment > Reduction of Hazardous Chemical Substances ESG Data > Environment
	306-4	Waste diverted from disposal	Environment > Reduction of Waste ESG Data > Environment
	306-5	Waste directed to disposal	Environment > Reduction of Waste ESG Data > Environment
306 : Effluents and Waste 2016 (* Valid only for the items on the right)	306-3	critical leak	Environment > Reduction of Hazardous Chemical Substances
308 : Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Society > Supply Chain Management
	308-2	Negative environmental impacts in the supply chain and actions taken	Materiality > Responsible procurement with due respects human rights Society > Supply Chain Management

Itemized Standards Society

Identified material items are shaded in light blue.

New items added in fiscal year 2023 are highlighted in light green.

GRI Standard	Disclosure		Place of publication
401 : Employment 2016	401-1	New employee hires and employee turnover	Society > Labor Practices ESG Data > Society
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Society > Promoting and respecting diversity
	401-3	Parental leave	Society > Promoting and respecting diversity ESG Data > Society
402 : Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Society > Labor Practices
403 : Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Society > Occupational Health and Safety
	403-2	Hazard identification, risk assessment, accident investigation	Society > Occupational Health and Safety
	403-3	Occupational health services	Society > Occupational Health and Safety
	403-4	Worker participation, consultation, and communication on occupational health and safety	Society > Occupational Health and Safety
	403-5	Worker training on occupational health and safety	Society > Occupational Health and Safety
	403-6	Promotion of worker health	Society > Health Promotion Initiatives
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8	Workers covered by the occupational health and safety management system	Society > Occupational Health and Safety
	403-9	work-related injuries	Society > Occupational Health and Safety ESG Data > Society
	403-10	Work-related illness	
404 : Training and Education 2016	404-1	Average hours of training per year per employee	Society > Development and Nurturing of Talent
	404-2	Programs for upgrading employee skills and transition assistance programs	Society > Development and Nurturing of Talent
	404-3	Percentage of employees receiving regular performance and career development reviews	Society > Development and Nurturing of Talent
405 : Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Governance > Corporate Governance Annual Securities Report (Fiscal Year Ending March 2024) - Part 1 - Part 4-4 [Status of Corporate Governance, etc.]  Human Capital Management Society > Promoting and respecting diversity ESG Data > Society
	405-2	Ratio of basic salary and remuneration of women to men	Society > Promoting and respecting diversity

GRI Standard	Disclosure		Place of publication
406 : Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Society > Respect for Human Rights
407 : Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	
408 : Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Society > Supply Chain Management
409 : Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Society > Supply Chain Management
410 : Security Practices 2016	410-1	Security personnel trained in human rights policies and procedures	Society > Respect for Human Rights
411 : Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	
413 : Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Management and Sustainability Strategy > Stakeholder Engagement Value creation through sports > Development of local communities centered on sports Creating value through sports > Extension of healthy life expectancy through the maintenance of motor function Creating value through sports > Improving physical fitness and athletic abilities of children
	413-2	Operations with significant actual and potential negative impacts on local communities	
414 : Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Society > Supply Chain Management
	414-2	Negative social impacts in the supply chain and actions taken	Materiality > Responsible procurement with due respects human rights Society > Supply Chain Management
415 : Public Policy 2016	415-1	Political contributions	
416 : Customer Health and Safety 2016	416-1	Assessing health and safety impacts for product and service categories	Society > Product Safety and Quality (policies and systems)
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Society > Product Safety and Quality (policies and systems) Society > Ensuring of the safety and quality of products
417 : Marketing and Labeling 2016	417-1	Product and service information and labeling requirements	Society > Communication related to products
	417-2	Requirements for product and service information and labeling	Society > Communication related to products
	417-3	Incidents of non-compliance concerning marketing communications	Governance > Protection of Intellectual Property
418 : Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance > Protection of Personal Information