



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, which govern working hours, compensation, trade union choice, collective bargaining rights, working conditions, and other job issues, of the countries where we operate, and we aim to create a workplace where individuals are treated with dignity, fairness, and respect. We have established the Mizuno Code of Conduct for Suppliers, which adopts the perspective of ISO 26000, international guidance on social responsibility, to convey our CSR approaches to suppliers, and we ask them to comply with its 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 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, we decided to formulate a new 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 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 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. Based on the "Mizuno Group Human Rights Policy" established in April 2023, we will continue to work diligently, keeping an eye on the legislative trends in various countries.



Materiality

Supply Chain Management

Basic Concept

Mizuno acknowledges the crucial role of supply chain management, and in light of this, we have instituted the "Mizuno CSR Procurement Code of Conduct". We are implementing CSR procurement activities that strictly adhere to this code. After obtaining understanding from our domestic and international suppliers, we persist in conducting CSR audits. These audits ensure not only compliance with laws and regulations but also adherence to standards pertaining to human rights, working conditions, safety, hygiene, and environmental preservation. In the event of any issues, we are committed to undertaking necessary corrections.

Status of the supply chain

We seek to supply better sports products through cooperation with a variety of outside organizations. Our products, including sports shoes, sportswear, and golf clubs, are manufactured in our own factories and subcontracted factories. Major subcontracted factories are located in Japan, 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

Since FY 2017, we have disclosed a factory list as part of our efforts to make the supply chain more transparent.

Implementation of CSR Procurement Audits and Initiatives for Improvement Both Domestically and Internationally

Our CSR procurement covers not only Mizuno Corporation but also overseas branches / subsidiaries and licensed sales agencies. CSR procurement activities are composed of two parts: CSR evaluation of suppliers before the commencement of business and regular CSR audits of suppliers doing business with us.

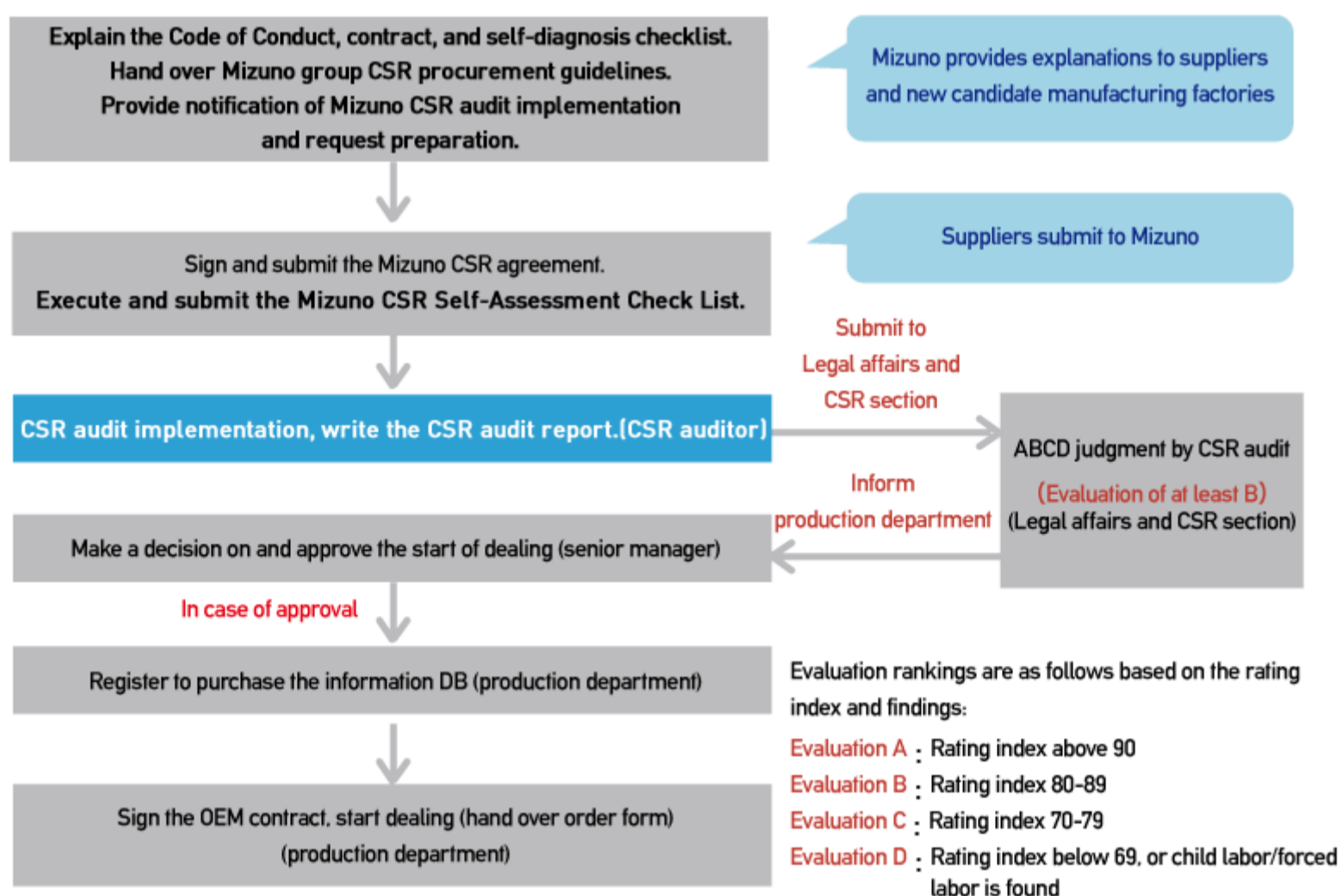
Moreover, we believe that to improve the CSR procurement status in our overseas subcontracted factories, it's fruitful to work collaboratively with organizations and other businesses in the same industry that have expertise in this area. As a result, we are proactive in collaborating with external entities to promote improvements in our suppliers' CSR procurement practices.

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 a CSR evaluation of new candidate supplier factories before the commencement of business (Implementation rate of monitoring in terms of human rights, labor practices, and the environment)

In FY 2022, all 22 new supplier candidates underwent Mizuno's prior evaluation (audit) or other audit programs, resulting in three rated as A and one as B in Mizuno's evaluation and 16 rated as equivalent to B or higher in the other audit programs. For suppliers rated as C, we have created corrective action plans based on the audit results and are tracking their progress. An increasing number of candidate supplier factories now complete external CSR audits before Mizuno requests them to undergo CSR evaluation. Therefore, Mizuno allows new supplier candidates to use a wide range of qualification evaluation programs and examines evaluation results in order to avoid overlapping audits and appropriately evaluate the level of each supplier candidate's fulfillment of the requirements imposed by Mizuno.

Corrective action when the CSR audit result is C or lower

If a supplier factory is evaluated as C or lower in a prior evaluation, the division in charge of CSR provides feedback on the audit results through the staff in charge of the relevant supplier. We also offer follow-up support, including providing advice to the supplier about specific improvement measures for items pointed out as inadequate, until the supplier reaches evaluation level B or higher, which is a prerequisite to commencing business.

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

The Mizuno Code of Conduct for Suppliers had been prepared in three languages – Japanese, Chinese and English – to be distributed to suppliers and subcontracted factories. In 2018, it was further translated into the local language of each country where factories are located in order to promote understanding among employees working in the factories.

The following languages are available as of the end of FY 2021:

Italian, Indonesian, Urdu, English, Korean, Khmer, Spanish, Thai, Chinese (Traditional and Simplified), German, Turkish, Japanese, Bulgarian, Vietnamese, Portuguese, Bengali, Malay, Burmese, Lao, Lithuanian, Romanian (22 languages).

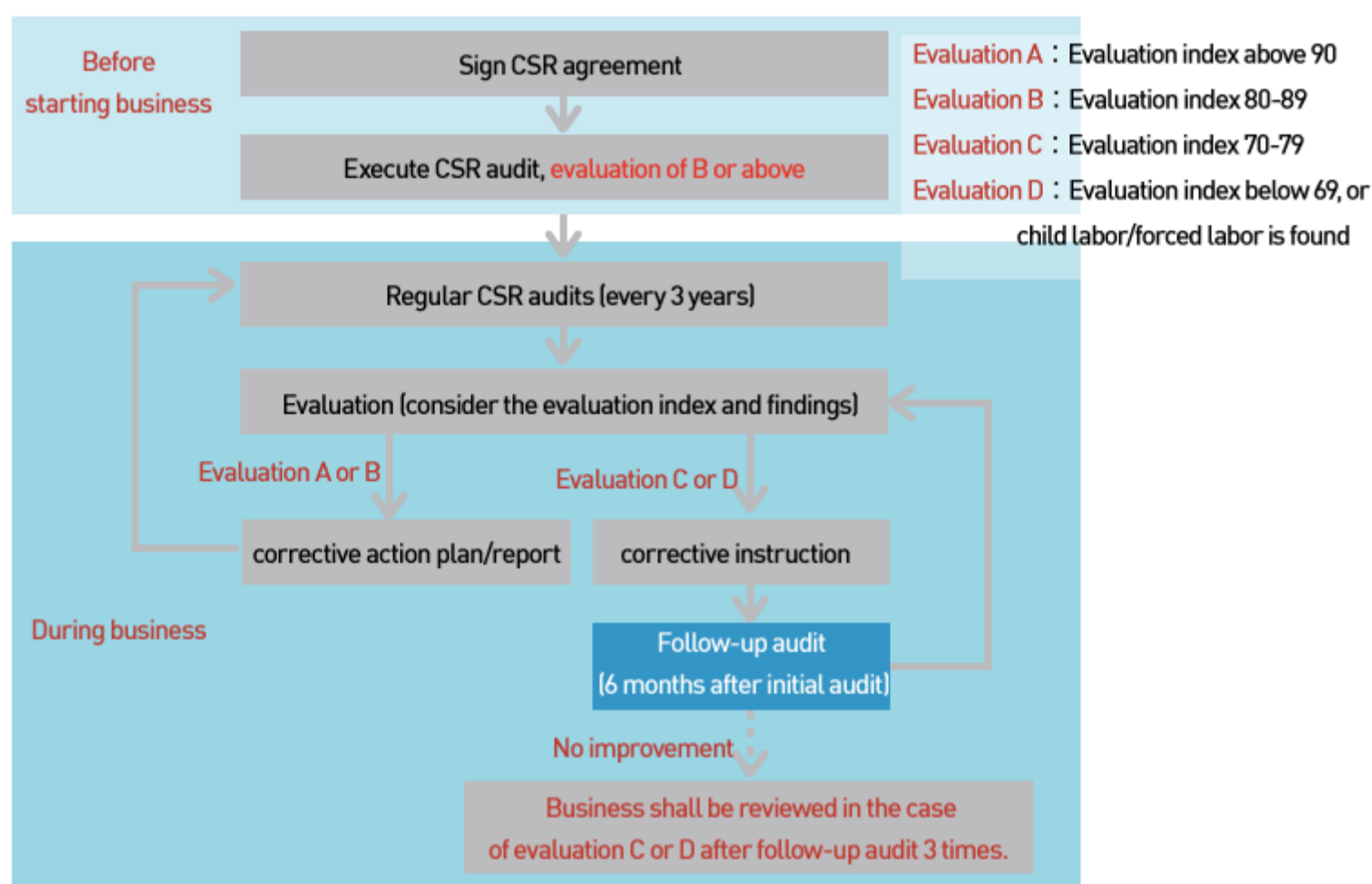
[Please click here for the translated versions of the Mizuno Code of Conduct for Suppliers.](#)

Implementation of CSR audits of Tier 1 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 Code of Conduct for Suppliers based on the Mizuno CSR Procurement Regulations, targeting more than 150 factories that serve as our major suppliers. In FY 2022, 57 factories (56 Tier 1 factories, 9 in Japan, 47 abroad 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 CSR auditing

We conduct a CSR audit in countries that are considered to have high human rights risks based on the Worldwide Governance Indicators released by the World Bank as well as our own perspectives. Target countries are reviewed annually with reference to the latest Worldwide Governance Indicators.

A CSR audit is not conducted in countries that are ranked higher overall in terms of "Voice and Accountability," "Political Stability and Absence of Violence," "Government Effectiveness," "Regulatory Quality," "Rule of Law," and "Control of Corruption." Basically, we do not conduct a CSR audit in Japan. However, for factories that employ foreign technical intern trainees, who are potential victims of human rights violations, we conduct a CSR audit even if they are located in Japan.

[Please click here for details of the Worldwide Governance Indicators.](#) 📄

Survey of audited factories that employ foreign technical intern trainees

As of April 1, 2022, We have 125 OEM factories in Japan, out of which 37 employ a total of 324 foreign technical intern trainees. Among these factories employing foreign trainees, 22 factories, with a total of 201 trainees, are subject to audits based on our standards.

In FY 2022, out of 37 factories in Japan, 16 factories were subject to audits. Due to circumstances such as business closures, 3 were cancelled and 4 were postponed to the next fiscal year, but audits were carried out at 9 factories in FY 2022. The evaluations of the 9 factories where CSR audits were conducted in FY2022 were all rated as A. The breakdown of nationalities of the foreign technical intern trainees employed at these 9 factories was as follows: 8 from China, 68 from Vietnam, 12 from Indonesia, 1 from Thailand, 13 from Cambodia, and 9 from Myanmar.

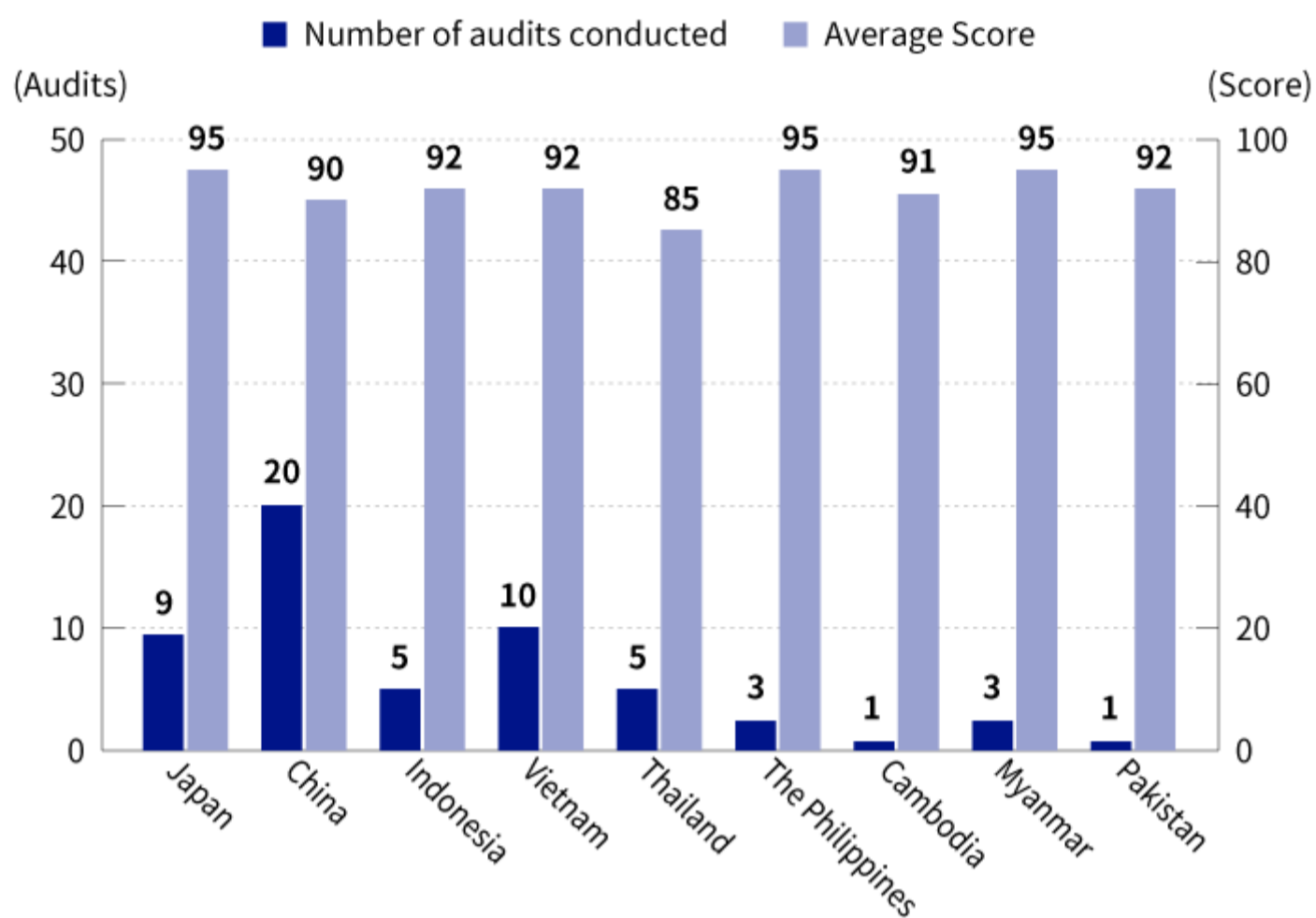
Major monitoring Content

Our audits revolve around specific themes such as human rights, labor practices, safety and hygiene, and environmental factors. Each audit item is categorized based on its urgency and importance into one of three classifications: "critical," "major," or "general". In FY 2022, we identified "critical" and "major" non-conformities in the items below. However, we have completed the guidance process towards rectification for each of these items at the respective factories.

Number and Percentage of Factories with Non-Conformities in Critical and Major Items in Audits (FY2022)

	Audit item	Number of Critical Items	Number of Major Items	Total	Number of Factories with Non-Conformities	Percentage
Human Rights	Child and underage workers	1	2	3	2	3.5%
	Slave labor / Forced labor / Migrant labor	3	8	11	2	3.5%
	Freedom of association		4	4	4	7.0%
	Discrimination / Harassment / Gender	1	2	3	4	7.0%
Labor Practices	Employment contract / Employment conditions		2	2	5	8.8%
	Working hours		4	4	30	52.6%
	Compensation	1	4	5	26	45.6%
Safety and Health	Work environment		3	3	23	40.4%
	Chemical substances		2	2	13	22.8%
	Fire safety	2	7	9	39	68.4%
	Dormitory	3	1	4	3	5.3%
Environment	Management system		2	2	8	14.0%
	Pollution prevention		7	7	20	35.1%
	Chemical substances		4	4	3	5.3%
				63		

Number of audits conducted and Average score by country



Non-conformities with the requirements related to human rights

item	Requirements	Nonconformity	Correction complete	Correction Incomplete	remarks	Country name	product
Freedom of association	Are mechanisms fair and effective to ventilate and resolve grievances of workers in place?	3	1	2	Follow-up audit scheduled	Thailand China	protectors for baseball bags
Freedom of association	Do workers elect their own representatives / spokesperson ?	1	1	0	Correction completed	China	bags
Freedom of association	Is workers' right to form and join workers' associations acknowledged by the management to the workers ?	1	0	1		China	sportswears

item	Requirements	Nonconformity	Correction complete	Correction Incomplete	remarks	Country name	product
Discrimination / Harassment / Gender	Was it found that there was no evidence of discrimination in employment, promotion, compensation, welfare, dismissal and retirement based on race, social class, national origin, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation ?	4	1	3	Follow-up audit scheduled	Thailand Thailand China	protector for baseball baseball gloves golf parts
Child and Juvenile Workers	Does the factory register all the young workers working at the factory with the local labor bureau ?	1	1	0	Correction completed	China	golf bags
Child and Juvenile Workers	Are there no child labor working at the factory ?	1	0	1	Follow-up audit scheduled	China	golf parts
Bonded Labor / Forced Labor / Migrant Labor	Do all of migrant workers or foreign workers inhabit in the country legally, and have work permits for all period of employment of the factory ?	2	0	2	Follow-up audit scheduled	Thailand	Protectors for baseball
Bonded Labor / Forced Labor / Migrant Labor	Was it found that there was no evidence of money deduction for non-fulfilling production target or sickness ?	2	0	2	Follow-up audit scheduled	Thailand	Protectors for baseball

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 2022 are as follows.

Evaluation rank	No. of factories
A	45
B	6
C	4
D	2
Total	57

Corrective action status of suppliers where violations were confirmed

Items with many non-conformities

The FY 2022 audits detected many non-conformities mainly in the following items: safety and hygiene (electricity / machinery / equipment, fire safety, emergency treatment, working environment - chemical substances), labor practices (working hours, compensation) and environment (pollution prevention, resource usage / climate change mitigation), among others.

Specifically, we found many non-conformities in areas such as the installation of protective devices on hazardous parts of machinery, placement of signs and indicator lights at exits and emergency exits, availability of emergency treatment kits, obstacles on emergency exits and evacuation routes, provision of Personal Protective Equipment (PPE) to workers, storage methods for dangerous / hazardous materials / industrial equipment, fire-fighting facilities in chemical and hazardous waste storage areas, fire inspection certification and other permits, regular health check-ups for workers exposed to hazardous environments, working hours - overtime, vacation acquisition, overtime allowance, and energy consumption management and control.

	Middle item	item	ratio
1	Health and Safety > Electricity / Machine / Equipment	Are adequate guards or devices installed for moving / rotating parts of machine, pulleys and belts or any other dangerous parts of machines ?	49.1%
2	Labour Practice > Working Hours	Does the working hour of factory meet law requirements ?	42.1%
3	Health and Safety > Fire Safety	Are exits and fire exits identified with sign or indicator lamps ?	31.6%
4	Health and Safety > First Aide	Are adequate first aid kits located at each factory floor and marked with signs ?	24.6%
5	Health and Safety > Fire Safety	Are fire exits and escape routes unblocked and adequate at each factory floor ?	24.6%
6	Health and Safety > Labour Environment	Does the factory arrange regular health examination for workers exposed to hazardous environment ?	24.6%
7	Labour Practice > Compensation	Does the factory overtime pay meet law requirements ?	24.6%
8	Labour Practice > Working Hours	Are workers available to take one day off in seven ?	24.6%

	Middle item	item	ratio
9	Health and Safety > Labour Environment	Is personal protective equipment (PPE) in fully acceptable condition provided for workers ?	22.8%
10	Health and Safety > Chemical Substances	Are dangerous / hazardous substances safely and securely stored ? And is fire-extinguishing equipment appropriate there ?	21.1%
10	Health and Safety > Fire Safety	Are all site buildings structurally safe, inspected and have certificate / license issued by local government authority ?	21.1%
10	Health and Safety > Fire Safety	Are fire exits open outward ?	21.1%
10	Environment > Preventing Pollution	Are the hazardous waste properly managed (written procedure for hazardous handling, specific storage, appropriate containers, clear labels, evidence of correct destruction...) ? Are hazardous wastes properly categorized, handled, and stored ?	21.1%
10	Environment > Usage of Resources / Mitigation Climate Change	Does the supplier control its energy consumption ? Does the supplier take action plan to reduce this energy consumption ?	21.1%

Corrective action status for non-conformities

Please refer to [ESG data](#) for the status of correction of nonconforming items.

Responses for Tier 2 and Tier 3 suppliers

We are advancing efforts to understand the status of human rights, labor, and environmental impacts at Tier 1 suppliers that have a direct relationship with us and to take corrective action as needed as our top priority initiatives.

For Tier 2 and Tier 3 suppliers that do not have direct transactions with us but deliver parts and materials to our subcontracted factories, we are also proceeding with efforts, focusing on areas with high risk of significant human rights and labor issues and environmental impacts. Since FY 2017, we have begun to grasp the current status of Tier 2 and Tier 3 suppliers that perform plating of iron heads for golf clubs, dyeing of textile materials, and leather tanning for baseball gloves and shoes, which are considered to be high risk.

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.

FY	Content
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	Since 2020, we have stopped auditing suppliers other than Tier 2 and Tier 3 suppliers for golf clubs. We will investigate the transaction conditions and realities of Tier 2 and Tier 3 suppliers and consider management methods for 2024 and beyond.

Responses other than CSR audits

Currently, in Southeast Asia, where many of our subcontracted factories are located, environmental problems and labor-management disputes are more likely to occur than ever before due to the rapid economic growth of the region. Under such circumstances of social changes, it is difficult to resolve fundamental human rights, labor, and environmental issues simply by correcting non-conformities identified in CSR audits. Accordingly, we need to focus on capacity building (capacity improvement) of factories as activities other than CSR auditing in the future.

In FY 2022, externally, we presented at JP-MIRAI, ESG seminars of client companies, and events of the Japan Bar Association, introducing Mizuno's CSR activities and an overview of CSR procurement management. Internally, as part of the Human Resources and General Affairs Department's education programs (for all employees, new employees, overseas trainees, and newly appointed managers), we explained the importance of corporate engagement in human rights issues and explained the mechanism of CSR procurement to overseas subsidiaries such as Mizuno Europe, Mizuno USA, Mizuno Korea, and domestic subsidiary Senoh Corporation, thereby promoting enlightenment activities to our employees both domestically and abroad, including related companies.

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

It is reported that there are approximately 1.82 million foreign workers in Japan (of which approximately 340,000 are foreign technical intern trainees) and that approximately 290,000 establishments employ foreign workers.* Foreign workers have become important members of the Japanese economy and society.

Toward 2030, which is the target year for the SDGs, we have voluntarily participated in the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI) to promote the improvement of the work and living environments of foreign workers together with companies and organizations that agree with and implement the Platform Principles of Conduct, which meet international standards. We hope that employers and organizations will accept foreign workers steadily and responsibly while complying with laws and regulations.

* As of the end of October 2022, according to a survey by the Ministry of Health, Labour and Welfare

Establishing a Grievance Mechanism

Although CSR audits can ascertain the situation at the time of the audit, they cannot constantly monitor the factories. In order to guarantee access to relief and to detect potential problems in the supply chain at an early stage, we are considering the introduction of a "grievance mechanism", which is regarded as an effective means to supplement CSR audits. We continue to gather information, such as selecting organizations to which we outsource operations, and continue our deliberations.

Efforts to prohibit and eliminate child labor

According to the World Report on Child Labor (Child labor: Global estimates 2020, trends and the road forward), the number of children engaged in child labor increased by 8.4 million since 2016, reaching 160 million worldwide at the beginning of 2020. This constitutes roughly 10% of the world's children, with 63 million girls and 97 million boys involved. This represents the first increase since the International Labour Organization (ILO) published global estimates 20 years ago.

Our sports goods, such as apparel and shoes, are manufactured in the Asia-Pacific region where workers' wages are relatively low. Recent trends show an increase in child labor in Sub-Saharan Africa, while child labor in the Asia-Pacific region continues to decrease. However, due to the impact of COVID-19 related poverty, it is estimated that child labor could increase by an additional 8.9 million by the end of 2022, over half of the anticipated increase being children aged between 5 and 11. Therefore, we believe that enhanced monitoring for child labor is necessary in the Asia-Pacific region where many of our manufacturing subcontractors are located.

According to Principle 5 of the UN Global Compact, child labor constitutes a form of exploitation that infringes on human rights, recognized and defined by international agreements. The international community and most governments have set the abolition of child labor as their policy. We have clearly stated in our Mizuno Code of Ethics that we do not engage in child labor. Furthermore, in the "Mizuno CSR Procurement Code of Conduct", we require suppliers to respect the ILO's "Minimum Age Convention" (No. 138) and "Convention on the Immediate Action for the Prohibition and Elimination of the Worst Forms of Child Labor" (No. 182). We also use the "World Governance Indicators" as a criterion for identifying countries and regions where there is a high risk of child labor and determining which countries require audits.

We regard child labor as one of the most critical audit items. If we find child labor during a CSR audit, we will immediately consider a response and take appropriate action promptly. At the same time, we understand that the occurrence of child labor is deeply related to societal backgrounds such as poverty. Therefore, rather than just recommending rectification, we also investigate the root causes of child labor and consider solutions together with the factories.

In the audits conducted in FY 2022, there were no cases of child labor. However, there was a case in a factory in China that employed three young workers (16-18 years old) without obtaining registration for young workers from the local labor administration bureau and without conducting health examinations. We urged this factory to create a corrective plan based on the audit results, and corrections have already been completed.

Responses to modern slavery (or forced labor)

According to the ILO report on modern slavery (Global Estimates of Modern Slavery: Forced Labor and Forced Marriage 2017), there were 40 million modern slaves and 25 million forced laborers worldwide in 2016. By region, the Asia-Pacific region had the highest number of such people, with 4 persons per 1,000 people. Accordingly, we need to monitor modern slavery and forced labor as well as child labor in the Asia-Pacific region.

In Japan, many factories in labor-intensive industries, such as apparel sewing, employ foreign workers through the foreign technical intern training program. We procure products from such subcontracted factories located in Japan.

Principle Four of the UN Global Compact defines forced or compulsory labor as "any work or service that is exacted from any person under the menace of any penalty, and for which that person has not offered himself or herself voluntarily." There has recently been widespread concern that foreign technical intern trainees working in Japan are not treated appropriately from the perspectives of human rights and working conditions. To contribute to eliminating the practice of forced labor, Mizuno has designated factories that employ foreign technical intern trainees to undergo CSR audits conducted directly by its CSR procurement staff.

In FY 2022, there were no instances of non-compliance corresponding to forced labor in Japan. Overseas, we discovered violations of laws and unfair treatment towards immigrant workers at a factory in Thailand during an audit and took corrective measures.

[Please click here for the actual conditions of audited factories that employ foreign technical intern trainees.](#)

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 as 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.

Initiatives on conflict minerals

Although we are not listed in the United States and are therefore exempt from reporting and disclosure obligations, we conducted a survey in 2018 to identify the usage of substances defined as conflict minerals, and identified products that use them. Specifically, we found that tungsten was being used in golf club heads, as weights for balancing soft tennis rackets, and at the tips of ultra-hard baseball spikes.

As of 2022, within our corporate group, we conducted a survey using the unified survey form ([CMRT](#): Conflict Minerals Reporting Template) provided by [RMI](#) (Responsible Minerals Initiative) for the tungsten used in golf club heads and identified all the refineries. Furthermore, we confirmed that these refineries are registered in RMI's [Conformant Tungsten Smelters](#) list.

A refinery registered in the RMI's certified refinery list means a refinery that has been confirmed to have no illegal activities in the process of procurement management of conflict minerals through the RMAP (Responsible Minerals Assurance Process) audit.

In addition to conducting a survey using the CMRT, we concurrently implemented traceability up to the refinery for the tungsten used in golf, created a supply chain map, and ensured transparency in the procurement route of tungsten. We will continue to request our business partners not to use minerals from refineries other than the certified ones.

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 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 supply chain is also being globalized. Since procurement from new suppliers is expected to increase further in the future, we will continuously make sure to conduct a CSR evaluation of new suppliers before the commencement of business.

Regular monitoring through CSR procurement audits is fundamental, but correcting the problems identified in the audits is crucial. We will continue to promote correction through dialogue with our suppliers.



Product Safety and Quality (Policies and Systems)

Management 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 chemical 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

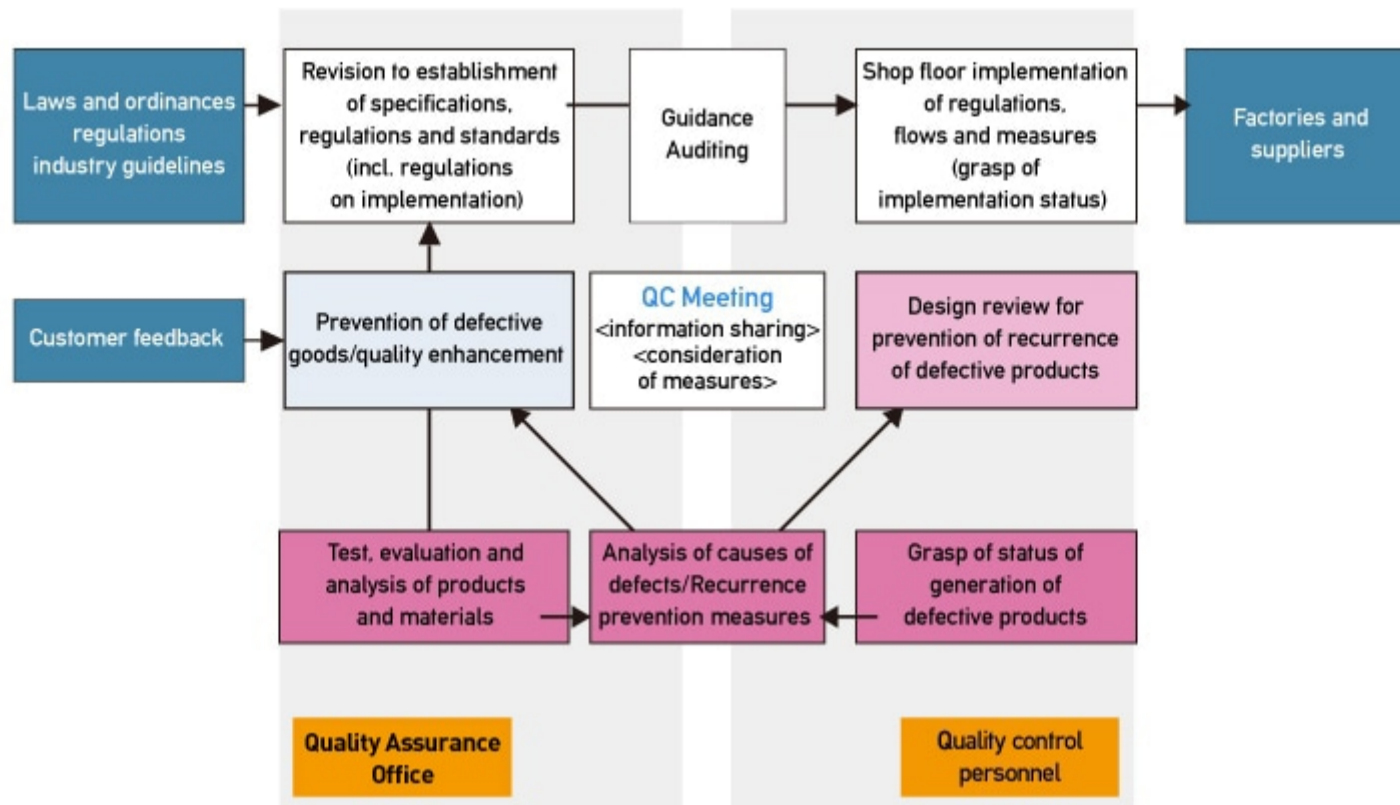
We have clarified the procedures for selling to customers and responding to customer requests after sales and have established a system for determining the cause of requests and preventing their recurrence. We deal with customer requests promptly and reliably to gain customer satisfaction and trust,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

Planning	Design & Development	Procurement	Manufacturing	Sales · Customer service
Trial and verification of proposals for planning	Practical use test, evaluation of prototypes, and design review	Material inspection	QC patrol and product inspection	Providing information by advertising and labelling/ Customer support at Mizuno Customer Service Center

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 2022, 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 2023, 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.

Operation of the certification system for inspectors at overseas group companies

We implemented a certification system for inspectors (Mizuno Footwear Test Instructor Certification System) to enable inspectors of overseas group companies located at subcontracted factories to conduct inspections and make judgments at a certain level.

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 2022, we created the Mizuno Restricted Substances List 2022 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 2022, we held two sessions themed "customer service education," with a total of 242 participants. Since FY 2021, we have implemented a recorded viewing format, allowing participation from various departments across our domestic offices.
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)	275 QC certificate holders as of April 2023 (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 2022: a total of 65 courses / 1,720 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 program held every two months: The Quality Assurance Section prepares materials and provides education.

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 2022, we held a photo contest about quality (with 62 participants), and a company-wide course on customer support (with 242 participants), resulting in a total of 304 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 2022, although we conducted three recalls due to inadequate labeling, we identified the problems and reorganized the relevant processes.

Communication concerning defects and the collection of defective products

When a defect occurs, we announce it promptly and accurately on our website. In FY 2022, we announced seven cases, all of which were violations of voluntary standards. Among these, three were related to labeling issues, and the other four were about different issues.

- When a defect occurs, we announce it promptly and accurately on our website. 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

FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
9	5	2	4	7

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.

New Measure

Although we provide a user manual that describes how to set up and handle our training instruments and health-enhancing instruments, for some products we have started to attach a DVD and publish a video on our website to share detailed information with customers.

Future issues to be addressed

- To provide customers with appropriate information in a timely manner, we will enhance in-house education so that individual employees can surely acquire basic knowledge about product labeling.
- We will carry out regular maintenance of our website so that we can provide the latest information in frequently asked questions posted on the section of Mizuno Customer Service Center.

Social



Materiality

Engagement with Customers

Basic Concepts

To ensure the safety and quality of our products and services, we have established a system that complies with ISO 10002, a complaint management system, and that allows us to respond appropriately to customer feedback and 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.

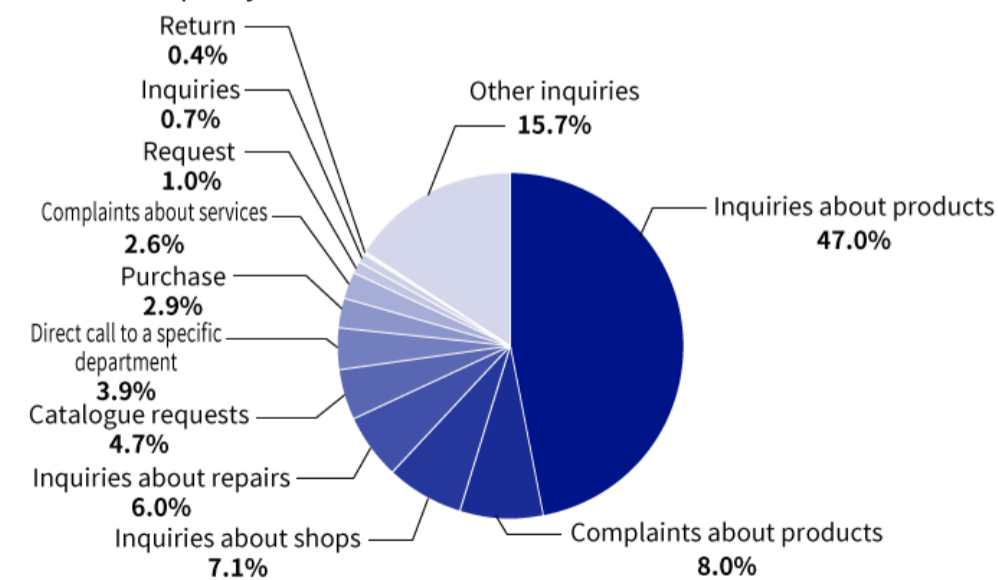
The Quality Assurance Office, which consists of the Mizuno Customer Service Center and the Quality Assurance Section, is responsible for building the quality management system and also serves as a liaison to customers.

Customer feedback and major actions

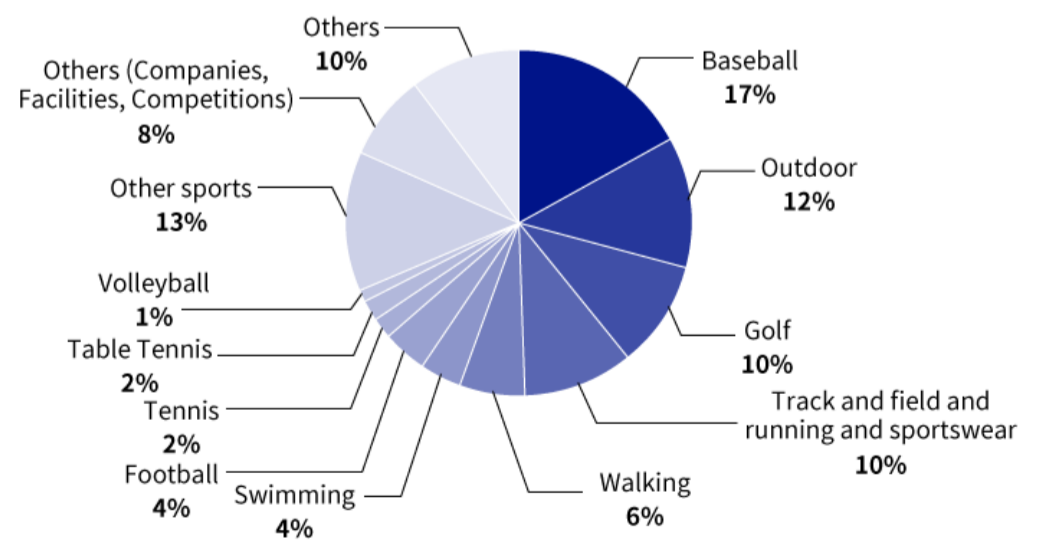
In FY 2022, the Mizuno Customer Service Center received 30,537 calls, of which approximately 47% were inquiries regarding products and approximately 8% were complaints about products.

■ Details of calls from customers in FY 2022

FY 2022 Graph by Consultation Content



FY 2022 Graph by Sport Discipline



Internal sharing of VOC (Voice of Customer)

Many of the customer voices received by the Mizuno Customer Service Center include customer requests, words of joy, and sometimes harsh opinions. We share these valuable voices internally on our internal website and posters. We will continue to make efforts so that individual employees will be aware of the customer's perspective and, as a result, we will provide better products and services for 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.



Enhancement of Human Capital Value

Management Policy

Mizuno values the three Fs - Fair play, Friendship, and Fighting spirit. 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 facilitating shared joy among colleagues. By promoting the pursuit of innovative challenges, we aim to establish a vibrant corporate culture that imbues a sense of purpose and fulfillment in our people.

Management Structure

The Mizuno Group has designated the Chief Human Resources Officer, who is also the executive officer in charge of personnel and general affairs, as the top person responsible for human capital management. This entails promoting 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 ensures alignment and drives group-wide activities, while advancing the formulation and implementation of our talent strategy.

Mizuno Talent Vision

With the declining population in Japan, the number of sports competitors is decreasing, resulting in a largely stagnant domestic sports market for 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 improve profitability.

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. 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.

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 that realize Mizuno's growth" by implementing approaches to raise the basic skills of employees, respond to management issues, 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 diverse talents.

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.

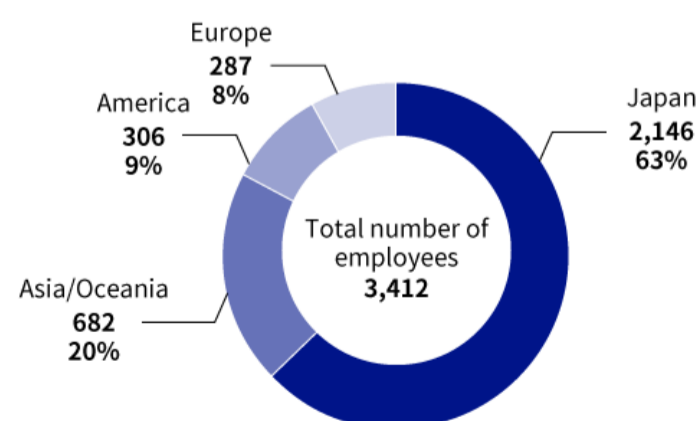
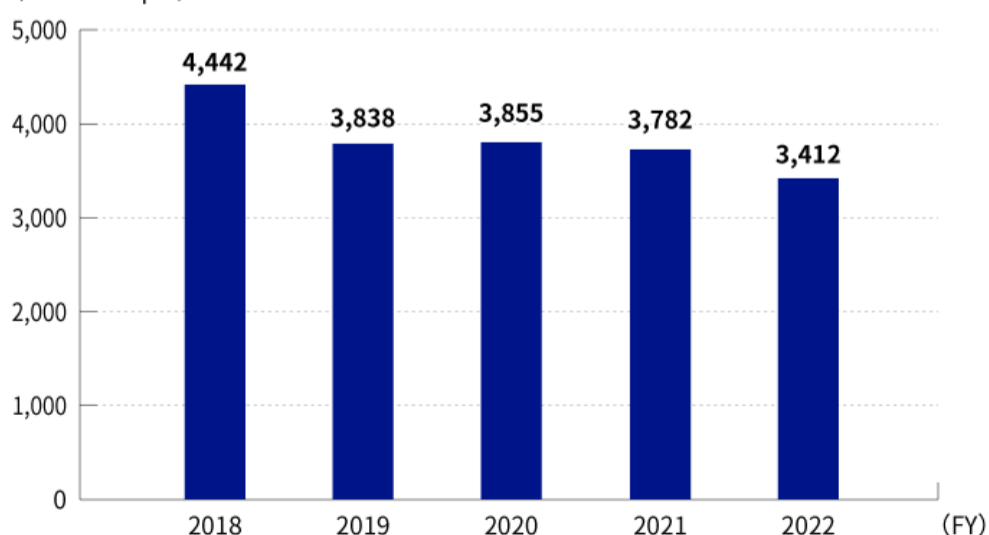
Employment status

Mizuno Corporation (Fiscal Year 2022)

		Employees (no. of people)			
		Female	Male	Other	Total
MIZUNO Corporation	Full-time Employee (Managerial Position)	11	220		231
	Full-time Employee (Non-managerial Position)	449	805		1,254
	Total Full-time Employees	460	1,025		1,485
	Contractual Employees	16	180		196
	Temporary Employees	85	87		172
	Part-time Workers	153	93		246
	Total Employees	703	1,385		2,099

Mizuno Group

(No. of People)



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

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 2023, 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 2022, 253 employees were eligible for this system (no. of users: 109; user rate: 3.08%). In FY 2022, 253 employees were eligible for this system (no. of users: 109; user rate: 3.08%).
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 2022, which welcomed approximately 1,000 employees nationwide.

Communicating with employee representatives

Mizuno and Mizuno Technics have concluded a union-shop agreement as part of a labor agreement with Mizuno Union (comprising 1,582 union members and 969 non-union members as of March 31, 2023). To create a worker-friendly workplace environment by sharing thoughts on business conditions, checking whether working conditions are fair, and ensuring that necessary welfare systems are being offered, monthly meetings are being held multiple times by the following committees: 1) the Central Labor Management Council and Block Labor Management Councils, led by top management officers of Mizuno and Mizuno Technics, the Human Resources Department, the Labor Union Chairman, and other Labor Union officers; 2) the Labor Wage Study Group; and 3) the Health and Safety Committee.

In addition, Mizuno's labor agreement stipulates the following rules when relocating employees: 1) employees must be informed one month ahead before being relocated to a subsidiary or being transferred to another region and 2) employees must be informed one week ahead before being transferred to another department.

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, 2023, the number of union members is 1,582 and non-union members are 969. The proportion of union members subject to the labor contract is 62.0% of all employees, which total 2,551.

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, 34 joined (included in the above 1,582 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.



Work Life Management

Basic Concepts

At Mizuno, we believe that the respect and mutual growth of each employee is a powerful driving force in our business. We aim to create a company where each employee can actively manage their work-life balance according to their life stage, and work vibrantly and proudly in their jobs, achieving both fulfillment in their work and their personal lives.

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 2022 was 58.0% [*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 2022, the rate of male employees taking childcare leave was 26.7%.

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 2022, 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, 67% of married female employees, or 144 out of 215, are working mothers balancing both their job and family. The retention rate of employees three years after returning from childcare leave was 96.7%, with a total of 179 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 2022, 79 employees used this system. (full-time employees: 12 men and 59 women, contract workers/part-timers: 8 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, 76 employees used this system. (full-time employees: 1 man and 67 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 2022, 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 2022, 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 2022, 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 2022, those relating to childcare accounted for 1.21%.

Reentry system [*d]	
Reentry system	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 2022, no employees used this system.

* 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 2022, 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 2022, no employees used this system.
Regulations relating to nursing care under the cafeteria plan system	
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 2022, those relating to nursing care accounted for 0.09%.

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



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 and addresses the current year's safety and health plans, as well as reports and reviews activities from the previous year.

Additionally, in accordance with the plans of the Central Safety and Health Committee, each business location holds its own Safety and Health Committees to verify the implementation status of the plans and 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 that can be accessed 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%.

Enhancing Occupational Safety and Health Activities

In FY2022, 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 actions like self-defense firefighting drills and building inspections, advancing a hybrid approach that combines hands-on training with classroom learning. As a result, we have maintained a healthy and safe daily life in FY2022 without any major accidents occurring.

Furthermore, we will strive for zero accidents and work-related injuries at the Innovation Center Mizuno Engine, which we have established on our head office premises in Osaka.

Across the entire Mizuno Group, we will continue to identify and eliminate factors or situations that could potentially lead to work-related injuries. As part of our efforts to detect diseases early, we have incorporated cancer screenings into our regular health check-ups, and will also regularly conduct health consultations with industrial physicians and mental health consultations with consulting doctors.

We will continue to work year by year on activities aimed at maintaining and enhancing the safety and health of our employees.

Report on Mizuno's safety and health plan for FY 2022

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	Number of accidents due to disasters: none. Risk management includes continually improving measures against disasters and emergencies.
Vehicle management	Vehicle management includes reducing the number of rear-end accidents and collision accidents, reducing the number of accidents that occur in parking lots, and three external complaints.
Cafeteria management	Number of food poisoning accidents, accidents due to cafeteria equipment, and industrial accidents in the cafeteria: none
Regarding the training provided to employees	
The planning and execution of health management	exercise events (with a participation rate of 50%), health education, sharing the status of health management with the board of directors (10 or more times a year), conducting cancer screenings (with an examination rate of over 90%), and health consultations by public health nurses.
The planning and implementation of health education	In FY2022, we held seminars on both "food" and "sleep", with participation from approximately 50 attendees.



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]>

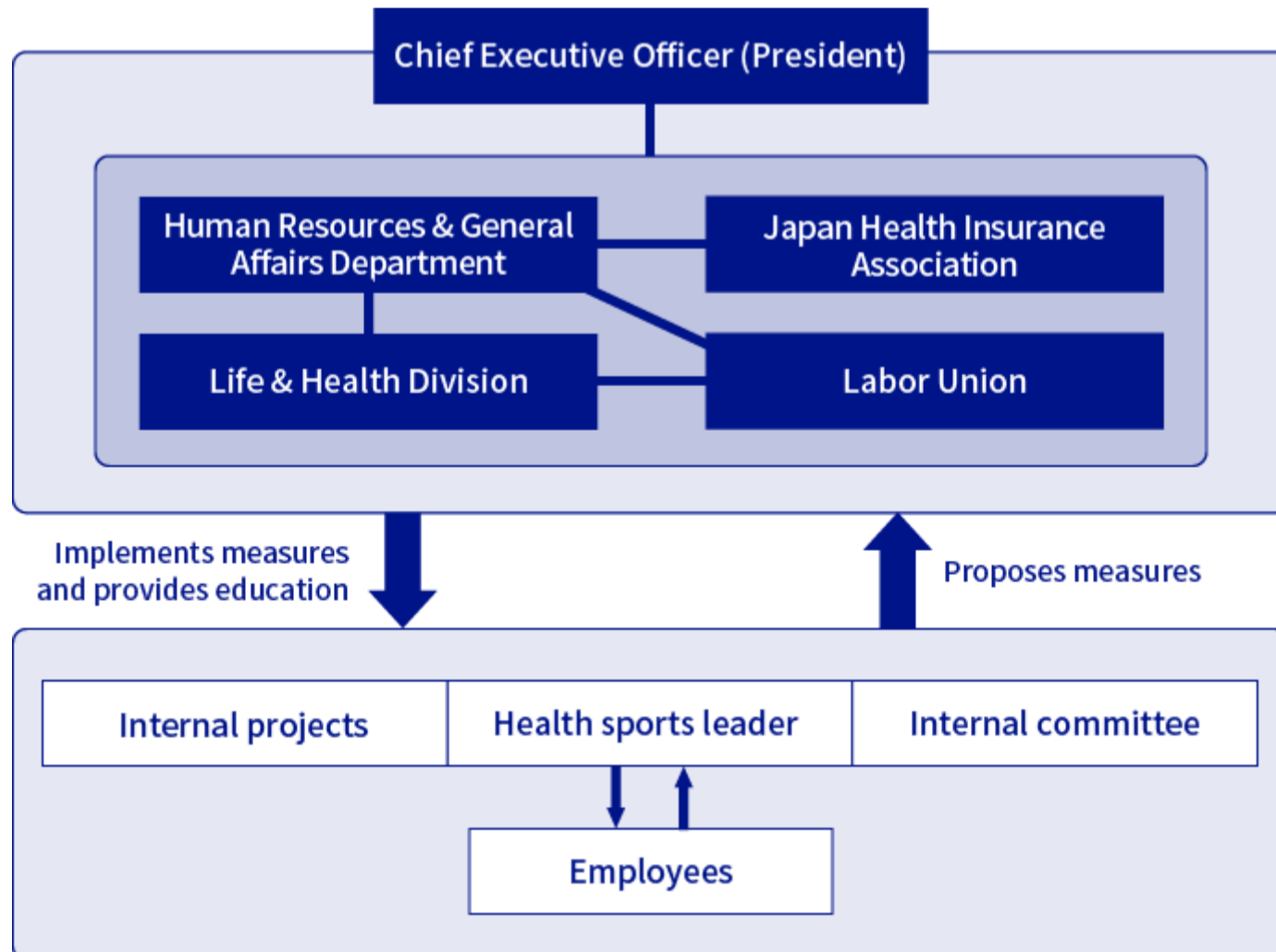
The Mizuno Group believes that a company is its employees and recognizes that the health of its employees forms the basis of its management. Therefore, the Mizuno Group hereby declares to put more effort into helping its employees improve their health.

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 2023 (Large Corporation Division) (White 500)" and "Sports Yell Company 2023," consecutively earning the "Bronze Plus" 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>)



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.



Promoting and respecting diversity

Basic Concepts

Mizuno will put more effort into promoting and respecting diversity as a basis for its Group's growth strategy aimed at helping its diverse employees achieve their potential in helping the Company's organizations and the Company produce good results.

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 FY2022, Mizuno implemented the following measures.

Measures to increase the percentage of female employees

In FY 2022, out of 25 new graduate hires, 9 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 2022 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.

Additionally, for potential female leaders, career interviews were conducted to confirm short-term, medium-term, and long-term career visions and plan for the systematic promotion of women to managerial positions.

Moreover, we believe that men's participation in childcare is essential not only for women who work while raising children to balance both roles but also to thrive. Therefore, we have increased opportunities for educational training on men's participation in childcare. The implementation details are as follows:

- Company-wide education to deepen understanding
- Cross-industry "Iku-boss" seminars
- Cross-industry seminars for male childcare participation aimed at those directly involved.

Mizuno Corporation - Individual Gender Pay Gap <*d>

Category	Individual Gender Pay Gap
All Employees	66.6
Full-time Employees	72.9
Contract Employees • Part-time Employees	57.9

* Value Using Male as the 100-Point Benchmark

Mizuno Corporation: Distribution of All Employees by Gender <*d>

	Total	Male	Female
Younger than 30 (%)	12.1%	7.4%	4.7%
30 to 39 (%)	26.1%	16.8%	9.4%
40 to 49 (%)	22.8%	15.4%	7.4%
50 to 59 (%)	38.9%	29.4%	9.5%
60 or older (%)	0.1%	0.1%	0.0%

Welcoming diverse workers

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 10.4%. 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 2023, the employment rate of physically and mentally challenged workers at Mizuno is 2.31% [*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 2022, 48 employees retired due to the mandatory retirement system, and 44 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 (D & I). In addition, biannual company-wide education related to D & I has been conducted; the themes for fiscal year 2022 were male participation in child-rearing and employment of disabled persons.

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.

Future issues to be addressed

Mizuno recognizes the promotion of diversity as a critical managerial issue. Accordingly, the company will actively employ a diverse workforce and work to change each employee's attitude towards diversity by identifying and addressing the necessary challenges.



Development and Nurturing of Talent

Basic Concepts

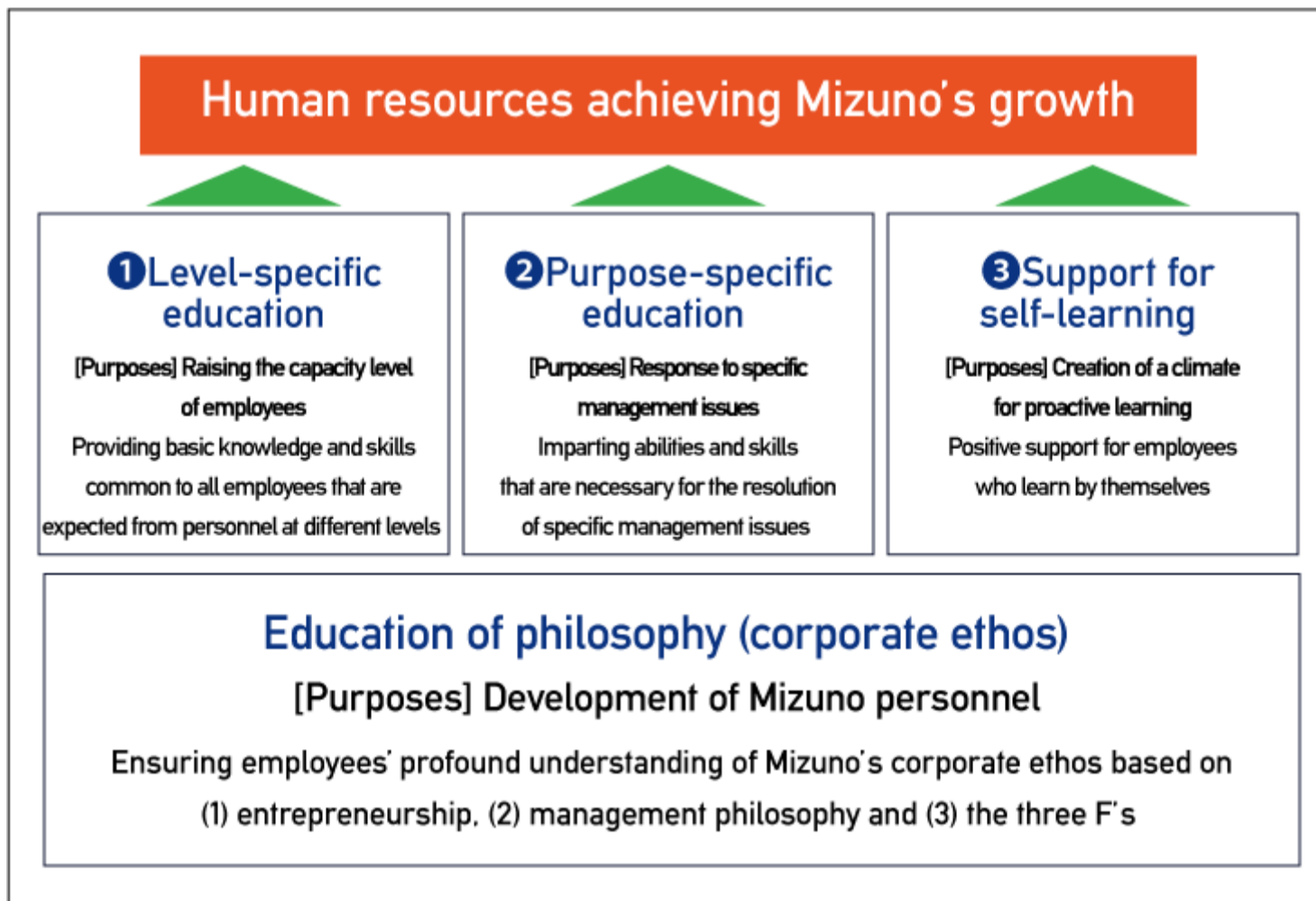
"Contributing to society through the advancement of sporting goods and the promotion of sports" is Mizuno's corporate philosophy. To uphold this philosophy, Mizuno continually puts strategic long-term effort into cultivating human resources and helping workers grow by providing various career development opportunities to all Mizuno Group employees regardless of nationality, race, gender, age, and other factors on a global scale.

To help employees find their work to be rewarding, Mizuno helps employees improve their skills and develop new skills so that they can apply such skills to their daily work.

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.

Human resources achieving 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, 800 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: 48 • 1st year sales employee training: 14 • 2nd year sales employee training: 11 • 3rd year employee training (including 3rd year sales employees): 42 • Section chief training: 112 	224 participants * FY 2022 [*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: 19 • DX leader: 20 • Project design: 27 • Sales training: 395 	About 354 participants * FY 2022 [*d]
Self-training support	To actively support employees who are willing to undergo self-training. (English • Chinese communication / All-you-can-learn)	About 185 participants * FY 2022 [*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. • Proposal: Employees propose ways to change the way work is being conducted or make new business proposals as individuals or groups.
Performance	FY 2022—job offer: none; proposal: none; registration: 6 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 2022—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 2022—rewarded inventions: 9 (16 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 2022, the dispatch has been postponed due to the COVID-19 pandemic.
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 2022—Employees newly pursuing an MBA: 1; number of employees who had already been pursuing an MBA since the year before: 2
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	In FY 2022 as well, Mizuno had to refrain from sending its employees to external business schools due to the COVID-19 pandemic.
System for helping employees receive online English communication lessons [*d]	
Details	The system aims to help employees improve their English / Chinese communication skills through self-training. Employees will receive English communication lessons from native speakers of English online, and the Company will pay half of their tuition based on how often employees take English communication lessons.
Performance	FY 2022—number of employees who used this system: 111
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 2022—number of employees who used this system: 71

*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 2022, four 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 2022, awards were given to 107 projects (364 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 the following items: 1) ability demonstrated through daily efforts, 2) roles played, and 3) degree of contribution made to the Company's performance. In addition, to evaluate the ability of each employee and analyze their aptitudes from multiple perspectives, in FY 2017, Mizuno introduced a human resources assessment system. In evaluating employees' ability being demonstrated and performance, to ensure that they will be satisfied with their evaluation, employees are asked to meet with their supervisors before being evaluated. To ensure that evaluating employees will help them grow, Mizuno has employees meet with their supervisors after they receive their evaluations so that they can be provided with feedback.

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.