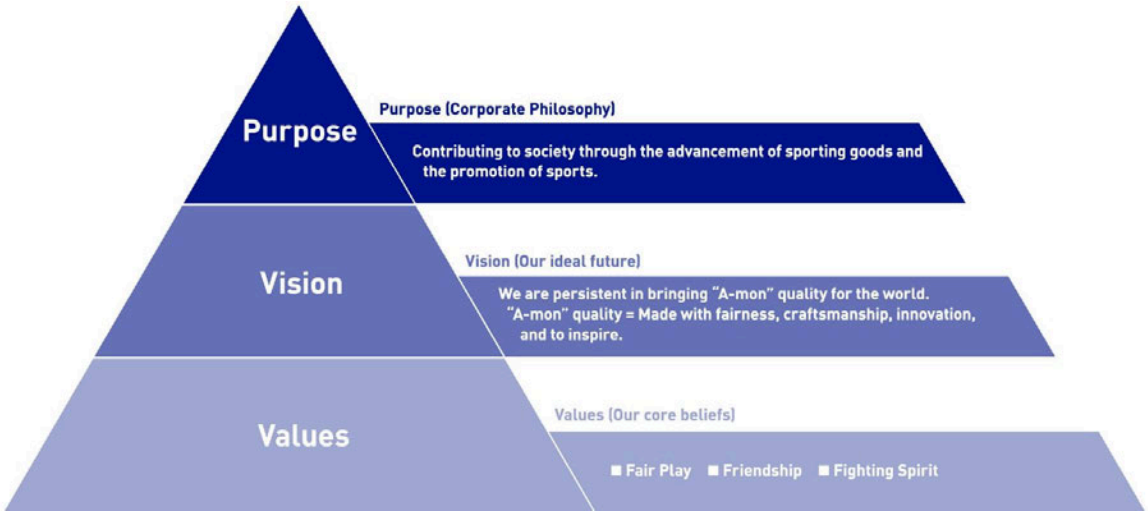
Purpose / Vision / Values

The Mizuno Group renovated its Purpose, Vision, and Values in 2023. This has not only allowed all employees to reaffirm our mission: “We are persistent in bringing high-quality products for the world,” the Group's values, which we have inherited since our foundation, but it has also become the foothold for our daily actions and decisions. The term “high-quality products” is not limited to manufactured products. It is a term that encompasses the philosophy of “pursuing something even better” across all aspects of corporate activities, including service provision, employee behavior, and collaboration with partners. We also uphold the founder's philosophy of valuing “principle over profit” as one of the Group's Values, “Fair Play.” Constantly asking ourselves whether “this is good for society” before pursuing profit will become increasingly important as we work toward realizing a sustainable society in the future. The Group celebrated its 120th anniversary in April 2026. We have been able to continue our business for 120 years thanks to this philosophy, which has been passed down over the generations. For the next 100 years and beyond, we will continue to uphold the values we have held since our foundation as our core principles, and contribute to realizing a more prosperous and sustainable society.



Purpose

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

Vision

We are persistent in bringing “A-mon” quality for the world.
“A-mon” quality = Made with fairness, craftsmanship, innovation, and to inspire

Values

Fair Play

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

Friendship

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

Fighting Spirit

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

Sustainability Basic Policy

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

Sustainability Basic Philosophy

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

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

Action Principles for SDGs

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

SDGs Initiatives

Mizuno Corporation Ethical Standards

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

Mizuno Corporation Ethical Standards

1. Contribution to society
    1. Realizing our management concept of “Contributing to society through the advancement of sporting goods and the promotion of sports.”
    2. Making a positive contribution to the development of our economy, society, environment, sports and culture, thus adding to the development of international society, as well as meeting the requirements of our stockholders through creating revenue.
2. Compliance
    1. Confirming that the company creates revenue by complying with social standards and ethics and observing all applicable laws and international regulations.
    2. Ensuring actions by our corporation and its employees are consistent with the standard provided for by applicable laws. The company shall never be the cause of behavior contrary to social standards.
3. Providing quality products and services
    1. Endeavoring to supply products and services that add value for our customers.
    2. Unceasingly striving to ensure the utmost safety of our products.
4. Preservation of the natural environment
    1. Strive to develop and provide environmentally-conscious products/services.
    2. Conduct business activities with global environmental protection in mind and strive for energy and resource conservation as well as pollution prevention, and waste product reduction.
    3. Establish and maintain an environment management system, and strive for its continual improvement.

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

Signs the United Nations Global Compact

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

Link: the United Nations Global Compact

Sustainability Governance Structure

Sustainability Governance Structure

At the Mizuno Group, we have strengthened our sustainability governance structure to enhance corporate value from a sustainability perspective. The President (CEO) holds ultimate responsibility for management decisions related to sustainability issues.
Sustainability-related matters are discussed by the Sustainability Operations Council (internal name: MIZUNO CREW21 Council), which is chaired by the Executive Officer responsible for Human Resources and General Affairs. The Senior Managing Executive Officer responsible for Product Development and the Managing Executive Officer responsible for Finance, Accounting, and Legal Affairs serve as Vice-Chairs. The Council generally meets four times a year.

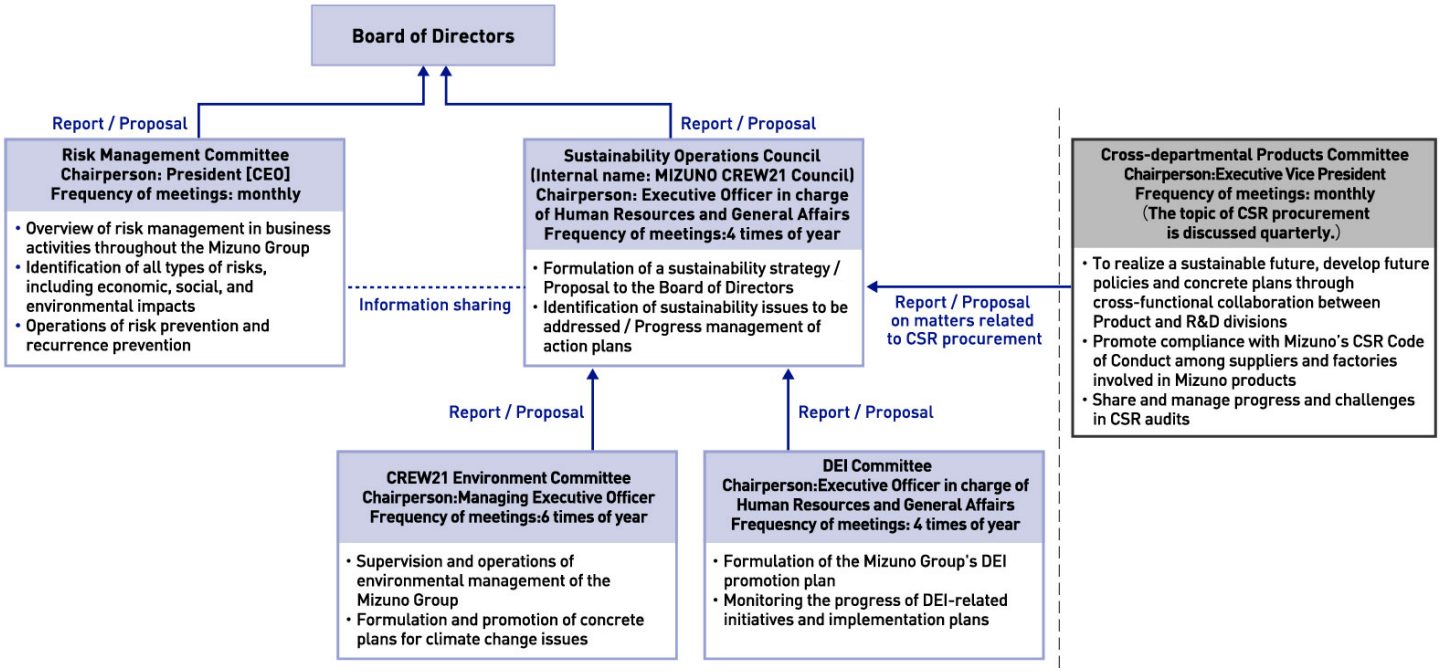
The Council oversees the Group's approach to social responsibility and global sustainability, including the discussion of policies, the formulation of specific initiatives and action plans, the establishment of targets, and the monitoring of progress. Important issues reviewed by the Sustainability Operations Council are submitted to the Board of Directors and, upon approval by the Board, are implemented across all divisions and Group locations.

Sustainability-related disclosures and reports are reviewed and approved by the Sustainability Operations Council and subsequently reported to the Board of Directors. The identification of ESG impacts, risks, and opportunities is also reported to the Board through the Council. The Board of Directors receives regular reports on the progress of sustainability initiatives and oversees their implementation.

Among the seven material issues identified as key priorities relating to social responsibility and sustainability, environmental issues—particularly those involving multiple functions and departments—are addressed by the CREW21 Environment Committee, which operates under the Sustainability Operations Council. In addition, the Risk Management Committee and the Cross-departmental Products Committee have been established. These committees meet regularly to formulate action plans, set targets, monitor progress, and report or escalate matters to the Board of Directors as necessary.

Reviews of ESG-related risk management processes are conducted by the Risk Management Committee, and the outcomes of those reviews are reported to the Board of Directors through the Sustainability Operations Council.

In fiscal year 2023, the Mizuno Group established a new Vision and Values in addition to its Purpose. These were proposed by the Sustainability Operations Council and formally approved by the Board of Directors in October 2023 following multiple rounds of deliberation.
Since November 2023, the Purpose, Vision, and Values have been deployed as a shared global framework across the Group, providing a strong foundation for all employees to work together to create a sustainable and value-driven future.



Key Sustainability Management Themes in Fiscal Year 2025

Key sustainability management themes are discussed and reported by the departments and committees responsible for leading each initiative.
The major initiatives discussed and reported in fiscal year 2025 are shown below.

Key Themes	Major Initiatives	Responsible department/committee
Management Policy	• Publication of the Integrated Report • Development of the Value Creation Process Diagram	Board of Directors Integrated Report Project Sustainability Operations Council
Climate Change	• Climate Change Initiatives • Greenhouse Gas Emissions Calculation in Preparation for SSBJ-related Disclosure Requirements	Sustainability Operations Council Cross-departmental Products Committee Legal Affairs Office Product Divisions
Business and Human Rights	• CSR Risk Management System Transformation Project • Response to Human Rights Due Diligence Legislation	Sustainability Operations Council Cross-departmental Products Committee Legal Affairs Office Product Divisions
Human Capital	• Human Capital Disclosure • Employee Engagement Surveys • Development of Human Resource Strategy • Promotion of Diversity	Board of Directors Sustainability Operations Council DEI Committee Global Human Resources & General Affairs Division

Sustainability Operations Council (Internal Name: MIZUNO CREW21 Council)

To integrate the Mizuno Group's response to economic, social, and environmental responsibilities into management strategy, the Sustainability Operations Council has been established.
The Council is chaired by the Executive Officer responsible for Human Resources and General Affairs and includes the Senior Managing Executive Officer responsible for Product Development, the Managing Executive Officer responsible for Finance, Accounting and Legal Affairs, the Executive Officer responsible for Corporate Planning, the Executive Officer responsible for Global Marketing, and other members closely involved in sustainability initiatives, including the General Manager of the Legal Affairs Office.
Employees without voting rights and external stakeholders are not appointed as members of the Council

Sustainability Operations Council Structure



The Sustainability Operations Council discusses Mizuno's sustainability strategy, formulates specific action plans, and sets targets. Important issues are submitted to the Board of Directors and, following Board approval, are deployed across all divisions and Group locations.
The Council also serves as the higher-level committee that receives and deliberates reports on important matters discussed by the CREW21 Environment Committee.

CREW21 Environment Committee

Recognizing that all business activities have an impact on the environment, Mizuno launched the Crew21 Project in September 1991 with the aim of contributing to environmental conservation. In addition, the Crew21 Committee was established as an organization responsible for deliberating important policies, measures, and issues related to environmental conservation activities throughout the Mizuno Group. As of 2026, more than 35 years have passed since its establishment.

Currently, the CREW21 Environment Committee operates as a subcommittee of the Sustainability Operations Council. The Committee is chaired by the Managing Executive Officer responsible for Legal Affairs and includes the Executive Officer responsible for Human Resources and General Affairs, the Senior Managing Executive Officer responsible for Product Development, and the heads of key functions including product planning, product development, human resources and general affairs, legal affairs, logistics, quality assurance, business divisions, facilities, and factories.

The Committee discusses the establishment and revision of environmental policies, the setting of short-, medium-, and long-term environmental targets, and specific measures for achieving those targets. Employees without voting rights and external stakeholders are not appointed as members of the Committee. The CREW21 Environment Committee meets six times a year, once every two months.

From the perspective that reducing environmental impacts, including greenhouse gas emissions arising from business activities, and developing and providing environmentally conscious products and services are important management priorities, the Committee serves as a company-wide forum for communication and discussion on matters such as the direction of environmentally conscious products, climate-responsive products, and related business plans.

In addition, to promote environmental conservation activities throughout the Group, Mizuno has established an Environmental Management System (EMS) led by the Executive Officer responsible for Legal Affairs. Progress is reported to the CREW21 Environment Committee, where information is shared regularly across the Group.

* Crew21 is derived from the initials of “Conservation of Resources and Environmental Wave 21.”

DEI Committee

To promote diversity—one of the key themes of the Mizuno Group's human capital strategy—across the Group under a common framework, the DEI Committee was established in April 2025.
The Committee is chaired by the Executive Officer responsible for Human Resources and General Affairs and consists of members of the Sustainability Operations Council as well as the presidents of domestic Group companies.
The Committee is responsible for formulating the Mizuno Group's DEI promotion plan and monitoring the progress of DEI-related initiatives and implementation plans.

Risk Management Committee

The Risk Management Committee is an advisory body to the Board of Directors established in accordance with the Risk Management Regulations. The Committee is chaired by the President and Representative Director. Its members consist of four Vice-Chairs—the Vice President, one Managing Executive Officer, and two Executive Officers—as well as six heads of departments responsible for internal control functions. Employees without voting rights and external stakeholders are not appointed as members of the Committee.

Risk Management Committee Structure



The Committee oversees risk management across Mizuno's divisions and throughout the Mizuno Group. It plays a central role in identifying and managing a wide range of risks, including natural disasters, human-caused incidents, information leaks, product accidents, and internal misconduct, as well as in developing and implementing preventive measures, recurrence prevention measures, and Business Continuity Plans (BCPs).

In addition, aspects considered relevant to climate change risks over the short, medium, and long term have been included as agenda items of the Risk Management Committee, and specific discussions have been conducted since fiscal year 2021. Since fiscal year 2024, the Committee has shared BCP plans and case studies from various departments and Mizuno Group companies and has engaged in active discussions. Through these efforts, the Committee aims to strengthen the Group's overall risk response capabilities and contribute to sustainable business operations.

The Committee also promotes the penetration of risk management awareness throughout the Group through regular information sharing, training, and educational activities with related departments and business sites. In the event of a specific business risk, the Risk Management Committee takes the lead in establishing a crisis response headquarters to ensure the prompt resolution of issues and the prevention of recurrence.

Cross-departmental Products Committee

Mizuno has established the Cross-departmental Products Committee, chaired by the Vice President. The Committee brings together representatives from the R&D function as well as the Apparel, Footwear, and Equipment product divisions, and meets regularly to discuss R&D perspectives, future policies, and specific planning initiatives aimed at realizing a sustainable future.

Recognizing the impact that its manufacturing activities have on factory workers and local communities, the Mizuno Group has promoted CSR procurement activities since 2004 to ensure that its suppliers maintain appropriate standards in areas such as human rights, occupational health and safety, and environmental conservation in accordance with international standards. Following the organizational restructuring implemented on June 22, 2022, the Committee has been responsible for deliberating CSR procurement promotion activities, including compliance with the Mizuno CSR Procurement Code of Conduct. Employees without voting rights and external stakeholders are not appointed as members of the Committee.

In fiscal year 2025, the Committee received a progress report on the CSR Risk Management System Transformation Project, which aims to respond to evolving global human rights and environmental due diligence requirements and to build a more resilient supply chain. The Committee approved the continuation of the project in fiscal year 2026.

Stakeholder Engagement

Stakeholder Engagement

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

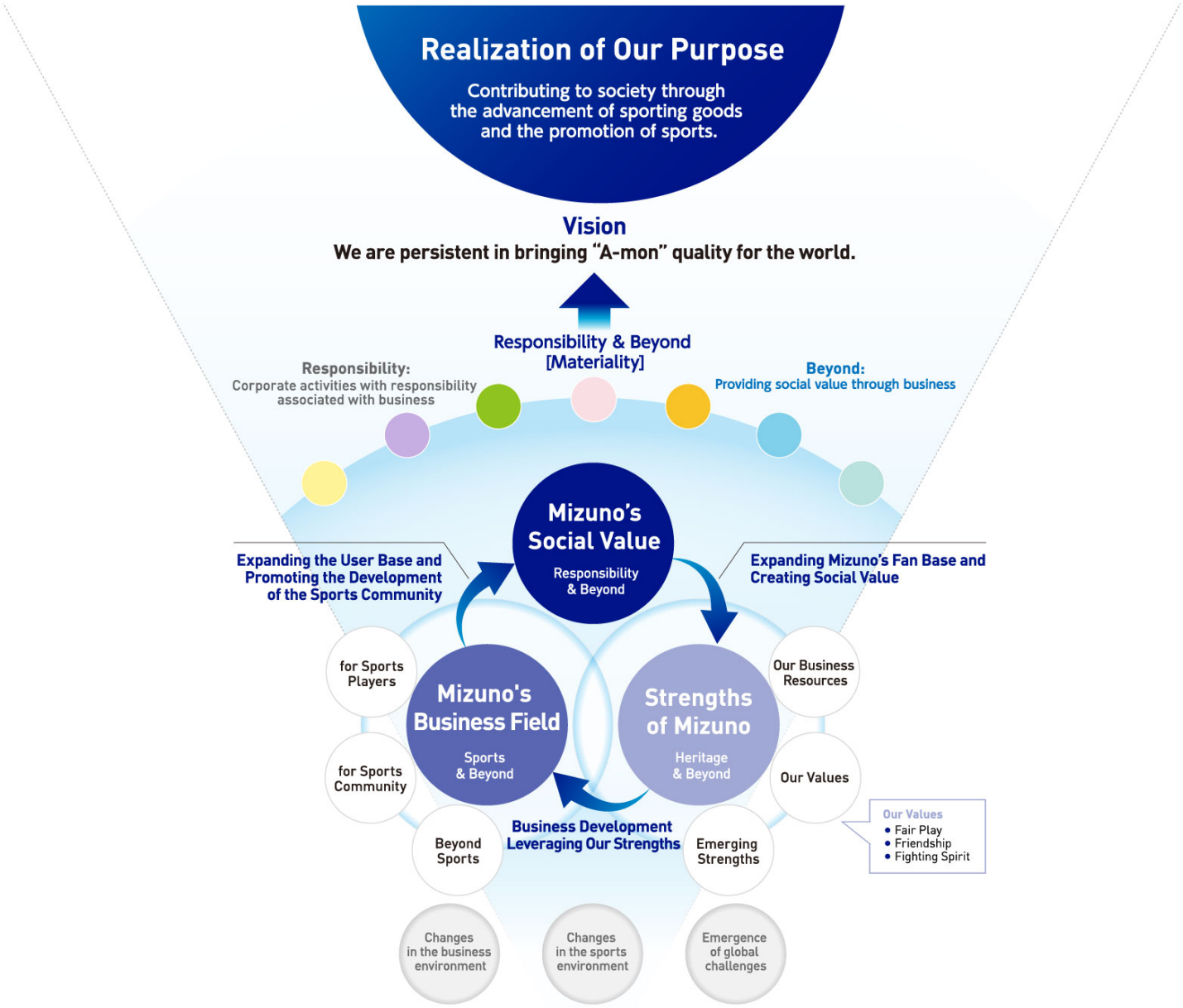
Main Stakeholders

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

Stakeholders	Major Communication Opportunities	Specific Examples of Actions
Common	Website	• Preparation and publication of a Sustainability Report (once a year)
Customers	Mizuno Call Center Social media	• Providing active support in which we contact silent customers to respond to their indirect complaints posted on our website
Employees	Gathering between management and employees Labor-management consultation	• Continuing to provide opportunities for direct communication between the President / executives and employees • Conducting a global engagement survey for employees. The data collected through the survey will ze thoroughly analyzed, including tracking progress, and reported to the management team
Supplier	Capacity building (once a year) On-site audit / Individual dialogue	• CSR Procurement Seminar as a Capacity-Building Initiative: As part of its capacity-building efforts, Mizuno provided briefings on the Company's initiatives relating to human rights and its CSR procurement management system. • On-site Audits (Domestic): Mizuno's CSR staff conducted on-site CSR audits at major domestic supplier factories that employ foreign technical intern trainees, acting as auditors to assess compliance with the Company's CSR standards. • Post-Audit Dialogue with Factories: For any non-conformities identified during the audits, Mizuno closely monitored the progress and status of corrective actions, generally within three months after the audit. • Pre-engagement Dialogue Before Starting Transactions: Prior to initiating business with new suppliers, Mizuno conducted individual CSR procurement briefings to explain its policies and audit procedures.
Business partners	Team Sales Meeting/ Product Showcase Meeting	• In addition to the sales department, we engaged with product planning personnel to incorporate different viewpoints.
Ministry of the Environment	Interviews with the Ministry of the Environment	• Mizuno exchanged information and opinions through interviews regarding its initiatives to reduce greenhouse gas emissions in collaboration with its supply chain partners.
International Labour Organization (ILO)	Interviews with the ILO	• Mizuno exchanged information and opinions through interviews regarding its initiatives related to workers' human rights and labor practices.
Local communities	Factory briefing session (risk communication) (once a year)	• Mizuno Technics Corporation holds regular dialogue sessions on environmental conservation activities in its factories, inviting administrative officials and people from neighborhood associations in the areas where its factories are located.
	Tour of the Innovation Center "MIZUNO ENGINE"	• Facility tours were conducted for business partners, students from related educational institutions, and international guests.
Shareholders / Investors	General Meeting of Shareholders	• Early dispatch of the notice of convocation of the General Meeting of Shareholders, preparation of an English version of the notice of convocation, and disclosure of them on the websites of the company and stock exchanges.

Integrated Value Creation Stories

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



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



Evolving from CSR that responds to stakeholder expectations to proactively contributing to sustainability and the SDGs through new business development that goes beyond those expectations.

Responsibility: Corporate activities with responsibility associated with business

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

Beyond: Providing social value through business

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

Strengths of Mizuno: Heritage & Beyond



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

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

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

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

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

Mizuno's Business Field: Sports & Beyond



Expansion of business domains based on sports as the core base.

Sports

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

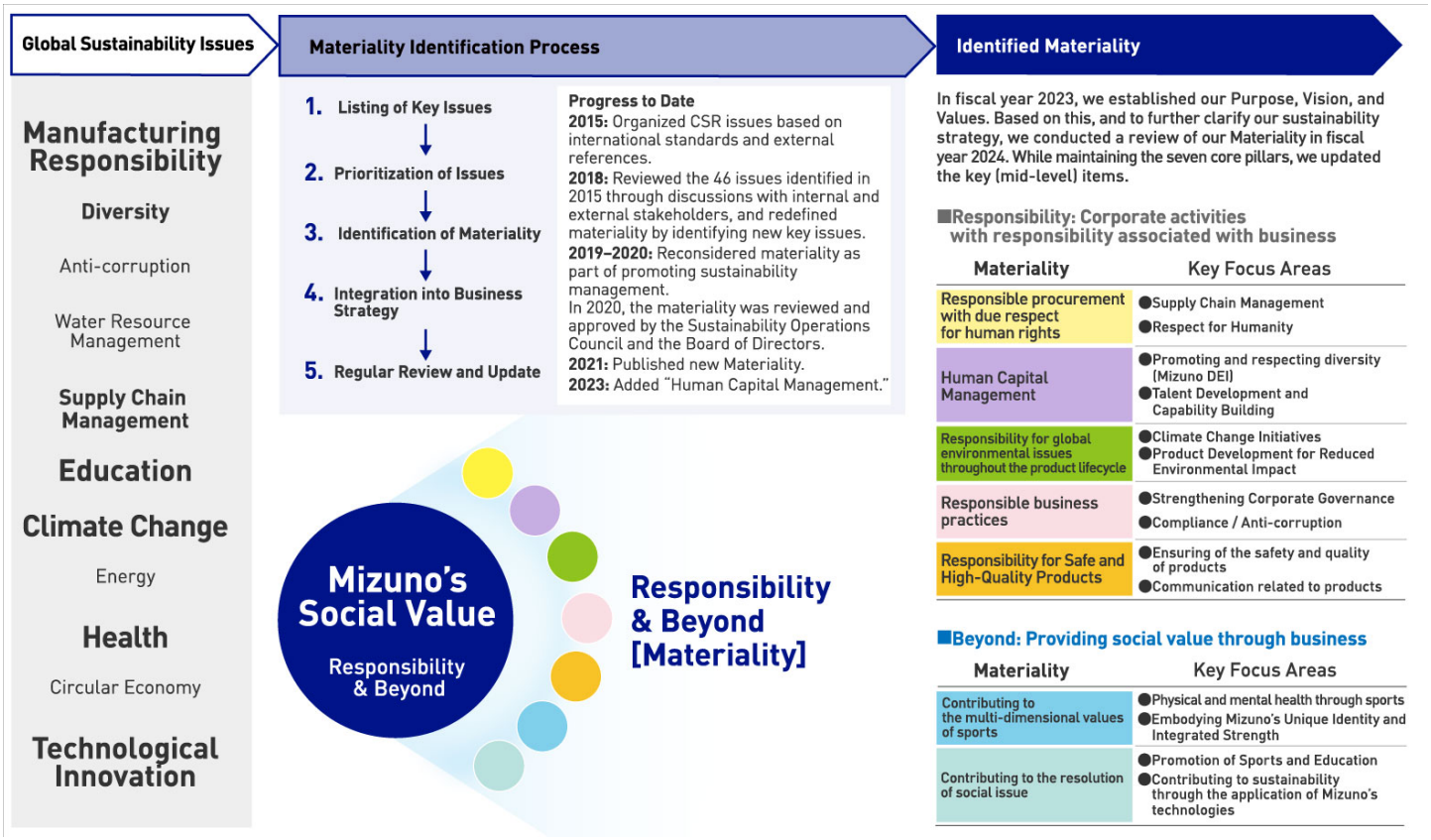
Beyond Sports

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

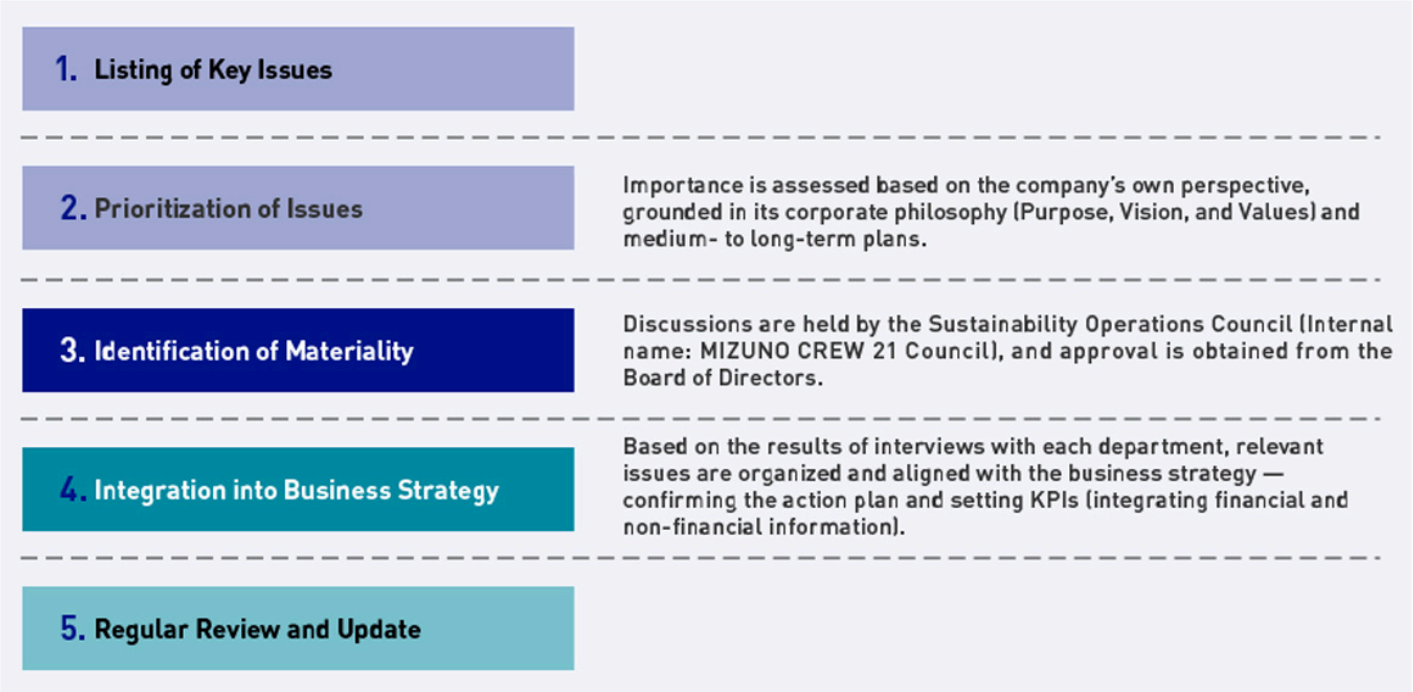
Materiality Identification Process

Materiality Identification Process

Since 2015, Mizuno has identified its Materiality from a CSR perspective and has been actively engaged in business activities based on defined goals. In response to changes in the natural and social environments surrounding the company, we have been regularly reviewing and updating our Materiality to further advance sustainability management. Most recently, a review was conducted in fiscal year 2024.



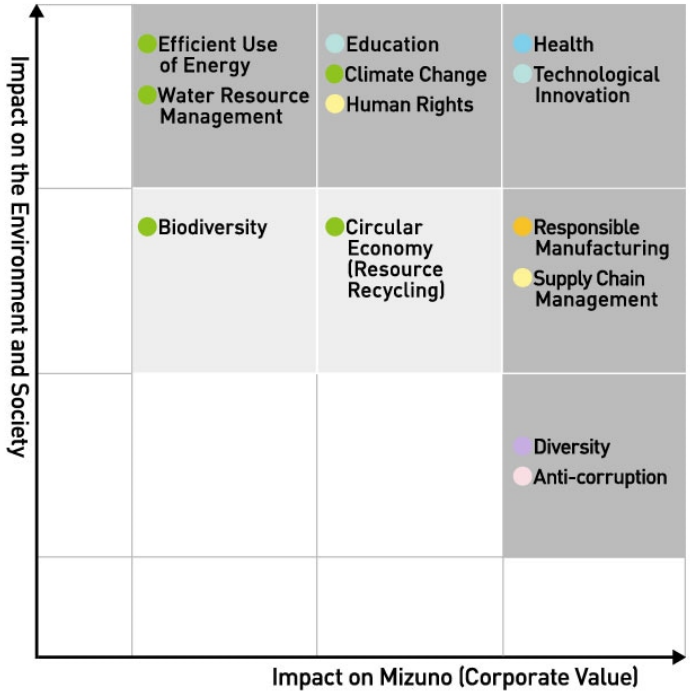
Approach to the Identification Process



Background of the 2024 Review

In fiscal year 2023, we established our Purpose, Vision, and Values. To clarify our sustainability strategy based on these principles, we conducted a renewed review of our Materiality in fiscal year 2024.
As part of this process, we carried out individual interviews with representatives from relevant departments, and conducted an assessment of the impacts on the environment and society, as well as on our own corporate value.

Prioritization of Issues



At this stage, we have determined that our Materiality should encompass both “Strengthening the Foundation and Fulfilling Social Responsibility” and “Value Creation Leveraging Our Strengths.”
As a result, while maintaining the current seven core pillars as major Materiality categories, we have updated the key focus areas (mid-level items). Going forward, we plan to work in collaboration with relevant departments to establish KPIs.

Identified Materiality

Identified Materiality and Key Focus Areas

Responsibility: Corporate activities with responsibility associated with business

Responsible procurement with due respect for human rights

- Supply Chain Management
- Respect for Humanity

Human Capital Management

- Promoting and respecting diversity (Mizuno DEI)
- Talent Development and Capability Building

Responsibility for global environmental issues throughout the product lifecycle

- Climate Change Initiatives
- Product Development for Reduced Environmental Impact

Responsible business practices

- Strengthening Corporate Governance
- Compliance / Anti-corruption

Responsibility for Safe and High-Quality Products

- Ensuring of the safety and quality of products
- Communication related to products

Beyond: Providing social value through business

Contributing to the multi-dimensional values of sports

- Physical and mental health through sports
- Embodying Mizuno's Unique Identity and Integrated Strength

Contributing to the resolution of social issue

- Promotion of Sports and Education
- Contributing to sustainability through the application of Mizuno's technologies

Identified Materiality

Key Performance Indicators (KPIs)

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

List of “Identified Materiality”

Materiality	Materiality (priority issues)	Risks	Oppotunities	Key Performance Indicators (KPIs)			
				KPIs	Actual results for FY2025	Target for FY2026	Mid-term target
Contributing to the multi-dimensional values of sports	• Physical and mental health through sports • Embodying Mizuno's Unique Identity and Integrated Strength	• Decline in the number of sports participants • Slower growth of the domestic sports market	• Creation of new markets through the utilization of sports-related expertise, technologies, and networks • Enhancement of brand value and profitability through increased demand for products and services driven by growing health consciousness	• Total number of users of products and services that contribute to maintaining and enhancing health (cumulative number)	33.6million people	34.0million people	–
				• Number of sports equipment trial events and sports events held Creating opportunities for people to experience sports	247	250	–
Contributing to the resolution of social issues	• Promotion of Sports and Education • Contributing to sustainability through the application of Mizuno's technologies	• Diversification of sports demand driven by changing leisure preferences and digitalization • Decline in opportunities for safe and accessible outdoor play	• Development, deployment, and promotion of proprietary exercise programs • Fostering diverse community engagement through the use of sports facilities • Creation of new business opportunities and expansion into new business domains through addressing social challenges	• Domestic sales of the Work Business (heat stress countermeasure products, occupational safety products, etc.)	17.06 billion yen	18.8 Billion yen	FY2028: 23 billion yen
				• Sales of Comfort Apparel Contributing to healthier and more comfortable lifestyles through sleep-related products and high-performance innerwear	2.36 billion yen	2.94 billion yen	4.0 billion yen
				• Creation of opportunities to experience sustainability-related content	–	50 schools	–
Responsible procurement with due respect for human rights	• Supply Chain Management • Respect for Humanity	• Human Rights and Occupational Health & Safety Risks in the Supply Chain	• Stable Procurement, Quality Maintenance and Improvement, and Enhanced Competitiveness through Appropriate Supplier Management	• Correction rate of critical and major non-conformance items	As of September 30, 2025, 53.8% of the issues identified in audits conducted in the second half of fiscal year 2024 had been corrected As of March 31, 2026, 65.0% of the issues identified in audits conducted in the first half of fiscal year 2025 had been corrected	Target as of the end of September 2026: Correction rate for audits conducted in the second half of fiscal year 2025: 65% or higher Target as of the end of March 2027: Correction rate for audits conducted in the first half of fiscal year 2026: 65% or higher	–

Materiality	Materiality (priority issues)	Risks	Oppotunities	Key Performance Indicators (KPIs)			
				KPIs	Actual results for FY2025	Target for FY2026	Mid-term target
Human Capital Management	• Promoting and respecting diversity • Talent Development and Capability Building	• Decline in the labor population • Delayed response to technological innovation and changes in the business environment	• Fostering innovation and driving productivity improvement by enabling diverse talent to thrive • Strengthening organizational competitiveness through optimization of the talent portfolio	• Percentage of Women in Managerial Positions	11.3%	–	FY2030: 20%
				• Number of GTB Registrants*1	327	–	FY2030: 500
Responsibility for global environmental issues throughout the product lifecycle	• Climate Change Initiatives • Product Development for Reduced Environmental Impact	• Physical risks to offices, stores, and administrative facilities associated with climate change • Suspension of operations by suppliers and delays in raw material procurement due to climate change • Increased compliance costs due to tightened environmental regulations • Increased costs associated with the adoption of renewable energy • Reduction in outdoor sports due to rising temperatures and increased risk of heatstroke • Increased disposal costs due to increased waste emissions • Risks of harmful chemical leaks	• Cost optimization through the promotion of energy efficiency, the adoption of renewable energy, waste reduction, and the advancement of recycling initiatives • Sales growth through the development and sales of products designed to reduce environmental impacts and address climate-related conditions • Establishing a competitive advantage through strengthened regulatory compliance capabilities	• GHG Emissions (Scope 1 & 2)	31.1%	33.6%	FY2030 Target: 50.4% reduction from FY2018 levels (market-based)
				• GHG Emissions (Scope 3)	39.5%	38.7%	FY2030 Target: 58.1% reduction from FY2018 levels (Categories 1 & 12 / per ¥1 billion of value added)
Responsible business practices	• Strengthening Corporate Governance • Compliance / Anti-corruption	• Compliance violations such as corruption and bribery • Infringement of third-party intellectual property rights • Expansion of cybercrime and cybersecurity incidents	• Creation of sustainable corporate value through building trust with stakeholders	• Improvement in Employee Awareness of the Internal Reporting Hotline(*d)	① Mizuno Fair Play Hotline awareness among Mizuno employees:95% ② Harassment Hotline awareness:95% (574 respondents)	① Mizuno Fair Play Hotline awareness among Mizuno employees:100% ② Harassment Hotline awareness:100%	–
Responsibility for Safe and High-Quality Products	• Ensuring of the safety and quality of products • Communication related to products	• Diversification of products handled and complexity of the supply chain due to entry into new markets • Increased compliance burden due to strengthening regulations in various countries	• Rapid product introduction and expansion of sales opportunities through the construction of a more flexible quality assurance system • Production and sales of safe products in accordance with the laws of various countries • Development of human resources through the creation of opportunities to acquire quality knowledge tailored to diverse working arrangements • Strengthening the customer base through enhanced brand trust	• Quality Objectives (Defect Rate Related to Claim Returns*2)	Target Achievement Rate ① Global Footwear Product Division:130% ② Global Apparel Product Division:140% ③ Global Equipment Product Divisio:100%	Target Achievement Rate100%	–

*1 Global Talent Bank: A talent pool comprising employees with a global mindset who are designated for development and deployment as future global talent.
*2 Calculated by dividing the number of defective returns for which manufacturing is responsible by the number of items shipped, and compared with the target values set by each division.

46 issues applicable to Mizuno

When identifying priority issues (materiality) in 2015, we selected the following 46 issues. These issues were considered as applicable to us and were organized under six pillars at that time in reference to ISO 26000, the SDGs, the GRI G4 Guidelines, and other international standards deemed important as well as various reports from NGOs and research agencies.
In fiscal year 2018, we reviewed the materiality based on these 46 issues. When reviewing the materiality, we sorted out social issues deeply related to our company and our past achievements. After much discussion on our strengths, business domains, and social value provided by us with management and employees of related divisions according to the proposals of outside experts, we selected new materiality from the 46 issues.

Promotion of sports	CSR procurement	Environment
1. Improvement of the physical strength and athletic ability of children 2. Health promotion of the elderly through sports 3. Promotion of local sports through cooperation with schools and local communities 4. Support for promotion of sports for the disabled 5. Support for promotion of amateur sports 6. Training of sports instructors 7. Support for promotion of sports in developing countries	1. Environmental impacts of Tier 1 suppliers 2. Treatment of workers at Tier 1 suppliers 3. Other risks at Tier 1 suppliers 4. Prohibition and elimination of child labor 5. Environmental impacts of Tier 2 and Tier 3 suppliers 6. Treatment of workers at Tier 2 and Tier 3 suppliers 7. Understanding of other risks at Tier 2 and Tier 3 suppliers 8. Supplier capacity building 9. Disclosure of information on CSR efforts and ensuring of transparency of the information in the supply chain 10. Freedom of association and collective bargaining rights in the supply chain 11. Establishment of a complaint-handling mechanism in the supply chain 12. Disclosure of supplier information related to products	1. Reduction of greenhouse gas emissions 2. Reduction and proper control / disposal od waste 3. Reduction and proper control of chemicals hazardous to humans and the environment 4. Reduction of energy consumption 5. Increase in efficiency of water consumption and water consumption management 6. Research and development aimed at reducing the environmental impacts of products 7. Disclosure of information on the environmental impacts of products 8. Environmental considerations when holding sporting events 9. Collection and recycling of Misuno's used products
Fairness in business practices	**Product liability**	**Employment and human resource utilization**
1. Enhancement of governance 2. Practice of compliance 3. Enhancement of internal control 4. Anti-corruption 5. Prevention of anti-competitive behavior 6. Protection of intellectual property 7. Protection of personal information	1. Product quality control 2. Provision of information on safe product use to consumers 3. Ensuring of the appropriateness of advertising materials 4. Ensuring of the appropriateness of product labeling 5. Responses to inquiries from consumers 6. Sincere responses regarding defective products	1. Fair evaluation system 2. Safety and health in workplaces 3. Realization of diverse working styles 4. Diversity 5. Wages and welfare of employees