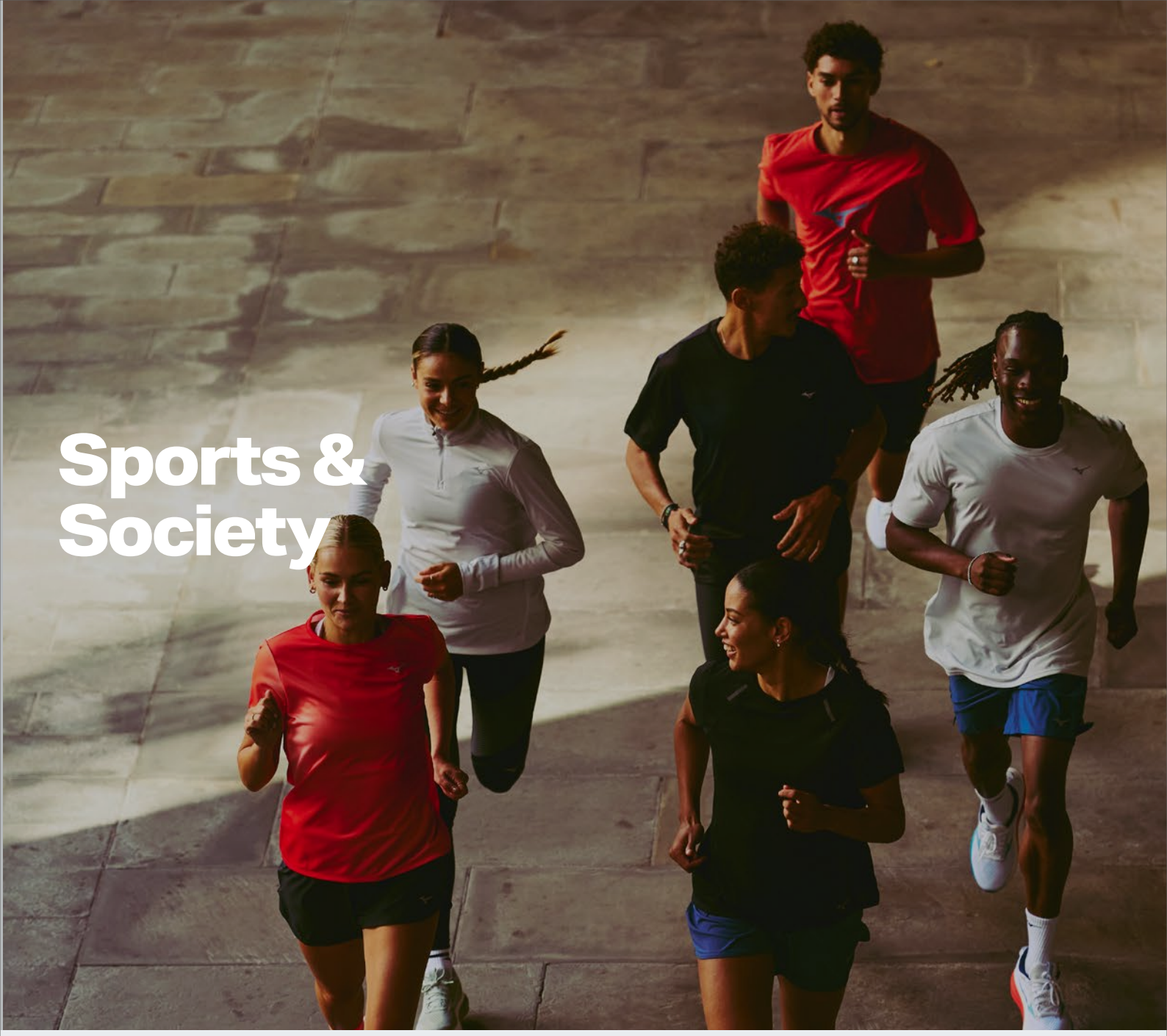


Sports & Society

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Policies and Governance Structure

Management policy

Sports not only help maintain physical and mental health, but also possess the tremendous power to foster communication beyond borders and generations, and to unleash the potential in individuals and communities. Based on its Corporate philosophy of “contributing to society through the advancement of sporting goods and the promotion of sports”, Mizuno is committed to providing access to sports for more people and contributing to a richer, sustainable society where everyone can shine.
Mizuno's efforts in “promoting sports” involve delivering the joy of sports to as many people as possible, enabling them to experience the inherent spirit of sports, encapsulated in the values of “fair play,” “friendship,” and “fighting spirit.” Moreover, the company seeks to cooperate with relevant organizations to provide solutions that leverage the potential of sports to address societal challenges.

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

“Action Principles for SDGs” “Mizuno Corporation Ethical Standards”

Governance Structure

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

Sustainability Operations Council (internal name: MIZUNO CREW21 Council)

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

Cross-departmental Products Committee

Contributing to the Multi-Dimensional Values of Sports

Key Performance Indicators (KPIs), Targets, and Results

KPI	FY2025 Target	FY2025 Result	FY2026 Target	Department in charge
• **Total number of users of products and services that contribute to maintaining and enhancing health (cumulative number)**	34.0 million people	33.6 million people	34.0 million people	Sports Facilities Department
• **Number of sports equipment trial events and sports events held *Creating opportunities for people to experience sports**	240	247	250	Athletics Department

Material Issues

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

Reason for Importance

Sports offer a wide range of values and play an important role in helping people lead richer, healthier, and more comfortable lives. Mizuno believes it is important to bring the enjoyment of sports to as many people as possible and to provide opportunities for people to experience the spirit inherent in sports, namely fair play, friendship, and fighting spirit. We also believe it is important to work with relevant organizations to provide solutions that maximize the potential of sports in addressing societal challenges.

Related to the SDGs



Mizuno's Risks and Opportunities

We recognize the decline in the number of sports participants due to Japan's shrinking population, as well as the slowdown of the domestic sports market, as risks to our business.
By leveraging the Mizuno Group's knowledge and understanding of sports, technologies, and extensive network, we aim to maximize the power of sports and deliver its value to more people around the world. We will continue to pursue global business expansion to achieve this goal.

Risks

- Decline in the number of sports participants
- Slower growth of the domestic sports market

Opportunities

- 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

Approach to priority Issues

To promote sports and increase the number of people involved in sports, we provide opportunities, venues, and services that support not only participating in sports but also watching and supporting sports. Through these initiatives, we strive to create the joy, excitement, and dreams that contribute to vibrant local communities.

Main Initiatives

For initiatives related to “Contributing to the multi-dimensional values of sports”, please refer to the following links:

Physical and Mental health through Sports

Embodying Mizuno's Unique Identity and Integrated Strength

Moving Forward

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

Physical and Mental Health Through Sports

Impact

Companies Provided with Health Management Programs

350 companies

Participants in Senior Wellness Programs

60,685 participants

Basic Concept

The living environment surrounding us is changing rapidly every day. Advances in the information society and the automation of various tasks have improved convenience, and changes in working styles have contributed to a more comfortable and efficient lifestyle.

However, these developments have also led to new challenges, such as reduced physical activity and a decline in human interaction, which raise concerns about their potential impact on the healthy development of society.

Mizuno aims to help build a society where more people can enjoy sports and nurture both physical and mental well-being. By providing accessible services that encourage everyday physical activity, we support healthy, fulfilling lifestyles and contribute to the creation of a more sustainable society.

Contributing to Corporate Health and Productivity Management

For working adults with busy schedules and people who have little interest in exercise, Mizuno supports corporate health and productivity management by planning and proposing events and seminars that utilize a variety of approaches to encourage physical activity.

One example is Nagara Exercise 100, a program developed to help people overcome a lack of exercise by incorporating simple movements into everyday activities. To date, events and seminars have been conducted for more than 350 companies.

Many people who wish to exercise find it difficult to continue because they feel constrained by time and place or believe that exercise requires special effort. Nagara Exercise 100 was developed from the idea that opportunities for physical activity are already hidden within everyday life.

The program requires no special equipment, no gym membership, and no dedicated workout time. Participants learn simple exercises that can be incorporated into daily activities under the guidance of instructors.

By making small changes in awareness and behavior, Nagara Exercise 100 transforms everyday activities into opportunities for exercise. Mizuno also collaborates with various companies and organizations through this program.



Collaboration with companies

Nagara Exercise

Health promotion in daily life

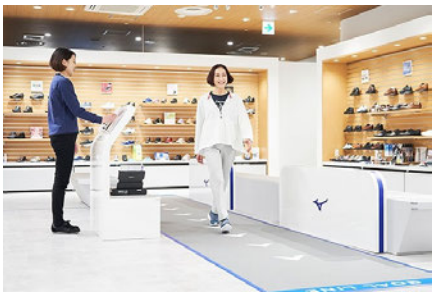
Walking Program

Mizuno offers workshops designed to help participants improve exercise efficiency while learning proper walking techniques and posture in an enjoyable way. By objectively understanding their walking posture and standing posture, participants can learn how to move their bodies more effectively.
Walking is the foundation of both physical and mental health. Through these workshops, we support the enhancement of well-being and the realization of sustainable lifestyles.

“Motion DNA” : A Scientific Approach to Walking

Mizuno developed Motion DNA, a walking ability and gait type analysis system, as part of its POWERED LIFE vision: “Empowering better performance throughout your life.” By making walking easier and more comfortable, Motion DNA aims to support people in leading independent lives, enabling them to go wherever they wish on their own feet for as long as possible.
Walking is a fundamental part of daily life. A decline in walking ability can lead to a decrease in quality of life (QOL). Research has shown a correlation between walking speed and healthy life expectancy: people with faster walking speeds tend to enjoy longer healthy life expectancy, while those with slower walking speeds tend to have shorter healthy life expectancy.

To maintain an active and fulfilling lifestyle for longer, it is important to take effective measures to preserve walking ability. Motion DNA measures walking ability using simple yet highly accurate diagnostic equipment and estimates gait type through a standing posture measurement system and application.
By understanding the differences between walking ability and gait type, individuals can identify training methods and support products best suited to their needs, helping to extend healthy life expectancy.



Walking Ability Measurement

Motion DNA Measurement Results

	FY2023	FY2024	FY2025
Number of Locations	81	71	68
Number of Participants	6,600	9,250	10,900

Motion DNA

Supporting Healthy Lifestyles by Making Exercise a Natural Part of Everyday Life

Responding to the needs of people who say, “I want to be more active for my health but don't have enough time,” or “Exercise equipment is troublesome to store away,” Mizuno launched the Mizuno Healthy Interior series in 2018. Designed as fitness products that blend naturally into living spaces, the series is based on the concept of “adding a little more to everyday time and living spaces.” It helps people with busy schedules due to work, household responsibilities, or childcare establish exercise habits easily in their own homes.

As more people spent time at home during the COVID-19 pandemic, demand for products that enable individuals to continue exercising easily regardless of external conditions increased. As a result, sales of the Mizuno Healthy Interior series have grown steadily.



Mizuno Healthy Interior

Extending Healthy Life Expectancy through the Maintenance of Physical Function

As societies continue to age, sports are expected to play an increasingly important role in extending healthy life expectancy, defined as the period during which people can live independently without limitations on daily activities caused by health issues. Mizuno is committed to helping seniors maintain physical function through sports, thereby contributing to longer healthy life expectancy, improving quality of life, and helping reduce social costs such as healthcare and nursing care expenses.

Mizuno Senior Wellness Program

The Mizuno Senior Wellness Program was developed by Mizuno based on three core concepts: Achievable, Enjoyable, and Sustainable.

- **LaLaLa Fit**

LaLaLa Fit is an exercise program that uses body weight to strengthen muscles and joints involved in everyday movement. The program focuses on four areas: knees, lower back, balance, and walking, helping participants build a body that remains active and resilient with age.

- **LaLaLa Circuit**

With guidance from trained instructors, LaLaLa Circuit enables participants to improve three key elements, aerobic fitness, muscular strength, and cognitive function, at their own pace and according to their individual fitness level. It is recommended for those who wish to engage in more structured exercise.
The program combines strength training using hydraulic machines with rhythmic aerobic exercises in a dual-task format, stimulating both the body and the brain simultaneously.

- **LaLaLa Circuit Lite**

LaLaLa Circuit Lite is a dual-task exercise program that combines bodyweight strength training with rhythmic aerobic exercise to help activate cognitive function. It is designed for people who want to enjoy exercise in a casual and approachable way.

Collaboration with Local Communities

Mizuno actively supports preventive care initiatives and health guidance programs implemented by local governments throughout Japan. These programs help create opportunities for physical activity among people who may feel hesitant about visiting sports facilities.
Group-work activities are incorporated into the programs to encourage community building among participants and to promote the continuation of exercise through facilities managed by Mizuno.
In fiscal year 2025, Mizuno conducted 31 preventive care programs nationwide. In addition to participating in classes, participants are encouraged to acquire exercise methods and routines that they can continue independently after completing the program.

Promoting Mizuno Active Leaders

Mizuno provides training programs for people involved in senior fitness instruction to develop Mizuno Active Leaders, who acquire basic knowledge of the human body and practical skills for delivering exercise programs.
This proprietary Mizuno certification program enables participants to learn important safety considerations for exercise and develop the skills required to provide strength training and stretching instruction tailored to seniors.
Many people from NPOs, sports associations, and companies have obtained Active Leader certification and are expanding opportunities for physical activity by serving as instructors in their local communities and facilities.

Program Results

Program	Description	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Walking Program	This walking workshop focuses on walking, an easy and accessible form of exercise. Participants learn proper posture, walking techniques, rehabilitation exercises, and toe stretches, making the program accessible even to older adults who are less comfortable with exercise.	Number of Facilities	34	37	40	37	39
		Number of Participants (People)	2,984	2,620	2,172	2,472	2,341
LaLaLa Fit	Please refer to the LaLaLa Fit section above.	Number of Facilities	33	38	40	41	33
		Number of Participants (People)	14,674	16,437	17,104	22,468	19,906
LaLaLa Circuit	Please refer to the LaLaLa Circuit section above.	Number of Facilities	2	5	5	9	9
		Number of Participants (People)	4,672	8,513	8,975	7,801	14,136

* Some facilities offer classes that combine both LaLaLa Fit and LaLaLa Circuit Lite. Therefore, the results for LaLaLa Circuit Lite are included under LaLaLa Fit.



Walking Program



LaLaLa Circuit

Developing Preventive Care Leaders in Collaboration with Local Governments

In collaboration with local governments, Mizuno trains preventive care leaders who support the health and well-being of local residents. Incorporating elements of the Mizuno Active Leader program, Mizuno provides training, on-the-job learning opportunities at core facilities, and ongoing support to help leaders become active in their communities.
Through a collaborative initiative with Habikino City, Mizuno trained 110 local health promotion supporters across four locations in the city, contributing to community-led health promotion activities. In fiscal year 2025, residents independently organized 2,854 classes at four community gathering places, attracting a total of 21,544 participants.
In addition, beginning in fiscal year 2024, Mizuno launched a community supporter development program in Katsuragi City, Nara Prefecture, where 14 trained supporters are now active in newly established resident-led community activity programs.

Research on Exercise Programs to Enhance or Maintain Cognitive Function in Seniors

Among the health concerns commonly expressed by older adults, two major issues are becoming bedridden due to falls and experiencing difficulties in daily life as a result of cognitive decline. Long-term hospitalization and bedridden conditions among seniors can increase healthcare and long-term care costs for society.
Mizuno believes that continuing exercise in an enjoyable manner is essential for extending healthy life expectancy. Based on the idea that moving the body in rhythm and performing coordinated hand and foot movements may help prevent cognitive decline, Mizuno is conducting research on exercise programs designed specifically for older adults.

Future Challenges

Mizuno is developing apparel and equipment that apply athlete motion analysis technologies to support seniors experiencing reduced physical function due to age-related declines in muscle strength and other factors.
Mizuno is also promoting the development of training programs that can be performed easily at home, as well as programs that use the enjoyment of tools and equipment as a gateway to establishing regular exercise habits, making physical activity more accessible to people who are less comfortable with exercise or have difficulty leaving their homes.
In addition, through the promotion of Mizuno Active Leaders, we support the development of community environments where everyone can enjoy exercise and pursue healthy, active lifestyles.
Going forward, in addition to these initiatives, Mizuno will continue to explore new business opportunities centered on sports while leveraging digital transformation (DX) technologies.

Embodying Mizuno's Unique Identity and Integrated Strength

Impact

Sports facilities under management

1240 facilities

Municipalities collaborating with Mizuno

114 municipalities

Basic Concept

Mizuno is committed to maximizing the potential of sports to help create a society where everyone can live a healthy and active life—both physically and mentally. We believe it is essential to ensure equal access to sports for all people, regardless of age, physical ability, or place of residence.
However, in order to actually participate in sports, more than just equipment and facilities are needed—human resources such as teammates and coaches also play a vital role. While advancements in digital technology have made it easier than ever to enjoy watching sports live from anywhere in the world, many people still lack opportunities to engage in physical activity themselves.
To address these challenges, Mizuno is actively working to improve access to sports and support the development of community-based sports. Through initiatives for all generations—from children to seniors—we are helping to create opportunities for local participation in sports and offering spaces where people can connect, communicate, and thrive together.
At the same time, Mizuno Group's efforts to promote sports are based on a commercial model. As a general rule, we do not provide free services or products. We believe that delivering sports to society in a sustainable manner is both our responsibility and our strength.
Mizuno Group also operates in 14 countries and regions worldwide, continuing to grow its global brand. In each region, we promote sports initiatives that reflect local characteristics and community needs. Through the power of sports, we aim to contribute to a peaceful and sustainable society.
Looking toward a future where people around the world—and especially children can smile and thrive, Mizuno will continue to expand the reach and impact of our efforts.

Embodying Mizuno's Integrated Strength Through Golf

Mizuno positions golf as a “lifetime sport” that can be enjoyed throughout one's life. Through golf, we contribute to the maintenance and improvement of people's health and well-being, support enriched lifestyles, and strive to create social value through sports.
To promote golf among younger generations, we operate initiatives centered on the Mizuno Golf Academy, helping develop future generations and revitalize the golf market. In addition, through approximately 70 Mizuno Golf Schools across Japan, we provide opportunities for people of all ages and genders to enjoy golf, expanding participation and broadening the sport's reach.
At the Mizuno Open, a golf event organized by Mizuno, we host upcycling workshops that make use of leftover and discarded materials generated during the production of baseball gloves. By allowing children to create coin cases themselves, these workshops foster creativity and an appreciation for craftsmanship while also raising awareness of environmental responsibility. Through these initiatives, we promote resource circulation through the effective use of materials that would otherwise be discarded and provide new value by combining sports and manufacturing.







Upcycling Workshop at the Mizuno Open

Promotion of Sports in Local Communities

Hosting Mizuno Victory Clinics

Since 2007, Mizuno has been hosting the Mizuno Victory Clinic across Japan, where current top athletes and former elite competitors (OB/OG) provide hands-on instruction. These clinics not only convey the joy of sports but also contribute to the promotion of community-based sports.

Approximately 230 athletes from 20 different sports, many of whom have competed in the Olympic Games, World Championships, and other national and international competitions, are registered as clinic instructors. Through direct instruction in professional techniques and mindsets, the program promotes both skill development and interaction among participants.

In addition to supporting the advancement of community sports, the program provides athletes with new opportunities to contribute and helps strengthen the connection between elite sports and grassroots sports.
In FY2021, amid the continuing impact of the COVID-19 pandemic, 52 clinics were held. As restrictions were eased, the number of clinics increased to 110 in FY2022, 107 in FY2023, and 114 in FY2024, showing a steady recovery. In FY2025, a total of 150 clinics were held. Major sports featured during the year included swimming, athletics, volleyball, karate, and soccer.

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of Events (Sessions)	52	110	107	114	150

Co-Creation with Local Communities

Collaboration with Local Governments and Other Partners

Sports in local communities not only promote physical and mental well-being, but also help build stronger connections among residents. By bringing together the knowledge and expertise of the public, private, and academic sectors, more effective and locally tailored initiatives can be realized. Mizuno actively promotes the advancement of community sports through collaboration with local governments, regional universities, and other partners.

Operation of Sports Facilities

Creating opportunities for people to enjoy sports requires more than just programs—it also depends on having accessible places to play. Since 2006, Mizuno has been involved in the designated management of public sports facilities across Japan.
Through the operation and management of these facilities, as well as by offering programs tailored to various age groups, we promote community interaction and help create accessible opportunities for people to engage in sports. As a member of each community, Mizuno supports local residents in experiencing the joy of sports in a casual and inclusive way.
As of March 2026, Mizuno manages 169 locations nationwide, encompassing a total of 1,240 individual facilities.



Offering Age-Appropriate Programs



Creating Opportunities to Engage in Sports



Promoting Interaction Among Local Residents

Activities to Share the Joy of Sports

Mizuno hosts the Mizuno Baseball Dream Cup Junior Tournament, a youth baseball tournament founded on the philosophy of “Don't scold mistakes, support each other as a team.”

In youth sports, overly harsh coaching has sometimes been used in the pursuit of improved performance. Through this tournament, however, Mizuno hopes that more children will experience the pure enjoyment of baseball. To support this goal, coaches and parents are prohibited from scolding children during games.

Under standard baseball rules, players who have been substituted out of a game are not allowed to re-enter. In this tournament, however, players are permitted to return to the game after being substituted so that as many children as possible have the opportunity to participate. In addition, children with no prior baseball experience are welcome to join, and teams may participate even if they do not have matching uniforms. Mizuno also lends equipment to teams that do not have their own.

In 2024, the third tournament was held, attracting 917 teams from across Japan. In 2025, the fourth tournament was held, with 1,145 teams participating nationwide. Mizuno will continue to host this tournament and deliver the joy of baseball to even more children through initiatives that reflect Mizuno's unique approach to sports promotion.



Mizuno Baseball Dream Cup Junior Tournament

Baseball and softball are sports that bring excitement and inspiration not only to players but also to spectators. At Mizuno, we see it as our important mission to pass on the cultural value of these sports to future generations. While responding to changing times, we remain committed to promoting and supporting the sustainable development of baseball and softball.

What Baseball and Softball Can Do for the Planet

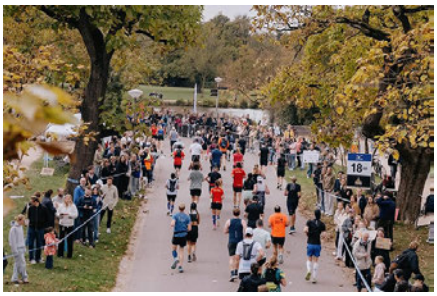
Participation in the Amsterdam Marathon

One of Mizuno's representative initiatives for promoting sports overseas is the Amsterdam Marathon, held annually in the Netherlands. Mizuno has supported this international marathon event since 2000, and the 2025 race marked its 50th anniversary. The event features several categories, including a full marathon, half marathon, and 8 km run, allowing participants to enjoy running according to their individual ability levels.

The race is held every year on the third Sunday of October. In FY2025, it took place on October 19, attracting more than 45,000 runners from over 105 countries. As the main sponsor, Mizuno displayed branded flags along approximately two kilometers surrounding the venue. We also operated a retail booth adjacent to the stadium, showcasing and selling apparel and footwear throughout the event.

Approximately half of the participants come from outside the Netherlands, making the Amsterdam Marathon a highly international event with participants gathering from across Europe. Through this diversity, the event contributes to local revitalization while strengthening awareness and recognition of the Mizuno brand. Mizuno will continue its involvement as a sponsor of this event in the years ahead.

TCS Amsterdam Marathon





TCS Amsterdam Marathon 2025

In addition, the Mizuno Group promotes environments where people of all ages and skill levels, from children to adults and from beginners to advanced athletes, can enjoy sports around the world. Across Europe, the United States, Australia, Taiwan, South Korea, China, and other regions, we contribute to the promotion of sports and the creation of social value through sponsorship of sporting events such as running races, rugby matches, and badminton tournaments, as well as through the organization and support of sports clinics.

Business Initiatives Addressing Social Issues Through the Connection Between Sports and Local Communities

Signing of a Future Co-Creation Partnership Agreement with Kamikawa Town, Hokkaido

Mizuno entered into a Future Co-Creation Partnership Agreement with Kamikawa Town in Hokkaido. The agreement aims to revitalize local communities and promote sustainable community development through sports and is based on the following four objectives:

1. Promoting children's healthy development and education
2. Creating opportunities for interaction across generations and communities
3. Enhancing and communicating the appeal of the region
4. Contributing to sustainable community development

As part of this initiative, Mizuno is supporting the continued growth of community-based sports programs, including the ongoing organization of the Big Snow Cup, a Baseball5[*1] tournament first held in 2024, and the introduction of Baseball5 into elementary school classes.
We believe that sports not only help maintain physical and mental well-being but also create opportunities for communication across generations and communities while unlocking the potential of individuals and regions.
Going forward, we will continue to create opportunities for sports within local communities not only through products, but also through programs and places where people can be active, contributing to the resolution of social issues and the realization of a sustainable society.

*1 Baseball5 is a new urban sport based on baseball and softball that can be played anywhere with just a rubber ball. Played with five players per team over five innings, it offers an accessible and enjoyable way for people to participate in the sport.



Partnership Agreement Signing Ceremony

BasebWhat is Baseball5? A New Standard for Enjoying Baseball with Fewer Players

Participation in the “FC Gifu Well-being Project”

Mizuno supports and participates in the “FC Gifu Well-being Project,” a regional revitalization initiative led by FC Gifu. This project brings together a wide range of organizations—including municipalities, companies, and educational institutions connected to the club—transcending industry boundaries to collaborate toward a better society.

The project focuses on five key themes: Health and Welfare, Food, Education, Disaster Preparedness, and Entertainment. Among these, Mizuno plays a central role in the area of Health and Welfare, providing programs built on two core pillars: improving physical fitness in children, and promoting health among working-age adults and the elderly. Together with FC Gifu, we aim to help solve social issues in municipalities facing challenges such as population aging and declining birthrates.

Through this initiative, Mizuno and FC Gifu are working to strengthen their partnership and contribute to building a sustainable and inclusive society in Gifu Prefecture—home to approximately 1.93 million residents where everyone can live in good physical and mental health with a sense of security and well-being.



The Well-being Project Led by FC Gifu and Its Partner Companies

Future Challenges

To promote sports and increase the number of people engaged in them, we are committed to creating “opportunities,” “places,” and “services” that support not only playing sports (“doing”) but also watching (“viewing”) and supporting (“supporting”) sports. Through these efforts, we aim to bring joy, inspiration, and dreams to local communities and contribute to regional revitalization.

We are also working to expand opportunities for children to enjoy sports in a fun and accessible way—beyond physical education classes or extracurricular clubs at school. By doing so, we hope to help maintain and grow future participation in sports, while contributing to the realization of a society where everyone can lead healthy and fulfilling lives.

Furthermore, our group is applying the technologies and materials developed in the field of competitive sports to promote a society where everyone can enjoy physical activity, and to help solve social issues through the power of sports.

Contributing to the Resolution of Social Issues

Key Performance Indicators (KPIs), Targets, and Results

KPI	FY2025 Result	FY2028 Target	Department in charge
• **Domestic sales of the Work Business (heat stress countermeasure products, occupational safety products, etc.)**	17.06 billion yen	23.0 billion yen	Work Business Department
• **Sales of Comfort Apparel** ***Contributing to healthier and more comfortable lifestyles through sleep-related products and high-performance innerwear**	2.36 billion yen	4.0 billion yen	Athletics Department
• **Creation of opportunities to experience sustainability-related content**	–	FY2026: 50 schools	Koto Business Promotion Section

Material Issues

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

Reason for Importance

Mizuno develops businesses not only in competitive sports products, but also in a variety of fields, including lifestyle products and the work business. By leveraging the strengths we have cultivated through sports, we aim to contribute to the resolution of social issues and the sound development of local communities, including the promotion of physical and mental well-being and the encouragement of diverse forms of community engagement.

Related to the SDGs



Mizuno's Risks and Opportunities

Advances in information technology and the automation of various tasks have improved convenience and helped create more comfortable lifestyles, while also contributing to changes in working styles. Mizuno expands the scope of sports beyond competitive settings to include physical activity in everyday life. We view this as an opportunity to create new businesses that address social issues through the power of sports.

Risks

- Diversification of sports demand driven by changing leisure preferences and digitalization
- Decline in opportunities for safe and accessible outdoor play

Opportunities

- 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

Approach to priority Issues

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

Main Initiatives

For initiatives related to “Contributing to the resolution of social issues”, please refer to the following links:

Promotion of Sports and Education

Contributing to sustainability through the application of Mizuno's technologies

Moving Forward

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

Promotion of Sports and Education

Impact

Participants in Exercise Programs

Approximately 947,000

Basic Concept

With the advancement of the information society and changes in living environments, children's physical fitness and motor skills are on the decline globally. This downward trend not only poses risks to their future health but is also raising concerns about its broader societal impact, such as increased healthcare costs and reduced labor force vitality. Addressing this issue requires a comprehensive approach involving not only educational institutions and families, but society as a whole.

In Japan, several factors are believed to contribute to the decline in children's physical fitness and motor skills, including:

- A decrease in accessible and safe outdoor play areas
- Insufficient development of fundamental motor skills (such as running, jumping, and throwing) during early childhood
- The development of negative attitudes toward sports and physical activity

In response to these challenges, Mizuno has developed a proprietary exercise program aimed at improving children's physical fitness and motor skills. We are working in collaboration with educational institutions and communities across Japan to roll out this program, helping children experience the joy of movement and fostering healthy exercise habits from an early age.

Development of Mizuno's Original Exercise Program

Hexathlon

Mizuno has developed “Hexathlon,” a program that combines exercise-based play menus with physical fitness assessments, designed to help even children who are less confident in sports enjoy learning fundamental movements. The program is offered in partnership with local governments across Japan and delivered to various facilities, including elementary schools.
“Hexathlon” utilizes Mizuno's original equipment, developed with a focus on safety and functionality, and is structured to help children acquire basic physical movements, running, jumping, and throwing, at their own pace and ability level. By providing an integrated package of space, program, and service, Hexathlon enables children to enjoy movement while steadily improving their physical strength and motor skills.

“MISPO!” – A Sports School That Nurtures Both Mind and Body

Mizuno has developed its own multi-sport program, “MISPO!”, with the aim of promoting children's healthy physical development, critical thinking, and ability to cooperate with others. The program officially launched in April 2024 at four designated public sports facilities (three in Tokyo and one in Osaka).

Targeting first to third grade elementary school students, the program allows children to experience ten different sports, including baseball, tennis, table tennis, and judo, on a rotating weekly basis. Mizuno provides all the necessary equipment, and certified instructors known as “Mizuno Play Leaders” support the children in developing autonomy and teamwork.

At the end of each session, children reflect on what they have learned and record their own insights and progress. Through special events featuring parent-child MISPO! experiences and assessments of non-cognitive skills, Mizuno carefully communicates each child's growth and development process to parents.



Children who express their own thoughts in their own words



Team Meeting with Friends!

Other Initiatives

To help children improve their physical strength and motor skills, it is important to encourage physical activity from an early age and help them overcome any aversion to sports.

Mizuno runs programs such as the “Mizuno Sports School” and the “Sports Day Victory School,” led by experienced Mizuno staff with extensive knowledge of sports. These programs are held in various locations and aim to help children develop basic motor skills through short-term, intensive instruction, allowing them to experience the joy of movement and fostering a love for physical activity.

In addition, through programs that encourage parents and children to enjoy physical activity together, Mizuno helps children experience the fun of movement, develop positive attitudes and exercise habits, promote communication between parents and children, and support healthy development.

Program Achievements Related to the Improvement of Children's Physical Strength and Motor Skills

Name of Session	Outline	Item	FY2021	FY2022	FY2023	FY2024	FY2025
Hexathlon	A program that combines fun learning menus for basic sports movements with athletic ability assessment (Note: The numbers are for domestic use only.)	No. of Schools Introduced	7	8	23	15	9
		No. of Times Held	13	13	23	15	19
		No. of Participants	631	661	1,569	179	537
Mizuno Ninja School	A story-based playful exercise program modeled after ninja training, incorporating 36 basic movements necessary for childhood growth, such as “running,” “jumping,” and “throwing.”	No. of Times Held	24	54	13	57	86
		No. of Participants	487 (in total)	865 (in total)	644	1,203	1,034
Mizuno Sports School	A program for children who struggle with physical activities, incorporating exercises such as mat exercises, horizontalbars, and vaultingboxes.	No. of Times Held	60	45	41	50	44
		No. of Participants	1,018	455	788	874	690
Sports Day Victory School	A hands-on lesson program aimed at winning first prize in relay races and sprints at sports festivals.	No. of Times Held	8	5	5	7	6
		No. of Participants	259	215	165	316	186



Hexathlon



Mizuno Ninja School



Mizuno Ninja School



Mizuno Sports School



Mizuno Sports School



Sports Day Victory School

Promotion of Sports in Vietnam

Project Aimed at Promoting the Mizuno Hexathlon Exercise Program in Vietnam

Mizuno has been working to promote its Mizuno Hexathlon Exercise Program in Vietnam since 2015. In Vietnam, physical education during the compulsory school years receives significantly less time compared to developed countries. In addition, physical education programs have tended to be standardized, with insufficient emphasis on fundamental sports movements such as running, jumping, and throwing.

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

Additionally, in October of the same year, Mizuno and the Ministry of Education and Training signed a memorandum of cooperation regarding the introduction and establishment of the program, while promoting the creation of model cases throughout the country. Following this agreement, Mizuno began activities to promote the program across all 63 provinces in Vietnam from December 2018 onward.

By the end of 2019, approximately 1,700 elementary school teachers had participated in instructor training workshops. Through instruction at their respective schools, many children have since taken part in physical education classes incorporating the Mizuno Hexathlon Exercise Program.

Although large-scale in-person activities were suspended from March 2020 onwards due to the spread of COVID-19, participating teachers have continued to implement the program in their classes throughout the country.

In June 2022, this initiative was recognized by the Vietnamese government, and Mizuno received a special commendation from the Vietnamese Presidential Office.

As of January 2023, the Mizuno Hexathlon had been introduced as an extracurricular activity at 200 schools across Vietnam's 63 provinces (126 public schools and 74 private and other schools). Given that there are approximately 15,000 public elementary schools in Vietnam, Mizuno has been working with the Ministry of Education and Training to explore the integration of the program into compulsory education. As a result, a new memorandum of cooperation was signed in October 2023 in the presence of ministers from both Japan and Vietnam.

https://www.mext.go.jp/b_menu/activity/detail/2023/20231011.html

Building on these initiatives, Mizuno has in recent years advanced concrete activities aimed at the full-scale introduction of the program into compulsory education.

FY	Activities
FY2024	Mizuno began collaborative activities with the Ministry of Education and Training toward integration into Vietnam's compulsory education system. Hexathlon training workshops were conducted locally for approximately 130 physical education teachers from 13 provinces (before administrative consolidation). Following the administrative reorganization in July 2025 (from 63 provinces and municipalities to 34), participating local governments correspond to nine provinces.
FY2025	“Japan-Vietnam Hexathlon Promotion Project FY2025 Implementation Planning Council” was held in Hanoi at the Ministry of Education and Training. The Director General of the Department of General Education, experts including a Doctor of Physical Education, and other stakeholders attended and confirmed long-term cooperation policies. Participants also reviewed the results of FY2024 activities and exchanged views on the direction of future training programs from FY2026 onward.

Awarded a special commendation from the Vietnamese Presidential Office



Awarded a Special Commendation from the Vietnamese Presidential Office

Promoting the Mizuno Original License: “Mizuno Play Leader”

Mizuno is committed to creating environments where children can play freely and vibrantly by fostering “Mizuno Play Leaders” who supervise and support children's self-initiated play. We conduct training programs to equip individuals—such as employees of child-related companies, university students, government officials, and educators—with the basic knowledge and practical skills required to become Play Leaders. These programs focus on the fundamentals of physical play and encourage active participation.
This training initiative has been steadily expanding both within and outside the company, and to date, a network of approximately 1,200 certified Mizuno Play Leaders has been established across Japan. These leaders engage wholeheartedly with children, earning their trust, and are prepared to protect them with utmost care whenever needed.





Mizuno Play Leaders

Number of Mizuno Play Leader License Holders

(People)

	In-house	Outside	Total
Grade 1	4	0	4
Grade 2	32	10	42
Grade 3	317	1,172	1,489
Total	353	1,182	1,535

Research on Physical Play Programs Aimed at Promoting Exercise Habits in Children

The Global Research & Development Department is conducting research on how teachers' interactions with children during free play in kindergartens influence communication among children. The study found that communication patterns can vary depending on factors such as the questions teachers ask, the timing of their interventions, and the design of physical play spaces. The results of this research were presented at the 37th Annual Meeting of the Japanese Association of Developmental Psychology held in March 2026.

Providing Physical Play Programs to Support Children's Development

We offer physical play programs designed for children who struggle with precise movements required in sports or daily life. These children may often drop objects or have difficulty handling tools such as scissors or knives, which can affect their daily activities.
Through these programs, we aim to support children's development by improving body control and fine motor skills, helping them gain greater confidence and ability in both play and everyday life.

Future Challenges

Today's children are said to lack the three essential elements for play: space, companions, and time. In addition, many parents express uncertainty, saying they “don't know how to play with their children.”

Mizuno is working to create environments where children can play freely and actively, while also fostering Mizuno Play Leaders—trained individuals who support and guide children's play.

Play Leaders help create spaces where children take the lead in playing with each other by offering engaging and fun physical activities. By promoting these leaders both within and outside the company, Mizuno supports the healthy development of children's minds and bodies through active play.

Looking ahead, we aim to create more opportunities and settings where Play Leaders can actively contribute. To achieve this, we must first identify potential challenges to expanding the Play Leader network, while also raising awareness among parents. By increasing recognition of the role and value of Play Leaders, and through continued delivery of physical play programs and events, we will further integrate this initiative into society.

Contributing to Sustainability Through the Application of Mizuno's Technologies

Impact

Domestic sales of the Work Business
(heat stress countermeasure products, occupational safety products, etc.)

17.06 billion yen

Number of Corporate Uniform Clients

Over 1,800 companies served.

Based on delivery records from 2019 to 2025.

Basic Concept

Mizuno is expanding its business beyond competitive sports products to include daily lifestyle goods and work-related items, addressing a wide range of needs. By leveraging our strengths in the sports field, we aim to contribute to solving social issues and fostering the sound development of local communities—through the promotion of physical and mental well-being and the enhancement of diverse community interactions.

We are also committed to driving diverse innovation by utilizing our strengths in developing functional materials and technologies cultivated through competitive sports, as well as our high-quality manufacturing capabilities. Looking ahead, we will continue to contribute to sustainability by addressing social challenges, including the Sustainable Development Goals (SDGs).

Research and Development Utilizing Carbon Technology

Mizuno has long pursued research and development centered around people, focusing on human movement and form. This human-centric approach will remain at the core of our efforts as we continue to create new value through products and services that contribute to the Sustainable Development Goals (SDGs). As a manufacturing company, we are committed not only to creating “excellent products,” but also to aligning all research themes with the SDGs. Our initiatives aim to contribute to achieving medium- to long-term goals such as carbon neutrality and, ultimately, to realizing a sustainable society.

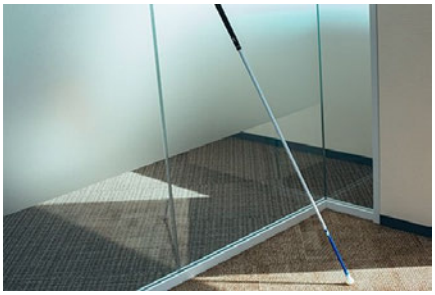
In the area of carbon technology, we are focusing on expanding product development using recycled carbon materials, researching and developing thermoplastic CFRP (carbon fiber reinforced plastic), and enhancing CFRP with nanofillers.

- Product Development Using Recycled Carbon Technology
  One example is the development of insoles for shoes, which help reduce foot fatigue. We are promoting the use of recycled carbon for the spring components in these insoles to support the feet of walking enthusiasts, workers, and elderly individuals.
- Research and Development of Thermoplastic CFRP
  Although the applications are similar to those of traditional thermosetting CFRP used in carbon fiber prosthetic blades, thermoplastic CFRP offers shorter molding times and easier recyclability. We aim to commercialize CFRP products that contribute to a more sustainable society.
- Research on CFRP Enhancement with Nanofillers
  By adding materials at the nano level, we can improve the overall performance of CFRP, enabling the development of high-performance sports equipment.

Carbon Fiber White Cane “Mizuno Cane ST” (Enhanced Comfort and Safety)

In March 2022, Mizuno launched the straight-type white cane “Mizuno Cane ST,” developed using carbon design and processing technologies cultivated through our sports equipment manufacturing. This cane is designed with a focus on lightness and ease of use. The upper portion, near the user's hand, is made stiffer to better transmit the texture of the ground, allowing users to more easily sense surface irregularities. The tip of the cane features a teardrop-shaped stopper that reduces snagging on uneven pavement.
The product was developed in collaboration with PLAYERS, a general incorporated association[*1], and manufactured by Mizuno Technics Corporation[*2].
The “Mizuno Cane ST” received the 2022 Good Design Award (hosted by the Japan Institute of Design Promotion) and was also awarded the Grand Prize in the 2022 Nikkei Superior Products and Services Awards.

*1 PLAYERS is a prototyping team operating under the slogan “Tackling social issues with shared excitement.”
*2 Mizuno Technics Corporation is a Mizuno Group company specializing in the manufacturing of sports and carbon-based products.



Carbon Fiber White Cane “Mizuno Cane ST”

Mizuno Cane ST

Received the 2022 Good Design Award

Mizuno Technics Corporation

Research and Development of New Sports Services

We are engaged in the research and development of new sports services that can be enjoyed together across generations, genders, and physical abilities.

Leveraging our operation of directly managed facilities and designated public sports centers, Mizuno is in a unique position to interact closely with customers in real-world settings. This allows us to effectively test and refine new service concepts. Additionally, drawing on our long-standing expertise in the research and development of sporting goods and equipment—particularly our human-centered approach—we are expanding our focus to include the development of inclusive and accessible sports services.

Research and Development of New Sports Incorporating Playful Elements

We are engaged in the research and development of new sports in collaboration with various associations and universities. One example is “500-Step Soccer,” a sport that limits the number of steps players can take and incorporates digital devices. This allows individuals who are not confident in their athletic abilities or who typically struggle with physical activity to enjoy moving their bodies and experience the thrill of scoring goals in an inclusive, accessible way.

Leveraging our strengths in combining sports science with digital technology, and our ability to implement and operate programs through staff at sports facilities, Mizuno will continue to promote the research and development of innovative sports.



Ball and Devices for “500-Step Soccer

Expansion of Workwear Business Utilizing the Functional Value of Sports Products

Mizuno positions the workwear business as one of its strategic domains and offers corporate uniforms, footwear, and other items for workers in various industries, leveraging the functional value of sports products. In recent years, “health and productivity management,” a strategic approach to managing employee health from a business perspective, has gained attention. As a result, more companies are placing greater importance on the safety and comfort of uniforms and other provisions from a welfare standpoint.

Mizuno provides products tailored to harsh working environments, such as the Airy Jacket (fan-equipped workwear) for heat protection and the Tech Shield Jacket for cold weather. We are also promoting the development of environmentally conscious products, including corporate uniforms made from recycled PET bottle fibers and workwear using chemically recycled yarns. Through these initiatives, we aim to enhance labor productivity and contribute to the achievement of the Sustainable Development Goals (SDGs).



Workwear Made with Chemically Recycled Materials



Airy Jacket (fan-equipped workwear)



Tech Shield Jacket

History of Mizuno's Work Business Division

Since 1997, Mizuno has leveraged its expertise and technologies cultivated through the development of sporting goods to plan and sell custom corporate uniforms, establishing a dedicated department for this purpose. To date, we have supplied uniforms to more than 1,600 companies.

In response to growing demand from businesses in recent years, we officially launched work shoes in March 2016 and work apparel in February 2018. In April 2019, we established the Work Business Division to further strengthen this segment.

Additionally, in April 2019, to enhance our BtoB (Business-to-Business) operations, we expanded our corporate sales team from approximately 20 to about 90 members. Sales representatives were deployed across all regional offices from Hokkaido to Kyushu to reinforce our business outreach to corporate clients.

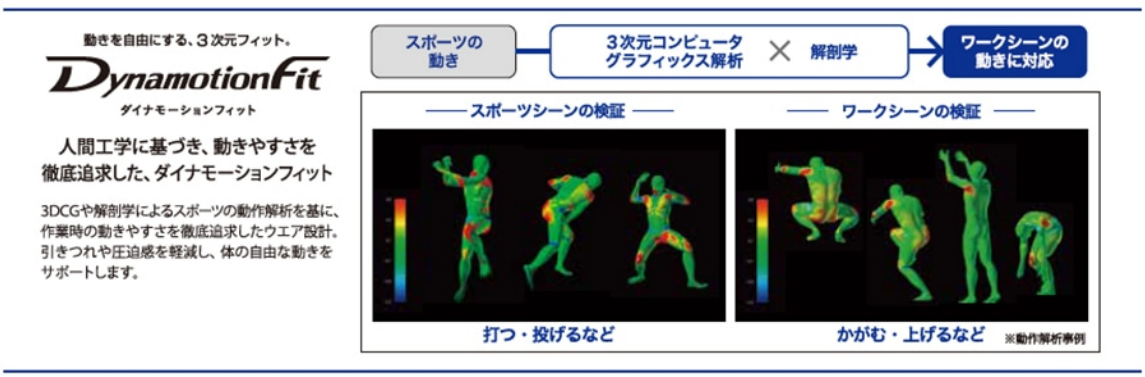
We are aiming to achieve domestic sales of ¥23 billion (JPY) by fiscal year 2028.

Features of Mizuno Work Apparel

Work apparel requires functionality that allows workers to move more freely and work more comfortably in response to varying environmental conditions—both indoors and outdoors, such as changes in temperature.Mizuno Work Apparel incorporates features specifically designed to meet these demands, including:
Dynamotion Fit, Mizuno's proprietary design for enhanced mobility
DryScience, a material with excellent sweat-wicking properties
Breath Thermo, a moisture-absorbing, heat-generating material that uses body moisture to produce warmth
These technologies support performance and comfort in a wide range of working environments.

Dynamotion Fit” – Apparel Design Pursuing Ease of Movement

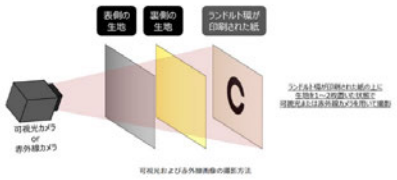
“Dynamotion Fit” is a design developed based on ergonomic motion analysis to enhance ease of movement during work. It supports natural body motion by reducing pulling, constriction, and discomfort, allowing for greater freedom of movement.

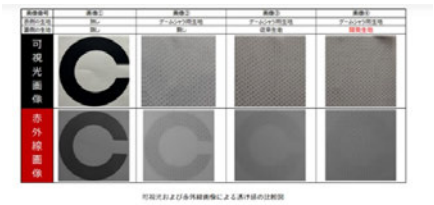


Development of Infrared Anti-See-Through Fabric to Protect Athletes from Secret Filming

Mizuno has developed a fabric with infrared anti-see-through functionality to help prevent athletes from becoming victims of illicit filming. In recent years, the issue of images and videos of female athletes being taken for sexual purposes at sporting events and subsequently shared online has been widely reported in various media, raising serious concerns. To address this issue of “unauthorized filming of athletes,” Mizuno undertook the development of new technology and successfully created an infrared anti-see-through fabric. This innovative fabric was co-developed through a collaborative effort among three companies: Sumitomo Metal Mining Co., Ltd., which has expertise in functional materials; Kyodo Printing Co., Ltd., known for its strength in composite material technologies; and Mizuno, which specializes in textile development and product design centered on sports.

Providing athletes with a safe environment where they can fully focus on competition not only supports the “mind” aspect of the mind, technique, and body philosophy, but also aligns with our commitment to a player-first approach—making this a vital initiative.





Support for Para Sports

Mizuno is committed to creating an inclusive environment where people with disabilities can actively enjoy sports, through the development and provision of adaptive sports equipment as well as support for athletes and teams.

Development of Sports Prosthetics

Since 2016, Mizuno has been collaborating with Imasen Engineering Corporation, a welfare equipment manufacturer, on the development of carbon-fiber running prosthetics, including blade-type prosthetic feet for track and field athletes. By combining Mizuno's expertise in carbon design and processing—gained through the production of various sports equipment—with sports technology such as athlete motion analysis, and integrating it with Imasen's engineering capabilities, the partnership has successfully developed world-class sports prosthetics.
In September 2020, the two companies jointly developed the “KATANA Σ (Sigma),” a carbon-fiber prosthetic blade with a central aperture at the tip. The strategically placed air hole above the spike-contact area reduces air resistance by approximately 31%[*1]. The prosthetic is also about 15% lighter than conventional models, and its moment of inertia—which affects the ease of leg swing—is approximately 10% smaller[*2].
Going forward, Mizuno aims to expand its lineup for elite athletes and promote the adoption of domestically developed prosthetics among users who have previously relied on foreign-made products.

*1 Compared with a version without the air aperture. Measured by Mizuno using a wind tunnel test. Test conditions: wind speed 18.2 m/s; prosthetic blade angled forward at 30° from vertical—the point of maximum swing velocity.

*2 Compared with conventional products. Measured by Mizuno using an inertia moment measuring device. Test conditions: pivot axis assumed to be 460 mm from the ground and 80 mm forward from the mounting point of the blade.



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

Entry-Level Sports Prosthetic Limb

In September 2021, Mizuno and Imasen Engineering Corporation jointly developed the KATANA α, a carbon-fiber blade prosthetic designed for entry-level users in sports. Leveraging the know-how from producing competitive-grade prosthetics, this model is lightweight and easy to handle—ideal for those new to running. By equipping the blade with a specially designed sole, the KATANA α achieves spring characteristics aligned with those of top-end models. Additionally, it is designed for easy replacement from everyday-use prosthetic limbs and is priced more affordably than conventional competitive models. There are approximately 60,000 lower-limb amputees in Japan[*1], and according to a survey conducted by the Prosthetics and Orthotics Support Center of the Japan Railway Welfare Foundation, about 30% of their prosthesis users responded that they would like to try a sports prosthetic.
Mizuno will continue to collaborate with Imasen Engineering Corporation in the research and development of sports prosthetics. Through these efforts, the company aims to support the sporting lives of lower-limb amputees and contribute to improving both health and overall well-being.

*1 Source: 2006 “Survey on Children and Adults with Physical Disabilities,” Ministry of Health, Labour and Welfare, Japan.



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

Future Challenges

Mizuno has established and publicly released the “MIZUNO MIRAI VISION” on its website, which serves as a guiding framework for creating our products and services. We define sport as “joyful physical activity” and pursue our mission of “making people happy through sports,” aiming to create a world where everyone enjoys moving their bodies and where social issues are addressed through the power of sport.

To realize this vision, we launched our innovation hub, “MIZUNO ENGINE,” which began full-scale operations in November 2022. Through this center, we explore the potential of sport across five key domains: Competition, Health, Environment, Education, and Work, striving to drive transformation through the power of sport.

We believe that unlocking greater human potential—by enhancing focus and motivation—requires advancing our understanding of the still largely unexplored field of the human mind. To that end, we are evolving our core technology, which is based on the principle of understanding human mechanisms and designing products and services aligned with specific goals. Furthermore, we are accelerating co-creation with external partners to push forward research that explores the mechanisms of the mind, thereby opening new frontiers for innovation.

MIZUNO MIRAI VISION



「MIZUNO ENGINE」Innovation center “MIZUNO ENGINE”