

Trust & Responsibility

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Responsible Business Practices

Key Performance Indicators (KPIs), Targets, and Results

KPI	FY2025 Target	FY2025 Result	FY2026 Target	Department in charge
• **Improvement in Employee Awareness of the Internal Reporting Hotline(*d)**	① Mizuno Fair Play Hotline awareness among Mizuno employees: 100% ② Harassment Hotline awareness: 100%	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%	Internal Audit Office

Key Focus Areas

- Strengthening Corporate Governance
- Compliance / Anti-corruption

Reason for Importance

Mizuno believes it has a responsibility to fulfill its social obligations as a corporation by complying with all applicable laws and international regulations, and by maintaining strong relationships with stakeholders such as local communities, customers, and suppliers. We are committed to continuing our efforts to promote responsible business practices.

Related to the SDGs



Mizuno's Risks and Opportunities

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

Risks

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

Opportunities

- Creation of sustainable corporate value through building trust with stakeholders

Approach to Priority Issues

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

Main Initiatives

For initiatives related to “Responsible Business Practices”, please refer to the following links:

Corporate Governance

Compliance / Anti-Corruption

Protection of Intellectual Property

Protection of Personal Information

Moving Forward

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

Corporate Governance

Impact

Ratio of Male Directors to All Directors	Ratio of Female Directors to All Directors	Ratio of all Directors to Outside Directors
62.5%	37.5%	37.5%

Guided by its corporate philosophy of “Contributing to society through the advancement of sporting goods and the promotion of sports,” Mizuno believes that rational and objective management decisions and swift and transparent decision-making are essential to enhancing the Group's corporate value, and strives to build and strengthen a corporate governance framework designed to support these objectives.

For details of the Company's corporate governance, please refer to the Annual Securities Report.

Corporate Governance Framework

Following a resolution at the 103rd Ordinary General Meeting of Shareholders held on June 23, 2016, Mizuno transitioned its corporate governance framework to that of a company with an Audit and Supervisory Committee. Directors serving as Audit and Supervisory Committee members have voting rights on the Board of Directors. Mizuno expects this structure to make auditing and supervision more effective than under a corporate auditor system and thereby strengthen corporate governance.

The Articles of Incorporation stipulate a maximum of seven directors (exclusive of directors who are Audit and Supervisory Committee members) and a maximum of three directors who are Audit and Supervisory Committee members. As of July 1, 2026, the Company has five directors (exclusive of directors who are Audit and Supervisory Committee members) and three directors who are Audit and Supervisory Committee members.

Of the five directors (exclusive of directors who are Audit and Supervisory Committee members), 4, including the president and representative director, are responsible for business execution, while 1 is an outside director.

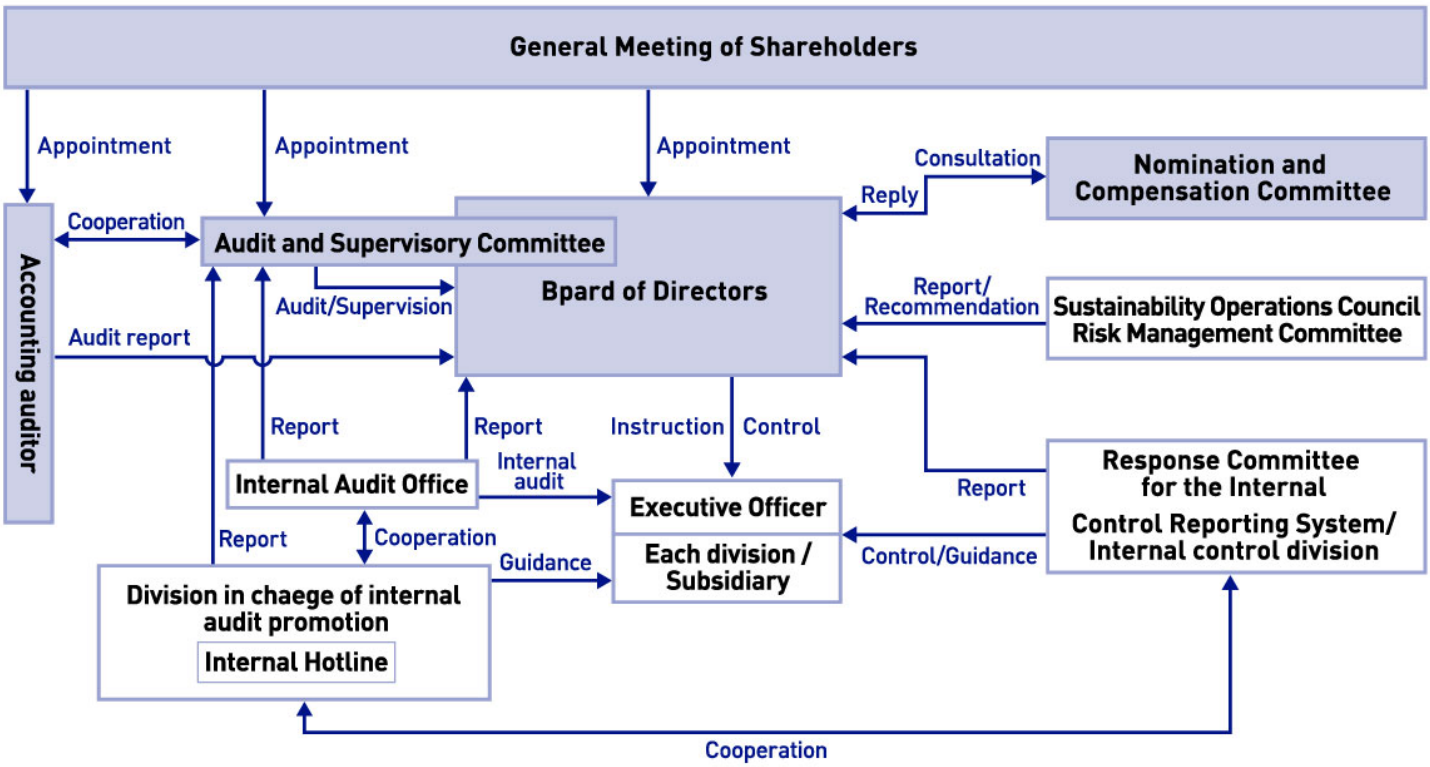
When selecting candidates for director, Mizuno requires that they possess extensive knowledge and experience, deep insight into group management, and the ability, character, and sound judgment appropriate for a director. Selections also take into account the need to balance knowledge, experience, and expertise and to ensure diversity on the Board of Directors. Moreover, candidates for outside director must satisfy the standards and policies concerning independence established by Mizuno.

Of the three directors who are Audit and Supervisory Committee members, one is a full-time Audit and Supervisory Committee member and two are part-time outside directors. The Audit and Supervisory Committee uses the internal control system to audit and supervise business execution throughout the Group, including the execution of duties by directors. In addition, Audit and Supervisory Committee members endeavor to improve audit efficiency through coordination with the Accounting Auditor.

The president and representative director serves as chair of the Board of Directors. At meetings of the Board of Directors, outside directors are expected to express opinions from an objective and neutral standpoint, free from preconceptions based on industry practices, business relationships, or similar factors. Mizuno believes that their participation helps improve the rationality and transparency of decision-making and management judgment by the Board of Directors. Outside directors currently account for 37.5% of the Board of Directors.

Mizuno has established the Nomination and Compensation Committee as a voluntary advisory body to the Board of Directors equivalent to a nomination committee and a remuneration committee. The independence of the Committee is ensured by having independent outside directors constitute a majority of its members. For the selection of directors, the Board of Directors consults the Committee on candidates selected in accordance with the aforementioned criteria, and the Committee deliberates on their suitability against the criteria and submits its recommendations to the Board of Directors. We have also adopted an executive officer system. Under this system, the Board of Directors performs the functions of strategy formulation and management oversight, while executive officers are responsible for business execution, helping to ensure management transparency and accelerate decision-making. Executive officers are assigned responsibility for specific management areas, including business divisions (products handled and sports categories), sales channels, sales regions (including overseas markets), and subsidiaries, and bear responsibility for business execution in those areas across the Mizuno Group.

Significant issues discussed by the Sustainability Operations Council and the Risk Management Committee are reported to the Board of Directors, which also oversees progress on matters it has deliberated and decided. For additional details on the sustainability management structure, please refer to “Sustainability Governance Structure.”



Corporate Governance Functions

Name	Overview and Composition
Audit and Supervisory Committee	The Audit and Supervisory Committee uses the internal control system to audit and supervise business execution throughout the Group, including the execution of duties by directors. It also strives to enhance audit efficiency in coordination with the Accounting Auditor. Composition: Three directors serving as Audit and Supervisory Committee members (including one full-time and two outside directors)
Board of Directors	The Board of Directors is responsible for strategy formulation and management oversight. It determines important matters and oversees progress on them. It also receives reports on significant issues discussed by the Sustainability Operations Council and the Risk Management Committee. Chairperson: President and representative director Composition: Five directors (exclusive of directors who are Audit and Supervisory Committee members) (including four executive directors responsible for business execution and one outside directors) Three directors who are Audit and Supervisory Committee members (eight directors in total, with outside directors representing 37.5%)
Nomination and Compensation Committee	A voluntary advisory body to the Board of Directors equivalent to a nomination committee and a remuneration committee. In response to a request for consultation from the Board of Directors regarding the selection of directors, the Committee deliberates on the suitability of candidates against the criteria and submits its recommendations to the Board of Directors. Composition: A majority of the Committee's members are independent outside directors, thereby ensuring its independence

Directors' Experience and Skills

For a list of directors and executive officers and their respective responsibilities, please refer to "Company Overview: Board of Directors."

Note: For directors, their personal histories and the reasons for their nomination are available.

Please refer to the chart below for the skills (experience and expertise) possessed by directors and directors who are Audit and Supervisory Committee members.

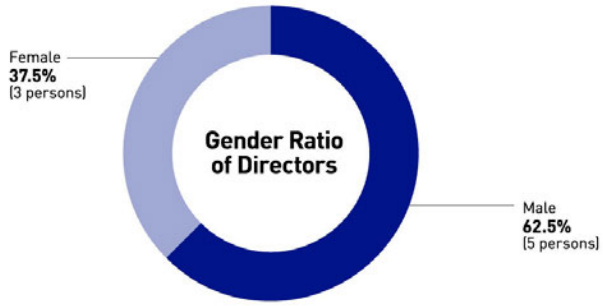
Skills and Experience Matrix of Directors

	Outside	Business Management	Brand Strategy/ Marketing	Global Management	ESG	Finance/ Accounting	Legal/ Risk Management
Board of Directors							
Akito Mizuno		●	●		●		
Takeshi Shichijo		●	●	●			
Takumi Nakata		●		●	●		
Yoshihiro Murakami					●	●	●
Yuko Arai	○	●	●				
Directors (Audit and Supervisory Committee members)							
Ken Urushiya						●	●
Akiko Hosokawa	○				●	●	
Makiko Ujiie	○						●

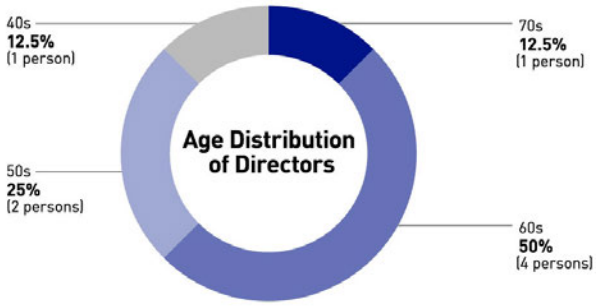
Diversity of the Board of Directors

The Company selects directors with a view to ensuring that the Board of Directors is capable of appropriate management oversight, has a balanced mix of knowledge, experience, and expertise, and reflects diversity. In addition to internal directors, the Company appoints multiple outside directors so that outside directors account for at least one-third of the Board. By appointing outside directors who offer specialized perspectives and contribute to diversity, among other qualities, the Company further enhances the functioning of its Board of Directors. Outside directors are also required to meet the standards and policies concerning independence established by Mizuno.

Gender Ratio of Directors



Age Distribution of Directors



Analysis and Evaluation of the Board of Directors Effectiveness

Mizuno assesses the effectiveness of the Board of Directors through self-assessments conducted using an anonymous questionnaire completed by all directors. It analyzes and evaluates the results in an effort to ensure the effectiveness of the Board as a whole. The main evaluation items are the composition of the Board of Directors, Board culture, the Board's agenda and its monitoring of business execution, and Board operations. The questionnaire results confirmed that the Board of Directors was generally effective. The questionnaire also gathered issues and other matters identified by each director, and these findings are used in subsequent Board operations. In response to the questionnaire results, the Board of Directors had more opportunities during the previous fiscal year than before to discuss medium- to long-term growth strategies and management issues.
In addition, the questionnaire is conducted annually, and the participation rate is 100%.

Training for Directors

To enable directors to appropriately fulfill the roles and responsibilities expected of them, the Company provides and facilitates opportunities for them to acquire the knowledge necessary to deepen their understanding of those roles and responsibilities. Directors are given opportunities primarily to attend training sessions organized by third-party organizations, with the associated costs borne by the Company. When newly appointed directors assume office, the Corporate Planning Office, Global Human Resources and General Affairs Department, Legal Affairs Office, Accounting and Finance Department, and other relevant departments provide briefings to enable them to acquire the necessary knowledge of the Company's business, finances, organizational structure, and other matters.

Status of Internal Audits

Internal audits of the Mizuno Group are conducted by the Internal Audit Office of Mizuno Corporation, which has established a framework for gathering necessary information and conducting investigations in coordination with the Legal Affairs, Accounting and Finance, and Human Resources and General Affairs divisions. The Internal Audit Office conducts audits of the appropriateness, legal compliance, and other aspects of business execution and related procedures and reports the results, as appropriate, to the executive officer in charge of internal control and the Board of Directors.
To assess the status of the development and operation of internal control, the Internal Audit Office attends meetings and reviews documents as appropriate to verify the appropriateness of transactions and related approvals in the process, and requests explanations from relevant divisions as necessary. The Internal Audit Office also strives to enhance the effectiveness of internal audits by proposing improvements based on audit results and confirming the status of corrective actions (follow-up).

Internal audits are conducted in accordance with the annual audit plan and cover Group companies and divisions, while audit themes and targets are reviewed flexibly in light of the status of risks and other relevant factors. From the perspective of ensuring the effectiveness of audits by the Audit and Supervisory Committee, the Board of Directors requests the Internal Audit Office to gather information and conduct investigations as necessary, while the Audit and Supervisory Committee, the Accounting Auditor, and the Internal Audit Office exchange information and views and coordinate with one another.

Status of Audits by the Audit and Supervisory Committee

The Audit and Supervisory Committee consists of directors who are Audit and Supervisory Committee members and is responsible for auditing and supervising the execution of duties by directors. In addition to attending meetings of the Board of Directors, Audit and Supervisory Committee members attend important meetings, including the Executive Officers' Meeting and the Management Council, to monitor management execution. At meetings of the Audit and Supervisory Committee, in addition to reports from the full-time Audit and Supervisory Committee member, the Committee receives audit-related reports from the Internal Audit Office, the Accounting and Finance, Human Resources and General Affairs, Legal Affairs, and other relevant divisions, and exchanges views with them. The Committee also coordinates with the Internal Audit Office and the accounting auditor and shares information and exchanges views as necessary, thereby conducting systematic and effective audits.
The Company focuses its audit and supervisory activities on the development and operation of the risk management and compliance frameworks, the status of responses to key management issues, and matters related to the Group-wide internal control system.

Internal Control System

Mizuno Corporation promotes the development and operation of the internal control system of the Mizuno Group, including its subsidiaries, in accordance with the “System for ensuring the appropriateness of business” (basic policy for the development of the internal control system) , as established by resolution of the Board of Directors. The subsidiaries conduct business activities under a policy management framework shared with Mizuno Corporation and take a unified Group-wide approach to operating the risk management system.
In addition, to ensure the reliability of financial reporting relating to consolidated results, Mizuno Corporation has established the Response Committee for the Internal Control Reporting System, chaired by the executive officer in charge of accounting and finance, which develops, operates, and evaluates the internal control system throughout the Mizuno Group in accordance with the Internal Control Regulations.
For material facts concerning the Mizuno Group and other information requiring timely disclosure, Mizuno Corporation has established an information management framework, with the executive director in charge of accounting and finance serving as the person responsible for information handling, to enable prompt disclosure following a decision by the Board of Directors.
In particular, share trading by insiders, including officers, is strictly controlled through monitoring and other measures to help prevent insider trading.

Based on issues identified through evaluation results, audits, and other processes, the Company makes corrections and improvements as necessary. It works to maintain and enhance the effectiveness of its internal control system through communication, training, and other initiatives for relevant personnel.

Executive Remuneration

With regard to the Company's basic approach to determining the amounts of remuneration and other compensation for officers, or the methods used to calculate such amounts, the remuneration system for directors (excluding Audit and Supervisory Committee members) is designed to motivate them to contribute to enhancing corporate value, with the aim of appointing and retaining capable management personnel. The calculation method is formalized to ensure transparency, fairness, reasonableness, and objectivity, based on average remuneration levels at similarly sized companies listed on the Prime Market of the Tokyo Stock Exchange, thereby enabling the Company to fulfill its accountability to stakeholders. Within the limit approved at the 113th Ordinary General Meeting of Shareholders held on June 24, 2026, the amounts of basic remuneration and performance-linked remuneration for directors (excluding Audit and Supervisory Committee members) are determined by the Board of Directors following deliberation and recommendation by the Nomination and Compensation Committee, a majority of whose members are outside directors.

In addition, with respect to stock-based remuneration, the amount of restricted stock remuneration for directors (excluding Audit and Supervisory Committee members and outside directors) is determined by the Board of Directors, within the limit approved at the 105th Ordinary General Meeting of Shareholders held on June 21, 2018, following deliberation and recommendation by the Nomination and Compensation Committee.

With the aim of appointing and retaining individuals with broad experience and deep insight who can provide useful advice at meetings of the Board of Directors and appropriately fulfill their audit and supervisory responsibilities with respect to management execution, basic remuneration for directors (Audit and Supervisory Committee members) is set at fixed amounts differentiated between full-time and part-time Audit and Supervisory Committee members, with reference to average levels at similarly sized companies listed on the Prime Market of the Tokyo Stock Exchange.

Within the limit approved at the 103rd Ordinary General Meeting of Shareholders held on June 23, 2016, the amount of basic remuneration for directors (Audit and Supervisory Committee members) is determined by resolution of the Audit and Supervisory Committee.

Risk Management Framework

To clarify responsibility for risk management, the Company has established the Risk Management Committee, chaired by the president and representative director. In accordance with the Risk Management Regulations, the Risk Management Committee is responsible for overseeing risk management across the Mizuno Group, including the identification and assessment of all types of risks associated with business activities, the implementation of countermeasures, and information disclosure.

Each department and subsidiary of the Company conducts training, prepares manuals, and takes other measures to maintain systems capable of addressing the various foreseeable risks in its respective area. Furthermore, the Crisis Management Manual sets out response procedures for emergencies that could seriously disrupt business continuity, such as natural disasters, accidents, and outbreaks of infectious disease.

Meanwhile, the Risk Management Committee has placed aspects considered relevant to climate change risks over the short, medium, and long term on its agenda and has engaged in more specific discussions since FY2021. Detailed information on the identification, assessment, and management of climate-related risks is provided in the disclosures based on the TCFD recommendations.

“Disclosure Based on the TCFD Recommendations”

Compliance / Anti-corruption

Impact

Number of whistle-blowing reports received	Number of Serious Compliance Violations	Number of Employees Receiving Compliance Training
5	0	Approximately 3,000 people

Basic Concept

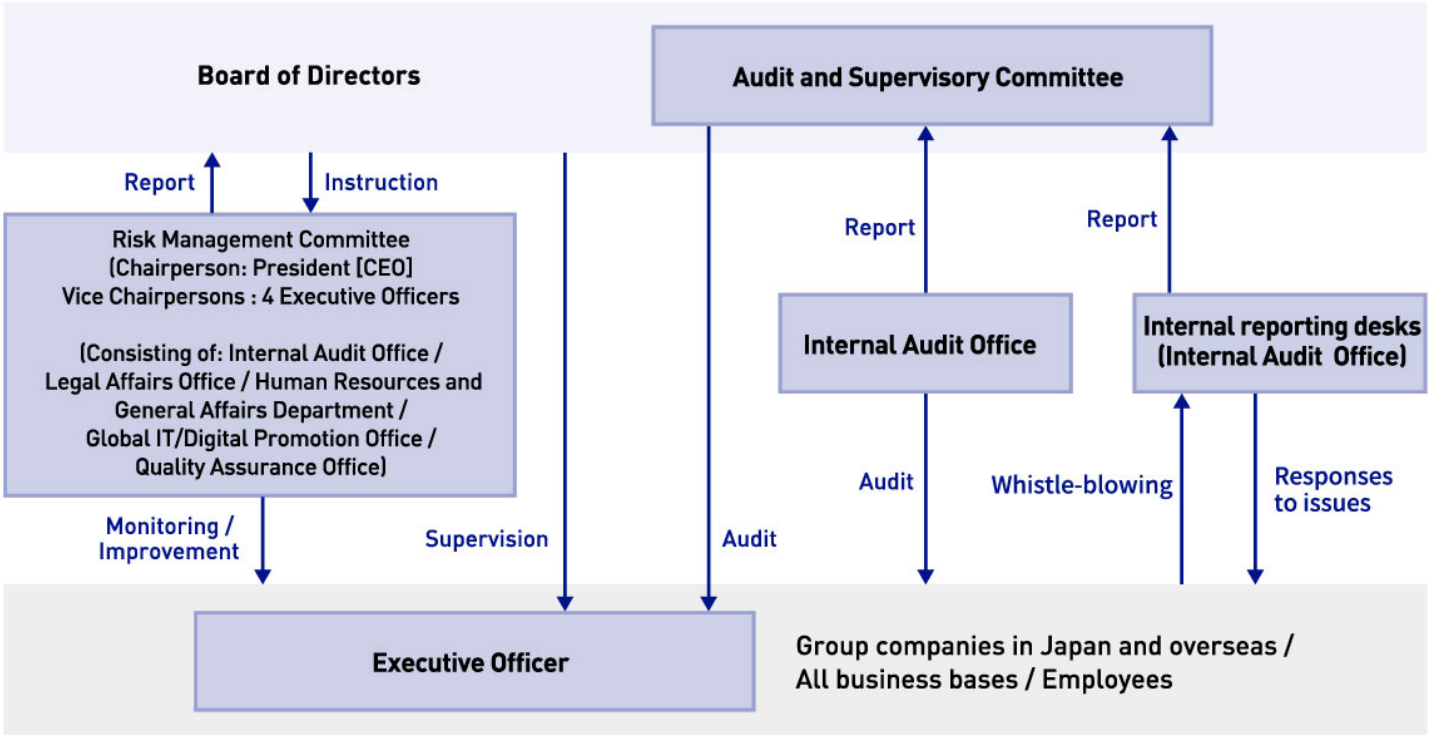
Based on the Mizuno Corporation Ethical Standards, we make company-wide efforts to ensure thorough compliance throughout the Group. We strive to prevent compliance issues through employee education aimed at enhancing understanding of applicable laws and regulations. In addition, we have also established a whistleblowing system to facilitate the early identification and prompt resolution of issues.

In fiscal year 2025, there were no cases of serious compliance violations, including anti-competitive behavior, nor any cases subject to legal action.

Compliance Risk Management System

We have established the Risk Management Committee, chaired by the President (CEO), to regularly identify risks that may affect Mizuno's business, including compliance violations, and to implement remedial measures effectively and efficiently. In addition, we work to mitigate risks and resolve issues through operational audits conducted by the Internal Audit Office and the operation of a whistleblowing system.

Governance Structure



Whistle-Blowing System Structure

Mizuno is committed to mitigating risks and addressing issues through operational audits conducted by the Internal Audit Department and the effective operation of internal whistleblowing systems.
The principal internal whistleblowing mechanisms currently in place include the following:

1. Mizuno Fair Play Hotline
2. Compliance Hotline (Senoh Group)
3. Mizuno Global Hotline (for especially serious cases at overseas bases; the number of overseas bases covered by this system is planned to be gradually expanded)

Enhancement of employee awareness

Provision of Compliance Education

To ensure thorough compliance, it is essential to raise each employee's understanding and awareness. In fiscal year 2025, we continued to provide compliance education [*b] as part of company-wide training, aimed at helping employees acquire basic legal knowledge and perspectives related to their work. In addition, we provided targeted training to new recruits and newly appointed managers in functions such as planning, development, and business operations—on legal matters specific to their operations.
By conducting compliance education on a regular basis, we strive to embed both knowledge and awareness throughout the organization.

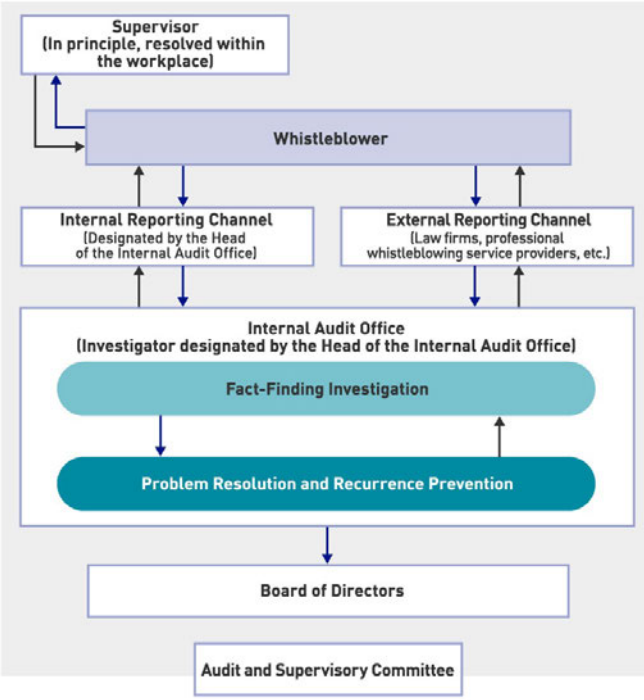
Operation of the Whistle-Blowing System

Mizuno operates a whistle-blowing system to prevent and facilitate the early detection of misconduct, including legal violations, unethical behavior, and fraudulent activities. The system is designed to strengthen the Company's self-correcting capabilities and safeguard its social credibility.

To enhance the effectiveness of the system, we regularly conduct employee awareness surveys to assess its current status and identify areas for improvement. We also raise awareness through company-wide compliance training and by distributing pocket-sized cards containing information on whistle-blowing channels to all employees. Through these initiatives, we promote the early identification of issues and ensure appropriate responses.

In January 2020, Mizuno introduced the Mizuno Global Hotline, which allows employees at designated overseas locations to report particularly serious matters directly to the Head Office, in addition to the whistle-blowing channels established at their respective locations. We plan to gradually expand the scope of this system to include additional overseas operations.
In conjunction with the enforcement of the amended Whistleblower Protection Act in June 2022, Mizuno reviewed its whistle-blowing system across the Group and established a new external public-interest reporting channel. Furthermore, to strengthen whistleblower protection and ensure greater independence, responsibility for administering the whistle-blowing system was transferred from the Legal Department to the Internal Audit Office.
Mizuno is also committed to improving the effectiveness of its whistle-blowing system by striving to achieve 100% employee awareness of its internal reporting channels—the Mizuno Fair Play Hotline and Harassment Hotline—through annual compliance training and other awareness-raising initiatives.

Whistleblowing and Investigation Flow



Usage status of the whistle-blowing system[*b]

We did not identify any serious compliance violations during fiscal year 2025.

Mechanisms to Ensure Fair Transactions

Many suppliers and business partners, including small factories and individual operators, are involved in the production of Mizuno products. To build strong relationships with suppliers and ensure fair business practices, Mizuno provides training to employees in relevant departments on the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors (Subcontract Act). In addition, the Internal Audit Office continuously reviews transactions with major business partners to identify any practices that may compromise fairness.

Furthermore, Mizuno requires all suppliers of applicable Mizuno products to comply with the Mizuno CSR Procurement Regulations, which include anti-corruption provisions, prior to commencing business transactions. We also hold CSR procurement briefing sessions to explain Mizuno's approach to responsible procurement. In addition, we conduct regular supplier audits to verify that corrupt practices are not taking place.

Recognizing that corporate value creation depends not only on shareholders but also on a diverse range of stakeholders, including employees, business partners, customers, creditors, and local communities—Mizuno is committed to promoting appropriate collaboration with multiple stakeholders.

In March 2024, we established the Multi-Stakeholder Policy based on the belief that the appropriate distribution of profits and value generated through value creation and productivity improvements contributes to maintaining momentum for wage growth and supporting sustainable economic development. With this perspective, we recognize the importance of returning value to employees and giving due consideration to business partners.

For more information about the Multi-Stakeholder Policy, please refer to this document.

Anti-Corruption Initiatives

Mizuno is working to expand its B-to-B and global business operations. However, as such activities may be accompanied by risks of corruption, many countries have strengthened their enforcement against corrupt practices, and global companies are increasingly required to respond accordingly. As a result, we need to carefully manage and monitor corruption-related risks in our business activities, including bribery of public officials.

In response, Mizuno established and enacted the Anti-Bribery Rules in January 2020, applicable to all Mizuno Group companies both in Japan and overseas. We provided face-to-face briefings to managers of overseas offices and informed domestic employees of the new rules through internal training videos. Additionally, we conduct annual compliance training for all employees in Japan, which includes anti-corruption education.

Please click here for details of compliance education.

Enhancement of Compliance Across the Global Mizuno Group

As Mizuno aims for further global growth, strengthening the Group-wide global compliance and risk management framework has become a key management priority. While we have long been addressing risks related to fraud, misconduct, and bribery in our overseas operations, the business environment has become increasingly complex, requiring us to address a wider range of risks that may affect business continuity, including harassment, information security, geopolitical risks, and natural disasters. In response to these changes, we have identified the key compliance-related risks that could significantly impact our overseas business continuity and performance and are taking proactive measures to mitigate them.
In fiscal year 2025, there were no cases of legal action related to bribery within the Mizuno Group.

Major Potential Risks in Overseas Business

Through discussions held by the Risk Management Committee and other forums in fiscal year 2025, the following risks were identified and shared as key issues common across the Group.

- Risk of fraud and misconduct by employees, related parties of overseas subsidiaries and agents, and overseas business travelers
- Information Security Risk (addressing deficiencies in IT management at overseas subsidiaries and lessons learned from past ransomware incidents)
- Harassment Risk
- Geopolitical Risk (including political instability, armed conflicts, and terrorism in certain regions)
- Natural Disaster Risk (the need to strengthen preparedness for large-scale earthquakes and other major disasters)
- Need for consideration of diversity and human rights (e.g., religion, race) in global product development

Major Risk Countermeasures

To strengthen risk management on a global scale, the Mizuno Group continues to conduct risk assessments and questionnaire surveys while also reviewing and implementing more effective measures that reflect recent incidents and changes in the business environment.

From a business continuity planning (BCP) perspective, we are focusing on the following initiatives:

- Developing more concrete risk scenarios for potential crises and emergency situations
- Strengthening information security and crisis response frameworks
- Enhancing education and awareness initiatives aimed at preventing recurrence

Through these efforts, we aim to further improve the resilience of the entire Group.

Tax Compliance Initiatives

The Mizuno Group complies with the tax laws of each country where its group companies operate, ensuring proper tax filings and payments. We have established a tax governance framework and work closely with group companies to ensure appropriate tax practices. While we actively utilize preferential tax systems that align with our business objectives, we do not engage in tax planning intended for tax avoidance.

To enhance tax compliance awareness across the Group, we consult with tax authorities when necessary and incorporate the insights of external advisors and auditors. We maintain a sincere and cooperative approach with tax authorities in each country, fostering and maintaining sound relationships built on trust.

When a tax audit is requested, we respond promptly and appropriately to any issues raised. In cases where disputes arise with tax authorities regarding our tax decisions, we carefully examine the points raised and seek corrections as necessary to resolve the matter.

Future Challenges

As transactions with a wider range of business partners increase, the importance of preserving and managing information and evidence for addressing unforeseen legal risks and dispute resolution is growing. In response, we plan to implement the following measures:

- Provide training to enhance employees' basic legal response capabilities
- Offer education and establish systems for contract management and evidence preservation
- Develop information systems and introduce forensic technologies

In addition, based on our policy of strengthening governance in support of global efforts toward a sustainable society, we will implement the following initiatives:

- Expand the application of the whistle-blowing system to overseas offices
- Review of the CSR procurement management system
- Reevaluate global legal reporting lines and information management systems

Protection of Intellectual Property

Impact

Number of international Trademark Applications Filed under the Madrid Protocol in 2024

51

(Ranked 17th worldwide and 2nd among Japanese companies)

Basic Concept

Section “6. Intellectual property” of the Mizuno Corporation Ethical Standards stipulates that “1) Implementing thorough measures for protecting intellectual property created by the company” and “2) Respecting all third-party intellectual property and not infringing on the intellectual property rights of others.” For our own intellectual property, we actively acquire and use intellectual property rights, including patents, utility models, designs, and trademarks, in Japan and overseas. We also strive to detect counterfeit products to ensure our brand value and user safety. For the intellectual property of others, we have established guidelines and various screening systems to prevent infringement on their intellectual property rights.

Protection of our own intellectual property

Encouragement of intellectual property acquisition

Mizuno, through its technological and design developments, strives to secure the technical superiority of its products by protecting the results with patents and designs. We also endeavor to strengthen our product brand by protecting the naming of goods and services with trademarks. To ensure such protection of intellectual property, we provide intellectual property education to employees involved in intellectual property, heightening their awareness towards the acquisition of rights.
As of April 1, 2026, Mizuno held 366 patent rights in Japan and 228 patent rights overseas. The number of trademark rights held was 1,721 in Japan and 3,363 overseas.

Furthermore, we operate an incentive system, granting appropriate rewards to employees who have created patents, utility models, and designs. This promotes the active acquisition of patents and other rights, cultivating an environment where original product development continues. For fiscal year 2025, the implementation award recognized 10 patents, and the registration award was presented to 26 patents and 5 designs.

Detection of Counterfeit Products

The sale of inferior counterfeit Mizuno products not only leads to the loss of the company's social credibility but also significantly impacts user safety, potentially causing accidents.
We have requested a crackdown on counterfeit products at customs, and in the countries where such products are sold, we collect information in cooperation with our subsidiaries at each overseas base and conduct investigations and crackdowns as needed.

In fiscal year 2025, we continued to respond to changes in commercial transactions, including online sales, by monitoring the sale of counterfeit products on major global e-commerce platforms and social media sites, and by taking actions such as requesting the removal of infringing listings.

Respect for the intellectual property of others

We conduct business activities that utilize a wide range of intellectual properties, including brands, designs, patents, and portraits of famous athletes. In order not to use the intellectual property of others without permission at any stage, from development to sales, we established the Guidelines on Intellectual Properties Managed by Mizuno (Intellectual Property Guidelines) in August 2008 and posted the Mizuno Design Order Guidelines on our website in 2016. Through this, we ensure that the importance of intellectual property rights is understood by employees. We also ask our business partners to understand their importance and comply with intellectual property rights rules.

For advertising materials as well as products, we have established a system for conducting a preliminary check on compliance with various rights, including portrait rights and trademark rights, and with the Act against Unjustifiable Premiums and Misleading Presentations and other laws and regulations so that we will not commit any violations. We have established and operated a system in which all advertising materials, including magazine advertisements, web advertisements, and storefront posters, should be approved of the database by the evaluation and judgment division before being released to the public.

As we venture into new product fields, we exercise increased caution regarding others' technical rights. We conduct checks during the design review stage of planning and development to avoid any infringements. In fiscal year 2023, there were no instances of violation regarding marketing communication regulations or voluntary standards.

Mizuno Design Order Guidelines

Future Challenges

- We will continue to raise awareness and promote shared values regarding intellectual property by helping all employees better understand the connection between our intellectual property and business activities. We believe this will lead to more effective protection of our intellectual property assets. In fiscal year 2026, we plan to conduct a new trademark training program for the sales department.
- We will expand the scope of monitoring counterfeit product sales on e-commerce platforms, particularly in Southeast Asian countries where our brand exposure is increasing strategically. Based on our findings, we will take appropriate actions such as requesting shipment suspensions.

Protection of Personal Information

Impact

Number of Employees Subject to Information Security Training	Number of Employees Subject to Targeted Email Attack Simulation Training	Significant incidents concerning breaches of customer privacy and losses of customer data
3,782 people	3,782 people	0

Basic Concept

Mizuno positions its information security management policy (security policy) as a key management issue. We have established a Basic Information Security Policy to ensure the appropriate protection and management of its information assets.

The Mizuno Corporation Ethical Standards set forth the Company's principles regarding information management, confidentiality, and personal data protection. These principles are communicated to all employees and are rigorously observed throughout the organization.

Mizuno Corporation Ethical Standards

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.

In addition, we have established comprehensive information security policies and countermeasures, which are continuously managed and implemented.

In particular, recognizing the critical importance of protecting personal information, we have established personal information protection regulations to ensure strict management and prevent any leakage outside the company. The officer in charge of Human Resources and General Affairs oversees personal information management and implements appropriate measures, including training for personnel handling personal information, enforcing safety protocols, and maintaining an up-to-date inventory of personal data.

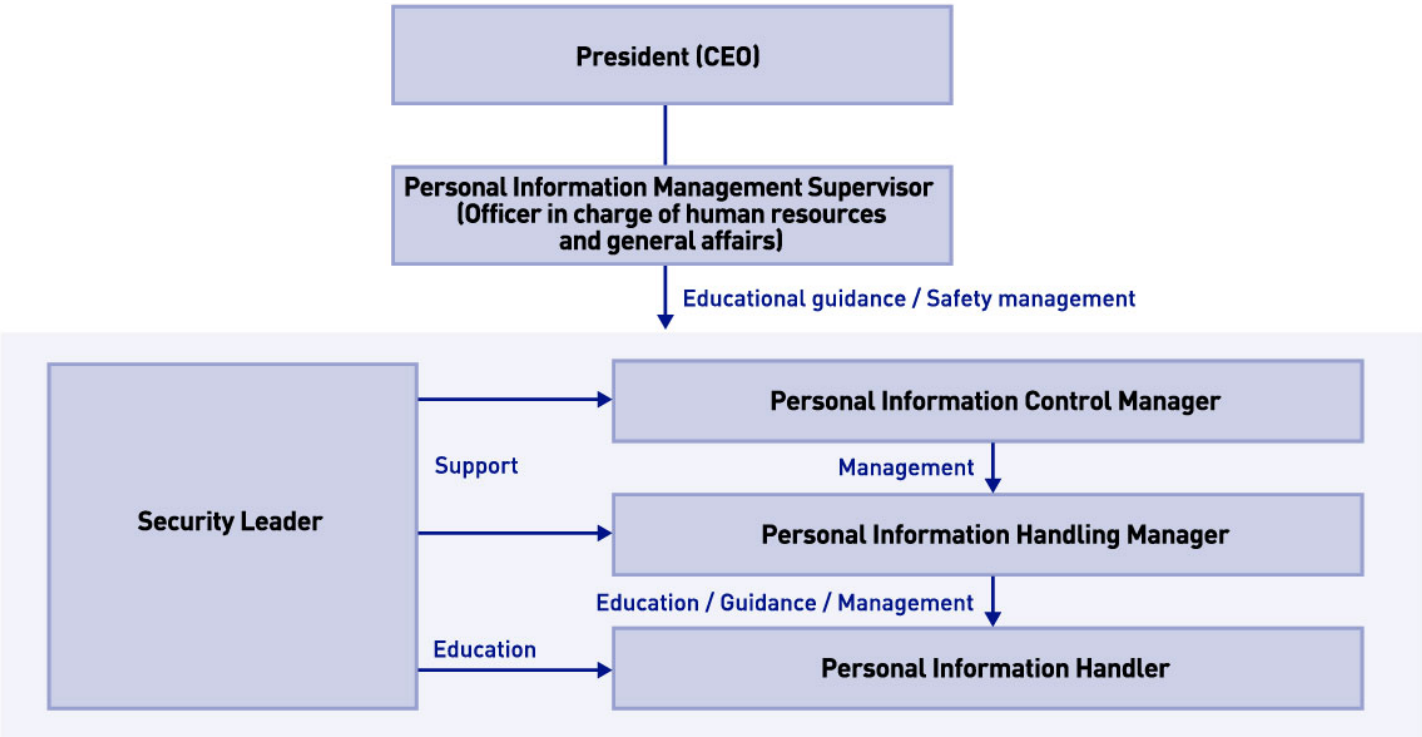
Information Security Education and Training

Initiative	Implementation Period	Target Audience
Operation and management of the personal information management system “Personal Information Storage”	Year-round	Personnel handling personal information
Training on targeted email attack countermeasures	October	Employees with personal email accounts at Mizuno and its domestic subsidiaries
Personal information protection education	December	Employees of Mizuno and its domestic subsidiaries
Inventory of personal information	December to January	Personnel handling personal information

Personal Information Protection System

Mizuno handles a significant amount of personal and sensitive information through activities such as hosting sports events, operating sports facilities, and conducting experiments in the R&D department. To prevent serious incidents, we are committed to building robust systems for managing and protecting such information.
For example, in the R&D department, the Ethics Review Committee—comprising lawyers, members of the Global Human Resources and General Affairs Department, and the Legal Department—regularly discusses rules for handling personal and sensitive information of research subjects and confirms that there are no legal issues.
In June 2023, we revised our internal regulations concerning the handling of personal numbers, such as My Number and specific personal information, to strengthen protection measures.
Furthermore, in fiscal year 2025, there were no significant violations within the Mizuno Group related to customer privacy breaches or loss of customer data.

Governance Structure



Future Challenges

Amid growing global regulations and heightened awareness regarding the use of information assets, including personal information, the Mizuno Group is working to refine its information strategy to better respond to change and to reconstruct more appropriate methods for utilizing information. Specific initiatives include:

- Introducing highly secure cloud services to prevent unauthorized access
- Implementing more advanced security measures across the global group
- Establishing systems to proactively prevent security risks in both internal and external systems, and to enable immediate response in the event of an incident
- Developing mechanisms to ensure compliance with the laws and regulations of each country as our global business expands

Responsibility for Safe and High-Quality Products

Key Performance Indicators (KPIs), Targets, and Results

KPI	FY2025 Target	FY2025 Result	FY2026 Target	Department in charge
• **Quality Objectives (Defect Rate Related to Claim Returns*)**	Achievement rate 100%	Achievement rate ① Global Footwear Product Division: 130% ② Global Apparel Product Division:140% ③ Global Equipment Product Division: 100%	Achievement rate 100%	Quality Assurance Office

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

Key Focus Areas

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

Reason for Importance

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

Related to the SDGs



Mizuno's Risks and Opportunities

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

Risks

- Diversification of product offerings and increasing supply chain complexity resulting from entry into new markets
- Increased compliance burden from strengthening regulations in various countries

Opportunities

- Rapid product introduction and expansion of sales opportunities through the construction of a more flexible quality assurance system
- Production and sale of safe products in compliance with regulations in each country
- Development of human resources through the creation of opportunities to acquire quality knowledge tailored to diverse working arrangements
- Strengthening of the customer base through enhanced brand trust

Approach to priority Issues

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

Main Initiative

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

Product Safety and Quality (Policies and Governance Structure)

Ensuring of the safety and quality of products

Communication related to products

Engagement with Customers

Moving Forward

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

Policies and Governance Structure (Product Safety and Quality)

Management Policy

Mizuno Quality Policy

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

Mizuno Quality Policy

Mizuno Corporation and all Mizuno group companies are committed to offering quality goods for the satisfaction and trust of customers. Additionally, the company is committed to disseminating accurate information and to humbly listen to the opinions of customers.
Mizuno Corporation and Mizuno Group are committed to the following:

- Offering high-quality goods and services for the satisfaction of customers.
- Offering products with the utmost in safety and quality and striving to maintain and improve products.
- Offering accurate quality information in accordance with internal, national and international regulations.
- Taking on board the opinions of customers and supplying them to products and services.
- Complying with associated laws, ordinances and internal regulations, as well as upholding social requirements.
- Continuously revising and improving quality assurance systems on a regular basis.

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

Sustainable Materials Procurement Policy

Our Integrated Value Creation Stories consist of three frameworks: “The strengths of Mizuno,” “Mizuno's business field,” and “Social value provided by Mizuno.” For “Social value provided by Mizuno.” we have been striving to fulfill our CSR in order to respond to the expectations of our stakeholders. We will take on the challenge to contribute to sustainability and the SDGs through new business development that exceeds their expectations.
To this end, we have set the Sustainable Materials Procurement Policy as a concrete policy to address our materiality “Responsible procurement with due respect for human rights” and “Responsibility for the global environment through product lifecycle” identified together with “Responsibility for safe and high-quality products” and “Responsible business practices.” We will formulate guidelines for each material in the company and use them for our product manufacturing. Reviewing these guidelines, if necessary, we will contribute to our manufacturing that helps to increase the social value provided by Mizuno.

Sustainable Materials Procurement Policy

● **Sustainable Materials Used by Mizuno**

- We strictly manage hazardous chemical substances that may remain in products through the Mizuno Restricted Substances List (RSL), ensuring that no harmful substances are present in our products.
- For synthetic fibers, we aim to increase the proportion of recycled materials.
- For apparel and bags, we will adopt processing methods that reduce water consumption in the dyeing process.
- Regarding animal-derived materials, we do not use real fur, nor do we use leather from endangered or rare species. We strive to improve the traceability of natural leather and down used as filling materials for apparel and other products by procuring them from suppliers certified by industry associations.
- The maple and white ash wood used in our baseball bats is sourced from North American producers who are committed to forest conservation.
- We do not use so-called conflict minerals in our metal materials.
- For paper materials such as product boxes and hang tags, we use environmentally conscious materials, including recycled paper, and are exploring opportunities to increase the use of FSC-certified paper in the future.

Management System

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

■ Quality Assurance Regulations

As part of Mizuno's overall quality management, we have established requirements for ensuring quality and safety, including the quality policy, quality management system, and the implementation of education and training.

■ Design and Development Regulations

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

■ Manufacture Control Regulations

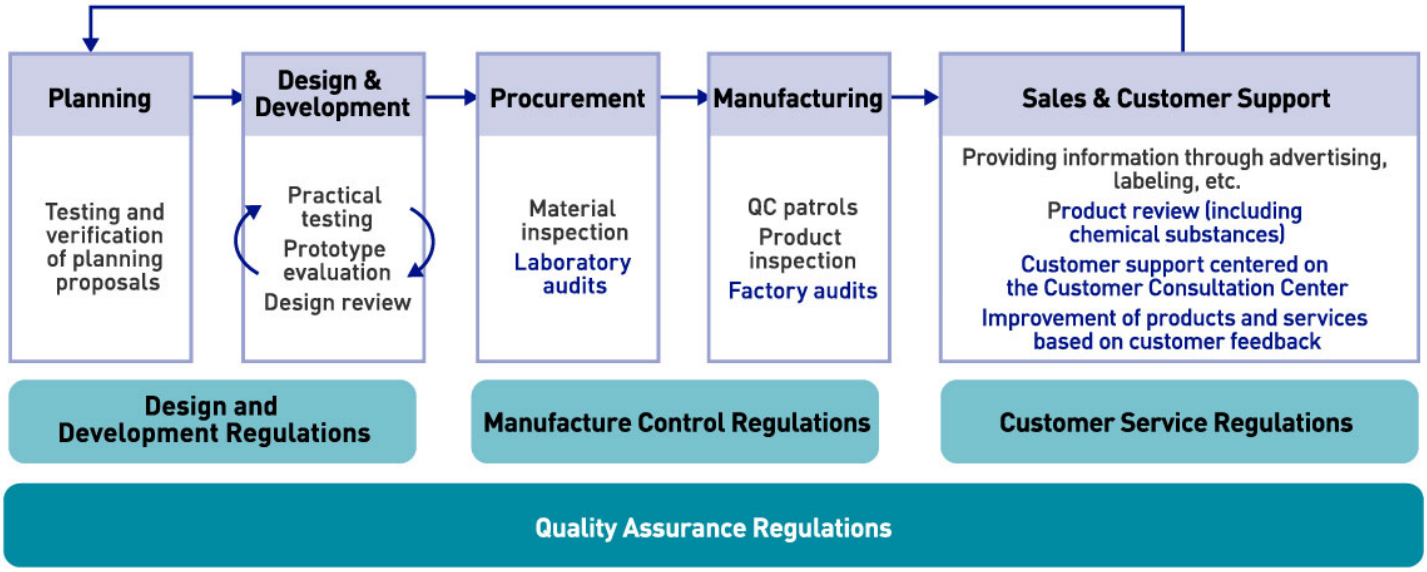
Manufacture Control Regulations have been established to ensure product quality by clarifying work procedures and control methods for maintaining product quality in the manufacturing process. These regulations apply to the manufacturing processes of all products handled by us and persons in charge of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

■ Customer Service Regulations

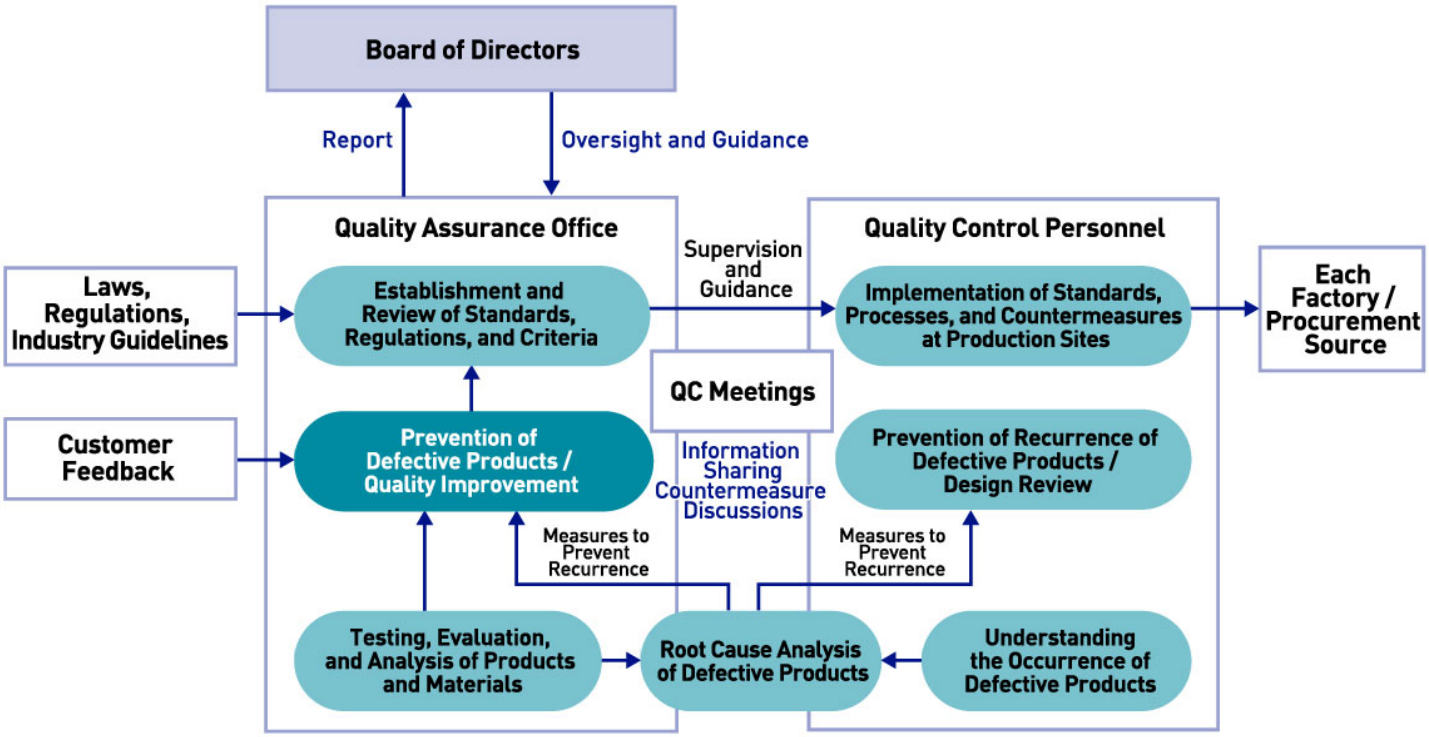
We have clarified the procedures for selling to customers and responding to customer requests after sales and have established a system for determining the cause of requests and preventing their recurrence. We deal with customer requests promptly and reliably to gain customer satisfaction and trust,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

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

Flow of Quality Control and Assurance from Planning to Sales



Quality Control System Chart



Ensuring of the Safety and Quality of Products

Basic Concept

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

System for Product Safety and Quality Control

We conduct various reviews and inspections to ensure product safety and quality. During these reviews, we examine a wide range of quality-related aspects, including product design, materials used, safety assessments during use, and product labeling.

Before starting production of new products, we carry out design reviews based on a checklist to verify structural, material, and technical aspects. After manufacturing, we conduct pre-shipment inspections before products leave the factory to ensure that no product defects remain.

Product quality is ensured for all products in accordance with product specifications and material quality standards established for each item. These specifications and standards are based on applicable laws, regulations, and standards in each country, as well as Mizuno's manufacturing expertise cultivated through many years of product development and production, together with customer feedback.

Product Design Review (DR) Process by Business Division

Design Review Process for Products Developed by the Global Equipment Product Division (EPD) and Mizuno Technics Corporation (MT)

Review	DR1	DR2	Safety Review (May be combined with DR2)	DR3	DR4
Target Sample	Design drawings / prototype samples	Design proposal / mold order instructions	Counter meeting sample	Design sample after evaluation	Final decision meeting sample / Standard reference (CFM sample)
Organizing Department	EPD Planning & Production Section	EPD Development Section	EPD Development Section	EPD Development Section	MT Sourcing Section
Decision Maker	Manager, EPD Planning & Production Section	Manager, EPD Planning & Production Section	Manager, EPD Development Section Manager, EPD Planning & Development Section	Manager, EPD Planning & Production Section Manager, EPD Planning & Development Section Manager, MT Sourcing Section	Manager, EPD Planning & Production Section
Timing	When deciding next season's planned products	Around the time of the counter meeting	Before DR3	Before creating mass production prototypes	After completion of standard reference sample
Target Items	All new products	Novelty A	Products developed by EPD	All new products	All new products
Review Items	① Product features ② Marketability / competitiveness ③ Sales price / profitability ④ Launch timing ⑤ Design and development considerations ⑥ Legal / regulatory compliance ⑦ Contribution to SDGs ⑧ Confirmation of past issue resolutions	① Evaluation of product functionality / structure ② Cost confirmation ③ Development schedule progress ④ Legal / regulatory / IP compliance ⑤ Evidence of SDGs contribution ⑥ Confirmation of past issue resolutions ⑦ Other points raised in DR1	① Functionality ② Safety / durability ③ Reliability of new technologies / materials / methods ④ Patents	① Strength / durability evaluation of prototype ② Reliability of new technologies / materials / methods ③ Legal / regulatory / IP compliance ④ Production site / cost ⑤ Overall schedule ⑥ Presence and expression method of sub-materials ⑦ Chemical substance confirmation ⑧ Confirmation of changes since previous DR ⑨ Consistency with base documents such as lineup detail sheets ⑩ Before DR3, MTC and MT Sourcing members must understand production process and critical points	① Confirmation of standard reference sample ② Consistency between product specification sheet and sample * Finalized CFM samples must be signed by Mizuno planning, production, QC, and factory representatives and stored for at least one year.* ③ Final confirmation of product labeling * All labeling items including functionality must be checked in the complete product to prevent errors.* Confirmation of need for performance evaluation using mass production parts
Basic Reviewers (Additional participants may be summoned as needed)	• EPD Planning / Production Control • Manager, EPD Planning Section • EPD Development • Production Control • Quality Assurance • MT Production Control • MT Production Engineering • MT Sourcing	• EPD Development • Manager, EPD Development Section • EPD Planning / Production Control • Quality Assurance • MT Production Control • MT Production Engineering • MT Sourcing • Other technical experts with insights into new technologies / materials	• EPD Development • Manager or Director, EPD Development Section • MT Production Engineering • MT Sourcing • Other technical experts with insights into new technologies / materials	• EPD Development • Manager, EPD Development Section • EPD Planning / Quality Control • MT Production Control • Quality Assurance • MT Production Engineering • MT Sourcing • Other technical experts with insights into new technologies / materials	• MT Production Control • Manager, Production Control • EPD Development • EPD Planning / Quality Control • Quality Assurance • MT Production Engineering • MT Sourcing

Many of Mizuno's products are manufactured by external factories under OEM agreements, and ensuring quality at these facilities is also an important part of our quality management efforts.
Before entering into an OEM agreement with a new manufacturing partner, representatives from each product division assess the factory's quality capabilities to ensure that products meeting Mizuno's quality standards can be manufactured. An OEM agreement is not concluded unless the factory meets Mizuno's quality standards.
For factories currently engaged in production, Mizuno conducts regular QC patrols by visiting facilities that manufacture key products to review quality management practices and provide guidance for improvement. In fiscal year 2025, QC patrols and QA audits were conducted at overseas manufacturing facilities through a combination of on-site visits and web conferencing systems.
In addition, through regularly held QC meetings, we review product quality conditions in the marketplace and examine measures to prevent the recurrence of defects while ensuring their thorough implementation.

Number of Patrols Conducted in Fiscal Year 2025

Division	QA Audits	QC Patrols
Global Apparel Products	1 factory audit / 7 laboratory audits	3
Global Equipment Products	8	10
Global Footwear Products	6	9

In the event that a serious product defect is identified, Mizuno reports the matter to the relevant authorities, such as the Ministry of Economy, Trade and Industry and the Consumer Affairs Agency, and takes appropriate measures to prevent further distribution of affected products, including public notifications and voluntary product recalls when necessary.
Since fiscal year 2005, no serious product defects requiring public announcements through newspapers or other media have occurred.

In fiscal year 2025, Mizuno will continue to provide safe, high-quality products by strengthening its global quality assurance framework and developing human resources with expertise in quality management.



QA Audit



QA Audit



QC Meeting



Corporate QA Meeting

Use of Quality Function Deployment (QFD) at the Time of Development of New Products

When developing new products, Mizuno conducts quality reviews using Quality Function Deployment (QFD), as prescribed in the JIS standard “Performance Improvement of Management Systems — Guidelines for Quality Function Deployment” (JIS Q 9025:2003). QFD is defined as a methodology that employs various transformations and deployments to achieve product quality objectives.

As part of the QFD process, we create a Quality Function Deployment Diagram, which consists of:

- a Required Quality Deployment Table, where customer-required functions are broken down into three stages, and
- a Quality Characteristic Deployment Table, which outlines quantitatively measurable characteristics necessary for designing the required quality.

This diagram clarifies the relationship between customer needs and quality characteristics, ensuring that the required quality is effectively incorporated into product design.

While QFD has been introduced in the development of selected products, we plan to expand its application to a broader range of products and services. This includes enhancing the intangible aspects of products and developing exercise programs delivered through our products.

* QFD (Quality Function Deployment)

ISO 9001 Certification

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

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

Management of Restricted Chemical Substances in Products

To ensure the safety and appropriate quality of its products, Mizuno has established and operates under the Chemical Substances Control Regulations, which define the requirements for managing restricted chemical substances in the products we manufacture and sell.
Based on these regulations, we compile a list of chemical substances[*1] that are banned or restricted under national laws and regulations, along with their permissible limits, and conduct investigations and verifications before commercializing any product.

The Quality Assurance Office and Legal Office develop the necessary rules and procedures for chemical substance management and support the activities of each product division—Footwear, Apparel, and Equipment.
Depending on the types of chemical substances that may be used, we require suppliers to submit chemical substance survey forms and/or written pledges confirming compliance with our standards.
In addition, we conduct sampling inspections[*2] of certain products and materials through third-party testing organizations to verify their safety.
If any substances of concern are identified in survey reports or analysis results, we request suppliers to reduce environmental impact. We also propose improvements to ensure proper handling of chemical substances at subcontracted production sites and recommend switching to substances with lower environmental impact.

*1 Representative examples of high-risk restricted chemical substances include those specified in the Stockholm Convention (POPs), Class I Specified Chemical Substances under Japan's Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, substances regulated under the Act on Control of Household Products Containing Harmful Substances, and those listed in Annexes XIV and XVII of the EU REACH Regulation.
*2 Examples of inspections include tests to confirm the absence of specific azo dyes that generate designated aromatic amines, and compliance verification with the EU REACH Regulation for products intended for the European market.

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

In January 2019, we joined the Apparel and Footwear International RSL Management Group (AFIRM)*, an international organization that manages the Restricted Substances List (RSL), to simplify the operation of restricted chemical substances and strengthen the management of them.
Based on information from AFIRM, we have created a restricted chemical substances list, which meets the international standards, to manage the risk of chemical substances remaining in products in the supply chain. We will also promote information sharing and collaboration within the industry to improve compliance.
In cooperation with ASICS Corporation, we have unified the names of restricted chemical substances in Japanese. This can be expected to facilitate the management of restricted chemical substances in the supply chain in Japan.
We have also jointly created the Japanese version of various materials issued by AFIRM and have published them on the AFIRM website. These materials can be viewed and used freely also by any non-member of AFIRM. We will continue to contribute to improving the management level of residual chemical substances in products in Japan.
We have created the Mizuno Restricted Substances List, which meets the international standards, based on AFIRM materials. It consists of two lists, a restricted substances list for products and a restricted substances list for product packages.
In fiscal year 2025, we created the Mizuno Restricted Substances List 2025 and distributed it to our suppliers.

* AFIRM: Apparel and Footwear International RSL Management Group (RSL=Restricted Substances List) Representative member companies of AFIRM: adidas, Amazon, ASICS, Descente, Decathlon, Esprit, Fast Retailing, Hugo Boss, Lacoste, New Balance, NIKE, Inc., Pentland, PUMA, Skechers, and Under Armour (The company names follow the notation on the official website of AFIRM [https://afirm-group.com/members/])

Commitment to Enhancing Employee Awareness

Providing Education on Quality

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

Major Training Courses on Quality Control [*d]

Company-wide Quality Control Course	
Content	Acquisition of basic knowledge regarding quality control rules.
Target Audience	Product divisions, development departments, business units, sales departments, indirect departments, and group companies.
Achievements	In FY2025, we held two training sessions under the theme of “Customer Response Education,” with a total of 350 participants. Thanks to the introduction of a recorded viewing format since FY2021, participants from various departments across domestic offices were able to take part.
Study Course for the QC Test	
Content	To promote self-development aimed at improving quality control skills and problem-solving capabilities, training programs are conducted at Mizuno Corporation, Mizuno Technics Corporation, Senoh Corporation, and Sharp Sangyo Co., Ltd.
Target Audience	Product divisions, development departments, business units, sales departments, manufacturing departments, etc.
Achievements	As of March 2026, 327 employees currently hold QC certification.
Product Division Quality Control Education Course	
Content	Each of the three product divisions organized training sessions to enhance specialized knowledge related to quality.
Target Audience	Personnel in charge of planning, production, sourcing, and development within the product divisions.
Achievements	In FY2025, a total of 86 sessions were held, with 1,280 participants. Training was conducted through a combination of in-person sessions, online delivery, and recorded video viewing, allowing employees to gain expertise in the products they are responsible for.

Mizuno Technics Corporation – Framework for Enhancing Product Quality

The manufacturing technologies and expertise of Mizuno Technics Corporation are highly trusted by professional athletes and teams. To continue meeting their expectations, it is essential for each employee to further develop their skills and ensure the transfer of technical know-how. To support this, Mizuno Technics has established and operates a quality enhancement framework based on ISO 9001.

1. Quality Management System (QMS) Promotion Committee
   Held every two months, this committee provides reports and training on QMS-related topics to QMS promoters appointed from each department.
2. Mizuno Technics Quality Education Program
   An annual plan is developed by the Quality Assurance Section, which prepares the training materials. In fiscal year 2025, a total of 9 sessions comprising 14 classes were conducted, with a cumulative total of 3,500 participants.

Quality Month Initiatives

Mizuno designates November each year as Quality Month and conducts a variety of quality-related activities for all Group employees.
In fiscal year 2025, approximately 800 employees viewed the Quality Assurance Magazine, and a quiz was conducted with 80 participants. In addition, training on customer service was delivered to 350 participants. In total, approximately 1,230 employees took part in these activities.
Furthermore, in February, Mizuno designated a Customer Service Month and provided educational programs on consumer issues and hospitality, with approximately 200 employees participating.
These activities provide employees with opportunities to reflect on the quality of Mizuno's products and services, contributing to continuous quality improvement and enhanced customer satisfaction.

Passing Down Skills to Ensure Product Quality

Mizuno's commitment to quality is supported by continuous improvement initiatives at Mizuno Technics Corporation, which is responsible for manufacturing many of our products.
While many sporting goods are produced overseas, we remain committed to manufacturing in Japan. This approach enables us to pursue high-mix, low-volume production, allowing us to produce and supply a wide variety of products in the necessary quantities. It also helps us respond to market globalization, increasingly personalized consumer needs, and rapidly changing trends in the digital age.
We develop Standard Operating Procedures (SOPs) and use them as the foundation for training workers. This supports the development of multi-skilled personnel—employees capable of performing multiple tasks—and helps improve productivity through the thorough elimination of waste. These efforts are aimed at cultivating skilled manufacturing professionals.
In addition, the presence of master craftsmen (Meisters) who create equipment to support athletes plays a vital role in passing down the founding philosophy of “Create the best products for customers”, rooted in the spirit of our founder.

Future Challenges

- We will continue to improve the accuracy and efficiency of various reviews to prevent the occurrence of defective products.
- To respond to the diversification of products and the increasing complexity of the supply chain resulting from entry into new markets, we are considering the development of a more flexible quality assurance system.
- In response to the global trend toward stricter chemical substance regulations, we are working to build a global quality assurance system in collaboration with our overseas group companies.
- To ensure the delivery of safe and high-quality products, we will continue to provide quality-related education opportunities that accommodate diverse working arrangements.

Communication Related to Products

Basic Concept

For the use of sports equipment, it is crucial for customers to use them properly and to have safety awareness when playing sports.
At Mizuno, we strive to avoid using specialized terms in our instruction manuals as much as possible, instead opting for easy-to-understand explanations with illustrations, to communicate information about safe handling to our customers.

Provision of product information

Mizuno believes that it is important to provide sufficient product-related information to help customers make appropriate choices. In addition to labeling on products and instruction manuals, we actively disclose product information through in-store POP materials and our website.
We ensure that all disclosed information complies with relevant laws, regulations, and industry standards related to labeling. In accordance with our labeling management regulations, we verify the accuracy and appropriateness of the content. Specifically, when describing the superiority of a product, we use accurate and easy-to-understand expressions to avoid any misunderstanding. When expressing functionality, we require supporting documentation such as test or experiment results.
If disclosure of information related to material procurement is necessary, we provide it through instruction manuals or product information. Material procurement is guided by our “Sustainable Material Procurement Policy,” which is based on the materiality themes of “Responsible procurement with respect for human rights” and “Responsibility for global environmental issues throughout the product lifecycle.” These guidelines are applied to each material in product development and are revised as needed.
Regarding product disposal, our instruction manual creation guidelines clearly state: “For products requiring special disposal methods (e.g., those containing substances harmful to human health or the environment), specify appropriate disposal methods, disposal procedures, and relevant organizations. For other products, follow the disposal regulations of the local government.
Instruction manuals are revised in accordance with these guidelines whenever updates are made.

We operate a workflow-based application system that enables all relevant departments, including the Quality Assurance Office and Legal Affairs Office, to effectively and efficiently review and evaluate content. We are also developing a system for pre-application self-checks to reduce errors before submission. For functional claims, we have created an internal Excel-based review tool that allows applicants to verify the appropriateness of expressions before submitting. By utilizing familiar tools in daily operations, we aim to prevent misleading representations.

In fiscal year 2025, one product recall was conducted due to labeling deficiencies. The issue was identified, and the relevant processes were reorganized.

Communication Regarding Defective Products and Recalls

When defective products are identified, Mizuno promptly and accurately announces the issue on its official website. In fiscal year 2025, three such announcements were made. All cases were related to violations of our voluntary standards. Of these, one case involved labeling issues, while the remaining two were related to other matters.

- **Total Number of Cases Announced Due to Product Defects or Labeling Errors**

FY2021	FY2022	FY2023	FY2024	FY2025
4	7	2	4	3

*Includes cases for which customers were contacted directly.

Communication for the safe use of products

For the use of sports equipment, it is essential for customers not only to use it properly but also to maintain safety awareness when engaging in sports. Mizuno provides product information to customers through various means, including catalogs, instruction manuals, advertisements, news releases, in-store flyers, and customer support via the Mizuno Customer Service Center.
To convey information on safe handling as clearly as possible, our instruction manuals are designed to minimize the use of technical terms and include easy-to-understand illustrations.
We also analyze inquiries received by the Mizuno Customer Service Center and take appropriate measures, such as adding instruction manuals to products that are found to be difficult to understand.
On the User Support page of our website, we have established sections such as “FAQ about Mizuno Products” and “Useful Information,” where we post frequently asked questions and share tips on product selection and care, categorized by product type—such as shoes and sportswear—and by sport.
For products that may lead to accidents if handled incorrectly, we provide more specific usage instructions, including labeling based on the Product Liability Act and other necessary safety information.

Please click here for the website “User Support.”

Industry Initiatives for the Safe Use of Products

While individual instruction manuals are provided with each pair of sports shoes, Mizuno has taken further steps to promote longer and safer use of these products. We have worked with JASPO (Japan Sporting Goods Association) to develop a shared leaflet titled Sports Shoes Guidebook, which is used by 11 member companies of JASPO. The contents of this guidebook are also available on Mizuno's website.
This guidebook provides easy-to-understand explanations, including illustrations, covering important points such as precautions for use, tips for trying on shoes before purchase, guidance on selecting the right shoes, how to properly put on and take off shoes, and advice for long-term use.

Sports Shoes Guidebook (Revised in 2020)

Updating Product Descriptions Based on Customer Feedback

In response to the increasing number of purchases made through our official e-commerce platform, we are continuously reviewing and updating product descriptions. This includes addressing unclear expressions and adding information that may help customers better understand our products.
To ensure that customers can make informed purchasing decisions, we actively extract and incorporate feedback received from them as a reference for these updates.

Future Challenges

- To provide customers with timely and appropriate information, we will enhance internal training so that each employee can acquire a solid understanding of the basics of product labeling.
- We will continue to maintain the “Frequently Asked Questions” section of the Customer Service Center on our website in a timely manner to ensure that the latest information is always available.
- In fiscal year 2025, customer-facing functions, including DTC, Owned E-commerce, Retail Stores, and the Customer Service Center, were integrated into a unified system to improve operational efficiency. To maximize the benefits of this integration, we implemented initiatives to enhance service quality and review user support processes. Going forward, these functions will continue to work closely together to provide customer-centered support and further improve customer satisfaction.

Engagement with Customers

Impact

Serious complaint rate

1%

Percentage of inquiries attributable to product defects

11%

Basic Concept

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

Customer Response Policy - Policies for Customer Satisfaction

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

Currently, we are committed to customer-oriented responses in accordance with ISO 10002:2018 (JIS Q 10002:2019), as well as our internal Quality Assurance Regulations and Customer Response Regulations.
Since our founding on April 1, 1906, Mizuno has continued its business with deep appreciation for the support of our customers. Guided by our corporate philosophy—“Contributing to society through the advancement of sporting goods and the promotion of sports”—we will continue to promote customer service activities that aim to ensure customer satisfaction.

* ISO 10002: An international standard for complaint management systems, outlining the processes organizations should have in place to handle customer complaints.

Enhancing Customer Loyalty

As Mizuno strengthens its DTC initiatives and expands and creates customer touchpoints, we are making multifaceted efforts to support customers throughout various stages of their lives by leveraging customer information accumulated across the organization.
In addition, we are enhancing user support to improve customer convenience, including increasing the self-resolution rate. Through closer engagement with customers, we aim to utilize the Voice of Customer (VOC) to improve products and services and create opportunities that lead to customer delight.

System for Customer Service

A variety of kinds of feedback from customers is collected at the Mizuno Customer Service Center, where we respond to inquiries and service complaints in cooperation with the relevant departments. Product complaints are forwarded to the Quality Assurance Section, which in turn provides feedback on them to the relevant departments as important information necessary to improve products and systems.
The Quality Assurance Office, which consists of the Mizuno Customer Service Center and the Quality Assurance Section, is responsible for building the quality management system and also serves as a liaison to customers.

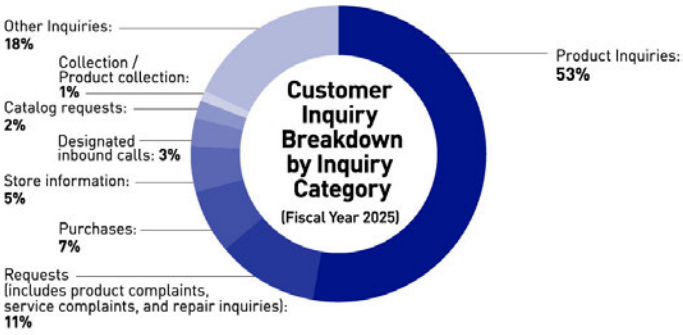
Customer Feedback and Major Actions

In fiscal year 2025, approximately 23,000 inquiries were received by the Mizuno Customer Service Center. Of these, around 53% were product-related inquiries, and approximately 11% were classified as “requests.”

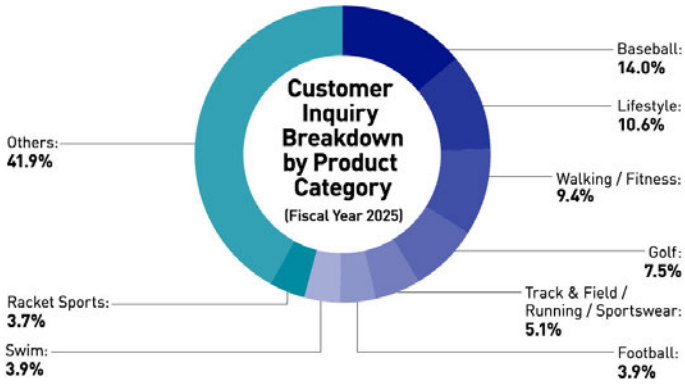
* Starting in fiscal year 2024, the term “requests” refers to a combination of product complaints, service complaints, and repair inquiries.

Details of Customer Inquiries in FY2025

Breakdown by Inquiry Category



Breakdown by Sports Category



Internal Sharing of VOC (Voice of Customer)

The Mizuno Customer Service Center receives a wide range of feedback from customers, including requests, words of appreciation, and occasionally critical opinions. These valuable voices are shared internally through our company intranet and poster displays. We regularly hold discussions with product divisions to exchange ideas on how customer requests and feedback can be translated into improvements. By encouraging every employee to remain mindful of the customer's perspective, we will continue our efforts to provide better products and services.

Responses in the Event of a Product Accident

In the event of a product-related accident, we take prompt and appropriate action in accordance with our Customer Response Regulations. To ensure that accident information is quickly shared among relevant internal departments, we have reviewed the circulation flow of our accident report database.
The Quality Assurance Office fully investigates the details of reported incidents and promptly consults with and reports to relevant organizations, including the Consumer Affairs Agency, the Ministry of Economy, Trade and Industry (METI), JASPO (Japan Sporting Goods Industry Federation), and NITE (National Institute of Technology and Evaluation). If a defect that could potentially lead to a product accident is identified, we promptly determine and implement the necessary measures to prevent accidents before they occur.

Please click here for details of the Customer Service Regulations.

Basic Policy on Customer Harassment

To protect employees from customer harassment by difficult or malicious customers, the Mizuno Group has established a Basic Policy on Customer Harassment.

Going forward, we will further strengthen initiatives across the Group to raise awareness of and improve responses to customer harassment.

Customer Harassment Response Policy

Future Challenges

In recent years, inquiries from customers outside Japan have been increasing. However, Mizuno recognizes that its current support framework is not yet fully adequate and that there is still room for improvement. We will continue working to build a system that enables us to provide better services and greater satisfaction to customers both in Japan and overseas.
Through mechanisms that enable customer feedback to be shared throughout the organization, we will strive to provide products and services that reflect the customer perspective more effectively. We will also continue rebuilding our customer service systems so that we can respond appropriately through a wider range of communication tools.