

## Attention

This is a translation of the official Japanese original for reference purposes only.  
In the event of any discrepancy between this translation and the official Japanese original, the Japanese original shall prevail.

The information being disclosed in this translation consists of:-

- 1) Notice of the 111th Ordinary General Meeting of Shareholders
- 2) Reference Materials for the General Meeting of Shareholders
- 3) A part of “Business Report”
  1. Business development and results
  2. Capital investment and fund procurement
  3. Issues to address

and does not include “The rest of Business Report”, “Consolidated Financial Statements” and “Non-consolidated Financial Statements”.

--- End of Attention ---

(Securities Code: 8022)  
May 31, 2024

To All Shareholders:

**MIZUNO CORPORATION**  
Akito Mizuno  
President and Representative Director  
4-1-23 Kitahama, Chuo-ku, Osaka

## **Notice of the 111th Ordinary General Meeting of Shareholders**

On behalf of the Board, I would like to thank you, our shareholders, for your continued support.

You are hereby notified that the 111th Ordinary General Meeting of Shareholders of MIZUNO Corporation (hereinafter the “Company”) will be held on June 21, 2024

You are kindly requested to refer to the attached Reference Materials for the General Meeting of Shareholders and exercise your voting rights in writing or via the Internet in accordance with the following instructions described below.

**1. Date and Time: 10:00 a.m., Friday, June 21, 2024**

(Reception open: 9:00 a.m.)

**2. Venue: MIZUNO Osaka Head Office**

1-12-35, Nanko-Kita, Suminoe-Ku, Osaka-Shi

“Mizuno Crysta”, the convention hall on the first basement level

**3. Agenda**

**Matters to be Reported**

- (1) The Business Report for the 111th fiscal year (from April 1, 2023 to March 31, 2024) and the Consolidated Financial Statements, as well as the results of the audit by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements
- (2) The Non-consolidated Financial Statements for the 111th fiscal year (from April 1, 2023 to March 31, 2024)

**Matters to be Resolved**

**Agendum 1:** Appropriation of surplus

**Agendum 2:** Election of five (5) Directors (exclusive of Directors who are Audit and Supervisory Committee members)

**Agendum 3:** Election of three (3) Directors who are Audit and Supervisory Committee Members

**Agendum 4:** Election of one (1) Director who is a substitute member of the Audit and Supervisory Committee

## **Procedures for Exercising of Voting Rights**

### 1. Voting at the General Meeting of Shareholders

Please submit the enclosed Voting Rights Exercise Form to the reception staff at the meeting venue.

### 2. Exercising of voting rights in writing

Please indicate your approval or disapproval of the matters to be resolved on the Voting Rights Exercise Form enclosed herewith, and return it so that it reaches us by 6:00 p.m. on Thursday, June 20, 2024.

### 3. Exercising of voting rights via the Internet

Please refer to “Procedure for Exercise of Voting Rights via the Internet” on the next page, and exercise your voting rights by 6:00 p.m. on Thursday, June 20, 2024.

#### \* Duplicate exercising of voting rights

If you exercise your voting rights both in writing and via the Internet, voting right exercised via Internet shall be deemed and treated as a valid vote.

## **Disclosure via the Internet (Disclosure on Website)**

Of the documents to be provided, we have made the matters listed below available to our shareholders by posting them on the website of the Company (<https://corp.mizuno.com/jp/>) in accordance with laws and the provisions of Article 17 of the Articles of Incorporation, and therefore they are not included in the attached Reference Materials for the General Meeting of Shareholders.

- “Major business operations”, “Major operating sites”, “Number of employees (on a consolidated basis)”, “Major institutes for funds resource” and “Structure and policies of the Company, and the status of operation thereof” of the Business Report
- “Consolidated Statements of Changes in Net Assets” and “Notes to Consolidated Financial Statements” of the Consolidated Financial Statements
- “Statements of Changes in Net Assets” and “Notes to Non-consolidated Financial Statements” of the Non-consolidated Financial Statements

The contents of “Major business operations”, “Major operating sites”, “Number of employees (on a consolidated basis)”, “Major institutes for funds resource” and “Structure and policies of the Company, and the status of operation thereof” have been audited as part of the Business Report by the Audit and Supervisory Committee when they prepared their audit report.

The contents of “Consolidated Statements of Changes in Net Assets” and “Notes to Consolidated Financial Statements,” and of “Statements of Changes in Net Assets” and “Notes to Non-consolidated Financial Statements” have been audited as part of the Consolidated Financial Statements and Non-consolidated Financial Statements by the Audit and Supervisory Committee and the Accounting Auditor when they prepared their audit report.

Please be aware that if it becomes necessary to revise the information contained in the Reference Materials for the General Meeting of Shareholders, Business Report, Consolidated Financial Statements, or Non-consolidated Financial Statements, the revised information will be posted on the MIZUNO’s website (<https://corp.mizuno.com/jp/>).

## **Procedure for Exercise of Voting Rights via the Internet**

For shareholders who exercise voting rights via the Internet, the following items should be verified when exercising voting rights via the Internet.

1. Website for exercise of voting rights

It is possible to exercise voting rights via the Internet by using the following website designated by the Company (<https://www.web54.net>).

2. Treatment on exercise of voting rights

- (1) When exercising voting rights via the Internet, please use the voting rights code and password stated on “the Exercise of Voting Rights form” and input “For” or “Against” in accordance with the instruction on the screen.
- (2) Shareholders voting via the Internet are requested to exercise their voting rights prior to 6:00 p.m. on Thursday, June 20, 2024.
- (3) When voting rights are exercised more than once via the Internet, the vote that has arrived the latest shall be deemed the valid vote.  
If you exercise your voting rights both in writing and via the Internet, voting right exercised via Internet shall be deemed and treated as a valid vote.
- (4) Shareholders shall bear the expenses incurred when accessing the Internet to exercise shareholder voting rights.

For questions related to exercising shareholder voting rights via the Internet, please contact:-

Sumitomo Mitsui Trust Bank, Limited  
Securities Agent Web Support  
Tel: 0120-652-031 (toll-free)  
Service hours: 9:00 a.m. to 9:00 p.m.

--- End of Notice ---

## Reference Materials for the General Meeting of Shareholders

### Agendum 1: Appropriation of surplus

The Company plans to dispose of retained earnings as follows:

It is the Company's basic policy to ensure stable distribution of dividends based on the recognition that returning profits to its shareholders is one of its top priority management tasks.

Based on this basic policy and taking into consideration the need to secure internal reserves to be appropriated to capital investment and research & development for further business growth in order to improve its corporate value, the Company would like to distribute year-end dividends for the 111th fiscal year as follows:

- (1) Type of dividend property:

Cash

- (2) Matters concerning appropriation of dividend property and the total amount thereof

85 yen per share of the Company's common stock

Total amount of dividends: 2,173,547,070 yen

Herewith, together with the interim dividend of 35 yen per share, the annual dividend for this fiscal year will be 120 yen per share.

- (3) Date on which distribution of dividends takes effect:

June 24, 2024

**Agendum 2:** Election of five (5) Directors (exclusive of Directors who are Audit and Supervisory Committee members)

The term of office of all of the current five (5) Directors (exclusive of Directors who are Audit and Supervisory Committee members) will expire at the conclusion of this ordinary general meeting of shareholders. It is therefore proposed that five (5) Directors (exclusive of Directors who are Audit and Supervisory Committee members) should be elected.

The Audit and Supervisory Committee has an opinion to the effect that each candidate is qualified to serve as a Director of the Company.

The candidates are as described below:

No. 1	<b>Akito Mizuno</b>	
Standing for	Reappointment	
Date of birth	August 25, 1949	
Number of the Company's shares held	120,889	
Personal history, position and duty at the Company, and significant concurrent positions outside the Company	August 1975	Joined the Company
	December 1982	Senior Manager, Marketing Dept., Senri Business Division of the Company
	May 1984	Director of the Company
	May 1986	Managing Director of the Company
	June 1990	Senior Managing Director of the Company
	June 1994	Executive Vice President of the Company
	June 1998	Executive Vice President and Representative Director of the Company
	June 2006	President and Representative Director of the Company (current position)
<p>The reasons for his nomination as a Director:</p> <p>Akito Mizuno, having the deep insight and abundant experience in overall management as the President of the Company, has contributed for the reinforcement and development of the globalization of the group. Further he, as the top management, has also performed his leadership to realize the group-wide strategies.</p> <p>Therefore, the Company has proposed that he is continuously appropriate for a Director of the Company.</p>		
<p>(Notes)</p> <p>There are no particular conflicts of interest between any of the candidates and the Company.</p>		

No. 2	<b>Daisuke Fukumoto</b>	
Standing for	Reappointment	
Date of birth	June 27, 1957	
Number of the Company's shares held	19,788	
Personal history, position and duty at the Company, and significant concurrent positions outside the Company	March 1981	Joined the Company
	April 2001	Senior Manager, Accounting and Finance Dept.
	June 2003	Director of the Company In charge of Accounting and Finance
	June 2004	In charge of Retail Sales
	June 2005	In charge of Logistics Administration
	June 2008	In charge of European Business
	June 2011	Managing Director of the Company
	December 2011	Chairman of Mizuno (Taiwan) Corporation (current position)
	June 2013	Senior Managing Director of the Company
	September 2014	Chairman of Mizuno Norge AS
	October 2015	In charge of Internal Audit of the Company
	June 2016	Senior Managing Executive Officer of the Company
	June 2022	Representative Director and Senior Managing Executive Officer of the Company (current position)
January 2023	In charge of Global IT/Digital & DTC Management Division (current position)	
The reasons for his nomination as a Director:		
<p>Daisuke Fukumoto, having the deep insight and abundant experience in overall management as the Director &amp; Senior Managing Executive Officer, has achieved the reinforcement of the group-wide financial conditions and improvement of efficiency and conducted structuring of the corporate governance and internal control system.</p> <p>Therefore, the Company has proposed that he is continuously appropriate for a Director of the Company.</p>		
(Notes)		
There are no particular conflicts of interest between any of the candidates and the Company.		

No. 3	<b>Takeshi Shichijo</b>
Standing for	Reappointment
Date of birth	October 27, 1961
Number of the Company's shares held	12,940
Personal history, position and duty at the Company, and significant concurrent positions outside the Company	<p>March 1984    Joined the Company</p> <p>March 2005    Senior Manager, Athletic Division, Marketing Dpt. of the Company</p> <p>October 2010    Division Manager, Apparel Planning &amp; Production Division of the Company</p> <p>June 2012    Director of the Company In charge of Global Apparel Product (current position)</p> <p>June 2013    Chairman of SHANGHAI MIZUNO CORPORATION LTD. (current position)</p> <p>June 2015    In charge of Global Footwear Product (current position)</p> <p>June 2016    Managing Executive Officer of the Company</p> <p>January 2017    In charge of South American Business (current position)</p> <p>October 2018    In charge of Global Marketing</p> <p>June 2021    In charge of Competition Sports Business</p> <p>June 2022    Director and Managing Executive Officer of the Company</p> <p>June 2023    Director and Senior Managing Executive Officer of the Company (current position)</p>
<p>The reasons for his nomination as a Director:</p> <p>As Managing Executive Officer, Takeshi Shichijo has led the process of product development and productivity improvement in the product area of the Group. The Company has nominated him as a candidate for Director because we believe his experience in marketing and business divisions makes him an appropriate candidate due to his abundant experience and deep insight.</p>	



(Notes)

There are no particular conflicts of interest between any of the candidates and the Company.

No. 4	<b>Osamu Sano</b>	
Standing for	Reappointment	
Date of birth	March 8, 1962	
Number of the Company's shares held	9,459	
Personal history, position and duty at the Company, and significant concurrent positions outside the Company	March 1984	Joined the Company
	October 2006	Senior Manager, Golf Division, Marketing Dpt. of the Company
	March 2011	Senior Manager, Business Reform Office of the Company
	March 2013	Senior Manager, Corporate Planning Office of the Company
	January 2017	Executive Officer of the Company In charge of North American Business (current position) Director (CEO) of MIZUNO USA INC. (current position) Chairman of the Board of MIZUNO CANADA LTD. (current position)
	March 2020	In charge of Golf business
	June 2021	Managing Executive Officer of the Company In charge of Corporate Communication In charge of EMEA Business In charge of Asia/Oceania Business
	June 2022	Director and Managing Executive Officer of the Company (current position)
	January 2023	In charge of Global Corporate & Marketing Office of the Company (current position)
	January 2024	In charge of Golf Marketing Division of the Company (current position)
<p>The reasons for his nomination as a Director:</p> <p>Osamu Sano has contributed to business reforms in corporate management divisions and enhancement of the earning power of business divisions and marketing subsidiaries. The Company has nominated him as a candidate for Director because we believe his deep insight and strong reform capabilities to be essential to the business management of the Group.</p>		
<p>(Notes) There are no particular conflicts of interest between any of the candidates and the Company.</p>		

No. 5	<b>Yuko Arai</b>	
Standing for	Outsider / Independent / New Candidate	
Date of birth	January 27, 1961	
Number of the Company's shares held	0	
Personal history, position and duty at the Company, and significant concurrent positions outside the Company	<p>April 1979</p> <p>April 2014</p> <p>April 2016</p> <p>June 2016</p> <p>April 2021</p> <p>June 2021</p> <p>April 2022</p>	<p>Joined ALL NIPPON AIRWAYS CO., LTD.</p> <p>Executive Officer of ALL NIPPON AIRWAYS CO., LTD.</p> <p>Senior Executive Officer of ALL NIPPON AIRWAYS CO., LTD.</p> <p>Director and Senior Vice President of ANA Sales Co., Ltd.</p> <p>Outside Director of AICHI STEEL CORPORATION. (Current position)</p> <p>Director and Senior Vice President of ANA Akindo Co., Ltd.</p> <p>Outside Director of Daikin Industries, Ltd. (Current position)</p> <p>Senior Advisor of ANA Akindo Co., Ltd. (Current position)</p>
<p>The reasons for her nomination as an Outside Director:</p> <p>Yuko Arai has long been involved in the management execution of All Nippon Airways Co., Ltd., which operates a global business, and ANA Akindo Co., Ltd. in a key position in the sales division. The Company has nominated her as a candidate with the expectation that she will contribute to strengthening the supervisory function over management in general with her recommendations and advice based on her abundant experience and broad knowledge.</p>		
<p>(Notes)</p> <ol style="list-style-type: none"> <li>There are no particular conflicts of interest between any of the candidates and the Company.</li> <li>Yuko Arai is a candidate for the position of an Outside Director. In light of the "Standards and Policies Concerning Independence to Select Candidates of Outside Directors" established by the Company, we have judged that she is not in a position of conflict of interest with general shareholders and there is no problem with respect to her neutrality and independence. Thus, we have registered her as an independent officer pursuant to the rules and regulations of the Tokyo Stock Exchange and should he be elected as a Director of the Company, we will resister her as an independent officer.</li> <li>The Company has a director liability insurance policy with an insurance company as stipulated in Article 430-3 (1) of the Companies Act, in which each candidate is included in the insured persons. Under the relevant insurance policy, damages and litigation expenses incurred by the insured person due to a claim for damages caused by an act (including omissions) carried out in the capacity of an officer of the Company will be</li> </ol>		

covered. The Company bears all insurance premiums for the insured persons. If the reappointment of the candidate is approved, such person will continue to be included in the insured persons of the insurance policy. The Company will renew the insurance policy with the same terms of conditions during the term of office of Directors.

**Agendum 3: Election of three (3) Directors who are Audit and Supervisory Committee Members**

The term of office of the current Directors who are Audit and Supervisory Committee Members, Takuhei Hara, Shunsaku Yamazoe and Akiko Hosokawa, will expire at the conclusion of this ordinary general meeting of shareholders. It is therefore proposed that three (3) Directors who are Audit and Supervisory Committee Members should be elected.

The Audit and Supervisory Committee has given consent to this proposal.  
The candidates are as described below:

No. 1	<b>Takuhei Hara</b>	
Standing for	Reappointment	
Date of birth	June 5, 1963	
Number of the Company's shares held	7,168	
Personal history, position and duty at the Company, and significant concurrent positions outside the Company	March 1987	Joined the Company
	March 2008	Senior Manager, Human Resources & General Affairs Dpt. of the Company
	January 2013	Senior Manager, Legal Affairs Office of the Company
	January 2019	Deputy Division Manager, Sales Supervision Division of the Company
	June 2022	Director of the Company (Audit and Supervisory Committee Member) (current position)
<p>The reasons for his nomination as a Director:</p> <p>Takuhei Hara has abundant experience in a broad range of areas such as manufacturing, personnel &amp; labor affairs, corporate legal affairs and sales. The Company has nominated him as a candidate for Director who serves as a member of the Audit &amp; Supervisory Committee, with the expectation that he will contribute by providing us with his opinions and comments on our management with a view to ensuring the effectiveness of audits as well as the soundness and appropriateness of the management decisions of the Group</p>		
<p>(Notes)</p> <ol style="list-style-type: none"> <li>There are no particular conflicts of interest between any of the candidates and the Company.</li> <li>The Company has a director liability insurance policy with an insurance company as stipulated in Article 430-3 (1) of the Companies Act, in which each candidate is included in the insured persons. Under the relevant insurance policy, damages and litigation expenses incurred by the insured person due to a claim for damages caused by an act (including omissions) carried out in the capacity of an officer of the Company will be covered. The Company bears all insurance premiums for the insured persons. If the reappointment of the candidate is approved, such person will continue to be included in the insured persons of the insurance policy. The Company will renew the insurance policy with the same terms of conditions during the term of office of Directors.</li> </ol>		

No. 2	<b>Shunsaku Yamazoe</b>	
Standing for	Outsider / Independent / Reappointment	
Date of birth	October 22, 1949	
Number of the Company's shares held	0	
Personal history, position and duty at the Company, and significant concurrent positions outside the Company	April 1972	Joined Sumitomo Realty & Development Co.,Ltd
	July 1993	Senior Manager, Housing Sales Dept. 1, Sumitomo Real Estate Sales Co., Ltd.
	June 2001	Director of Sumitomo Real Estate Sales Co., Ltd.
	June 2007	Director and Managing Executive Officer of Sumitomo Real Estate Sales Co., Ltd.
	June 2011	Senior Executive Officer of Sumitomo Real Estate Sales Co., Ltd.
	June 2013	Statutory Auditor of Sumitomo Real Estate Sales Co., Ltd.
	June 2015	Director of the Company
	June 2016	Director of the Company (Audit and Supervisory Committee Member) (current position)
<p>The reasons for his nomination as a Director:</p> <p>Shunsaku Yamazoe has long been engaged in the execution of corporate management, and has contributed to the revitalization of the Board of Directors of the Company by providing proposals and recommendations based on his abundant experience and excellent judgment. Furthermore, he has served as Outside Director and a member of the Audit &amp; Supervisory Committee, fulfilling his duties of auditing and supervising the managerial execution of the Company. In expectation of his continued service as Outside Director in helping to ensure the soundness of the managerial execution of the Company, we propose to select him as a candidate for Outside Director who serves as a member of the Audit &amp; Supervisory Committee.</p>		
<p>(Notes)</p> <ol style="list-style-type: none"> <li>There are no particular conflicts of interest between any of the candidates and the Company.</li> <li>Shunsaku Yamazoe is a candidate for the position of an Outside Director. The length of his service since his appointment will be nine (9) years as an Outside Director and eight (8) years as an Outside Director who serves as a member of the Audit &amp; Supervisory Committee at the close of this ordinary general meeting of shareholders. In light of the "Standards and Policies Concerning Independence to Select Candidates of Outside Directors" established by the Company, we have judged that he is not in a position of conflict of interest with general shareholders and there is no problem with respect to his neutrality and independence. Thus, we have registered him as an independent officer pursuant to the rules and regulations of the Tokyo Stock Exchange and should he be elected as a Director of the Company, we will re-register him as an independent officer.</li> <li>The Company has a director liability insurance policy with an insurance company as stipulated in Article 430-3 (1) of the Companies Act, in which each candidate is included in the insured persons. Under the relevant insurance policy, damages and litigation</li> </ol>		

expenses incurred by the insured person due to a claim for damages caused by an act (including omissions) carried out in the capacity of an officer of the Company will be covered. The Company bears all insurance premiums for the insured persons. If the reappointment of the candidate is approved, such person will continue to be included in the insured persons of the insurance policy. The Company will renew the insurance policy with the same terms of conditions during the term of office of Directors.

No. 3	<b>Aiko Hosokawa</b>	
Standing for	Outsider / Independent / New Candidate	
Date of birth	October 16, 1963	
Number of the Company's shares held	0	
Personal history, position and duty at the Company, and significant concurrent positions outside the Company	March 1994	Registered as a certified public accountant
	December 2000	Retired from Showa Ota & Co., Osaka Office (currently, Ernst & Young ShinNihon LLC)
	August 2002	Outside Auditor of Soiken Holdings Inc.
	June 2019	Audit Committee member of the Kobe City government (current position)
	June 2020	Director of the Company (Audit and Supervisory Committee Member) (current position)
	June 2023	Outside Director of ALINCO INCORPORATED (current position)
<p>The reasons for her nomination as a Director:</p> <p>Akiko Hosokawa has experience and a broad range of knowledge as a certified public accountant. In expectation of her useful advice and suggestions for the Board of Directors, as well as her auditing based on her objective and neutral standing for performance of management mainly from her perspective of corporate financing and accounting, the Company proposes to select her as a candidate for Outside Director who serves as a member of the Audit and Supervisory Committee.</p>		
<p>(Notes)</p> <ol style="list-style-type: none"> <li>There are no particular conflicts of interest between any of the candidates and the Company.</li> <li>Akiko Hosokawa is a candidate for the position of an Outside Director. The length of her service since her appointment will be four (4) years as an Outside Director who serves as a member of the Audit &amp; Supervisory Committee at the close of this ordinary general meeting of shareholders. In light of the "Standards and Policies Concerning Independence to Select Candidates of Outside Directors" established by the Company, we have judged that she is not in a position of conflict of interest with general shareholders and there is no problem with respect to her neutrality and independence. Thus, we have registered her as an independent officer pursuant to the rules and regulations of the Tokyo Stock Exchange and should he be elected as a Director of the Company, we will re-register her as an independent officer.</li> <li>The Company has a director liability insurance policy with an insurance company as stipulated in Article 430-3 (1) of the Companies Act, in which each candidate is included in the insured persons. Under the relevant insurance policy, damages and litigation expenses incurred by the insured person due to a claim for damages caused by an act (including omissions) carried out in the capacity of an officer of the Company will be covered. The Company bears all insurance premiums for the insured persons. If the reappointment of the candidate is approved, such person will continue to be included in the insured persons of the insurance policy. The Company will renew the insurance policy with the same terms of conditions during the term of office of Directors.</li> </ol>		



**Agendum 4: Election of one (1) Substitute Director who is an Audit and Supervisory Committee Member**

In the case that a shortage occurs in the number of Directors who are Audit and Supervisory Committee members as prescribed in laws and regulations, it is proposed that one (1) Director should be elected as a substitute member of the Audit and Supervisory Committee.

The Audit and Supervisory Committee has given consent to this proposal.

The candidates are as described below:

No. 2	<b>Kumi Takeda</b>	
Date of birth	January 17, 1971	
Number of the Company's shares held	0	
Personal history, position and duty at the Company, and significant concurrent positions outside the Company	June 2006	Registered as a certified public accountant
	September 2016	Retired from KPMG AZSA LLC
	July 2017	Representative of Takeda CPA Firm (current position)
	March 2020	Outside Auditor of T · S · I Corporation. (current position)
	September 2020	Audit & Supervisory Board member of Kitayama Jutaku Hanbai Corporation (current position)
	June 2022	substitute Director of the Company (Audit and Supervisory Committee Member) (current position)
<p>The reasons for his nomination as a Director:</p> <p>The Company has nominated Kumi Takeda as a candidate for substitute Outside Director who serves as a member of the Audit &amp; Supervisory Committee with the expectation, based on her experience and broad knowledge as a certified public accountant, that she will provide useful advice and recommendations to the Board of Directors and conduct objective and neutral auditing concerning the managerial execution of the Company mainly from the viewpoint of corporate finance and accounting.</p>		
<p>(Notes)</p> <ol style="list-style-type: none"> <li>There are no particular conflicts of interest between any of the candidates and the Company.</li> <li>Kumi Takeda is a candidate for the position of a substitute Outside Director who serves as a member of the Audit &amp; Supervisory Committee. In light of the “Standards and Policies Concerning Independence to Select Candidates of Outside Directors” established by the Company, we have judged that she is not in a position of conflict of interest with general shareholders and there is no problem with respect to her neutrality and independence. Should she assume the office of an Outside Director who serves as a member of the Audit &amp; Supervisory Committee, we will resister her as an independent officer pursuant to the rules and regulations of the Tokyo Stock Exchange.</li> </ol>		

## **Business Report**

(April 1, 2023 to March 31, 2024)

### **1. Business development and results**

During the fiscal year under review, the Japanese economy maintained a gradual recovery trend. This was thanks to the normalization of economic and social activities following the downgrade of COVID-19 to a Category 5 disease under the Infectious Diseases Control Law, improved employment and income conditions primarily due to wage increases, and the Nikkei Stock Average remaining at high levels. However, concerns linger regarding the potential impact of financial market volatility, global instability, and the resulting inflationary pressures on corporate earnings and personal consumption. While overseas economies have also continued to recover, there is heightened concern about the risk of an economic slowdown due to the global trend of monetary tightening and geopolitical risks, such as the prolonged conflict in Ukraine and the escalating tensions in the Middle East caused by the Israel-Hamas confrontation.

Under such circumstances, the Group's sales in Japan remained robust across a wide range of product categories. Overseas sales also continued to grow, especially in products for competitive sports such as football and indoor sports.

As a result of these factors, net sales were 229,711 million yen, up 17,666 million yen (up 8.3% yoy), operating profit was 17,279 million yen, up 4,334 million yen (up 33.5% yoy), ordinary profit was 19,288 million yen, up 5,248 million yen (up 37.4% yoy), and profit attributable to owners of parent was 14,311 million yen, up 4,401 million yen (up 44.4% yoy), all of which were record highs.

Performances of each business segment are as follows.

#### **a Japan**

In Japan, football products, which are our focus, gained strong traction among users and expanded sales. Furthermore, sales of products for competitive sports, such as baseball and volleyball, remained strong. In addition, our non-sports businesses, including the work business and lifestyle shoes, also experienced robust sales growth.

As a result, the Group recorded net sales of 141,413 million yen, up 9,905 million yen (up 7.5% yoy), and operating profit of 12,037 million yen, up 6,042 million yen (up 100.8% yoy), both achieving record-high levels.

#### **b Europe**

In Europe, the sale of football products and lifestyle shoes, which are the focus of our business expansion efforts in this region, recorded sales growth. Additionally, sales of products for indoor sports, such as volleyball and handball, also increased. However, this business segment also encountered factors that put downward pressure on profitability, including an increase in distribution inventory and rising procurement costs due to exchange rate fluctuations.

As a result, the Group recorded its highest net sales of 25,566 million yen, up 426 million yen (up 1.7% yoy), while operating profit was 528 million yen, down 1,140 million yen (down 68.3% yoy).

#### **c Americas**

In the Americas, sales of golf products continued to be strong, despite concerns such as a rise in interest rates due to monetary tightening and advancing inflation. Moreover, products for competitive sports, such as baseball and volleyball, also demonstrated sales growth.

As a result, net sales were 33,886 million yen, up 2,818 million yen (up 9.1% yoy), and operating profit was 2,338 million yen, down 487 million yen (down 17.2% yoy).

#### **d Asia and Oceania**

In Asia and Oceania, sales of football products, which are the focus of our business expansion efforts in this region, experienced growth in South Korea and Southeast Asia. Furthermore, the strong

performance of competitive sports goods, such as badminton and volleyball products, along with the growth of lifestyle shoes and sports apparel, contributed to the expansion of our business performance.

As a result, the region recorded its highest operating results, with net sales of 28,845 million yen, up 4,515 million yen (up 18.6% yoy), and operating profit of 2,282 million yen, up 5 million yen (up 0.3% yoy).

## **2. Capital investment and fund procurement**

The total amount of capital investment made by the Group during the consolidated fiscal year under review was 2,016 million yen. The main purposes of the capital investment were the purchase of R&D equipment, the maintenance and replacement of existing equipment, and IT-related investments.

The financing for the equipment and working capital was mainly provided by an increase in operating cash flow.

The balance of long-term and short-term borrowings as of the end of the consolidated fiscal year under review decreased by 11,171 million yen year on year to 12,664 million yen.

## **3. Issue to address**

### **1) Achievement of sustained growth**

The Group has been holding the corporate philosophy of “Contributing to society through the advancement of sporting goods and the promotion of sports” since its founding in 1906. This is our core principle, which will remain unchanged in the future, and is Mizuno’s purpose (raison d’être) for all stakeholders.

The environment surrounding us is likely to become even more uncertain, such as the increasingly unstable global situation, the advancement of digital technologies, and the resulting changes in people’s behaviors and values. However, the Group will continue to contribute to the realization of a peaceful and sustainable society by pursuing the “value of sports.” And based at MIZUNO ENGINE, our innovation center, we will work even harder to develop products that not only deliver the best performance in competitive sports, but also provide comfort in people’s daily lives and workplaces, as well as products and services that help solve social issues such as the aging society and climate change. In addition, in order to achieve sustainable growth and increase the corporate value of the Group, we will work to utilize and develop diverse human resources so that each employee of the Group can create new value by maximizing their individuality and abilities and generating innovation.

### **2) Further improvements in management efficiency and growth strategy**

In terms of the Group’s earnings, sales and profits reached record highs for the second consecutive period, and ROA and ROE, indicators of management and capital efficiency, also reached record levels. Looking ahead, however, we expect to face negative effects such as a deterioration in the exchange rate for import purchases due to the depreciation of the yen and an increase in international freight rates due to the Suez Canal issue. Therefore, an improvement in the gross profit margin is urgently needed to further improve profitability. We will continue to plan and develop high value-added products and services, implement cost reduction measures, and strengthen inventory control at each Group company to ensure appropriate selling prices and reduce sales at discounts.

We will also implement the following key strategies to achieve the targets of our medium-term plan.

- Strengthen the overseas business
  - Accelerate growth by expanding market share in football and cultivating new regions.
- Reinforce the domestic business
  - Streamline the team business, the core of the domestic business, with DX.
- Strengthen EC
  - Maximize profits and customer value through a direct approach to customers.

In addition, we will aim to achieve a 10% level for both ROA and ROE as target business indicators by FY2026.

Unit: bn JPY

	FY2023	FY2024	FY2026
	Result	Forecast	Mid term plan
Sales (Overseas sales ratio)	229.7 (38%)	250.0 (39%)	290.0 (41%)
Operating profit (Operating profit ratio)	17.3 (7.5%)	19.0 (7.6%)	25.0 (8.6%)
ROA	8.8%	9.0%	10.5%
ROE	10.8%	10.2%	10.6%