



***REACH BEYOND***



# SUSTAINABILITY REPORT 2022



MIZUNO CREW 21

MIZUNO CREW 21 IS OUR GLOBAL SUSTAINABILITY COMMITMENT TO PROTECT OUR PLANET FOR FUTURE GENERATIONS.



# SUSTAINABILITY REPORT 2022



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A portrait of the Mizuno Group President, a middle-aged man with dark hair, smiling. He is wearing a light blue and white striped blazer over a light blue shirt. A small, colorful circular pin is visible on his left lapel. He is seated in a black office chair against a background of large windows with a view of a city skyline.

## Message from the President

**To realize a peaceful and sustainable society, we will bring about social innovation starting from sports, thereby aiming at the long-term growth of the Mizuno Group.**

In 2021, the COVID-19 pandemic (hereinafter referred to as the “pandemic”) repeatedly expanded and contracted and had a great impact on our lives. Specifically, the number of spectators was limited in many professional sports games and international competitions. As a result, unfortunately, most of the Tokyo Olympics and Paralympics Games were held without spectators. However, the excellent performance of athletes gives dreams and excitement to children, who will lead the future. The year 2021 was a year in which I truly felt the power of sports while being greatly encouraged by athletes who applauded each other, going beyond winning or losing.

Since its founding in 1906, the Mizuno Group has embraced the corporate philosophy of “Contributing to society through the advancement of sporting goods and the promotion of sports.” This is our core principle, which will not change in the future, and can be said to be Mizuno’s purpose for all stakeholders (raison d’être for the future). In addition, recently, we have also worked on product development with a view to adapting to an aging society and climate change, taking advantage of the knowledge that we have cultivated in sports. For instance, there is still a great difference between healthy life expectancy (the period during which you can live healthily) and life expectancy. We cannot provide medical service to cure disease. However, by providing products that reduce pain and complement lost physical functions, we help people return to as close to a healthy state as possible and offer support for them to live a less inconvenient life. As measures to adapt to climate change, we take on the challenge of resolving various work environment issues, for instance, by providing comfortable apparel, shoes and equipment composed of functional materials and a device to reduce the risk of heatstroke during outdoor work in summer.

Thus, to further create innovation that contributes to resolving social issues with the power of sports, we have decided to establish an Innovation Center, which will be completed in the fall of 2022, next to the Osaka Head Office. Both male and female employees from various divisions and age groups have gathered to freely exchange opinions from the initial concept creation stage. A main focus within the concept is placed on making the Innovation Center a place that is constantly changing and evolving. We will introduce cutting-edge equipment and various types of measuring equipment, expanding the definition of sports in research from not only sports competitions but also to physical activities in daily lives. This is a key process within the product development cycle, which we will proceed with in an agile manner while collecting key scientific data.

I feel that the importance of social issues surrounding sustainability, such as climate change and human rights, is increasing dramatically year by year. A rise in various risks has brought about major changes in consumers' purchasing consciousness mainly in Europe and has affected global investors' behavior. Although what we do may be small things one by one, we sincerely aim to make a great social impact by accumulating results.

In 1991, we launched the Crew 21 Project, a global environment conservation initiative, with the aim of playing the role of a crew member of the Spaceship Earth. Since then, we have actively promoted CSR activities as our corporate social responsibility for 30 years in order to reduce the negative impact of our business activities on the environment and society. We will continue to strengthen our efforts, including developing environmentally friendly products, making effective use of resources, and promoting CSR procurement from suppliers. I believe that sustainability activities, based on responsible corporate behavior associated with business, should not be considered in terms of cost and that these activities will lead to enhancing both our brand value and overall corporate status if we actively promote investment in line with our management strategy.

With this in mind, the Group set long-term environmental targets in 2021 and is working to reduce greenhouse gas (GHG) emissions throughout the value chain to achieve carbon neutrality by 2050. We have also set an ambitious target for 2030 with a 50% reduction in CO2 emissions from Scope 3 (per product compared to 2018). We have also signed the United Nations Global Compact and have expressed support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to deepen our collaboration with globally influential initiatives.

We believe that we can create new value for the future in various settings, including sports, daily life, and worksites. Based on the idea that sports cannot be played in a non-peaceful situation, we seek to create a peaceful and sustainable society through the power of sports and sincerely want to contribute to its realization. We hope that our efforts will lead to the creation of the brand value of Mizuno and its steady growth. Globally, the future remains uncertain and complex due to the impact of the pandemic and war. However, we will work and make maximum effort to overcome these difficulties together with our wonderful employees and stakeholders, who always support us, and create a society where no one is left behind.

Akito Mizuno  
President  
Mizuno Corporation





# Corporate overview

## Corporate Philosophy

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

Sports provide diverse value and play a vital role in helping people to lead a prosperous and comfortable lifestyle.

Mizuno not only supports sporting activities by offering better sporting goods but also develops products and services that make the most of the value of sports and actively spread that in daily life.

We will contribute to making people around the world happy through the power of sports.

## Corporate Data

Company Name	Mizuno Corporation
Head Office	Osaka Head Office 1-12-35 Nanko Kita, Suminoe-ku, Osaka, Japan  Tokyo Head Office 3-22 Kanda Ogawa-machi, Chiyoda-ku, Tokyo, Japan
President	Akito Mizuno
Total Number (consolidated) of employees	3,782 as of March 31, 2022.
Established	Apr.1, 1906
Paid-in Capital	26,137 million yen as of March 31, 2022.



# Long Term Management Policies



## ■ 1. Re-establish and Invigorate Our Brand Towards a Bright Future.

By utilizing our long history of successful innovations, we will transition forward into becoming a market-leading brand. Collaborating with our vast group of respected stakeholders and worldwide employees, Mizuno will contribute to social, economic and environmental sustainability through the power and effect of sports.

## ■ 2. Heighten, Strengthen and Enhance Mizuno's Brand Status Globally.

Building upon our strong corporate philosophy, Mizuno is capable of great worldwide growth. Growth that provides enhanced commercial and corporate value, as well as new opportunities to address social and environmental issues. It is through innovation, “Renkei” (Cooperation) and the focusing of our vast resources that we can target and combat these global issues.

## ■ 3. Cultivate and Encourage a Corporate Culture to Be Proud of.

By emphasizing our values of "Fair-Play", "Friendship" and having a "Fighting Spirit", we aim to contribute to social, economic and environmental sustainability. We will continue to diversify ourselves and foster a corporate culture in which employees feel motivated and passionate to create market-leading innovations.



# Sustainability Basic Policy

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

## Sustainability Basic Philosophy

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

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

## Action Principles for SDGs

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

## Mizuno Corporation Ethical Standards

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

## Mizuno Corporation Ethical Standards

Officers and employees of Mizuno Corporation and its Group companies are conscious of the social responsibility of the corporation and act with due diligence to achieve the following:

### 1. Contribution to society

1. Realizing our management concept of “Contributing to society through the advancement of sporting goods and the promotion of sports.”
2. Making a positive contribution to the development of our economy, society, environment, sports and culture, thus adding to the development of international society, as well as meeting the requirements of our stockholders through creating revenue.

### 2. Compliance

1. Confirming that the company creates revenue by complying with social standards and ethics and observing all applicable laws and international regulations.
2. Ensuring actions by our corporation and its employees are consistent with the standard provided for by applicable laws. The company shall never be the cause of behavior contrary to social standards.

### 3. Providing quality products and services

1. Endeavoring to supply products and services that add value for our customers.
2. Unceasingly striving to ensure the utmost safety of our products.

### 4. Preservation of the natural environment

1. Strive to develop and provide environmentally-conscious products /services.
2. Conduct business activities with global environmental protection in mind and strive for energy and resource conservation as well as pollution prevention, and waste product reduction
3. Establish and maintain an environment management system, and strive for its continual improvement.

### 5. Sensitive information

1. Thoroughly manage confidential information to prevent leaks, and do not illegally obtain confidential information of other companies.
2. The rules and regulations for any and all information received must be abided by and safe handling must be maintained as well as improved, whether it be private or work related personal information, images, written work etc.
3. Not engaging in insider trading.

### 6. Intellectual property

1. Implementing thorough measures for protecting intellectual property created by the company.
2. Respecting all third party intellectual property and not infringing on the intellectual property rights of others.

### 7. Consideration of stakeholders

1. Promoting cooperation with stakeholders and endeavoring to actively endorse a positive dialogue with them.
2. Disclosing our corporate information to stakeholders in an appropriate and timely manner.
3. Endeavoring to maintain close contact with, and contribute to, our local community.

### 8. Responding to organizations endangering society

1. Not allowing organizations endangering society to profit from the company’s activities.
2. Never accepting unfair demands from organizations endangering society.



#### 9. Working conditions and workplace environment

1. Complying with laws and regulations concerning labor including working conditions.
2. Endeavoring to maintain and improve a safe and sanitary working environment.
3. Requiring our suppliers to comply with labor laws and regulations and to provide a safe and sanitary working environment.

#### 10. Respecting human rights

1. Respect the human rights and diversity of all people.
2. Not partaking in any discriminative activities, sexual harassment, persecution or mistreatment.
3. Not employing forced or child labor.
4. Guaranteeing the laborer's right to join a labor union and the right to negotiate with management.
5. Ensuring equal opportunity for employment.
6. Ensuring that employees who reports wrongful acts or breach of laws or regulations will not suffer any disadvantage.

#### 11. Gifts and entertainment

1. Not giving unlawful gifts or offering questionable entertainment.
2. Not giving any gifts or offering entertainment which deviates from normal social practices or general business standards.

#### 12. Promoting fair competition

1. Not making unreasonable or inappropriate requirements to our vendors and customers.
2. Complying with fair trade, fair competition and anti-monopoly laws and regulations.
3. Accurately displaying quality, content and other information for our products and services.

#### 13. Enhancing corporate culture

1. Endeavoring to foster a corporate culture which values fair play, amity and friendly competition and to not permit any unfair acts.
2. Thoroughly employing a personnel system based on merit and establish a vigorous organization by fair evaluation and the appropriate placement of human resources.
3. Complying with this Mizuno Corporation Code of Conduct, ceaselessly promoting reformation and improvement and endeavoring to enhance our business structure by undertaking stringent self-regulation and internal assistance efforts.

## Signs the United Nations Global Compact

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



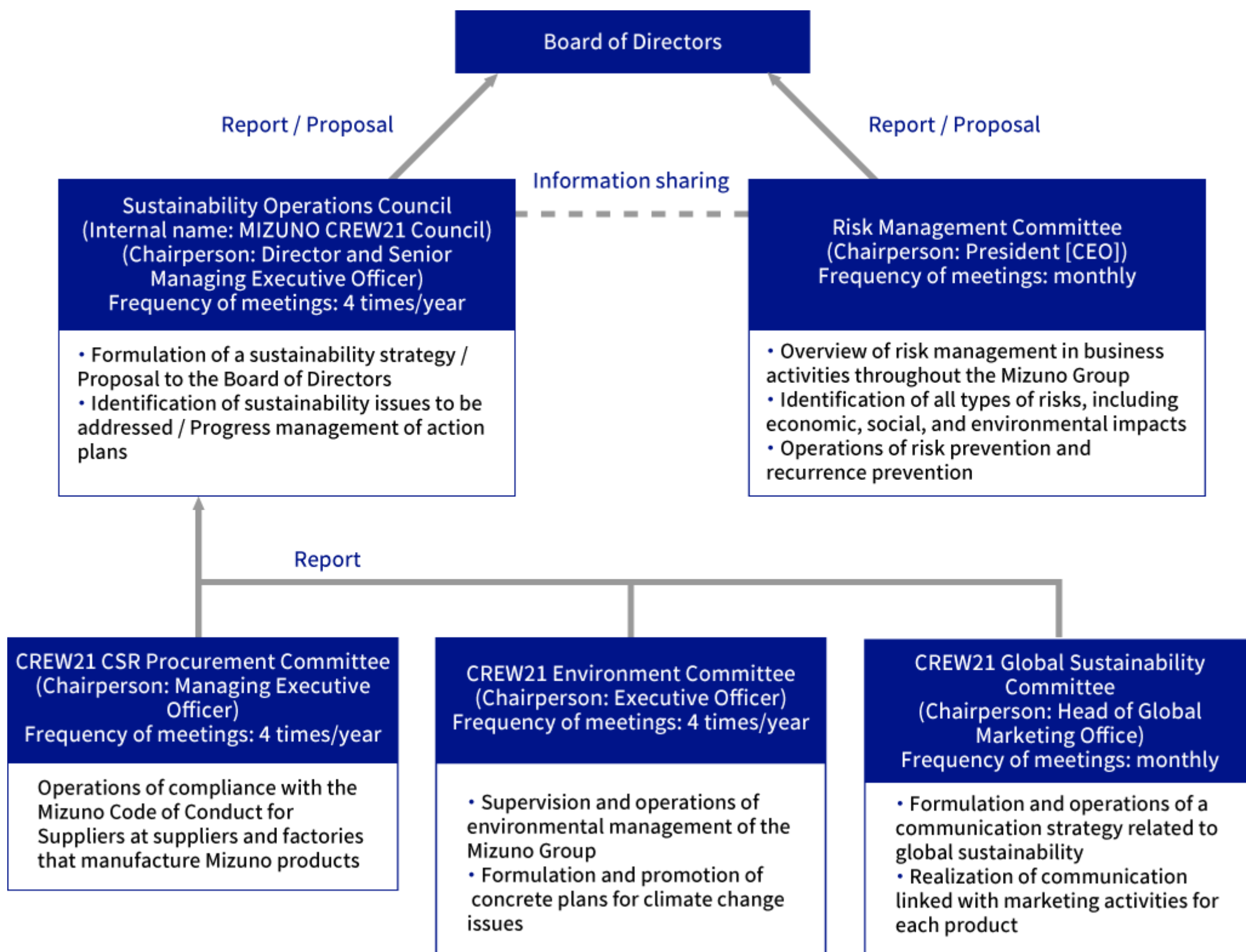
# Sustainability Operations Structure

We hold a meeting of the Sustainability Operations Council (Internal name: MIZUNO CREW21 Council), chaired by the Director and Senior Managing Executive Officer, four times a year to discuss the corporate social responsibility of the Mizuno Group and its global sustainability policy, identify specific issues to be addressed, formulate action plans on the issues, set targets, and manage the progress of such targets. Important issues discussed by the Sustainability Operations Council are presented to the Board of Directors and are rolled out to all divisions and business bases of the Group after a resolution by the Board of Directors. Sustainability reports are deliberated and approved by the Sustainability Operations Council and are reported to the Board of Directors. The identification of ESG impacts and risk opportunities is also reported to the Board of Directors via the Sustainability Operations Council. The Board of Directors receives reports on the progress of sustainable activities to supervise them.

Moreover, the CREW21 CSR Procurement Committee, the CREW21 Environment Committee, the CREW21 Global Sustainability Committee, and the Risk Management Committee have been established as the subcommittees of the Sustainability Operations Council to deal with cross-departmental issues in the six identified areas of priority issues (materiality) related to social responsibility and sustainability. Under our Sustainability Operations Structure, each committee holds regular meetings to formulate more specific action plans, set targets, and manage the progress of such targets, and it reports and presents the meeting results to the Board of Directors as needed.

For the review of the risk management process related to ESG, deliberations are conducted by the Risk Management Committee, and the review results are reported to the Board of Directors via the Sustainability Operations Council

When the materiality was reviewed in FY 2020, deliberations were conducted by the Sustainability Operations Council in the review process, and approval was obtained from the Board of Directors. In FY 2021, both the Sustainability Operations Council and the CREW21 Environment Committee regularly discussed issues related to climate change. In September 2021, under the theme of “Climate Change Responses Required of Companies,” we conducted training for management, the heads of each division, and business managers to further promote understanding throughout the Group.



## Sustainability Operations Council (Internal name: MIZUNO CREW21 Council)

The Sustainability Operations Council has been established to integrate the Mizuno Group's social responsibility efforts related to the economy, society, and the environment with management strategy. Chaired by the Director and Senior Managing Executive Officer, the council consists of the Executive Officer for product development, the Executive Officer for human resources and general affairs, the Chairperson of each sustainability-related committee, the Senior Manager of the Corporate Planning Office, who supervises the overall business strategy, the Senior Manager of the Legal Affairs Office in charge of compliance, the Senior Manager of the Quality Assurance Office, who is closely related to sustainability, the head of the R&D division, and a wide range of other members.

The Sustainability Operations Council discusses Mizuno's sustainability strategy, identifies specific issues to be addressed, formulates action plans on the issues, and sets targets. Important issues are presented to the Board of Directors and are rolled out to all divisions and business bases of the Group after a resolution by the Board of Directors. Positioned above the CREW21 CSR Procurement Committee, the CREW21 Environment Committee, and the CREW21 Global Sustainability Committee, this committee deliberates on reports on important issues discussed by these lower-level committees.



## CREW21 CSR Procurement Committee

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Recognizing the impact of our manufacturing activities on people working in our factories and the local community, we have promoted CSR procurement activities since 2004 to secure the appropriateness of human rights protection, occupational safety and health, and environmental conservation at Mizuno product suppliers from the perspective of international standards.

To promote these activities, the CREW21 CSR Procurement Committee has been established. Chaired by the Managing Executive Officer and consisting of representatives from the production division, the factory division, the Quality Assurance Office, and other related divisions, the committee promotes compliance with the Mizuno Code of Conduct for Suppliers and discusses the implementation of CSR procurement audits.

In association with the reorganization of the organizational structure on April 1, 2021, the name of the committee was changed to the “CREW21 CSR Procurement Committee”.

## CREW21 Environment Committee

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Based on the recognition that all of our corporate activities have an impact on the environment, we launched the CREW21\*Project, aimed at contributing to the global environment and its conservation, and established the Crew21 Committee, which discusses important policies, measures, and issues related to environmental conservation activities in the Mizuno Group, in September 1991. As of 2022, more than 30 years have passed since the launch of the project and committee.

Consisting of the Executive Officer responsible for environmental management and the heads of major divisions, including R&D, product development, production, facility services, logistics, retail sales, quality assurance, and human resources and general affairs, the committee formulates and revises the environmental policy, sets short-term, medium-term, and long-term environmental targets, and discusses specific measures to achieve the targets. Since FY 2021, the CREW21 Environment Committee has met every two months, six times a year. Placing importance on reducing environmental burden in our business activities, including reducing GHG emissions, and developing and providing environmentally friendly products and services, we operate the committee as a conference body that promotes communication across the entire company, determining the direction for environmentally friendly products and climate-change-responsive products and formulating business plans. In addition, to promote environmental conservation activities throughout the Group, we have established an environmental management system (EMS), led by our operating officer. The CREW21 Environment Committee reports on the progress of environmental conservation activities to share information on a regular basis.

In association with the reorganization of the organizational structure on April 1, 2021, the name of the committee was changed to the “CREW21 Environment Committee”.

※ Crew21 stands for Conservation of Resources and Environmental Wave21.

## CREW21 Global Sustainability Committee

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In January 2021, the CREW21 Global Sustainability Committee was launched to promote sustainability activities on a global scale. Chaired by the Head of the Global Marketing Office, the committee is joined by the Director and Senior Managing Executive Officer and other officers from related divisions as observers.

The committee holds regular online meetings to formulate a communication strategy related to sustainability and specific plans linked with marketing for each product. Representatives from each region, each product division, and related management divisions gather to have discussions.

## Risk Management Committee

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The Risk Management Committee has been established as an advisory body to the Board of Directors based on the Risk Management Regulations. Chaired by the President (CEO), it consists of two Senior Managing Executive Officers and the heads of six divisions that oversee internal control.

The committee oversees risk management in business activities throughout the Mizuno Group, including each division of Mizuno Corporation and its subsidiaries, and plays a central role in identifying all types of risks, including economic, social, and environmental impacts, and developing and implementing relevant risk prevention measures. Since FY 2021, aspects that are considered to be related to climate change risks in the short, medium, and long term have been put on the agenda of the Risk Management Committee for concrete discussion.

In addition, the committee works to disseminate the concept of risk management throughout the Mizuno Group through information exchange with related departments and business bases on a daily basis and training programs. When the company faces a specific business risk, it strives to resolve issues at an early stage and prevent their recurrence in cooperation with a crisis management team established separately.



# Stakeholder engagement

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

## Main stakeholders

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

Stakeholders	Major communication opportunities	Specific examples of actions
Common	Website Year Book	<ul style="list-style-type: none"><li>Preparation and publication of a Sustainability Report (once a year)</li><li>Publication of “Year Book,” a corporate brochure that includes information on the SDGs and sustainability (once a year)</li></ul>
Customers	Mizuno Call Center Social media	<ul style="list-style-type: none"><li>Providing active support in which we contact silent customers to respond to their indirect complaints posted on our website</li></ul>
Employees	Gathering between management and employees Labor-management consultation	<ul style="list-style-type: none"><li>Continuing to provide opportunities for direct communication between the President / executives and employees</li></ul>



Stakeholders	Major communication opportunities	Specific examples of actions
Supplier	Capacity building (once a year) On-site audit / Individual dialogue	<ul style="list-style-type: none"> <li>• Holding of a CSR procurement seminar: As one of the capacity building initiatives, we hold the Mizuno CSR Procurement Seminar, targeting subcontracted factories that operate overseas factories. It was not held in FY 2021 due to the impact of COVID-19.</li> <li>• On-site audit (domestic): Mizuno's CSR staff visits a factory that employs foreign technical intern trainees to conduct a CSR audit.</li> <li>• Dialogue through attendance at an audit: Dialogue is conducted through attendance at an audit of major factories in a country where our operations have recently been launched to check the disparity between the law and what is done on-site and the difficulty level of correcting it. At the closing meeting, it is also checked to what extent the disparity can be corrected. Suppliers and on-site staff are asked to attend audits to share issues.</li> <li>• Dialogue with a factory subject to a follow-up audit: We repeatedly have individual meetings with a factory evaluated as C or D in an audit to closely check the progress and status of correction in preparation for a follow-up audit.</li> <li>• Dialogue before the commencement of business (production): We hold a briefing session on CSR procurement individually for a new supplier that starts business with us to explain Mizuno's policy and audits.</li> <li>• Explaining our CSR procurement policy and plans and global trends, and providing feedback on the audit results in the previous fiscal year at a regular meeting with major suppliers of the procurement division.</li> </ul>
Business partners	National Mizuno Meeting Policy presentation meeting / social gathering (held twice a year in line with an exhibition)	<ul style="list-style-type: none"> <li>• Not only the staff of the sales division but also the staff in charge of product planning attend a social gathering with business partners to communicate from different perspectives.</li> </ul>
Local communities	Factory briefing session (risk communication) (once a year)	<ul style="list-style-type: none"> <li>• Mizuno Technics Corporation holds regular dialogue sessions on environmental conservation activities in its factories, inviting administrative officials and people from neighborhood associations in the areas where its factories are located.</li> </ul>
Shareholders / Investors	General Meeting of Shareholders	<ul style="list-style-type: none"> <li>• Early dispatch of the notice of convocation of the General Meeting of Shareholders, preparation of an English version of the notice of convocation, and disclosure of them on the websites of the company and stock exchanges</li> </ul>

## Engagement example

We have designed an exercise program called “Nagara Exercise,” and Osaka Prefecture promotes the initiative for the Trash Pickup Campaign in Combination with Nagara Exercise.” The campaign is introduced on Osaka Prefecture’s website as a movement aimed at making trash pickup, which is carried out in streets, rivers, and various other places to protect the sea and sea creatures, more enjoyable so that people can continue trash pickup for a long time, as well as a movement that leads to health promotion. We participate in events held near our Osaka Head Office, such as a trash pickup around the Osaka Prefectural Government Sakishima Building, to provide opportunities to communicate with local residents.

[“Trash Pickup Campaign in Combination with Nagara Exercise”](#)

[Started \(in Japanese\)](#)

\* “Nagara Exercise” is an exercise program devised by Mizuno. It is an exercise that can be done anytime, anywhere, and on the spot by finding opportunities to move our bodies in daily life without doing anything special for exercise.

## Communication with suppliers

To promote CSR procurement activities, including ensuring the human rights and occupational safety and health of workers in subcontracted factories and promoting environmental conservation activities in the factories, we actively communicate with production-related suppliers and local staff. In the event of an audit, we hold a follow-up meeting to understand the current situation of the suppliers and provide the necessary advice.

## Collaboration with labor unions – “Global Framework Agreement”

To work together to protect the human rights of workers in subcontracted factories and improve their working conditions, we held a regular information exchange meeting with UA Zensen and Mizuno Union online on January 25, 2022. They are signatories to the Global Framework Agreement\*, which we signed in 2011. We reported the results of our CSR procurement initiatives in FY 2021 and our concerns, and UA Zensen provided information on the concerns and movements of labor unions.

\* On October 1, 2020, we updated the content of the Global Framework Agreement signed with IndustriALL Global Union (I-ALL) in 2011.

# Participation in outside initiatives

## Participation in Outside Initiatives Relating to Sustainability

United Nations Global Compact	Signatory
Apparel and Footwear International RSL Management Group (AFIRM)	Member
TCFD (Task Force on Climate-related Financial Disclosures)	Support

## Participation in outside initiatives relating to sustainability

Public-Private Partnership Platform for Local Development SDGs
Kansai SDGs Platform
Support for UNICEF’s Children's Rights in Sport Principles
Sport for Tomorrow Consortium
Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI)

## Organizations and Domestic and Overseas Advisory Institutions within which Mizuno holds positions

### 1. Governance organizations within which Mizuno holds positions

Association of Japan Sporting Goods Industries (JASPO)	Vice Chairman
Kansai Sporting Goods Industrial Association	Vice President
Mizuno Sports Promotion Foundation	President
Higashi Tax Payment Association	Vice President

### 2. Organizations operating projects or committees in which Mizuno participates

World Federation of the Sporting Goods Industry (WFSGI)	Board Member
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### 3. Organizations to which Mizuno has made more monetary contributions than expected by ordinary membership status

None.

### 4. Organizations whose membership is regarded as strategic

Osaka Sporting Goods Wholesalers Association
Study Group for Information Systems on Sporting Goods
Japan Golf Goods Association





# Integrated Value Creation Stories

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



## Mizuno’s Social Value: Responsibility & Beyond [Materiality]

Beyond our past & present CSR activities, (= By applying and integrating our past & present CSR activities”), we plan and develop our future global sustainability marketing direction and strategies. At the same time, We take on the challenge of contributing to sustainability and the SDGs, through new business development.

### Responsibility: Corporate activities with responsibility associated with business

- Responsible procurement with due respect for human rights
- Responsibility for global environmental issues
- Responsible business practices
- Responsibility for Safe and High-Quality Products

### Beyond: Providing social value through business

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

# Strengths of Mizuno: Heritage & Beyond

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

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

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

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

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

# Mizuno's Business Field: Sports & Beyond

Expansion of business domains based on sports as the core base

## Sports

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

## Beyond Sports

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




















# Materiality (priority issues)

## Review of materiality

1. Background of the review
- To further promote sustainability management, we started examination on “formulation of Integrated Value Creation Stories,” “redefinition of materiality,” and “clarification of priority SDGs to be targeted” in June 2019. In October 2020, the Sustainability Operations Council redefined materiality and deliberated on the review of the materiality.
2. Deliberation and approval by management
- After an individual hearing was conducted for officers and business managers by outside experts, the draft on materiality, which was formulated by the Secretariat with reference to proposals from the outside experts, was deliberated multiple times by the Sustainability Operations Council. In January 2020, it was deliberated and approved by the Board of Directors, and new materiality has been disclosed since FY 2021.

### Mizuno’s new materiality and major related SDGs

New materiality																					
Corporate activities with responsibility associated with business Responsibility	Responsibility for Safe and High-Quality Products <a href="#">more</a>	Ensuring of the safety and quality of products													●						
		Communication related to products													●						
		Customer service													●						
	Responsible procurement with due respect for human rights <a href="#">more</a>	CSR evaluation of suppliers before the commencement of business	●		●	●	●	●		●		●							●		
		Understanding of the CSR status of suppliers and improvement efforts	●		●	●	●	●		●		●							●		
		Efforts to prohibit and eliminate child labor and forced labor	●		●	●	●	●		●		●							●		
	Responsibility for global environmental issues throughout the product lifecycle <a href="#">more</a>	Reduction of energy consumption and GHG emissions			●				●	●					●	●	●	●			
		Reduction of hazardous chemical substances			●				●	●					●	●	●	●			
		Reduction of waste			●				●	●					●	●	●	●			
	Responsible business practices <a href="#">more</a>	Compliance / Anti-corruption											●						●		
		Protection of intellectual property																	●		
		Protection of personal information												●					●		
Providing social value through business Beyond	Contributing to the multi-dimensional values of sports <a href="#">more</a>	Physical and mental health through sports			●	●	●													●	
		Developing communities based on sports			●	●	●													●	
		Equality and diversity through sports			●	●	●						●							●	
		Contributing to peace through sports			●	●	●						●							●	
	Contributing to the resolution of social issue <a href="#">more</a>	Extending healthy life expectancy			●	●	●													●	
		Improving physical fitness and athletic abilities of children			●	●	●						●							●	
		Contributing to comfortable active life			●	●	●			●					●	●	●			●	
		Contributing to the SDGs by applying Mizuno's technologies			●	●	●				●				●	●				●	



## Key Performance Indicators (KPIs)

We have established key performance indicators (KPIs) for materiality to appropriately manage the progress of materiality initiatives and promote information disclosure in annual reports. For the four items of “Responsibility for Safe and High-Quality Products,” “Responsibility for global environmental issues throughout the product lifecycle,” “Contribution to the multi-dimensional value of sports,” and “Contribution to the resolution of social issues,” we continue to examine KPIs and targets. We plan to disclose KPIs and targets for all items in or after FY 2023.

		Key Performance Indicator (KPI)	FY 2022 Target
Responsibility: Corporate activities with responsibility associated with business	Responsibility for Safe and High-Quality Products	The Key Performance Indicator (KPI) and target will continue to be carefully examined for publication in FY 2023.	
	Responsible procurement with respect for human rights	Improvement of the correction rate for fatal / serious nonconformity items within six months	65% (FY 2021 results: 44%)
	Responsibility for global environmental issues throughout the product lifecycle	The Key Performance Indicator (KPI) and target will continue to be carefully examined for publication in FY 2023.	
	Responsible business practices	Improvement of employee awareness of the whistle-blowing system	Mizuno employees' awareness of the Mizuno Fair Play Hotline / Harassment Hotline: 100%
Beyond: Providing social value through business	Contributing to the multi-dimensional values of sports	The Key Performance Indicator (KPI) and target will continue to be carefully examined for publication in FY 2023.	
	Contributing to the resolution of social issue	The Key Performance Indicator (KPI) and target will continue to be carefully examined for publication in FY 2023.	

## 46 issues applicable to Mizuno

When identifying priority issues (materiality) in 2015, we selected the following 46 issues. These issues were considered as applicable to us and were organized under six pillars at that time in reference to ISO 26000, the SDGs, the GRI G4 Guidelines, and other international standards deemed important as well as various reports from NGOs and research agencies.

This time, we reviewed the materiality based on these 46 issues. When reviewing the materiality, we sorted out social issues deeply related to our company and our past achievements. After much discussion on our strengths, business domains and social value provided by us with management and employees of related divisions according to the proposals of outside experts, we selected new materiality from the 46 issues.

Promotion of sports	CSR procurement	Environment
<ol style="list-style-type: none"> <li>1. Improvement of the physical strength and athletic ability of children</li> <li>2. Health promotion of the elderly through sports</li> <li>3. Promotion of local sports through cooperation with schools and local communities</li> <li>4. Support for promotion of sports for the disabled</li> <li>5. Support for promotion of amateur sports</li> <li>6. Training of sports instructors</li> <li>7. Support for promotion of sports in developing countries</li> </ol>	<ol style="list-style-type: none"> <li>1. Environmental impacts of Tier 1 suppliers</li> <li>2. Treatment of workers at Tier 1 suppliers</li> <li>3. Other risks at Tier 1 suppliers</li> <li>4. Prohibition and elimination of child labor</li> <li>5. Environmental impacts of Tier 2 and Tier 3 suppliers</li> <li>6. Treatment of workers at Tier 2 and Tier 3 suppliers</li> <li>7. Understanding of other risks at Tier 2 and Tier 3 suppliers</li> <li>8. Supplier capacity building</li> <li>9. Disclosure of information on CSR efforts and ensuring of transparency of the information in the supply chain</li> <li>10. Freedom of association and collective bargaining rights in the supply chain</li> <li>11. Establishment of a complaint-handling mechanism in the supply chain</li> <li>12. Disclosure of supplier information related to products</li> </ol>	<ol style="list-style-type: none"> <li>1. Reduction of greenhouse gas emissions</li> <li>2. Reduction and proper control / disposal of waste</li> <li>3. Reduction and proper control of chemicals hazardous to humans and the environment</li> <li>4. Reduction of energy consumption</li> <li>5. Increase in efficiency of water consumption and water consumption management</li> <li>6. Research and development aimed at reducing the environmental impacts of products</li> <li>7. Disclosure of information on the environmental impacts of products</li> <li>8. Environmental considerations when holding sporting events</li> <li>9. Collection and recycling of Mizuno's used products</li> </ol>
Fairness in business practices	Product liability	Employment and human resource utilization
<ol style="list-style-type: none"> <li>1. Enhancement of governance</li> <li>2. Practice of compliance</li> <li>3. Enhancement of internal control</li> <li>4. Anti-corruption</li> <li>5. Prevention of anti-competitive behavior</li> <li>6. Protection of intellectual property</li> <li>7. Protection of personal information</li> </ol>	<ol style="list-style-type: none"> <li>1. Product quality control</li> <li>2. Provision of information on safe product use to consumers</li> <li>3. Ensuring of the appropriateness of advertising materials</li> <li>4. Ensuring of the appropriateness of product labeling</li> <li>5. Responses to inquiries from consumers</li> <li>6. Sincere responses regarding defective products</li> </ol>	<ol style="list-style-type: none"> <li>1. Fair evaluation system</li> <li>2. Safety and health in workplaces</li> <li>3. Realization of diverse working styles</li> <li>4. Diversity</li> <li>5. Wages and welfare of employees</li> </ol>

## Contribution to the multi-dimensional value of sports



# Management approach for priority issues

## Why are priority issues important? (reason for importance)

The value that sports can offer is multifaceted, and sports play an important role in our everyday life, helping us lead richer, healthier, and more pleasant lives. For instance, children need to make exercising a habit if they want to improve their physical strength and athletic ability. In addition, in times like today, where the national population is aging, sports can help extend our healthy life expectancy. To help more people recognize the value of sports, Mizuno will continue putting effort into promoting sports with the aim of maximizing the power of sports by applying its Group's knowledge, know-how, technology, and networks relating to sports.

## Management policy

The promotion of sports, which Mizuno has been putting effort into, has always been about the following: 1) helping as many people as possible recognize the fun of sports and learn about the importance of playing fair, building friendships, and having a fighting spirit, which comprise the spirit of sports; and 2) collaborating with relevant organizations in helping resolve social issues by maximizing the possibilities of sports. Mizuno believes that putting effort into the promotion of sports will allow it to help contribute to creating a sustainable world where each and every one of us can shine.

Therefore, to enhance its social value through the promotion of sports, Mizuno reexamined its materiality in FY 2021 and consequently decided to center its activities around the following themes: 1) contribution to the multi-dimensional value of sports and 2) contribution to the resolution of social issues.

To contribute to the Multi-dimensional Value of Sports, Mizuno will put effort into the following three most important issues.

- Physical and mental health through sports
- Developing communities based on sports
- Equality and diversity through sports

Mizuno is also focusing strongly on its global activities for the promotion of sports that suit various countries and regions.

## Management system

Mizuno has previously established the Sustainability Operations Council (internal name: MIZUNO CREW21 Council), which is chaired by the Director and Senior Managing Executive Officer. In addition to this committee, in January 2021, to further promote sports globally and also promote its unique sustainability activities, Mizuno established the CREW21 Global Sustainability Committee. The Director and Senior Managing Executive Officer and other officers from related divisions participate in the committee as observers. The committee is currently accelerating its activities, including holding regular online meetings attended by representatives of each region to decide which issues need to be addressed and how they should be addressed, as well as what the committee's goals regarding each issue to be addressed should be.

[To learn about Mizuno's sustainability operations structure, please click here.](#)



# Performance highlights

■ Number of contracted sports facilities/number of facilities\*

FY 2019	173 properties/1,061 facilities
FY 2020	176 properties/1,112 facilities
FY 2021	185 properties/1,218 facilities

As of April 2022

The Key Performance Indicator (KPI) and target will continue to be carefully examined for publication in FY 2023.



## Contribution to the multi-dimensional value of sports



### Materiality

## Physical and mental health through sports

Our living environment is changing dramatically. The advancement of the information society and the automation of a variety of tasks have improved accessibility and the change in working patterns has made life more convenient and comfortable. On the other hand, people in general have come to lack sufficient exercise and not interact with one another in person as often as they used to, and these issues are believed to adversely affect the healthy development of the world.

Sports not only help us maintain our physical and mental health but also have the great power to create communication beyond the borders of countries and generations and to bring out the potential of people and regions. Mizuno will help create a rich and sustainable world where each and every one of us can shine, and it will do so by helping as many people as possible enjoy sports.

### Proposing programs designed to help companies support employees to maintain good health

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To help companies support employees to maintain good health, Mizuno designed a program called “Nagara Exercise 100” (100 exercises to perform while doing something else), which aims to resolve the lack-of-exercise issue by turning daily activities into light exercises.

Some of the reasons it may seem hard to make exercising a habit are that we tend to think we need to set aside a certain amount of time, be at a specific place to exercise, and do something special. Nagara Exercise 100 was developed based on the belief that daily life is full of opportunities to move our bodies and that there is nothing special we need to do in order to exercise.

Nagara Exercise 100 does not require using any special equipment, going to a gym, or setting aside time just to exercise. Mizuno categorized daily life into 25 scenes, and based on those scenes, it proposed exercises that can be done while doing something else. In addition, to introduce these exercises, Mizuno has developed a special website and held events and training sessions.

The concept of nagara exercise, which proposes that daily life itself can become an exercise if we could simply see it in a different way, is currently being offered in collaboration with various companies and organizations.

[Please click here for more details.](#)

### Proposing a walking program that can help maintain and enhance good health

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Mizuno offers a walking training program that can be enjoyed individually. The program introduces how shoes should be worn, what posture one should maintain when walking, how one should walk, and what kind of stretching exercises there are for our toes, and it is designed for the elderly, who may not like exercising.

■ Results of the walking program

	FY 2019	FY 2020	FY 2021
No. of facilities	38	27	34
No. of participants (persons)	2,801	2,866	2,687

## Delivering videos of simple exercises that can be enjoyed at home

To help people feel good by exercising and thereby overcome the adverse effect that the COVID-19 pandemic could have, Mizuno initiated an exercise video project with help from its instructors.

[Please click here for more details.](#)

## Future issues to be addressed

To help people lead pleasant lives, Mizuno will adjust itself to the rapidly changing world and apply DX to its business to help people recognize how easy it is to make exercising a habit.

## Contribution to the multi-dimensional value of sports



# Materiality

## Developing communities based on sports

Today, we are able to indirectly enjoy sports by watching real-time games and matches both in our own country and abroad thanks to the development of digital technology. However, since actually playing sports requires having equipment, a facility, teammates, and/or instructors, there are people who cannot play sports even if they want to.

Mizuno believes it needs to help create equal opportunities to play sports, regardless of age, physical disability, and place of residence, if it wants to help as many people as possible enjoy sports by maximizing the potential of sports. Therefore, Mizuno puts effort into improving the accessibility of sports and promoting regional sports. By doing so, Mizuno also aims to help people connect and communicate with one another through sports.

### Regional sports promotion by top athletes

#### Holding Mizuno Victory Clinics

In 2007, Mizuno began promoting regional sports, with help from current and former male and female top athletes, by holding Mizuno Victory Clinics, which have top athletes give demonstrations and advice to help participants recognize the fun of sports.

About 300 current and former athletes of 20 types of sports, who participated in domestic and international sports competitions, including the Olympics and world championships, are registered as clinic instructors, and they directly pass on their skills and spirit to participants. In addition, Mizuno Victory Clinics aim to promote interaction between participants. Mizuno Victory Clinics, which welcome top athletes as instructors, not only promote regional sports but also provide athletes with opportunities to demonstrate their skills. The Clinics also serve as venues for top sports athletes and regional sports athletes to interact with one another.

In FY 2021, Mizuno was only able to hold 45 Clinics due to the COVID-19 pandemic.

	FY 2019	FY 2020	FY 2021
No. of times held	89	24	45

### Collaboration with municipalities in promoting regional sports

Regional sports not only help people improve their physical and mental health but also help residents build communities. Having the public, private, and education sectors put their ideas together allows activities to become more responsive to regional needs and thereby more effective. Mizuno collaborates with municipalities and universities in promoting regional sports.



## Operating sports facilities

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Creating opportunities for enjoying sports requires creating regional sports venues. In 2006, Mizuno was designated as a national sports facility management project participant. To promote interaction between community members and help them feel free to enjoy sports in their communities, Mizuno manages sports facilities and offers programs designed for people of all ages. As of April 2022, contract facilities totaled 1,218 in 185 regions nationwide.

## Future issues to be addressed

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Given that a new lifestyle called the ‘new normal’ has become normalized due to the COVID-19 pandemic, we have to consider that children’s physical strength will continue to decline. To help maintain and increase the number of people who play sports and help create a world where we can lead rich and healthy lives, Mizuno will continue to put effort into creating more opportunities for children to enjoy sports anywhere, including, but not limited to, during physical education classes and club activities at school.





Materiality

# Equality and diversity through sports

## Research into the development of products and services that will allow various people to enjoy exercising and playing sports together

Mizuno puts effort into conducting research into the development of products and services that will allow various people, regardless of their age, gender, and physical disability, to enjoy exercising and playing sports together. For instance, to allow as many people as possible to play sports, Mizuno conducts research into ways to run and walk with less physical burden and puts effort into developing products designed to enable easier running and walking.

In addition, to develop products that will reduce the burden placed on the human body, Mizuno pursues research of the following types.

- **Trolley bags that make walking easier (reduce wrist and arm burden)**  
Mizuno’s trolley bags allow walking straight despite small differences in level because their handles are L-shaped and transfer power equally to the wheels when the carrier leans forward to proceed. When the carrier is walking uphill, holding the L-shaped handle at an angle allows reducing 40% of his/her wrist muscle burden compared to when the handle is held vertically.
- **Knee supporter ”Good Moving Knee Supporter” (reduces knee burden)**  
Mizuno’s support gear is equipped with built-in flex tube bones that reduce the wobbling of the knee and thereby ensure stability. In addition, because they are originally “dynamotion-fit” designed by Mizuno, they do not slip off easily and thereby can be comfortably worn.
- **Earlobe-type pulse rate monitor “MiKuHa” (reduces heat risks)**  
MiKuHa is an extremely accurate and convenient pulse rate monitor worn on the earlobe rather than on the wrist or chest, and it allows keeping track of one’s pulse rate on a smartphone. In addition to promoting its use in sports gyms to visualize exercise efficiency, Mizuno will promote the use of MiKuHa at workplaces and construction sites to help improve safety by helping maintain workers’ good health and detecting heat risks in solution collaboration with partner companies.



M i K u H a



MiKuHa being worn on a child’s earlobe

- **Carbon white cane “MizunoCane ST” (improves comfort and safety))**

In March 2022, Mizuno launched the straight white cane “MizunoCane ST,” which pursues lightness and operability by making use of the carbon design and processing technologies it has cultivated in the development of sporting goods. Designed to be stiff on the hand side close to the handle, this white cane makes it easy for the user to feel the unevenness of the ground. Moreover, a teardrop-shaped cane tip, which touches the ground, helps prevent the cane from getting caught on the road surface. Under cooperation with the general incorporated association PLAYERS\*1, it is developed by Mizuno Corporation and manufactured by Mizuno Technics Corporation\*2.

\*1 A prototyping team with the slogan “Be excited together to address issues in society”

[https://www.players.or.jp\\_\(in\\_Japanese\).](https://www.players.or.jp_(in_Japanese).)

\*2 A Mizuno Group company that manufactures sporting goods and carbon products

[https://www.mizuno-technics.co.jp/\(in\\_Japanese\).](https://www.mizuno-technics.co.jp/(in_Japanese).)



Carbon white cane “MizunoCane ST”

## Support for sports for the physically challenged

To create opportunities for the physically challenged to actively enjoy sports, Mizuno puts effort into developing and offering sports equipment designed for the physically challenged and provides athletes and teams with support.

### Development of a plate spring for sports prostheses

Mizuno collaborates with Imasen Engineering Corporation, a welfare equipment manufacturer, in developing track-and-field foot prostheses. In 2016, Mizuno and Imasen Engineering Corporation jointly developed a carbon sports foot prosthesis plate spring and subsequently began selling it through prosthesis and orthotics manufacturers nationwide. This carbon plate spring is designed for all kinds of short-distance track-and-field athletes, from beginners to top athletes, and it was developed by examining and reexamining the distribution of rigidity of the entire plate spring in order to respond to athletes’ need for plate-spring deformation and repulsion, and this was done based on data gathered by analyzing athletes’ motion when running, the relation between plate-spring deformation and load, and the plate-spring structure. In addition, effort was put into making the plate spring as light as possible so that it could be used with ease.



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

In September 2020, Mizuno and Imasen Engineering Corporation jointly developed another sports foot plate spring called KATANAS (katana sigma), which has a hole in the middle tip part of the plate spring. The hole, located above the part that comes into contact with the ground, which is also where the spike pins of this carbon plate spring are, allows reduction of air resistance by 31%.<sup>\*1</sup>The mass of this plate spring is about 15% lighter than that of previous models, and the moment of inertia, which indicates how easy/difficult it is to swing the plate spring, is about 10% smaller compared to that of previous models.<sup>\*2</sup>

<sup>\*1</sup>. Compared with plate springs without an air hole. The comparison was based on an experiment conducted by Mizuno, using wind tunnel experimental equipment.

In the experiment, the wind was set at 18.2 m/s, and participants swung out their prosthesis legs. Measurements were made when the foot plate springs, being swung, reached their maximum speed (when the foot plate springs were tilted forward 30 degrees perpendicular).

<sup>\*2</sup>. Compared with previous models. The comparison was based on an experiment conducted by Mizuno, using a moment-of-inertia measuring instrument.

In the experiment, measurements were made at a position 460 mm above ground and 80 mm forward from where the plate springs are attached, being set as the knee rotation axis.

In September 2021, Mizuno jointly developed the carbon plate spring “KATANASα” (katana alpha) for entry-level athletes. Conventional foot plate springs were designed to be attached to prosthetic legs dedicated to competition for running on athletics track fields. However, Mizuno has newly developed a lightweight and easy-to-use plate spring as an entry model for those running with prosthetic legs for the first time, using its know-how in manufacturing foot plate springs for competition. The attachment of a dedicated sole makes this plate spring have the characteristics with the same concept as the top model. In addition, the KATANASα can be easily switched with prosthetic legs designed for daily use and is more reasonably priced than conventional competition models.

In Japan, there are approximately 60,000 people who have had their lower limbs amputated<sup>\*3</sup>. According to a questionnaire by the Tetsudo Kosaikai Foundation Prosthetics and Orthotics Support Center, approximately 30% of the users who had prosthetic legs made by the Support Center answered that they “want to try prosthetic legs for competition.”

Mizuno will continue research and development of plate springs for sports prostheses together with Imasen Engineering Corporation and promote the improvement of health and welfare by supporting the sports life of lower limb amputees.

<sup>\*3</sup> Source: The 2006 Ministry of Health, Labor and Welfare Survey of Childhood and Adult Disability



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

## **An exercise program designed to stimulate the development of children**

Mizuno offers a play-based exercise program for children who experience trouble (such as dropping things and/or having difficulty using scissors and knives) due to difficulty with performing movements accurately when playing sports and/or with everyday movements that require precision. This program aims to stimulate the development of children by helping them find out how they should move their bodies to improve their motor skills.

## **Expanding Mizuno’s business that targets fans**

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Mizuno has designed and is implementing a project titled “Fanbassador Meeting,” which aims to develop absolutely new, fun, and convenient professional baseball fan goods in collaboration with fans.

Mizuno coined the term “fanbassador” because it wanted baseball fans to serve as ambassadors in sharing the fun of baseball with others from their own perspectives.

In the future, Mizuno will develop more projects, aiming to develop uniforms and other cheering goods by incorporating the perspective of not only professional baseball fans but also fans of other sports to make other sports more interesting as well.

## **Future issues to be addressed**

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Mizuno aims to create a world where everyone can enjoy sports by applying the technology and material that it developed in the sports industry.



## Contribution to the multi-dimensional value of sports



# Materiality

## Contribution to peace through sports

The Mizuno Group has always wanted to help everyone around the world lead bright and healthy lives by taking part in sports. In the situation of the COVID-19 pandemic from FY 2020 onward, Mizuno is reminded of the importance of its business, recognizing the importance of moving our bodies, the fun in being able to play sports, the impressiveness of sports, and the courage that sports give us.

Mizuno has business locations in 12 countries and regions overseas, and it operates its Mizuno brand globally. We strongly drive its global activities regarding the promotion of sports that suit countries and regions. We aim to continue helping create a peaceful world with the power of sports and also aims to further help every adult and child around the world smile.

### Participating in the Amsterdam Marathon

One of the most well-known activities aimed at promoting sports overseas is the Amsterdam Marathon, held in the Netherlands, which Mizuno has supported since 2000. The Amsterdam Marathon offers a full marathon, a half marathon, and an eight-kilometer run, allowing participants to choose and enjoy a run that best matches their running skills.

Although the Amsterdam Marathon was held as a virtual run event in FY 2020 due to the COVID-19 pandemic, in FY 2021, it was held as a real competition on October 17 for the first time in two years. The competition welcomed more than 30,000 runners from over 90 countries. Serving as the main supporter of the competition, Mizuno set up Mizuno flags over 2 km around the venue. During the competition, Mizuno also set up a sales stand adjacent to the stadium to display and sell its apparel and footwear.

[Please click here for more details on this event.](#)



Amsterdam Marathon 2021



Amsterdam Marathon 2021 held as a real event for the first time in 2 years

To help all kinds of people, from children to adults, as well as beginners to those advanced, in Europe, the U.S., Australia, Taiwan, South Korea, and China, as well as other countries around the world, Mizuno co-hosts competitions and holds sports clinics relating to running, rugby, badminton and other sports.

## Contributing to the pink ribbon campaign

Mizuno USA and Mizuno Australia sell special edition shoes called the Project Zero Wave Rider Waveknit. Part of the sales that come from selling these shoes is donated to and used at The National Breast Cancer Foundation (NBCF) for activities and research aimed at preventing deaths due to breast cancer by 2030.



Part of the sales from the Project Zero Wave Rider Waveknit donated to NBCF

## Future issues to be addressed

To uphold its management principle of “Contributing to society through the advancement of sporting goods and the promotion of sports,” Mizuno will continue conducting activities designed to promote sports more globally.



# Management approach for priority issues

## Why are priority issues important? (reason for importance)

Mizuno aims to help resolve social issues relating to sports by developing business models aimed at helping achieve the UN's SDGs. Compared to other countries around the world, Japan has a relatively low sports participation rate. To deal with this situation, in its Sport Basic Plan, the Japan Sports Agency declared its aim of raising the percentage of adults who play sports more than once a week to about 65%. Achieving this aim requires creating an environment where all kinds of people, from children to elderly people, can enjoy sports.

Mizuno puts effort into helping children improve their physical strength and motor skills and also help elderly people extend their healthy life expectancy. The physical strength and motor skills of children has not improved ever since it declined in 1985, and for instance, Japan has seen an increase in the number of children who injure their face during daily life due to falling, being unable to break their fall with their hands. In addition, the number of children who become tired very quickly has increased as well. To help improve this situation, Mizuno has developed a fun exercise program for children to enjoy and has been offering it at its facilities and also shopping malls.

In addition, Mizuno has developed and offers an exercise program for elderly people to enjoy because it believes extending the healthy life expectancy of elderly people will help achieve the goal of creating a sustainable social security system.

## Management policy

Mizuno has redefined the definition of the word “sports” in its Action Principles for SDGs that it established in 2020 and in section “1. Contribution to society” of its Mizuno Corporation Ethical Standards to include not only competitive sports but also opportunities to move our bodies in our daily lives. Based on its new definition of sports, Mizuno aims to develop business models aimed at helping resolve social issues with the power of sports to help achieve the UN's SDGs.

Therefore, to enhance its social value through the promotion of sports, Mizuno recently reexamined its materiality and consequently decided to center its activities around the following themes: 1) contribution to the multi-dimensional value of sports and 2) contribution to the resolution of social issues.

To Contribute to the Resolution of Social Issues, Mizuno will put effort into the following three most important issues.

- Extending the healthy life expectancy of elderly people
- Improving the physical strength and athletic ability of children
- Contributing to the UN's SDGs by applying Mizuno's technologies

[Please click here to see Mizuno's Action Principles for SDGs and its Mizuno Corporation Ethical Standards.](#)

## Management system

Mizuno has an xPD Cross-departmental Committee, led by officers of its planning and development departments. The xPD Cross-departmental Committee holds regular meetings, attended by representatives of Mizuno’s R&D, as well as its apparel, footwear, and equipment departments. The Committee discusses matters essential to the achievement of a sustainable future including R&D prospects, future plans, and specific details of plans.

## Performance highlights

### ■ Walking training sessions

FY 2019	The program was offered at 38 facilities and welcomed 2,801 participants.
FY 2020	The program was offered at 27 facilities and welcomed 2,866 participants.
FY 2021	The program was offered at 34 facilities and welcomed 2,984 participants.

### ■ Number of schools where the Hexathlon program was offered / number of Hexathlon events / number of participants[\*b]

FY 2019	6 schools / 120 events / 4,000 participants
FY 2020	9 schools / 17 events / 1,446 participants
FY 2021	7 schools / 13 events / 631 participants

From FY 2022 onward, Mizuno will manage the progress toward achieving the targets for newly defined key performance indicators (KPIs) and disclose related information.

- Key performance indicators (KPIs): No. of schools where the Hexathlon program is offered / No. of Hexathlon events / No. of participants[\*b]
- FY 2022 Targets: 10 schools / 20 events / 1,000 participants





Materiality

# Extension of healthy life expectancy through the maintenance of motor function among elderly people

With the Japanese population aging, sports are expected to play an important role in helping extend healthy life expectancy (the average life in good health without limitation of activity in daily life). To help people maintain the good quality of their lives and thereby also help reduce social burden, including medical bills, Mizuno Japan will put effort into helping extend Japan’s healthy life expectancy, and it will do so by helping elderly people maintain their motor skills by enjoying sports.

## Mizuno elderly people healthy exercise program

The Mizuno elderly people healthy exercise program was developed by Mizuno and is based on the three concepts of being doable, enjoyable, and maintainable.

### LaLaLa Fit

LaLaLa Fit is a self-weight exercise program designed to help people train body parts, such as muscles and joints, which they use in their daily life. The program aims to help people reinforce their sense of balance by using Mizuno’s functional tools and also use muscles that are not being used daily.

### LaLaLa Circuit

LaLaLa Circuit allows people to train their balance, muscles, and brain at their own level and at their own pace with help from trainers. This program is designed for people who want to exercise hard. The program aims to activate both the body and the brain with a dual task exercise comprising a muscle workout using hydraulic machines and a rhythmic, aerobic exercise.

### LaLaLa Circuit Lite

LaLaLa Circuit Lite aims to also activate the brain with a dual task exercise comprising self-weight training and a rhythmic, aerobic exercise. This program is designed for people who want to enjoy a light workout.

## Regional collaboration in extending healthy life expectancy

To create exercising opportunities for people who may be thinking that going to a gym to work out may be harder than they imagine, Mizuno actively participates in care prevention projects and projects for specified health instructors, being implemented by municipalities across the nation. In particular, Mizuno coordinates groupwork activities aimed at helping participants build networks and also at encouraging visiting its designated management facilities to continue exercising.



## Promoting the spread of Mizuno Active Leaders

Mizuno holds training sessions for everyone involved in administering elderly people exercise programs, which help participants become Mizuno Active Leaders able to help elderly people acquire a basic knowledge of the body, essential to exercising, instruct elderly people based on a training program, and give demonstrations. Training sessions for cultivating Mizuno Active Leaders grant completers with licenses, which certify that the holder is aware of what points he/she needs to be careful about when helping elderly people exercise and is able to instruct elderly people on how they should train their muscles and perform stretching exercises.

NPOs, sports associations, and companies have so far acquired the Mizuno Active Leader license and begun helping elderly people exercise at facilities in their own communities.

## Performance of Mizuno’s healthy life expectancy extension programs

Walking training sessions	
Outline	This is a walking training program that can be enjoyed individually. The program introduces what posture one should maintain when walking, how one should walk, what rehabilitation exercises are available, and what kind of stretching exercises there are for our toes, and it is designed for the elderly who may not like exercising.
Performance	The number of facilities where the program was offered and total number of participants were 38 and 2,801 in FY 2019, 27 and 2,866 in FY 2020, and 34 and 2,984 in FY 2021, respectively.
LaLaLa Fit	
Outline	Please refer to the descriptions under the heading “LaLaLa Fit” above.
Performance	The number of facilities where the program was offered and total number of participants were 23 and 17,684 in FY 2019, 28 and 10,389 in FY 2020, and 33 and 14,674 in FY 2021, respectively. * These figures include figures for LaLaLa Circuit Lite.
LaLaLa Circuit	
Outline	Please refer to the descriptions under the heading “LaLaLa Circuit” above.
Performance	The number of facilities where the program was offered and total number of participants were two and 6,028 in FY 2019, two and 1,876 in FY 2020, and two and 4,672 in FY 2021, respectively.
Shakeen (Improving one’s posture)	
Outline	This program is designed to help people improve their posture. The program is primarily designed to help people perform core training and uses training tools developed by Mizuno.
Performance	The number of participants in the program was 1,020 in FY 2019, 1,184 in FY 2020, and 2,218 in FY 2021.



Walking training sessions



LaLaLa Circuit

## Cultivating care prevention leaders in collaboration with the government

Mizuno collaborates with the government in offering training sessions designed to help citizens become care prevention leaders. The training sessions incorporate the ideas behind the Mizuno Active Leader program, and in addition to offering these training sessions, Mizuno provides on-the-job training at core facilities and also helps leaders who complete the training session continue to grow in their communities.

## Future issues to be addressed

Mizuno currently puts effort into applying motion analysis technology, which it uses on athletes, to the development of such products as clothes and equipment for, elderly people, whose body functions have declined along with muscle weakening due to aging.

From here on, Mizuno will put effort into offering exercise programs designed to encourage people who do not like to exercise and/or who lead lives that require them to stay home to exercise by helping them find the fun in designing their own training program practicable at home and in using Mizuno’s tools.

In addition, Mizuno will put effort into cultivating more Mizuno Active Leaders, who can help their community members build networks and actively enjoy performing body-building and health-building exercises in their own communities every day.



### Materiality

# Improving physical fitness and athletic abilities of children

The physical strength and athletic ability of children is continually declining around the world due to the development of today's information society. The decline in children's physical strength will not only have an adverse effect on their own future health but also negatively impact the Japanese economy by causing an increase in medical bills. Therefore, to turn this situation around, measures need to be taken by all persons involved, from educational institutions to the families of today's children.

The factors causing the decline in Japanese children's physical strength and athletic ability are as follows: 1) a decrease in outdoor areas where children can play safely whenever they want, 2) the underdevelopment of basic athletic skills that should be acquired during childhood, and 3) children's belief that they are not good at sports. Mizuno puts effort into developing and offering an exercise program that aims to help children improve their athletic ability and physical strength.

## The development of Mizuno's exercise program "Hexathlon"

Mizuno has developed an exercise program called "Hexathlon," which comprises play-based exercise menus that allow children, regardless of whether they like exercising, to enjoy acquiring the basic moves of sports and an athletic ability measurement test, and it currently offers the program at several kinds of facilities, including elementary schools, in collaboration with municipalities nationwide. "Hexathlon" uses Mizuno's equipment, which has been developed with attention to safety and functionality, and comprises menus that allow children to acquire the basic moves of sports at their own pace by enjoying running, jumping, and throwing things. Mizuno offers venues, the "Hexathlon" program, and services as a package, ensuring that children will be able to enjoy steadily improving their physical strength and athletic ability.

## The development of Mizuno's exercise program: Other

Children need to make exercising a habit and overcome their own belief that they are not good at sports if they want to improve their athletic ability and physical strength.

Mizuno offers "Mizuno Sports School" and "Sports Day Victory School" programs across the nation with its staff, who have a vast knowledge of and experience in sports, serving as instructors. "Mizuno Sports School" and "Sports Day Victory School" programs aim to help more children come to like exercising, and they aim to do so by helping children recognize the fun of exercising by acquiring the basic moves of sports that need to be learned during childhood and doing so in a short amount of time.

In addition, Mizuno offers a play-based exercise program titled "PLAY ! CIRCUS," which is targeted at children aged between three and five and also at their parents, and the program features basic moves that need to be learned between those ages. "PLAY ! CIRCUS" is a 60-minute program and is modeled after a typical circus. In the program, children pretend that they are members of a circus and enjoy exercising with the head of the circus and its clowns.



# Performance of Mizuno’s programs for improving the athletic ability and physical strength of children

Hexathlon: No. of schools where the Hexathlon program is offered / No. of Hexathlon events / No. of participants	
(Outline)	Hexathlon comprises menus that allow children to acquire the basic moves of sports while enjoying exercising and an athletic ability measurement test.
(Performance)	<p>Japan: In FY 2019, the Hexathlon program was offered to eight schools, where a total of 150 events were held with 5,656 participants. The figures for FY 2020 were nine, 17 and 1,446, and those for FY 2021 were seven, 13 and 631, respectively.</p> <p>Vietnam: A project aiming to promote Mizuno Hexathlon Exercise Program was implemented.</p> <p>Mizuno Hexathlon exercise program has welcomed about 320,000 participants (as of March 2022).</p>
Mizuno Ninja School	
(Outline)	Mizuno Ninja School is a story-based exercise program, in which participants pretend that they are ninja undergoing training, and the program comprises 36 basic moves essential to the healthy growth of children, including running, jumping, and throwing things.
(Performance)	<p>The number of Mizuno Ninja School events and total number of participants were 144 and 4,289 in FY 2019, 63 and 789 in FY 2020, and 24 and 487 in FY 2021, respectively.</p> <p>* Reference: In the “Let’s Become Like the Ninja Pokémon Greninja!” program, which was launched in FY 2021, the number of events was 120, and the total number of participants was 2,148.</p>
Mizuno Sports School	
(Outline)	Mizuno Sports School is designed for children who believe they are not good at sports, and the program comprises mat, horizontal bar, and vaulting box exercises.
(Performance)	The number of Mizuno Sports School events and total number of participants were 985 and 8,093 in FY 2019, 182 and 1,760 in FY 2020, and 60 and 1,018 in FY 2021, respectively.
Sports Day Victory School	
(Outline)	Sports Day Victory School is an experience-based lesson-type program designed to help participants become able to win first prize in sports-day races, including relay races.
(Performance)	The number of Sports Day Victory School events and total number of participants were 26 and 380 in FY 2019, seven and 98 in FY 2020, and eight and 259 in FY 2021, respectively.

\* Since FY 2020, only a limited number of events for all these exercise programs have been held in consideration of the impact of the COVID-19 pandemic.



Hexathlon



Mizuno Ninja School



Mizuno Sports School



Sports Day Victory School



PLAY ! CIRCUS



## Project aimed at promoting Mizuno Hexathlon Exercise Program in Vietnam

Mizuno has been putting effort into promoting its Mizuno Hexathlon Exercise Program in Vietnam since 2015. In Vietnam, not much time was given to physical education during the country’s compulsory school years compared to developed countries. In addition, the country lacked variety in its exercise programs and thereby required giving more consideration to how such basic moves as running, jumping, and throwing things could be better incorporated.

In September 2018, Mizuno concluded an agreement with the Vietnamese Ministry of Education and Training, saying that the ministry would incorporate Mizuno Hexathlon exercise program into its new curriculum guideline, and Mizuno provided 1,000 Vietnamese elementary schools with its sports equipment in exchange.

In addition, in October of the same year, Mizuno and the ministry officially concluded a memorandum of cooperation on introducing Mizuno Hexathlon exercise program into the country and ensuring that performing the Hexathlon becomes a regular practice. The memorandum of cooperation laid the foundations needed to construct models across Vietnam of how Mizuno Hexathlon exercise program could be introduced into the country’s new educational curriculum guidelines and be developed into a regular practice. Subsequently, in December, Mizuno began promoting the introduction of its Hexathlon exercise program in all 63 provinces of Vietnam.

Mizuno also offers workshops designed to help elementary school teachers become Hexathlon instructors and has so far welcomed about 1,700 teachers as participants, who currently teach many students at their elementary schools how to perform the Mizuno Hexathlon in physical education classes.

Since March 2020, to prevent the spread of the COVID-19 pandemic, Mizuno has suspended its workshops, which would normally involve a large number of people gathering in one place. However, local teachers who previously participated in Mizuno workshops have reported that their schools have incorporated the Mizuno Hexathlon in physical education classes.

With ongoing help from the Vietnamese and Japanese governments, Mizuno will continue to offer the equipment needed for the Mizuno Hexathlon in accordance with the two countries’ educational curriculum guidelines. Through this project being implemented in Vietnam, which follows the philosophy of the UN’s SDGs of leaving no one behind, Mizuno aims to help resolve social issues with the power of sports and thereby help achieve the UN’s sports SDGs by helping Vietnamese children recognize the fun of playing sports and moving their bodies.





In-person Hexathlon class resumed amid the COVID-19 pandemic



Mizuno receiving a letter of appreciation from the secretary of the Japan Sports Agency (2019)



A national physical education training session being held by the Vietnamese Ministry of Education and Training in November 2020

Note: The project aimed at promoting Mizuno Hexathlon Exercise Program in Vietnam received a letter of appreciation from the secretary of the Japan Sports Agency and was recognized as “Sports for Tomorrow” accreditation program in December 2019.

## Promoting a Mizuno Original License named the “Mizuno Play Leader”

To help create an environment where children can play lively, Mizuno puts effort into cultivating Mizuno Play Leaders, whose job is to watch children while they play on their own initiative. Mizuno offers play-based basic exercise training programs designed to help companies, universities, governments, and educational institutions, which have many opportunities to interact with children, acquire the basic knowledge and skills needed to be certified as Play Leaders. Mizuno puts effort into promoting its training programs internally and externally, and so far it has helped about 700 people across the nation become Play Leaders. Play Leaders devote themselves to interacting with children, winning children’s trust and protecting them when necessary.



Mizuno Play Leader

	In-house	Outside	Total
Grade 1	3		3
Grade 2	33	3	36
Grade 3	264	609	873
Total	300	612	912

## Future issues to be addressed

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Children today are said to lack spaces to play in, friends to play with, and time to play. In addition, parents are often heard saying that they do not know how they should play with their own children.

Mizuno puts effort into helping create an environment where children can play lively and also puts effort into cultivating Mizuno Play Leaders, whose job is to look after children playing.

The job of a Play Leader is to come up with fun ideas and exercises that children will greatly enjoy and create an environment where children can play with one another on their own initiative. To help children grow with a healthy mentality and body through enjoying play-based exercises, Mizuno will put effort into promoting its Play Leader program internally and externally.

In addition, it will put effort into creating opportunities for Play Leaders to demonstrate their skills. In order to do so, Mizuno will put effort into having as many people as possible find out about its Play Leader program, and to do so, it will identify what issues there may be in promoting its Play Leader program and also inform parents about its Play Leader system. To have as many people as possible find out about its Play Leader system, Mizuno will promote its system by offering play-based exercise programs and events.



## Contribution to the resolution of social issues



### Materiality

## Contributing to comfortable active life

In conducting business, Mizuno keeps its eye on equipment not only for competitive sports but also everyday life and business settings. To help communities develop healthily and resolve social issues, including helping people improve their mental and physical health and promoting communication between community members, Mizuno will maximize its strength it developed in the sports industry.

### Business project aimed at solving social issues through sports and community bonds

In August 2021, Mizuno and Consadole Co., Ltd. jointly launched PROJECT 179, a collaboration project aimed at revitalizing all 179 municipalities in Hokkaido. When companies and organizations that support the project purchase Mizuno products, part of income from the purchases is used to cover the cost of implementing regional revitalization measures. In the near future, the project will be open to participants from among the general public too.

The first measure funded by this project has been introduced to offer stationery items created especially for PROJECT 179 to first-year elementary school students around Hokkaido who enter school in April every year, starting in 2022 (approximately 38,000 students in 2022). The project also envisions offering exercise classes to children all over Hokkaido in the future.

Mizuno will leverage the power of sports to contribute to regional revitalization by promoting this business project aimed at solving social issues through sports and community bonds.

### Moisture absorption and heat generation material “BREATH THERMO” which helps manage one’s daily physical condition

Mizuno offers a series of Breath Thermo underwear made of a moisture absorption and heat generation material called Breath Thermo ,which is not only great for improving users’ sports performance but also always warm and comfortable, regardless of what kind of purpose the underwear is worn for, including managing one’s daily physical condition.

Breath Thermo is Mizuno’s core material and is a comfortable heat insulation material that generates heat by absorbing insensible perspiration. Breath Thermo also effectively absorbs moisture and keeps the wearer warm by filling the fiber with the warm air it generates by absorbing moisture. Breath Thermo underwear prevents the wearer from feeling musty even when he/she is sweating, stays dry, and thereby brings the wearer comfort. Breath Thermo is one of Mizuno’s functional material, which is great for the winter because it keeps the wearer not only warm but also comfortable by handling sweat and ensuring comfort against the skin.

Breath Thermo was developed in 1993, and in 1994, it was officially used to make uniforms for Japanese skiing representative athletes. Ever since being developed, Breath Thermo has been supporting athletes for more than 28 years. Mizuno began selling underwear made of Breath Thermo in 1997.

## Promoting the use of the functional value of sports equipment in business settings

Mizuno considers business settings as being one of its strategic domains and sells company uniforms and shoes that apply the functional value of sports equipment to workers in various industries. Companies have recently come to recognize the importance of valuing their employees' health from the perspective of company management and have begun paying more attention to the need for strategic health management. Accordingly, as part of their employees benefits, companies now place more importance on the safety and comfort of the uniforms, etc. that they ask their employees to wear.

Mizuno also puts effort into helping improve harsh working environments, such as by offering “Airy Jackets” (work clothes with fans) to help deal with the heat and “Techshield Jackets” to help deal with the cold. In addition, to help achieve the UN’s SDGs by improving productivity, Mizuno aims to develop an environmentally friendly company uniform by using thread made from recycled pet bottles.

### How Mizuno came to target business settings

In 1997, Mizuno established a department devoted to designing and selling specially ordered company uniforms by applying its technology and knowledge that it acquired in the sports industry, and so far it has sold such uniforms to more than 500 companies. In response to recent needs arising from companies, in March 2016, Mizuno began full-scale sales of work shoes, and in February 2018, it began selling work apparel. In April 2019, Mizuno established the Work Business Department and began putting more effort into promoting its products in business settings.

In addition, in April 2019, to reinforce its BtoB (Business to Business) sales team and thereby enhance its sale strategy targeting companies and municipalities, Mizuno increased the number of its Corporate Sales Department employees from about 20 to 90 and also assigned Corporate Sales Department employees to all of its branches, from Hokkaido to Kyushu.

Mizuno aims to achieve sales of 15 billion yen by the end of FY 2023.

### The features of Mizuno work apparel

Work apparel needs to be equipped with the functionality that will enable it to help workers work more easily and comfortably by taking into consideration environmental changes, such as outdoor and indoor temperature differences. Mizuno work apparel is equipped with the following functions needed in today’s work environment: 1) “Dynamotion fit,” which is designed to maximize mobility; 2) “Dry aeroflow,” material which deals with sweat effectively; and 3) “BREATH THERMO,” a moisture absorption and heat generation material that generates heat by absorbing body moisture.

- “Dynamotion fit,” designed to maximize mobility  
“Dynamotion fit” is designed to maximize mobility, based on ergonomic motion analysis. “Dynamotion fit” allows wearers to move about freely by reducing tension and pressure.
- “Dry aeroflow,” designed to deal with sweat effectively  
“Dry aeroflow” was developed with the aim of reducing the discomfort that occurs when sweat reduces the cloth’s air permeability. “Dry aeroflow” ensures air permeability even when the wearer is sweating profusely, and it reduces the stickiness that comes from sweat and also has a cooling function. “Dry aeroflow” is great for working comfortably during the rainy season or under the burning heat during the summer.

## Applying body movement technology and know-how to the medical and nursing industries

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Mizuno has been conducting research into people's body movements for more than a century and has supported countless athletes with its sports equipment. Mizuno's technology and know-how, which have been accumulated by closely working with athletes in the sports industry, can be applied to the medical and nursing industries, where workers work in harsh environments to care for patients.

As part of its medical and nursing business, Mizuno sells medical shoes and apparel. Mizuno aims to expand its business by selling its Dynamotion-fit-designed "Scrub Pants," made of hydro silver titanium, which disassembles unsanitary protein.

## Helping maintain good health by making exercising easily in the living room a habit

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Mizuno has often heard people saying, "I want to exercise for the sake of my health, but I don't have the time" or "I want to exercise, but I hate having to put away exercising equipment afterwards." Therefore, in 2018, it began selling "Mizuno Healthy Interior" as part of its series of training goods that can be placed in the living room. Under the concept of adding a little exercise to everyday life in the same space, Mizuno aims to help people who are busy with work, housework, and/or childcare maintain good health by making exercising in the living room a habit.

"Mizuno Healthy Interior" is selling well because it meets people's needs of wanting to exercise regularly alone without being affected by external factors, currently arising from the need to stay home most of the time due to the COVID-19 pandemic. Mizuno aims to achieve Mizuno Healthy Interior sales of about 900 million yen in FY 2025.

## Future issues to be addressed

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Mizuno aims to increase the number of its customers by expanding its business with sports at its core and conducting lifestyle-related businesses that can help people lead comfortable lives at home.

## Contribution to the resolution of social issues



### Materiality

# Contributing to the SDGs by applying Mizuno's technologies

To develop various innovations, Mizuno maximizes the following advantages, which it acquired in the sports industry: 1) its development capabilities for creating new functions and materials; and 2) its technological capabilities for manufacturing high-quality products. Mizuno will continue to aim at helping create a sustainable world by helping resolve social issues, including achieving the UN's SDGs.

## Research into ways to apply carbon technology

Mizuno has always placed people at the center by conducting research into people's motions and forms. Mizuno will continue placing people at the center of its research efforts, and it will continue conducting research with the aim of creating new value, such as products and services that can help achieve the UN's SDGs. Mizuno will not only put effort into developing good products and services as a manufacturer but also ensure that it pursues research themes that will help achieve the UN's SDGs. As its medium- to long-term goal, it will aim at achieving carbon neutrality, and by doing so, it will aim at helping create a sustainable world.

As part of its research efforts to apply carbon technology, Mizuno currently puts effort into the following: 1) developing more products that use recycled carbon technology, 2) conducting research into thermoplastic carbon-fiber-reinforced polymers (CFRPs), and 3) conducting research into ways to reinforce CFRPs by using nanofillers.

- **Developing products by using recycled carbon technology**  
One example is the insole, which is a product designed to reduce foot fatigue. Mizuno hopes to utilize recycled carbon as a spring material for insoles that support the feet of walkers, workers, and elderly people.
- **Research into thermoplastic CFRPs**  
Thermoplastic CFRPs are used in the same way as conventional thermosetting CFRPs, which are used in plate springs for prostheses, but the former can be molded faster and recycled more easily than the latter. Mizuno aims to help create a sustainable society by developing practical CFRP products.
- **Research into ways to reinforce CFRPs by using nanofillers**  
Mizuno believes that adding nano-sized ingredients will improve the material itself and enable the development of high-function sports equipment.

## Research into the development of new sports and services

Mizuno puts effort into conducting research into the development of new sports and services that will allow people to enjoy sports together, regardless of their age, gender, and physical disability.

Mizuno can contact its customers with relative ease when it needs help with conducting research into the development of new services because it operates facilities, including designated management facilities, used by its customers. In conducting research into the development of new services, Mizuno also uses data it has accumulated from previous research into sports equipment with help from actual people.





## **Research into play-based exercise programs designed to help children make exercising a habit**

Sports and other exercises, in addition to play-based exercises, need to be fun if they are to be made a habit. Experiences that we undergo during our childhood are known to last for a lifetime. Therefore, in addition to conducting research into children's physical strength and athletic abilities, when examining the effects of its play-based exercises, Mizuno conducts research into the relationship between its play-based exercise programs and children's minds. Mizuno aims to develop play-based exercise programs that will allow children who believe they are not good at sports or do not like to exercise to enjoy it with relative ease.

## **Research into exercise programs that aim to help elderly people improve (or prevent the decline of) their cognitive skills**

The concerns that elderly people have regarding their health are as follows: 1) becoming bedridden after falling down and 2) coming to have difficulty in their daily lives due to a decline in their cognitive skills. The more elderly people become permanently bedridden or hospitalized, the higher medical bills and long-term care costs will become. Mizuno believes that extending healthy life expectancy depends on whether we can enjoy exercising throughout life. Mizuno conducts research into the development of exercise programs for elderly people based on the belief that moving our bodies rhythmically and coordinating movements of our hands and feet help prevent our cognitive skills from declining.

## **Research into the development of new play-based sports**

Mizuno conducts research into the development of new sports in collaboration with a number of associations and universities. For instance, 500 Steps Soccer is a game where players have only a limited number of steps they can take and are monitored by a digital device. Because players need to follow the limited-step rule, the game allows people who believe they are not good at sports or believe they are inferior to others in terms of athletic ability to enjoy moving their bodies and shooting the ball into the goal.

Mizuno also puts effort into developing entertainment sports that use its pulse rate monitor "MiKuHa" and is putting effort into developing the following sports that incorporate the use of toys: 1) Train & Animal Race, 2) Exciting Bingo, and 3) Color Tag.

Mizuno will continue putting effort into conducting research into the development of new products and services by combining sports science with digital technology. In addition, it will continue putting effort into conducting research into the development of new sports by maximizing its strength of being a sports facility operator that can have its staff perform demonstrations.

## **Future issues to be addressed**

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Mizuno has expanded its definition of sports to include not only competitive sports but also everyday opportunities to move our bodies, and under this definition, it aims to develop new business models that can help achieve the UN's SDGs by helping resolve social issues with the power of sports.



# Management approach for priority issues


## Why are priority issues important? (reason for importance)

The Asia-Pacific region, where many of our subcontracted factories are located, is generally said to be a region of great concern in terms of human rights, labor, and the environment. The Mizuno Group promotes CSR procurement based on the belief that “good manufacturing” can be achieved by ensuring that its production process meets the international standards with regard to human rights, labor, and the environment as well as by producing high-quality, safe, and reliable products. In particular, we recognize that respect for human rights is even more important for expanding our business globally in the future, and we will work on “responsible procurement with due respect for human rights” as one of the priority issues (materiality).

## Management policy

We respect the Universal Declaration of Human Rights and the labor-related international code of conduct, including labor standards defined in the ILO’s fundamental conventions. We also recognize, support, and put into practice essential values expressed in the UN Global Compact’s Ten Principles in four areas (human rights, labor, environment, and anti-corruption), which the international community supports and recognizes as globally adopted and agreed universal values.

We comply with all labor-related laws and regulations, which govern working hours, compensation, trade union choice, collective bargaining rights, working conditions, and other job issues, of the countries where we operate, and we aim to create a workplace where individuals are treated with dignity, fairness, and respect. We have established the Mizuno Code of Conduct for Suppliers, which adopts the perspective of ISO 26000, international guidance on social responsibility, to convey our CSR approaches to suppliers, and we ask them to comply with its principles.

[The Mizuno Code of Conduct for Suppliers](#)  has been [translated into the language of each country](#) where major factories are located, and we ask them to post it so that workers in the factories can understand its content.

## Management system

To promote CSR procurement activities, the CREW21 CSR Procurement Committee has been established. Chaired by the Managing Executive Officer, the committee consists of representatives from the production division, the factory division, the Quality Assurance Office, and other management divisions throughout the company. It reports the progress of CSR procurement audits, promotes compliance with the Mizuno Code of Conduct for Suppliers, and discusses global CSR procurement activities.

## Status of the supply chain

We seek to supply better sports products through cooperation with a variety of outside organizations. Our products, including sports shoes, sportswear, and golf clubs, are manufactured in our own factories and subcontracted factories. Major subcontracted factories are located in Japan, China, South Korea, Taiwan, Indonesia, Vietnam, Thailand, the Philippines, Myanmar, and Cambodia.

We conduct CSR procurement activities that comply with the Mizuno Code of Conduct for Suppliers and ask our subcontracted factories to understand our CSR procurement policy. If there are any problems in their operations for human rights, occupational safety and health, and the environment, we point out the problems and conduct a CSR procurement audit to correct them.

### Status of the entire supply chain

The following is a breakdown of our Tier 1 suppliers by procurement category and by country / region.

#### Breakdown of Tier 1 suppliers

		No. of suppliers		Procurement amount ratio
Total No. of suppliers		508	100%	100%
By category	Apparel	293	58%	37%
	Shoes	31	6%	44%
	Equipment	184	36%	19%
By country / region	Japan	128	25%	19%
	China	204	40%	20%
	South Korea	15	3%	0%
	Taiwan	32	6%	1%
	Indonesia	18	4%	3%
	Vietnam	60	12%	44%
	Thailand	9	2%	5%
	The Philippines	4	1%	2%
	Myanmar	11	2%	2%
	Cambodia	9	2%	4%
	Others	18	4%	1%

\* Since the percentage figures are rounded to the nearest whole number, the total may not be 100%.

Status of important suppliers

Suppliers that have a significant impact on our business continuity and business evaluation in terms of annual transaction value, transaction share, and the importance of procured items are considered as important suppliers. The status of important suppliers is as follows.

Status of important suppliers (Tier 1 suppliers)

Number of important suppliers	150
Percentage of important suppliers among all Tier 1 suppliers	30%
Percentage of the procurement amount from important suppliers in the total procurement amount	95%
Percentage of important suppliers to which Mizuno is a major customer*	58%

\* When the value of transactions with Mizuno accounts for at least 30% of the amount of orders received by the relevant supplier

Disclosure of supplier information

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

[List of Major Suppliers \(xlsx\) \(October 2021\)](#)

Implementation of CSR procurement audits in Japan and overseas and improvement efforts

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

In a CSR evaluation before the commencement of business, we evaluate major new suppliers from the aspects of human rights, labor practices, and the environment based on the Mizuno Code of Conduct for Suppliers to ensure that we can undertake procurement from suppliers that meet our criteria for commencing business\*. We also hold CSR procurement briefing sessions in Japan and overseas to explain our approach to CSR procurement. For CSR audits of suppliers doing business with us, we conduct regular audits of factories, selected based on our own criteria, on a three-year cycle.

Audits are usually conducted in the form of two-party audits, in which multiple auditors from external specialized agencies perform audits based on our criteria. Our CSR audits are conducted with the aim of preventing the occurrence of problems. If a problem is found during an audit, we discuss appropriate corrective actions to improve the situation and then ask the relevant supplier to take these actions. Thus, we place emphasis on feedback after an audit. We believe that to improve the CSR procurement status of overseas subcontracted factories, it is effective to work jointly with organizations that have knowledge in the field of CSR procurement and other companies in the same industry. Accordingly, we actively work to collaborate with outside organizations to improve the CSR procurement status of suppliers.

\* Factories subject to a CSR evaluation before the commencement of business and regular CSR audits are selected based on the transaction value and our production share in each factory. In Japan and China, in-house auditors, trained by the Mizuno Group, mainly conduct audits.





CSR audit

## Performance highlights

### ■ Implementation rate of a CSR evaluation of new candidate supplier factories before the commencement of business

FY 2019	100%
FY 2020	100%
FY 2021	100%

### ■ Number of domestic and overseas Tier 1 suppliers that underwent a CSR audit

FY 2019	31 companies
FY 2020	23 companies
FY 2021	17 companies

### ■ Results of the follow-up audits of seven factories rated as C or lower in an CSR audit

Re-rated as A: One factory

### ■ Number of overseas Tier 2 suppliers that underwent a CSR audit

FY 2019	6 companies
FY 2020	1 company
FY 2021	0 companies

\* In FY 2021, no audit was conducted due to limitations imposed on the entry of external visitors in order to prevent COVID-19 infection.

From FY 2022 onward, Mizuno will manage the progress toward achieving the target for a newly defined key performance indicator (KPI) and disclose related information.

- Key performance indicator (KPI): Percentage of critical and major audit items where corrections are made no later than six months after nonconformities are found
- FY 2022 Target: 65% (FY 2021 result: 44%)



# Materiality

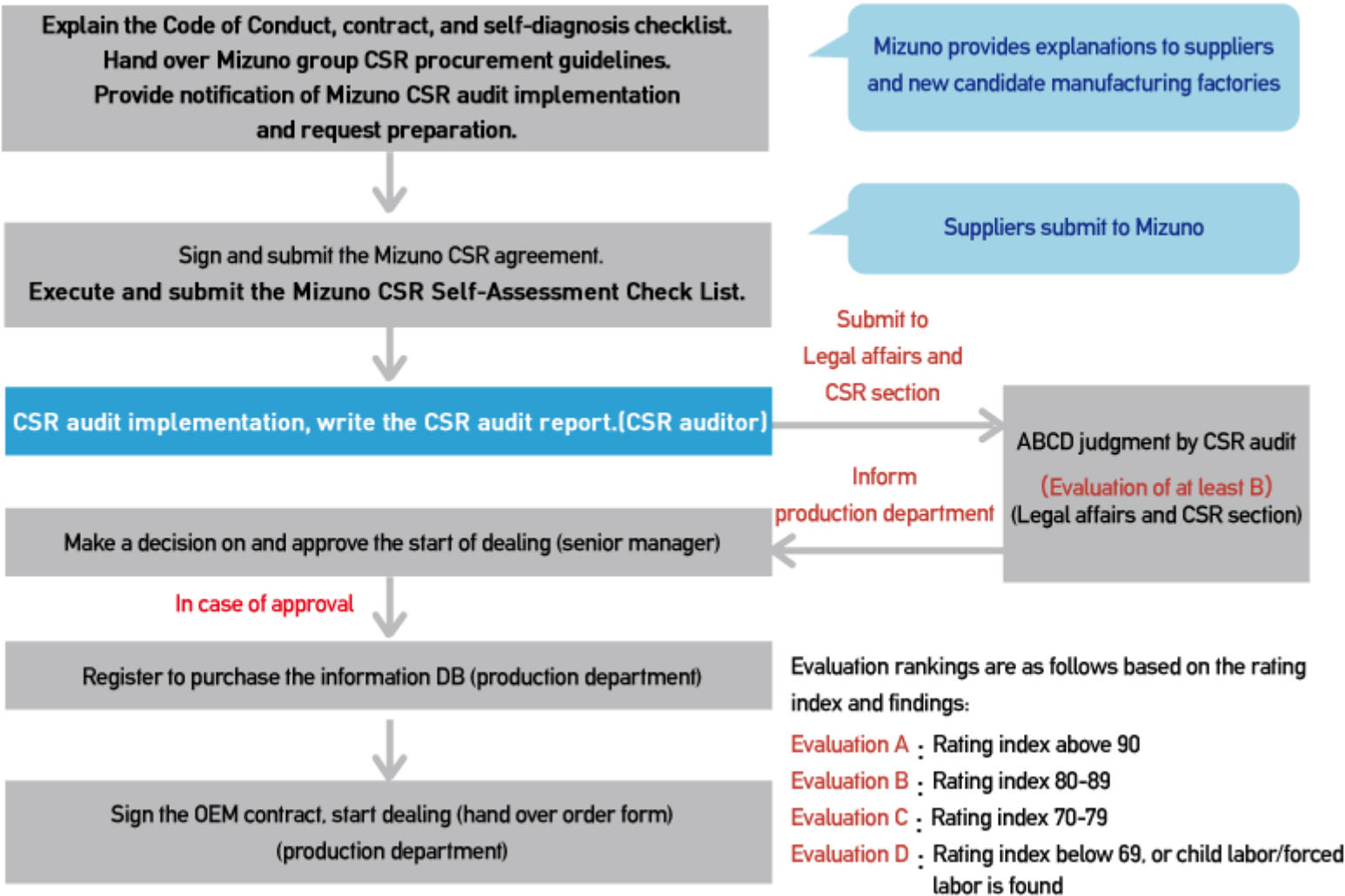
## CSR evaluation of suppliers before the commencement of business

### CSR evaluation of new candidate supplier factories before the commencement of business

We believe that evaluation of suppliers before the commencement of business is important to ensure CSR procurement. To this end, we have established a system for a CSR evaluation of new suppliers before the commencement of business based on the Mizuno CSR Procurement Regulations and have evaluated major new candidate supplier factories in terms of human rights, labor practices, and the environment before commencing production. Before conducting an audit for a CSR evaluation before the commencement of business, we present new candidate supplier factories with three documents – the Mizuno Code of Conduct for Suppliers, the Mizuno CSR Pledge Statement, and the Mizuno CSR Self-Assessment Check List – and ask for a signature on the CSR Pledge Statement.

In addition, we hold a briefing session using the Mizuno Group CSR Procurement Guidelines, which explain our CSR procurement policy, to seek their understanding of CSR procurement before an audit. For factories that do not reach Evaluation B (Evaluation:80–89) in an audit, which is requisite to commence business, we send a corrective action plan and report created based on the CSR audit report. Subsequently, we discuss with them about the content of the corrective action plan, provide corrective guidance and, in some cases, visit the relevant factories. To ensure CSR procurement, we do not start business until we confirm that they meet the conditions required by us through these corrective actions.

### Flow of a CSR evaluation of new candidate supplier factories before the commencement of business



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

In FY 2021, all 17 new supplier candidates underwent Mizuno's prior evaluation (audit) or other audit programs, resulting in three rated as A and one as B in Mizuno's evaluation and 13 rated as equivalent to B or higher in the other audit programs. An increasing number of candidate supplier factories now complete external CSR audits before Mizuno requests them to undergo CSR evaluation. Therefore, Mizuno allows new supplier candidates to use a wide range of qualification evaluation programs and examines evaluation results in order to avoid overlapping audits and appropriately evaluate the level of each supplier candidate's fulfillment of the requirements imposed by Mizuno.

### **Corrective action when the CSR audit result is C or lower**

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

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

The Mizuno Code of Conduct for Suppliers had been prepared in three languages – Japanese, Chinese and English – to be distributed to suppliers and subcontracted factories. In 2018, it was further translated into the local language of each country where factories are located in order to promote understanding among employees working in the factories. The following languages are available as of the end of FY 2021: Italian, Indonesian, Urdu, English, Korean, Khmer, Spanish, Thai, Chinese (Traditional and Simplified), German, Turkish, Japanese, Bulgarian, Vietnamese, Portuguese, Bengali, Malay, Burmese, Lao, Lithuanian, Romanian (22 languages).

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

## **Future issues to be addressed**

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



Materiality

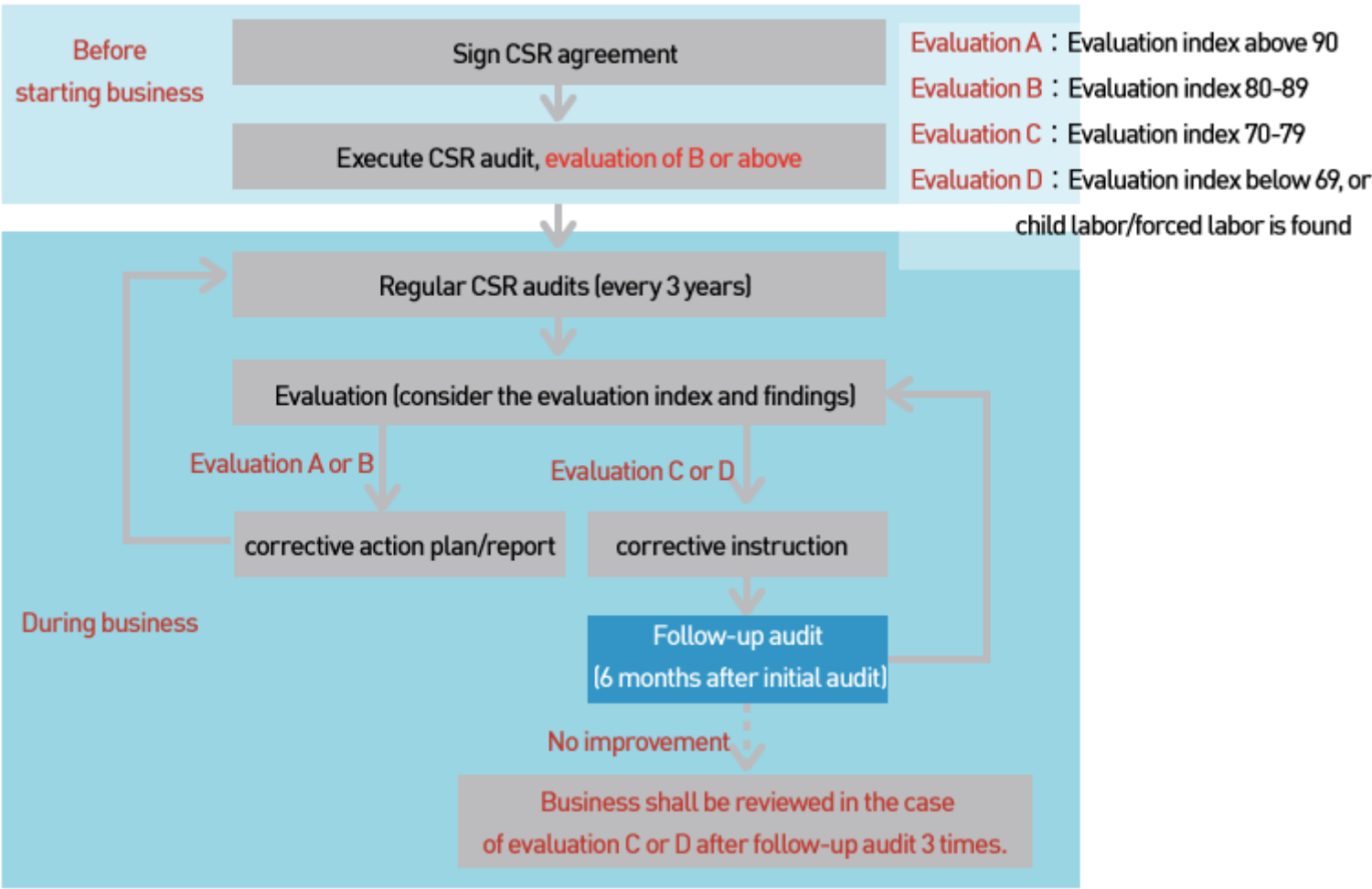
# Understanding of the CSR status of suppliers and improvement efforts

## Implementation of CSR audits of Tier 1 suppliers and improvement efforts

For CSR audits of suppliers doing business with us, we conduct regular monitoring (CSR audits on a three-year cycle) of compliance with the Mizuno Code of Conduct for Suppliers based on the Mizuno CSR Procurement Regulations, targeting more than 150 factories that serve as our major suppliers. In FY 2021, 17 factories (17 Tier 1 factories, five in Japan, and 12 abroad) were audited.

Since a CSR audit consists of on-site audits, document audits, and employee interviews, it is usually conducted by multiple auditors over one to several days. To check the compliance status of suppliers, a globally common monitoring sheet based on ISO 26000 is used. The audit items on the monitoring sheet are classified into three categories – “critical,” “major,” and “general” – depending on the degree of importance and urgency. If the item requirements are met, the points set for each category are aggregated and quantified for evaluation.

### System for CSR audits and corrective actions





■ Flow of a CSR audit

1. Opening meeting	Auditors explain the purpose of the audit and the audit schedule to factory managers, the staff in charge of human resources and general affairs, labor union leaders, and others concerned, using the Mizuno Group CSR Procurement Guidelines.
2. Factory audit	Auditors inspect the factory and ask the responsible staff about unclear points as needed. In addition to the production site, they visit the cafeteria and a dormitory to check whether the safety, health, and living environment of workers are protected. *All buildings are targeted.
3. Document audit	Auditors examine documents to check whether or not child labor exists, whether working hours, wages, and social insurance are appropriate, whether there are documents proving building code and fire safety compliance, and whether the required environmental monitoring is conducted.
4. Employee interviews	Auditors ask employees about working hours, holidays, wages, health checkups, and other labor-related matters and cross-check their answers against statements made by management and the content of documents. They also check whether or not sexual harassment, discrimination, and abuse exist.
5. Closing meeting	Auditors summarize the results of the on-site audit and document examination to report the audit results to the factory manager, and they discuss future improvement plans. Detailed evaluation results are later informed by Mizuno.

Implementation status of CSR audits in FY 2021

Country	Country No. of suppliers <sup>*1</sup>	No. of important suppliers	No. of audits conducted in FY 2019 (reference)	No. of audits conducted in FY 2020	No. of audits conducted in FY 2021 <sup>*2</sup>
Japan	128	49	2	1	5
China	204	43	12	13	9
South Korea	15	0	0	0	0
Taiwan	32	6	0	0	0
Indonesia	18	7	3	1	0
Vietnam	60	22	8	6	1
Thailand	9	5	2	1	0
The Philippines	4	3	2	0	0
Myanmar	11	8	2	0	0
Cambodia	9	4	0	1	0
Others	18	3	0	0	2
Total	508	150	31	9 <sup>*3</sup>	17

\*1: As of April 2021. The conditions for CSR auditing have been changed since FY 2016.

\*2: A CSR audit of main factories is conducted on a three-year cycle.

\*3: Including a CSR audit of new candidate supplier factories before the commencement of business



One of the conditions for CSR auditing

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

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

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

Survey of audited factories that employ foreign technical intern trainees

We have 120 OEM factories in Japan, 43 of which employ a total of 538 foreign technical intern trainees. Of these factories, 24 have become subject to a CSR audit by our criteria, where a total of 235 foreign technical intern trainees are employed. In FY 2021, 12 of the 43 factories in Japan were initially planned to undergo the audit, and five factories were audited amid the COVID-19 pandemic.

Of the five factories that underwent the CSR audit in FY 2021, four factories were rated as A and one as B. At the five factories, two people from China and 49 from Vietnam were working as foreign technical intern trainees. During the audit, we interviewed those trainees and inspected their dormitories on-site, thereby confirming that there were no major problems.

Major monitoring items

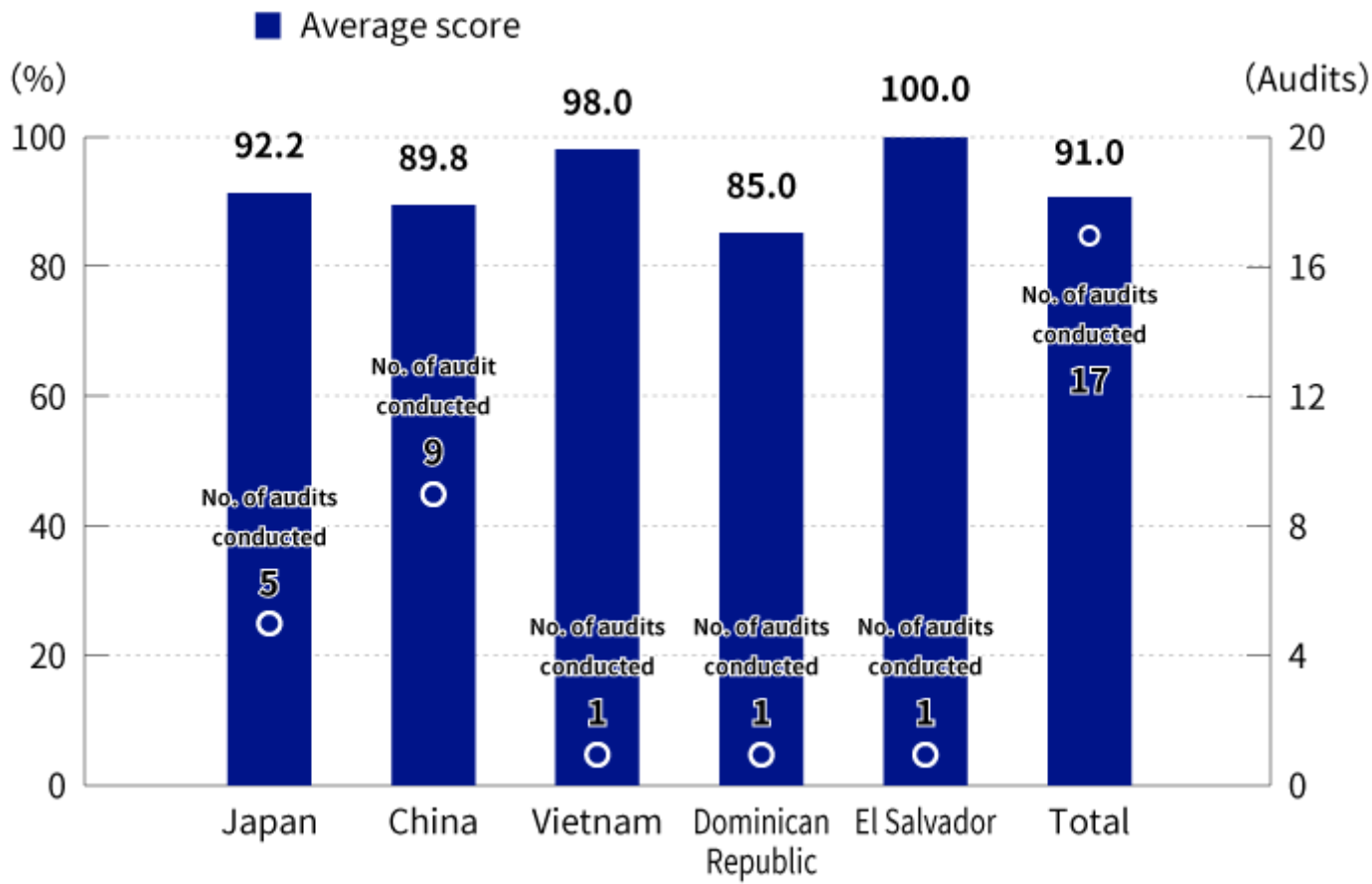
We mainly conduct an audit for the following items. The audit items are classified into three categories – “critical,” “major,” and “general” – and weighting points are assigned to each category. Since the applicable audit items may differ depending on the equipment of the factory to be audited, the total points of the applicable audit items are shown as a percentage.

Audit Items and Average Score (FY 2021)

Audit item		Average score (overall)
Human Rights	Freedom of association	92.3%
	Discrimination / Harassment / Gender	100.0%
	Child and underage workers	100.0%
	Slave labor / Forced labor / Migrant labor	99.4%
Labor Practices	Employment contract / Employment conditions	96.6%
	Working hours	82.7%
	Compensation	89.2%

Audit item		Average score (overall)
Safety and Health	Drinking water / Wash basins / Toilets	96.1%
	Chemical substances	78.4%
	Management system	94.0%
	First aid	75.6%
	Fire safety	79.2%
	Kitchen	100.0%
	Electricity / Machinery / Equipment	77.8%
	Dormitory	94.3%
	Work environment	89.4%
Environment	Pollution prevention	95.0%
	Chemical substances (only for Tier 2 factories)	95.6%
	Management system	91.2%
	Use of resources / Climate change mitigation	80.9%
Others	Willingness to cooperate with the audit	100.0%
Average		89.9%

Average score by country



Non-conformities with the requirements related to human rights

The table below shows the details of non-conformities pointed out in the audits in FY 2021 concerning the following five items related to human rights – child and underage workers, forced labor, freedom of association, discrimination, and disciplinary practices – and the corrective action status for them.

Classification	Details	Corrective action status
Human rights: Slave labor, forced labor and migrant labor	Have factories involved in domestic work signed written subcontracts with domestic workers and stored copies of those subcontracts?	1 non-conformity detected; correction completed
Human rights: Freedom of association	Have managers conferred the right to organize and join a labor union on workers?	2 non-conformities detected; correction completed in one case and not completed in the other case
Human rights: Freedom of association	Is there an effective functioning system in which the factory management and worker representatives hold discussions to resolve worker complaints?	2 non-conformities detected; no correction completed
Human rights: Freedom of association	Do workers elect their own representatives or spokespersons?	2 non-conformities detected; no correction completed

Evaluation rank of the audit results

We evaluate the CSR audit results in four stages based on the evaluation index. We consider an evaluation index of 90 or higher as A, an evaluation index of 80-89 as B, an evaluation index of 70-79 as C, and an evaluation index of 69 or less, or a case where child labor or forced labor is found, as D.

The evaluation ranks of the factories subject to an audit in FY 2021 are as follows.

Evaluation rank	No. of factories
A	11
B	5
C	1
D	0
Total	17

Corrective action status of suppliers where violations were confirmed

Items with many non-conformities

The FY 2021 audits detected many non-conformities mainly in the following items: “Safety and Health: Electricity / Machinery / Equipment,” “Safety and Health: Chemical substances,” “Safety and Health: Fire safety,” “Labor practices: Working hours,” “Safety and Health: First aid,” “Labor practices: Compensation,” and “Environment: Use of resources / Climate change mitigation.”





Specifically, detected non-conformities were mainly related to the following: use of appropriate protective devices for moving and rotating parts, pulleys, belts, and other dangerous parts of machines; management and storage of hazardous and harmful substances; access to firefighting equipment, fire extinguishers, fire hydrants, and fire alarms at chemical storage facilities and hazardous waste storage facilities; installation of signs and guide lights at exits and emergency exits; working hours; and overtime work.

Total

Ranking	Classification	Requirements	Percentage of non-conformities
1	Safety and Health: Electricity / Machinery / Equipment	Are appropriate protective devices used for moving and rotating parts, pulleys, belts, and other dangerous parts of machines?	59%
2	Safety and Health: Chemical substances	Are hazardous and harmful substances stored safely and securely? Is appropriate firefighting equipment installed in chemicals storage facilities? Is appropriate firefighting equipment installed in hazardous waste storage facilities?	53%
3	Safety and Health: Fire safety	Is full access to fire extinguishers, fire hydrants, and fire alarms maintained?	47%
3	Safety and Health: Fire safety	Have workers confirmed the locations of exits and emergency exits together with signs and guide lights?	47%
3	Labor Practices: Working hours	Do working hours and overtime hours meet legal requirements?	47%
6	Safety and Health: First aid	Did selected workers attend first-aid training?	41%
6	Safety and Health: First aid	Are all workers provided with social insurance that meets local legal requirements?	41%
7	Safety and Health: Fire safety	Does the factory have a valid fire safety inspection certificate or operation permit based on the inspection issued by the local fire safety authorities if required by local laws or rules?	29%
8	Safety and Health: Fire safety	Are emergency exits and evacuation routes on each factory floor cleared of any objects that could block them?	24%
8	Environment: Use of resources / Climate change mitigation	Does the factory provide workers with education or training on reducing water and energy consumption?	24%
8	Environment: Use of resources / Climate change mitigation	Does the factory manage energy, such as electricity and gas? Does it work to reduce energy consumption?	24%
8	Safety and Health: Fire safety	Are all factory buildings structurally safe, inspected, and given a certificate or permit (such as a building certificate) by the local government?	24%

Corrective action status for non-conformities

Total	88	100%
Corrected	39	44%
Non-corrected	49	56%

※ Status of corrective actions as of March 31, 2022 for non-conformities identified in critical and major audit items in the FY 2021 CSR audits

Responses for Tier 2 and Tier 3 suppliers

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

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

- FY 2017: We visited a metal processing factory in Japan and fabric dyeing processing factories in Thailand to understand the actual situation of Tier 2 and Tier 3 suppliers.
- FY 2018: We conducted a CSR audit of a plating factory in China, a leather tanning factory, a shoe upper material factory, and a shoe rubber sole material factory in Vietnam.
- FY 2019: We conducted a CSR audit of a golf parts factory, an upper material factory, an upper material processing factory, and a sole material factory. (The audit results of three factories – the golf parts factory, the sole material factory, and the upper material processing factory – fell below the standards.)
- FY 2020: We conducted a follow-up audit of two factories out of the four factories that had been below the standards in FY 2018 and FY 2019. (No audits were conducted for the remaining two factories because we closed transactions with them.) The two factories that underwent a follow-up audit were evaluated as A rank due to the implementation of corrective actions. In FY 2020, we also planned to conduct an initial audit of four factories (a golf club parts factory and three shoe material factories). However, since we closed transactions with the three shoe material factories, only the golf club parts factory was audited.
- FY 2021: Since the entry of external visitors to factories was limited to prevent COVID-19 infection, no Tier-2 or Tier-3 suppliers were able to undergo audits.

Responses other than CSR audits

Currently, in Southeast Asia, where many of our subcontracted factories are located, environmental problems and labor-management disputes are more likely to occur than ever before due to the rapid economic growth of the region. Under such circumstances of social changes, it is difficult to resolve fundamental human rights, labor, and environmental issues simply by correcting non-conformities identified in CSR audits. Accordingly, we need to focus on capacity building (capacity improvement) of factories as activities other than CSR auditing in the future. In FY 2021, amid the COVID-19 pandemic, we offered four in-house and three external capacity-building sessions focusing on CSR procurement. Except for one external session, the six sessions were held online.



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

It is reported that there are approximately 1.72 million foreign workers in Japan (of which approximately 350,000 are foreign technical intern trainees) and that approximately 280,000 establishments employ foreign workers.\* Foreign workers have become important members of the Japanese economy and society.

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

\* As of the end of October 2021, according to a survey by the Ministry of Health, Labour and Welfare

## Future issues to be addressed

- In regular monitoring through CSR procurement audits, it is important to correct issues pointed out in the audits. We will continue to work to promote corrective actions through dialogue with our suppliers.
- If one factory is entrusted to manufacture products for multiple brands, it is sometimes required to undergo an audit requested by each brand. In response to a request for the improvement of such situation, including the duplication of audits and different requirements in each audit, efforts to share information among industry groups and other initiatives are progressing. We will conduct research on efforts to improve such situation.
- Through CSR audits, we can grasp the situation at the time of an audit. However, we cannot constantly monitor the audited factory. In recent years, the establishment of a complaint-handling mechanism (grievance mechanism) has been considered effective as a means of supplementing CSR audits. We will work to build a grievance mechanism to ensure access to relief and to detect potential supply chain problems early.



### Materiality

# Efforts to prohibit and eliminate child labor and forced labor

## Efforts to prohibit and eliminate child labor

According to the International Labor Organization (ILO) report on child labor (Global Estimates of Child Labor: Results and Trends, 2012–2016), there are 152 million child laborers worldwide. The breakdown by industrial sector is as follows: 70.9% in the agricultural sector, 11.9% in the industrial sector, and 17.2% in the service sector. By region, Africa has the highest percentage at 47.6%, followed by the Asia-Pacific region at 40.9%. Since the manufacture of sports products, such as apparel and shoes, is considered to be a labor-intensive industry, production is mainly conducted in the Asia-Pacific region, where workers' wages are relatively low. Accordingly, more monitoring of child labor is needed in the Asia-Pacific region, where many of our subcontracted factories are located.

Principle Five of the UN Global Compact says, "Child labour is a form of exploitation that is a violation of a human right and it is recognized and defined by international instruments. It is the declared policy of the international community and of almost all Governments to abolish child labour." Mizuno has clearly declared in the Mizuno Corporation Ethical Standards that it will not use child labor. In addition, the Mizuno Code of Conduct for Suppliers requires suppliers to respect the provisions of the Convention concerning Minimum Age for Admission to Employment (No. 138) and the Convention concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour (No. 182) out of the eight fundamental conventions that specify the ILO labor standards. We also use the World Governance Indicators (WGI) as criteria for identifying countries/regions where child labor is highly likely to be used in order to determine in which countries we have to conduct audits.

If we discover child labor during a CSR audit, we will immediately consider countermeasures and take appropriate action. Meanwhile, since it is thought that the background of child labor is closely related to social circumstances, such as poverty, we will investigate the root cause of child labor and consider solutions together with our factories.

\* In the audits conducted in FY 2020, there were no cases of child labor.

## Responses to modern slavery (or forced labor)

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

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



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

In past audits of companies, there were no cases of violations related to the keeping of workers’ passports and other personal documents or to the payment of wages. Meanwhile, there were cases of serious violations related to the location of the dormitory and the emergency evacuation route. We worked together with the relevant factories to correct these violations and have already completed all corrections.

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

## Initiatives on conflict minerals

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### What are conflict minerals?

Conflict minerals are mineral resources mined in conflict areas mainly in African countries. Residents living near the relevant minerals are forced to engage in mining operations through the use of violence, and this is considered a human rights issue. In addition, it is seen problematic that the revenue from the mining and trading of these minerals is a source of funding for armed groups.

Under the Dodd-Frank U.S. Financial Regulatory Reform Act, in particular, the following four substances are defined as regulated mineral resources: tin, tantalum, tungsten, and gold (3TG). Listed companies in the U.S. are required to report to the U.S. Securities and Exchange Commission (SEC) on whether they manufacture or outsource products using these minerals and to disclose such information on their website.

### Initiatives on conflict minerals

Unlike a U.S. listed company, we are not obliged to report and disclose information on the use of conflict minerals. In 2018, however, we investigated the use of substances defined as conflict minerals and identified the products using them. Specifically, it was found that tungsten was used for the heads of golf clubs, weights for weight balance of soft tennis rackets, and the tips of baseball carbide spikes. We have confirmed that the parts using the relevant minerals are “conflict-mineral free,” that is, do not contain minerals procured from conflict areas.

## Future issues to be addressed

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- The Asia-Pacific region, where our products are manufactured, needs to be monitored for child labor and forced labor. We will continue to monitor factories and promote corrections for the issues pointed out to ensure CSR procurement in the future.
- The California Transparency in Supply Chains Act (enforced from 2012), the UK Modern Slavery Act (enforced from 2015), and the Australian Modern Slavery Act (enforced from 2019) require companies to disclose their efforts to eliminate human trafficking and slave labor. We will proactively disclose information in response to legislation that respects human rights.
- Amid growing international criticism over issues such as forced labor, discrimination, and harassment against foreign workers in Japan, we will work together with companies and organizations inside and outside the industry to accept foreign workers steadily and responsibly and improve their work and living environments while complying with laws and regulations.



# Management approach for priority issues

## Why are priority issues important? (reason for importance)

The earth's environment faces various issues, including global warming and pollution due to waste. The world economy could become adversely affected due to climate change and suspension of manufacturing facilities caused by an increase in natural disasters. Mizuno recognizes the importance of reducing environmental burden, such as greenhouse gas, in conducting its business. It also recognizes the importance in developing and offering environmentally friendly products and services so as to help the world lead worry-free lives and pass on to future generations an environment where everyone can actively enjoy sports.

## Management policy

### Mizuno Environmental Policy

To create a sustainable community and environment for the future, where all of us around the world can play sports safely and vigorously, the Mizuno Group will actively help preserve the global environment through all of its business activities and actions of each and every one of its employees.

- 1. Prevention of environmental pollution
  - We will reduce the impacts of chemicals on people, the environment and the ecosystem.
  - We will endeavor to reduce and recycle waste.
- 2. Sustainable use of resources
  - We will endeavor to make effective use of limited resources.
- 3. Mitigation of climate change
  - We will endeavor to reduce greenhouse gas emissions.
- 4. Coexistence with society
  - We will endeavor to develop and offer products and services that take the environment into consideration.
  - We will broaden communications with local communities.
  - We will endeavor to preserve biodiversity.

To ensure realization of the above policies, we will set specific environmental objectives and targets so that systematic efforts can be made to achieve the targets.

1 July, 2021  
Akito Mizuno  
President  
Mizuno Corporation

## Management system

To promote environmental protection activities as a Group, Mizuno has established an environment management system, led by its operating officer.

[For more information on Mizuno’s management system, please refer to Mizuno’s Environmental Management System.](#)

## Mizuno’s Long-term Environmental Target

To accelerate its efforts aimed at reducing climate change, in August 2020, Mizuno reexamined its long-term environmental target and decided to achieve carbon neutrality by 2050. At the same time, in addition to its existing Scope 1 and 2 emissions reduction target for 2030, Mizuno set a Scope 3 emissions reduction target and announced it in May 2021.

- 2050
  - Aiming to achieve carbon neutrality
- 2030 (CO<sub>2</sub> emissions; compared to 2018)
  - Scopes 1 & 2: Reduce CO<sub>2</sub> emissions by 30%
  - Scope 3: Reduce CO<sub>2</sub> emissions by 50% (per product)

## Performance highlights

### ■ Mizuno’s global CO<sub>2</sub> emissions [\*a] (compared to the previous year)

FY 2019	Reduced by 3.9%
FY 2020	Reduced by 9.2%
FY 2021	Increased by 1.7%

### ■ Industrial-waste recycling rates of Mizuno’s manufacturing bases [\*c]

FY 2019	99.3%
FY 2020	98.6%
FY 2021	99.7%

A thorough examination is under way to define key performance indicators (KPIs) and set targets for the KPIs with a view to announcing them in FY 2023.



# Environmental Management System

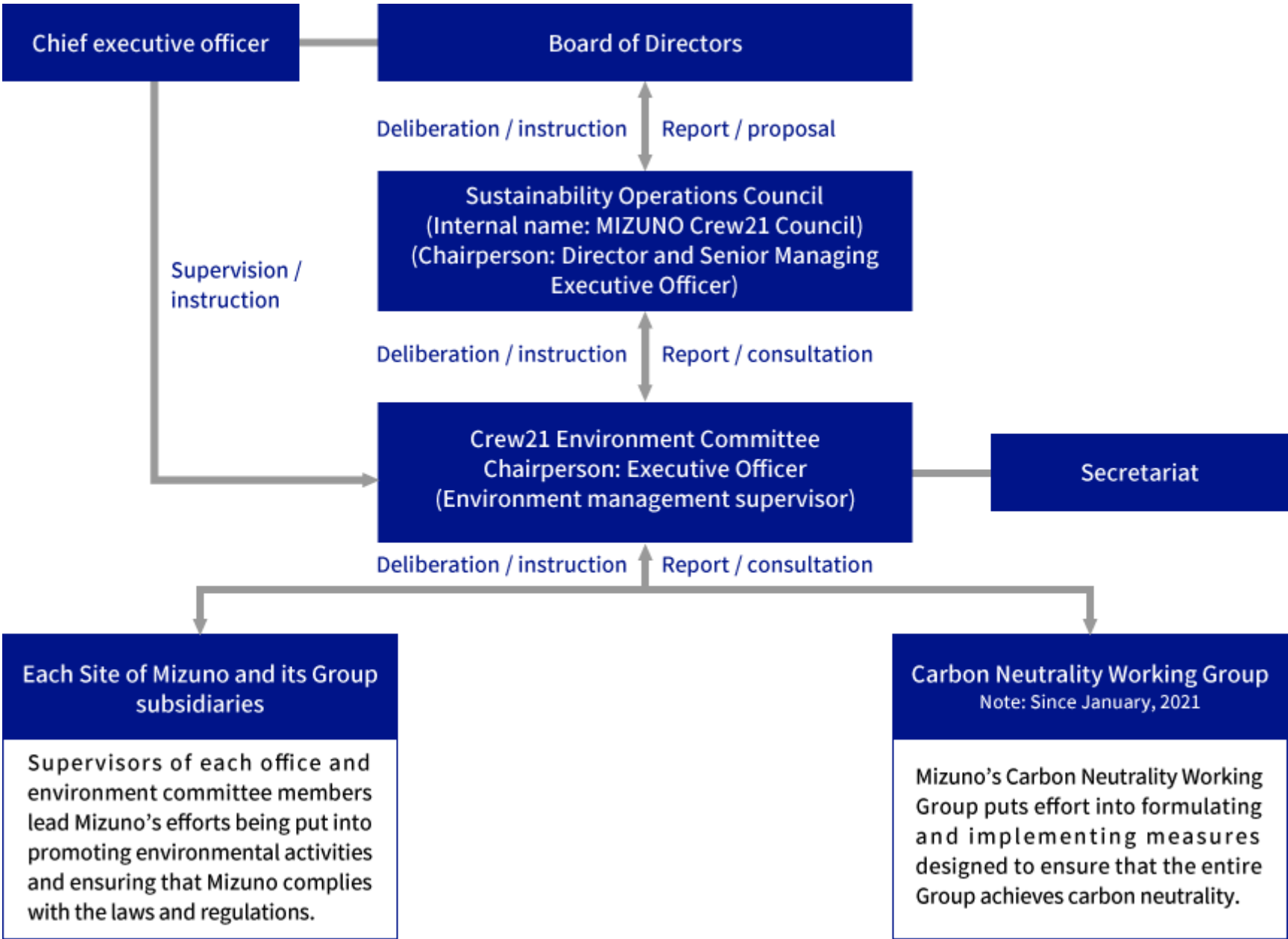
## System for promoting environmental protection activities

To promote environmental protection activities as a Group, Mizuno has established an environment management system, led by its operating officer.

To promote environment management activities, Mizuno has a Crew21 Environment Committee, which comprises supervisors of relevant departments, led by Mizuno’s Executive Officer, who also serves as the environment management supervisor, and the committee discusses such matters as the following: 1) formulating an environmental policy and revising it, 2) setting short-term, medium-term, and long-term environmental goals, and 3) instituting measures for achieving environmental goals. To conduct environmental protection activities, the Crew21 Environment Committee meets regularly and communicates with the entire staff working at Mizuno.

[For information on the roles served by each organization, please refer to Management and Sustainability.](#)

### Environment Operations Structure





# The History of Mizuno’s global environment protection activities

Mizuno recognizes that all business activities have the potential of adversely affecting the environment. Accordingly, to help protect the global environment, in September 1991, Mizuno established a global environment protection activity project titled “Crew21,” and ever since then, it has been putting effort into conducting environmental protection activities. In celebration of the 30th anniversary since initiating the Crew21 project, in April 2021, Mizuno created the logo “MIZUNO CREW21,” which symbolizes all of Mizuno’s sustainability activities, including not only its environmental protection activities but also social and economic activities. Mizuno will continue putting effort into helping create a sustainable world as a crew member of the Spaceship Earth.

[History of Mizuno’s activities for the conservation of the global environment \(timeline\)](#) 

## ISO 14001 certification

The Mizuno Yoro Factory (now Mizuno Technics Corporation), which is Mizuno’s main factory in Japan, obtained ISO 14001 certification in 1997 before other companies in the sports industry, following which other offices in Japan also obtained certification. Subsequently, Shanghai Mizuno, which is Mizuno’s largest manufacturing base overseas, obtained certification in 2004, followed by Taiwan Mizuno in 2008. In addition, Senoh Corporation and Senohtech Corporation, which are part of the Mizuno Group, obtained certification in 2015.

### List of offices that have obtained ISO 14001 certification

Year of acquisition	Offices that have obtained certification and the scope of application* (as of March 2022)
1997	Mizuno Technics Corporation Yoro Factory of Mizuno’s Head Office, Haga Factory, Yamazaki RunBird Factory, and Hikami Factory
2002	Mizuno Corporation Osaka Head Office, Tokyo Head Office, Chubu Branch, Kyushu Branch, Yodoyabashi Store, and MIZUNO TOKYO
2004	Shanghai Mizuno Corporation Ltd.
2008	Taiwan Mizuno Corporation
2015	Senoh Corporation Matsudo Head Office and Fukuoka Branch Senohtech Corporation
2020	Osaka Chayamachi Store

Note: The scope of application of ISO 14001 primarily covers offices with a greater risk of causing environmental harm.  
As of the end of March 2022, ISO 14001-certified offices account for 81.5% of offices in Japan and 38.4% of offices overseas (on the basis of the number of employees).

## Environmental audit

The Mizuno Group conducts an internal audit and has the ISO 14001 certification body examine itself annually. According to the examination conducted by the certification body in FY 2021, Mizuno had no major issues. In addition, Mizuno has already completed resolving all minor issues.

	Issues pointed out by Mizuno’s internal audit (No. of issues)	Issues pointed out by the certification body’s examination (No. of issues)
Major issues	0	0
Minor issues	20	0
Opportunities to resolve issues	2	5

By “Opportunities to resolve issues,” Mizuno means the number of times it received advice on how it could resolve its issues, and every time it had such opportunities, Mizuno carefully examined the advice it received and applied it to resolving issues as necessary.

## Complying with environmental laws and regulations

To comply with environmental laws and regulations, Mizuno maximizes its environment management system and identifies environmental risks that could be underlying its business. Whenever a risk is identified, to prevent accidents and minimize danger, Mizuno regularly performs maintenance and inspection of equipment and facilities and also conducts emergency response drills.

In FY 2021, Mizuno was not found as violating any environmental laws and regulations, did not experience any major accidents, and was not charged any penalties.

## Preventive approaches and precautionary principles

Mizuno puts effort into reducing environmental burden by taking measures to prevent itself from harming the environment throughout all stages of product development, from designing/developing to manufacturing.

In FY 2018, Mizuno performed a life-cycle assessment on one of its business fields, which is its major running shoes models named Wave RIDER 21, and through the assessment, it identified the following: 1) processes comprising the product’s life cycle that have a great impact on the environment and 2) environmental aspects that the product adversely affects. In FY 2021, Mizuno classified its other products into a number of categories, and based on those categories, it performed life-cycle assessments on its major products, calculated the amount of CO2 emissions that manufacturing such products generated, and applied such findings to its future environmental protection measures.

## Environmental education

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The Mizuno Group provides its entire staff with environmental education to help each and every one of them improve their environmental attitude. The Mizuno Group's environmental education being provided at each of its departments deals with a large number of topics every year and aims to help employees familiarize themselves with Mizuno's philosophy and goals relating to its environmental protection activities.

In addition, the site of each department provides waste managers and organic solvent users with information on specialized education helpful in improving the skills and knowledge needed at work.



# Reducing the environmental burden that products could impose

Toward the achievement of its medium- to long-term environmental targets, Mizuno conducts life cycle assessment (LCA) of some representative products, where the environmental impacts of those products throughout their life cycles, from the procurement of raw materials to disposal, are analyzed and monitored. By doing so, Mizuno strives to reduce the environmental impacts of its products throughout their life cycles.

On procuring raw materials, Mizuno selects recycled materials and plant-based materials. It is also committed to extending the lifetime of its products by increasing their durability and providing high-quality maintenance and repair services.

Mizuno aspires to contribute to achieving sustainability and the SDGs by developing sustainable products and services in consideration of not only the environment but also society and the economy.



# Developing artificial turf fillers by recycling used tea leaves

Mizuno collaborated with Ito En Ltd. (hereinafter, Ito En) in developing an artificial turf filler named “Field Chip G (Greentea),” and it did so by using Ito En’s used tea leaf recycling system.\*1

Producing enough Field Chip G to cover an entire long pile artificial turf soccer field requires using used tea leaves worth 430,000 pet bottles of Ito En’s 525 ml sized Oi Ocha green tea. Used tea leaves contain carbon dioxide absorbed by their trees. Therefore, covering an entire soccer field with Field Chip G made from used tea leaves would enable reducing about 4.3 t-CO2of carbon dioxide in the atmosphere.\*2 In addition, Field Chip G does not smell like rubber and allows reducing the increase of surface temperature by about 7°C compared to that of black rubber chip fillers.

Field Chip G is currently used in the following places, helping protect the environment and making artificial turfs more comfortable: 1) the Play Ground of Mizuno’s after-school care facility “Asolete AFTER SCHOOL” (in Tokyo), 2) a part of the Tokiwabashi area currently under development (in Tokyo), 3) Kashihara Athletic Park (in Nara Prefecture), and 4) the soccer field at Teikyo Nagaoka High School (in Niigata Prefecture).

\*1.[Used tea leaf recycling system](#)

\*2.The carbon content was measured using Yanaco Technical Science Corporation’s Yanaco HCN Coder MT-700 HCN.



## Corporate uniforms

Mizuno currently helps workers in various industries, including the construction, manufacturing, and transportation industries, work comfortably by applying the functionality that it has acquired in the sports industry to offering corporate uniforms. Companies have recently come to recognize the importance of valuing their employees health from the perspective of company management and have begun paying more attention to the need for strategic health management. Accordingly, more companies now place importance on the safety and comfort of the uniforms that they ask their employees to wear. In addition, to help companies become more environmentally friendly, Mizuno uses environmentally friendly materials, such as recycled polyester and plant-derived polyester, and it also recycles used uniforms. Recycled uniforms are recycled as industrial materials, such as car interior material and polyester fiber.

## Shoes using a plant-derived ingredient called Pebax® Rnew®

Mizuno has used a sustainable plant-derived ingredient called Pebax® Rnew® to develop shoes called WAVE PLATE, of which it has been developing multiple models at least over the past decade, and has so far sold more than ten million pairs of WAVE PLATE around the world.

WAVE PLATE allows reducing environmental burden and providing wearers with high functionality because manufacturing WAVE PLATE allows reducing more than 4,700 t-CO<sub>2</sub> of carbon dioxide emissions, compared to manufacturing shoes with petroleum-derived raw materials.



## Research into the development of environmentally friendly raw material

Mizuno conducts research into the development of nonpetroleum-derived raw materials as a substitute for petroleum-derived raw materials. Mizuno currently puts effort into conducting research into the development of plant-derived raw materials, and it sees nanomaterials, such as cellulose nanofibers, as being promising candidates.

## Future issues to be addressed

- Of the entire amount of CO<sub>2</sub> emissions that Mizuno’s business activities currently generate, indirect emissions that fall into the category of Scope 3 account for about 97%. In addition, because about 80% of those indirect emissions have to do with purchased products and services, reducing Mizuno’s CO<sub>2</sub> emissions.





# Materiality

## Reduction of energy consumption and GHG emissions

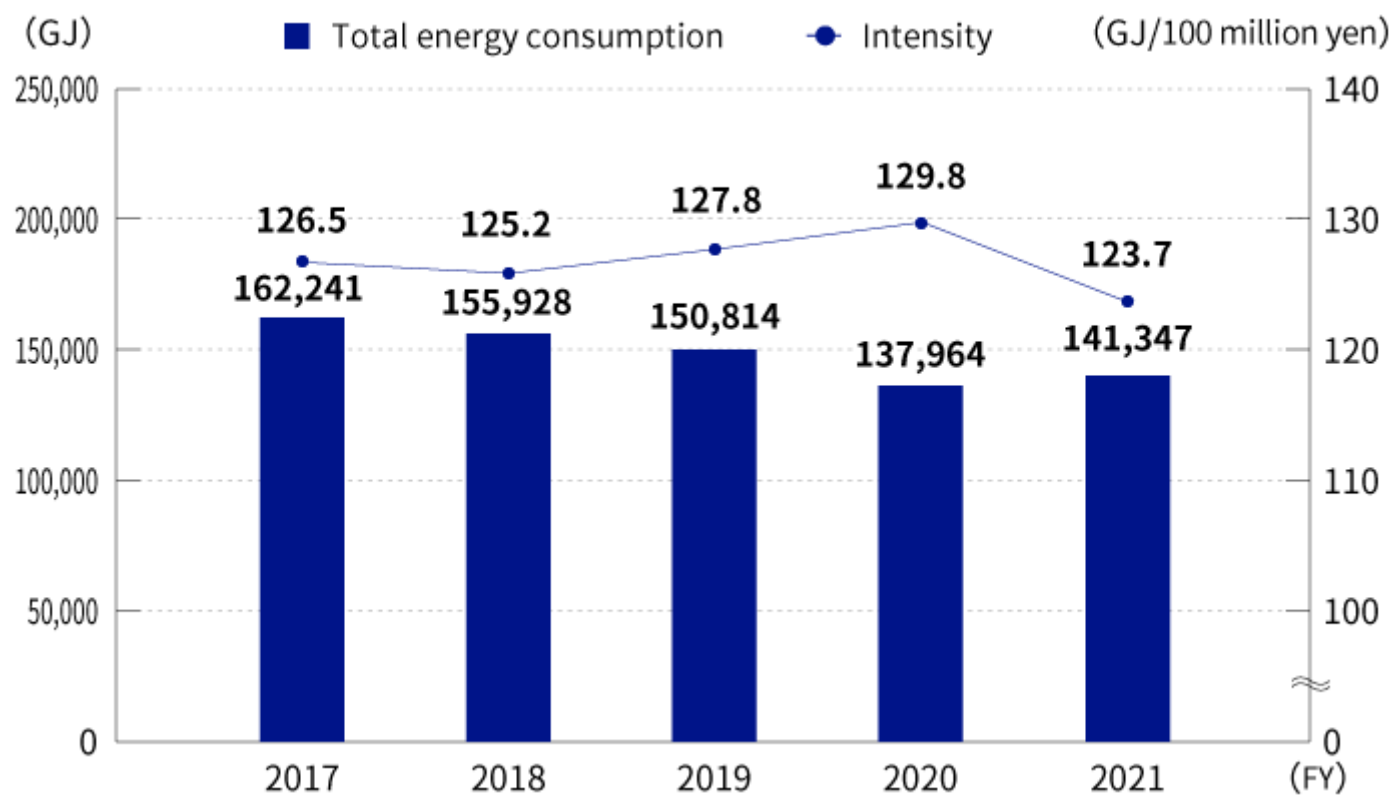
To help create a decarbonized world, the Mizuno Group will put effort into reducing energy consumption and energy-derived CO<sub>2</sub> emissions. In addition, since it believes that reducing CO<sub>2</sub> emissions effectively requires doing so in collaboration with its entire value chain, Mizuno will put effort into reducing CO<sub>2</sub> emissions generated when developing products.

### Energy consumption

Mizuno currently makes various efforts with the aim of achieving its long-term environmental targets. One characteristic example is installing LED equipment at its offices in Japan and overseas. To reduce its energy consumption, Mizuno currently puts effort into strategically installing LED equipment at offices that have a higher risk of imposing environmental burden, such as its headquarters' buildings and factories. In addition, Mizuno currently puts effort into switching its company cars from gasoline cars to hybrid and other fuel-efficient cars. Furthermore, electric cars have also been introduced and been proving to be safe and environment friendly. Mizuno's company cars are equipped with Telematics, which allows visualizing how cars are being driven. This has proven to be useful in not only helping drivers pay more attention to driving safely but also improving fuel economy and reducing CO<sub>2</sub> emissions.

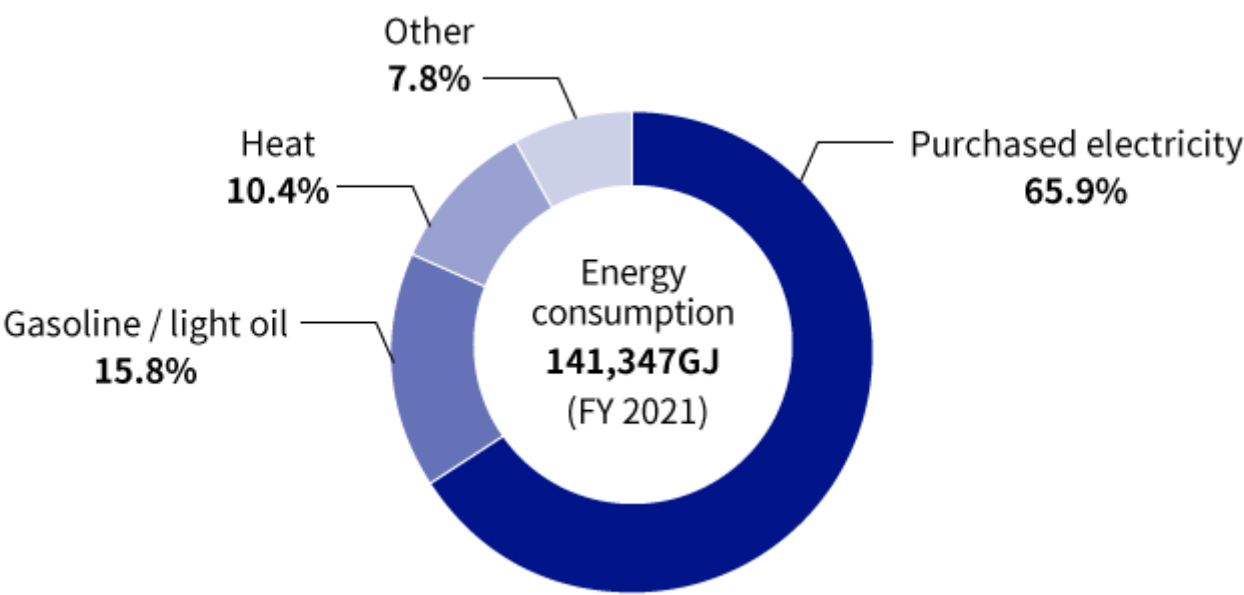
Mizuno's total domestic energy consumption in FY 2021 was 141,347 GJ. The intensity of energy consumption\* was 123.7, a decrease of six points year on year.

Total energy consumption [\*b]



\*Intensity: Amount of domestic energy consumption (GJ)/Total domestic sales (100 million yen)

Breakdown of energy consumption [\*b]



Energy consumption [\*b]

		Unit	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Scope1	City gas	1,000m³	41	31	30	26	32
	LP gas	t	92	78	83	85	86
	Heavy oil	kl	100	93	92	93	103
	Kerosene	kl	44	38	34	29	33
	Gasoline	kl	687	658	617	455	527
	Light oil	kl	154	156	151	111	111
Scope2	Electricity	1,000kWh	10,675	10,361	10,009	9,378	9,348
	Heat	GJ	10,488	10,025	9,998	10,568	10,815

Energy-derived CO2 emissions

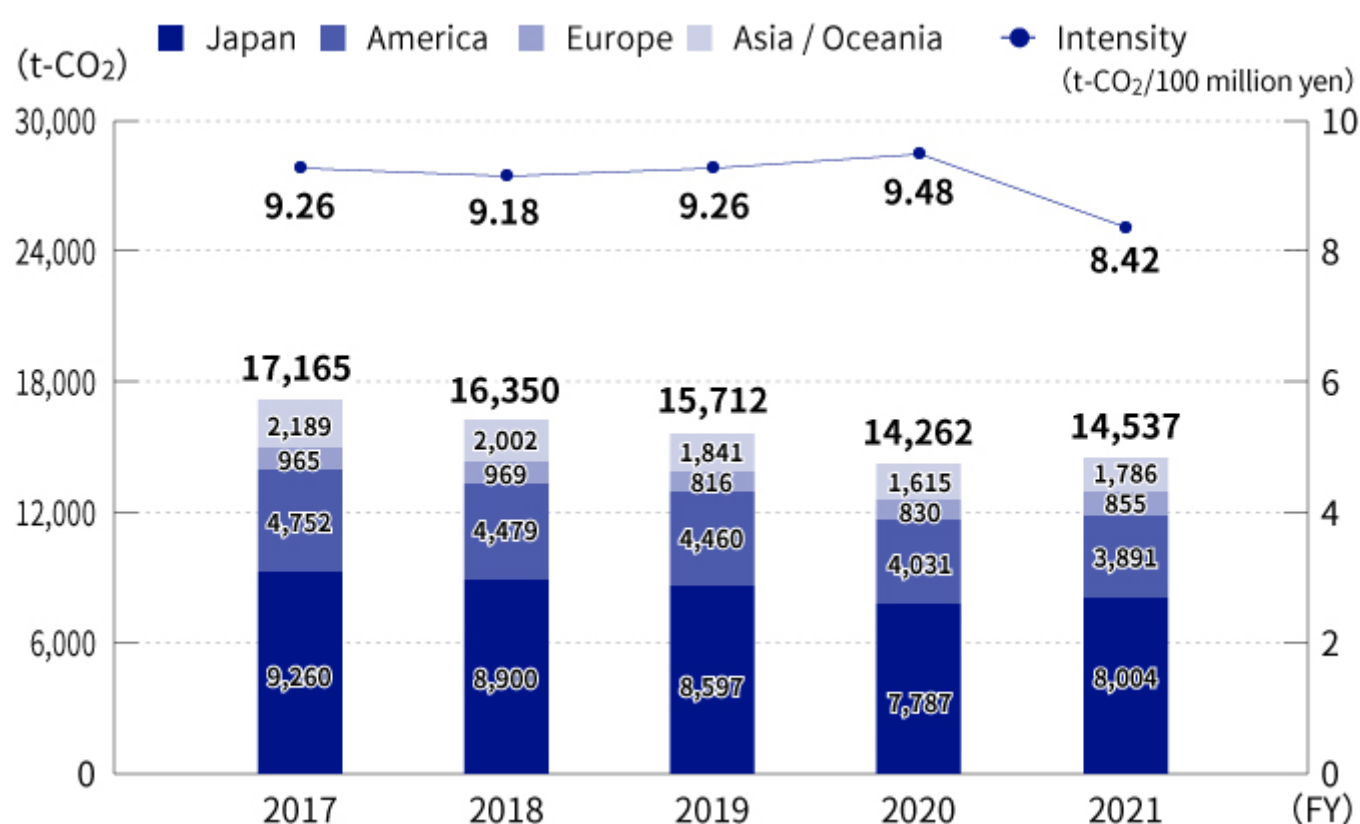
In FY 2021, the Mizuno Group strove to achieve an annual target of reducing its total CO<sub>2</sub> emissions from energy consumption by 2.5% year on year to 13,900 t-CO<sub>2</sub>. However, the Group’s actual CO<sub>2</sub> emissions from energy consumption in FY 2021 were 14,537 t-CO<sub>2</sub> mainly due to an increase in electricity and gasoline consumption caused by the relaxation of COVID-19 restrictions and the resumption of business activities both in Japan and abroad. From now on, Mizuno will introduce energy saving equipment and strive to enhance the efficiency of its operations in order to reduce its CO<sub>2</sub> emissions.

Energy-derived CO2 emissions [\*a]

Unit	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
t-CO <sub>2</sub>	17,165	16,350	15,712	14,262	14,537
Intensity <sup>*2</sup>	9.26	9.18	9.26	9.48	8.42



## Regional CO<sub>2</sub> emissions and intensity<sup>\*2</sup>



\*2 Intensity: CO<sub>2</sub> emissions (t-CO<sub>2</sub>)/consolidated sales (100 million yen)

## Energy-derived CO<sub>2</sub> emissions by country [\*a]

(Unit : t-CO <sub>2</sub> )	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Japan	9,260	8,900	8,597	7,787	8,004
US	4,540	4,274	4,269	3,902	3,752
Canada	212	205	191	129	139
UK	527	538	505	447	434
France	212	155	101	103	123
Netherlands	-	-	-	126	126
Germany	145	151	130	101	93
Italy	80	80	80	53	79
China (factory)	1,426	1,337	1,216	1,049	1,232
China	84	86	46	39	42
Taiwan	219	187	181	176	173
Hong Kong	64	78	64	54	31
South Korea	181	183	175	158	178
Singapore	35	32	33	26	26
Thailand	34	34	28	24	18
Australia	146	110	98	89	86
Total	17,166	16,350	15,714	14,262	14,537

Note: The total may not add up exactly because the digits after the decimal point for each country have been rounded.

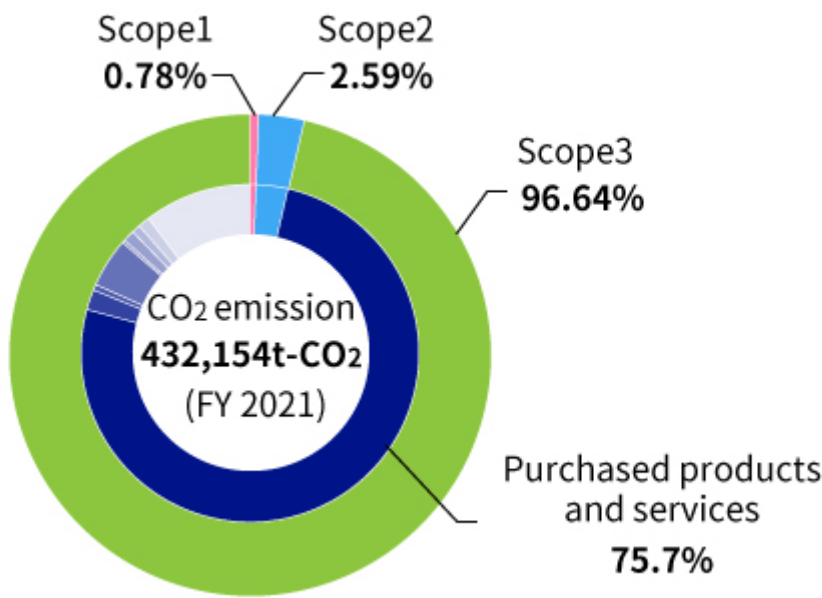
## Other indirect greenhouse gas emissions

Mizuno recognizes that helping create a decarbonized world requires it not only to reduce CO<sub>2</sub> emissions it generates itself but also collaborate with its entire value chain in cutting CO<sub>2</sub> emissions. Therefore, its calculations include CO<sub>2</sub> emissions generated by its entire value chain based on the standards defined in Scope 3 of the GHG protocol.

In FY 2021, Mizuno’s Scope 3 CO<sub>2</sub> emissions accounted for 96.64% of its total CO<sub>2</sub> emissions. To reduce the amount of Scope 3 CO<sub>2</sub> emissions, Mizuno is currently making the following efforts: 1) collaborating with Sumitomo Warehouse, which manages Mizuno’s main warehouses, in installing LED equipment at its warehouses; and 2) promoting a partial modal shift of transportation between its main warehouses located in West Japan and East Japan.

To accurately monitor Category 1 "Purchased products and services" and Category 12 "End-of-life treatment of sold products" which account for about 80% of Scope3, in FY 2021, Mizuno replaced the calculation method it had so far used with a new LCA-based calculation method. To reduce its Category 1 emissions, Mizuno will not only use materials with low environmental impacts, including recycled materials and plant-based materials, but also devise measures for further emissions reduction.

### Other indirect greenhouse gas emissions generated in FY 2021 [\*a]



Scope	Category	Category name	CO <sub>2</sub> emissions (t-CO <sub>2</sub> )	Breakdown ratio
Scope1		Mizuno’s direct emissions	3,358	0.78%
Scope2		Mizuno’s indirect emissions	11,179	2.59%
Scope3		Others’ indirect emissions	417,617	96.64%
Breakdown	☑ Category 1	Purchased products and services	327,134	75.7%
	Category 2	Capital goods	8,509	2.0%
	Category 3	Fuel- and energy-related activities	2,030	0.5%
	Category 4	Upstream transportation and distribution	18,838	4.4%
	Category 5	Waste generated in operations	487	0.1%

Scope	Category	Category name	CO <sub>2</sub> emissions (t-CO <sub>2</sub> )	Breakdown ratio
Breakdown	Category 6	Business travel	4,421	1.0%
	Category 7	Employee commuting	3,936	0.9%
	Category 8	Upstream leased assets	3,891	0.9%
	Category 9	Downstream transportation and distribution	452	0.1%
	☑ Category 12	End-of-life treatment of sold products	47,919	11.1%
Total			432,154	

Note: Calculations of purchased electricity emissions are location based.

\* The calculation scope is the domestic Mizuno Group and overseas Mizuno Group.

\* Scope 1: Greenhouse gas (GHG) emissions from a company’s direct operations, such as the in-house use of fuel

\* Scope 2: A company’s indirect GHG emissions from purchased electricity, heat, and steam

\* Scope 3: A company’s indirect GHG emissions coming from product manufacturing, transportation, employees’ business travel and commuting within the supply chain

\* The data marked with ☑ has been assured by a third party in Japanese version of report.

※ Scope1,2

Direct and indirect GHG emissions from corporate activities as defined by the GHG Protocol

\*Scope3/Category 1

The following three methods are used to calculate emission factors according to the characteristics of product categories.

LCA of the representative model of the product sold by Mizuno in the relevant fiscal year was carried out and the emission factor of the product was calculated. GHG emissions were calculated by multiplying the sales volume with the emission factor. - ①

In the manufacturing department, GHG emissions were calculated by multiplying the amount of substances used in manufacturing with the emission factor. - ②

GHG emissions were calculated by multiplying the cost of products sold by Mizuno in the relevant fiscal year with the emission factor specified by the Ministry of the Environment. - ③

Total GHG emissions = ① + ② + ③

\* For LCA calculation, the emission factor of LCI database IDEA version 2.3 and Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain.

\*Scope3/Category 12

The following three methods are used for calculation according to the characteristics of product categories.

LCA of the representative model of the product sold by Mizuno in the relevant fiscal year was carried out and the emission factor of the product for disposal specified by the Ministry of the Environment was calculated. GHG emissions were calculated by multiplying the sales volume with the emission factor. - ①

In the manufacturing department, GHG emissions were calculated by multiplying the amount of substances used in manufacturing with the emission factor for disposal. - ②

GHG emissions estimated from sales amount based on the GHG emissions calculated from ①. - ③

Total GHG emissions = ① + ② + ③

\* For LCA calculation, the emission factor of LCI database IDEA version 2.3 and Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain.

### 【Third Party Assurance】

In order to ensure a higher level of transparency and reliability while disclosing information on environmental data, Mizuno has obtained third-party assurance for the Japanese version of environmental data for FY2021 with this report from Deloitte Tohmatsu Sustainability Co., Ltd ., an affiliate of Deloitte Touche Tohmatsu LLC.

PDF of Assurance Report

### 【Scope of Assurance】

GHG emissions in FY2021 (Scope 3, Category 1,12)

## Using 100% recycled paper for shoe boxes

Since November 2021, as part of its efforts toward sustainability, Mizuno has been successively replacing boxes for shoes marketed in each category around the world with shoe boxes made of 100% recycled paper. This initiative is predicted to contribute to an annual CO<sub>2</sub> emissions reduction of about 160 tons\* compared with conventional shoe boxes.

By using 100% recycled paper for packages for shoes, which constitute one of its main product categories, Mizuno will contribute to reducing environmental impacts and building a sustainable, circular economy.

\* Based on a survey conducted by Mizuno



Shoe boxes made of 100% recycled paper

## Future issues to be addressed

- Mizuno will aim at instituting measures to reduce not only Scopes 1 and 2 but also Scope 3 GHG emissions.
- Mizuno will promote measures designed to switch to renewable energy sources.
- Mizuno will promote efforts throughout the supply chain to reduce Scope 3 emissions.
- Mizuno will work to create a circular economy.





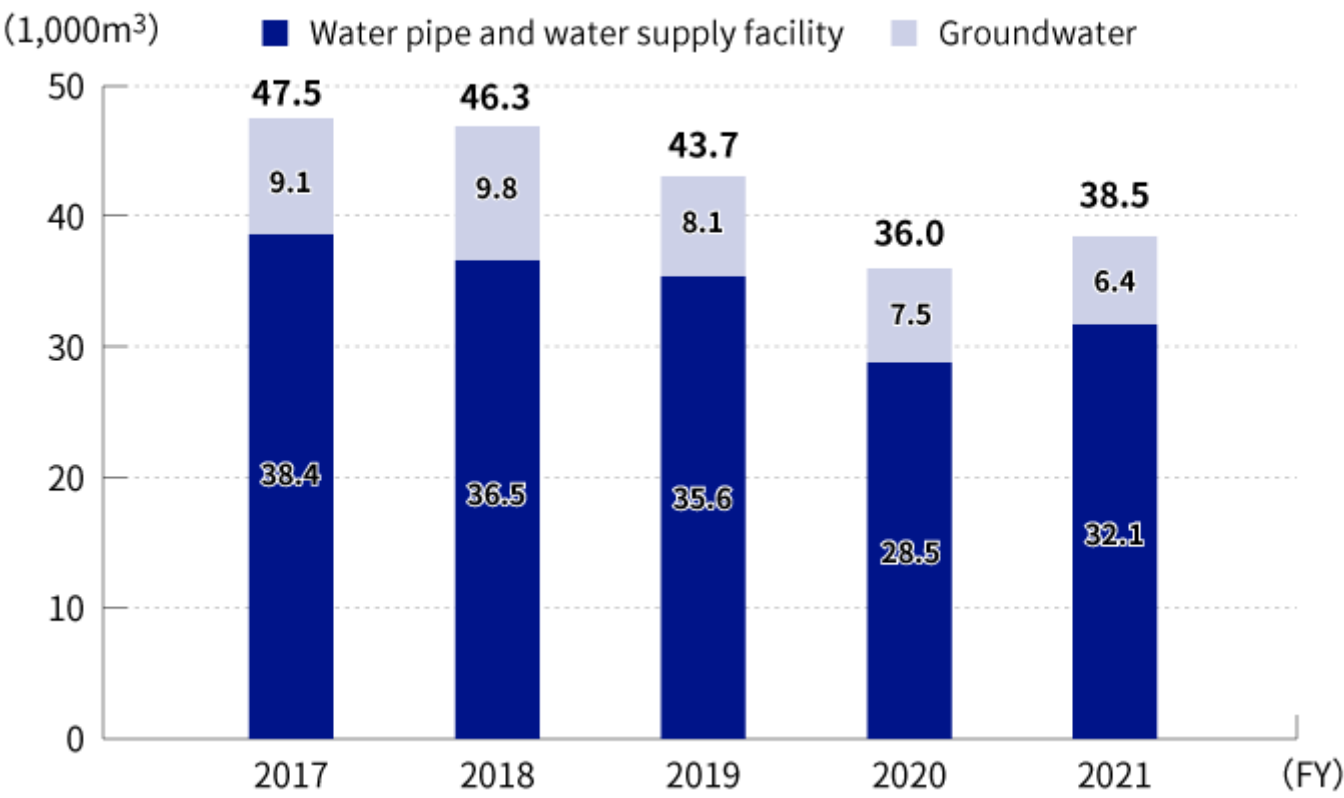
## Efficient use of water

Water resources are not only essential to conducting business but also essential to everyday life and the production of food of the regional community and the maintenance of biodiversity. In the manufacturing of sports equipment, the production of raw materials and the manufacturing process of products have a great impact on water resources. Mizuno puts effort into reducing the amount of water use, including the developing of manufacturing technologies that will allow the reduction of water use.

To play its part in the circulation of water resources responsibly, Mizuno will pay even greater attention to the effluent its manufacturing bases discharge into the sewage and general rivers and also ensure that it complies with laws relating to septic tanks and water quality management.

Water intake by water source [\*b]

	Unit	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Water pipe and water supply facility	1,000m <sup>3</sup>	38.4	36.5	35.6	28.5	32.1
Groundwater	1,000m <sup>3</sup>	9.1	9.8	8.1	7.5	6.4
Total water intake	1,000m <sup>3</sup>	47.5	46.3	43.7	36.0	38.5



Effluent [\*b]

	Unit	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total effluent	1,000m <sup>3</sup>	47.5	46.3	43.7	36.0	38.5

## Water-resource measures taken in supply chains

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Since supply chains are expanding globally, water pollution in manufacturing countries is an important issue that needs to be addressed. Mizuno uses the World Resources Institute (WRI)'s Aqueduct, which provides a world atlas that maps data on water risks, to identify current and potential water risks at its offices and factories around the world. A water risk survey has been completed at all 37 Mizuno offices: 18 in Japan (including subsidiary offices) and 19 abroad.

In addition, as part of its CSR procurement audit, Mizuno checks whether its suppliers are properly managing effluent and whether employees have safe access to water.

## Future issues to be addressed

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- Mizuno will seek to fully grasp the facts of its water use from multiple perspectives, including the current levels of its global water usage and water-related impacts, as well as future water-related impacts on its business activities.
- If a water risk proves to exist, Mizuno will adopt appropriate countermeasures according to the nature of the risk and the social situation.



# Materiality

## Reduction of hazardous chemical substances

Mizuno puts effort into reducing its use of chemical substances that could be harmful to the human body and ecosystem, and it also puts effort into finding substitutes to replace such chemical substances. Mizuno’s offices conduct risk assessments into chemical substances according to categories, based on their hazardousness and harmfulness, and put effort into finding substitutes with lower risks.

In FY 2021, there were no major cases of leakage of hazardous chemical substances from Mizuno’s manufacturing factories. In addition to Mizuno’s manufacturing bases, Mizuno’s offices and stores also performed risk assessments of chemical substances used to repair products.

Note: Mizuno has a system for managing hazardous chemical substances to ensure that it offers safe and proper quality products. To find out more about the system, please visit Mizuno’s Responsibility for Safe and High-quality Products website.

### Reducing organic solvent (toluene) emissions

As a measure to reduce the adverse effect that toluene could have on the health of its employees, Mizuno puts effort into reducing toluene emissions by replacing currently used adhesives containing toluene at shoe manufacturing sites with water soluble adhesives.

#### Toluene emissions [\*e]

	Unit	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Toluene emissions	kg	1,092	1,114	762	686	1,085

[\*e] Calculated based on data from manufacturing bases in Japan (with Senoh Group bases not included until FY 2020, and Senoh Group bases included in FY 2021)

#### Emissions of substances subject to the PRTR law [\*e]

	Unit	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Emissions	kg	2,176	2,478	2,017	1,706	3,364

\* Since Mizuno limits the use of substances subject to the Act on the Assessment of Releases of Specified Chemical Substances in the Environment and the Promotion of Management Improvement (known as the Pollutant Release and Transfer Register [PRTR] Law) to its own factories, the amount of such substances transported is 0 kg each year.

#### Emissions of main substances subject to the PRTR law

Emissions of main chemical substances	Unit	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Ethylbenzen	kg	61	69	30	100	130
Dichloromethane	kg	15	11	6	0	20

Emissions of main chemical substances	Unit	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Phenol	kg	20	34	64	25	56
Toluene	kg	1,092	1,114	762	686	1,085
Styrene	kg	7	5	4	12	39
Xylene	kg	93	112	71	141	203
MIBK	kg	19	31	48	51	0
n Hexane	kg	238	219	199	136	443
Trimethylbenzene	kg	1	25	2	0	62
Methyl methacrylat	kg	463	415	563	374	532
2 Aminoethanol	kg	84	284	70	8	8
N, N, -Dimethylformamide	kg	53	42	49	28	40
Trichlorethylene	kg	28	50	74	39	83

[\*e] Calculations are based on data gathered from domestic manufacturing bases (excluding the Senoh Group)

## Storing PCB

The Law Concerning Special Measures against PCB Waste requires business operators who store PCB waste to annually report the condition under which PCB waste is being stored and to dispose of PCB waste by the end of March 2027.

In FY 2021, Mizuno properly disposed of one used transformer with a low PCB content and reported the status of the disposal to the relevant municipality.

## Future issues to be addressed

- Mizuno is determined to ensure that it uses materials that do not contain hazardous chemical substances and to do so from the designing stage of its manufacturing process.
- Mizuno aims to eventually switch to paint and adhesives that do not contain organic solvents. In cases where switching to such paint and adhesives immediately is impossible, Mizuno will switch to ones that contain solvents that are less hazardous.





## Materiality

# Reduction of waste

To help prevent environmental pollution and create a world that uses sustainable resources, Mizuno puts effort into reducing waste by taking into consideration its products’ life cycles, from the designing and manufacturing stages to product use and disposal. In addition, Mizuno ensures that industrial waste generated at each of its offices is disposed of properly by checking manifests and regularly visiting offices. Mizuno’s main offices operate based on digital manifests.

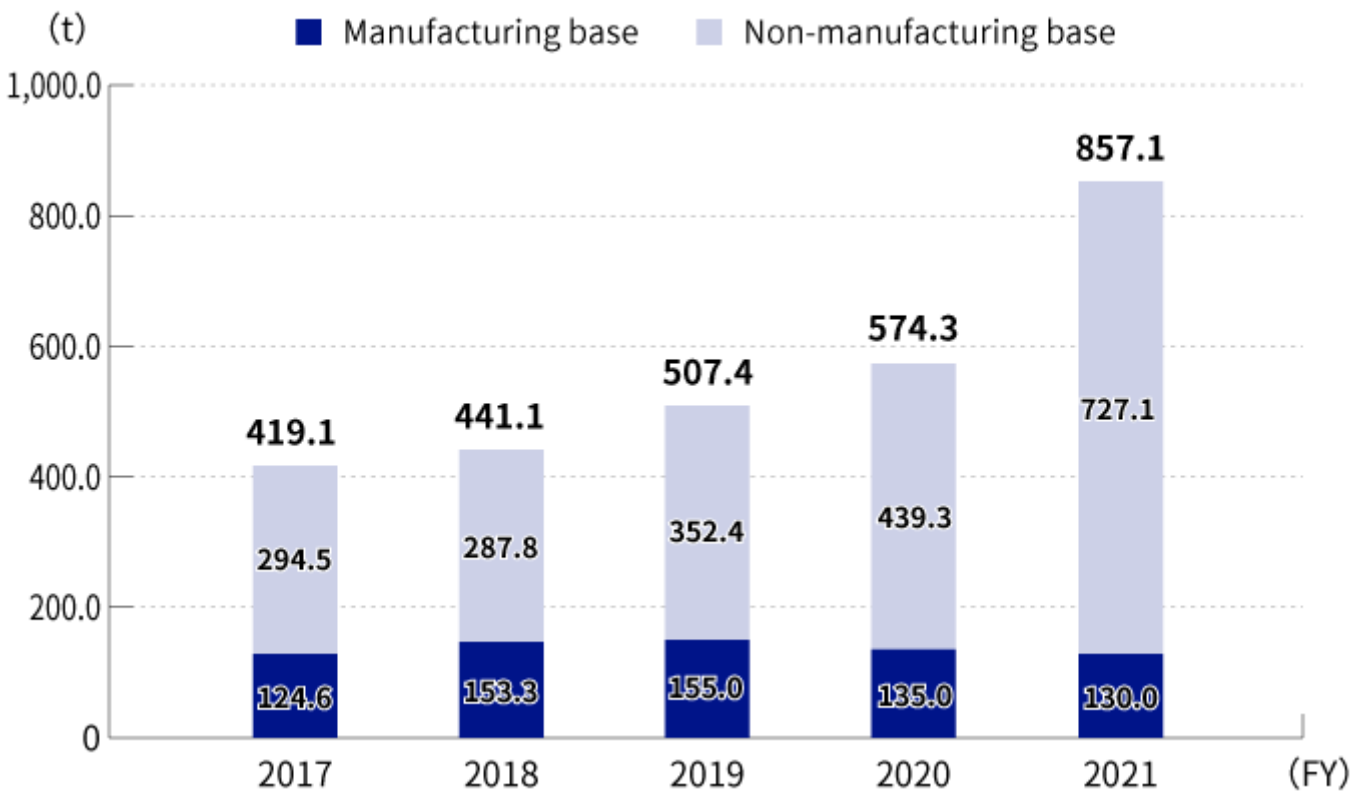
In addition, Mizuno’s manufacturing bases have always been putting effort into reducing industrial waste. In FY 2021, Mizuno strove to achieve a target of reducing industrial waste to 130.4 tons, and the actual amount of industrial waste it generated was 130.0 tons, which was 0.3% less than the target and a decrease of 3.7% year on year.

Gross weight of industrial waste [\*b]

	Unit	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Industrial waste	t	419.1	441.1	507.4	574.4	857.1
General waste	t	42.7	44.3	52.4	37.3	54.1
Total	t	461.8	485.4	559.8	611.7	911.2

Note: Waste generated by Mizuno did not contain any substances defined as hazardous in the Basel Convention.

Gross weight of industrial waste by base [\*b]



## Resource recycling efforts

In addition to reducing the total amount of waste, Mizuno’s domestic manufacturing bases put effort into recycling resources in the following ways: 1) reusing resources and sorting them and 2) creating valuables from waste by sharing information with one another. Mizuno Technics recycles 99.7% of the industrial waste it generates. In FY 2020, Mizuno began recycling pieces of leather remaining after manufacturing gloves. The recycled leather pieces are then sold as valuables and also used at stores as DIY leather sheets.

Note: General waste is not included in Mizuno’s zero emission goal.

Gross weight of waste by treatment method being adopted at Mizuno’s domestic manufacturing bases (four factories) and waste sold as valuables [\*e]

		Unit	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Industrial waste	Incinerated; landfilled	t	0.00	0.46	0.61	2.99	0.21
	Recycled	t	63.87	68.31	86.51	67.75	82.85
	Total industrial waste	t	63.87	68.77	87.12	70.74	83.06
General waste	Incinerated	t	43.84	40.32	8.45	6.17	6.23
	Landfilled	t	0.00	0.00	0.00	0.00	0.00
	Recycled	t	0.00	0.00	0.00	0.00	0.00
	Total general waste	t	43.84	40.32	8.45	6.17	6.23
Valuables	Reused	t	3.47	3.18	2.99	0.25	20.3
	Recycled	t	162.19	137.13	117.80	95.54	111.91
	Total valuables	t	165.66	140.31	120.79	95.79	132.22
Total amount of emissions		t	273.37	249.40	216.36	172.70	221.51

[\*e] Calculations are based on data gathered from domestic manufacturing bases (excluding the Senoh Group)

# Mizuno’s plastic waste zero declaration

Mizuno puts effort into reducing plastic waste in collaboration with its entire value chain. Mizuno promotes the use of recycled plastics in its manufacturing process. Mizuno’s factories and offices put effort into sorting waste and recycling plastic waste to produce solid fuel and manufacture various kinds of equipment. In addition, Mizuno’s stores put effort into reducing garbage by promoting simple packaging. Furthermore, Mizuno’s Osaka Head Office puts effort into helping reduce garbage in the following ways: 1) cleaning the streets of the Cosmo-square district and 2) helping the local community clean the riverbed of the Yamato River in collaboration with Kansai University.

All stores around the world directly managed by the Mizuno Group have switched to packaging purchased goods in environmentally friendly paper bags, instead of plastic bags, which are more likely to be disposed of immediately. Mizuno also aims to switch to packaging caddie bags and golf clubs, which require bags relatively more durable than regular paper bags, in environmentally friendly bags as soon as possible.

# Future issues to be addressed

- Mizuno aims to not only reduce emissions generated during its manufacturing process but also reduce its use of packing material and packages, and it aims to do so by planning ahead how it could reduce waste, beginning at the designing stage of its manufacturing process.
- Up until now, efforts to reduce waste have primarily been made by manufacturing bases. However, to reduce as much waste as possible, Mizuno will apply what it has learned through such efforts to reducing waste at its non-manufacturing bases that currently generate relatively large amounts of waste.
- Since Sharp Sangyo Co., Ltd., a Mizuno Group company, has not yet started using a digital manifest, Mizuno will strongly encourage the company to do so.

## Responsibility for global environmental issues throughout the product lifecycle



# Environmental communication

To promote communication between itself and its stakeholders, the Mizuno Group produces sustainability reports, publicizes information through social networking services, co-hosts events held in local communities, sets up booths at such events, and gives factory tours.

## Publicizing environmental information

Mizuno publicizes environmental information via its website. Mizuno’s sustainability reports, which contain environmental information, is available in Japanese and English. The information that Mizuno publicizes via its website is downloadable as PDF files.

## Factory tour

Mizuno’s manufacturing bases, including Yoro Factory and Senohtech, offer factory tours, which introduce their manufacturing know-how and 3S efforts. In addition, since June 5 came to be designated as World Environment Day, Mizuno made June its environment month, and since 1997, it has been putting effort into cleaning up the streets surrounding its offices both domestically and internationally. However, Mizuno was not able to offer any factory tours or clean up the streets surrounding its offices in FY 2021 due to the COVID-19 pandemic.

## Risk communication

Mizuno Technics makes risk communication efforts to regularly communicate with its stakeholders. Mizuno Technics’ risk communication aims to invite government and community representatives to its factory so that it can introduce the following: 1) what equipment is being used, 2) what products are being manufactured, 3) what waste is being generated, and 4) what environmental protection measures are being taken. In addition to actively publicizing the preceding types of information to local representatives, risk communication efforts aim to welcome their comments and requests so that such feedback could be applied to Mizuno Technics’ business.

## Environmental workshop

Mizuno offers environmental workshops to help children develop a healthy environmental attitude by seeing how Mizuno manufactures its products and puts effort into taking environmental protection measures. The workshops introduce the history of sports equipment and measures being taken at Mizuno’s factories. In addition, they offer opportunities to make key chains from wood and leather remaining after manufacturing wooden bats and leather baseball gloves.

In FY 2020, Mizuno began offering environmental workshops as an event program of its experience-based program “Koto Pro.”



## Initiatives implemented outside Japan

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- **Singapore**

Singapore is recognized as one of the most active Southeast Asian countries in efforts to address environmental issues. To conserve the environment in its limited land area, the country is striving to achieve a target of reducing waste by 30% by 2030.

Mizuno Singapore supports the shoe recycling initiative of Sport Singapore, a national government body, and collaborates with other sports brands and clients in promoting efficient use of resources.

The company calls for donations of used shoes, which Sport Singapore collects, crushes into pieces and processes to recycle into a paving material for fitness spaces in parks, athletic tracks, etc. Sport Singapore launched this initiative in July 2021, aiming to achieve an annual target of recycling approximately 170,000 pairs of shoes.

- **Australia**

Australia imports approximately 110 million pairs of shoes per year from manufacturing countries. Of these imported shoes, about 25 million pairs are sports shoes, only 1% of which are reported to be recycled.

Mizuno Corporation Australia takes part in a recycling program named “Tread Lightly” in partnership with the Australian Sporting Goods Association (ASGA) and other sports brands.

This program aims to recycle used shoes, irrespective of the brand or manufacturer, into a material for various uses by collecting, shredding, and processing them.

The recycled material is used for training gym mats, store floorings, playground equipment, etc., thereby enabling the initiative to contribute to reducing waste and environmental impact. By September 2021, about 100,000 pairs of shoes—weighing over 32 tons—had been collected.



# Business activities and environmental burden

## Business activities and environmental burden (input and output) [\*b]

Below are data on Mizuno’s input of energy and resources and output of GHG emissions and waste in Japan in FY 2021. Mizuno strives to enhance the efficiency of its business activities and resource use.

### INPUT

Energy	
Electricity	9.3 GWh
Regional air conditioning	10,815 GJ
City gas	32,000 m³
LP gas	85.7 t
Kerosene	32.9 kl
Gasoline	526.6 kl
Light oil	110.8 kl

Water resources	
Total water intake	39,000 m³

Resources	
Cardboard	1,130.6 t

Mizuno (domestic offices and manufacturing bases)

### OUTPUT

Energy	
CO2	8,004 t-CO2
NO2	6,346 kg

Effluent	
Total effluent	39,000 m³

Chemical substances	
Emissions of substances subject to the PRTR law	3.4 t
Transportation of substances subject to the PRTR law	0 t

Waste	
Industrial waste (manufacturing bases)	130.0 t
Industrial waste (non-manufacturing bases)	727.1 t
General combustible waste	54.1 t

\* Data on manufacturing bases in Japan, including Senoh Group bases



# Environmental accounting

## Environmental protection costs

In FY 2021, Mizuno’s environmental protection costs amounted to 26.97 million yen in investments and 142.90 million yen in expenses. Just as in the previous fiscal year, the FY 2021 investments were mainly made in installing LED lights and switching to energy-saving air conditioners. The environmental protection expenses primarily comprised the cost of research and development in materials and processes that would help reduce the environmental impact of manufacturing processes and that of managing EMS activities.

### Environmental protection costs incurred in FY 2021 [\*b]

Unit (ten thousand yen)

Categories of environmental protection costs	Main efforts	Performance in FY 2021	
		Amount invested	Expenses
(1) Business area costs		2,697	6,577
(1)-1 Pollution prevention costs	Inspection, examination, and analysis costs	0	644
(1)-2 World environment protection costs	Costs incurred for installing energy-saving equipment	2,697	1,493
(1)-3 Resource circulation costs	Recycling waste and using recycled material	0	4,440
(2) Upstream and downstream costs	Costs for outsourcing product recycling and green procurement costs	0	888
(3) Management activity costs	ISO 14001 management costs, external communication costs, and environmental advertising costs	0	3,879
(4) Research and development costs	Costs for conducting research into the development of environmentally friendly products	0	2,781
(5) Social activity costs	Costs incurred for cleaning up the streets surrounding offices and donating money to the Dongurinokai association	0	165
(6) Costs incurred for paying for environmental damage		0	0
(7) Other environmental protection costs		0	0
Total		2,697	14,290

# Effectiveness of environmental protection measures

## Effectiveness of environmental protection measures taken in FY 2021 [\*b]

■ Reduction (physical effect)

Environmental aspects		Unit	Performance in FY 2020	Performance in FY 2021	Reduction	Compared to the previous year
Energy and resource conservation	Electricity	1,000 kWh	9,378	9,348	30	99.7%
	City gas	1,000 m³	26	32	-6	123.1%
	Gasoline; light oil	kl	566	637	-71	112.5%
	Kerosene	kl	29	33	-4	113.8%
	Heavy oil	kl	93	103	-10	110.8%
	Water supply	m³	36	39	-3	106.9%
Amount of incinerated general waste		t	37	54	-17	145.9%
Industrial waste emissions		t	574	857	-283	149.3%

The FY 2021 data were gathered between April 2021 and March 2022.

■ Reduction (monetary effect)

Unit (ten thousand yen)

Environmental aspects	Performance in FY 2020	Performance in FY 2021	Reduction	Compared to the previous
Electricity, gas, gasoline, light oil, kerosene, heavy oil, and water supply bills	37,037	41,137	-4,100	111.1%

The FY 2021 data were gathered between April 2021 and March 2022.





# Management approach for priority issues

## Why are priority issues important? (reason for importance)

We recognize that fair play is important in sports, and this also applies to business activities. Our motto is to conduct business activities through fair competition in consideration of compliance with laws and regulations, social norms, ethics, internal regulations and other rules, and of the adverse effects of compliance violations on society.

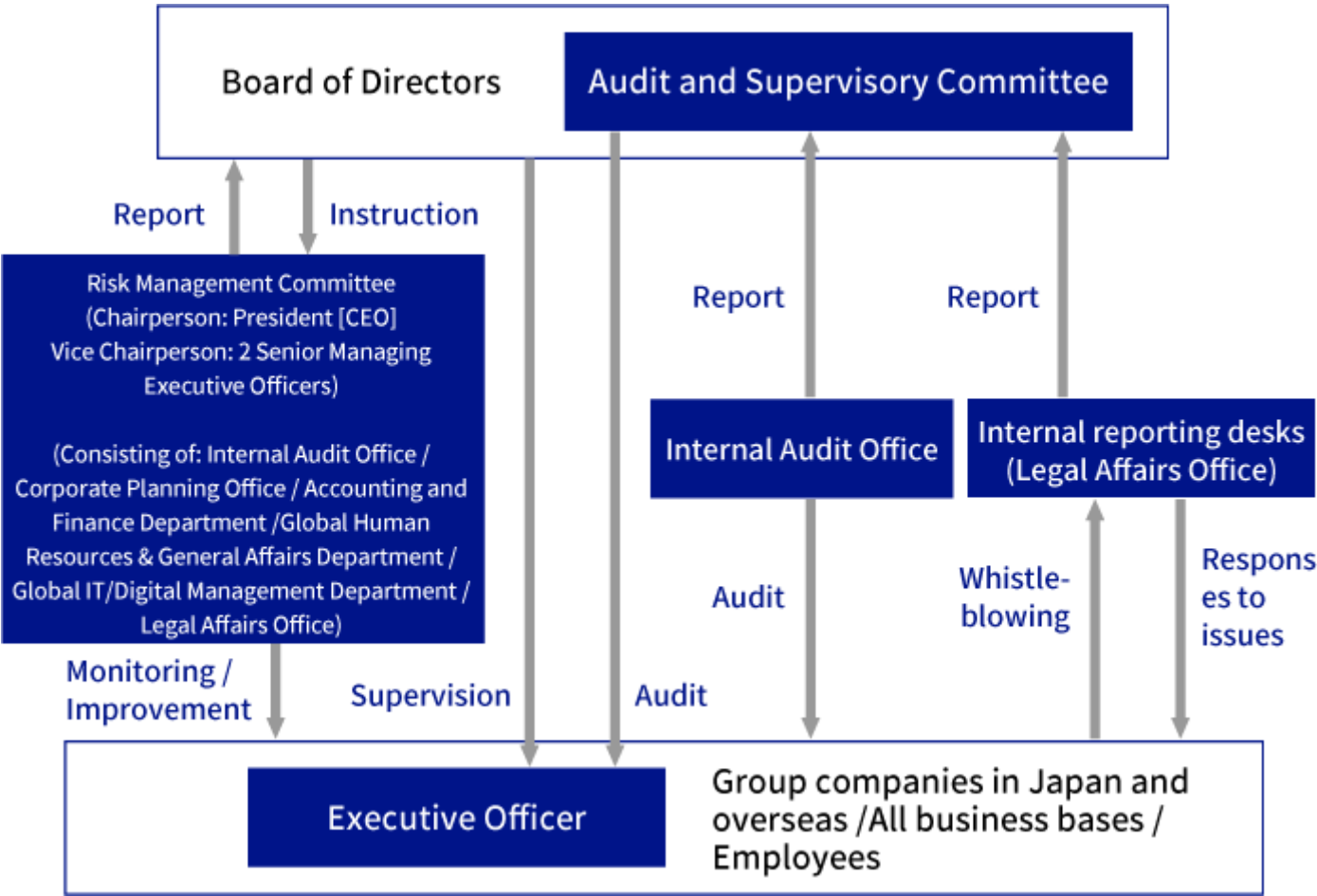
## Management policy

Based on the Mizuno Corporation Ethical Standards, we make company-wide efforts to ensure thorough compliance throughout the Group.

[Please click here for details of the Mizuno Corporation Ethical Standards.](#)

## Management system

We have established the Risk Management Committee, chaired by the President (CEO), to implement management through which we regularly understand risks, including compliance violations, that affect our business and take remedial measures effectively and efficiently. We also audit business operations through the Internal Audit Office, and work to detect fraud and misconduct in an early stage and resolve issues as needed through the internal reporting desks.





## Operation system of the whistle-blowing system

We operate three internal reporting desks under the whistle-blowing system to prevent and early detect misconduct, including legal violations, unethical behavior, and dishonest behavior, to improve the company's self-purification capability, and to ensure social trust.

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 increased.)

[Please click here for details of the whistle-blowing system.](#)

## Performance highlights

- **Review of purchase transactions for other brands' products**

We purchase and sell not only Mizuno products but also other brands' products. Since we are responsible for providing customers and consumers with products that have no legal or quality problems as a seller, we reviewed the basic contracts with about 60 major business partners to ensure fair transactions and product quality between us and suppliers. We have also redesigned our internal approval flow to properly determine risks related to the safety and quality of new products.

From FY 2022 onward, we plan to manage the progress of the newly identified Key Performance Indicator (KPI) and disclose information.

- Key performance indicator (KPI): Improvement of employee awareness of the whistle-blowing system
- FY 2022 Target: Mizuno employees' awareness of the Mizuno Fair Play Hotline / Harassment Hotline: 100%



# Materiality

## Compliance / Anti-corruption

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 by providing education to employees to deepen their understanding of laws and regulations. We have also established the whistle-blowing system to detect and resolve issues at an early stage.

In FY 2021, there were no cases of serious compliance violations, including anti-competitive behavior, or no cases subject to legal action.

### Enhancement of employee awareness

#### Provision of compliance education

To ensure thorough compliance, it is essential to raise the understanding and awareness of individual employees. In FY 2021, we continued to provide compliance education [\*b] as part of company-wide education to help employees acquire the basics of legal knowledge and mind related to business operations. We also provided education on legal matters to be noted by the planning and development division, the business division, and the other relevant divisions. We work to help employees acquire knowledge and awareness of compliance by providing regular compliance education.

Name of training program	Details	Target person	No. of participants
New employee training	Basic legal knowledge to be recognized by employees as members of society and the staff of Mizuno	New employees (full-time employees of the Group) [*b]	40
Compliance education	Report on our activities for fair business practices and anti-corruption and reconfirmation of the Mizuno Corporation Ethical Standards	All employees [*b]	Approx. 3,000
Whistle-blowing education	Provision of information on the whistle-blowing system (publicity activity) or report on their implementation status (feedback activity)	All employees [*b]	Approx. 3,000
Harassment prevention education	Correct knowledge about preventing harassment and dissemination of information on the Harassment Hotline	All employees [*b]	Approx. 3,000
Personal information protection education	Dissemination of personal information protection rules to individual employees and taking inventory of personal information managed by them	All employees [*b]	Approx. 3,000

Operation of the whistle-blowing system

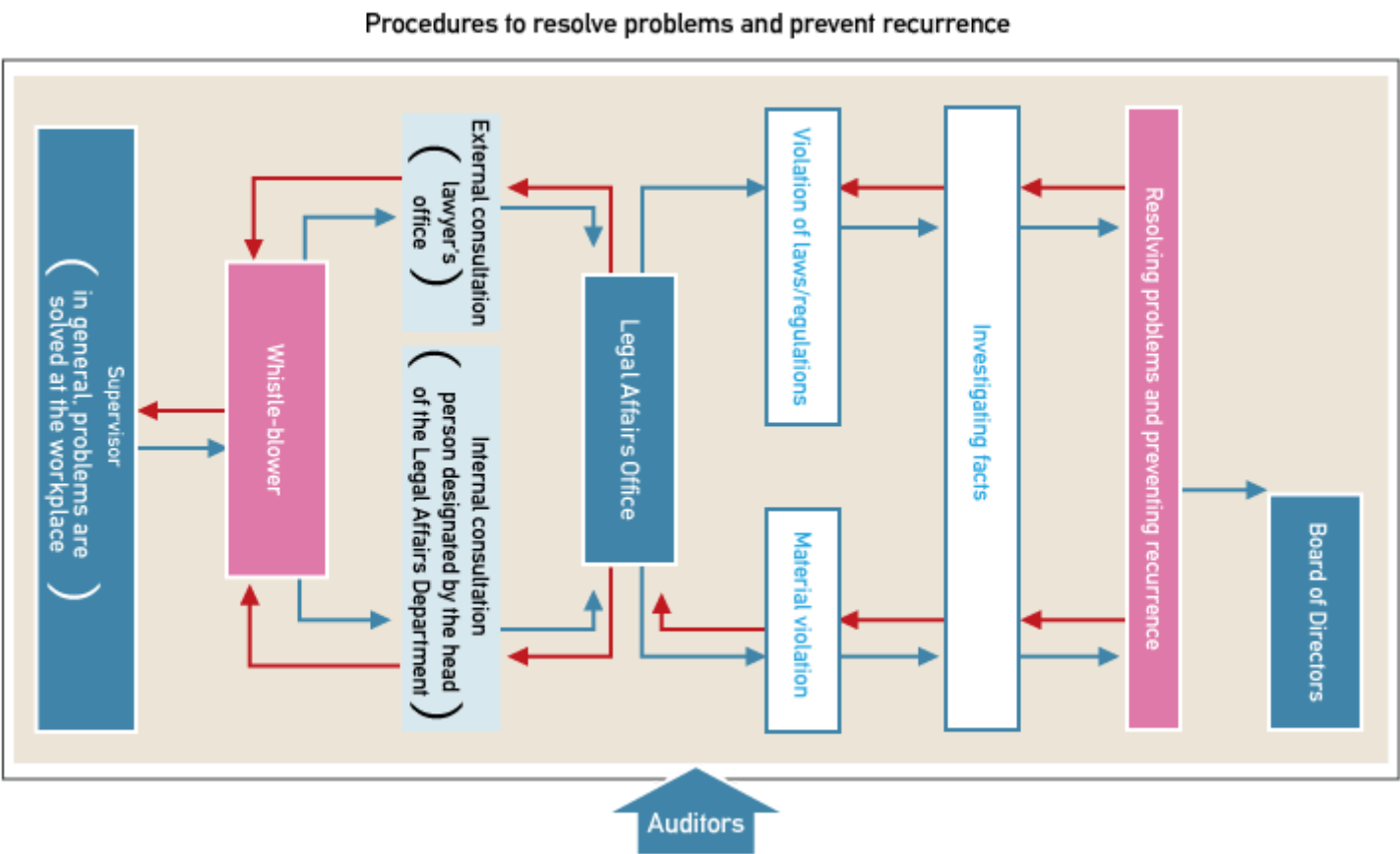
We operate the whistle-blowing system (Mizuno Fair Play Hotline [\*c], Compliance Hotline\*, etc.) to prevent and early detect misconduct, including legal violations, unethical behavior, and dishonest behavior, to improve the company's self-purification capability and to ensure social trust. We also continue to conduct an awareness survey to grasp the current status and issues of compliance and work to publicize the whistle-blowing system by providing company-wide education and distributing portable cards that contain detailed information on the internal reporting desks to all employees. Thus, we strive to provide a greater understanding of the system and improve its reliability so that we can detect and appropriately respond to compliance issues at an early stage.

Aside from the internal reporting desk established at each overseas base for overseas employees, we established a system in January 2020 that allows employees at some overseas bases to report especially serious compliance violations directly to the internal reporting desk of the Head Office of Mizuno Corporation (Mizuno Global Hotline). We plan to gradually increase the number of overseas bases covered by this system in the future.

Moreover, in line with the enforcement of the Amended Whistleblower Protection Act from June 2022, we review the whistle-blowing system for the entire Mizuno Group and thoroughly disseminate information on the system to employees. Thus, we will work toward the target of raising Mizuno employees’ awareness of the whistle-blowing system (Mizuno Fair Play Hotline / Harassment Hotline) to 100%.

\* Name of the whistle-blowing system in the Senoh Group

System for the Mizuno Fair Play Hotline



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

Our investigation in FY 2021 found no serious compliance violations.

		Breakdown of contents		
(FY)	Total No.	Environment	Human Rights	Governance／ Compliance
2017	13	1	3	9
2018	6	0	2	4
2019	17	0	8	9
2020	11	0	5	6
2021	8	0	5	3

System for ensuring fair trade

Many suppliers and business partners, including small factories, are involved in the manufacture of our products. To build good relationships with business partners and ensure fair trade, we provide education to inform the employees of the relevant divisions of the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors (Subcontract Act). In addition, the Internal Audit Office continues to check whether our business transactions are fair to major business partners.

We also hold a CSR procurement briefing session for all relevant suppliers of our products prior to transactions to explain our approach to fair trade so that they will comply with the Mizuno CSR Procurement Regulations, which contain anti-corruption provisions. In addition, we regularly audit our suppliers to check for corruption in transactions.

In FY 2021, to ensure fair trade with suppliers of other companies’ brand products and continue to sell high-quality and safe products to consumers, we reviewed the contracts with major suppliers (approximately 60 companies) as well as the internal operation flow at the time of purchasing new products. Through these efforts, we manage not only Mizuno products but also other brand products sold by us under better governance than before in terms of laws and regulations related to the environment and chemical substances and product quality.

Internal regulations on anti-corruption

We have recently worked to expand sales in B-to-B and global business. Meanwhile, many countries have tightened their crackdown on corruption, which may generally occur as a result of these business activities, and global companies are required to respond to such a crackdown. We therefore need to pay attention to the risk of corruption, including bribery of public officials, in our business activities.

Most recently, in January 2020, we established and put into effect the Anti-Bribery Rules for our group companies in Japan and overseas. We explained about the rules individually to the managers of overseas bases in a face-to-face manner and informed employees in Japan through an in-house training video that the rules had come into effect. In addition, we regularly provide compliance education, including anti-corruption education, to all employees in Japan once a year.

[Please click here for details of compliance education.](#)



## Enhancement of compliance throughout the Group on a global scale

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In order for us to further grow globally, it is necessary to enhance compliance throughout the Group on a global scale. Assuming that the following risks are compliance risks that may have a significant impact on our overseas business continuity and business performance, we are taking measures against these risks. In FY 2021, there were no cases subject to legal action regarding bribery throughout the Mizuno Group.

### Major potential risks in overseas business

- Risk of fraud and misconduct by employees and related persons of overseas subsidiaries and agents and overseas business travelers
- Information leakage risk due to inadequate IT management and information security at overseas subsidiaries (especially risk related to compliance with the EU General Data Protection Regulation (GDPR) in Europe)
- Consideration for diversity and human rights (religion, race, etc.) in global product development

### Major risk countermeasures

In FY 2021, we conducted a unified and comprehensive questionnaire survey for risk inventory targeting all domestic and overseas bases as well as domestic business establishments, including our operating facilities and stores, for the purpose of risk management on a global scale, and found no significant risk. From FY 2022 onward, we plan to continue this initiative while considering refining the survey method to make it more effective as needed.

## Future issues to be addressed

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In response to an increase in transactions with various business partners and the growing importance of information and evidence preservation and management for unexpected legal risks and dispute resolution, we will take the following measures:

- Provision of regular education to improve the basic ability of employees to respond legally
- Provision of education on contract management and preservation of evidence and creation of an education system
- Establishment of an information system / Introduction of forensic technology

In addition, we will take the following measures based on our policy that governance should be strengthened for global efforts toward a sustainable society.

- Expansion of the application of the whistle-blowing system to overseas bases
- Review of the CSR procurement audit system
- Consideration of the introduction of a system for checking overseas legal and regulatory trends





### Materiality

# Protection of intellectual property

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

We hold various technical patents and trademarks and strive to protect them. We provide intellectual property education to employees involved in intellectual property to raise their awareness of the importance of intellectual property.

We also operate an invention incentive system that awards appropriate incentives to employees who have developed patents, utility models, and designs. Thus, we encourage the active acquisition of patents and other intellectual property rights so that original product development will continue to be pursued. In FY 2021, a development award was granted to eight patents, and a registration award was presented to 35 patents, one utility model, and five designs.

### Detection of counterfeit products

The sale of inferior counterfeit products of the Mizuno brand not only leads to the loss of the company’s social credibility but also has a great impact on the safety of users, including causing an accident.

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 to detect counterfeit products as needed. Recently, in response to changes in commercial transactions, including an increase in internet sales, we have continued to investigate the sales status of counterfeit products on major global e-commerce and social networking sites and to take measures, including requiring the suspension of listing of counterfeit products. In FY 2020, we requested the deletion of more than 2,100 counterfeit products listed on sales websites.

## Respect for the intellectual property of others

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### System for respecting the intellectual property of others

We conduct business activities using many 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 operate a system in which all advertising materials, including magazine advertisements, web advertisements, and storefront posters, should be approved on the database by the evaluation and judgment division before being released to the public.

When entering a new product domain, we pay more attention to the scope of technology rights of others and check any violation of the rights at design review meetings at the planning and development stages.

### Future issues to be addressed

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- We will continue to share values on intellectual property among all employees by further making them realize how our intellectual property is involved in business activities, thereby raising their interest in intellectual property. We believe that this will lead to the effective protection of our intellectual property.
- We will expand the scope of investigation on the sales status of counterfeit products on e-commerce sites to grasp the situation in Southeast Asian countries, where our brand exposure is increasing strategically, and take measures, including requiring the suspension of shipment of counterfeit products.



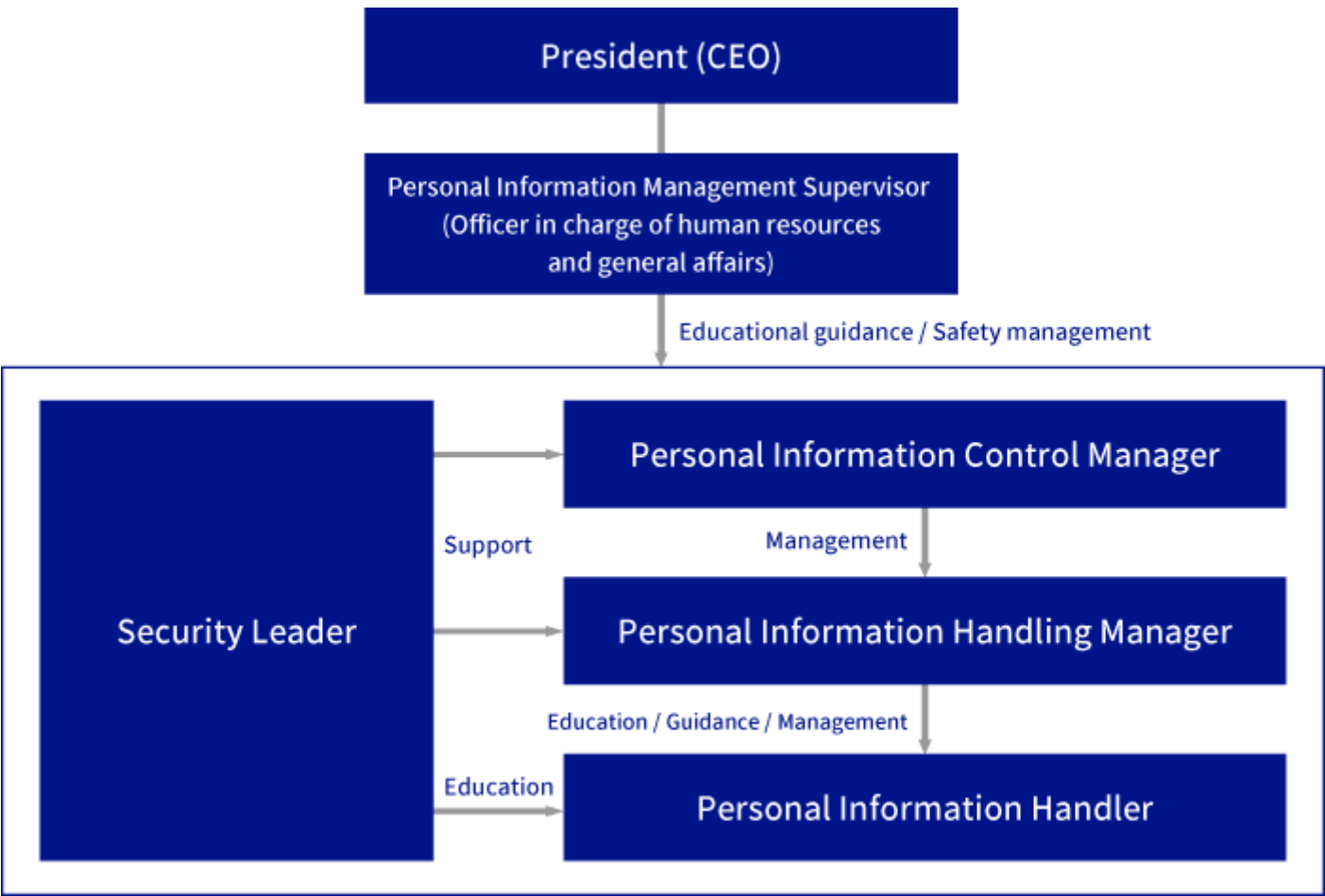
# Materiality

## Protection of personal information

Positioning the information security management policy (security policy) as an important management issue, we have formulated basic policies and measures for information security in general and have continued to manage and operate them.

In particular, strongly recognizing the importance of the protection of personal information, we have established personal information protection regulations to strictly manage information and prevent its leakage outside of the company. The officer in charge of human resources and general affairs oversees the management of personal information and takes measures to ensure proper management, including providing educational training to the staff who handle personal information, implementing safety measures, and updating the inventory of personal information.

System for personal information protection



For the collection of personal information, we make it necessary to clarify the purpose of use, the collection method, and other matters and obtain prior approval from the responsible personnel in the company. We also specify how to manage and dispose of collected personal information and conduct a regular audit to check whether personal information is handled properly. In addition, we continue to provide training on how to handle personal information, targeting all employees.

With an increased movement toward the protection of personal information in Europe, in order to respond to the enforcement of the EU General Data Protection Regulation (GDPR), we have clarified how the Group handles personal information in Europe and transfers it outside of Europe and have made the necessary preparations, including preparing related forms and establishing and updating in-house guidelines and administrator manuals.

Since we manage a large amount of personal information and sensitive information collected through the holding of sports events, the operation of sports facilities, and the implementation of experiments by the R&D Department, we are working to establish a system that helps to prevent major accidents related to personal information.

In FY 2021, there were no serious cases of violations of customer privacy or loss of customer data by the Group.

## Future issues to be addressed

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Amid the tightening of global regulations on and growing global interest in the use of information assets, including personal information, the Mizuno Group will refine its information strategy in group management to make it more responsive to changes and will rebuild the way we use information more appropriately. Specific efforts are as follows:

- Strengthening and systematizing GDPR compliance in Europe
- Deploying these efforts horizontally to other regions
- Introducing a cloud service with higher security than before as a measure to prevent unauthorized access



# Management approach for priority issues

## Why are priority issues important? (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.

## Management policy

### Mizuno Quality Policy

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

#### Mizuno Quality Policy

In order to gain the trust and satisfaction of customers, Mizuno Co., Ltd. and its group companies are committed to providing superior products and services, offering accurate information and humbly listening to customers' comments and continuously promoting the following initiatives.

1. We provide attractive, high-quality products and services that satisfy customers.
2. We will strive to provide, maintain and improve products of safe and appropriate quality.
3. We will provide accurate quality information in accordance with internal and external rules.
4. We will humbly listen to customers' comments and reflect them in improving the quality of our products and services.
5. We will comply with relevant laws, regulations, and internal regulations, and respect social demands.。
6. We will review the quality assurance system regularly to ensure continuous improvement.



Important policies and initiatives relating to quality are discussed and decided at the quality assurance meeting, which is chaired by the officer in charge of quality assurance.

The quality assurance meeting is held regularly every six months. 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.

**Sustainable Materials Procurement Policy**

Our Integrated Value Creation Stories consist of three frameworks: “The strengths of Mizuno,” “Mizuno’s business field,” and “Social value provided by Mizuno.” For “Social value provided by Mizuno.” we have been striving to fulfill our CSR in order to respond to the expectations of our stakeholders. We will take on the challenge to contribute to sustainability and the SDGs through new business development that exceeds their expectations.

To this end, we have set the Sustainable Materials Procurement Policy as a concrete policy to address our materiality “Responsible procurement with due respect for human rights” and “Responsibility for the global environment through product lifecycle” identified together with “Responsibility for safe and high-quality products” and “Responsible business practices.” We will formulate the guidelines for each material in the company and use them for our product manufacturing. Reviewing these guidelines if necessary, we will contribute to our manufacturing that helps to increase the social value provided by Mizuno.

**Sustainable Materials Procurement Policy**

We promote the use of sustainable materials, considering what impact materials used by us have on society and the environment.

● **Sustainable materials we use**

- We will thoroughly control hazardous chemical substances that remain in products based on the Mizuno RSL (Restricted Substances List) to ensure that no hazardous substances remain in products.
- For synthetic fibers in general, we will increase the ratio of recycled synthetic fibers and adopt processing methods that can reduce the amount of water used in the dyeing process.
- For animal-derived materials, we do not use fur (real fur), and for natural leather, we use only rawhide that is a by-product of livestock and rawhide of exterminated noxious animals. We also do not use leather from endangered species or reptile leather. For feather filling for clothing and other items, we are working to use down and feather sourced from animals raised in an animal-friendly manner (e.g. We use materials procured from suppliers that are certified by RDS [Responsible Down Standard]).
- Our maple and white ash lumbers for bats are procured from North American producers who care about forest conservation.
- We do not use so-called conflict minerals for metallic materials.
- For tags used for clothing and other items, we use recycled paper or environmentally friendly materials.
- All major shoe boxes are made from 100% recycled paper, and the printed portion of the logo is made with environmentally friendly water-based ink.

# Management system

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

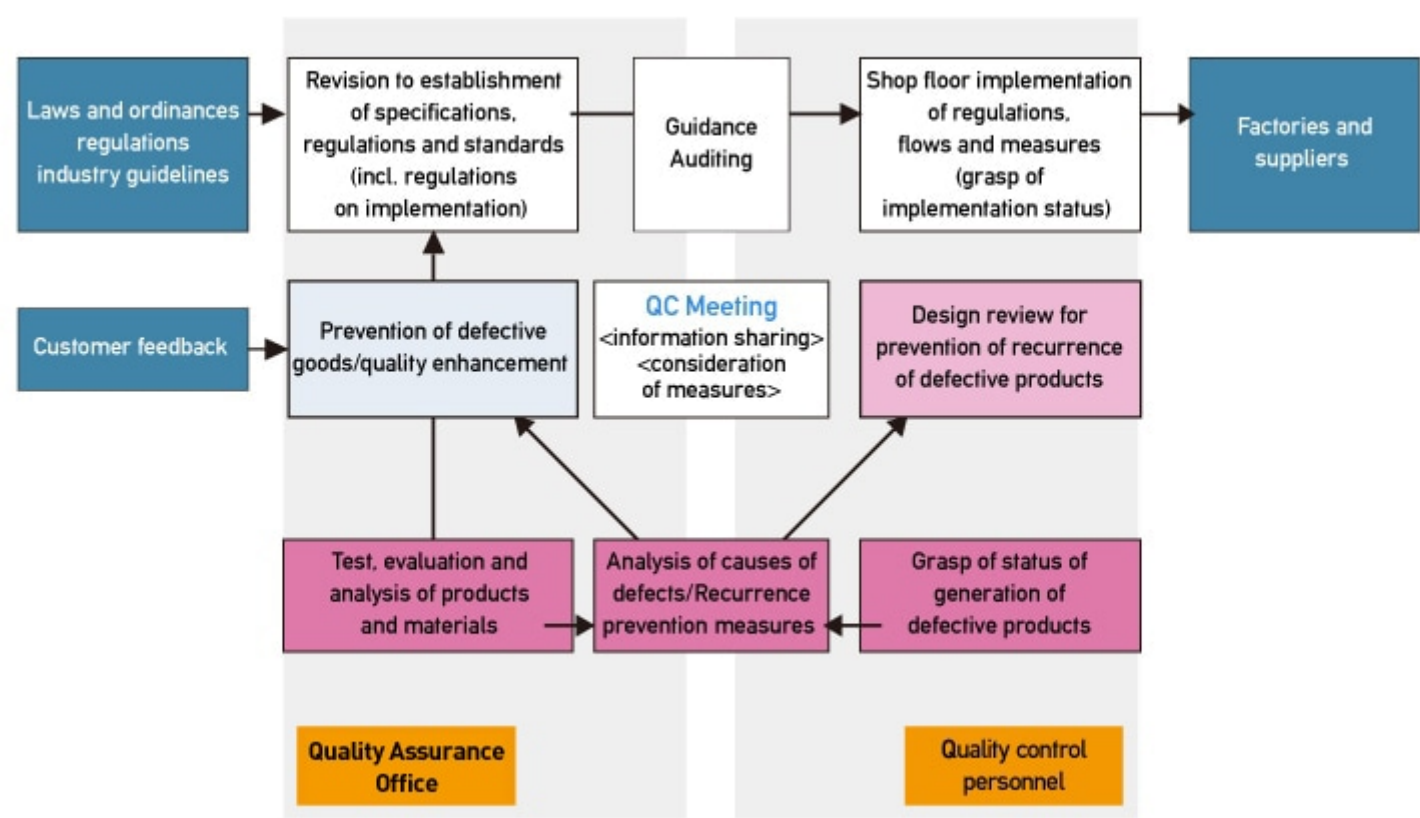
- Quality Assurance Regulations**  
As overall quality management of Mizuno Corporation and its group companies [\*c]\*, we have set compliance rules for ensuring product quality and safety, including the establishment of a quality policy and a quality system and the implementation of educational training on product quality.  
\* Mizuno Group companies in Japan (excluding the Senoh Group and Sharp Sangyo Co., Ltd.)
- Design Development Regulations**  
With the aim of clarifying the work performed by the division in charge of design and development and carrying it out smoothly, we have established procedures for developing materials and parts, designing the structure and specifications of products, evaluating these materials and products, and checking their quality before shift to full-scale production.
- Manufacture Control Regulations**  
The Manufacture Control Regulations have been established to ensure product quality by clarifying work procedures and control methods for maintaining product quality in the manufacturing process. These regulations apply to the manufacturing processes of all products handled by us and persons in charge of these processes. They state that the responsibility for controlling the in-house manufacturing process lies with the head of the product division in charge of producing and manufacturing the relevant products and that the responsibility for managing suppliers lies with the head of the division in charge of purchasing the relevant products.
- Customer Service Regulations**  
We have clarified the procedures for selling to customers and responding to customer requests after sales and have established a system for determining the cause of requests and preventing their recurrence. We deal with customer requests promptly and reliably to gain customer satisfaction and trust, and work to increase and improve customer satisfaction.

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

## Flow of quality control and assurance from planning to sales

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

Quality control system chart



Performance highlights

■ Implementation status of training on product quality [\*d]

FY 2019	A total of 129 times / 3,389 participants
FY 2020	A total of 30 times / 1,116 participants
FY 2021	A total of 93 times / 2,496 participants

■ Number of occurrences of serious defective products and accidents that require a company announcement through a newspaper or other means

After FY 2005: 0

The key performance indicator (KPI) and target will continue to be carefully examined for publication in FY 2023.





### Materiality

# Ensuring of the safety and quality of products

## System for product safety and quality control

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

We ensure the quality of all products according to the product standards and the material quality standards created for each item. These product and material quality standards are based on laws, standards, and other rules of each country as well as the know-how that we have cultivated through manufacturing over many years and the feedback of our customers.

Since many of our products are manufactured in external subcontracted factories with which we have signed an OEM contract, it is important to ensure product quality in these factories as well. For subcontracted factories with which we enter into a new contract, the person in charge in each product division diagnoses their ability to guarantee product quality to ensure that products manufactured there will meet the quality specified by us. We sign an OEM contract only with factories that satisfy our criteria. As a QC patrol activity, we also regularly visit factories that have already signed a contract and have been involved in producing our major items to check the quality control status and provide guidance. In FY 2020, we conducted a patrol and audit of overseas manufacturing factories using a web conferencing system. In addition, at regular QC meetings, we check the quality status of our products in the market and discuss and thoroughly implement measures to prevent the recurrence of defective products.

In the event of a serious defect, we report it to the relevant administrative bodies, including the Ministry of Economy, Trade and Industry and the Consumer Affairs Agency, and, if necessary, we widely announce it to the public and voluntarily recall the relevant products to prevent the circulation of defective products. No serious defects that require company announcement through a newspaper or other means have occurred since FY 2005.

In FY 2022, we will continue to work to provide safe and high-quality products through the improvement of our quality assurance system from a global perspective and the development of human resources.



Use of quality function deployment (QFD) at the time of development of new products

When developing new products, we conduct quality reviews using quality function deployment (QFD) prescribed in the JIS standard “Performance improvement of management systems — Guidelines for quality function deployment” (JIS Q 9025: 2003). QFD is defined as a methodology that uses various transformations and deployments to achieve quality goals for products. In QFD, a quality function deployment diagram consisting of a required quality deployment table, in which the functions required by the customer are deployed in three stages, and a quality characteristic deployment table, which shows quantitatively measurable characteristics for designing the required quality, is created to clarify the relationship between customer needs and quality characteristics. The purpose of the diagram is to ensure that the quality required for products is incorporated into product design.

Although we have started using QFD for the development of some products, we will expand the scope of use to more products and services, including the enhancement of intangible elements of products and the development of exercise programs through products.

Operation of the certification system for inspectors at overseas group companies

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

ISO 9001 certification

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

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

Management of restricted chemical substances in our products

Mizuno has established and implemented the Chemical Substances Control Regulations. This set of regulations specifies the rules which must be observed to ensure that restricted chemical substances are well managed in the products we manufacture and sell, thereby keeping our products safe and of the appropriate level of quality. Based on these regulations, we make a list of chemical substances\*1that are banned or restricted by national laws and ordinances, and its acceptable standard. Before commercializing products, we refer to this list to research and check them.

The Quality Assurance Office and the Legal Office formulate the regulations and procedures that are necessary for the control of chemical substances and provide education and guidance to the relevant departments in charge of different product lines, such as equipment, apparel and shoes. The Quality Assurance Office coordinates annual targets for the individual product divisions and carries out regular checks of control activities. For certain types of chemical substances that may be used, we require suppliers to fill in and submit a chemical substance questionnaire and/or a written pledge not to use the chemical substances in question. We also have sampling inspection\*2conducted by third-party testing bodies of some of the products and materials in a bid to verify their safety. If any substance that raises concern is identified





in a report on a chemical substances inspection and in the results of analyses, we request that suppliers reduce the environmental impacts. We also propose remedial action to ensure the proper treatment of chemical substances used at the production site of OEM factories and to replace them with chemical substances with lower environmental impacts.

\*1 Typical examples of restricted chemical substances with particularly high risks include those specified in the POPs Convention, those designated as Class I Specified Chemical Substances in the Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc., those specified in the Act on Control of Household Products Containing Harmful Substances, and those specified in Annexes XIV and XVII of the European Union's REACH regulation.

\*2 Such tests include a check to confirm that there is no content of specified azo dyes that generate specified aromatic amines and a test to verify the compliance of products for Europe with the REACH regulation.

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

In January 2019, we joined the Apparel and Footwear International RSL Management Group (AFIRM) \*, an international organization that manages the Restricted Substances List (RSL), to simplify the operation of restricted chemical substances and strengthen the management of them.



Based on information from AFIRM, we have created a restricted chemical substances list, which meets the international standards, to manage the risk of chemical substances remaining in products in the supply chain. We will also promote information sharing and collaboration within the industry to improve compliance.

In cooperation with ASICS Corporation, we have unified the names of restricted chemical substances in Japanese. This can be expected to facilitate the management of restricted chemical substances in the supply chain in Japan. We have also jointly created the Japanese version of various materials issued by AFIRM and have published them on the AFIRM website. These materials can be viewed and used freely also by any non-member of AFIRM. We will continue to contribute to improving the management level of residual chemical substances in products in Japan.

We have created the Mizuno Restricted Substances List, which meets the international standards, based on AFIRM materials. It consists of two lists, a restricted substances list for products and a restricted substances list for product packages.

In FY 2021, we created the Mizuno Restricted Substances List 2021 and distributed it to our suppliers.

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

# Commitment to enhancing employee awareness

## Providing education on quality

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

## Major training courses on quality control [\*d]

Company-wide Quality Control Course	
(Outline)	Acquiring knowledge of basic rules regarding quality control [Target] Product, development, business, sales, and indirect departments, etc. and Group companies
(Performance)	FY 2021: 2 courses / a total of 257 participants In FY 2021, the course was offered online with the theme of “customer support.” Since participants were allowed to join the course by viewing the recorded course, it was joined by participants from various departments at domestic bases.
Study Course for the QC Test	
(Outline)	Implemented by Mizuno Corporation and Mizuno Technics Corporation to promote self-development with the purpose of improving quality control skills and problem-solving skills [Target] Product, development, business, sales, and manufacturing departments, etc.
(Performance)	255 QC certificate holders as of April 2022 (employees in office)
Product Division Quality Control Education Course	
(Outline)	Organized by each of three product departments to enhance quality-related expertise [Target] Staff in charge of planning, production, sourcing, development, etc. of the product departments
(Performance)	FY 2021: a total of 93 courses / 2,239 participants The course was held in a combined format of on-site group education, online education, and education through a recorded course with the purpose of providing expertise on products handled by each product department.

## Handing down of skills that support product quality

Our commitment to quality is supported by improvement activities at Mizuno Technics Corporation, which is engaged in manufacturing many of our products.

In the situation that many sporting goods are produced overseas, the reason why we continue to stick to manufacturing in Japan is to pursue low volume and high mix production so that we can produce and supply a wide variety of products in the required quantity. By doing so, we aim to respond to the globalization of the market, the individualization of consumer needs, and rapid changes in trends in the informatization era.

We create standard operating procedures (SOPs), and based on these “standards,” we train workers to promote multi-skill development (so that one worker can carry out multiple tasks). We also strive, with wisdom, to improve productivity by thoroughly eliminating unnecessary



work. Through these efforts, we aim to develop human resources specializing in manufacturing.

Moreover, the presence of craftsmen (with the title of “Meister / Craftsman”), who make tools that support athletes, helps pass down the philosophy of “Create the best products for customers,” which features the founder’s spirit, within the company.

### **Mizuno Technics Corporation – System for improving product quality**

The manufacturing technology and know-how of Mizuno Technics Corporation are highly trusted by professional sports athletes and teams. To continue to meet their expectations, it is essential for all employees to further improve their skills and pass on their skills. To this end, Mizuno Technics has built and operates a system for improving product quality based on ISO 9001 as described below.

1. Quality Management System (QMS) Operations Committee meeting held every two months: Reporting and providing education on QMS matters to QMS Operations Committee members appointed from each section
2. Mizuno Technics Quality Education program held every two months: The Quality Assurance Section prepares materials and provides education.

### **Quality month initiatives**

We have designated each November as Quality Month, in which we conduct various activities related to product quality, targeting all Group employees. In FY 2021, we provided quizzes about labeling and a company-wide course on product quality (customer support), and a total of 1,566 employees joined the activities.

These activities provide employees with an opportunity to reconsider the quality of our products and services, leading to improved quality and customer satisfaction.

## **Future issues to be addressed**

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- We will continue to improve the accuracy and efficiency of various reviews to prevent the occurrence of defective products.
- We are considering the creation of a more flexible quality confirmation system in order to respond to the diversification of products handled by us and the complexity of the supply chain due to entry into new markets.
- To respond to the global movement toward tightening regulations on chemical substances, we will promote the establishment of a global management system in cooperation with overseas group companies.
- For education on quality knowledge to realize quality stability, we will set up learning opportunities that correspond to various work systems.



# Materiality

## Communication related to products

### Provision of product information

We believe that it is important to provide sufficient product-related information so that customers can select our products appropriately. We actively disclose product-related information through in-store POP materials and our website, in addition to labeling on products and instructions for use.

For the content of disclosed information, we comply with laws, regulations, and industry rules related to labeling and confirm the accuracy and appropriateness of the information in accordance with the labeling control regulations. Specifically, when describing the superiority of a product, we use accurate and easy-to-understand expressions so that there is no misunderstanding, and when expressing functionality, we make it a requirement that there be supporting materials, such as test and experiment results. To ensure that all relevant departments, including the Quality Assurance Office and the Legal Affairs Office, can check and judge the content of disclosed information effectively and efficiently, a workflow application system is used. We are also developing a self-confirmation system before application so that regarding the expression of functionality, the applicant can confirm the appropriateness of expressions prior to application to avoid misleading representations. [\*c]

In FY 2021, although we conducted two recalls due to inadequate labeling, we identified the problems and reorganized the relevant processes.

### Communication concerning defects and the collection of defective products

When a defect occurs, we announce it promptly and accurately on our website. In FY 2021, we made four announcements.

■ Total number of cases announced as an “Important Notice Regarding Mizuno Products” on the website due to product defects, incorrect quality display, or other reasons

FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
5	9	5	2	4

### Communication for the safe use of products

For the use of sports equipment, it is also essential for customers to use it properly and to have safety awareness when playing sports. We provide product information to customers through various means, such as catalogs, user’s manuals, advertisements, news releases, in-store flyers, and customer services through Mizuno Customer Service Center.

To convey information on the safe use of our products in as easy-to-understand manner as possible, we try to avoid the use of technical terms when possible and provide easy-to-understand explanations with illustrations in our user’s manuals.

We also analyze customer inquiries made to Mizuno Customer Service Center and take measures, including adding user’s manuals to products for which usage instructions are difficult to understand. On the User Support page of our website, we have set up the sections “FAQ about Products” and “Useful Information,” where we post frequently asked questions and provide tips on how to select and care for our products by product category, such as shoes and sportswear, and by sporting event. For products that may lead to an accident if used incorrectly, we provide more specific instructions on how to use them, including representations based on the Product Liability Act, and other necessary information.

In March 2021, this page was revised to make it easier for customers to see and use.

[Please click here for the website “User Support.”](#)

## **Ensuring safety in the use of our products**

All of our sports shoe items come with a user’s manual. To allow for the longer and safer use of sports shoes, we asked JASPO (Association of Japan Sporting Goods Industries) to help with the good use of the Sports Shoes Guidebook, a leaflet used by 11 sporting goods manufacturers that are affiliated with JASPO. The Guidebook is also available on Mizuno’s website.

The Guidebook has easy-to-understand explanations and illustrations providing tips for trying shoes on before purchase, choosing the right shoes, putting them on and taking them off, and ensuring they can be worn for a long time.

## **New Measure**

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

## **Future issues to be addressed**

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





# Materiality

## Customer service

### System for customer service

To ensure the safety and quality of our products and services, we have established a system that complies with ISO 10002, a complaint management system, and that allows us to respond appropriately to customer feedback and complaints. A variety of kinds of feedback from customers is collected at the Mizuno Customer Service Center, where we respond to inquiries and service complaints in cooperation with the relevant departments. Product complaints are forwarded to the Quality Assurance Section, which in turn provides feedback on them to the relevant departments as important information necessary to improve products and systems.

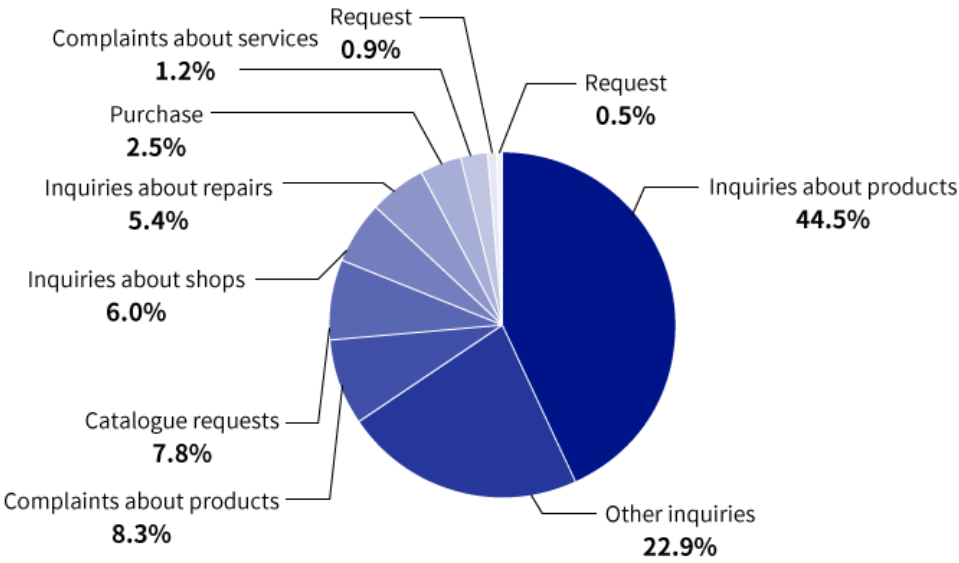
The Quality Assurance Office, which consists of the Mizuno Customer Service Center and the Quality Assurance Section, is responsible for building the quality management system and also serves as a liaison to customers.

### Customer feedback and major actions

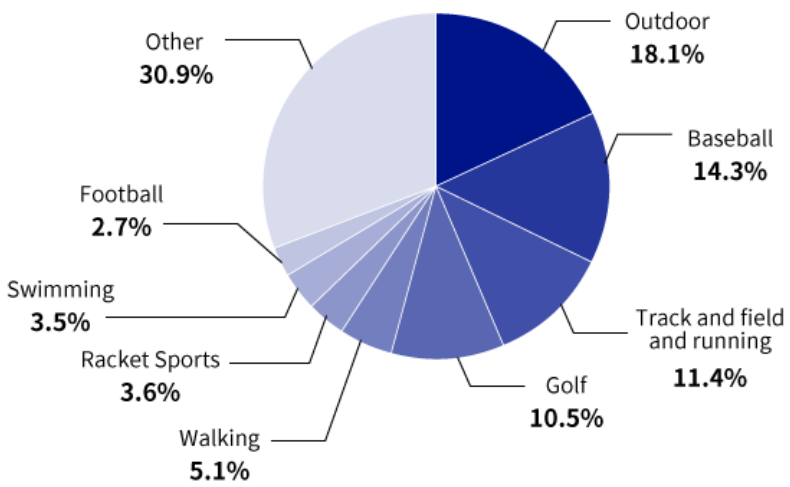
In FY 2021, the Mizuno Customer Service Center received 32,047 calls, of which approximately 45% were inquiries regarding products and approximately 8% were complaints about products.

#### Details of calls from customers in FY 2021

FY 2021 Graph by Consultation Content



FY 2021 Graph by Sporting Event



#### Number of calls by content

	FY 2018	FY 2019	FY 2020	FY 2021
Inquiries about products	12,885	11,652	13,948	14,265
Other inquiries	4,715	4,585	14,357	7,327

	FY 2018	FY 2019	FY 2020	FY 2021
Complaints about products	3,394	3,521	2,340	2,668
Catalogue requests	2,205	2,068	2,303	2,500
Inquiries about shops	2,353	1,885	1,595	1,916
Inquiries about repairs	2,570	2,052	1,513	1,733
Purchase	783	729	1,230	797
Complaints about services	251	200	358	384
Inquiries	2,718	2,527	337	296
Request (included in “Inquiries” until FY 2020)	-	-	175	161
Total	31,874	29,219	38,156	32,047

■ Number of calls by sporting event

	FY 2018	FY 2019	FY 2020	FY 2021
Outdoor	3,186	2,802	2,757	5,785
Baseball	5,033	4,897	4,172	4,579
Track and field and running and sportswear	3,956	3,415	2,924	3,658
Golf	3,605	3,677	3,268	3,361
Walking and fitness	1,947	1,654	1,495	1,626
Racket Sports	1,481	1,376	1,028	1,145
Swimming	1,952	1,480	964	1,127
Football	869	1,233	798	868
Other	9,845	8,685	20,246	9,898
Total	31,874	29,219	38,156	32,047

## Internal sharing of VOC (Voice of Customer)

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



## Responses in the event of a product accident

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In the event of a product accident, we will take prompt and appropriate action to resolve the problem in accordance with the Customer Service Regulations. We have reviewed the circulation flow of the accident report database so that information on accidents can be shared promptly between internal staff. After grasping the details of an accident, the Quality Assurance Office consults with and reports to the relevant organizations, including the Consumer Affairs Agency, the Ministry of Economy, Trade and Industry, JASPO (Association of Japan Sporting Goods Industries), and NITE (National Institute of Technology and Evaluation), and takes prompt measures. If a defect that may lead to a product accident is found, we quickly determine measures to prevent the occurrence of an accident.

[Please click here for details of the Customer Service Regulations.](#)

## Future issues to be addressed

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Recently, the number of inquiries from overseas customers has increased. However, we do not have a sufficient system in place to respond to them, and there are still areas for improvement. We will work to create a system that provides better services to our customers and ensures customer satisfaction both domestically and overseas.

- We will endeavor to provide products and services from a more customer perspective through a mechanism for sharing customer feedback within the company.
- We will work to rebuild the customer support system so that we can respond to various communication tools.



# Employment and human resource utilization

Mizuno places importance on the three Fs, namely Fair play, Friendship and Fighting spirit, in an effort to create an environment and climate where each employee has a fair attitude and high motivation, recognizes the differences of others, respects diversity, and shares joy with colleagues. By encouraging taking on challenges for innovation, Mizuno aims to achieve a corporate culture in which its people remain energetic and have a purpose in life.

## Basic policy

On the assumption that the labor-related laws of different countries should be observed, Mizuno includes “considerations for working conditions and the environment” in Article 9 of the Mizuno Ethical Standard in an effort to create an environment where people can work safely and energetically. Article 10 of the Mizuno Ethical Standard, “Respecting human rights,” prohibits all acts that may be considered to be discriminatory treatment and/or harassment. Mizuno also guarantees employees’ rights to join a labor organization and group negotiations, and it secures equal opportunities in employment.

In accordance with the Human Resources Development Policy, Mizuno supports the personality improvement and skill development of every employee. It is working to improve employee expertise, respond to management issues, and foster a culture of independent learning. It is also developing and using human resources who can expand Mizuno. In addition, it provides various opportunities for career development regardless of nationality, race, gender, age, and other factors on a global scale in order to develop and foster diverse human resources in a long-term, continuous, and systematic manner. Regarding the securing of diversity among core human resources, it reports in the section “Welcoming diverse workers” of “Promoting and respecting diversity.”

Moreover, believing that making the company better for both the company and employees will lead to an increase in corporate value, Mizuno has begun efforts to improve employee engagement.

## Performance highlights\*

### Female employee rate [\*c]

FY 2019	28.0%
FY 2020	27.6%
FY 2021	28.9%

### Female manager rate [\*c]

FY 2019	8.3%
FY 2020	6.3%
FY 2021	5.4%

■ New female employee recruitment rate [\*d]

FY 2019	36.1%
FY 2020	35.3%
FY 2021	42.1%

\* Calculations are based on data on full-time employees.

Mizuno was certified as a Health & Productivity Management





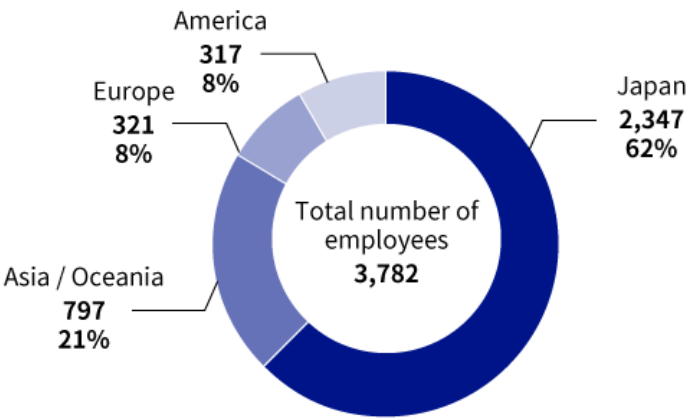
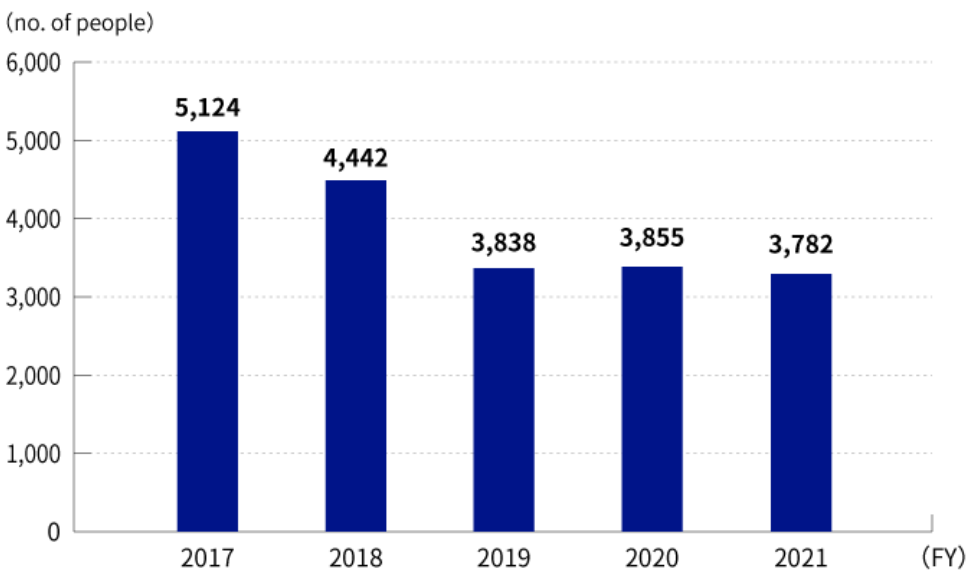


# Creation of the ideal working environment

Mizuno ensures health and safety in all workplaces and pursues an environment in which it is easy for employees to work and find job satisfaction.

## Employment status

### Mizuno Group



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

### Mizuno’s employment status [\*d]\* (some people [\*a])

		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Employees (no. of people)	Male	1,164	1,138	1,105	1,101	1,076
	Female	433	434	450	449	454
	Total No.	1,597	1,572	1,555	1,550	1,530
Average age (years old)	Male	44.9	45.1	45.1	45.1	44.3
	Female	39.2	39.9	40.6	41.0	41.1
	Total	43.4	43.7	43.8	43.9	43.4
Average length of service (years)	Male	21.3	21.3	21.0	20.8	20.3
	Female	16.4	16.7	17.2	17.6	18.1
	Total	20.0	20.0	19.9	19.9	19.6
Turnover (no. of people)	Male	17	24	23	10	21
	Female	12	12	16	11	15
	Total No.	29	36	39	21	36
New graduate employees (no. of people)	Male	26	23	22	11	16
	Female	13	13	12	8	9
	Total No.	39	36	34	19	25

		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Mid-career recruitment (no. of people)	Male	5	11	19	18	28
	Female	0	9	8	2	5
	Total No.	5	20	27	20	33
International employees (parent company; no. of people)	Total No.	6	5	6	6	8
International employees (consolidated; no. of people) [*a]	Total No.	2,788	2,091	1,455	1,455	1,405
Temporary employees (no. of people)	Total No.	380	374	349	388	473
Physically challenged employees (no. of people)	Total No.	30	34	34	34	30

\* Calculations are based on data on full-time employees.

### Employees’ ages [\*d]\*

	Total	Male	Female
Younger than 30 (no. of people)	180	114	66
30 to 39 (no. of people)	404	265	139
40 to 49 (no. of people)	361	232	129
50 to 59 (no. of people)	580	460	120
60 or older (no. of people)	5	5	0

\* Calculations are based on data on full-time employees.

### Work hours; overtime work hours[\*d]\*

	Unit
Annual work hours per employee	1,837 hours/year
Monthly average overtime work hours per employee	6.06 hours/month
Monthly average overtime work payment per employee	21,334 yen/month

\* Calculations are based on data on full-time employees.

# Support system for creating a worker-friendly work environment

Mizuno offers various support systems to help employees balance work with personal life.

As for the childcare support offered at Mizuno, the employment patterns of female employees from pregnancy / childbirth to childcare period has been mostly implemented and used and comprises the following: 1) paid holidays available at an hourly-use basis from the day of pregnancy (40 hours a year), 2) prenatal and postnatal leave, childcare leave and extended leave (up to 2 years old if over 1 year and 6 months) 3) short working hours after returning to work (up until the day the child completes his/her third year of elementary school), and 4) flexible working hours (up until the day the child completes his/her third year of junior high school).

In addition, to enable itself to secure talented employees, Mizuno offers a reentry system that welcomes employees back to work after they have unwillingly left due to personal reasons, such as marriage and childbirth. Furthermore, Mizuno actively encourages its male employees to participate in childcare, and to do so, it allows its male employees to also use its childcare and maternity leave and flexible working hour systems.

Mizuno also puts effort into helping its employees provide their family members with nursing care, and to do so, it asks its employees to answer a survey so that it can provide them with support systems that best match their needs.

In FY 2021, Mizuno began a trial system that allows employees to work shorter hours and take leave for the purpose of infertility treatment and that allows them to work shorter hours for the purpose of nursing.

## Childbirth and childcare support systems

Childcare leave systems [*d]*	
Details	This systems aims to improve Mizuno’s welfare system by allowing employees to devote themselves to childcare for a certain period without having to give up their status as an employee at Mizuno.
Performance	In FY 2021, 67 employees used this system.
Childcare short-working-hour system [*d]*	
Details	This system defines the details relating to allowing employees to work shorter hours to care for their children who are at ages subject to protection under the childcare leave system up until their children complete their third year of elementary school.
Performance	In FY 2021, 65 employees used this system.
Childcare flexible working hour system [*d]*	
Details	This system aims to help employees balance childcare with work (up until their children complete their third year of junior high school).
Performance	In FY 2021, 100 employees used this system.
Pregnancy disability leave [*d-b]*	
Details	This system aims to protect the mother during her pregnancy by allowing her to take leave from work due to poor physical condition during pregnancy, such as morning sickness and anemia.
Performance	In FY 2021, no employees used this system.
Childbirth and childcare leave system [*d]*	
Details	This system understands employees need to balance childbirth and childcare with work and aims to help them do so, and in order to therefore encourage employees to take childcare leave, it grants childbirth and childcare leave.
Performance	In FY 2021, 26 employees used this system.
Transferable annual paid holiday system [*d]*	
Details	This system allows employees to accumulate annual paid holidays that have not been used over the past two years and use them as paid holidays for childbirth and childcare reasons.
Performance	In FY 2021, no employees used this system (as paid holidays for childbirth and childcare reasons).



Regulations relating to childcare under the cafeteria plan system [*d]	
Details	These regulations define what expenses relating to childcare will be covered by the cafeteria plan system.
Performance	Of all cafeteria points used in FY 2021, those relating to childcare accounted for 1.19%.
Reentry system [*d]	
Details	This system aims to increase the chances that employees who left for certain personal reasons (including childbirth and nursing) have of returning to Mizuno, and it does so by providing them with information on job openings at Mizuno.
Performance	In FY 2021, no employees used this system.

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

Number of employees who took childbirth/childcare leave and number of people who returned to Mizuno after once leaving[\*d]

		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Number of employees who took childcare leave (no. of people)	Male	5	4	1	11	10
	Female	31	27	37	53	57
Percentage of employees who took childcare leave (percentage)	Male	10	10	10	12	12
	Female	100	100	100	100	100
Percentage of people who returned to Mizuno after once leaving (percentage)	Male	100	100	100	100	100
	Female	100	94	100	100	100
Retention rate (percentage)	Male	100	100	100	100	90
	Female	100	100	100	100	94

Nursing support systems

Nursing leave system [*b]*	
Details	This system defines the details relating to allowing employees to take leave to care for family members who require nursing care.
Performance	In FY 2021, no employees used this system.
Short-working hour system for nursing care [*b]*	
Details	This system defines the details relating to payment and other conditions when employees request to work shorter work hours than the regular work hours due to the need to care for family members who require nursing care.
Performance	In FY 2021, no employees used this system.
Transferable annual paid holiday system [*b]*	
Details	This system allows employees to accumulate annual paid holidays that have not been used over the past two years and use them as paid holidays for nursing care reasons.
Performance	In FY 2021, no employees used this system (as paid holidays for nursing care reasons).
Regulations relating to nursing care under the cafeteria plan system	
Details	These regulations define what expenses relating to nursing care will be covered by the cafeteria plan system.
Performance	Of all cafeteria points used in FY 2021, those relating to nursing care accounted for 0.08%.

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



Annual paid holiday system

Mizuno provides full-time and contract employees with the following number of annual paid holidays: 1) 10 days immediately after joining the Company and 2) 20 days after working six years. In FY 2014, Mizuno decided to operate and promote a system that allows employees to take annual paid holidays on an hourly basis (five days; 40 hours at maximum/year). In addition, Mizuno puts effort into improving employee welfare and has established a transferable annual paid holiday system, where employees, for personal reasons, such as injury and illness, nursing, welfare activities (including volunteer work), and sports promotion activities, are allowed to use annual paid holidays that have expired.

Mizuno Corporation’s annual paid holiday user rate for FY 2021 was 53.9% [\*d].

Annual paid holiday usage status [\*d]

	Unit	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Number of annual paid holidays available	Days	18.9	18.9	18.9	19.0	18.9
Number of annual paid holidays taken	Days	9.1	9.9	10.8	8.2	10.2
Usage rate	%	48.3	52.4	56.6	43.6	53.9

Welfare systems

Mizuno takes employee requests into consideration in deciding what welfare systems to offer and currently offers a number of unique systems, including the following: 1) defined contribution pension plan, 2) long service leave system, 3) club activity promotion system, and 4) self-training support system.

Welfare systems[\*b] the Mizuno Group (domestic)

Defined contribution pension plan [*b]*	
Details	This system allows employees to decide what kind of pension plan they want based on the premiums the Company will pay. To help employees improve their CSR attitude, the pension plans that Mizuno allows employees to choose from are funds that invest in companies that actively promote CSR activities.
Performance	Mizuno has invited experts as instructors to provide defined contribution pension subscribers with investment education. As it did the previous year, Mizuno promoted the use of its matching contribution system (where the Company’s premiums are added to premiums paid by employees). Matching contribution subscriber rate: 62.0% Adoption rate of DC Good Company, an investment product targeting companies that actively promote CSR activities: 0.9%
Employee stock ownership association [*b]	
Details	This system aims to support the asset formation of employees through the voluntary and systematic purchase of the Company’s own shares. Mizuno pays 10% of the contribution amount to the relevant employees as an incentive for each contribution.
Performance	Number of subscribers as of the end of March 2022: 734 (those with eligibility: 3,313)
Long service leave system[*b]*	
Details	This system offers special leave and travel subsidies to employees every five years with the aim of helping employees take long-term leave and travel around to feel refreshed.
Performance	In FY 2021, 253 employees were eligible for this system (no. of users: 36; user rate: 14.2%). Note: Mizuno will allow those who were eligible for this system in FY 2019, FY 2020, and FY 2021 to use the system in FY 2022 because the COVID-19 pandemic practically rendered the system unavailable in those years.





Cafeteria plan system[*b]	
Details	This system aims to cover part of the expenses incurred by employees by giving the same number of points to all employees and allowing them to choose how to use them from a number of menus so that they can use their points in ways that best match their lifestyle
Performance	The Mizuno Group’s employees used a total of 400,000 points.
Promoting club activities and in-house sports events[*b]	
Details	To help employees maintain their good health and to enliven the Company, Mizuno promotes and supports in-house sports and cultural activities.
Performance	About 30 clubs are currently active in the entire domestic Group, which comprise the following types: 1) athletic clubs (including baseball, soccer, and rugby teams); and 2) cultural clubs (including popular music bands). In addition, Mizuno held an online walking event twice in FY 2021, which welcomed approximately 1,300 employees nationwide.
Self-training support[*c]	
Details	This system aims to help employees increase their knowledge and become motivated to learn new things by creating an environment that will stimulate employees to train themselves willingly through self-study and training sessions outside their work time, and it aims to do so by paying for textbooks and light snacks.
Performance	In FY 2021, there were two requests to use this system, and 40 employees participated in self-study and training sessions.

Note: The data given above was gathered from Mizuno Corporation and a number of Mizuno Group subsidiaries in Japan, excluding the Senoh Group.

## Communicating with employee representatives

Mizuno and Mizuno Technics have concluded a union-shop agreement as part of a labor agreement with Mizuno Union (comprising 1,579 union members and 1,043 non-union members as of March 31, 2022). To create a worker-friendly workplace environment by sharing thoughts on business conditions, checking whether working conditions are fair, and ensuring that necessary welfare systems are being offered, monthly meetings are being held multiple times by the following committees: 1) the Central Labor Management Council and Block Labor Management Councils, led by top management officers of Mizuno and Mizuno Technics, the Human Resources Department, the Labor Union Chairman, and other Labor Union officers; 2) the Labor Wage Study Group; and 3) the Health and Safety Committee.

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

## Occupational safety and health

To discuss what safety measures need to be taken in order to prevent occupational accidents, help employees maintain and improve their health, and prevent employees from becoming sick, all Mizuno offices hold Safety and Health Committee meetings, attended by labor and management representatives. In FY 2020, the Safety and Health Committees carried out the activities provided below, under the following themes: 1) compliance with the law, 2) promotion of risk management, and 3) development of CSR activities (including health improvement, environmental protection, and earthquake measures).

In addition, Mizuno puts as much effort as possible into taking disaster prevention measures, such as by handing out safety management manuals to employees before they go on business trips. Consequently, all employees who went on business trips returned safely without becoming involved in major accidents.

Report on Mizuno’s safety and health plan for FY 2021

Building and equipment management	Number of accidents due to problems with buildings and equipment (including facility collapse, damage, electric leakage, and fire): none
Health management	Health management includes implementing a stress check, verifying a medical checkup rate at two business offices that introduced a new medical checkup* in advance, preventing health defects associated with telework, disseminating health information by video, and complying with health-management-related laws and regulations. * A regular medical checkup was replaced with a lifestyle disease prevention checkup administered by the government.
Risk management	Number of accidents due to disasters: none. Risk management includes continually improving measures against disasters and emergencies.
Vehicle management	Vehicle management includes reducing the number of rear-end accidents and collision accidents, reducing the number of accidents that occur in parking lots, and achieving zero complaints from outside the Company.
Cafeteria management	Number of food poisoning accidents, accidents due to cafeteria equipment, and industrial accidents in the cafeteria: none

Number of industrial accidents [\*d] Mizuno Corporation (parent company)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Number of industrial accidents (no. of accidents)	10	11	11	8	9
Deaths due to industrial accidents (no. of deaths)	0	0	0	0	0
Frequency rate*1	1.79	2.57	3.04	2.46	2.85
Severity rate*2	0.002	0.006	0.005	0.002	0.002

\*1. Number of deaths due to industrial accidents/total work hours

\*2. Number of labor loss days/total work hours

Efforts to help employees improve their health

Mizuno believes that helping employees maintain their good physical and mental health and helping them balance work with personal life will lead to its own development and enable it to uphold its corporate philosophy.

Therefore, to promote Mizuno’s efforts to help employees maintain their good health, the president issued a health management declaration. Based on this health management declaration, Mizuno has set goals for the following items and promoted measures aimed at primarily helping employees improve their health by playing sports: 1) reducing the percentage of employees who are on the verge of suffering from lifestyle-related diseases, 2) helping detect major diseases as early as possible, 3) reducing the number of employees absent from work due to mental health problems, and 4) lowering the smoking rate.

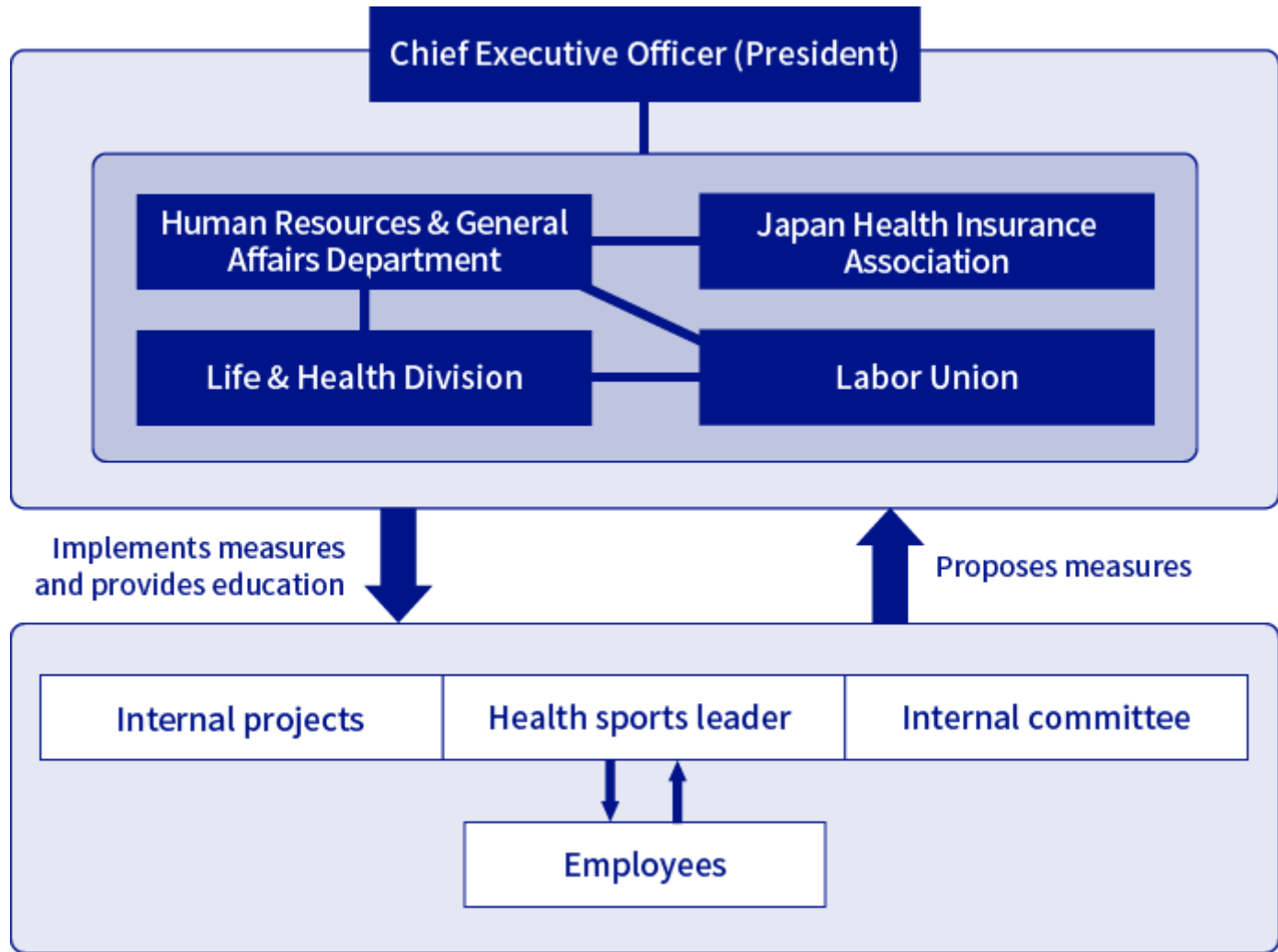
The preceding efforts were rewarded with the following certifications: 1) 2022 Health & Productivity Management Outstanding Organization (large enterprise category; White 500) and 2) “Bronze + Class” (awarded to companies that have been continuously certified) in the Sports Yell Company 2022 program.



<Health management declaration [entirety]>

The Mizuno Group believes that a company is its employees and recognizes that the health of its employees forms the basis of its management. Therefore, the Mizuno Group hereby declares to put more effort into helping its employees improve their health. Mizuno believes that helping employees maintain their good physical and mental health and helping them balance work with personal life will lead to its own development, enable it to uphold its corporate philosophy, and help its employees lead fulfilling lives. Mizuno looks forward to seeing that its employees have understood this declaration and begun willingly putting effort into conducting activities that will improve their health together with their families so that they can enjoy balancing work with personal life.

<System for helping employees improve their health>



Future issues to be addressed

- **Supporting the balancing of work with personal life**  
Mizuno will continue putting effort into helping employees balance work with childcare and nursing because doing so will not only prevent employees from leaving the workplace but also lead to employee engagement.
- **Paid holidays**  
Mizuno believes that all employees should take at least five paid holidays. Accordingly, Mizuno will put effort into encouraging employees to do so by creating a workplace environment that encourages employees to take paid holidays.
- **Safety and Health**  
To create a safe and comfortable workplace environment, Mizuno will put effort into not only ensuring that it complies with the law but also reviewing its system for promoting safety and health. In addition, Mizuno believes that safety and health measures must incorporate risk management. Accordingly, Mizuno will revise its business continuity plan to reflect this belief.
- **Health management**  
To ensure health management, Mizuno will improve its PDCA cycle for health promotion every year. In addition to promoting sports, Mizuno will also newly incorporate dietary education with the aim of helping employees further maintain and improve their health.



# Promoting and respecting diversity

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

## Promoting female participation

Mizuno has been promoting and will continue to promote female participation. To support employees who are particularly eager to work and are talented, Mizuno will put effort into laying software and hardware foundations, including providing career development support, improving the workplace atmosphere, and designing systems for supporting diverse workstyles. Mizuno will also work on measures to raise women’s awareness of career building and promote the growth of female employees by conducting in-house training for selected members and career interviews for female employees and encouraging them to participate in a forum for female managers held jointly with other companies so that the ratio of female managers will be raised to 10% by the end of FY 2025. In FY2021, Mizuno implemented the following measures.

### Measures to increase the percentage of female employees

In 2021, Mizuno ensured that about half of its 19 new graduate employees would be female by employing eight female employees [\*d]. Moreover, as announced in its General Employer Action Plan, Mizuno will continue to work toward the goal of increasing the percentage of female employees it will hire (new graduates / mid-career employees) to 40% or more.

### Career development support

The Diversity West Japan Study Session, which comprises about 50 companies, held a career design forum in FY 2021 as well, which was attended by five female Mizuno employees, who all held different positions. At the forum, Mizuno’s female employees had the opportunity to participate in a round-table discussion with female leaders representing other companies, which helped them develop their own future visions by considering their future career paths from medium- to long-term perspectives.

### Female employee rates and female manager rates[\*c]

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Female employee rates (percentage)	26.8	27.4	28.0	27.6	28.9
Female manager rates (percentage)	8.4	8.1	8.3	6.3	5.4

### (Reference) Mizuno Corporation (parent company)[\*d]

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Female employee rates (percentage)	27.1	27.5	28.9	29.0	29.7
Female manager rates (percentage)	5.5	5.5	5.5	5.2	5.7



## Welcoming diverse workers

The essence of diversity is the maximization of different qualities. Mizuno aims to welcome diverse workers able to create new value by achieving their potential and developing innovation. In terms of securing diverse human resources, Mizuno has high expectations for mid-career employees and is working to secure human resources who can contribute to the creation of innovation based on different values as ready-to-work employees with expertise. The current ratio of mid-career employees in managerial posts is 11.8%. To raise it to 20% by the end of FY 2025, Mizuno will continue to actively hire human resources who will be candidates for managers, including female managers, when hiring mid-career employees.

### Employing physically and mentally challenged workers

The percentage of physically and mentally challenged workers employed at Mizuno as of March 2021 reached 2.18% [\*d], falling below the legal employment rate of 2.3%. Mizuno will proceed with a plan to restore the percentage to a level higher than the legal employment rate by the end of FY 2022.

Mizuno has introduced speech-to-text conversion software and microphones to encourage deaf employees, who make up a high percentage of the physically and mentally challenged workers currently employed, to participate in online meetings. A questionnaire was also conducted to create a comfortable working environment.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Number of physically and mentally challenged employees (no. of people)	30	34	34	34	30
Percentage of physically and mentally challenged employees (percentage)	2.28	2.41	2.47	2.45	2.18
Legal employment rate (percentage)	2.0	2.2	2.2	2.2	2.3

### Employing elderly people

Mizuno has a re-employment system, which employs former employees who retired at the retirement age of 60 but wanted to continue working until 65.

In FY 2021, 56 employees retired due to the mandatory retirement system, and 47 of them used the re-employment system.



## Changing employees' attitude toward promoting and respecting diversity and creating an atmosphere that encourages diversity

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To help employees familiarize themselves with Mizuno's aim to promote and respect diversity and create an in-house atmosphere that encourages diversity, at the beginning of FY 2020, the president conveyed a message during the policy briefing session. Mizuno is currently taking measures to help all employees change their attitude toward promoting and respecting diversity.

Mizuno provided diversity management training to employees in the division head class, in which division heads exercised their own leadership to raise awareness of promoting diversity and inclusion. In addition, education on unconscious bias was provided to all employees.

In parallel with creating an environment that makes it easier for diverse human resources to work, Mizuno will continue to provide learning opportunities in order to continuously promote employee awareness reform.

### Promoting employees' understanding of LGBTQ+

As part of its education program for all employees, Mizuno provided employees with diversity education, which featured LGBTQ+ as one type of diversity.

### Improving Mizuno's workplace environment and promoting the growth of Mizuno's employees

To help employees continue to grow, Mizuno will put effort into improving its workplace environment in ways that will promote and respect diversity and help diverse employees achieve their potential and find their work to be rewarding.

## Future issues to be addressed

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Mizuno considers promoting and respecting diversity as being an important issue concerning its management. Accordingly, it will actively employ diverse workers. In addition, Mizuno will put effort into changing its employees' attitude toward welcoming diversity by identifying and resolving issues its employees may have in welcoming diversity.



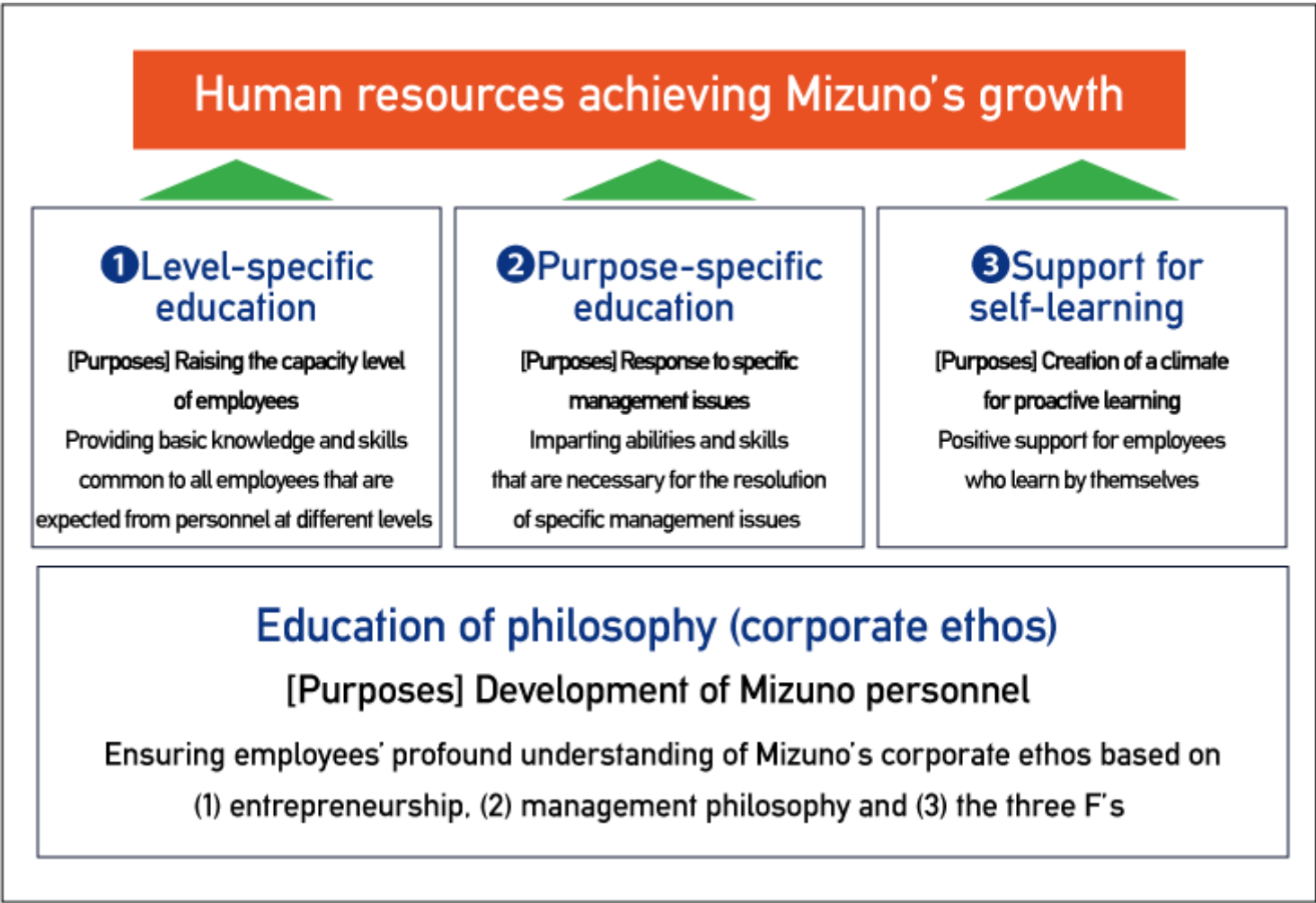
# Employment and human resource utilization

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

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

## Measures to help workers grow

To help employees develop new skills, Mizuno takes the following approaches based on the philosophy education program that requires employees to learn about Mizuno’s corporate DNA: 1) stratified training, which helps employees acquire the skills and ability needed at the stage of their careers they are currently at; 2) purpose-based training, which helps employees acquire specialized skills needed to resolve specific individual management issues; and 3) self-training support, which helps employees train themselves.



	Details	No. of participants
<b>Philosophy education (Mizuno’s corporate DNA)</b>	To help employees understand and share globally Mizuno’s corporate DNA, with others which is based on the founder’s philosophy, the management philosophy, and the three Fs	About 3,800 participants [*c]
<b>Strati ed training</b>	To help employees acquire the basic ability and skills that all employees need at the point they are at in their careers. <ul style="list-style-type: none"> <li>• New employee training: 33</li> <li>• 1st year sales employee training: 13</li> <li>• 2nd year sales employee training: 26</li> <li>• 3rd year employee training (including 3rd year sales employees): 48</li> <li>• Section chief training: 104</li> </ul>	224 participants Note: FY 2021 [*d]
<b>Purpose-based training</b>	To help employees acquire the ability and skills needed to resolve specific individual management issues. <ul style="list-style-type: none"> <li>• Business leader: 20</li> <li>• DX leader: 21</li> <li>• Project design: 13</li> <li>• Sales training: 300</li> </ul>	About 354 participants Note: FY 2021 [*d]
<b>Self-training support</b>	To actively support employees who are willing to undergo self-training. (English communication / All-you-can-learn)	About 240 participants Note: FY 2021 [*d]

### Systems for helping employees take up challenges

Mizuno free agent system [*d]	
Details	<p>To help employees achieve self-realization, motivate employees to take up challenges, and enliven the workplace, Mizuno accepts the following types of free-agent applications: 1) job offer, 2) proposal, and 3) registration.</p> <ul style="list-style-type: none"> <li>• Job offer: Different departments make job offers and employees apply for jobs that interest them.</li> <li>• Proposal: Employees propose ways to change the way work is being conducted or make new business proposals as individuals or groups.</li> <li>• Registration: Employees who want to perform jobs offered by the Company register as candidates for such jobs.</li> </ul>
Performance	FY 2021—job offer: none; proposal: none; registration: 4 employees
Technical job meister/craft system [*e]*1	
Details	To help employees grow into talented craftsmen, activate employees performing technical jobs, help technical workers improve their skills, and pass on the great skills of technical workers to future generations, Mizuno awards the titles of “meister” and “craft” to employees who have great craftsmanship and grant them an allowance.
Performance	FY 2021—Baseball: 5 employees; golf: 5 employees; apparel: 3 employees
Employee invention reward system [*b]*2	
Details	The employee invention reward system aims to stimulate employees to continually come up with innovative and unique product development ideas. The system complies with patent law and aims to stimulate employees to actively put effort into coming up with inventions by properly evaluating work-related inventions made by employees (employee inventions) and granting rewards. There is no upper limit to the amount of reward that could be granted, and the amount is based on the level of contribution the inventor and invention makes to the Company’s sales.
Performance	FY 2021—rewarded inventions: 8 (15 inventors; excluding employees who have retired)



Overseas training and work system [*d]	
Details	The overseas training and work system aims to help employees acquire specialized knowledge and skills relating to their job by working overseas and also aims to cultivate human resources able to lead the Company's efforts to expand overseas by helping young employees broaden their perspective. The country and region where employees will be sent is based on their requests, career backgrounds, and personnel plans, and employees will be sent to Mizuno's overseas branches or subsidiaries, where they will work for two years.
Performance	FY 2021—number of employees who used this system: 4
System for helping employees pursue an MBA (Master's degree in business administration) at a graduate school in Japan as a working member of society [*d]	
Details	The system aims to help employees acquire specialized knowledge of business in general, build networks, acquire logical thinking skills, and broaden their perspective. The Company will lend employees the money to pay their tuition, and employees who continue working at Mizuno for three years after obtaining their MBA will be exempt from paying back the money they were lent.
Performance	FY 2021—Employees newly pursuing an MBA: 1; number of employees who had already been pursuing an MBA since the year before: 4
System for helping employees attend external business schools [*d]	
Details	The system aims to help employees acquire logical thinking skills, which Mizuno considers to be basic skills needed in business, and also aims to help employees build networks and broaden their perspective. In general, the Company will pay half of the tuition. However, if employees complete their business schools with outstanding grades, the Company will pay the total amount of their tuition.
Performance	In FY 2021 as well, Mizuno had to refrain from sending its employees to external business schools due to the COVID-19 pandemic.
System for helping employees receive online English communication lessons [*d]	
Details	The system aims to help employees improve their English communication skills through self-training. Employees will receive English communication lessons from native speakers of English online, and the Company will pay half of their tuition based on how often employees take English communication lessons.
Performance	FY 2021—number of employees who used this system: 98
System for helping employees take online video-based, business-related lessons [*d]	
Details	The system aims to help employees improve their knowledge related to business and also create an environment that encourages willingly learning about business. Employees will be able create an environment that will allow them to view business-related videos wherever they are whenever they want to online, and to encourage employees to willingly learn about business, the Company will pay the fees needed to do so.
Performance	FY 2021—number of employees who used this system: 143

\*1. The data given above was gathered from Mizuno Corporation and Mizuno Technics.

\*2. The data given above was gathered from Mizuno Corporation and a number of Mizuno Group subsidiaries in Japan.

## Award incentive

### Creator of the Year (COY)

Mizuno calls its sales representatives, including wholesale, corporate sales, and sports facilities sales representatives, who institute various measures to help clients resolve their issues “creators.” Creators who greatly help promote the sales activities of any given year are given a Creator of the Year (COY) award to encourage other creators to follow their example. In FY 2021, three creators were given the COY award.

Mizuno award system

To motivate employees to work harder and help them grow, employees who produce good results any given year and thereby contribute to the growth of the Company are given awards at the Founding Effort Commemorative Ceremony. In FY 2021, awards were given to 91 projects (240 employees).

System for evaluating employees fairly

Mizuno’s human resources evaluation system is not based on age or length of service. Instead, it is based on the following items: 1) ability demonstrated through daily efforts, 2) roles played, and 3) degree of contribution made to the Company’s performance. In addition, to evaluate the ability of each employee and analyze their aptitudes from multiple perspectives, in FY 2017, Mizuno introduced a human resources assessment system. In evaluating employees’ ability being demonstrated and performance, to ensure that they will be satisfied with their evaluation, employees are asked to meet with their supervisors before being evaluated. To ensure that evaluating employees will help them grow, Mizuno has employees meet with their supervisors after they receive their evaluations so that they can be provided with feedback.

FY 2021—percentage of employees who have received human resources evaluation [\*c]

	Target person	Percentage
Male	Full-time, contract, part-time, and temporary employees	100%
Femal	Full-time, contract, part-time, and temporary employees	100%

Future issues to be addressed

Mizuno’s human resources development and training program is a combination of OJT (daily work execution, transfer experience) and OFF-JT (education / training) as well as a personnel system (personnel evaluation / treatment, etc.). Through this program, Mizuno develops employee skills and improves organizational capabilities.

For managers, based on the personnel system revised in FY 2019, Mizuno will bring out their ability to autonomously broaden their horizons and take on new challenges by effectively operating the system that appropriately evaluates and treats them according to the size of their role and the degree of performance

For general employees, based on the personnel system that will be newly launched in FY 2022, Mizuno will emphasize the contributions they make according to their individual aptitude and focus on developing human resources who will lead the future of the Company as the source of competitiveness.



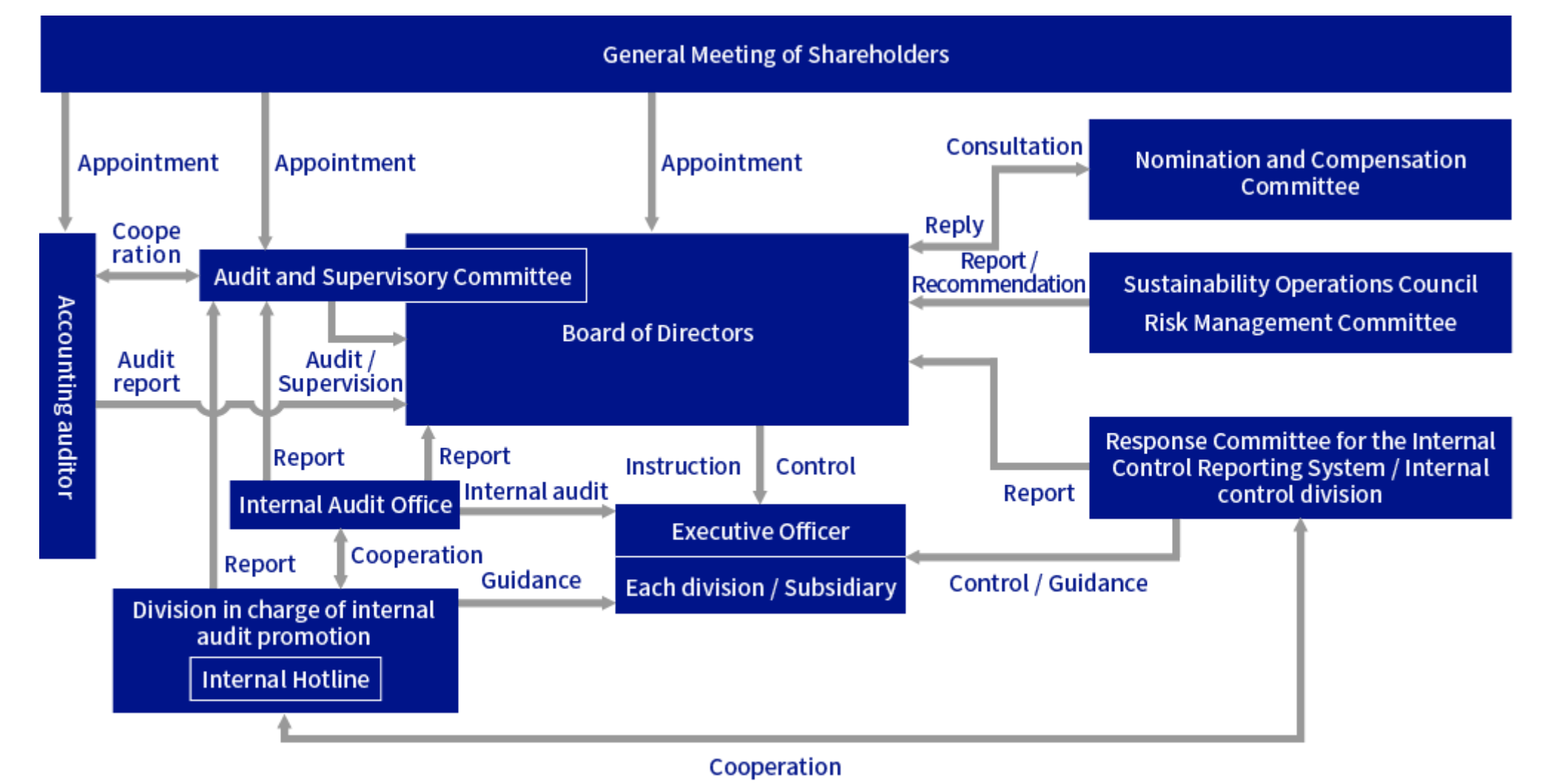


# Corporate governance

Based on the corporate philosophy of “Contributing to society through the advancement of sporting goods and the promotion of sports” and our belief that the rationality and objectivity of management decisions and the swiftness and transparency of decision making are important to improve the corporate value of the Group, we strive to build and strengthen a corporate governance system that can realize them.

[Please refer to the Financial Report for details of our corporate governance.](#)

## Corporate governance system



With a resolution of the 103rd Ordinary General Meeting of Shareholders held on June 23, 2016, the corporate governance system has been transferred to a company with an audit and supervisory committee. Directors serving as Audit and Supervisory Committee members have voting rights on the Board of Directors and are expected to help improve the effectiveness of audits and supervision compared to corporate auditors. We believe that this leads to the enhancement of corporate governance.

Our Articles of Incorporation stipulate that the number of directors shall be seven or less (excluding directors serving as Audit and Supervisory Committee members) and that the number of directors serving as Audit and Supervisory Committee members shall be three or less. As of July 1, 2021, we have five directors (excluding directors serving as Audit and Supervisory Committee members) and three directors serving as Audit and Supervisory Committee members.

Of the five directors (excluding directors serving as Audit and Supervisory Committee members), four are directors who execute business, including the President (CEO), and one is an outside director.



Of the three directors serving as 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 the status of business execution throughout the Group, including the execution of duties by directors. In addition, Audit and Supervisory Committee members work with accounting auditors to improve the efficiency of audits.

Outside directors are expected to express their opinions with an open mind from an objective and neutral standpoint at the Board of Directors meetings without being bound by industry practices and business relations. We believe that they help improve the rationality and transparency of decision making and management decisions of the Board of Directors. Currently, the ratio of outside directors on the Board of Directors is 37.5%.

Mizuno has in place the Nomination and Compensation Committee as a voluntary advisory body that is equivalent to nomination and compensation committees. The independence of this committee is ensured by the appointment of independent outside directors to constitute a majority of its members.


We have also introduced an executive officer system. Under this system, the Board of Directors fulfills the function of strategy formulation and management supervision, and executive officers are responsible for business execution, thereby aiming to ensure management transparency and speed up decision making. Executive officers are in charge of each management area, including business divisions (products handled and sporting events), sales channels, sales areas (including overseas), and subsidiaries, and are responsible for business execution in their management area throughout the Mizuno Group.

[Please refer to the Sustainability Operations Structure for details of the management system related to sustainability.](#)

## Board of Directors

[Please refer to “Board of Directors” in the section “About Mizuno Group” for a list of directors and officers and their responsibilities.](#)

\* Each director’s personal history and reasons for selection are disclosed there.

For information about the capabilities (experience and fields of expertise) of the directors, including those who concurrently serve as Audit and Supervising Committee members, [please refer to page 16 of the Notice of the 108th Ordinary General Meeting of Shareholders \(in Japanese\)](#). 

## Analysis and evaluation of the effectiveness of the Board of Directors

We conduct a self-evaluation of the effectiveness of the Board of Directors through an anonymous questionnaire for all directors and analyze and evaluate the results of the questionnaire to ensure the effectiveness of the entire Board of Directors. The main evaluation items are the composition of the Board of Directors, the culture of the Board of Directors, the agendas of the Board of Directors meetings, the monitoring of business execution of the Board of Directors, and the operation of the Board of Directors. As a result of the questionnaire, it was confirmed that the effectiveness of the Board of Directors was generally ensured.

The questionnaire survey is conducted every year with the participation of all directors.

## Training of directors

With the aim of having directors appropriately fulfill their expected roles and duties, we provide and mediate opportunities for them to acquire the knowledge necessary to deepen their understanding of matters related to their roles and duties. Directors are mainly provided with the opportunity to attend workshops organized by third-party organizations, and their costs are borne by the company. When a new director is appointed, a briefing session is held by the Corporate Planning Office, the Human Resources & General Affairs Department, the Legal Affairs Office, and the Accounting and Finance Department so that the new director can acquire the necessary knowledge on the company's business, finance, organization, and other matters.

## Status of internal audits and audits by the Audit and Supervisory Committee

The Internal Audit Office of Mizuno Corporation conducts internal audits of the Mizuno Group in cooperation with the legal division, the accounting and finance division, and the human resources and general affairs division, which collect information and conduct investigations. The Internal Audit Office conducts internal audits to ascertain the validity and legality of business execution and procedures and reports the audit results to executive directors in charge of internal control and the Board of Directors as needed. To ensure the effectiveness of the Audit and Supervisory Committee, the Board of Directors requests the Internal Audit Office to collect the necessary information and conduct investigations and closely cooperates with it by exchanging information and opinions.

For the purpose of grasping the status of development and operation of internal control, internal auditors attend meetings and inspect documents as appropriate and ask for explanations from the relevant divisions as needed to check the appropriateness of transactions and the decisions that are made in the process of transactions. Thus, we work to improve the effectiveness of internal audits.

## Internal control system

Mizuno Corporation is involved in 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 on the development of the internal control system) established by a resolution of the Board of Directors. It has clarified that subsidiaries should perform their business activities and operate their risk management system under the same policy management as Mizuno Corporation.

In addition, to ensure the reliability of financial reports related to the consolidated financial results, the Response Committee for the Internal Control Reporting System, chaired by the executive director in charge of accounting and finance, develops, operates, and evaluates the internal control system across all organizations of the Mizuno Group based on the Internal Control Regulations.

To promptly announce information that should be disclosed in a timely manner, such as important facts related to the Mizuno Group, upon decision of the Board of Directors, the executive director in charge of accounting and finance thoroughly manages information as the person responsible for handling information. In particular, stock trading by officers and other insiders is tightly controlled through monitoring and is strictly supervised to prevent the occurrence of insider trading.

## Executive compensation

Based on our basic policy on how to determine the compensation of officers or its calculation method, we have established a compensation system that can motivate directors (excluding Audit and Supervisory Committee members) to contribute to improving corporate value with the aim of appointing and securing talented human resources as managers. In this compensation system, we have ensured the transparency,

fairness, rationality, and objectivity of the calculation method of compensation based on the average level of compensation at companies of the same size listed on the former First Section of the Tokyo Stock Exchange in order to ensure accountability to stakeholders.

For the maximum amount of compensation for directors (excluding Audit and Supervisory Committee members), the amount of basic compensation and the amount of performance-linked compensation are determined by the Board of Directors within the range of compensation resolved at the 103rd Ordinary General Meeting of Shareholders, held on June 23, 2016, according to an examination and report by the Nomination and Compensation Committee, composed of a majority of independent officers.

For the maximum amount of stock-based compensation for directors (excluding Audit and Supervisory Committee members and outside directors), the amount of transfer-restricted stock-based compensation is determined by the Board of Directors within the range of compensation resolved at the 105th Ordinary General Meeting of Shareholders, held on June 21, 2018, according to an examination and report by the Nomination and Compensation Committee.

The defined amount of basic compensation for directors (Audit and Supervisory Committee members) is determined separately for full-time and part-time Audit and Supervisory Committee members with reference to the average level of compensation at companies of the same size listed on the former First Section of the Tokyo Stock Exchange with the aim of appointing and securing human resources with a wide range of experience and deep insight who can submit useful proposals at the Board of Directors meetings and appropriately fulfill their duties in auditing and supervising the business execution of the Board of Directors.

For the maximum amount of compensation for directors (Audit and Supervisory Committee members), the amount of basic compensation is determined within the range resolved at the 103rd Ordinary General Meeting of Shareholders, held on June 23, 2016, by a resolution of the Audit and Supervisory Committee.

Unit (million yen)

	Total amount of compensation, etc.	Total amount of compensation, etc. by type			No. of target persons(person[s])
		Basic compensation	Performance-linked compensation	Transfer-restricted stock-based compensation	
Directors (excluding Audit and Supervisory Committee members) (Figure especially for outside directors)	304 (7)	165 (7)	134 (-)	4 (-)	5 (1)
Directors (Audit and Supervisory Committee members) (Figure especially for outside directors)	3 (2)	32 (14)	32 (14)	- (-)	- (-)
Total (Figure especially for outside directors)	337 (21)	197 (21)	134 (-)	4 (-)	8 (3)

## Risk management system

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To clarify the responsibility system for risk management, we have established the Risk Management Committee, chaired by the President (CEO). The Risk Management Committee is responsible for identifying and evaluating all types of risks associated with business activities and overseeing risk management concerning the implementation of countermeasures and information disclosure throughout the Mizuno Group based on the Risk Management Regulations.

Each department and subsidiary of Mizuno Corporation conducts training and prepares manuals on risk management to ensure a system that can respond to various foreseeable risks in each field. We have also prepared the Crisis Management Manual, which explains how to foresee and respond to natural disasters, sabotage from outside the company, and fraud.

Meanwhile, matters concerning the short-, medium-, and long-term impacts of climate-related risks are placed on the agenda of the Risk Management Committee, which has been in charge of more specific discussions about those matters since FY 2021. For information about the identification, assessment, and management of climate-related risks, please refer to the TCFD Report.

[TCFD Report](#)





# Disclosures in accordance with the TCFD recommendations

Companies today have been seeing an unbearable increase in the direct risk to their profitability from natural disasters, including unprecedented torrential rainfalls, life-threatening heatwaves, and massive typhoons. The field of sports has also faced the serious and visible impact of climate change, as seen by increased temperatures forcing summer sports events to be rescheduled and causing a lack of the snow necessary for winter sports.

The Mizuno Group has reviewed the current status of climate-related risks and opportunities based on the framework provided by the Task Force on Climate-Related Financial Disclosures (TCFD), which was established by the Financial Stability Board (FSB) at the request of the G20.

In addition, the Group declared its support for the TCFD recommendations in March 2022. Since then, the Group has disclosed related information in accordance with the TCFD recommendations as follows. The Mizuno Group will further enhance its governance related to climate change and develop and formulate strategies based on the analysis of risks and opportunities in the Group’s business to further increase the transparency of its disclosures.

## [TCFD recommendations’ thematic area: 1. Governance]

The Mizuno Group has a system whereby the Sustainability Operations Council (internal name: MIZUNO CREW21\* Council), chaired by the representative director and senior managing executive officer, meets four times a year in principle to discuss matters related to climate change. The discussion details are reported together with the current progress of sustainability activities to the Board of Directors, which thus oversees climate change-related matters.

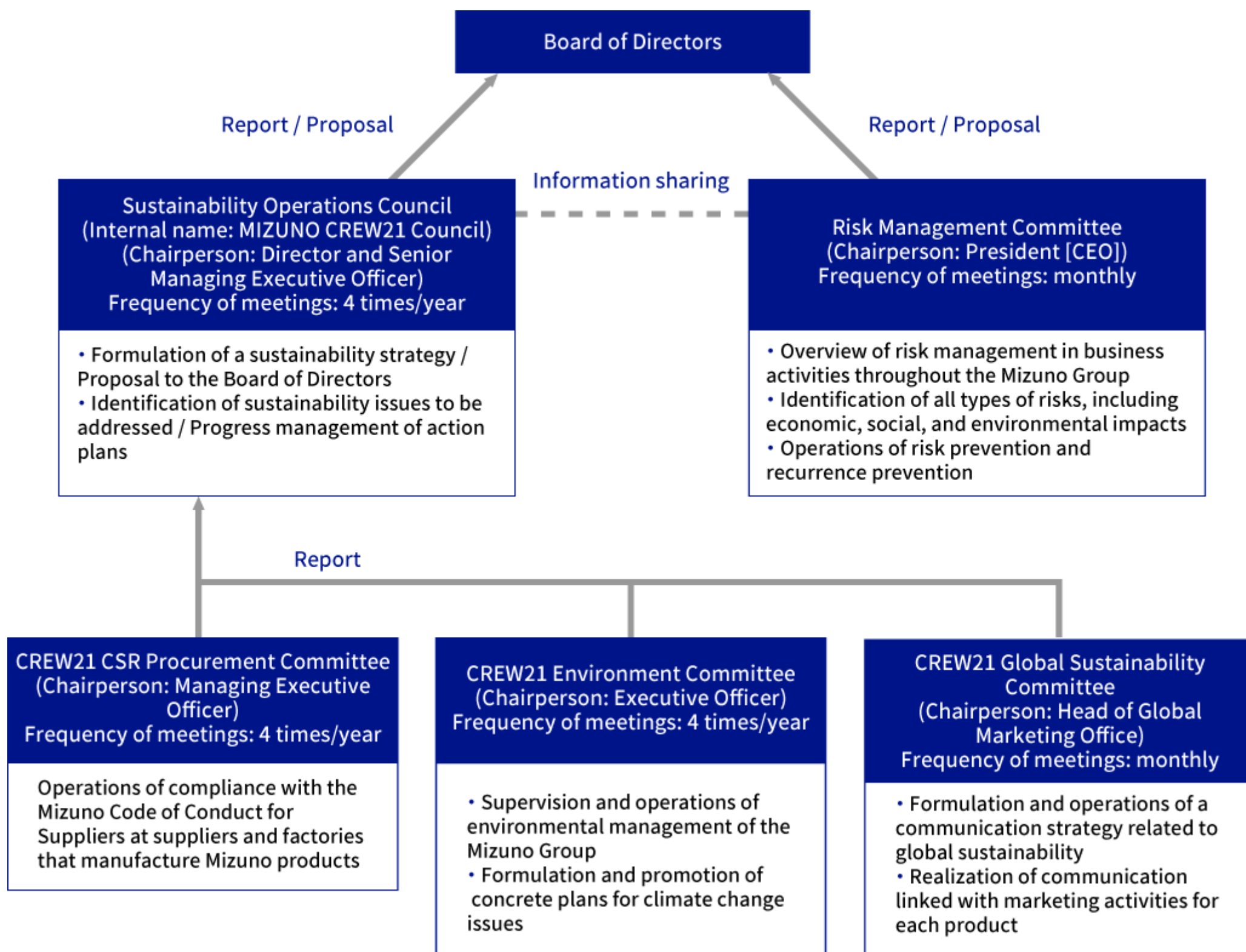
In FY2021, matters related to climate change were reported once to the Board of Directors, twice to the Executive Board, whose meetings were attended by directors and executive officers, four times to the Management Council, whose meetings were attended by directors, executive officers, and division general managers. These deliberative bodies make decisions on management strategy (four times), information sharing, and information disclosure, and their decisions are incorporated into the Group’s business activities. In addition, the Sustainability Operations Council has as its subcommittees the CREW21 Environment Committee, the CREW21 CSR Procurement Committee, and the CREW21 Global Sustainability Committee, each of which independently deals with cross-departmental issues among the identified priority issues (materiality) related to social responsibility and sustainability.

Specific measures to address issues related to climate change are devised by the CREW21 Environment Committee.

\* “CREW21” represents Mizuno’s hope that, as members of the “crew of the spaceship earth,” all of us will play a role in conserving resources and the environment.

CREW: <https://corp.mizuno.com/en/sustainability/>  
<https://corp.mizuno.com/en/sustainability/sustainability-report/management/system/>





In recognition of the importance of the climate change issue faced by the Mizuno Group, in 2020, the Board of Directors revised the Long-Term Management Policies and formulated the Action Principles for the SDGs and the Integrated Value Creation Stories. At the same time, the Board decided to accelerate the Group's efforts to address climate change, in addition to enhancing the environmental conservation activities, in which the Group has been actively engaged in order to fulfill its corporate social responsibility (CSR).

The scopes of the responsibility of the executive officer in charge of climate-related issues, the Sustainability Operations Council, and the CREW21 Environment Committee are defined by the Board of Directors. The Board of Directors receives reports from Sustainability Operations Council, which meets four times a year in principle, and the CREW21 Environment Committee, which meets six times a year in principle, on the status of the Group-wide promotion of efforts to address climate-related issues, environmental management (including the management of GHG emissions), information disclosure, and investor relations.

## ■ Sustainability Operations Council (internal name: MIZUNO CREW21\* Council)

This council is chaired by the representative director and senior managing executive officer and is composed of a wide range of members, including the executive officer in charge of product development, the executive officer in charge of human resources, the chairpersons of the sustainability-related committees, the general manager of the Global Corporate Planning Office, who supervises overall business strategies, the general manager of the Global Legal Affairs Office, who is in charge of compliance, the general managers of the Global Quality Assurance Office and the Global Research & Development Department, both of which are closely related to sustainability.

The Sustainability Operations Council devises Mizuno's sustainability strategies, identifies specific issues to be addressed, formulates action plans on the issues, and sets targets. Important issues discussed by the council are presented to the Board of Directors and are rolled out to all divisions and business bases of the Group after the Board of Directors approves resolutions thereon.

## ■ CREW21 Environment Committee

This committee mainly comprises the executive officer responsible for environmental management and the general managers of the main divisions, including Research & Development, Product Development, Manufacturing, Facility Services, Logistics, Retail, Quality Assurance, and Human Resources & General Affairs. The committee has discussions primarily to formulate and revise environmental policies, set short-, medium- and long-term environmental targets, and devise specific measures to achieve those targets. One of its missions is to define the direction of environmentally friendly products and climate-change-conscious products and formulate related business plans from the perspective of the importance of mitigating environmental impacts, including reducing GHG emissions from business activities, and developing and providing environmentally friendly products and services. The CREW21 Environment Committee is positioned as a body for deliberations for Group-wide communication.

Moreover, the Mizuno Group has also established an environmental management system (EMS), headed by an executive officer, to promote environmental conservation activities throughout the Group.

\* With keen awareness of the environmental impacts of all corporate activities, in September 1991, the Mizuno Group launched the Crew21 Project to contribute to conserving the global environment. Since then, the Group has been actively engaged in environmental conservation activities. Since April 2021, the 30th anniversary of the launch of the project, the Group has placed an increased focus on the management issue of sustainability in general, which encompass not only environmental conservation activities but also the Group's contribution to society and the economy. The "MIZUNO CREW21" logo symbolizes the Group's overall sustainability initiatives.

## [TCFD recommendations' thematic area: 2. Strategy]

With regard to climate-related risks and opportunities over the short, medium, and long term, the Mizuno Group has identified issues of materiality in its overall sustainability initiatives. One of the issues of materiality is defined as "Responsibility for global environmental issues throughout the product lifecycle," where the Group's efforts to solve climate-related issues are included. In addition to the EMS, the Group has appointed the Risk Management Committee (chaired by the representative director and president and composed of two senior managing executive officers and six general managers of divisions in charge of promoting internal control) and the Business Continuity Plan (BCP) Working Group, which is under the supervision of the Global Human Resources & General Affairs Department, to discuss related matters. The product and development divisions treat the need to develop and market environmentally friendly products and climate-change-conscious products (products that help mitigate the impact of climate change or help adapt to climate change) as an excellent area of opportunity to be explored.

Since FY 2015, the Group has examined the impact of identified climate-related risks and opportunities on its businesses, strategy, and financial planning in the framework of EMS risks and opportunities, and since FY 2021, there have been more active discussions on this matter. The specific impacts that the Group has identified include the following: the need for a logistics BCP as an impact on its businesses; the need to research and develop environmentally friendly products, climate-change-conscious products, and new materials as an impact on its strategy; and the need to introduce renewable energy as an impact on its financial planning. From now on, the Mizuno Group will accelerate discussions about what impact the climate-related risks and opportunities analyzed by the Risk Management Committee and the BCP Working Group have on its businesses, strategy, and financial planning.

The Mizuno Group is also currently examining what climate-related scenarios it should choose. The Group aims to disclose information, within FY 2023, on the resilience of its strategy, which will reflect the results of analysis of climate-related risks and opportunities and their impacts in combination with business models and value chains, under the scenarios it chooses.

## **[TCFD recommendations’ thematic area: 3. Risk Management]**

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Applying an EMS approach based on ISO 14001, the Mizuno Group has assigned the EMS Promotion Bureau (Environmental Promotion Bureau), part of the Compliance Division, to identify and assess climate-related risks and opportunities at least once a year. The EMS Promotion Bureau reports identified risks and opportunities to the CREW21 Environment Committee for approval from the executive officer responsible for environmental management and committee members. The Group’s BCP measures also include those to prevent and reduce damage from heavy rainfalls, typhoons, and other natural disasters, all of which carry a climate-related risk.

The identified risks are managed under the EMS. The EMS Promotion Bureau monitors those risks in cooperation with the Risk Management Committee and the Global Human Resources & General Affairs Department.

## **[TCFD recommendations’ thematic area: 4. Metrics and Targets]**

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To accelerate its efforts to mitigate climate change, in August 2020, the Mizuno Group revised its long-term environmental targets. The revised environmental targets are 1) achieving carbon neutrality by 2050, 2) achieving a 30% reduction in Scope 1 and 2 CO<sub>2</sub> emissions from the 2018 level by 2030, and 3) achieving a 50% reduction in the intensity of Scope 3 CO<sub>2</sub> emissions (Categories 1 and 12) per product from the 2018 level by 2030.



# Environmental Targets

**FY2030** Scope1,2



**Reduction in CO2  
emissions by 30%**  
(vs. FY2018 level)

**FY2030** Scope3



**Reduction in CO2  
emissions by 50%**  
(vs. FY2018 level, Per product)

**FY2050**



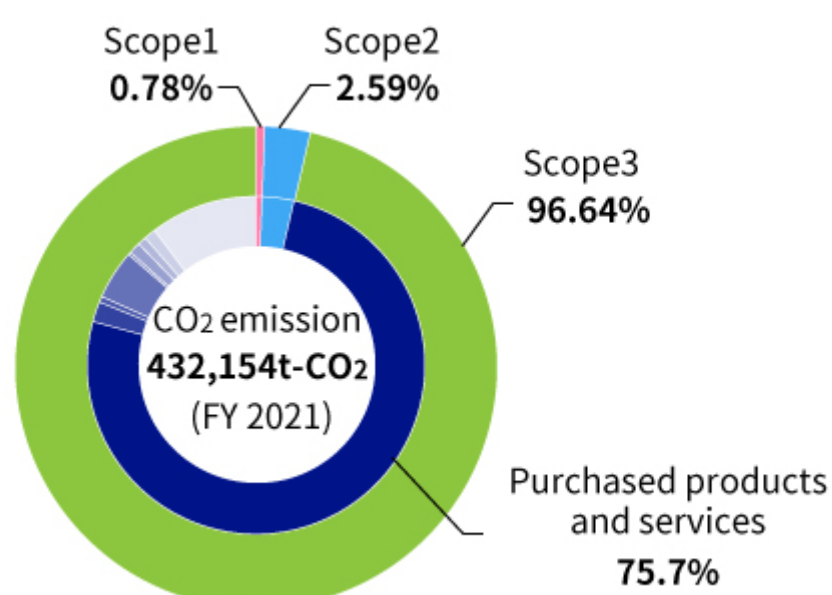
**Carbon neutral**

To achieve these environmental targets, a Group-wide cross-departmental Carbon Neutrality Subcommittee was established under the CREW21 Environment Committee in January 2021. The related divisions devise specific measures to achieve the targets of reducing GHG emissions from the Group's business activities and product and service lifecycles (such as using materials with smaller environmental impacts, improving design and manufacturing processes, and researching, developing, and adopting new manufacturing methods).

The Group has calculated and disclosed Scope 1 and 2 emissions since 2000 and Scope 3 emissions since 2015 according to the Greenhouse Gas Protocol standards. In FY 2021, to ensure that the calculation of Scope 3 Category 1 and 12 emissions will be closer to reality, the Group replaced its calculation method based on data on purchase amounts and shipments in Japan with an LCA-based calculation method. The Group therefore established a calculation method for GHG emissions from its business bases worldwide with a view to broadening the scope of disclosure. Furthermore, the Group has disclosed its total Scope 1, 2 and 3 emissions since FY 2022.

[For details of the Group's GHG emissions, refer to the web page below.](#)

## Other indirect greenhouse gas emissions generated in FY 2021 [\*a]





Scope	Category	Category name	CO <sub>2</sub> emissions (t-CO <sub>2</sub> )	Breakdown ratio
Scope1		Mizuno’s direct emissions	3,358	0.78%
Scope2		Mizuno’s indirect emissions	11,179	2.59%
Scope3		Others’ indirect emissions	417,617	96.64%
Breakdown	Category 1	Purchased products and services	327,134	75.7%
	Category 2	Capital goods	8,509	2.0%
	Category 3	Fuel- and energy-related activities	2,030	0.5%
	Category 4	Upstream transportation and distribution	18,838	4.4%
	Category 5	Waste generated in operations	487	0.1%
	Category 6	Business travel	4,421	1.0%
	Category 7	Employee commuting	3,936	0.9%
	Category 8	Upstream leased assets	3,891	0.9%
	Category 9	Downstream transportation and distribution	452	0.1%
	Category 12	End-of-life treatment of sold products	47,919	11.1%
Total			432,154	

Note: Calculations of purchased electricity emissions are location based.

\* The calculation scope is the domestic Mizuno Group and overseas Mizuno Group.

\* Scope 1: Greenhouse gas (GHG) emissions from a company’s direct operations, such as the in-house use of fuel

\* Scope 2: A company’s indirect GHG emissions from purchased electricity, heat, and steam

\* Scope 3: A company’s indirect GHG emissions coming from product manufacturing, transportation, employees’ business travel and commuting within the supply chain

\*Scope1,2  
Direct and indirect GHG emissions from corporate activities as defined by the GHG Protocol.

\*Scope3/Category 1  
The following three methods are used to calculate emission factors according to the characteristics of product categories.  
LCA of the representative model of the product sold by Mizuno in the relevant fiscal year was carried out and the emission factor of the product was calculated. GHG emissions were calculated by multiplying the sales volume with the emission factor. - ①  
In the manufacturing department, GHG emissions were calculated by multiplying the amount of substances used in manufacturing with the emission factor. - ②  
GHG emissions were calculated by multiplying the cost of products sold by Mizuno in the relevant fiscal year with the emission factor specified by the Ministry of the Environment. - ③

Total GHG emissions = ① + ② + ③

\* For LCA calculation, the emission factor of LCI database IDEA version 2.3 and Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain.

\*Scope3/Category 12

The following three methods are used for calculation according to the characteristics of product categories.

LCA of the representative model of the product sold by Mizuno in the relevant fiscal year was carried out and the emission factor of the product for disposal specified by the Ministry of the Environment was calculated. GHG emissions were calculated by multiplying the sales volume with the emission factor. - ①

In the manufacturing department, GHG emissions were calculated by multiplying the amount of substances used in manufacturing with the emission factor for disposal. - ②

GHG emissions estimated from sales amount based on the GHG emissions calculated from ①. - ③

Total GHG emissions = ① + ② + ③

\* For LCA calculation, the emission factor of LCI database IDEA version 2.3 and Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain.

About the report



How Mizuno is evaluated by external reviewers

Evaluation of activities relating to ESG/SDGs

Mizuno concluded a loan contract with Sumitomo Mitsui Banking Corporation after being evaluated positively regarding its ESG activity, information disclosure, and business aimed at helping achieve the UN’s SDGs based on Sumitomo Mitsui Banking Corporation’s Positive Impact Finance-Based, Principle Compliance-type ESG/SDGs Syndicated Loan Program. The Positive Impact Finance-Based, Principle Compliance-type ESG/SDGs Syndicated Loan Program does not only evaluate companies based on Sumitomo Mitsui Banking Corporation’s own evaluation standards for evaluating ESG/SDGs but also complies with the principles for positive impact finance of DNV BUSINESS ASSURANCE JAPAN K.K., which is an independent third-party body. The principles for positive impact finance aim to promote the idea of increasing the positive impact that finance can have on the world while decreasing its negative impact, and they were developed by the United Nations Environment Program - Finance Initiative (UNEP FI) in January 2017.



Conformity letter issued by DNV

[To view the conformity letter issued by DNV, please click here.](#)

Evaluation of Mizuno’s system for helping employees improve their health

In recognition of its system for helping employees improve their health, Mizuno has been recognized among the outstanding large enterprises (“White 500” enterprises) in the 2022 Health and Productivity Management certification program of the Japanese Ministry of Economy, Trade and Industry. Mizuno has also been rated as Bronze+ for its certification for consecutive years in the Sports Yell Company 2022 program of the Japan Sports Agency.





# Reporting Policy

Mizuno maintains transparency on information regarding the Mizuno Group’s environmental and social impact and explains the Mizuno Group’s sustainability activities to stakeholders through the Sustainability Report.

## Reporting Scope of Organization

In principle, the Mizuno Group (Mizuno Headquarters and domestic/overseas group companies) is our target.  
But as the target organization differs according to data and descriptions of entry contents, the report target organization is indicated by the letters below in each part of the report.

[*a]	Mizuno Group (Domestic / Overseas)
[*b]	Mizuno Group (Domestic)
[*c]	Mizuno Group, Domestic (Excluding the Senoh Group and Sharp Sangyo Co., Ltd.)
[*d]	Mizuno Corporation (Non-consolidated)
[*e]	Others : Described individually

## Report Target Period

Although focusing on activities during FY 2021 (April 1, 2021 to March 31, 2022), some activities from the previous and most recent activity reports are included.

## Publication date

GRI (Global Reporting Initiative) Sustainability Reporting Standard  
Ministry of Environment 「Environmental Reporting Guideline 2018 edition」

## Reference Guidelines

- GRI (Global Reporting Initiative) Sustainability Reporting Standard
- Ministry of Environment 「Environmental Reporting Guideline 2018 edition」

# External Assurance

As of June 2022, Mizuno had not obtained external assurance on the contents of the Sustainability Report. However, it will consider it in the future.

In order to ensure a higher level of transparency and reliability while disclosing information on environmental data, Mizuno has obtained third-party assurance for the Japanese version of environmental data for FY2021 with this report from Deloitte Tohmatsu Sustainability Co., Ltd ., an affiliate of Deloitte Touche Tohmatsu LLC.

# Contact






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# GRI content index

## General Disclosures

Item	Disclosure		Position of reference
102 : 1. Organizational profile	102-1	Name of the organization	<a href="#">Corporate Philosophy</a>
	102-2	Activities,brands,products,and services	<a href="#">Mizuno Homepage</a> <a href="#">Financial Summary</a> 
	102-3	Location of headquarters	<a href="#">Corporate Philosophy</a>
	102-4	Location of operations	<a href="#">Global Office Locator</a>
	102-5	Ownership and legal form	<a href="#">Corporate Philosophy</a>
	102-6	Markets served	<a href="#">Global Office Locator</a>
	102-7	Scale of the organization	<a href="#">Corporate Philosophy</a> <a href="#">Global Office Locator</a> <a href="#">Financial Summary</a> 
	102-8	Information on employees and other workers	<a href="#">Employment and human resource utilization</a> > <a href="#">Creation of the ideal working environment</a> <a href="#">Financial Summary</a> 
	102-9	Supply chain	<a href="#">Responsible procurement with due respect fo r human rights&gt;Management approach for pr iority issues</a>
	102-10	Significant changes to the organization and its supply chain	<a href="#">Financial Summary</a> 
	102-11	Precautionary Principle or approach	<a href="#">Responsible business practices&gt;Compliance / Anti-corruption</a>
	102-12	External initiatives	<a href="#">Management and Sustainability&gt;Stakeholder engagement</a>
	102-13	Membership of associations	<a href="#">Management and Sustainability&gt;Stakeholder engagement</a>
102: 2. Strategy	102-14	Statement from senior decision-maker	<a href="#">Message from the President</a>
	102-15	Key impacts, risks, and opportunities	<a href="#">Financial Summary</a> 
102: 3. Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	<a href="#">Corporate Philosophy</a> <a href="#">Management and Sustainability</a> <a href="#">Responsible procurement with due respect fo r human rights&gt;CSR evaluation of suppliers b efore the commencement of business</a>


Item	Disclosure		Position of reference
102: 3. Ethics and integrity	102-17	Mechanisms for advice and concerns about ethics	<a href="#">Responsible business practices&gt;Compliance / Anti-corruption</a>
102: 4. Governance	102-18	Governance structure	<a href="#">Management and Sustainability&gt;Sustainability Operations Structure Corporate Governance Financial Summary</a> 
	102-19	Delegating authority	<a href="#">Management and Sustainability&gt;Sustainability Operations Structure Corporate Governance Financial Summary</a> 
	102-20	Executive-level responsibility for economic, environmental, and social topics	<a href="#">Management and Sustainability&gt;Sustainability Operations Structure Corporate Governance Financial Summary</a> 
	102-21	Consulting stakeholders on economic, environmental, and social topics	<a href="#">Management and Sustainability&gt;Sustainability Operations Structure Management and Sustainability&gt;Stakeholder engagement Corporate Governance Financial Summary</a> 
	102-22	Composition of the highest governance body and its committees	<a href="#">Management and Sustainability&gt;Sustainability Operations Structure Corporate Governance Financial Summary</a> 
	102-23	Chair of the highest governance body	
	102-24	Nominating and selecting the highest governance body	<a href="#">Financial Summary</a> 
	102-25	Conflicts of interest	<a href="#">Financial Summary</a> 
	102-26	Role of highest governance body in setting purpose, values, and strategy	<a href="#">Management and Sustainability&gt;Sustainability Operations Structure Financial Summary</a> 
	102-27	Collective knowledge of highest governance body	<a href="#">Corporate Governance</a>
	102-28	Evaluating the highest governance body's performance	
	102-29	Identifying and managing economic, environmental, and social impacts	<a href="#">Management and Sustainability&gt;Sustainability Operations Structure Management and Sustainability&gt;Materiality (priority issues)</a>
	102-30	Effectiveness of risk management processes	
	102-31	Review of economic, environmental, and social topics	<a href="#">Management and Sustainability&gt;Sustainability Operations Structure</a>

Item	Disclosure		Position of reference
102: 4. Governance	102-32	Highest governance body’s role in sustainability reporting	<a href="#">Management and Sustainability&gt;Sustainability Operations Structure</a> <a href="#">Management and Sustainability&gt;Materiality (priority issues)</a> .
	102-33	Communicating critical concerns	<a href="#">Management and Sustainability&gt;Sustainability Operations Structure</a> <a href="#">Corporate Governance</a> <a href="#">Financial Summary</a> . 
	102-34	Nature and total number of critical concerns	
	102-35	Remuneration policies	<a href="#">Corporate Governance</a> <a href="#">Financial Summary</a> . 
	102-36	Process for determining remuneration	<a href="#">Corporate Governance</a> <a href="#">Financial Summary</a> . 
	102-37	Stakeholders’ involvement in remuneration	
	102-38	Annual total compensation ratio	
	102-39	Percentage increase in annual total compensation ratio	
102: 5. Stakeholder engagement	102-40	List of stakeholder groups	<a href="#">Management and Sustainability&gt;Stakeholder engagement</a>
	102-41	Collective bargaining agreements	<a href="#">Employment and human resource utilization &gt;Creation of the ideal working environment</a> <a href="#">Financial Summary</a> . 
	102-42	Identifying and selecting stakeholders	<a href="#">Management and Sustainability&gt;Stakeholder engagement</a>
	102-43	Approach to stakeholder engagement	<a href="#">Management and Sustainability&gt;Stakeholder engagement</a>
	102-44	Key topics and concerns raised	<a href="#">Responsibility for Safe and High-Quality Products&gt;Customer service</a>
102: 6. Reporting practice	102-45	Entities included in the consolidated financial statements	<a href="#">Financial Summary</a> . 
	102-46	Defining report content and topic Boundaries	<a href="#">About the report&gt;Reporting Policy</a> <a href="#">Management and Sustainability&gt;Materiality (priority issues)</a> .
	102-47	List of material topics	<a href="#">Management and Sustainability&gt;Materiality (priority issues)</a> .
	102-48	Restatements of information	Not Applicable
	102-49	Changes in reporting	<a href="#">Management and Sustainability&gt;Materiality (priority issues)</a> .
	102-50	Reporting period	<a href="#">About the report&gt;Reporting Policy</a>

Item	Disclosure		Position of reference
102: 6. Reporting practice	102-51	Date of most recent report	<a href="#">About the report&gt;Reporting Policy</a>
	102-52	Reporting cycle	<a href="#">About the report&gt;Reporting Policy</a>
	102-53	Contact point for questions regarding the report	<a href="#">About the report&gt;Reporting Policy</a>
	102-54	Claims of reporting in accordance with the GRI Standards	Not Applicable
	102-55	GRI content index	GRI content index (This page)
	102-56	External assurance	<a href="#">About the report&gt;Reporting Policy</a>

## Economic

material topics

Topics	Disclosure		Position of reference
201 : Economic Performance	201-1	Direct economic value generated and distributed	
	201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">TCFD Report</a>
	201-3	Defined benefit plan obligations and other retirement plans	<a href="#">Financial Summary</a> 
	201-4	Financial assistance received from government	Not Applicable
202 : Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	
	202-2	Proportion of senior management hired from the local community	
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Contributing to the multi-dimensional values of sports&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Contributing to the multi-dimensional values of sports&gt;Management approach for priority issues</a>
	103-3	Evaluation of the management approach	<a href="#">Contributing to the multi-dimensional values of sports&gt;Management approach for priority issues</a>
203 : Indirect Economic Impacts	203-1	Infrastructure investments and services supported	<a href="#">Contributing to the multi-dimensional values of sports</a>
	203-2	Significant indirect economic impacts	<a href="#">Contributing to the multi-dimensional values of sports</a>

Topics	Disclosure		Position of reference
204 : Procurement Practices	204-1	Proportion of spending on local suppliers	<a href="#">Responsible procurement with due respect for human rights&gt;Management approach for priority issues</a>
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsible business practices&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Responsible business practices&gt;Management approach for priority issues</a>
	103-3	Evaluation of the management approach	<a href="#">Responsible business practices&gt;Management approach for priority issues</a>
205 : Anti-corruption	205-1	Operations assessed for risks related to corruption	
	205-2	Communication and training about anti-corruption policies and procedures	<a href="#">Responsible business practices&gt;Compliance / Anti-corruption</a>
	205-3	Confirmed incidents of corruption and actions taken	<a href="#">Responsible business practices&gt;Compliance / Anti-corruption</a>
206 : Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<a href="#">Responsible business practices&gt;Compliance / Anti-corruption</a>
207 : Tax	207-1	Approach to tax	
	207-2	Tax governance, control, and risk management	
	207-3	Stakeholder engagement and management of concerns related to tax	
	207-4	Country-by-country reporting	

## Environment

The specified material items are shaded in light blue.

Topics	Disclosure		Position of reference
301 : Materials	301-1	Materials used by weight or volume	
	301-2	Recycled input materials used	
	301-3	Reclaimed products and their packaging materials	
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Management approach for priority issues</a>





Topics	Disclosure		Position of reference
103 : Management Approach	103-3	Evaluation of the management approach	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Management approach for priority issues</a>
302 : Energy	302-1	Energy consumption within the organization	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of energy consumption and GHG emissions</a>
	302-2	Energy consumption outside of the organization	
	302-3	Energy intensity	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of energy consumption and GHG emissions</a>
	302-4	Reduction of energy consumption	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of energy consumption and GHG emissions</a>
	302-5	Reductions in energy requirements of products and services	
303 : Water and Effluents	303-1	Interactions with water as a shared resource	
	303-2	Management of water discharge-related impacts	
	303-3	Water withdrawal	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Efficient use of water</a>
	303-4	Water discharge	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Efficient use of water</a>
	303-5	Water consumption	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Efficient use of water</a>
304 : Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not Applicable
	304-2	Significant impacts of activities, products, and services on biodiversity	
	304-3	Habitats protected or restored	
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Management approach for priority issues</a>

Topics	Disclosure		Position of reference
103 : Management Approach	103-3	Evaluation of the management approach	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Management approach for priority issues</a>
305 : Emissions	305-1	Direct (Scope 1) GHG emissions	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of energy consumption and GHG emissions</a>
	305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of energy consumption and GHG emissions</a>
	305-3	Other indirect (Scope 3) GHG emissions	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of energy consumption and GHG emissions</a>
	305-4	GHG emissions intensity	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of energy consumption and GHG emissions</a>
	305-5	Reduction of GHG emissions	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of energy consumption and GHG emissions</a>
	305-6	Emissions of ozone-depleting substances (ODS)	
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Management approach for priority issues</a>
	103-3	Evaluation of the management approach	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Management approach for priority issues</a>
306 : Waste	306-1	Waste generation and significant waste-related impacts	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of waste</a>
	306-2	Management of significant waste-related impacts	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of waste</a>
	306-3	Waste generated	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of waste</a>
	306-4	Waste diverted from disposal	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of waste</a>

Topics	Disclosure		Position of reference
306 : Waste	306-5	Waste directed to disposal	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Reduction of waste</a>
307 : Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	<a href="#">Responsibility for global environmental issues throughout the product lifecycle&gt;Environmental Management System</a>
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsible procurement with due respect for human rights&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Responsible procurement with due respect for human rights&gt;Management approach for priority issues</a>
	103-3	Evaluation of the management approach	<a href="#">Responsible procurement with due respect for human rights&gt;Management approach for priority issues</a>
308 : Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	<a href="#">Responsible procurement with due respect for human rights&gt;CSR evaluation of suppliers before the commencement of business</a>
	308-2	Negative environmental impacts in the supply chain and actions taken	<a href="#">Responsible procurement with due respect for human rights&gt;Understanding of the CSR status of suppliers and improvement efforts</a>

## Social

The specified material items are shaded in light blue.

Topics	Disclosure		Position of reference
401 : Employment	401-1	New employee hires and employee turnover	<a href="#">Employment and human resource utilization &gt;Creation of the ideal working environment</a>
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Employment and human resource utilization &gt;Creation of the ideal working environment</a>
	401-3	Parental leave	<a href="#">Employment and human resource utilization &gt;Creation of the ideal working environment</a>
402 : Labor/Management Relations	402-1	Minimum notice periods regarding operational changes	<a href="#">Employment and human resource utilization &gt;Creation of the ideal working environment</a>
403 : Occupational Health and Safety	403-1	Occupational health and safety management system	<a href="#">Employment and human resource utilization &gt;Creation of the ideal working environment</a>
	403-2	Hazard identification, risk assessment, and incident investigation	

Topics	Disclosure		Position of reference
403 : Occupational Health and Safety	403-3	Occupational health services	
	403-4	Worker participation, consultation, and communication on occupational health and safety	
	403-5	Worker training on occupational health and safety	
	403-6	Promotion of worker health	<a href="#">Employment and human resource utilization</a> >Creation of the ideal working environment
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Responsible procurement with due respect for human rights</a> >Understanding of the CSR status of suppliers and improvement efforts
	403-8	Workers covered by an occupational health and safety management system	
	403-9	Work-related injuries	<a href="#">Employment and human resource utilization</a> >Creation of the ideal working environment
	403-10	Work-related ill health	
404 : Training and Education	404-1	Average hours of training per year per employee	<a href="#">Employment and human resource utilization</a> >Employment and human resource utilization
	404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">Employment and human resource utilization</a> >Employment and human resource utilization
	404-3	Percentage of employees receiving regular performance and career development reviews	<a href="#">Employment and human resource utilization</a> >Employment and human resource utilization
405 : Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	<a href="#">Employment and human resource utilization</a> >Promoting diversity
	405-2	Ratio of basic salary and remuneration of women to men	
406 : Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	
407 : Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Responsible procurement with due respect for human rights</a> >Understanding of the CSR status of suppliers and improvement efforts
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsible procurement with due respect for human rights</a> >Management approach for priority issues
	103-2	The management approach and its components	<a href="#">Responsible procurement with due respect for human rights</a> >Management approach for priority issues

Topics	Disclosure		Position of reference
103 : Management Approach	103-3	Evaluation of the management approach	<a href="#">Responsible procurement with due respect for human rights&gt;Management approach for priority issues</a>
408 : Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	<a href="#">Responsible procurement with due respect for human rights&gt;Efforts to prohibit and eliminate child labor and forced labor</a>
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsible procurement with due respect for human rights&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Responsible procurement with due respect for human rights&gt;Management approach for priority issues</a>
	103-3	Evaluation of the management approach	<a href="#">Responsible procurement with due respect for human rights&gt;Management approach for priority issues</a>
409 : Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Responsible procurement with due respect for human rights&gt;Efforts to prohibit and eliminate child labor and forced labor</a>
410 : Security Practices	410-1	Security personnel trained in human rights policies or procedures	
411 : Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples	
412 : Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	
	412-2	Employee training on human rights policies or procedures	
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Contributing to the multi-dimensional values of sports&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Contributing to the multi-dimensional values of sports&gt;Management approach for priority issues</a>
	103-3	Evaluation of the management approach	<a href="#">Contributing to the multi-dimensional values of sports&gt;Management approach for priority issues</a>
413 : Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	<a href="#">Contributing to the multi-dimensional values of sports&gt;Developing communities based on sports</a>



Topics	Disclosure		Position of reference
413 : Local Communities	413-2	Operations with significant actual and potential negative impacts on local communities	<a href="#">Contributing to the multi-dimensional values of sports&gt;Developing communities based on sports</a>
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsible procurement with due respect for human rights&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Responsible procurement with due respect for human rights&gt;Management approach for priority issues</a>
	103-3	Evaluation of the management approach	<a href="#">Responsible procurement with due respect for human rights&gt;Management approach for priority issues</a>
414 : Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	<a href="#">Responsible procurement with due respect for human rights&gt;CSR evaluation of suppliers before the commencement of business</a>
	414-2	Negative social impacts in the supply chain and actions taken	<a href="#">Responsible procurement with due respect for human rights&gt;CSR evaluation of suppliers before the commencement of business</a>
415 : Public Policy	415-1	Political contributions	
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsibility for Safe and High-Quality Products&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Responsibility for Safe and High-Quality Products&gt;Management approach for priority issues</a>
	103-3	Evaluation of the management approach	<a href="#">Responsibility for Safe and High-Quality Products&gt;Management approach for priority issues</a>
416 : Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">Responsibility for Safe and High-Quality Products&gt;Ensuring of the safety and quality of products</a>
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<a href="#">Responsibility for Safe and High-Quality Products&gt;Ensuring of the safety and quality of products</a>
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsibility for Safe and High-Quality Products&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Responsibility for Safe and High-Quality Products&gt;Management approach for priority issues</a>

Topics	Disclosure		Position of reference
103 : Management Approach	103-3	Evaluation of the management approach	<a href="#">Responsibility for Safe and High-Quality Products&gt;Management approach for priority issues</a>
417 : Marketing and Labeling	417-1	Requirements for product and service information and labeling	<a href="#">Responsibility for Safe and High-Quality Products&gt;Communication related to products</a>
	417-2	Incidents of non-compliance concerning product and service information and labeling	<a href="#">Responsibility for Safe and High-Quality Products&gt;Communication related to products</a>
	417-3	Incidents of non-compliance concerning marketing communications	
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsible business practices&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Responsible business practices&gt;Management approach for priority issues</a>
	103-3	Evaluation of the management approach	<a href="#">Responsible business practices&gt;Management approach for priority issues</a>
418 : Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<a href="#">Responsible business practices&gt;Protection of personal information</a>
103 : Management Approach	103-1	Explanation of the material topic and its Boundary	<a href="#">Responsible business practices&gt;Management approach for priority issues</a>
	103-2	The management approach and its components	<a href="#">Responsible business practices&gt;Management approach for priority issues</a>
	103-3	Evaluation of the management approach	<a href="#">Responsible business practices&gt;Management approach for priority issues</a>
419 : Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	<a href="#">Responsible business practices&gt;Compliance / Anti-corruption</a>



# Modern Slavery Act

## 2020

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2020](#) 

## 2019

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2019](#) 

## 2018

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2018](#) 

## 2017

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2017](#) 

## 2016

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2016](#) 

## 2015

[MIZUNO CORPORATION MODERN SLAVERY STATEMENT FY2015](#) 



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