

Training Programs Implemented in FY2025

Business Literacy (Essential Knowledge of Corporate Social Responsibility and Risks)

NO.	Training Title	Type	Target Participants	Participation Rate	Training Content
1	ISMS Security Training	Mandatory	Directors, Executive Officers, Permanent Employees	94%	Information security, risk management, and incident response based on ISMS
2	Risk Management Training	Mandatory	Directors, Executive Officers	100%	Development and practice of appropriate communication skills in the event of a risk
3	Compliance Training	Mandatory	Permanent Employees, Part-time Staff, Contract Employees, etc.	100%	Basic compliance knowledge and requirements for compliance
4	Training on the Act on Proper Transactions with Small and Medium-Sized Entrusted Business Operators (revised Subcontract Act)	Optional	Permanent Employees	78%	Key changes under the Act, which came into effect in January 2026, and points to note in practice
5	9th Sustainability E-Learning	Optional	Permanent Employees	71%	Purpose and importance of ZOZO's sustainability policy
6	10th Sustainability E-Learning	Optional	Permanent Employees	68%	Supply chain issues related to procurement and production, and methods for identifying and improving them
7	DE&I E-Learning	Optional	Permanent Employees	65%	Basic concepts and importance of DE&I
8	E-Learning on Reputation Risk	Optional	Permanent Employees	61%	How to handle reputation risks and communicate information appropriately

Career (Fostering a Mindset for Self-Directed Growth and Engagement)

NO.	Training Title	Type	Target Participants	Participation Rate	Training Content
1	Management Workshop	Mandatory	Block Managers (equivalent to Section Chief)	100%	The role and management skills required as a newly appointed Block Manager (equivalent to Section Chief)
2	Study Session for Newly Appointed Block Managers (equivalent to Section Chief)	Mandatory	Block Managers (equivalent to Section Chief)	100%	Mindset required as a newly appointed Block Manager (equivalent to Section Chief), and essential matters related to human resources, general affairs, and labor management
3	E-Learning for Newly Appointed Block Managers (equivalent to Section Chief)	Mandatory	Block Managers (equivalent to Section Chief)	95%	Labor management and risk management procedures to be handled by newly appointed Block Managers (equivalent to Section Chief)
4	Wevox Information Session (for Managers)	Optional	Division Heads, Directors (equivalent to Department Head), Block Managers (equivalent to Section Chief)	81%	How to interpret Wevox scores and use its new features
5	DE&I Management Training	Optional	Directors (equivalent to Department Head), Block Managers (equivalent to Section Chief)	89%	Practical approaches to team building that leverage the strengths of team members
6	Goal Management Workshop	Optional	Block Managers (equivalent to Section Chief)	29%	How to evaluate team members and set goals
7	1-on-1 Workshop	Optional	Block Managers (equivalent to Section Chief)	6%	Techniques for building trust with team members and making effective use of 1-on-1 time
8	Wevox Information Session (for General Employees)	Optional	Permanent Employees	61%	Understanding employee engagement, approaches to improving the current situation, and new features
9	Career Workshop	Optional	Permanent Employees	7%	Reviewing one's career to date and considering future career directions
10	LY Academia / Women's Leadership Class	Optional	Permanent Employees	-	Mindset and attitudes required of next-generation female leaders

Business Skills (Developing Skills and Methods for Improving Operational Efficiency and Productivity)

NO.	Training Title	Type	Target Participants	Participation Rate	Training Content
1	Business Mindset Training for New Graduates	Mandatory	New Graduate Employees	100%	Business conduct and ways of thinking in the workplace through role-playing
2	External Training for New Graduates	Mandatory	New Graduate Employees	100%	Business Etiquette, Basic Work Process, and ZOZO's Culture
3	Post-Joining Training for Employees Who Joined ZOZO as New Graduates in 2025	Mandatory	New Graduate Employees	100%	Mindset as a ZOZO employee (Imagine the unexpected, Chart the unexplored.)
4	Comprehensive Training for Employees Who Joined ZOZO as New Graduates in 2025	Mandatory	New Graduate Employees	100%	Comprehensive exercise on new business development
5	Follow-Up Training for New Graduates	Optional	New Graduate Employees	98%	Reflecting on the first year to deepen self-understanding and developing a mindset for the second year

6	ChatGPT Enterprise Training	Optional	Permanent Employees	18%	Features of ChatGPT Enterprise and effective prompt creation techniques
7	Information Session on AI Coding with OpenAI Codex	Optional	Permanent Employees	12%	Latest information on Codex, including CLAUDE integration, and AI coding
8	Miro AI Study Session	Optional	Permanent Employees	7%	Basic Miro operations and practical ways to use Miro AI
9	Miro New Features Information Session	Optional	Permanent Employees	5%	Introduction to the latest features to promote the use of Miro and ways to use them in practice

Other (Building a foundation for smooth operations and raising awareness of shared resources)

NO.	Training Title	Type	Target Participants	Participation Rate	Training Content
1	Disaster Preparedness E-Learning (All Locations)	Mandatory	Permanent Employees	100%	Basic company policies and actions to protect oneself in the event of a major disaster
2	Onboarding and FRIENDSHIP for Mid-Career Employees	Mandatory	Mid-Career Employees	100%	Onboarding to help mid-career employees smoothly settle into the organization
3	Line Care Training	Optional	Directors (equivalent to Department Head), Block Managers (equivalent to Section Chief)	89%	Early detection of and appropriate responses to mental health issues among team members
4	FRIENDSHIP for Directors (equivalent to Department Head)	Optional	Directors (equivalent to Department Head)	67%	Team building to strengthen collaboration among Directors (equivalent to Department Head) and enhance organizational capabilities
5	Disaster Preparedness E-Learning (Nishichiba / ZOZOSTUDIO)	Optional	Permanent Employees	63%	Essential Disaster Preparedness for Nishichiba Office and ZOZOSTUDIO
6	Fashion Literacy Study Session, Session 1	Optional	Permanent Employees	6%	Fashion history and design with a guest lecturer
7	Fashion Literacy Study Session, Session 2	Optional	Permanent Employees	6%	A session with a guest lecturer exploring the cultural background of clothing and its relationship with society.
8	Disaster Preparedness E-Learning (Nishichiba / ZOZOSTUDIO Version)	Optional	Part-time Staff, Contract Employees, etc.	72%	Essential Disaster Preparedness for Nishichiba Office and ZOZOSTUDIO