

LICENSEE COMPLIANCE MANUAL

Responsible Leadership, 2026



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Overview

Demonstrating responsible leadership, New Balance Athletics, Inc. (New Balance) builds global brands that athletes are proud to wear, associates are proud to create, and communities are proud to host. Licensees are a part of this global brand and are expected to meet the standards set out in the New Balance Code of Conduct.

The New Balance Licensee Compliance Program is designed to ensure that licensees meet or exceed New Balance standards in the areas of labor, employee health and safety, and the environment; and to provide tools to help improve performance in these areas over time. This manual (the Licensee Compliance Manual) outlines the factory requirements of the Licensee Compliance Program and replaces all previous editions of the Licensee Compliance Manual and accompanying documents. Any reference to the prior versions of the Licensee Compliance Manual in a License Agreement memorializing the relationship between New Balance and the Licensee (License Agreement) shall be deemed to reference this Licensee Compliance Manual.

The Licensee Compliance Program applies to all brands associated with New Balance including New Balance and Warrior. Program requirements apply to all licensees and distributors who are a party to a License Agreement with New Balance or its affiliates.

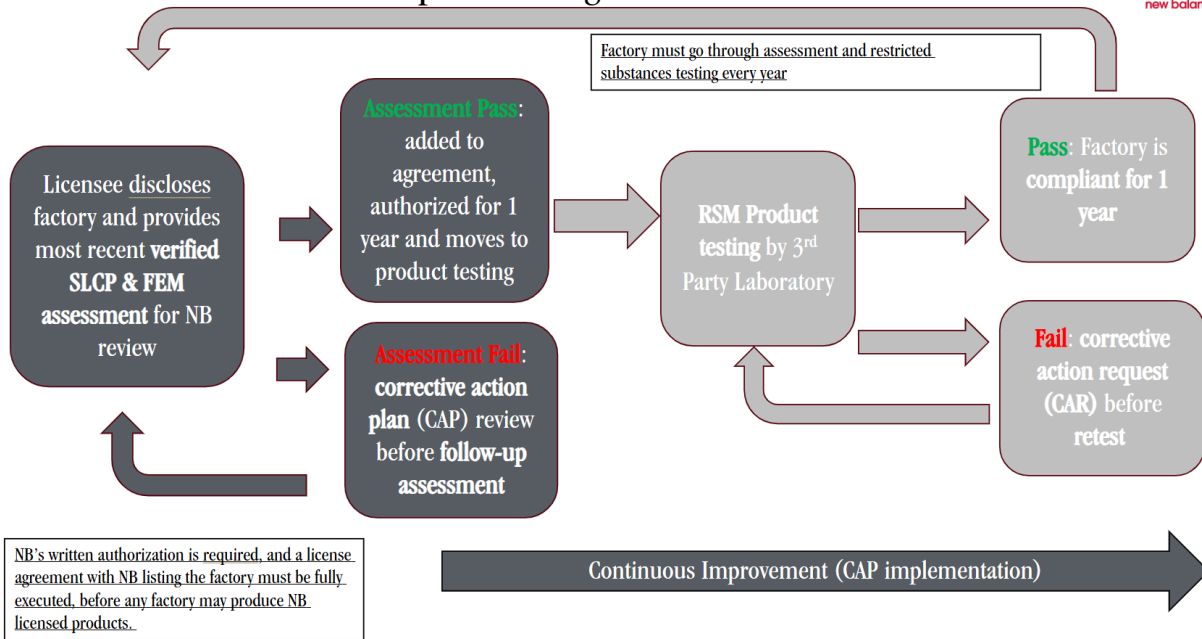
The Licensee Compliance Manual is organized around the two stages of the Licensee Compliance Program: initial onboarding and authorization requirements that must be met prior to first product shipment, and annual monitoring and restricted substances testing requirements that continue for the duration of the License Agreement.

Compliance requirements are multi-step. While a factory is authorized to produce licensed product after a passing assessment, a factory is not considered fully compliant until all applicable requirements are met.



Licensee Compliance Program Overview

New Balance Licensee Compliance Program Overview



Licensees found to be in violation of compliance requirements, including but not limited to producing in an unauthorized factory, failing an assessment or product test, or completing compliance requirements late may lose authorization to produce and sell New Balance products, and be subject to suspension or termination of the License Agreement.

How to use this manual

This manual provides an overview of New Balance's licensee factory social compliance requirements. See Appendix A for definitions of key terms and Appendix B for copies and examples of the relevant forms.

Questions should be directed to LicenseeCompliance@newbalance.com.



Stage 1: Factory Onboarding

New Balance seeks to ensure that the people who make New Balance products are treated with dignity and respect while working in a safe and healthy environment. Licensees, their factories, and approved subcontractors must adhere to the [New Balance Code of Conduct](#) and the standards outlined in the [New Balance Supplier Standards Manual](#). Licensees are expected to have the knowledge, capacity, and oversight of their supply chain to ensure that New Balance's standards are met. New Balance's written authorization is required, and a License Agreement with New Balance listing the factory must be fully executed, before any factory may produce New Balance licensed products.

Disclosure

The first step in the factory authorization process is disclosure. Licensees are required to disclose basic information about the factories where licensed product will be manufactured by completing the forms found in Appendix B. Licensees are expected to update these forms and notify New Balance's Licensee Compliance and Licensing departments when information changes (e.g., change in name, addition of a subcontractor, change in factory address, change of factory point-of-contact), and when licensees cease production at an authorized factory. For clarity, no new subcontractors or factories may manufacture New Balance products until (i) New Balance Responsible Leadership has approved such new subcontractor(s) or factory(ies) and (ii) such approval has been memorialized in an amendment to the applicable licensee's License Agreement. All factories where licensed product is manufactured will be disclosed on the Open Supply Hub. The Open Supply Hub is a list that can be accessed through the New Balance [website](#). This list includes the factory name, address, country, number of workers, and product type and is updated at least annually. *If licensees cease production at an authorized factory, licensee must notify New Balance at licenseecompliance@newbalance.com within 10 business days of such cessation.*

Permitted Sourcing Countries

Licensees are only permitted to source from countries approved by New Balance and included in the Manufacturing Territory specified in the License Agreement. Prohibited countries are listed below. For questions about any new sourcing countries, please communicate with the New Balance Accessories and Licensing team who will review with the Responsible Leadership team as this list is subject to change.

Licensees are not permitted to source or manufacture materials, components, or New Balance branded product from the following locations: Bangladesh, Cuba, Iran, Myanmar, North Korea, South Sudan, Sudan, Syria, Turkmenistan, Uzbekistan, the Xinjiang Uyghur Autonomous Region of China, or any factory employing North Korean labor. This policy applies to all licensee factories and subcontractors.

Subcontractors

Subcontractors should be used on a limited basis. Licensees must identify and disclose all subcontractors involved in the production of licensed New Balance branded products. Subcontractors include any company that works on the production of New Balance licensed products, on behalf of a licensee factory. Subcontractors do not



include raw material or component suppliers. In cases where subcontractors are responsible for the manufacture of finished product (i.e., when production is outsourced to a subcontractor), the subcontractor is subject to the factory authorization requirement and must receive New Balance’s written authorization, including through a fully executed License Agreement or amendment to the License Agreement, as the case may be, before the factory may produce New Balance licensed product. Licensees must ensure that subcontractors adhere to the New Balance Code of Conduct and the Supplier Standards Manual.

Social Compliance Assessment

To produce goods bearing any of the New Balance brands (including, but not limited to, New Balance, Warrior, and Brine) or marks, all factories where licensed product will be manufactured are required to complete the SLCP (Social and Labor Convergence Program) Converged Assessment Framework and the HIGG-FEM assessment.¹ New Balance recommends that factories use preferred verifier bodies to verify their SLCP assessments. A list of preferred verifiers can be provided upon request. The SLCP assessment is then converted into the New Balance assessment tool for scoring and review. All assessments must receive a passing result to be approved for production.

Where available, New Balance will accept Better Work program assessment reports in lieu of an SLCP assessment. The Better Work program is a partnership between the United Nation’s International Labor Organization (ILO) and the International Finance Corporation (IFC), aimed at improving working conditions in garment factories across the globe.² New Balance is a “Buyer Partner” in the Better Work program and encourages licensees sourcing from factories in Cambodia, Egypt, Indonesia, Pakistan, and Vietnam to participate in the Better Work program.

If Better Work or SLCP assessments are not available or cannot be completed, the factory may undergo a New Balance “FAST” assessment at the discretion of the Responsible Leadership team. The New Balance “FAST” assessment is a proprietary social assessment tool that includes 70+ questions focused on zero-tolerance and high-risk issues. This assessment is only to be utilized when SLCP is not available and only with the approval of the Responsible Leadership team.

An assessment will lead to one of three outcomes: “Pass”, “Pass with CAP”, or “Fail”. Factories must receive a “Pass” or “Pass with CAP” result to be authorized for production. New License Agreements or amendments, as the case may be, will not be signed prior to factory authorization. In addition to SLCP, New Balance has the right to assess any licensee factory at any time, for any reason, and licensee factories may be selected for random assessments by New Balance.

Environmental Compliance Assessment (Higg FEM)

The Higg Facility and Environmental Module (FEM) is a tool used to assess the environmental impact of product manufacturing at factories. The FEM helps outline the factory’s environmental impacts and captures every stage of the production process—from water use to waste management, to chemical and energy use. All licensee

¹ Assessments are only required for finished goods manufacturers. Assessments are not required for separate factories involved in the processing or manufacturing of raw materials, components, trims, or chemicals.

² <https://betterwork.org/about-us/the-programme/>



factories are expected to complete FEM annually. The current version for FEM is version 4.0. Factories are expected to provide a verified Level 1 assessment but can provide up to Level 3. More information on FEM can be found [here](#).

Factory Authorization Procedure

Before beginning the factory authorization process:

- Become familiar with New Balance’s Supplier Standards, Code of Conduct, and Restricted Substances Manual ([RSM](#)).
- Understand the New Balance Code of Conduct and post a copy in a prominent place in the factory in the language(s) spoken by workers. The Code of Conduct is available in over 30 languages upon request to LicenseeCompliance@newbalance.com.
- Provide business case for new factory to Licensing and Accessories team.
- Ensure that the factory has an FFC (defined in Appendix A) ID and a Worldly (defined in Appendix A) ID. The factory must also link these two accounts for assessment sharing as described [here](#). If the factory is unable to or exempt from completing SLCP and FEM, ensure that the factory has purchased the “Worldly Light” subscription. This annual subscription is required for factories where New Balance will conduct a non-SLCP assessment. More information on how to create a Worldly account can be found [here](#).
- Prepare and arrange for SLCP and FEM. Note that the entire process of scheduling and completing SLCP can take up to 4 months to complete. More information can be found [here](#).



Instructions for sharing Social Labor Convergence Program (SLCP) verified assessments

Factories complete SLCP on the Worldly platform. The licensee must work with the factory to complete the following:

1. For a new factory, licensee notifies New Balance of intent to onboard a factory and sends the Factory & Assessment Information Form and CIL (Appendix B) to New Balance (LicenseeCompliance@newbalance.com) and service provider. If the factory does not already have one, New Balance will activate or create an FFC ID for the factory.
2. If they have not done so already, the factory must create an account on the Worldly platform. [Instructions here.](#)
3. Factory must link their FFC and Worldly profiles. [Instructions here.](#)
4. Factory must share the SLCP assessment with New Balance on the Worldly platform. [Instructions here.](#)
5. Email New Balance and service provider to inform them that they can now access the report. Service provider will review the assessment and provide converted score and CAP to New Balance and the licensee.

Instructions for sharing FEM verified assessments

1. Factory should already have a Worldly ID. Factory must share the FEM assessment with New Balance on the Worldly platform.
2. Better Work factories must still complete FEM. Factories exempt from completing SLCP and permitted to complete a New Balance specific assessment instead, are exempt from FEM at this time.

Instructions for sharing Better Work assessment reports

For factories participating in the ILO's Better Work program, New Balance will accept Better Work assessment reports in lieu of a separate initial/annual assessment. Learn more about the program at the following link: <https://betterwork.org/our-partners/brands-and-retailers/>. Factory authorization instructions for licensees sourcing from Better Work factories are as follows:

Factory Authorization

1. The licensee completes the following forms (all in Appendix B) for each factory intended to manufacture licensed product:
 - a. Factory & Assessment Information form - this form ensures that the factory address and contact information are complete and up to date.
 - b. Chemical Information List (CIL) – a list of all chemicals used in manufacturing and associated processes. (more information can be found in the New Balance RSM)
 - c. New Balance Factory Profile Self-Assessment – only for factories not completing SLCP.
2. The licensee submits both completed forms to the service provider with copy to LicenseeCompliance@newbalance.com.
3. For SLCP and Better Work conversions, the licensee completes payment for the assessment conversion following the procedure outlined by the service provider. Following payment, the service provider



provides the assessment conversion to New Balance and the licensee (typically, this is provided within one week of payment).

4. The assessment result and CAP are provided to the licensee and to New Balance.
 - a. Passing assessment result –factory is authorized for one year unless otherwise stated by New Balance and moves on to restricted substances testing. The licensee is expected to schedule the SLCP assessment each year (should take place no later than 30 days after the previous year’s assessment date to ensure that the factory remains authorized). Passing assessments may contain findings that are not subject to New Balance CAP requirements; as a best practice, New Balance recommends the licensee works with the factory on the CAP during the year to facilitate continuous improvement. The licensee must work with New Balance licensing and legal departments to ensure the approved factory is memorialized in a License Agreement or an amendment to the License Agreement.
 - b. Failed assessment result – factory is not authorized for production. For a new factory, no orders may be placed. For a factory that was previously authorized (a current factory undergoing annual assessment), the licensee may complete orders that were placed prior to the failed annual assessment but may not place new orders with the factory. The licensee proceeds to CAP review or notifies New Balance (LicenseeCompliance@newbalance.com) if discontinuing use of the factory. Pending CAP review and approval by New Balance, a follow-up assessment may take place after 90 days. The New Balance Responsible Leadership team will also inform all relevant internal parties of a factory’s failed assessment result.
 - c. Failed follow-up assessment result – factory is not authorized for production. The licensee proceeds to CAP review or notifies New Balance (LicenseeCompliance@newbalance.com) if discontinuing use of the factory. Pending CAP review and approval by New Balance, a follow-up assessment may take place after one year.

Compliance Assessment Summary

Assessment Result	Authorized for Production	Next Assessment Date	Corrective Action Plan (CAP) Management
Fail (Annual or Initial Assessment)	Not authorized	Follow-up assessment permitted after 90 days	CAP review required before follow-up assessment
Fail (Follow-up Assessment)	Not authorized	After 12 months	
Pass with CAP	Authorized but CAP review required	After 12 months	CAP must be submitted on FFC within 60 days of receiving result from New Balance team
Pass	Authorized		CAP completed at the discretion of the licensee



Corrective Action Plans

All noncompliances are accompanied by a Corrective Action Plan (CAP) detailing the issues identified during the assessment and recommendations for remediation. If the factory receives a Pass with CAP result, then the licensee must submit a CAP through the FFC platform within 60 days of receiving the assessment result. New Balance encourages the licensee to work collaboratively with the factory on remediation, regardless of assessment result. Effective CAP management involves including relevant stakeholders, such as workers and worker representative groups, and seeks to address the root causes behind assessment findings. This approach results in systems improvements, leading to improved compliance performance. New Balance can provide additional resources for sustainable remediation upon request.

If a factory fails an assessment, it is not authorized for production. Production may begin after the following process is complete:

1. Complete the CAP and address the issues identified during the assessment.
2. Undergo CAP review from an approved third-party service provider and/or New Balance.
3. Pass a follow-up assessment.

When a factory fails an annual assessment and production is ongoing, the licensee is permitted to complete open purchase orders. No new production or new purchase orders are permitted until the factory passes a follow-up assessment.

If a factory fails a follow-up assessment, it remains unauthorized for production and may not undergo assessment again for one year, pending CAP review and New Balance approval.

If a factory fails an assessment, a CAP review and reassessment are required as outlined:

1. The licensee works with the factory management to complete the CAP and monitor its implementation.
2. The licensee submits the completed CAP with supplemental evidence indicating resolution of assessment findings (e.g., photographs, work orders, certificates, permits, training materials and attendance sheets) to a third party, New Balance, or service provider. If the licensee has the service provider conduct the review, then the licensee must also submit the Factory & Assessment Information form (Appendix B).
3. Service provider issues an invoice to the licensee.
4. Following payment, the service provider reviews the CAP and provides Acceptable or Needs Improvement rating. Keep Licenseecompliance@newbalance.com copied on all correspondence.
5. New Balance reviews for final approval.
 - a. When CAP is Acceptable, the third-party service provider books a follow-up assessment.
 - b. If CAP Needs Improvement, the licensee takes recommended action and re-submits the CAP.

Shared Factories

If a licensee sources from a factory with which New Balance has a direct sourcing relationship, New Balance bears responsibility for ensuring the factory regularly completes assessments to meet the Licensee Compliance Program requirements. New Balance will keep the licensee informed of factory status and share the CAP report. The



licensee is responsible for restricted substances testing. If New Balance ceases production at a shared factory, New Balance will inform the licensee, and the licensee will then bear responsibility for the compliance assessment. The licensee must inform New Balance if they cease production at the factory.

If two or more licensees source products from the same factory, the Responsible Leadership team will connect the relevant contacts for coordination on the annual compliance assessment. New Balance only requires one assessment per year per factory. Licensees are expected to coordinate to ensure that this requirement is met. Each licensee is responsible for submitting an annual restricted substances product test for each factory from which they source, regardless of shared status.



Stage 2: Annual Requirements

Assessments are valid for one year and must be repeated on an annual basis for the factory to remain authorized for production. Annual assessments must be conducted no later than 30 days after the anniversary of the previous year's assessment, regardless of whether there is active production. The licensee is responsible for the scheduling and costs associated with the assessment and the fee which the New Balance designated third party service provider charges to convert the SLCP assessment into the New Balance FAST assessment tool. If SLCP or FEM are not available or cannot be completed, upon approval by the Responsible Leadership team (approval of which shall be within Responsible Leadership team's sole discretion), the factory may undergo a New Balance FAST assessment as an alternative.

Disclosure

Licensees are responsible for updating the New Balance Licensing team of any changes in their factory base or factory information (as described in the Factory & Assessment Booking Information form i.e. factory name, legal address) as soon as possible. The New Balance Licensing team will reach out to request factory lists from licensees at least twice annually to ensure such information is up-to-date.

Customs authorization for export

If the licensee requires a customs authorization for export, the licensee must:

- a) Confirm that the factory is authorized by New Balance and is listed in the licensee's License Agreement.
- b) Send a request along with the Factory & Assessment Information form (Appendix B) to LicenseeCompliance@newbalance.com. Ensure that the factory name and address in English and local language are in Microsoft Word format or plain text characters in the body of the e-mail request.

The authorization may only be issued under the name of the factory where the product was manufactured (not a separate export agency, vendor, or other entity which did not manufacture the product). Authorizations are typically available one week after the request. New Balance will reply to the request confirming that the factory is authorized in the database. Neither the licensee nor the factory will receive a separate letter. It is the licensee's responsibility to track authorization dates.

Workday Extended Enterprise

New Balance uses Workday as its global human capital management system and learning management system (LMS). Workday Extended Enterprise allows New Balance to provide licensees with secure access to the LMS portion of the system. This gives New Balance the ability to share online training, learning materials, updated policies and procedures, and compliance focused content. Licensees can enroll as many participants as desired from their organization, and there is no cost to access this system.

This tool is critical to New Balance's ability to support its licensee base. Having the ability to broadly share training content using an online system improves New Balance's scope and impact. It provides licensees with an easy-to-use system where team members can complete online learning content shared by New Balance. Licensees are



expected to enroll members of their compliance, health & safety, and/or product chemistry teams. Currently, only licensees have access to this system, not licensee suppliers.

C-TPAT Compliance

New Balance participates in the Customs-Trade Partnership Against Terrorism (C-TPAT) supply chain security program, a voluntary public-private sector partnership with U.S. Customs and Border Protection aimed at strengthening international supply chains and improving United States border security. Licensees and their non-U.S. factories are expected to demonstrate compliance with C-TPAT minimum security criteria.

Traceability

A significant portion of New Balance's supply chain impacts stem from the activities of the suppliers of New Balance's suppliers and licensees' suppliers. Though New Balance does not work with them directly, these suppliers provide materials and services that go into New Balance licensed products. Traceability efforts help inform the company's risk-based approach to managing environmental and social concerns in the extended supply chain. New Balance expects that licensees and their suppliers can and will be able to trace their product back to raw material origin in the event of detention, and present any required documentation upon request. In addition, licensees and their suppliers are expected to meet obligations under emerging, passed, and pending legislation around the world for reporting and due diligence.

Restricted Substances Testing

The New Balance Restricted Substances Program is designed to protect the environment of the communities where New Balance products are made, the health of workers and consumers, and brand integrity. New Balance's [Restricted Substances Manual](#) (RSM) is updated at least annually, available in both English and Chinese, and applies to all licensee manufactured footwear, apparel, accessories, equipment, and packaging. Licensees are expected to be familiar with the RSM and to ensure that their products are compliant.

Following factory authorization, licensees are responsible for completing restricted substances testing on products produced for New Balance on an annual basis. The minimum testing requirement is one finished product test per factory per year. Testing requirements and frequency may vary based on the product type, volume, and history of licensee testing performance. All restricted substances test reports must be sent to LicenseeCompliance@newbalance.com, and New Balance reserves the right to select additional products for testing at any time. For the minimum annual requirement, restricted substances testing must take place no later than 30 days after the factory assessment date or within 30 days of starting production. The licensee is responsible for the costs associated with product testing, and the testing must be conducted at a New Balance approved third-party laboratory (see the RSM for details). Licensees are expected to have their own internal processes and controls in place to ensure product integrity, and New Balance may request formal documentation from licensees regarding such processes and controls on a case-by-case basis.



Appendix A: Key Terms

Term	Definition
Corrective Action Plan (CAP)	A list of actions and associated timetable for addressing issues identified during a factory assessment.
Chemical Information List (CIL)	A list documenting all chemicals used in a factory in manufacturing and associated processes (stain removers, disinfectants, air fresheners, dyes, machine oil). The list is checked during the compliance assessment.
Code of Conduct (COC)	Sets forth the basic requirements that New Balance suppliers, including licensee factories and subcontractors, must meet.
Customs Trade Partnership Against Terrorism (C-TPAT)	A planning security compliance program for licensees importing products for sale in the USA.
Fair Factories Clearinghouse (FFC)	A third-party sharing platform for factory information used by New Balance for compliance data and program management. FFC is owned by Worldly Inc.
HIGG Facility and Environmental Module (FEM)	A tool used to assess the environmental impact of product manufacturing at factories. The FEM helps outline the factory’s environmental impacts and captures every stage of the production process—from water use to waste management, to chemical and energy use.
New Balance FAST Tool	Proprietary social assessment tool that includes 70+ questions focused on zero-tolerance and high-risk issues. Only to be utilized when SLCP is not available and only with the approval of the Responsible Leadership team. Factories must receive a result of at least “Pass with CAP” to be cleared for production.
Restricted Substances Manual (RSM)	This document defines the substances banned or limited in the production of components, packaging materials, and materials used for New Balance products.
Social & Labor Convergence Program (SLCP)	Provides a single comparable data set of social compliance information for a factory and facilitates collaboration between stakeholders.
Subcontractor	Any company that works on the production of New Balance licensed products, on behalf of a licensee factory. Subcontractors do not include raw material or component suppliers.



Worldly	A third-party sharing platform used by New Balance to host and share the Higg FEM assessments. Worldly helps brands, retailers and manufacturers understand and improve their environmental impact. Worldly Inc. owns FFC.
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Appendix B: Forms

Factory & Assessment Information Form

New Balance Licensee Compliance Program		
Service Type Requested:		
<input type="checkbox"/> Initial Assessment (new factory) <input type="checkbox"/> Annual Assessment (current factory annual renewal) <input type="checkbox"/> Follow-up Assessment (failed factory re-assessment) <input type="checkbox"/> Assessment Conversion Select type <input type="checkbox"/> CAP Review		
All assessments will be scheduled within 30 days of receipt of this form & payment		
Licensee Name:		
Licensee Contact (name and email):		
Factory Name (assessment site):		
Address:		
City:	Province or state:	Postal Code:
Additional notes:		
Directions to factory if needed:		
FFC ID: Worldly ID:		
No. of Employees: Product(s): Choose an item.	Countries/Markets where product will be sold:	
Language(s) spoken by employees (inc. foreign migrant workers):		
Subcontractor Information (This is required if applicable. Use extra sheets if needed):		
Subcontractor Name	Subcontractor Process(es)	Subcontractor Address



Chemical Information List (CIL)

Licensee factories are responsible to maintain and update this CIL and ensure that all chemicals used meet all New Balance Restricted Substance Manual (RSM) requirements.								
Factory Name:					Licensee Name:			
Chemicals, Solvents, Primers, Cements, Inks/Paints, Cleansers & Additives								
NO.	Name (Commercial)	Product Code	Supplier Name	Manufacture Location	Why is it used?	MSDS (Y/N)	Meet NB RSM (Y/N)	RSM Test Report (if any)



Chemical Information List (CIL) *Example*

Licensee factories are responsible to maintain and update this CIL and ensure that all chemicals used meet all New Balance Restricted Substance Manual (RSM) requirements.								
Factory Name: Best T-Shirt Co., Ltd					Licensee Name: Clear Winners Inc.			
Chemicals, Solvents, Primers, Cements, Inks/Paints, Cleansers & Additives								
NO.	Name (Commercial)	Product Code	Supplier Name	Manufacture Location	Why is it used?	MSDS (Y/N)	Meet NB RSM (Y/N)	RSM Test Report (if any)
1	Cleanmax Z100	4839	Major Chemical Supply, Ltd.	Dongguan PRC	Used for degreasing machinery	Y	Y	2167-5036 (SGS report maintained at factory)
2	Fresh Linen	N/A	Industry Supply Corps	Shenzhen PRC	Washing detergent	Y	Y	N/A, common detergent product
3	WF77 Series	7728	Trust Inks	Ho Chi Minh City, Vietnam	Screen printing ink	Y	Y	3122-8970 (Intertek)

New Balance Factory Profile Self-Assessment – to be provided to each licensee