

sound mind sound body

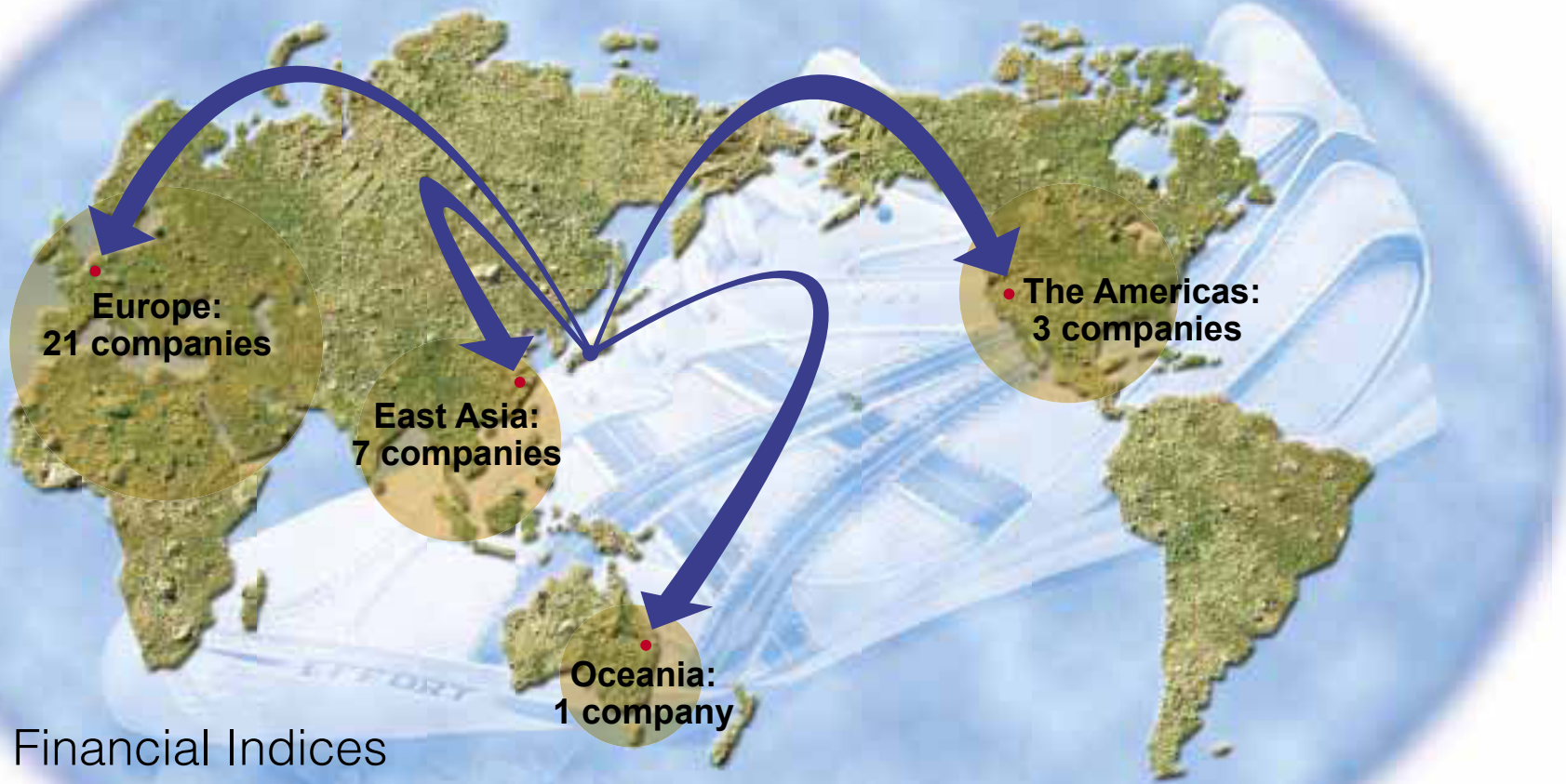
Scope of This Report

The report covers the company's 2010 fiscal year (April 1, 2010–March 31, 2011). It encompasses the initiatives and operations of ASICS Corporation and, to a limited extent, those of the ASICS Group.

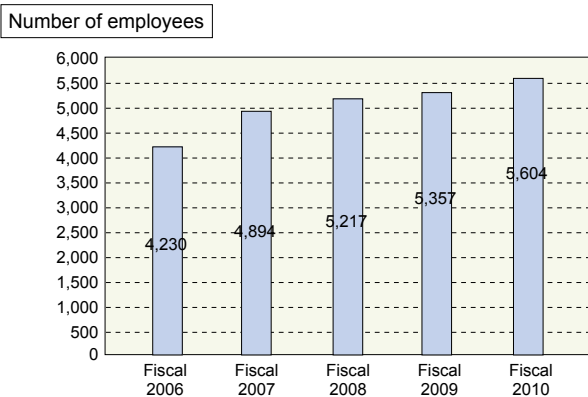
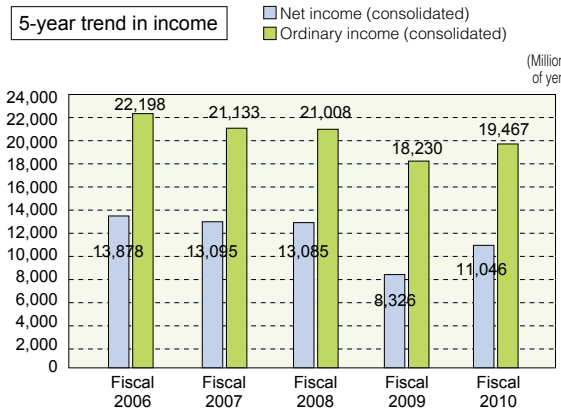
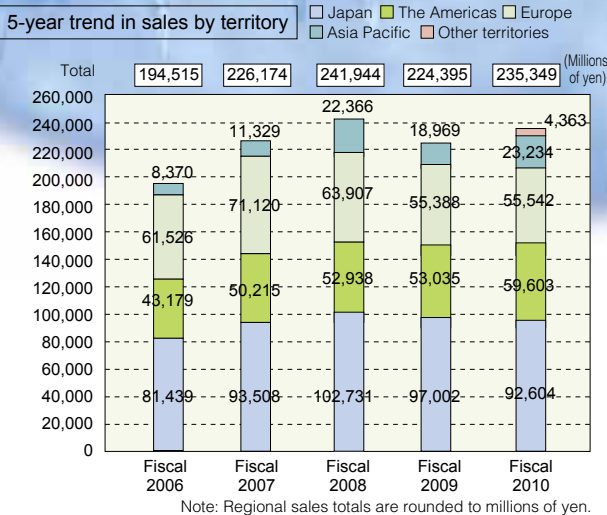
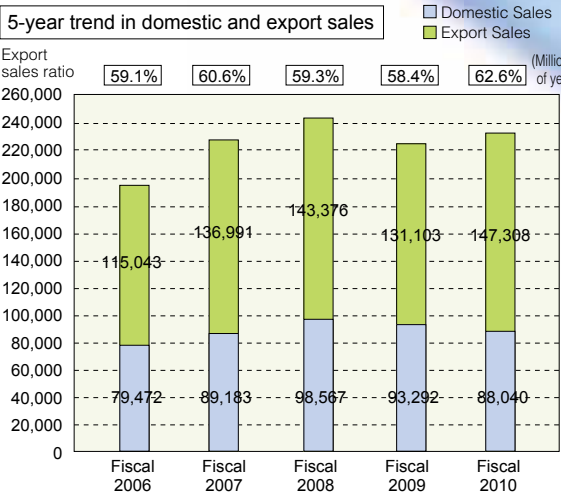
Publication date: June 24, 2011

The ASICS Group in Brief

The ASICS Group, which includes subsidiaries both inside and outside Japan, comprises a total of 53 companies with 5,604 employees as of March 31, 2011. As a global enterprise, it operates in the three business segments of athletic sports shoes, sportswear, and sports accessories.



Management and Financial Indices



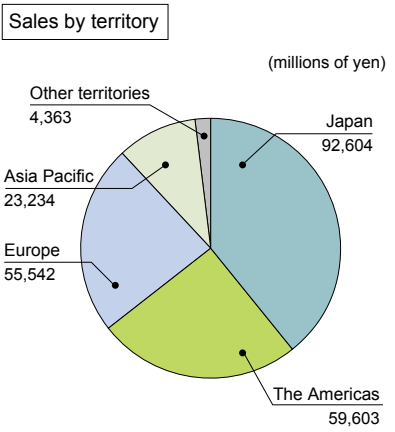
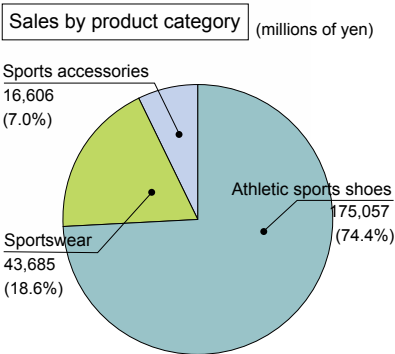
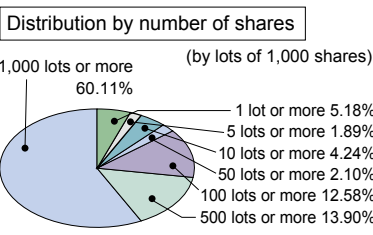
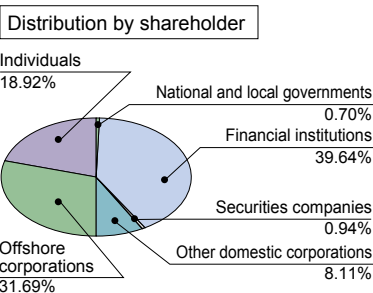
For more detailed financial information, please visit the Investors section of our website:
www.asics.com/index.html

Shares (as of March 2011)

Total number of shares authorized
790,000,000

Total number of shares outstanding
199,962,991
(Treasury shares 10,359,131)

Shareholders
11,944



Editorial Policy for Our Fiscal 2011 Edition

In fiscal 2010, the "ASICS SPIRIT" and CSR Policy were adopted as common values to be instilled in all ASICS employees worldwide. The intent of these initiatives is to ensure our founding spirit is maintained and adopted by all employees; that sustainable development is implemented throughout society; and that these initiatives are clarified as Special Feature in this CSR report. This report is centered on seven core subjects indicated in the ISO 26000 international standard for Social Responsibility issued in 2010. This publication seeks to continue meeting the standards of the Global Reporting Initiative (GRI) initially adopted for the 2010 edition.

Scope of Report

This report encompasses ASICS Corporation and provides a partial listing of the initiatives of our Group companies.

Reporting Period

Fiscal Year 2010 (April 1, 2010 to March 31, 2011)

Previous date of issue

June 18, 2010

Reference Guideline

Sustainability Reporting Guideline 2006 [3rd edition] issued by the GRI

* The GRI (Global Reporting Initiative) is an NGO headquartered in the Netherlands. It is an official collaborative organization of the UN Environmental Program (UNEP).

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Company Outline (as of March 31, 2011)

Paid-in capital: 23,972 million yen
Number of employees:
1,382 (5,604 on a consolidated basis)
Employees in Japan: 3,455
Employees outside Japan: 2,149

[Main offices]
Head Office: Kobe*
Tokyo Branch (Sumida-ku, Tokyo),
Kansai Branch (Amagasaki, Hyogo)
Institute of Sport Science (City of Kobe)*
Guangzhou Branch (China)

[ASICS Corporation and its subsidiaries]
In Japan: 21
Outside Japan: 32
(including North America, Europe*, Australia, Korea, Taiwan, and China)
* Offices with ISO 14001 registration

ASICS Websites
Japanese site:
www.asics.co.jp/
Global site:
<http://www.asics.com/top/>



As a global company, ASICS remains committed to and improving its initiatives to ensure proper

clarifying its social responsibility management of its CSR.

Formulating the ASICS CSR Policy

ASICS was witness to several major events in fiscal 2010. We were deeply saddened, however, by the most significant event of the year, the devastating March 11 earthquake and subsequent tsunami that struck eastern Japan.

We extend our deepest condolences to the many who lost loved ones in this tragedy, and we express our sincere sympathies to those who continue to suffer in the areas that were so heavily damaged. ASICS is committed to assisting in the reconstruction of Tohoku.

About 16 years ago, ASICS was able to successfully recover from the damage caused by the Great Hanshin Earthquake thanks to the support of many dedicated individuals from across Japan and around the world. To repay the kindness of these generous people, ASICS will make the utmost effort to contribute to the reconstruction of the Tohoku region of Japan using the experience we gained from our own reconstruction effort in the Hanshin region of Japan so many years ago.

Looking to our business performance, ASICS acquired HAGLOFS, an outdoor goods manufacturer in Sweden in August 2010. In addition, we acquired a license to undertake sales in Canada and opened our own branded retail stores in Taiwan, South Korea, the Philippines, the Netherlands, and Spain.

Through these initiatives, we promoted our business interests in 2010 in a manner intended to ensure the competitiveness of the ASICS Group in a global marketplace.

During the fiscal year, the International Organization for Standardization issued ISO 26000 as an international guideline for meeting one's social responsibility. We have found this guideline to be very important as we have promoted our own management initiatives intended to fulfill our corporate social responsibility (CSR).

In this economic environment, the ASICS Group has redefined the ASICS SPIRIT* to demonstrate our philosophy and business ideology and to clarify the spiritual foundation that we seek to instill in all ASICS employees. We have also built on this foundation to formulate the ASICS CSR Policy*, which sets forth the direction that ASICS has adopted in managing its CSR.

The ASICS Group has 5,604 employees in 22 countries and regions around the world. Since the ASICS SPIRIT and ASICS CSR Policy were implemented, these employees have been able to conduct business together in harmony despite the diversity of their cultures and languages.

The Mission of a Sporting Goods Manufacturer

The late Kihachiro Onitsuka founded ASICS as a sporting goods manufacturer in 1949 with the philosophy of nurturing the younger generation by adopting the credo of "a sound mind in a sound body."

We believe it is our important mission to contribute to the development of society by offering high-quality sporting goods manufactured with our original technology and by providing our customers with relevant services. We also believe that our profits should be used in our business operations to ensure the continuous development of ASICS and the ongoing evolution of society.

One aspect of this mission, for example, is to provide eco-friendly sporting goods.

Since every country has encountered difficulty reducing its carbon dioxide emissions, international negotiations on carbon dioxide reduction have made little progress to date as a result of issues related to the North-South divide. However, in light of the need to protect society and maintain biological diversity, it is critical that we immediately address our global environment challenges.

Because ASICS has grown to become a global corporation, we should be aware of the responsibilities of a global corporate citizen and should manage our business while fulfilling our obligations to present and future society.

At ASICS, we were quick to establish our own standards for eco-friendly products and have been taking steps to continue developing these products while distributing them widely into the marketplace. Going forward, we will continually strive to develop innovative products and will focus on ensuring that eco-friendly products account for an ever-increasing proportion of our merchandise offerings.

It is essential that a sporting goods manufacturer provide its customers with a reliable supply of safe, high-quality products. Consequently, we will provide our employees with ongoing training to ensure consistent quality control of our products.

Another factor that we consider indispensable to management of our CSR is the need to maintain partnerships with a variety of people.

ASICS products are provided to the end user after being handled by various individuals and companies in our supply chain, such as those involved in the stages of planning, development, production, and sales. Eventually, at the end of their service life, these products are discarded and handled by various individuals and companies in the stages of disposal, collection, and recycling.

We must also remember that our stakeholders support all our business operations.

As today's markets have become globalized, so has our production system. We now maintain subcontractors who manufacture ASICS products in their respective localities in 21 countries and regions around the world.

In light of this reality, the ASICS Group remains dedicated to maintaining good partnerships with its subcontractors and their employees; moreover, we are committed to upholding local laws and regulations in addition to international labor standards, such as the ILO standards, with our subcontractors and even, on occasion, with our competitors. We believe that,

in observing the ASICS CSR Policy, it naturally follows that we respect the individual and always act in an ethical manner as we observe these labor standards, laws, and regulations.

We hold regular meetings with four other sporting goods manufacturers as part of our collaboration in the area of product safety and quality assurance. We have also participated in a collaborative conference of Japanese and foreign-affiliated companies to discuss labor issues and human rights. In addition, we exchange opinions with TWARO (see p. 23). Since being installed as chairman of the World Federation of Sporting Goods Industry in fiscal 2010 (February 2011), I have been engaged in expanding communication with many more individuals. Through these interactions, I am helping to promote CSR initiatives in the sporting goods industry.

Continuously Demonstrating Our Social Responsibility in order to Maintain Transparency

The 2011 ASICS CSR Report represents the 7th edition of this report.

In this edition, we have incorporated the "7 core subjects" (see p. 8) outlined in ISO 26000 to identify the important themes for ASICS CSR initiatives. Both ISO and ASICS use the same philosophy and ideology to identify the themes of our CSR initiatives. I believe, however, that the ISO standards are very useful when we review our CSR initiatives because they enable us to visualize the strong points and weak points of our initiatives, which helps us to greatly improve our efforts.

Going forward, we will continue to study the international guidelines for CSR initiatives as well as the CSR initiatives adopted by other advanced companies in order to improve our own method of evaluating our CSR initiatives and assist us in issuing CSR reports that are readily understandable.

In order to maintain transparency in explaining our corporation's social responsibility, such an attitude is indispensable. This approach is also essential in helping us to upgrade our CSR management and to contribute to the ongoing evolution of society.

By building on the ASICS SPIRIT, all employees of the ASICS Group will cooperate as one harmonious unit to achieve our company's founding philosophy of "a sound mind in a sound body."

I look forward to your understanding of our spirit and your willing support of our endeavors.

Motoi Oyama
President and CEO



* A detailed description of the ASICS SPIRIT and the ASICS CSR Policy is provided on pages 5 to 7.

The Future of ASICS

Contributing to a sustainable society by
perpetuating our founding spirit

The ASICS SPIRIT is an invaluable inheritance
from our founder.



Toshiyuki Sano

Director and Managing Executive
Officer/Senior General Manager,
Administrative Division

ASICS has 5,604 employees (as of March 31, 2011), of whom 38 percent work outside Japan. Our employees hail from many different cultures and speak different languages, yet all of them believe in the power of sports and are striving to provide our customers with ever-improving products and services. This attitude, which is pervasive in our company, is what we call the “ASICS SPIRIT.”

The **ASICS SPIRIT** comprises three essential aspects: “**Philosophy**,” “**Vision**,” and “**Values**.”

Our **Philosophy** is the core of the ASICS SPIRIT, and combines both our Founding Philosophy and our Corporate Philosophy. Our Founding Philosophy demonstrates the will of Kihachiro Onitsuka, and it is the basic and unchangeable spirit of ASICS. The ASICS Corporate Philosophy defines the meaning of ASICS based on the Founding Philosophy. We believe in contributing to society through sport under all circumstances.

The ASICS SPIRIT



Philosophy

Founding Philosophy

Anima Sana In Corpore Sano: “A sound mind in a sound body”

Corporate Philosophy

1. Provide valuable products and services through sport to all our customers around the world
2. Fulfill our social responsibility and help improve conditions for communities
3. Share profits brought by our sound services with our shareholders, communities and employees
4. Maintain a spirit of freedom, fairness and discipline, respectful of all individuals

Vision

Create Quality Lifestyle through Intelligent Sport Technology

Values

Sportsmanship

1. Respect Rules
2. Be Courteous
3. Be Persistent
4. Work as One Team
5. Be Prepared
6. Learn from Failure

More than 60 years have passed since, in a devastated Japan immediately following World War II, Kihachiro Onitsuka founded the company that would become ASICS with the strong will to contribute to the development of society by nurturing the younger generation through sport.

ASICS distributes its products around the world, and today they are in wide use in numerous countries. As a result of our global perspective, ASICS now employs many people of diverse cultures and languages in all parts of the world. This reality has increased the importance of all our employees sharing common values.

At the same time, we must recognize the various problems facing the world, such as the threats of global warming and resource depletion. Considering the planet’s limited resources, it is very important that we continuously meet the needs of society without risking the livelihood of future generations. In other words, it is essential that we address sustainable development, as the entire world is now working toward the development of a “sustainable society.”

ASICS has stipulated adoption of the ASICS SPIRIT (which perpetuates the company’s founding philosophy) and CSR Policy as a way of ensuring that ASICS implements its corporate social responsibility.

As a member of a globalizing society, we will continue to make our utmost efforts to create a sustainable society.

Our **Vision** (revised in 2010) demonstrates the goal of ASICS.

While focusing on sports, we will contribute to people in many other spheres of life as well. With the sports technology we have developed through years of experience in this industry, we will continue to promote the technical innovation that can contribute to a high-quality lifestyle for our customers.

Values are what guide ASICS, and Sportsmanship is the underlying value that spurs ASICS to take action. Values remain our action guide, and we use this guide not only in the realm of sports but also to inform our day-to-day work and our way of life.

By adopting the ASICS SPIRIT, we are able to take action together and bequeath this spirit to the next generation.

Toward a Sustainable Society:

The ASICS Corporate Philosophy underpins our CSR Policy.

We formulated our CSR Policy in an effort to contribute to a sustainable society. This policy comprises the four CSR Principles as well as our CSR Objectives. In observing these CSR Principles, we will follow the ASICS Corporate Philosophy as we conduct our business in a manner intended to attain the CSR Objectives.

• Corporate Philosophy Part 1

The best way we can contribute to society is to develop innovative technology capable of providing our customers with safe and high-quality products and services so that they can live a quality lifestyle. At ASICS, we manufacture products not only in our own factories but also in the many factories of our subcontractors. To ensure that all our activities contribute to a sustainable society, it is very important that the subcontractors and their employees of our subcontractors share the same values with us.

• Corporate Philosophy Part 2

We shall remain aware of the environmental impact of our business operations, and we shall take the initiative in protecting the global environment. As we manufacture our products, we shall be particularly careful in selecting eco-friendly materials and processes so that we can reduce the environmental impact throughout the life cycle of each product (from material procurement to product disposal). In addition, we shall promote sports and support different events in various regional communities to ensure

a healthy way of life for their residents. In this way, we will contribute to vigorous communities.

• Corporate Philosophy Part 3

We shall accrue profits through our fair business activities, and we shall share these profits with our stakeholders. In this way, we shall also contribute to society from an economic point of view.

• Corporate Philosophy Part 4

We shall make ASICS an ideal company that efficiently and effectively fulfills its corporate social responsibility while growing together with its employees.

In today’s world, as various networks have been established throughout society, items and information can now easily be sent almost anywhere. In light of this reality, a company or organization can have a significant impact on society. Because we desire to contribute to a sustainable society not only through sport but in other ways as well, we will closely communicate with our stakeholders to learn their expectations for ASICS and to determine what role we should play in contributing to a sustainable society.

Through this effort, ASICS will help to shape a sustainable society and create quality lifestyles to build a brighter future.

● Structure of the ASICS CSR Policy

Sustainable Development of Society

CSR Objectives based on the ASICS Corporate Philosophy

Products and Services Corporate Philosophy 1

Provide valuable products and services through sport to all our customers

CSR Objectives

- We provide highly technological and innovative products and services that meet our customers' needs and create a quality lifestyle.
- To ensure the safety and high quality of our products and services, we will be held accountable for all decisions made affecting our value chain from material procurement to sales.
- We encourage those in our supply chain, who contribute to product supply such as subcontracted factories, to share our CSR values.

Fair business and Profit sharing Corporate Philosophy 3

Share profits brought by our sound services with our shareholders, communities and employees

CSR Objectives

- We engage in fair competition and just business transactions to create profits.
- We continuously share our profits with our shareholders, communities and employees appropriately.

Environment and Community Corporate Philosophy 2

Fulfill our social responsibility and help improve conditions for communities around the world

CSR Objectives

- We seek to minimize the environmental impacts of; product design, production processes and other business activities.
- We engage in community activities and aim to make a positive contribution to community development through sports culture, health and others.

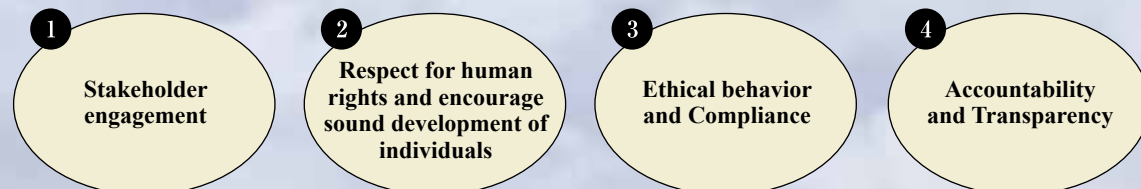
Governance and Employee Corporate Philosophy 4

Maintain a spirit of freedom, fairness and discipline, respectful of all individuals

CSR Objectives

- We put in place processes, systems and structures to enable appropriate and efficient decision-making and business activities.
- We encourage diversity, respect for all, and create a working environment where every employee can show individuality and creativity, so that personal development and corporate growth go hand in hand.

CSR Principles



We understand and respect our stakeholders' expectation and interests. By listening, learning and with an open dialogue, we will establish relationships of trust, reciprocity and mutually beneficial partnerships.

Respect for human rights are to be the basis of any relationship; in any of our businesses and in any country, culture or situation. Furthermore, we encourage sound individual development through creative and ambitious activities.

Honesty, fairness and integrity form the foundation of our business ethics. We comply with all applicable laws and relevant regulations in any countries and regions where we conduct business, while respecting international norms of behavior.

We will appropriately report our decision-making, business activities and their impacts on society and the environment. We will disclose that information in an appropriate, clear and accurate manner.

Voice

Sharing the ASICS SPIRIT

The ASICS Group is promoting initiatives for employees around the world in order to share the ASICS Spirit.

In fiscal 2010, we prepared the ASICS SPIRIT in Japanese- and English-language editions, which are the two official languages of the ASICS Group. We also translated it into Chinese and Korean and distributed it to all employees in card form.

We also launched a dedicated website on the company intranet. On this website, we post not only information from the ASICS SPIRIT Secretariat but also self-introduction of employees and their experiences in an effort to foster a greater sense of unity within the Group.

In the future, we intend to improve our teamwork while effectively facilitating collaborative activities tailored to regional and global initiatives.



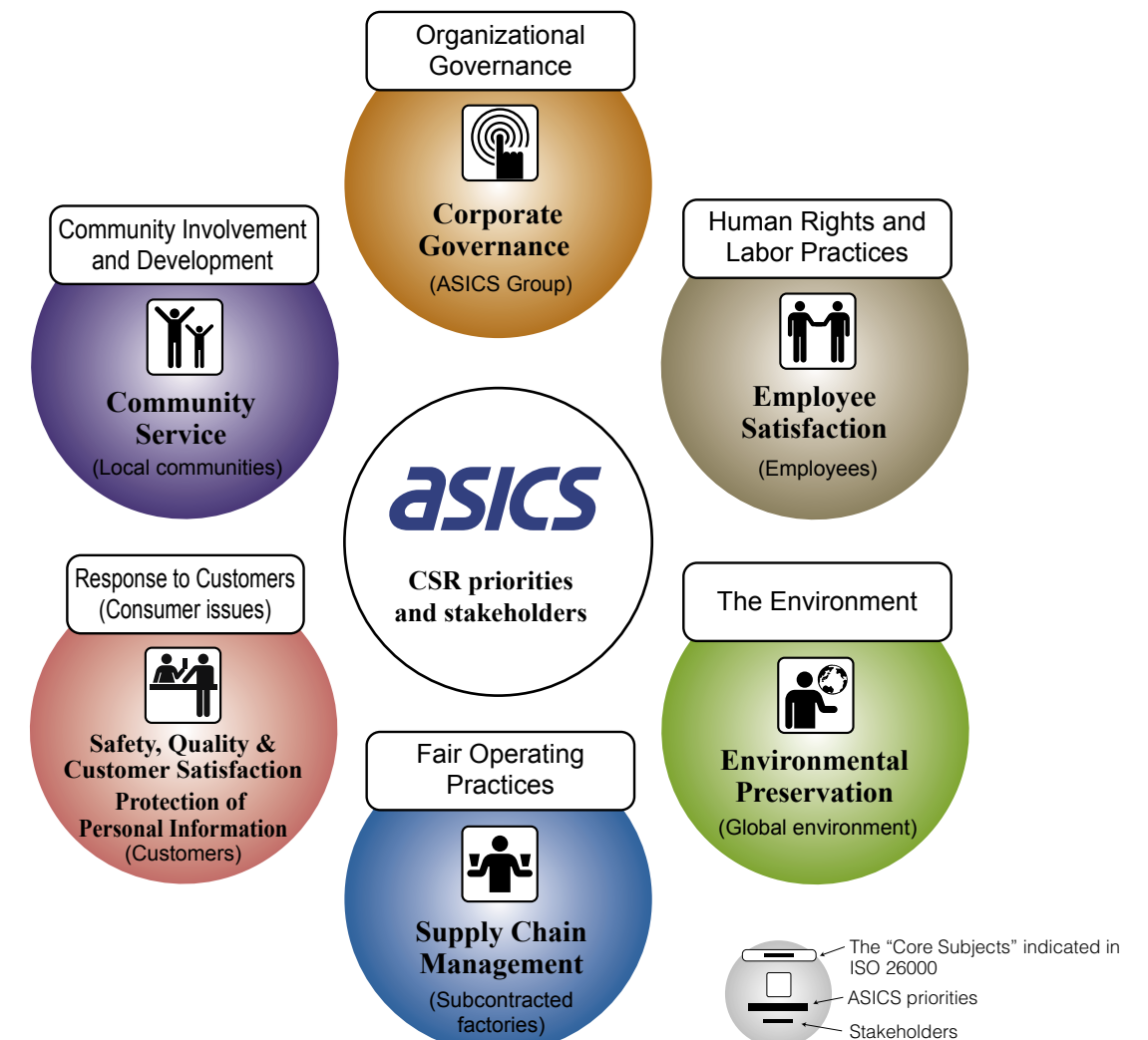
Cards printed with the ASICS SPIRIT, which are distributed to all employees

Our Priorities and Our Relationships with Our Stakeholders

— Confirming our stance in relation to ISO 26000 —

We communicate with our stakeholders through various avenues, and we make an effort to accommodate the suggestions we receive in our business operations. In fiscal 2011, we summarized our CSR priorities according to the seven

core subjects encompassed by ISO 26000. (In this CSR report, human rights and labor practices are summarized as a combined subject.)



■ Our CSR Priorities (In the order set forth in ISO 26000)

Corporate Governance	In order to continue maximizing our corporate value and earn the unwavering trust of all our stakeholders, we remain dedicated to refining our corporate governance by adhering to the ASICS Code of Conduct while maintaining tight controls on compliance requirements.
Employee Satisfaction	Our goal is to create a working environment in which all employees can apply their skills and talents to the fullest while achieving a positive work-life balance.
Environmental Preservation	In order to preserve a healthy global environment for future generations, we are determined to offer our support in achieving sustainable development by reducing the environmental impacts of our operations and by conducting R&D of eco-friendly products.
Supply Chain Management	In the belief that worker satisfaction leads to better products and ultimately results in greater customer satisfaction, we continually seek to uphold human rights, labor standards, and corporate ethics as we improve work environments throughout our supply chain.
Safety, Quality & Customer Satisfaction	Responding to the increased emphasis on product safety, we implement stringent quality controls encompassing product planning, development, design, manufacturing, and shipment in order to ensure the safety and comfort of all users of our products.
Protection of Personal Information	We are meeting our important responsibility to secure all personal information with the understanding it remains the private property of our customers.
Community Service	In an effort to meet our obligations as good corporate citizens, we remain active in the community through such initiatives as promoting the culture of sports.



Organizational Governance

Corporate Governance

Ensuring sound and transparent management

In order to continue maximizing our corporate value and earn the unwavering trust of all our stakeholders, we remain dedicated to refining our corporate governance by adhering to the ASICS Code of Conduct while maintaining tight controls on compliance requirements.

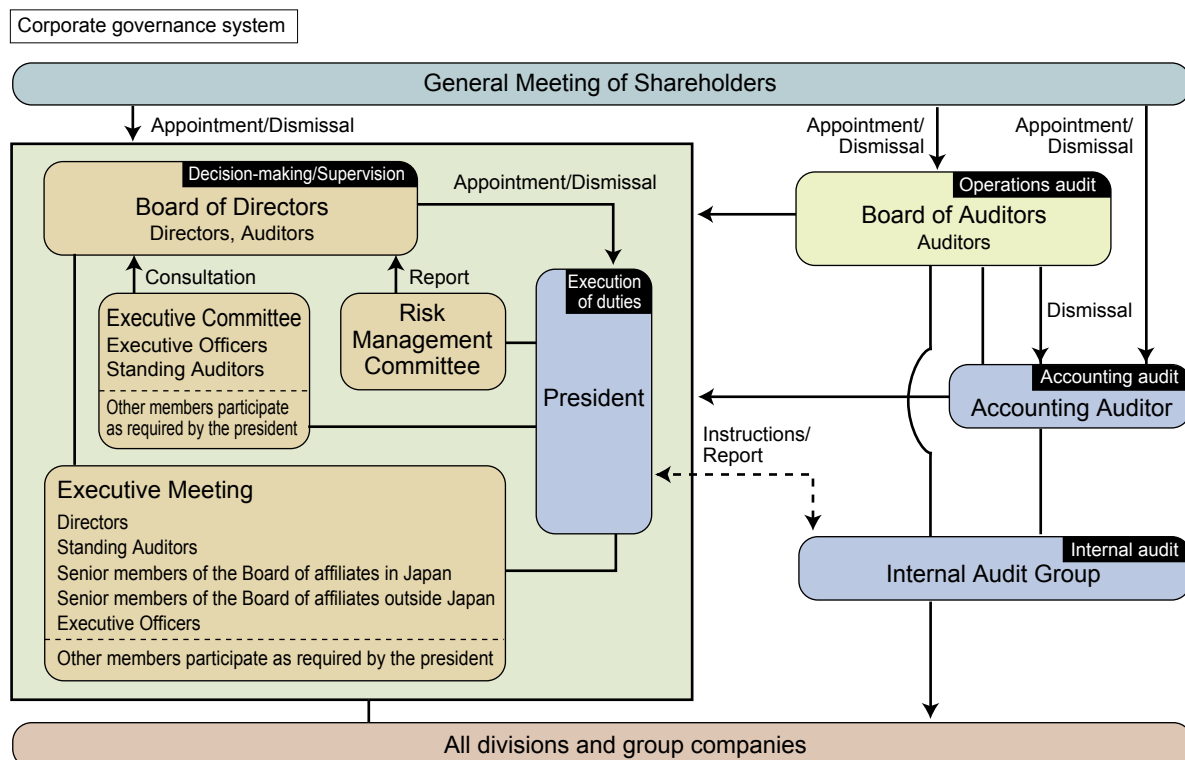
Introduction to Our Corporate Governance System

ASICS has provisions in the rules for its Board of Directors and related rules stipulating that the Board of Directors, which comprises the directors appointed at the annual shareholders' meeting, must be informed or consulted regarding all decisions that are material to the company. In addition, an executive committee is in place to engage in preliminary discussions regarding important issues such as the agenda for the Board of Directors. A domestic executive meeting and a global executive meeting are held periodically to deliberate and decide upon important issues concerning the corporate business strategy of the entire group and report the status of business operations. These meetings are also attended by directors, auditors, executive officers, and directors of our subsidiaries as necessary.

Three of the five auditors on the company's board of

auditors are external auditors. Besides participating in the monthly meetings of the Board of Directors and the Board of Auditors, the auditors attend meetings with directors whenever necessary and collect general information on management through their access to various documents and the corporate database.

Auditors have the authority to issue orders related to audits to employees who work for the Auditing Department. In addition, in order to perform their audits, auditors and the Auditing Department exchange all necessary information. Employees engaged in audits and tasks related to the orders of auditors are not under the control of the directors; moreover, transfers, evaluations, and disciplinary actions affecting those employees are subject to approval by the Board of Auditors.



Note: In order to strengthen our corporate governance, appointment of eight directors, including two external directors, was submitted at the general meeting of shareholders held on June 24, 2011.

The Basis of Corporate Governance

Extract from the Corporate Governance Report (original)

I. Basis

Our Group is dedicated to continuous enhancement of our corporate value, to gaining the trust of all stakeholders, and to achieving highly transparent management without delay. We aim to implement corporate governance that enables us to improve our business management system. We are focusing our efforts on enhancing the audit functions of our corporate management and on internal controls, thorough compliance, and improving the transparency of our business activities. We are dedicated to forging a management approach that reflects the perspective of our shareholders.

Internal Control System¹

In fiscal 2010, management undertook an evaluation based on the Internal Control Reporting System under the Financial Instruments Exchange Act (J-SOX); moreover, independent auditors performed an internal control audit in order to provide

us with an unqualified opinion.² Throughout this process, we sought to promote the operational efficiency of the relevant divisions. In order to achieve our objectives, we drafted an implementation plan and adopted relevant initiatives.

Achievements for Fiscal 2010

Plan	We are working to enhance our governance standards by striving to ensure the accuracy of our financial reports in keeping with the internal control reporting system. We are strengthening various initiatives such as internal audits, the definition of process management, and the identification and assessment of risk which is a primary factor that can inhibit the achievement of organizational targets.
Achievement	We introduced the internal control reporting system to the ASICS head office and to our affiliates and group companies subject to internal controls. In the current financial reports from the auditors dated March 31, 2011, we noted the following audit result: "No important defects were found through the internal control system."
Evaluation	Regarding the final evaluation for fiscal 2010, we expect to receive unqualified opinions from the auditors.
Challenges	Internal controls have been implemented according to the internal control maintenance organization. However, in order to improve and apply these internal controls, correction of one process was required among those areas in charge of work processes, such as sales and inventory controls.
Planned Improvements	To promote conditions that support the problem-free implementation of improvements and the evaluation of the internal control system, we intend to further increase the awareness of internal control tasks by the person in charge of internal controls for each work process.

In fiscal 2011, we will seek to continue the acquisition of unqualified opinions by building on the experience gained in fiscal 2010. The entire ASICS Group will strengthen its maintenance management system encompassing decision-making and work

process within the ASICS Group in order to strengthen internal controls based on the medium-term management plan, the ASICS Growth Plan (AGP) 2015. Moreover, we will improve efficiency of the work process in relevant divisions.

Newly formulated medium-term management plan ASICS Growth Plan 2015

The ASICS Growth Plan (AGP) 2015 is the new management plan of the ASICS Group. It realizes sustainable growth in a global market and aims to achieve consolidated sales exceeding ¥400.0 billion (yen equivalent based on the current exchange rate) by fiscal 2015. In the past, ASICS has addressed the challenges of global marketing and reform through the Revolution Plan (ARP; established in October 2001) and subsequent ASICS Challenge Plan (ACP; established in October 2005). We were able to significantly expand international sales, although we were unable to achieve consolidated sales of ¥300 billion in fiscal 2010 — the original goal when the ACP was enacted — due to the economic environment and the impact of the yen exchange rate. From the results of this plan, we are now formulating strategies in an effort to achieve sustainable growth in response to the further evolution of the globalized business environment.

In implementing the ASICS Growth Plan (AGP) 2015, we recently codified our enterprise spirit as the ASICS SPIRIT and adopted it as the common foundation for our entire Group. This is intended to add the concept of "value" to our Founding Philosophy, the ASICS Corporate Philosophy, and Vision, which have been codified in the ARP and ACP as behavioral guidelines. In addition, our vision now means "to contribute to a quality lifestyle with intelligent technology developed through sports." Under the basic policy of AGP and through customer-centric activities across the entire Group, we will promote a product strategy entailing a merger of innovative value and response to customer needs as well as an organizational strategy entailing the construction of a global organization.

For details, please visit the following website.
<http://www.asics.com/aboutus/policy>

¹ This management control system is designed to help companies manage organizationally by accomplishing specific goals and objectives. This internal control system is being implemented by all members of the corporations to achieve the four goals of business potency and efficiency; reliability of financial reporting; compliance with laws and regulations associated with business operations; and asset preservation.

² The auditors' evaluation of the scope of management's decision-making, its evaluation procedures, and its evaluation results as expressed appropriately in the internal control report.

From evaluations of internal controls to suggestions for improving operations

Internal Audits

In fiscal 2010, in addition to evaluating internal controls, the Internal Audit Group undertook audits on a total of 11 companies (seven in Japan and four outside Japan).

We pointed out problems and implemented proposals for improving operational efficiency with a focus on the apparel

segment in Japan and international sales subsidiaries, primarily those in Asia.

In fiscal 2011, higher value-added audits will be implemented that will also lead to business improvement for the audited divisions.

Risk Management System

The ASICS Group has formulated a risk management policy that defines the basic response to a crisis that either has occurred or is expected to occur. Through the implementation of the following three systems, this policy is intended to minimize damage whenever a crisis occurs.

- The committee follows a predefined communications network and methods for notifying the chairman (the president) and Board of Directors should any executive or employee of the Group recognize the sign of an impending crisis.
- In a time of a crisis, the chairman of the Risk Management Committee establishes an emergency response headquarters and appoints the chief of the headquarters according to the risk level as defined in the risk management policy. The chief of the headquarters shall be responsible for determining response measures and for external negotiations in order to implement the necessary measures.
- The Risk Management Committee shall undertake regular reviews to expose potential risks; plan and execute the necessary detection, prevention, and training measures; and evaluate the risk management and response measures. The executive office of the Risk Management Committee shall manage risk for the entire group collectively and comprehensively, while the Auditing Department shall perform periodic audits of the risk management system.



Example use of emergency path
Terrorism, natural disaster, fire, abduction, traffic accident, product liability incident

Head office: Managerial level or above
Affiliated companies: Executive officer or senior general manager

Head office: Division manager or above
Affiliated companies: President or executive officer

In April 2009, the WHO issued an alert about the global spread of H1N1 influenza. We then imposed a company-wide epidemic control system to ensure business continuity while meeting our corporate social responsibility. By utilizing the experience gained from this response, we will address other risks and increase the capability of our risk management system.

Safeguarding Our Intellectual Property

In line with the globalization of business, violations of our intellectual property rights are increasing. In order to defend our brand value, we are promoting global initiatives to protect intellectual property rights.

In recent years, developing countries have been producing increasing amounts of counterfeit products that are being sold around the world. Therefore, surveillance and detection must be strengthened.

In fiscal 2009, in order to increase in-house recognition of the damage to our brand value arising from the current

extent of product counterfeiting, we created a display area for an exhibit of examples of counterfeit products.

We will continue to strengthen the confidence of our customers by taking measures against counterfeit products.



Internal exhibition of counterfeit products

Investor Relations

Promoting management transparency

Prompt Disclosure System

We recognize that prompt and timely disclosure of information, including accounting information, to investors is indispensable for ensuring a sound securities market. We shall make a diligent effort to establish a proper organization for the rapid provision of fair and accurate information from the perspective of investors.

Moreover, information disclosed through securities exchange is promptly published on our corporate website.



Improving public recognition of our company

Communication

Communicating with all shareholders and investors

In order to promote better understanding of our corporate stance, we issue our semiannual ASICS Shareholders Newsletter (Japanese edition) and our Annual Report (English edition).

In addition, we publish securities reports on the Investors section of our corporate website.



Our website for investors

Communicating with multiple stakeholders

In order to ensure the understanding of all our multiple stakeholders, we publish our annual CSR Report to present not only economic data but also information related to the environment and society.



CSR reports distributed via the Internet

We are a registered company on the Eco Hotline Website. All our stakeholders can obtain our latest CSR Report from our website at no charge.





Human Rights and Labor Practices

Employee Satisfaction

Ensuring sound and transparent management

Our goal is to create a working environment in which all employees can apply their skills and talents to the fullest while achieving a positive work-life balance. We are promoting worker-participation initiatives in addition to improving our systems.

The ASICS Code of Conduct¹

With the adoption of the ASICS CSR Policy, the ASICS Code of Conduct was again prepared in English-language and Japanese-language editions. This code applies to all members of the ASICS Group.

ASICS aims to be a company that fulfills its social responsibility by adopting the ASICS SPIRIT and ASICS CSR Policy as the foundation of our management. We believe that this can be accomplished when all executives and employees who comprise our Group conduct themselves according to high standards.

The ASICS Code of Conduct establishes the fundamentals

that must be observed in all relevant situations regarding the daily activities of the members of our Group.

We established the department of compliance in order to demonstrate our commitment in this area. This department integrates compliance initiatives through a horizontal and comprehensive approach. We provided executives and employees with education and instruction through training courses and assist them in appropriate management of the business. We plan to continue with this training in fiscal 2011.

Speak-Up Hotline²

The company has instituted the Speak-Up Hotline, a service dedicated to providing all employees of the ASICS Group with the opportunity to consult on compliance issues. It accepts reports and inquiries — submitted by email and telephone, or in writing — regarding any behavior that violates the Code of Conduct or any other serious compliance issue. This service is intended to detect the first signs of wrongdoing and to institute corrective measures without delay.

Special measures are taken to protect employees who use the Hotline from being treated unfairly.

Compliance Initiatives (continuous enforcement)

The Code of Conduct, Policy for Managing Personal Information and Speak-Up Hotline are listed as supplemental booklets of the Employee Handbook so that our employees can obtain confirmation at any time.
On March 30, 2011, we provided training regarding compliance, sexual harassment and workplace bullying as part of our CSR training at workshops (36 participants) held for newly hired graduates (including the ASICS Group).
On June 4, 2010, we provided training regarding compliance, sexual harassment and workplace bullying as part of our CSR training for employees recruited in mid-career (20 participants).
On December 3, 2010, we provided training regarding compliance, sexual harassment and workplace bullying as part of our CSR training for employees recruited in mid-career (21 participants).

¹ ASICS Code of Conduct

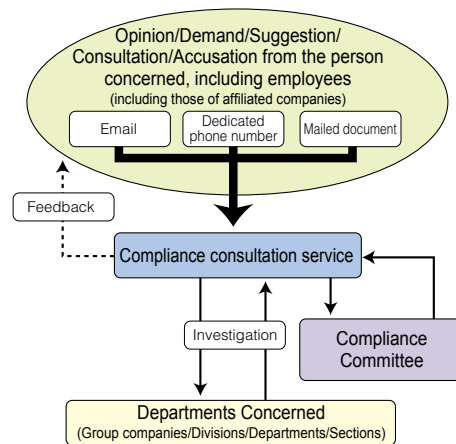
ASICS aims to become a respected and accepted company by all people based on “ASICS Spirit” and “ASICS CSR Policy” which shows the fundamental views of Management. To achieve it, all directors, officers and employees of ASICS Group need to behave professionally. “ASICS Code of Conduct” sets out the basic standards to be complied with by all members of ASICS Group during their daily activities and in each decision.

All directors, officers and employees in ASICS Group are required to review, understand and comply with this Code.

- 1. Integrity to customer**
 - 1) Create innovative values and meet customer needs
 - 2) Safety of products and services
 - 3) Appropriate display, description and advertising
 - 4) Respect customer's privacy
- 2. Appropriate relation with Society and Environment**
 - 1) Refuse any relation with anti-social forces
 - 2) Compliance and respect for regional culture
 - 3) Contribute to sports culture and community
 - 4) Minimize environmental impact
- 3. Fair business activities**
 - 1) Disciplined business activities
 - 2) Ban of big rigging, cartels and dumping
- 4. Maintain sound workplace**
 - 1) Health and safety in workplace
 - 2) Eliminate discrimination
 - 3) Eliminate harassment
 - 4) Respect of privacy
- 5. Limits on entertainment and gifts**
- 6. Appropriate relations with our business partners**
- 7. Recognize the value of intellectual property**
- 8. Protect corporate assets**
- 9. Safeguard of confidential information**
- 10. Distinction between public and private interests**
- 11. Ban of insider trading**
- 12. Appropriate corporate publication and disclosure**

Supplementary provision:
The date of adoption of this Code of Conduct is March 11, 2011.

² Speak-Up Hotline flowchart



For details, please visit the following website.
<http://www.asics.com/aboutus/governance>

A Full Spectrum of Systems

Achieving a positive work-life balance

Promoting Our Comprehensive Program to Address Working Hours

Since 2007, we have been promoting our Comprehensive Program to Address Working Hours. Through this effort, and by ensuring compliance with laws related to working hours, we aim to become an advanced enterprise that is

aggressively addressing the issue of work-life balance.

In fiscal 2010, we introduced a paid annual leave on an hourly basis. Many employees have made use of this opportunity for child-care and self-improvement activities.

Toward a fair, transparent and prudent system

Our Multifaceted Evaluation System and Double-track Career System

We are planning to engage our personnel in a flexible manner through five initiatives: a multifaceted evaluation system in which subordinates, superiors and colleagues evaluate their managers; a double-track career system that addresses the work style of research and engineering positions that require a high degree of specialization; an

internal recruiting system that recruits necessary talent from within the company; an entry system that allows employees to request their field of choice; and a self-declaration system through which employees can submit their opinions regarding work and transfers.

Cultivating personnel with an international perspective

Our International Training System

Focused on young employees, our international training system posts personnel for one year to an affiliate or office located outside their home country; in 2010 we posted two

employees. In addition, the head office has been accepting two trainees from ASICS Europe B.V. every year since 2007.

Selection system for global management training

Opening of the ASICS Business Leadership School

We have established a system for training candidates for executive positions in order to cultivate them in an ongoing manner at early stage. We are establishing a medium- and long-term foundation that can provide personnel capable of responding to global environmental changes in a rapidly growing market. With this system, young employees undergo

8 to 10 months of training in Japan to improve their management skills and English language skills. They also receive training outside Japan. Mid-level employees, on the other hand, undergo personnel reshuffles that include overseas assignments. Thus, they can develop their management skills and gain a global perspective.

Workplace experience for employees' children

Kids' Visiting Day

This event provides an opportunity for children to learn more about the importance and dignity of work by allowing their parents to actually show what they do on the job. This event is planned to take place every year during the summer

vacation period.

This day also presents a good opportunity for employees to communicate with their families about their work.

Benefits exceeding the legal requirement

Childcare Leave System:

Available until the child reaches the age of 2 (18 months according to law).

Nursing Care Leave System:

Provides for a maximum of one year (93 days according to law).

Working-hour Reduction for Childcare System:

Working hours can be reduced until the child completes grade 6 (attainment of school age according to law).

Short Flextime System:

Introduced for childcare/nursing care, the flextime system offers one less hour of work than the prescribed total.

Childcare Leave System:

To allow parents to care for outbreaks of childhood diseases, absences of 10 days annually are available to employees until their child completes grade 6 (five days for the first child and 10 days for the second child, according to law).

Nursing Care Holiday System:

For families involved in a primary nursing care situation, absences of 12 days annually are available to employees with one dependant (five days for the first dependant, 10 days for the second, according to law).

Cumulative Paid Leave System:

This system allows for the accumulation of up to 80 days of annual paid leave. According to law, this time would otherwise expire after a two-year statute of limitations. This time can be used for childcare, caring for family members, or fertility treatments.

Childcare Leave System during Daycare

Adaptation Period:

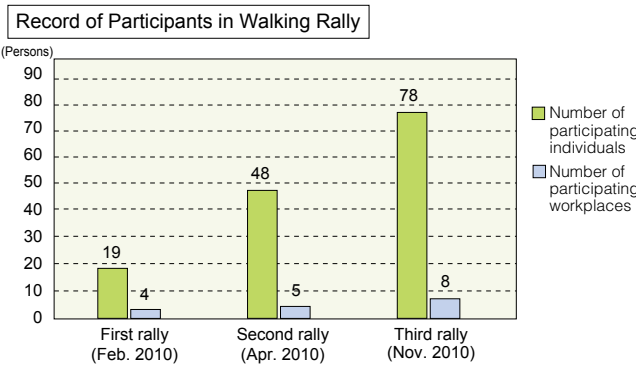
With this system for those with children being admitted to a daycare facility, up to one month of leave is available during the period the child is becoming accustomed to daycare.

Contributing to Healthy Minds and Healthy Bodies

Improving bodies and minds in the workplace environment Walking for Health

In February 2010, we launched the Walkers' Rally. This event is held seasonally for a total of three times a year, in spring, fall and winter, avoiding the summer. Each participant wears a pedometer during this event to record the total number of steps taken. Participants include those who did not tend to exercise regularly as well as those who tended not to engage in sports after joining the company. We planned this event to enable them to experience the benefits of exercise as employees of a sporting goods manufacturer.

According to our questionnaire, participants were able to increase the number of steps taken daily from an average of more than 7,000 steps to a full 10,000. Some replied feeling lighter on their feet and stronger, while 24 percent responded that they had lost weight. We also discovered that walking has a beneficial effect on the mind as well as the body, with 31 percent reporting improved quality of sleep and 26 percent reporting the elimination of stress. In addition, we found that participation contributed to greater



communication, as walkers tended to start conversations at work every day by asking each other about their distances walked. Clearly, by contributing to an improved workplace atmosphere, walking also helped to facilitate work itself. In fiscal 2011, we plan to institute a health promotion program with positive mental and physical effects on the employee while contributing to an improved work environment.

Promoting care through line supervisors in the workplace Company-wide Employee Interviews

We implemented company-wide employee interviews in fiscal 2008. Through this system, all employees undergo an interview with a public health nurse and a nurse from our Health Care Section. In fiscal 2010, an effort was made to establish health goals by consulting with the employee about diet, alcohol consumption, exercise, smoking, sleep habits, stress, and job details while going over the results of the health checkup. If the possibility of a lifestyle disease exists, the employee's work life and level of stress must be evaluated in tandem with their diet and exercise habits. This approach is effective at encouraging lifestyle improvements

and accruing benefits from the health checkup by ensuring the employee understands the results and sets goals related to health issues.

Also, for those with no apparent health issues, the results of the examination can help them improve their health, leading to elimination of stress through the review of health habits and through the consultation on work and stress. This also enables employees to be aware of their own health status quo.

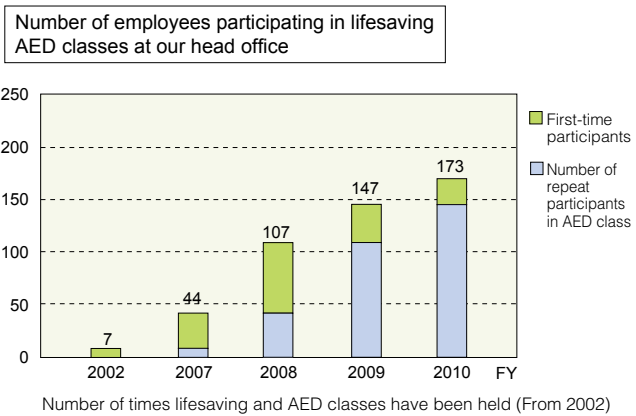
In the future, we will continue to implement these company-wide employee interviews.

Preparing for emergency medical situations Public Lifesaving Classes using AEDs

With the widespread and growing installation of automated external defibrillators (AEDs) in public facilities, it is believed that those who have been given defibrillation are more likely to successfully re-enter society. We have expanded the number of public lifesaving classes that were introduced at our head office, thus training employees who can contribute significantly to the wellbeing of their fellow citizens.



Public lifesaving class held at our head office



The Environment Environmental Preservation

Promoting environmental protection programs

In order to preserve a healthy global environment for future generations, we are determined to offer our support in achieving sustainable development by reducing the environmental impacts of our operations and by conducting R&D of eco-friendly products.

Future Challenges and Review of Fiscal 2010

Toshiyuki Sano
Manager of Environmental Management
Director and Executive Officer/Senior General Manager, Administrative Division

Environmental issues such as global warming and resource depletion are becoming a major international challenge.

At ASICS, we recognize that these issues are having a major impact on our business, and we are responding as a corporation in order to contribute to the achievement of sustainable development.

In fiscal 2010, ASICS continued to implement initiatives such as resource conservation, energy saving, and selection

of eco-friendly materials and processes in our business operations.

In the future, we intend to continue to address environmental issues and contribute to the emergence of a society committed to sustainable development. Moreover, we will proactively disclose information in order to gain support from stakeholders for our environmental initiatives as we go forward with initiatives such as further development of

Initiatives of the ASICS Group in Japan

Our head office has implemented environmental management* based on ISO 14001 standard.

In fiscal 2010, in addition to pursuing the objectives

Targets and Achievements for Fiscal 2010		
Objective	Target for Fiscal 2010	Achievement for Fiscal 2010
Expand our offerings of green products	To increase the sales ratio of green products to 20 percent of total domestic sales	Sales ratio of green products increased to 27.0 percent of total domestic sales
Reduce CO ₂ emissions	To reduce CO ₂ emissions by 5.0 percent below fiscal 2007 level	CO ₂ emissions increased by 0.5 percent relative to fiscal 2007 level

outlined below, we studied ways to quantitatively measure and reduce our environmental impact through techniques such as carbon footprint calculations, material flow cost accounting (MFCA), life cycle assessments (LCA) and Design for Environment (DfE).

We achieved our target for expansion of green products, but failed to achieve our goal for CO₂ emissions reduction as a result of a prolonged air-conditioning period arising from climatic factors and an increase in facilities and equipment.

Identifying clear objectives to ensure continuous improvement Future Challenges

At a review meeting chaired by the president (p. 21) held in March 2010, it was decided to continue our medium-term targets. In addition, it was decided to actively disclose and disseminate our environmental information while expanding our development of green products.

In the future, we will expand our development of green products in all product segments by applying our technical capabilities while pursuing more extensive dissemination and disclosure of information, including at offices outside Japan. (Details of our initiatives appear on pp. 17–22.)

* Environmental management

- The ASICS Group obtained certification of ISO 14001 registration for the head office of ASICS, the Institute of Sport Science, and Nishi Athletic Goods Co., Ltd. in Japan. This effort is promoting continuous improvement of our environmental initiatives according to the PDCA ("plan-do-check-act") problem-solving cycle. By introducing this management system, we have been able to establish a system; specify environmental impacts, risks and laws and regulations applicable to our business operations; draw up and adopt targets and action plans for our initiatives; and implement self-assessed verification and improvement of the results of these initiatives.
- Among our offices outside Japan, ASICS Europe B.V. acquired certification of ISO 14001 registration in March 2010. Offices working to acquire this certification include ASICS Deutschland GmbH and other locations.
- In Japan, we will manage our targets, including those of our Group companies, and we will promote our environmental management initiatives. Going forward, we will also improve our environmental management at Group companies outside Japan.



Certificate of ISO 14001 Registration

Important themes

Medium-term Environmental Targets for Fiscal 2010 – 2012

We will contribute to the improvement of environmental issues through our business of the manufacture and sale of sporting goods, and we shall place greater emphasis on our initiatives targeting global warming, which has become a major environmental issue in recent years. The following

targets for our domestic group apply to these two issues for fiscal years 2010–2012.

We review our medium-term targets annually, while considering the requests of stakeholders and the circumstances surrounding environmental issues.

Medium-term Environmental Target for Fiscal 2010-2012

To increase the share of green products to 30% of total domestic sales revenue by fiscal 2012 * We will determine the sales ratio of green products for the ASICS Group outside Japan.	FY 2010	Green products' share of total domestic sales revenue: 20%
	FY 2011	Green products' share of total domestic sales revenue: 25%
	FY 2012	Green products' share of total domestic sales revenue: 30%
To reduce CO ₂ emissions by 7% from the fiscal 2007 level by fiscal 2012 * We will determine the CO ₂ emissions of the ASICS Group outside Japan.	FY 2010	Reduction in CO ₂ emissions from fiscal 2007 level: 5%
	FY 2011	Reduction in CO ₂ emissions from fiscal 2007 level: 6%
	FY 2012	Reduction in CO ₂ emissions from fiscal 2007 level: 7%

Continuous improvement through the management system

Environmental Targets for Fiscal 2010 and Achievement Status

We achieved most of our targets for fiscal 2010 based on our ISO 14001-compliant environmental management system. The following table shows the achievement status of the environmental targets of the head office and the Institute of Sport Science, which hold certification of ISO 14001

registration. (Some targets are for our domestic group.)

In fiscal 2010, we achieved our targets for many objectives, but the level of achievement varied by division and office. We will seek to advance and improve our overall initiatives by sharing superior cases.

* Evaluation standards:
Achievement of 100% and greater: ☺
Achievement of less than 100%: ☹

Environmental targets, achievement status and evaluation for fiscal 2010

Item	Fiscal 2010 target		Fiscal 2010 achievement	Evaluation	Related pages
Product development	• To provide eco-friendly products and services	• To ensure R&D of green products totaling 338 new products	• 409 new products developed	☹	p. 19– p. 20
	• To increase the share of green products to 30% of total domestic sales revenue by fiscal 2012 (Domestic sales volume)	• Green products' share of total domestic sales revenue: 20%	• Revenue from green products totaled 27.0% of total sales	☹	
Information disclosure	• To disclose and disseminate environmental information	• To disclose and disseminate our environmental information through the website, catalogs, exhibitions, publicity, and public meetings.	• Published information on and exhibited Eco Plan mark products through the website, catalogs and exhibitions	☹	—
Factory management	• To adopt eco-friendly management at subcontracted factories	• To promote the use of eco-friendly adhesives. • To inspect eco-friendly management at subcontracted factories.	• Achieved an adhesives adoption rate of 43.2%	☹	—
Reduction in CO ₂ emissions	• To reduce CO ₂ emissions by 7% from the fiscal 2007 level by fiscal 2012 (As a target of the domestic ASICS Group)	• Reduction in CO ₂ emissions from fiscal 2007 level: 5%	• Increased CO ₂ emissions by 0.5% from 2007 levels	☹	p. 18
Training and awareness-raising	• Provided training and raised awareness on environmental issues	• To implement environmental training and raise awareness within the ASICS Group	• Implemented seminars at 4 offices	☹	—

ASICS Environmental Policy

Enacted 2001/08/22 Revised 2003/02/01 Revised 2005/04/01

● Principle

Recognizing environmental preservation to be an important responsibility of a corporation, ASICS is determined to act to enable sustainable development of the global community.

● Policies

- ASICS will expand and improve its environmental management system within the Group, clarify authority and responsibilities within the organization, and act to preserve the environment on a global scale.
- ASICS will make every effort to reduce the

environmental impact of its business operations, including saving resources, saving energy, reducing wastes, promotion of green procurement, and preventing environmental contamination.

- ASICS will not only observe environment related laws, regulations, and agreements in all countries and regions, but also take proactive measures.
- ASICS will make efforts to reduce the environmental impact of its products and services by taking necessary measures from the planning stage.
- ASICS will implement environmental audits to ensure continuous improvement of its environmental management and, in so doing, fulfill its social responsibility.

- ASICS will promote improved awareness of environmental issues among employees throughout the Group through its public relations activities and environment instructor program.
- ASICS will disclose information regarding its environmental activities and ensure better communication with stakeholders.

Increase in the reduction target by 5% from the fiscal 2007 level

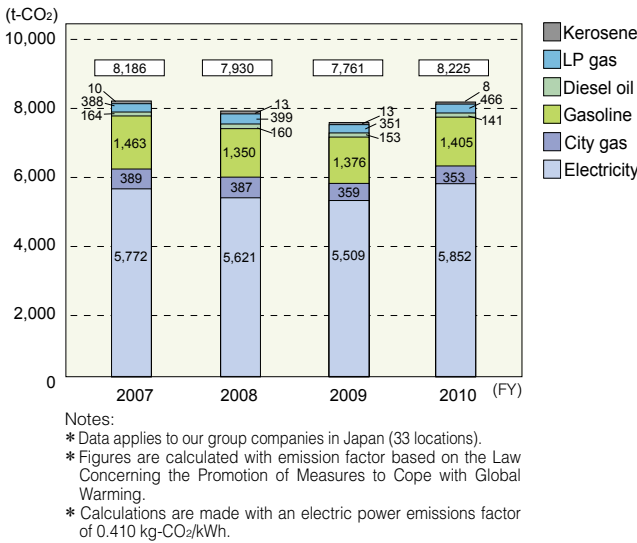
Status of our CO₂ Emissions Reduction Initiative

In fiscal 2007, we began compiling CO₂ emissions data on our group companies in Japan. We adopted a Medium-term Environmental Target (p. 17) and took steps to implement this reduction in each workplace. Regarding the reduction of CO₂ emissions, we had following results: climatic factors resulted in a prolonged period of air conditioning, and we established a new distribution center. As a result, CO₂ emissions across the entire Group increased by 0.5% relative to the fiscal 2007 level.

In fiscal 2011, in addition to reducing our current facilities, we plan to consider introducing green equipment while working diligently to achieve our targets.

In fiscal 2010, we will target a further reduction in CO₂ emissions globally by compiling data on our group companies outside Japan.

CO₂ emissions trend



Continued implementation of routine initiatives

Energy Efficiency, Waste Management, Waste Reduction, and Green Purchasing

We are engaged in an ongoing effort to reduce paper consumption, minimize industrial waste and general waste from offices, and practice green purchasing (through the purchase of eco-friendly stationery).

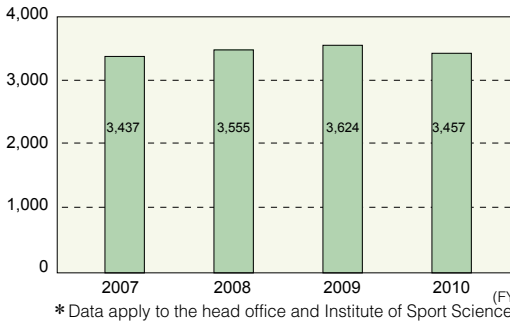
Paper consumption decreased by 4.6% from fiscal 2009 levels. Industrial waste decreased by 19.5% from fiscal 2009 levels. General waste from offices increased by 2.4% from fiscal 2009 levels.

Waste from the head office and from the Institute of Sport Science includes industrial waste, which includes materials used in R&D activities, and general office waste.

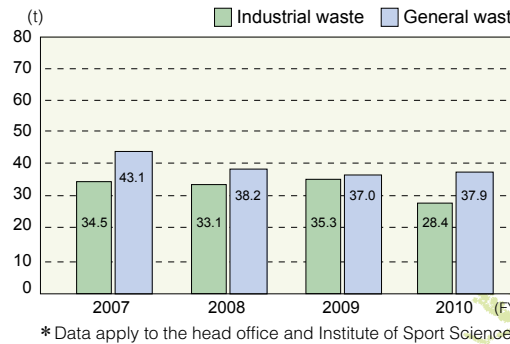
In fiscal 2010, 6.5 tonnes of plastic waste generated by the Institute of Sport Science was recycled for recycled plastic fuel (RPF), a type of solid fuel. We remain committed to conserving resources and reducing waste in an increasing number of our offices.

Reduction of paper consumption

(Conversion to 1,000 sheets of A4 paper)



Volume of waste



CO₂ reduction initiatives at offices

Branches & sales corporations	<ul style="list-style-type: none"> Switching off lights Undertook a switchover to energy-efficient lighting Reducing engine idling with energy-efficient driving education and campaign
Factories	<ul style="list-style-type: none"> Switching off lights in unoccupied areas Implementation of "Cool Biz" and "Warm Biz" initiatives Adoption of energy-efficient machinery
Logistics center	<ul style="list-style-type: none"> Reducing operating hours by increasing work efficiency (reducing electric power consumption) Turning off power sources for unused equipment Increasing the concentration of deliveries, etc.
Head office, Institute of Sport Science	<ul style="list-style-type: none"> Switching off lights; conserving electricity; continuing promotion of energy-efficient driving Reducing CO₂ emissions from business trips by adopting video conference system Improving the loading ratio and sufficiency ratio of product transport containers Adopting green design for offices by performing a switchover to energy-efficient lighting Economizing on air conditioning by adopting "green curtains"

Manufacturing focused on sustainable development Developing Green Products

Issues such as global warming, resource depletion, and conservation of biodiversity are closely linked to manufacturing. This results from our manufacturing processes, which emit CO₂ and consume resources and energy. ASICS believes that the resource-conservation and energy-efficiency initiatives adopted in our business of manufacturing sporting goods are linked to sustainable development.

In our consideration for the environment, we focus on product design for environment and have established a voluntary standard for certifying green products from the design stage. We promote eco-friendly manufacturing in various stages of the product life cycle from material procurement (such as selection of eco-friendly materials and processes), and production to distribution, use and disposal.

We have been promoting environmental impact reduction by developing products utilizing recycled materials and

products incorporating a collection/recycling system; and by changing packaging materials to reduce the weight of shoeboxes and bags for sportswear. Moreover, we have been seeking to reduce the amount of organic solvent used in shoe manufacturing by collaborating with subcontracted factories and by promoting the adoption of water-soluble adhesives.

Our Institute of Sport Science is conducting research on green manufacturing technologies and is addressing energy-efficiency initiatives as well as manufacturing processes that are more efficient. By capitalizing on this research and technology, we are striving to increase the eco-friendliness of the entire product life cycle.

We are seeking to create a management system in full compliance with laws and regulations and, in an effort to accommodate customer suggestions, are preparing guidelines for the control and use of chemical substances included in products.

Establishing strict standards for certifying green products

As shown in the table at right, specific standards have been established for each type of product. The ASICS Eco Plan Mark is applied to all our green products that meet these standards.

These standards will be periodically reviewed in response to developers' comments and market demand.



ASICS Eco Plan mark

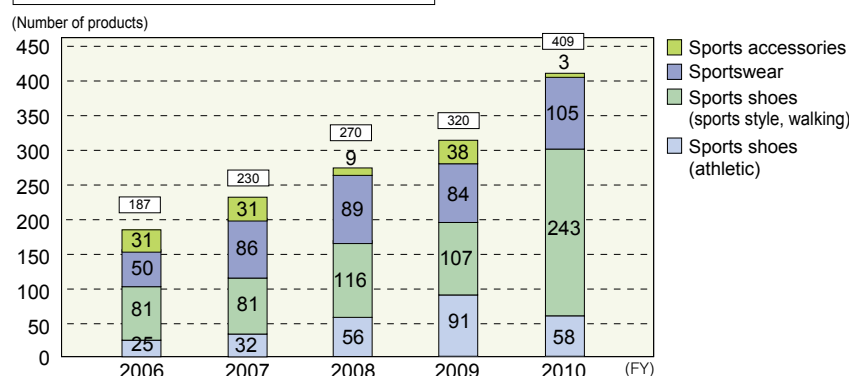
The ASICS Eco Plan Mark Certification Standard

Clean	<p>We will reduce environmental impact in manufacturing activities.</p> <ul style="list-style-type: none"> ★ Products made of environmentally-friendly materials for reduced impact at time of disposal ★ Products constructed with materials that easily biodegrade and breakdown to reduce environmental impact at time of disposal
Saving	<p>We will save energy and resources used in manufacturing activities.</p> <ul style="list-style-type: none"> ★ Resource saving products that use less materials ★ Products that make efficient use of resources by adopting common materials ★ Energy saving products with an energy efficient manufacturing process
Sustainable	<p>We will reduce wastes by extending product life.</p> <ul style="list-style-type: none"> ★ Products that allow repair and replacement of worn out parts or those with a construction that makes repair and replacement easy ★ Products that use durable materials and are of durable construction
Recycle	<p>We will recycle products to contribute to a recycling oriented society.</p> <ul style="list-style-type: none"> ★ Products designed for the recycling system (product collection recycling product) ★ Products that make use of waste materials ★ Products that make use of recycled materials
Packaging materials	<p>We consider packaging materials to be parts of the product and will make efforts to reduce and simplify packaging materials.</p>

Achieving our development targets

In fiscal 2010, we set our goal of newly developing 338 green products under the ASICS Eco Plan Mark Certification Standard. The total number of such products was 409 (surpassing our target by 71 items and representing an increase of 89 items relative to the fiscal 2009 total), thus achieving our objective.

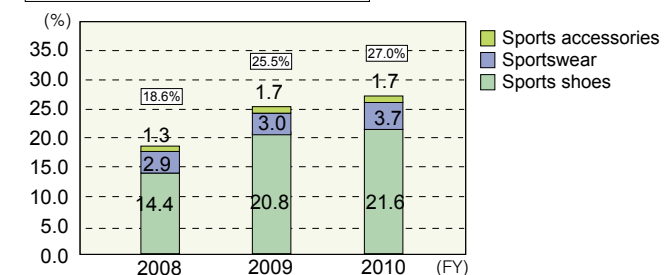
Five-year trend in green product development



Achieving our target ratio to total sales

In fiscal 2010, we adopted the goal of increasing by 20% the share of green products relative to total domestic sales. We succeeded in increasing the ratio to 27%, which represents a 1.5 percentage point increase year-on-year, thus achieving our objective.

Ratio of green products to total sales



Example of Green Product Development

1) Product: GEL-NIMBUS 13

- Made with artificial leather incorporating recycled polyester.
 - Employs a molding method, which produces less scrap.
 - Incorporates a highly durable sole material.
- (Scheduled for release in August 2011)



3) Product: Women's Windbreaker

- Made of recycled polyester cloth.
- (Scheduled for release in September 2011)



2) Product: BC WALKER

- Employs a molding method, which produces less scrap.
- Incorporates a highly durable sole material.



4) Product: Swimwear

- Made of recycled polyester cloth.



Note: Specifications are subject to change. Products may be discontinued at any time.

Building on an environmental foundation

Other Initiatives

Taking advantage of an interest-free loan to accelerate implementation of global warming countermeasures

The Ministry of the Environment of Japan offers an interest-free loan program (interest subsidy) to support accelerated implementation of global warming countermeasures. We received a substantial interest-free loan with this interest subsidy. Under this program, we have appropriated this loan for part of the construction fund for the Tsukuba Distribution Center in Ibaraki Prefecture.

This Distribution Center has introduced energy-efficient equipment — such as top-runner transformers, Hf fluorescent lights, occupancy-sensor-controlled lighting, and ventilation air volume reduction controlled through airflow temperature analysis — that has contributed to a 24.3% reduction in CO₂ emissions compared with conventional facilities.

Environmental Assessment Loan/Private Placement Bond from Sumitomo Mitsui Banking Corporation

Following an evaluation of environmental conditions at ASICS, Sumitomo Mitsui Banking Corporation rated us as having "good corporate management practices in consideration of the environment." We were also judged to have displayed a high level of "initiatives and achievements in environmental preservation" and "environmental business and environmental communication" in particular.

Green Logistics

Regarding deliveries from our Distribution Center, we are promoting concentration and efficiency and are working to reduce our environmental impact. These initiatives include use of reusable containers (effectively using empty containers) and improving the floor space index.

Management's annual review of environmental initiatives

Management Review

ASICS holds an annual review meeting under the president in order to review environmental initiatives from a management perspective.

At the annual review meeting held in March 2011, we reviewed our initiatives for fiscal 2010 and issued the following decisions.



Review meeting under the president

Decisions

1. To continue the environmental policy (p. 17)
2. To maintain the content of medium-term initiatives (increase the ratio of green products to total sales and reduce CO₂ emissions)
3. To make the Division an action unit that carries out environmental initiatives by clarifying the corporate structure, including the subsidiaries, and their respective areas of responsibility.

Environmental Accounting

In fiscal 2010, ASICS accurately calculated the amounts invested and costs of environmental preservation. We are working to implement Environmental Accounting in which the amounts invested and the cost-effectiveness of these investments are reflected in management decision-making.

Because this accounting system is still in its infancy, some uncertainty remains, but we intend to undertake improvements in the future in order to use this tool as an indicator for environmental management.

Environmental Preservation Costs

Category		Main Initiatives	Amount Invested	Cost
1	Business site costs		0	34,233
	Pollution control	Inspection, testing and analysis	0	13,921
	Environmental preservation	Introduction of energy-efficient equipment and energy-efficient vehicles	0	14,624
	Recycling	Use of recycled materials, introduction of energy-efficient equipment	0	5,688
2	Upstream and downstream costs	Green procurement, etc.	0	0
3	Administration activities costs	Implementation of ISO 14001, etc.	0	6,465
4	Research and development costs	Green product development, etc.	12,650	66,099
5	Social activities costs	Support of local environment, donations, etc.	0	291
6	Environmental remediation costs	—	—	—
7	Other costs related to environmental preservation		0	0
Total			12,650	107,088

Notes:
 • Data include only the Head Office and the Institute of Sport Science. • The amount of recycled materials present in our products are not included.

Benefits of Environmental Preservation (volume)

Environmental Aspects		FY2009	FY2010	Difference
Conservation of energy and resources	Electricity (kWh)	3,133,226	3,282,005	148,779
	Fuel gases (cubic meters)	149,224	143,655	-5,569
	Gasoline (liters)	40,656	41,069	413
	Water (cubic meters)	20,932	20,821	-111
Waste	Industrial waste incineration (tonnes)	35.3	28.4	-6.9
	General waste emissions (tonnes)	37.0	37.9	0.8

Benefit of Environmental Preservation (monetary value)

Environmental Aspects	FY2009	FY2010	Difference
Amount paid for electricity, gas, gasoline and water	81,794	82,836	1,042

Environmental Initiatives of the International ASICS Group

Introduction to Our Environmental Management Systems

Environmental Initiatives of ASICS Europe B.V.

Details of Initiatives

Registration of ISO 14001 Certification

ASICS Deutschland GmbH, Asics Austria GmbH, and ASICS Polska Sp.zo.o. — which are under the umbrella of ASICS Europe B.V., which acquired certification of ISO 14001 registration in March 2010 — have also taken steps to introduce an ISO 14001-compliant environmental management system as a means of acquiring this certification.



Certification of ISO 14001 Registration

Participation in the CSR Committee of the World Federation of the Sporting Goods Industry

ASICS Europe participated in the CSR Committee of the World Federation of the Sporting Goods Industry as the ASICS representative. Through this mechanism, the company seeks to communicate with various NGOs, NPOs, and universities regarding environmental issues.

Calculating greenhouse gas emissions

Environmental Initiatives of ASICS America Corporation

Details of Initiatives

Calculating greenhouse gas emissions

ASICS America calculated and analyzed its greenhouse gas emissions accruing from operations.

1. Direct emissions: Greenhouse gases emitted by company cars
2. Indirect emissions: Electricity consumed by offices
3. Other indirect emissions: Transportations used for business trips, employees' commuting to work by car, water use and waste processing

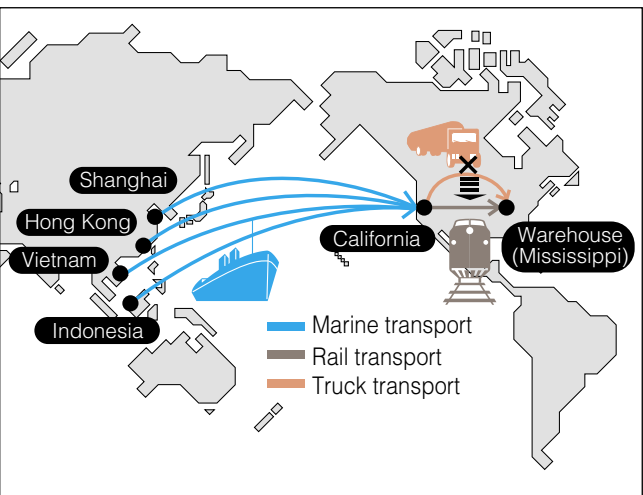
Construction of an eco-friendly warehouse

The new distribution warehouse under construction in the United States features an eco-friendly design that includes a conveyor belt system incorporating high-efficiency motors (which are up to 8% more energy-efficient than conventional motors); lighting controlled by motion sensors (up to 30% more energy-efficient than conventional lighting), and heat-reflective roofing that helps to minimize increases in interior temperatures.

Implementation of a modal shift to reduce CO₂ emissions attributable to logistics

By shifting some product delivery from conventional truck transport to railways, we achieved a 6.7% reduction in CO₂ emissions compared with the fiscal 2009 levels.

Modal shift from trucks to railway





● Fair Operating Practices Supply Chain Management

Promoting Improved Work Environments and Conditions in Our Subcontracted Factories

In the belief that worker satisfaction leads to better products and ultimately results in greater customer satisfaction, we continually seek to uphold human rights, labor standards, and corporate ethics as we improve work environments throughout our supply chain.

Objectives for Fiscal 2010

In fiscal 2010, our objectives were to address social responsibility in our supply chain and to upgrade relevant management systems to improve our business performance. To attain these objectives, we took steps to ensure our business partners came to fully understand the Management Policies for ASICS Business Partners and visited our subcontracted factories to perform audits. (See the accompanying Management Policies for ASICS Business Partners.)

These audits did not reveal any serious violations of employment standards, such as child labor or forced labor. Our subcontracted factories improved work environments compared with the situation in fiscal 2004 (the year we began our audits); however, those factories did not fully meet the requirements of international standards or ASICS standards, and we encountered several problems in relation to the 118-item checklist.

In order to ensure the problems we discovered at the subcontracted factories are resolved, it is essential that management be fully informed of our CSR and the terms of the ASICS CSR Policy. We are confident that, as those factories launch their own CSR initiatives, these issues will be resolved.

For this reason, we held a study meeting in 2010 for the managers of our subcontracted factories to ensure they were

fully informed of our CSR. At this meeting, the managers of an advanced factory that had achieved good progress with its CSR initiatives shared their experiences with those in attendance.

This meeting was well received, and we were able to obtain a variety of useful insights from those in attendance.

In addition, we held a forum for subcontracted manufacturers and traders to encourage them to give deeper consideration to human rights and the work environment. We held this forum in concert with manufacturers of other brands.

We intend to further upgrade our business initiatives after 2011 by building on the results of our 2010 initiatives.



Audit in progress
at subcontracted factory

Main Initiatives for Fiscal 2010

1. We conducted audits on 62 subcontracted factories.
2. In China, we invited the managers of subcontracted factories to a study meeting at an advanced factory.
3. In some factories, we surveyed the environmental awareness of the managers.
4. In an effort to improve human rights and the work environment, we participated in the planning of a collaboration meeting to bring together various makers of Japanese brands. At this meeting, we discussed the difficult problems regarding foreign trainees working in Japan.
5. Manufacturers participating in this collaboration meeting took the initiative to hold a forum with the subcontracted manufactures and traders.
6. To resolve labor issues, it was important to talk with various NGOs and NPOs, to exchange opinions with manufacturers of other brands and various business organizations, and to collaborate with parts suppliers. Consequently, we exchanged information with the Asian and Pacific Regional Organization of the International Textile, Garment and Leather Workers' Federation (TWARO) and exchanged

Management Policies for ASICS Business Partners (condensed)

In keeping with ILO standards and other international labor standards, ASICS has established its own policy for workers to protect their human rights and provide a safe work environment. This policy requires the management of our subcontracted factories to observe the employment standards specified by ASICS as well as all labor laws and regulations enacted by the government of their respective countries. This policy specifies not only the human rights and work environment but also environmental conservation requirements. The gist of the policy is provided below:

1. General Principle

ASICS Business Partners shall operate in full compliance with all national and local laws, rules and regulations applicable to their business operations.

2. Employment Standards (extracted titles only)

- (1) Forced Labor
- (2) Child Labor
- (3) Harassment or Abuse
- (4) Discrimination
- (5) Right of Association and Collective Bargaining
- (6) Wages

- (7) Hours of Work
- (8) Benefits
- (9) Health and Safety

3. Environment

ASICS Business Partners shall comply with all applicable environmental laws and regulations and shall work towards further improving environmental conservation. Further, ASICS Business Partners shall operate the business with consideration for environment and safety by saving resources and energy, reducing emissions, by implementing environmentally-aware purchasing, and by preventing pollution.

opinions with the CSR Committee of the World Federation of the Sporting Goods Industry (WFSGI).

7. Since ASICS is a member of the Fair Labor Association (FLA*), we agreed to an unannounced audit by the FLA. After this audit, we reported the improvements we adopted in response to the findings of the audit.
8. We obtained the latest information from various other countries to learn the latest versions of labor laws and official notices issued by their respective governments and the minimum wages they specify. We updated our company database with the most recent information.
9. Since we solicited the complaints of workers in our subcontracted factories, we provided our subcontracted factories in China and Vietnam with the telephone number of the ASICS Complaint Hotline.

* For a detailed description of the FLA, see p. 25.



A label showing the telephone number of the ASICS Complaint Hotline affixed to a poster showing Management Policies for ASICS Business Partners. These posters are displayed in subcontracted factories.

TOPICS

Collaboration with manufacturers of other brands

In an effort to improve human rights and the work environment, ASICS participated in a collaborative meeting comprising manufacturers of other Japanese brands.

In June 2010, we held a collaborative meeting at the head office of ASICS to discuss the difficult problems regarding foreign trainees working in Japan. At this meeting, we also discussed how to manage chemical substances and resolve environmental problems. All manufacturers attending this meeting declared that they would continue their research and undertake improvements to resolve these problems.

In October 2010, these manufacturers invited traders and subcontracted manufacturers to a joint forum to discuss the latest trends regarding human rights and the work environment.

At ASICS, we believe that collaboration with other companies will not only result in further improvement of our own business activities but also promote ways of resolving various societal issues.

Study meetings held for management of subcontracted factories

To improve CSR initiatives in our subcontracted factories, we are committed to ensuring the managers of our subcontracted factories fully understand all aspects of CSR. For this reason, we conducted audits and talked with the managers of our subcontracted factories.

In addition, in fiscal 2010, we held a study meeting for managers of our subcontracted factories to fully inform them about all aspects of CSR. This meeting was also led by the management of an advanced factory that had already achieved good results with their CSR initiatives.

At this meeting, we delivered lectures and led the participants in group discussions to help clarify the concept of our CSR initiatives and our CSR management system. In

addition, participants were able to tour the advanced factory where the meeting was held. As a result of this approach, participants not only heard lectures from us but also provided valuable feedback.

The meeting was well received by the participants, who responded that the meeting helped them to better understand the concept of CSR and express their opinions while improving their CSR management skills. They are now looking forward to the next such meeting.

After we are able to fully deliberate on the opinions received from those in attendance, we plan to further develop our CSR initiatives while continuing to maintain good relationships with our subcontracted factories.



Study meeting

■ Opinions of Participants ■

- Considering the funds, personnel, facilities, and other elements needed for CSR initiatives, I think if top management does not understand the importance of CSR, it may be difficult to continue or improve the implementation of CSR initiatives.
- I think different improvement schemes should be customized for each subcontractor to accommodate the scale of the factory and the type of the business being conducted.
- I do not think it is appropriate to recommend European standards and values for all subcontractors. I believe it is necessary to prepare an optimum method for each subcontractor with consideration for their respective religions, climates, lifestyles, cultures, and the like.

Three types of audits for confirming compliance

Types of Annual Audits

ASICS products are manufactured by 169 subcontracted factories in 21 countries and regions around the world.

In fiscal 2010, ASICS conducted three types of audits* (internal audits, commissioned audits, and FLA audits) at 62 of these subcontracted factories.

Analysis by checklist
Audit Items

According to the terms of Management Policies for ASICS Business Partners, we prepared an audit checklist comprising 118 items covering labor agreements, wages, management of working hours, and other factors. We used this checklist to evaluate each subcontracted factory for compliance with the specified standards, laws, and regulations.

Analysis of the results of the checklist audits has revealed that a considerable number of problems exist regarding working hours, improper conduct (improper disciplinary actions, harassment, etc.) by management, and improperly managed activity records.

For example, in China, public distrust of a social insurance system considered defective has resulted in few employees participating in the system. For this reason, we are taking measures in each case to improve the situation.

Audits by year				
Audit year	Internal Audit	Commissioned Audit	FLA Audit	Total
2006	15	6	8	29
2007	31	27	11	69
2008	34	36	8	78
2009	10	23	10	43
2010	32	22	8	62

In addition, in fiscal 2010, we carefully checked our subcontracted factories in Thailand for labor conditions. This is required because many people in search of work come to Thailand from other countries in the Mekong River basin.

Items covered by the audit and compliance rate			
Broad category	Medium-size category	Small category	Compliance rate (%)
Contracts	6	34	78
Wages	4	10	75
Working hours	3	9	76
Holidays/vacation	2	6	83
Benefits package	1	6	85
Labor-management relations	5	13	63
Occupational health and safety	7	39	72
Other	1	1	–
Total	29	118	76

* Fair Labor Association

The Fair Labor Association (FLA) is an NPO advocating for labor rights and improved working conditions around the world. It is comprised of various corporations, NGOs, and universities. In 2006, ASICS became the first Japanese corporation to join this association.

FLA performs random audits on ASICS-subcontracted factories using the FLA's own standards, which are based on the ILO Charter. The results of the audits are reported to ASICS and disclosed on the FLA website simultaneously to ensure fairness and transparency.

ASICS informs the relevant factory of the results and corrects outstanding issues through a collaborative effort.

* Details of the three types of audits

(1) Internal Audit

The ASICS CSR team visits a subcontracted factory as auditors and interviews management regarding labor issues, health and safety, and environmental issues and undertakes a document inspection. During the audit, the team informs the management of the details of the ASICS CSR philosophy, vision, and policy. Through this process, the team members and the management seek to coordinate their respective awareness levels in keeping with global trends. The team also works to identify any outstanding issues and the management implements any corrective actions required.

(2) Commissioned Audit

This is an audit performed by a professional auditing company at the request of ASICS. Professional auditors who understand the local language inspect the state of the factory. Offsite interviews are also employed to collect raw information from employees who are often difficult to reach during working hours.

(3) FLA Audit

ASICS has joined the FLA, an NPO established for labor audits. ASICS believes that it is very important to request a third-party organization to conduct audits in addition to the existing internal audits and commissioned audits.



● Response to Customers (Consumer issues)
Safety, Quality & Customer Satisfaction

Dedicated to offering safe products that enhance customer satisfaction

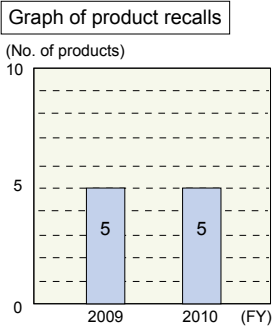
Responding to the increased emphasis on product safety, we implement stringent quality controls encompassing product planning, development, design, manufacturing, and shipment in order to ensure the safety and comfort of all users of our products.

Product Recalls

In fiscal 2010, we undertook a total of five product recalls in both our domestic and international groups.

Outline of product recalls

April 2010	• Racing swimsuit Recalled due to peeling of the printed label.
April 2010	• Racing track shoes Recalled due to breakage of the shoe upper.
June 2010	• Swim goggles (for teenagers) Recalled and replaced due to nonconforming components (swim goggles with degraded lens performance) being mixed in with conforming components.
October 2010	• Down jacket & down vest Recalled due to loss of thread and down (caused by defective outer cloth).
March 2011	• FRP bat designed for softball and teenagers' baseball played with a hard rubber ball Recalled due to possibility of breakage.



For two of the products indicated, ASICS had represented these products as having excellent functions; however, their functions were actually not up to our standards. As a result, we violated the “Act for the Prevention of Unreasonable Premiums and Misrepresentation Concerning Products and Services.” In accordance with an order issued by the Consumer Affairs Agency, we announced that we had violated the law.

March 2011

- Women's walking shoes: Misrepresentation of water repellency
- Women's snowboard wear: Misrepresentation of the shortening system

We very much regret these occurrences. We remain committed to enhancing our management system to prevent any recurrence.

Our Product Safety Principle

We believe the overarching responsibility of a corporation is to ensure the quality and safety of its products; therefore, we have set out this principle in our Product Safety Principle.

In addition, each factory operates its own programs to promote awareness of product safety.

To prevent a recurrence of product recalls and other problems, we will ensure our employees are trained to fully understand the Product Safety Principle.



A factory poster promoting safety awareness



Training employees in quality assurance

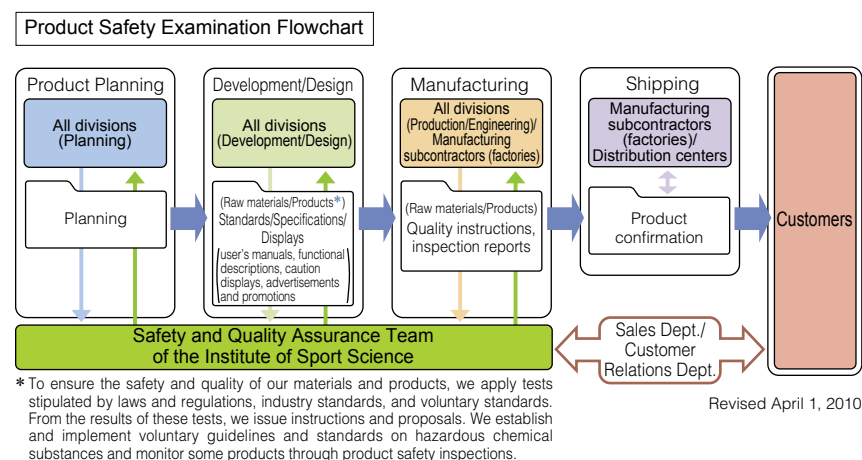
Promoting Quality Assurance

Product Safety Examination Flowchart

Comprehensive monitoring of all processes

Confirming Product Safety

We believe that providing quality products that consumers can use safely and comfortably is the most important responsibility of a manufacturer. Consequently, we established a system to ensure the safety of our products. As shown in the accompanying flowchart, we examine a variety of processes — including product planning, development, design, manufacturing, quality control and shipping — to ensure product safety, quality, and proper labeling and advertising of each product.



Examining Products for Labeling Errors

We also recognize the responsibility of protecting our customers from incorrect use of our products. Therefore, we have undertaken an ongoing commitment to prevent labeling errors and prepare easy-to-understand instruction

manuals, catalogs, and advertisements. At the same time, we collect all necessary information from all our production processes, which encompass everything from the material procurement to disposal.

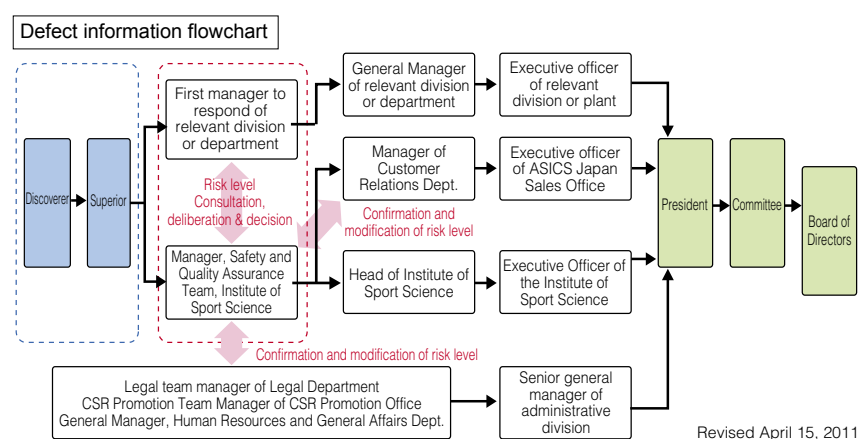
In-house sharing of essential information on product safety

Communication Flowchart for Defects and Quality Issues

Depending on the risk level associated with a defect or accident, certain occurrences can significantly deteriorate the management quality of the entire ASICS Group and trigger a crisis in the operation of our business.

We place priority on customer safety; therefore, we respond immediately when a defect is detected — even one of very low probability — and when an accident occurs, no matter how minor. According to our Risk Management Policy, we inform upper management of the occurrence of the defect accurately and promptly according to the flowchart at right. Moreover, as required by law, we promptly report the defect to the authorities having jurisdiction over the issue.

Depending on the severity of the risk, we disclose information to our customers without delay through newspaper announcements, on our website, and by other means.



Considering Human Health and the Environment with a Global Perspective

Control of Hazardous Chemical Substances

Continuing progress is evident with today's advanced international regulations on hazardous chemical substances, such as the REACH Regulation¹ in Europe and regulations on lead in children's products in the U.S.A.; clearly, environmental regulations are becoming more stringent.

For example, the REACH Regulation has been made more stringent because it was determined that the conventional management methods for chemical substances were not effective at protecting human health and the environment. This more stringent regulation is intended to support a fundamental review of existing systems in keeping with the precautionary principle. As a result, the revised REACH Regulation specifies that chemical substances should be used more carefully considering the impact not only on human health but also on plant growth and the animal environment.

As part of the ASICS Environmental Policy, we have established

the ASICS Guideline for the Control and Use of Hazardous Chemicals in order to limit the use of chemical substances in our products. This guideline classifies chemical substances into two managerial categories — prohibited substances and controlled substances — according to legal regulations and environmental assessments. For each category, we define a set of rules for subcontracted manufacturers to use when controlling and handling these chemicals.

It should be noted that the RoHS Directive² also specifies restricted use of specified hazardous chemical substances, but this Directive applies only to electrical and electronic equipment and is not applicable to sporting goods. At ASICS, however, we believe that part of this Directive should be applied to our products. We will continue to update the ASICS Guideline in the future as necessary to adapt to changes in legal regulations and the environment.

Enhancing manufacturing reliability

Our Annual Quality Information Exhibition Enhances Product Quality

Since fiscal 2003, we have been presenting our Quality Information Exhibition twice annually in order to pass on feedback from our customers to all employees, including those in our Group companies.

The exhibits detail customer complaints regarding products that fail to satisfy our customers and the responses of our Customer Relations personnel. Exhibits also include defective products and the results of inspections or checks carried out by our quality control division.

In 2010, in addition to exhibiting customer complaints, we exhibited comments of the quality control division and the development/production divisions regarding their efforts to



improve the products and services to increase customer satisfaction. Moreover, we exhibited letters of thanks from customers to represent customer reactions.

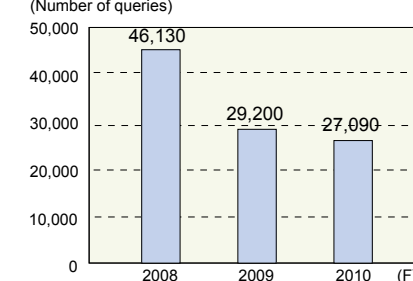
We intend to continue presenting this exhibition in order to highlight customer needs and our efforts to satisfy them.

Toward Improved Customer Satisfaction

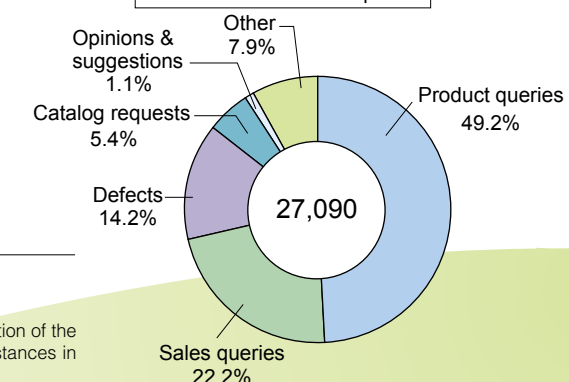
Our Customer Relations Department evolved from the Consumer Relations Department established in 1980 by our late founder, Kihachiro Onitsuka, in the belief that "a fountain of treasure is available to those who dig deep to discover the source of customer dissatisfaction." When this department was first established, Mr. Onitsuka emphasized focusing on the importance of "not merely responding to customer complaints, but disseminating customer feedback throughout the company."

This basic approach remains alive within our company, and we always make an effort to incorporate in our manufacturing all the improvements that result from outside opinions, requests, and complaints. Currently, this department functions to uphold the corporate brand; as point of contact for society, consumers and citizens having some influence on company management; and as an interface with the planning, development, production and sales divisions.

Trend in number of customer queries by year



Breakdown in customer queries



¹ REACH Regulation

Regulation regarding registration, evaluation, authorization, and restriction of chemicals

² RoHS Directive

European directive regarding restriction of the use of the specified hazardous substances in electric and electronic equipment



● Response to Customers (Consumer issues)

Protection of Personal Information

Toward Improved Initiatives

We are meeting our important responsibility to secure all personal information with the understanding it remains the private property of our customers.

The ASICS Group's Personal Information Management System

In the same manner as in fiscal 2009, we implemented our initiatives in fiscal 2010 with the goal of appropriate management and protection of personal information. This goal was determined at the end of fiscal 2009 in a meeting to review fiscal 2009 initiatives under the president. To attain this goal, we drafted and implemented the following two-point implementation plan:

1. We shall make it a priority to provide training to the sales division, which handles a large volume of personal information.
2. We shall make it a priority to implement the personal information seminars at three Group companies that are at higher risk.

Achievements for Fiscal 2010

Plan	Achievement	Evaluation	Challenges	Planned Improvements
1. We shall make it a priority to provide training to the sales division, which handles a large volume of personal information.	Kansai Branch: Early June Tokyo Branch: Mid-June Head office, Institute of Sport Science: End of June	Implemented the plan while giving the first priority to the sales division, and as a result, reduced the risk.	Several additional study meetings are needed in order to train all employees.	Communication with employees should be closer and the best training schedule prepared so that all the employees can be well trained.
2. We shall make it a priority to implement the personal information seminars at three Group companies that are at higher risk.	Held an explanatory meeting at ASICS Hokkaido Sales Corp. to explain management of personal information and provided guidance to shops.	Guidance was provided to only one of three companies regarding basic items and management of personal information at shops.	Schedule conflicts prevented the holding of explanatory meeting at the other two companies.	Explanatory meetings should be held at all sales companies in Japan with the help of the Customer Relations Dept.



Privacy Mark

Personal Information Control Policy

ASICS Corporation considers it a major obligation to securely control personal information and is determined to protect personal information by paying attention to the following.

1. The company's core business is the manufacture and sale of various sporting gear and leisure goods. The company will collect, use, and provide personal information within the scope of specified purposes, which are adequate to the type and size of its business.
2. The company will make efforts to prevent the use of personal information for purposes not specified.
3. The company will make efforts to prevent unauthorized access to, loss, destruction, and/or alteration of personal information and, should any of these occur, take corrective action.
4. The company will observe the laws, regulations, and general standards in and out of the organization for handling personal information.
5. The company will respond to any complaint or inquiry appropriately and promptly.
6. The company will implement an adequate management system to control and protect personal information and make a continuous effort to improve the system.

Established April 1, 2005
Amended February 8, 2008

Motoi Oyama
President and CEO
ASICS Corporation



● Community Involvement and Development

Community Service

Contributing to society as a maker of sporting goods

In an effort to meet our obligations as good corporate citizens, we remain active in the community through such initiatives as promoting the culture of sports.

Maintaining Close Ties with the Local Community

As a sporting goods manufacturer that is also a member of the local community, ASICS continuously contributes to social initiatives both inside Japan and around the world. In the belief that it is important to contribute to local community

Supporting events that appeal to all segments of society

Sports Promotion

• The 5th Tokyo Marathon

Date: February 2011
Applicants: 335,147
Starters: 36,449
Completed: 35,505
Completion rate: 97.4%

• The 3rd ASICS Tohoku Sales Corporation Cup, ParkGolf Tournament

Date: April and October 2010
Participants: 186 and 105

• The 8th ASICS Open ParkGolf Tournament in Hokkaido

Date: June 2010
Participants: 400



Opening ceremony of ASICS Open ParkGolf Tournament

• The 18th ASICS Cup Track-and-Field Tournament in Aichi

Date: March 2011
Participants: 1,322 athletes from 105 organizations



Opening ceremony of ASICS Cup Track-and-Field Tournament

development in various areas of the world while gaining a good understanding of the local customs and climates, we are now implementing various initiatives in various regions of the world.

• Public access to our company's facilities in our head office atrium

Hyogo Basketball Association
"Table Tennis Workshop," Kobe Athlete Town Club, an NPO

• Special Olympics Nippon

Our employees volunteer for various games and other routine activities held by Special Olympics Nippon (SON), an NPO.



Hyogo employees volunteering at track-and-field meet for Special Olympics Nippon



Using Experience Gained in Japan to Coach Baseball in Europe

Joji Yoshimoto,
ASICS Europe B.V.



Thamen Baseball Team

In 2006, I was assigned to the Netherlands, where I enjoyed becoming involved in baseball as coach of a Japanese children's team. I had never imagined that I could play baseball in the Netherlands. In addition, I was deeply impressed that we were able to make use of a beautiful baseball stadium with natural turf. In Japan, we would almost never have access to such a beautiful stadium.

I was very busy on Saturdays and Sundays during the baseball season. Fortunately, our team won the championship three times during my four years in the Netherlands. After winning, I always enjoyed having a beer.

Toward creating a beautiful environment

Helping to Restore Forests and Clean Up a Town

- Participation in the Rokko Mountain Range Greenbelt Development¹

Date: April, May, and October 2010



Tree-planting on Mt. Rokko

- Participation in the KFT Clean-up Campaign²

Date: July and November 2010



Employees who participated in cleaning campaigns

For the benefit of future generations

The ASICS Sports Museum

- Miniature shoe-making:
1,090 children participated in 2010.
- Cooperation with off-campus sports environmental education:
486 children from 10 schools
- Cooperation with the JFA "Dream Classroom"³:
27 children per team
- Exhibition of Children's Sports Painting:
546 children from 26 elementary schools in Kobe participated.
- Presentation of Walking Workshop:
5 times for 65 children



A work displayed at the Exhibition of Children's Sports Painting



Miniature shoe-making



Report of an elementary schoolchild

¹ The Rokko Mountain Range Greenbelt Development Project

An erosion and sediment control project implemented at Mt. Rokko with the aim of creating a rich forest capable of resisting damage caused by sand and gravel avalanches. According to the guideline for this project, ASICS is maintaining the forest on the site of "Forest of Anima" on state-owned land.

² The KFT Clean-up Campaign

Sponsored by KFT (Kobe Fashion Town Network). Local residents, universities, and businesses on Kobe Port Island, the location of our corporate head office, join together to clean up the area twice a year in order to beautify our town.

³ JFA's "Dream Classroom"

Teachers of the Dream Classroom include members of J-League soccer teams and the Nadeshiko Japan women's football team, retired soccer players, and active players in various other sports. The students are fifth graders who are taught the importance of nurturing dreams and the importance of cooperating with friends through lectures and by actually playing games.

Participation in blood drives and other charity activities

Recognizing the Value of Life

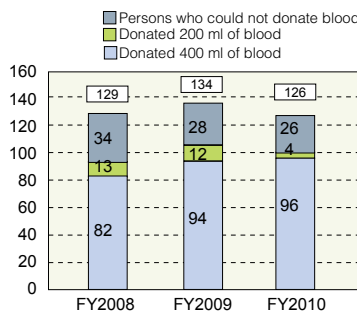
- Participating in the blood donor campaigns of the Japanese Red Cross Society

Since 1985, the year we moved our head office to Port Island in Kobe, we have been participating twice a year in the mobile blood donor clinic.

Schedule:

Annually in March and August

Result of blood drive



Donating blood in-house

Supplying goods to disaster victims

Providing a Continuous Supply of Goods to Victims of the Great East Japan Earthquake

In support of the victims of the devastating March 11 earthquake and resulting tsunami, we donated ¥20.5 million and supplied 66,000 items — including windbreakers, walking shoes, children's shoes, and sweat suits — to people in the Tohoku region disaster area. In fiscal 2011, we intend to continue supporting the victims through sports so that orphaned children can grow up with a healthy mind in a healthy body.

In 1995, ASICS was hit by the Great Hanshin Earthquake, but recovered from the damage thanks to the great assistance provided by generous individuals throughout Japan. In the aftermath of this event, we will help the victims in Tohoku by building on our experience in Hanshin.

- Charity Run for the KiKa Foundation

Employees of ASICS Europe participated in the Dam tot Damloop 10-mile Run sponsored by the KiKa Foundation, an NPO that supports children suffering from cancer.

Date: September 2010

Participants: 22,583 (goal achieved)



ASICS employees participated in the charity run.

Since ASICS was established with the founding philosophy of nurturing the younger generation through "a sound mind in a sound body," we will continue to contribute to nurturing the younger generation through sports.



Supplying goods to Tohoku

Participating in the youth delegation to JICA through the Volunteer Holiday System

Employee Assigned to Tanzania in Support of Childhood Education

An ASICS employee participated in a youth delegation of the Japan International Cooperation Agency (JICA) in order to take part in a volunteer initiative in Tanzania. She made use of our Volunteer Holiday System to travel to Tanzania, where she will teach science at Ifunda Women's Junior High School as part of an effort to rectify a lack of science and math teachers. In January 2011, she started to learn Swahili and English in Tanzania, and in April 2011, she will begin teaching science.

When she completes her teaching assignment in January 2013, she will return to Japan. Upon her return, we hope she will apply her rich experience in Tanzania to her work here at ASICS.



Voice

Miyuu Ikuyama
Website Team, Marketing Dept.

Here in Tanzania, I have been deeply impressed by the sweeping sky and vast natural surroundings. In addition, I've noticed that the people here think differently and have a different sensibility compared with that encountered back in Japan. I discover something new every day, and I'm now living an exciting life.

I will concentrate on my two-year mission here, and after returning to Japan, I will use my valuable experience to work even harder.



Standard Disclosure Table of GRI Sustainability Reporting Guidelines 2006 (3rd edition)

The ASICS CSR Report 2011 was prepared in accordance with the GRI Sustainability Reporting Guidelines 2006 (3rd edition). The following table shows how the pages of the ASICS CSR Report correspond with the sections of the GRI Guidelines.

Content of Report			Reference page
1	1.1	A Statement from the most senior decision maker in the organization (CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy	p. 3–p. 4
	1.2	Description of key impacts, risks, and opportunities	p. 8, p. 17, p. 18, p. 21, p. 25, p. 26
2	2.1	Name of the organization	Front cover
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- 5 Management Approach and Performance Indicators

• Editor's Postscript •

Director's Message

In fiscal 2011, we began implementing the ASICS Growth Plan (AGP) 2015, a five-year management plan. Under our common “ASICS SPIRIT,” all employees of the ASICS Group both inside and outside Japan will collaborate in attaining the targets of this medium-term management plan.

We believe it is the mission of ASICS to contribute to society through our business operations. Since society has become increasingly globalized in recent years, we intend to contribute to the sustainable development of our society according to the terms of the ASICS CSR Policy. To explain and clarify our CSR initiatives for our customers, we will make a continuous effort to prepare an easy-to-read CSR report by reviewing the contents, design, readability, and other aspects of our CSR Report.

We invite you to submit your candid opinions and suggestions after reading this CSR Report.

Toshiyuki Sano
Director and Managing Executive Officer, Senior General Manager
Administrative Division

Message from the CSR Department

ISO 26000 is an international guideline issued in November 2010 that suggests a structured approach to social responsibility. We have held meetings to study this standard.

We believe that, by making an effort to fully understand this international standard, we will be able to communicate with our stakeholders outside Japan more effectively. The seven core subjects defined in ISO 26000, however, are closely interrelated. For this reason, we have carefully edited our CSR Report so that a particular subject is not included in two different areas.

In the 2010 edition of this CSR Report we included a questionnaire in which we solicited comments, but we were unable to gather a sufficient number of submissions. For this reason, we were unable to provide a statistical analysis and therefore could not provide adequate results. While our customers require that we disclose detailed data and provide the opinions of third parties, we regret that we are unable to include either a detailed analysis or third-party opinions in this edition of our CSR Report. We do hope, however, that you will take the time to provide us with your comments and opinions after reading this CSR Report. We will make every effort to include your comments in the next edition of this CSR Report. Moreover, we remain dedicated to improving this report every year.