

# INVESTING IN PEOPLE AND COMMUNITIES

## INVESTING IN OUR PEOPLE

*We engage and inspire our colleagues through our corporate culture, so that personal development and corporate growth go hand in hand.*

Through our Human Resources programs, we create a working environment that encourages diversity and respect for all, while enabling each employee to demonstrate individuality and creativity.

### LIVING OUR VALUES

'A sound mind in a sound body' is a basic principle that we aim to uphold in every aspect of our operations, including the working environment we provide for our employees. Our aim is to create a culture that helps and encourages our employees to lead healthy lifestyles. This goes beyond the ergonomics of workplace areas and pleasant, bright offices. Many of our global offices have a gym area, changing rooms and showers. Employees take part in activities such as boot camp classes, yoga or team sports. In some of our regions, a company contribution to sports club membership or classes form part of our secondary benefits. Employee committees also regularly organize sports or social events that allow our employees to have fun and socialize with colleagues outside the work environment. And our canteens provide healthy food options including, in some locations, free fresh fruit.

# 700 kg

OF FRUIT PROVIDED FOR FREE AND CONSUMED BY EMPLOYEES AT ASICS EMEA REGIONAL HEADQUARTERS EVERY MONTH

## SUCCESSFACTORS GLOBAL ROLL-OUT

SAP SuccessFactors is a cloud-based software system for human resources management, supporting vital functions such as onboarding, performance management, learning and development, and analytics. During 2016, we continued a global roll-out of the system to our Asia and South America regions.

In our Europe, US and Japan regions, where we have already introduced SuccessFactors, we further integrated the system's performance management and recruiting processes. We also launched cloud-based training programs through the system in those regions.

SuccessFactors will enable us to improve business strategy alignment, team execution, and people performance. It will support business strategy execution and success globally through continuous human and organizational development.

We will continue to establish the system globally to increase the efficiency and effectiveness of our HR operations, and to utilize and analyze the data from the system for future human resource strategy.

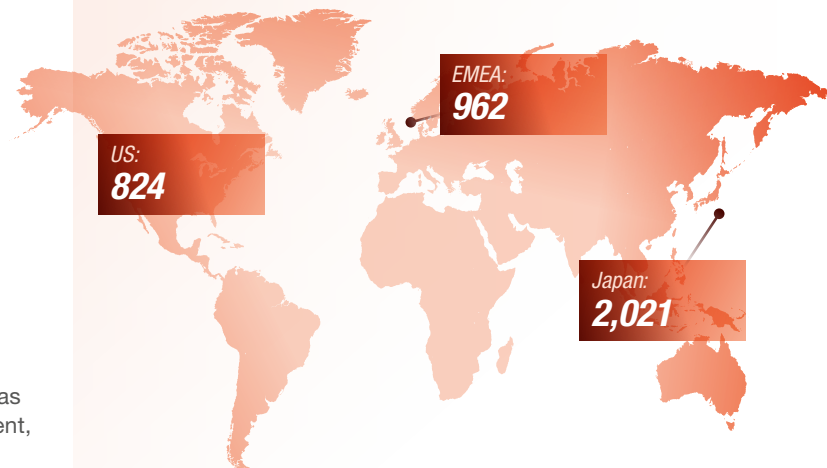
### EMPLOYEE ENGAGEMENT SURVEY

At ASICS, we know that our success depends on engaged, motivated employees. People who feel engaged at work are more innovative, productive and deliver better customer experiences.

To improve our understanding of how our employees feel about their work, we launched our second organization-wide engagement survey in 2016. Including topics such as communication, culture and leadership, the survey initially covered our Europe, Middle East, Africa, South America and North America regions, and will be expanded to Japan in 2017.

The survey will help us identify the actions we need to take to retain top talent and keep growing our business. By periodically rerunning the survey we will be able to measure progress and ensure that we are creating a great place to work.

### NUMBER OF SURVEY PARTICIPANTS PER REGION



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## PERSONAL DEVELOPMENT AND TRAINING IN JAPAN

Training is an important part of our personnel and organizational development strategy. To support development and promote competitiveness, we run training programs that cover employees at different levels across each department and function.

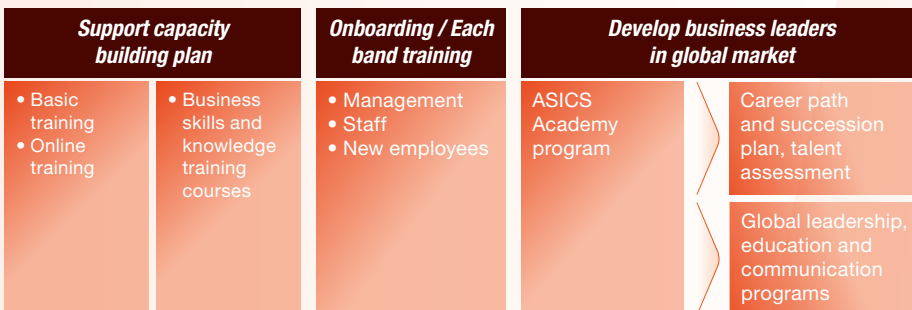
In 2016, we renewed our ASICS Academy leadership training program at our headquarters in Kobe. Designed to fast-track development of the next generation of business leaders in our global market, the program involves sessions with internal and external business leaders and project work solving business challenges.

We also launched a new business skills and knowledge training program, called “Career Step Program”, across our headquarters and the Japan region to support a capacity building plan. Over ten courses, employees received training in important skills such as facilitating, active listening and scenario planning. Employees participated in various training programs in 2016.

In 2017, we will expand the business skill & knowledge training program to 14 courses within our Japan region. We will also strengthen our training program for global leadership and communication skills, and introduce basic online training.

Our regional offices work closely together within a global competency structure that ensures global consistency within our organization while incorporating local needs and differences. Training programs cover a range of governance subjects including anti-harassment and diversity, new employee orientation, and health and safety, as well as management capacity building and skills development tailored to the specific needs of each of our global operations.

## TRAINING PROGRAM STRUCTURE



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## STRENGTH THROUGH DIVERSITY

ASICS is a team of 7,864 people working all over the world. Because we believe that diversity is essential for innovation, we do everything we can to encourage a diverse workforce and working environment. We want every diverse talent to feel fulfilled and that they are maximizing their performance.

Within ASICS Headquarters and ASICS Japan Corporation, among all diverse talent, we have a huge opportunity in stimulating female employee development and facilitate combining family life with career development. Diversity is an important focus area of the Human Resources Division in collaboration with a specific diversity project team.

Activities in 2016 consisted of:

- Internal career design training for future female talents and role model sessions for female leaders.
- Internal events to drive networking and knowledge sharing among people in diverse backgrounds. Diverse role models shared their career, life and experiences in the events.
- Joined cross-industrial project to inspire career vision of female staff in sales division.
- Women leadership training provided by Japan Federation of Economic Organizations (Keidanren).

Currently the percentage of women in senior positions (manager level and higher) at ASICS Headquarters (AHQ) and ASICS Japan Corporation (AJP) together is 8%. It is our goal to raise this to at least 10% by 2017 and to reach 30% in the future, and have female leaders represented in all business divisions at AHQ and AJP towards 2020.

We will continue to strengthen the programs above, and further develop training program to increase management skills to leverage diversity and support career development plan of the future female talents.



One Team

“違いを活かす、高め合う。”