

# Progress of AGP2015 and Strategy

ASICS Corporation

Feb 18<sup>th</sup>, 2015



Onitsuka Tiger "SERRANO"

## Priority Strategy

Global Focus Channel	Global Focus Product	Global Focus Category		
Controlled Space	Apparel	Running	Athletic Sports	Onitsuka Tiger (Sports Lifestyle)

## Expansion of Corporate Group

IT/Human resources/ CSR/Corporate governance

Accelerate the expansion of Controlled Space to increase opportunities to sell ASICS products directly to our consumers

## TIER 1

ASICS STORE Tokyo

ASICS STORE Osaka

ASICS STORE Amsterdam

ASICS STORE Oxford Str.

ASICS STORE Barcelona

ASICS STORE Sao Paulo

ASICS STORE Hamburg



**ASICS STORE Hamburg**  
**2014.10.31 open**

Accelerate the expansion of Controlled Space to increase opportunities to sell ASICS products directly to our consumers

Americas	
Own retail	47
Partnered store	11
<b>TOTAL</b>	<b>58</b>

EMEA	
Own retail	75
Partnered store	11
<b>TOTAL</b>	<b>86</b>

Haglöfs	
Own retail	9
Partnered store	0
<b>TOTAL</b>	<b>9</b>

East Asia	
Own retail	107
Partnered store	766
<b>TOTAL</b>	<b>873</b>

Japan	
Own retail	133
Partnered store	3
<b>TOTAL</b>	<b>136</b>

GLOBAL TOTAL	
Own retail	<b>381</b>
Partnered store	<b>792</b>
<b>TOTAL</b>	<b>1173</b>

**2014年**      **AGP2015 Target**  
 Retail ratio    Controlled space ratio

**10.7%**

**More than 10.0%**

- Achieved ahead of AGP2015 target
- Expand controlled space continuously

Oceania/ Southeast and South Asia	
Own retail	10
Partnered store	1
<b>TOTAL</b>	<b>11</b>

※Including E-commerce      Japan , America , UK , Australia , Germany , France , Spain , Italy has their own E-commerce site.



Strengthen relationships between global headquarters and regional headquarters to increase apparel sales on a global basis



- Sales remain strong in America and Europe

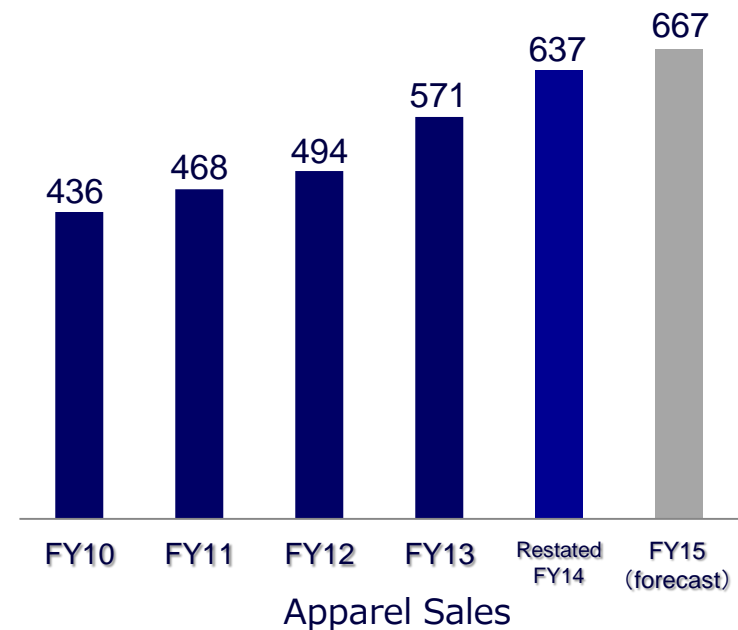
Running Apparel growth    **+43.0** (2014)

- Expanding Rugby Replica Business

**AGP2015 Target  
Apparel**

**850**

(Unit: hundred millions of yen)



NOTE : Performance figure indicated as "Restated FY14" is a figure calculated by replacing the comparison period with the synchronized period in order to make a comparison under the same conditions with other FY.

Strengthen relationships between global headquarters and regional headquarters to increase apparel sales on a global basis

- Mix of Global model and Local model
- Enhance women's products in running, training, and key categories



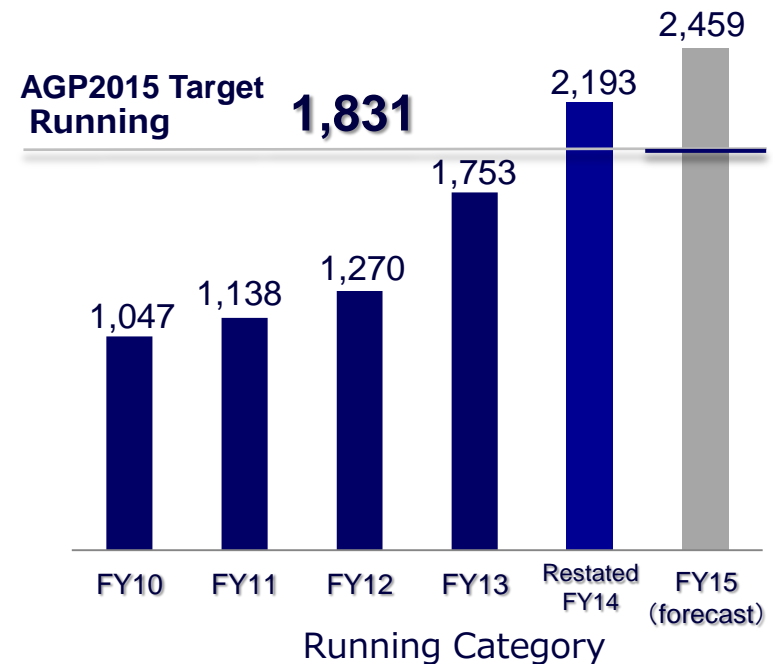
- Establish a global apparel business management function and improve production efficiency
- Unify production management on AHA

NOTE: AHA ASICS Hong Kong Apparel

Expand sales and increase our market share globally as the core business

- Sales grew strong in Americas as growth driver  
Running Category sales growth **+25.6%** (2014)
- Expand sales in Performance running shoes  
Strengthen product line-ups to respond to various running style

(Unit: hundred millions of yen)



NOTE : Performance figure indicated as "Restated FY14" is a figure calculated by replacing the comparison period with the synchronized period in order to make a comparison under the same conditions with other FY.





Expand sales and increase our market share globally as the core business

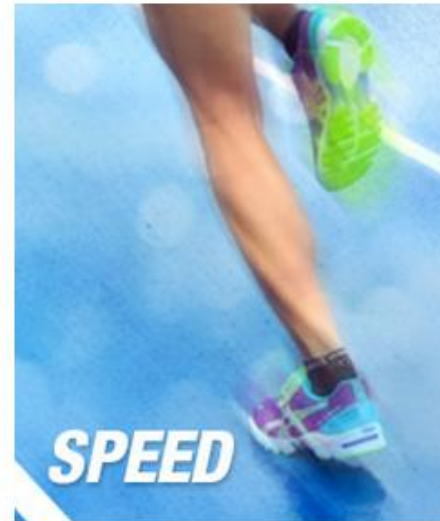
*Expanse of running style which spreads from America*



ROAD



RUN NATURAL



RUN FAST



RUN TOUGH





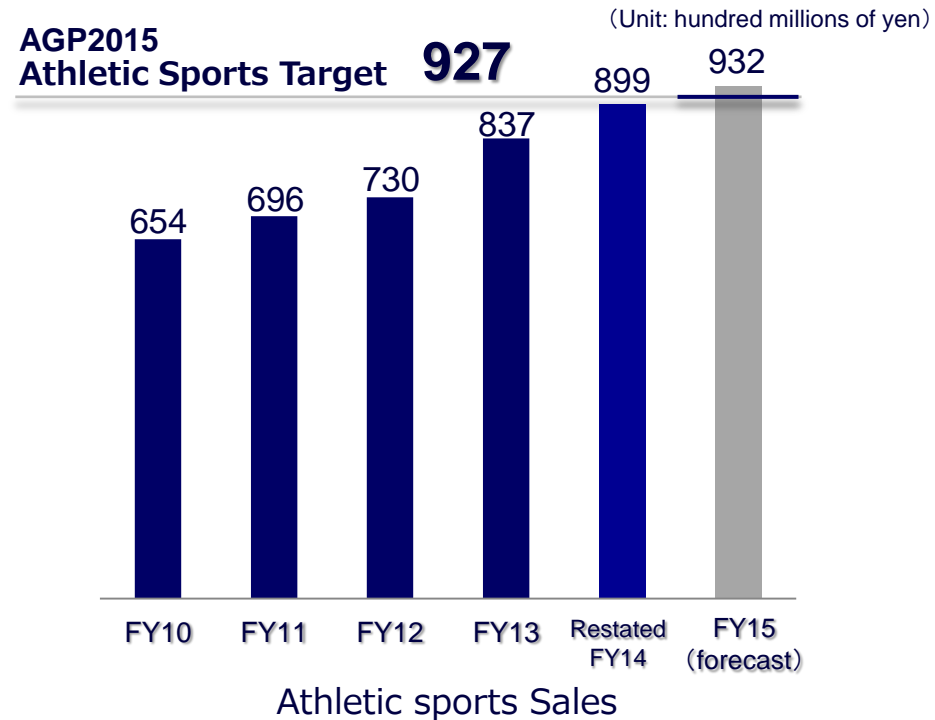
Create products that enable athletes' top performance by pursuing further technological innovation through this category that was the starting point of ASICS



➤ Sales increased in Tennis

Tennis sales growth **+28.9%** (2014)

➤ Started selling Rugby Replica



NOTE : Performance figure indicated as "Restated FY14" is a figure calculated by replacing the comparison period with the synchronized period in order to make a comparison under the same conditions with other FY.



Create products that enable athletes' top performance by pursuing further technological innovation through this category that was the starting point of ASICS



【 Picture 】 Left : TENDAI (BEAST) MTWARIRA Right : ISRAEL FOLAU

## Global Focus

Focus on categories which ASICS has potential to gain number one market share globally or in top three

Track & Field / Indoor Sports / Rugby / Tennis

## Regional Focus

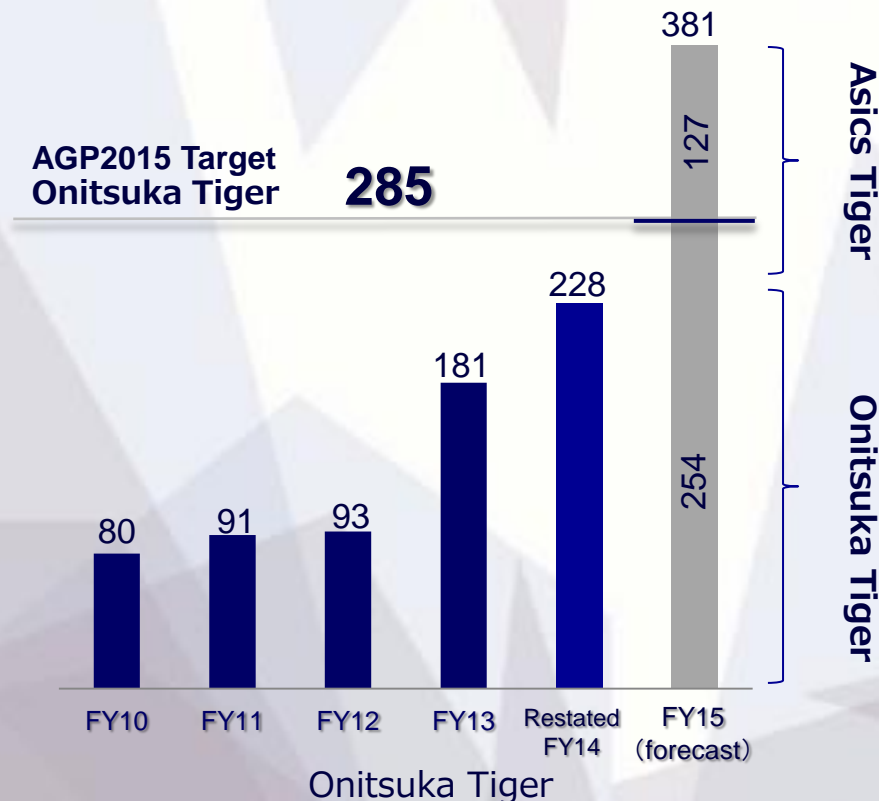
Select specific categories to be focused in each country/region to increase market share to number one or number two

Cricket / Netball

Take advantage of our intellectual properties and brand equity accumulated through the development of sporting goods, proposing advanced and sophisticated styles

- Onitsuka Tiger grew strong in Japan and Asia Onitsuka Tiger sales growth + **27.2%** (2014)
- Expand Sports Lifestyle category including ASICS TIGER

(Unit: hundred millions of yen)



Onitsuka Tiger



Sport Fashion

Japanese Heritage & Craftsmanship  
European Sport Luxury

ASICS TIGER



Sport Lifestyle

Japanese Technology  
American Street Lifestyle

NOTE : Performance figure indicated as "Restated FY14" is a figure calculated by replacing the comparison period with the synchronized period in order to make a comparison under the same conditions with other FY.

NOTE : 2011 and 2012 results contain only Onitsuka Tiger sales as Sports Lifestyle sales

NOTE : AJP2015 Target includes ASICS TIGER



Take advantage of our intellectual properties and brand equity accumulated through the development of sporting goods, proposing advanced and sophisticated styles



collaboration with mita sneakers X-CALIBER “DRIED ROSE”

Take advantage of our intellectual properties and brand equity accumulated through the development of sporting goods, proposing advanced and sophisticated styles



ASICS TIGER  
GEL-LYTE III "TRICO"

## Strengthen global headquarters function and establish a global and seamless organization

### ➤ Reinforce consumer-centric IT platforms

Started to build and implement global ERP system to increase productivity, promote efficiency, and reduce cost

### ➤ Strengthen recruitment and enrich development with a core of ASICS Spirit

Establish a system that enables us to recruit personnel from around the world who can play active roles on the global stage

Embrace and embed diversity by promoting deeper understanding of diversity, leveraging strength of diverse resources



<Presentation Hall in ASICS institute of Sports Science >

### ➤ Provide technologically innovative products and values to consumers

Strengthen cooperation between research, production and development

Extension of ASICS institute of Sports Science



Strengthen global headquarters function and establish a global and seamless organization



Motion Analysis of top rugby players



# TOKYO

***IT'S A BIG RACE. GO RUN IT.***

REFERENCE  
LOGO  
POSITION  
DO NOT  
PRINT!

# Appendix



# FY Consolidated Results & Forecast Highlights



		FY2010	FY2011	FY2012	FY2013	FY2014/3	FY2014/12
Sales	mil ¥	224,395	235,349	247,792	260,198	329,464	354,051
Gross profit	mil ¥	94,225	103,122	107,549	113,838		155,187
Operating income	mil ¥	17,582	21,573	19,628	18,663	26,516	30,466
Ordinary income	mil ¥	18,230	19,467	19,702	20,526	26,999	34,302
Net income	mil ¥	8,326	11,046	12,617	13,773	16,108	22,285
Net income per share	Yen	43.90	58.26	66.55	72.65	84.96	117.40
ROE	%	8.8	11.1	12.2	11.6		12.4
ROA	%	4.6	5.7	6.1	6.0		6.6
PER	(times)	20.8	19.1	14.1	21.7		24.7

Net assets	mil ¥	109,663	106,369	115,315	138,078	159,567	201,940
Total assets	mil ¥	184,774	200,790	212,343	244,725	317,528	355,837
BPS	Yen	525.58	524.91	569.39	685.10	834.68	1,058.94
Shareholder's equity ratio	(%)	53.9	49.6	50.8	53.1	49.9	56.5

Operating Cash Flow	mil ¥	16,982	9,553	10,239	14,295	6,393	10,720
Investing Cash Flow	mil ¥	△ 2,697	△ 25,151	△ 3,563	△ 8,056	△ 13,735	-9,845
Financing Cash Flow	mil ¥	△ 4,919	10,549	△ 3,842	△ 2,955	27,646	-4,847
Cash and cash equivalents	mil ¥	33,777	25,478	26,983	32,333	53,633	51,051

Foreign currency exchange rated ( Yen )

	FY2010	FY2011	FY2012	FY2013	FY2014/3	FY2014/12
USD	93.50	87.68	79.61	79.93	97.11	106.37
EUR	130.31	116.36	110.91	103.22	129.31	140.67
AUD	73.60	80.38	82.89	82.73	93.47	95.34
KRW	0.0736	0.0754	0.0718	0.0711	0.0890	0.1011
SEK	-	11.89	12.31	11.88	14.91	15.43

# FY Segment information



	FY2010		FY2011		FY2012		FY2013		FY2014	
	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)
<b>Sales</b>										
Japan	106,838	47.6	104,862	44.6	109,221	44.1	117,674	45.2	82,575	23.3
Americas	53,039	23.6	59,604	25.3	59,002	23.8	67,079	25.8	118,879	33.5
EMEA	55,388	24.7	55,542	23.6	61,027	24.6	61,835	23.8	104,791	29.6
Oceania/ Southeast and South Asia	8,749	3.9	10,481	4.5	10,270	4.1	11,762	4.5	18,559	5.2
East Asia	10,188	4.5	12,705	5.4	13,292	5.4	17,455	6.7	31,494	8.9
Others	-	-	4,363	1.9	7,707	3.1	8,200	3.2	11,822	3.3
Total	234,204	-	247,558	-	260,523	-	284,008	-	368,122	-
Adjustments	(9,810)	-4.3	(12,209)	-5.3	(12,730)	-5.1	(23,809)	-9.2	(14,070)	-4.0
<b>Total</b>	<b>224,395</b>	<b>100</b>	<b>235,349</b>	<b>100</b>	<b>247,792</b>	<b>100</b>	<b>260,198</b>	<b>100</b>	<b>354,051</b>	<b>100.0%</b>

	FY2010		FY2011		FY2012		FY2013		FY2014	
	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)
<b>Operating income</b>										
Japan	4,673	4.4	5,076	4.8	5,643	5.2	5,598	4.8	-714	-0.9
Americas	3,205	6.0	4,673	7.8	3,706	6.3	4,747	7.1	10,935	9.2
EMEA	7,930	14.3	8,631	15.5	7,028	11.5	6,630	10.7	8,652	8.3
Oceania/ Southeast and South Asia	1,793	20.5	2,754	26.3	2,489	24.2	2,564	21.8	3,245	17.5
East Asia	166	1.6	738	5.8	1,042	7.8	916	5.2	2,328	7.4
Others	-	-	150	3.4	-204	-2.7	-56	-0.7	-821	-7.0
Total	17,769	7.6	22,023	8.9	19,705	7.6	20,401	7.2	23,625	6.4
Adjustments	(187)	-	(450)	-	(76)	-	(1,738)	-	6,841	-
<b>Total</b>	<b>17,582</b>	<b>7.8</b>	<b>21,573</b>	<b>9.2</b>	<b>19,628</b>	<b>7.9</b>	<b>18,663</b>	<b>7.2</b>	<b>30,466</b>	<b>8.6</b>

NOTE : Due to the organization restructuring from FY 2013, FY2014 is stated in new segment. FY2013 is stated in the segment before the restructuring.

NOTE : Because the fiscal year ending December 31, 2014 is a transitional period for the change in the fiscal year end, the domestic group companies except Haglöfs Japan cover nine months from April 1 to December 31, and overseas group companies including Haglöfs Japan cover twelve months from January 1 to December 31.

# FY Category information



	FY2010		FY2011		FY2012		FY2013		FY2014	
	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)	Amount (mil ¥)	(%)
<b>Foot wear</b>										
Japan	48,676	21.7	46,590	19.8	49,935	20.2	52,912	20.3	42,499	12.0
Overseas	117,131	52.2	128,466	54.6	132,871	53.6	139,815	53.8	240,290	67.9
Total	165,808	73.9	175,057	74.4	182,806	73.8	192,728	74.1	282,790	79.9
<b>Apparel</b>										
Japan	30,701	13.7	27,983	11.9	28,619	11.5	28,090	10.8	17,574	5.0
Overseas	11,875	5.3	15,701	6.7	18,218	7.4	21,369	8.2	36,640	10.3
Total	42,576	19.0	43,685	18.6	46,837	18.9	49,460	19.0	54,215	15.3
<b>Equipment</b>										
Japan	13,914	6.2	13,466	5.7	13,910	5.6	13,056	5.0	8,916	2.5
Overseas	2,096	0.9	3,140	1.3	4,237	1.7	4,953	1.9	8,129	2.3
Total	16,010	7.1	16,606	7.0	18,147	7.3	18,010	6.9	17,046	4.8
<b>Total</b>										
Japan	93,292	41.6	88,040	37.4	92,464	37.3	94,060	36.1	68,990	19.5
Overseas	131,103	58.4	147,308	62.6	155,327	62.7	166,138	63.9	285,061	80.5
Total	224,395	100.0	235,349	100.0	247,792	100.0	260,198	100.0	354,051	100.0