



INTRO  
PEOPLE  
PLANET  
FUTURE

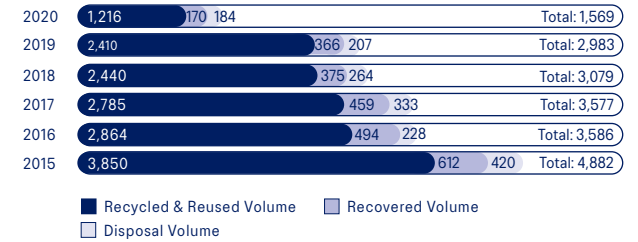
## Resource Efficiency Improvement

The materials and other resources we use to make our products are valuable, and we are committed to using them as efficiently as possible. We have set a target to recover or recycle more than 98% of the waste in our direct operations by 2020, which means reducing the waste being disposed of in landfill. To achieve this, we are making smart material and design choices to ensure that more of our materials can be reused.

In 2020, we decreased the total volume of waste we produced by 47.4% compared to 2019. The amount of waste disposed to landfill decreased by 11.1%. We diverted 88.3% of our waste from landfill.

We will continue to strive to achieve our 2023 target by focusing on the four sites that are responsible for over three-quarters of all the waste that we currently send to landfill. These sites include two distribution centers and two factories. Improvements are being made to waste data management, and the sites are finding new recycling facilities for waste. One of the distribution centers operates under the Zero Waste principles to enhance operations and reduce or eliminate waste creation. The cardboard recycling program is very efficient and ensures that 99% of the incoming boxes are either recycled in close partnership with our local cardboard supplier or reused to ship merchandise to our ASICS retail locations. We will expand these principles to other key sites.

## Waste Volume (metric tons)



2020: 16 companies, 26 locations, covering 62% of operations (FTE basis)  
 2019: 17 companies, 33 locations, covering 65% of operations (FTE basis)  
 2018: 20 companies, 33 locations, covering 68% of operations (FTE basis)  
 2017: 20 companies, 40 locations, covering 69% of operations (FTE basis)  
 2016: 20 companies, 42 locations, covering 75% of operations (FTE basis)  
 2015: 17 companies, 43 locations, covering 75% of operations (FTE basis)

### 2020 TARGET

98% waste recovered or recycled at our direct operations.\*

\* Sites that are able to measure and report their waste.

### 2020 RESULT

Diverted 88.3% of our waste from landfill.

### 2023 TARGET

98% waste recovered or recycled at our direct operations.\*

\* Sites that are able to measure and report their waste.

### ACTION PLAN FORWARD

Will continue to work with the key locations to reduce the waste going to landfill and improve recycling rates further.