

CONNECTING WITH OUR COMMUNITIES

Communities

We support our employees and communities so that they can fulfill their potential

Investing in our people

At ASICS, we believe that personal development and corporate growth go hand in hand. Through our Human Resources programs, we create a working environment that encourages inclusion and diversity and supports each employee to fulfill their potential.

In 2017, we launched two major employee wellbeing programs based on achieving a sound mind in a sound body: Be Well in Europe, and the work style reform program in Japan.

Be Well

In Europe, we partnered with De Atleetfabriek to create Be Well, a pilot employee wellness program for our European headquarters. The program promotes both physical and mental wellness by offering a variety of classes at different times during the day, so that employees can fit them around busy work schedules. Classes include sports training sessions suitable for all fitness levels, stress and digital detox clinics, and advice about food and nutrition.

Work style reform

Working culture in Japan has a reputation for long hours and highly dedicated employees. While we value the dedication of our employees, we also want to support them to achieve a healthy work-life balance – essential for creating an appealing, productive and innovative workplace.



Launched in 2017, our work style reform program promotes physical, mental and social wellbeing among our employees and their families. The program includes several components, including:

- › encouraging our employees to use their annual leave days by introducing Sports Leave for employees who want to use their leave to compete in sporting events
- › encouraging our employees to finish their working day on time, and assigning targets to managers for overtime hours in their teams
- › adjusting our systems to support flexible working hours and teleworking for our employees
- › introducing “summer time” working hours, shifting the working day one hour towards the morning to enable employees to enjoy the summer days with their families after work
- › joining the nation-wide Premium Friday initiative by leaving the office at 3 PM on the last Friday of each month to enjoy leisure activities with colleagues, friends or family, and spend time for personal development.

“I was expecting a holy grail for avoiding jet lag, but I learned that it’s not that simple. To me this Masterclass highlighted the importance of planning and discipline, and touched upon much more than just avoiding jet lag.”

ASICS Europe employee

Who attended a Masterclass on international traveling as part of the Be Well program.

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Developing talent and leadership

We strive to recognize and develop talent across our Group. Aligning our approach to talent management across our regions, our Global Talent Management Cycle supports the development of leadership talents at different levels of our organization.

ASICS Academy

Our ASICS Academy leadership training program fast-tracks development of the next generation of business leaders in our global market. The Academy includes four tracks for leadership development focused on different levels of leadership: Strategic Leaders, Change Leaders, Leading Leaders and Developing Leaders. It also has a self-development program.

Strategic Leaders supports senior executive level managers to advance their leadership skills, grow their network and prepare to take on a global role in our organization. The program runs globally including in the three major regions: Japan, EMEA and Americas. In 2017 nine colleagues completed this track of the program, and five of them have since moved to more advanced positions within the organization.

Change Leaders is focused on developing regional leaders, and consists of both global and regional elements. This track enables participants to develop their leadership skills while also learning about aspects and challenges that are specific to the region they operate in.

Leading Leaders and Developing Leaders cultivate leadership skills for people with functions in local entities and departments.

“I am inspired to make use of my learnings from the ASICS Academy to achieve positive change with our team that can make society move!”

ASICS Academy student
Developing Leaders track

ASICS Academy



CONNECTING WITH OUR COMMUNITIES CONTINUED

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Global mobility

The experience of working and living in different parts of the world can be a valuable asset to our colleagues' careers. Learning about different cultures, both in business and in our personal life, enhances mutual understanding and allows different views and best practices to be shared across different regions.

In 2017, we launched our global mobility policy, providing a clear structure to all employees who are interested in gaining such an experience. The policy is implemented in all regions and provides a framework for long-term assignments of two to five years, as well as for extended business trips of three to six months. Since the launch, we have seen a rise in the number of applications from people looking to gain international experience within our company.

Fostering a diverse working culture

At ASICS, we believe that encouraging diversity in our workplace is an essential part of being a successful business. A workforce that represents a broad diversity of backgrounds and experiences is more innovative, can attract the best candidates from a wider talent pool, and can serve our diverse customers more effectively. Diversity is an important focus area and a Diversity and Inclusion manager is appointed by the Talent Management Department.

Within ASICS Headquarters (AHQ) and ASICS Japan Corporation (AJP), one of our main focuses is on promoting gender equality and female empowerment through activities that support employees to combine family life with career development.

Activities in 2017 consisted of:

- Internal career design training for future female talents and role model sessions for female leaders.
- Management leader talk sessions for employees to ensure that diversity is a key strategic driver for innovation.
- A cross-industrial project to inspire female staff in our sales division to develop their careers.

Currently, the percentage of women in manager and higher positions at AHQ and AJP together is 12%, an increase from 8% in 2016. This achievement was recognized with a 3-star Eru-Boshi certification.

Our goal for 2020 is for 15% of our manager and higher positions to be held by women, and for this figure to reach 30% in the future. We also want female leaders in all business divisions at AHQ and AJP by 2020. We will continue to strengthen these programs to increase diversity and support female career development.

Community involvement

We're committed to contributing to society and being a positive influence on our local communities. As well as encouraging active, healthy lifestyles through our products and services, we support communities through charitable donations, volunteering, disaster relief and empowerment through sport and movement.

In 2017, our contributions to society included a wide range of activities close to home, in the communities around our local offices as well as in developing countries. During the fiscal year 2017, our community contributions totalled more than \$774,138 in financial contributions and donations in kind (such as footwear, apparel, sports accessories or equipment).

Employee volunteering

At ASICS, we encourage our employees to be involved in communities through volunteering. Many of our employees volunteer in sporting activities and events.

For example in 2017, 18 employees took part in the two-day Special Olympics Nippon National Athletics Meeting in Japan. In Amsterdam, 28 employees from ASICS Europe volunteered at a special one-day sports event for 1,200 children from disadvantaged backgrounds during the Olympic Sports Week in Amsterdam, organised by Amsterdam Cares and Combiwell.



USA hurricane relief

In the summer of 2017, hurricanes Harvey, Irma and Maria hit the southern part of United States leaving tens of thousands of people deprived of basic needs such as food, water and shelter. ASICS America Corporation and its employees supported the victims by donating cash and products.

The company contributed \$15,000 in cash through the Two Ten Footwear Foundation, a footwear industry-wide charity foundation. The company and its employees also jointly donated \$10,630 to American Red Cross.

In addition ASICS America Corporation distributed product donations via non-profit organizations working for relief such as Soles 4 Souls and Kiwanis International. The donations included brand new footwear and socks with a retail value of over \$100,000.