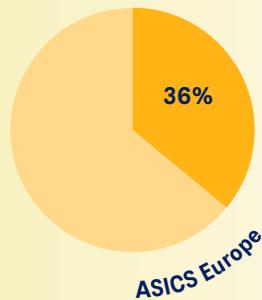
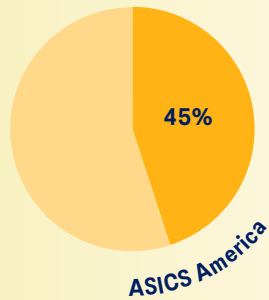
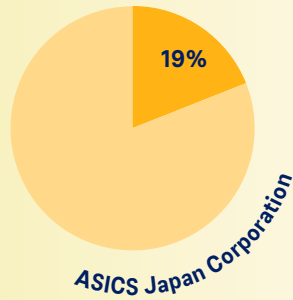
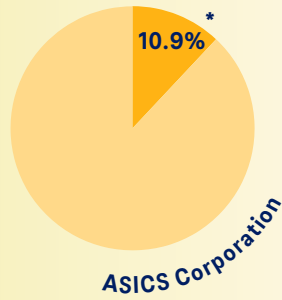


**Ratio of female managers by region**



Data as of January 1, 2021. ASICS Corporation data of December 31, 2020.

\*The 2020 data of ratio of females in manager and senior positions at ASICS Corporation (10.9%) is verified by Deloitte Tohmatsu Sustainability Co., Ltd.

**Diversity and Inclusion**

In 2020, the newly formed Global Diversity and Inclusion Committee, created our D&I Vision, titled One Team, Stronger Together which describes how we as an organization envision a future where people of all backgrounds can play a role in improving people’s lives to achieve a ‘Sound Mind, Sound Body’. Additionally, they have set targets across all regions to improve the diversity of our workforce and create a more inclusive organization,



**One Team, Stronger Together**

Since our founding, our aim has been to help all people achieve a ‘Sound Mind, Sound Body’. In order to accomplish this, we need a team of diverse minds. More than ever, we need people who look at the world from every angle and who can help broaden and deepen our positive impact in society. That is why we are committed to inclusion across race, ethnicity, gender, age, religion, disability, sexual orientation, and gender identity, to build a diverse team who can drive our innovations and can truly improve people’s lives.

In Japan, we are continuing to implement initiatives to make our company a place where diverse employees can work to their full potential regardless of their background. ASICS was awarded Gold – the highest ranking – in the PRIDE Index 2020 for the second year in a row.



**2020 TARGET**

Female managers appointed in all business divisions of ASICS Corporation.

Ratio of females in manager and senior positions at ASICS Corporation at least 15%.

**2020 PROGRESS**

Ratio of females in manager and senior positions level increased from 10.6% in 2019 to 10.9% in 2020.

**2023 TARGET**

Achieve ratio of female representation in management and senior positions at least 35% globally by 2023.

**ACTION PLAN ONWARD**

Continue to raise awareness, strengthen programs and develop training to leverage diversity and support the career development plans of younger employees, including female employees to improve overall gender equality.

Analyze the barriers to leverage potential female managers in each division and implement action plans to remove them.