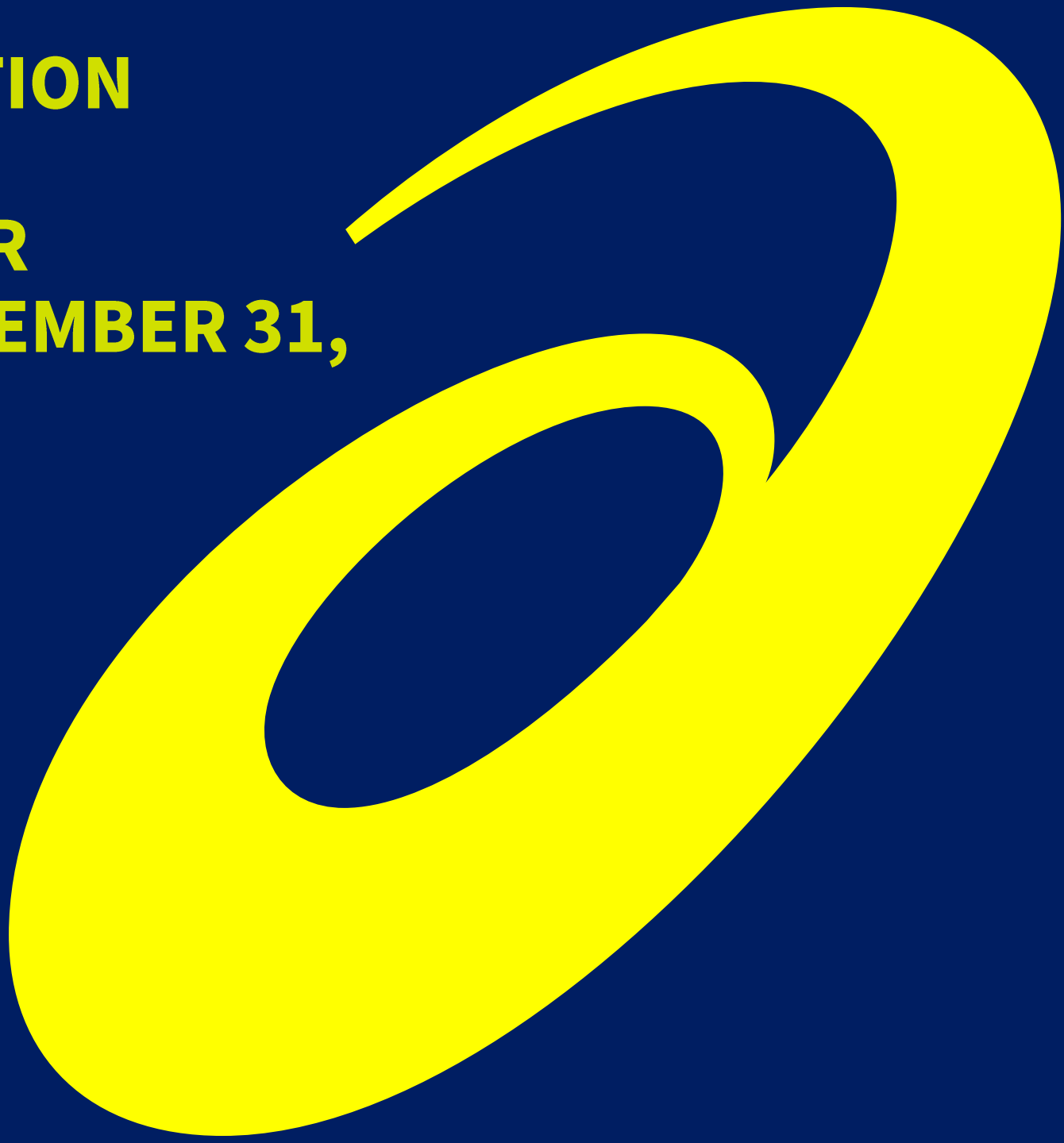


**PRESENTATION  
FOR THE  
FISCAL YEAR  
ENDED DECEMBER 31,  
2019**

**ASICS  
Corporation  
February 14, 2020**



# The Year of ASICS

# Today's presentation

**1) Overview of FY2019 Financial Results**

**2) Major Actions**

**The category-based management**

**Performance Running**

**Digital**

**Onitsuka Tiger**

**Expansion of growth markets**

**Service**

**3) Tokyo 2020 Olympic and Paralympic Games**

**4) Sustainability**

**5) Corporate Governance**

# 1) Overview of FY2019 Financial Results

# Overview of FY2019 Financial Results



(Unit : Billions of yen)

	<b>FY2018</b>	<b>FY2019</b>
<b>Net sales</b>	<b>386.6</b>	<b>378.0</b>
<b>Operating income</b>	<b>10.5</b>	<b>10.6</b>

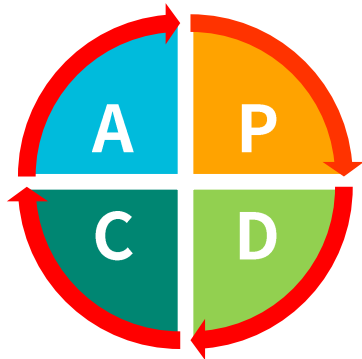
- ✓ Operating income increased for the first time in five years.
- ✓ Marketing expenses increased approximately 3.0 billion yen from FY18 due to the strategic marketing investment.
- ✓ Performance Running sales increased on a currency neutral basis. The U.S. sales increased for the first time in four years.
- ✓ Onitsuka Tiger sales increased and maintaining a high profit ratio.
- ✓ E-commerce sales increased more than 70%.

## 2) Major Actions

# Enhance the category-based management

## ✓ Enhance organizational execution ability by implementing the PDCA thoroughly

### Management cycle



Clarify roles and authority of headquarters and sales companies

- Visualization of action plans based on strategy led by the headquarters and directions to sales companies
- Sales companies execute the strategy based on headquarters' direction
- Headquarters judge important matters

(Example)

Sales companies execute marketing activity based on headquarters' decision

Strict control of opening new own retail stores through approval from President and COO



Manifest I  
Each category  
Commitment  
(November to  
December, 2019)

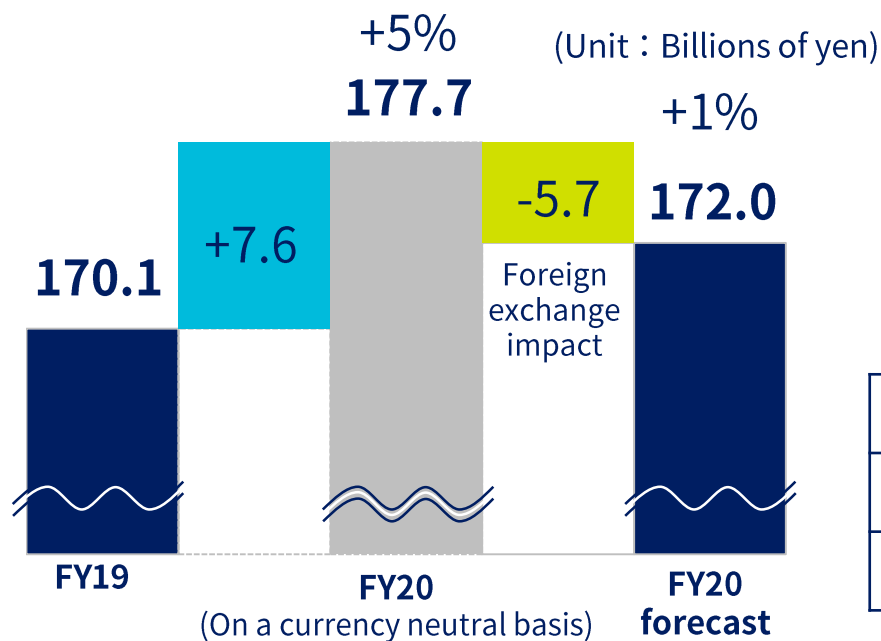
Manifest II  
(June, 2020)  
Regional Strategy Meeting  
Monthly report

To achieve our commitments,  
execution of next actions based on a review

# Win in Performance Running

- ✓ Expand the lineup for all runners
- ✓ Launch racing model for speed runner
- ✓ Enhance services at Running specialty stores

## Performance Running Sales



Exchange rate	USD	EUR	RMB
FY2019 Actual	109.23yen	122.46yen	15.84yen
FY2020 Forecast	105.00yen	120.00yen	15.00yen

※ FY20 figures exclude temporary effects



# Win in Performance Running



## ✓ Expand the lineup for all runners

- Providing valuable products to new customers

**NEW**

Launched  
in February 2019

**METARIDE**



Launched in  
September 2019

**GLIDERIDE**



Launched in  
February 2020

**EVORIDE**



**Efficiency**

**Bounce**

Coming soon

Coming soon

Coming soon

**Speed**

Coming soon

**GEL-DS TRAINER**



**LYTERACER**



**Cushion**

**GEL-NIMBUS**



**GEL-CUMULUS**



**GEL-PULSE**



**Stability**

**GEL-KAYANO**



**GT-2000**



**GT-1000**



**Price**

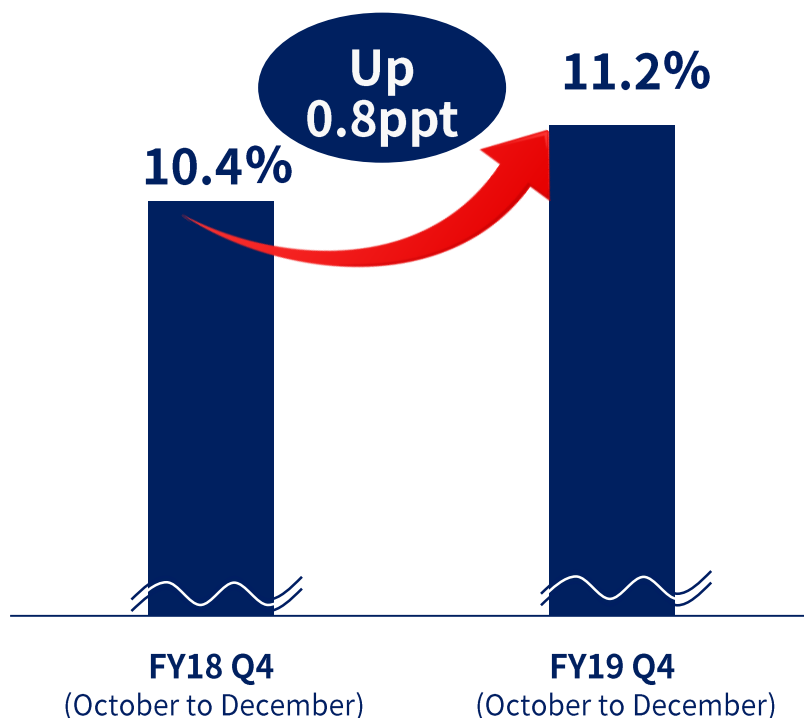


# Win in Performance Running



- ✓ Enhance services at Running specialty stores
  - Sell exclusive products at Running specialty stores
  - Educate store staff and convey technology through Tech-Reps

## <ASICS Share of U.S. Running Footwear\*>



\* Source: The NPD Group/ Retail Tracking Service/  
October to December 2018-2019

## <Exclusive products at Running specialty stores>

### GEL-NIMBUS LITE



### Educational Toolkit

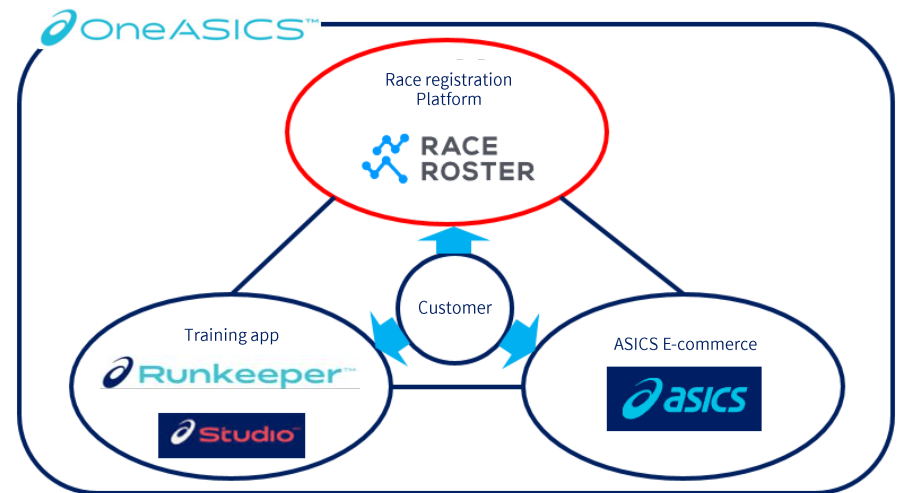
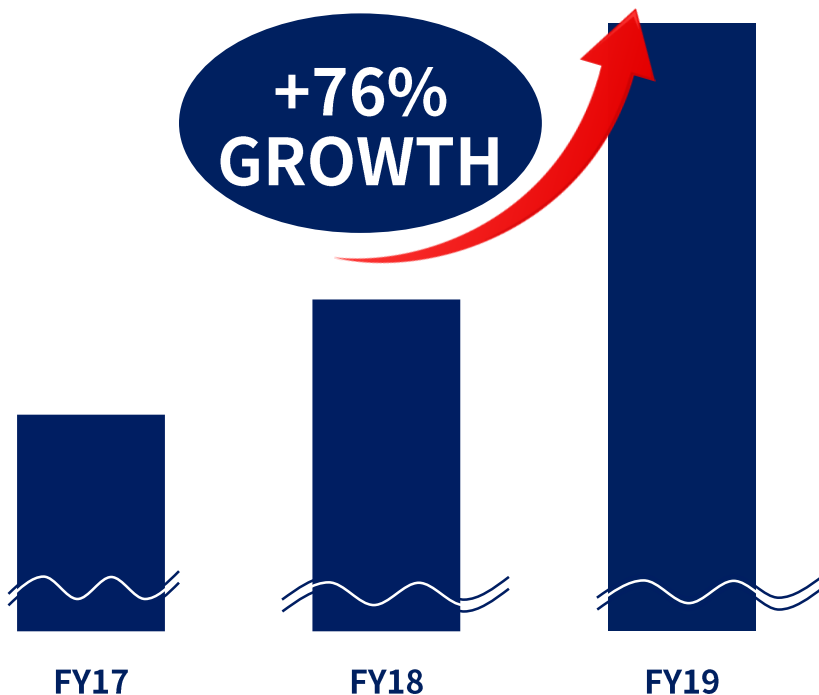
## ✓ Becoming a Digital Driven Company

- Growth in E-commerce sales by pursuing customer's perspective
- Enhancing digital services to maximize customer value

Enhanced E-commerce

Enhance E-commerce and digital services

E-commerce sales



## ✓ Construct a running ecosystem

- Utilize RACE ROSTER
- Expand touch points with runners

Search and Register  
running events



Goal  
Celebration message



Propose training menu



Manage progress  
of training



Collaboration with RACE ROSTER  
in July 2020

- ✓ Development of smart running shoes
  - Appealed advanced digital technologies in CES2020



Smart running shoes (Scheduled to launch within 2020)

Exhibit at CES2020(Consumer Electronics Show)  
Win Women's Health Awards



Left: Yasuhiro Hirota, President and COO of ASICS Corporation  
Right: Yuya Kikukawa, CEO and Founder of no new folk studio Inc.



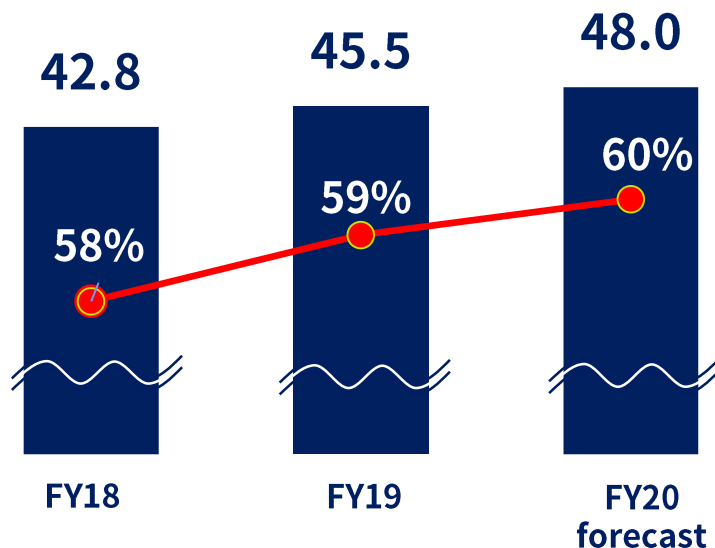
- ✓ **Developed advanced services** (Collaboration with CASIO COMPUTER CO., LTD.)
  - CASIO's Digital Technology × ASICS's Running Science
  - Offer personalized and unique running experience
  - ASICS exhibits for the first time at the Wearable EXPO which is one of Japan's largest exhibitions



第6回 **ウェアラブルEXPO**  
ウェアラブル 開発・活用 展

- ✓ Become a premium fashion brand
  - Maintain high profit level by focusing on activities to increase brand value
  - Communicating brands by utilizing digital tools
  - Collaboration with influencers
  - Enhance brand value awareness through media events

Onitsuka Tiger  
Net Sales (Billions of Yen)/Gross profit ratio



Mr. Will Smith

## ✓ Convey the brand's worldview

- Large-scale store openings in major regions around the world

China: Guangzhou, Chengdu

Europe and North America: London, Milan, New York, Los Angeles

Southeast Asia: Bangkok

- Hold fashion shows in Japan and overseas

[Main stores opened in 2019]



Shanghai/China  
Opened June 29, 2019



Beijing/China  
Opened July 25, 2019



Ho Chi Minh/Vietnam  
Opened November 22, 2019



Shibuya/Japan  
“THE ONITSUKA”  
First concept store  
Opened November 22, 2019



# Growth markets: Southeast Asia, India, Middle East



(Unit : Billions of yen)

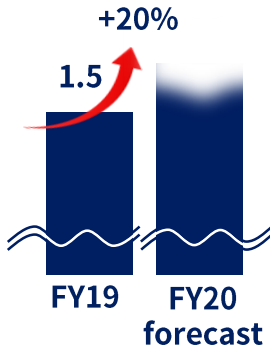
Sales in Southeast Asia



## Southeast Asia

- ✓ Focus on Vietnam and Indonesia
- ✓ Focus on Performance Running and Onitsuka Tiger
- ✓ Strengthening approach to young people

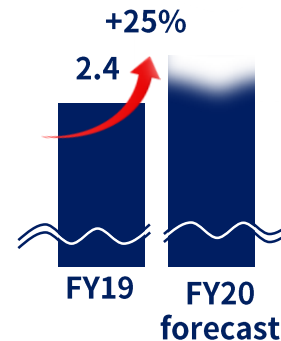
## Middle East sales



## Middle East

- ✓ Development of monobrand stores
- ✓ Expansion of E-commerce
- ✓ To establish a position in running category

## Sales in India



## India

- ✓ Utilize influencers to increase brand awareness
- ✓ Focus on crickets and other sports in addition to Performance Running
- ✓ Expansion of partnered stores and E-commerce

- ✓ Strengthen services related to sports and develop them into the next core business

## ASICS HEALTH CARE CHECK

- Health management support program

### 1. Assess current health condition

Measure and Evaluate  
"walking ability," "body composition," "physical strength,"  
"stress," and "cognitive functions" (Patent applied)

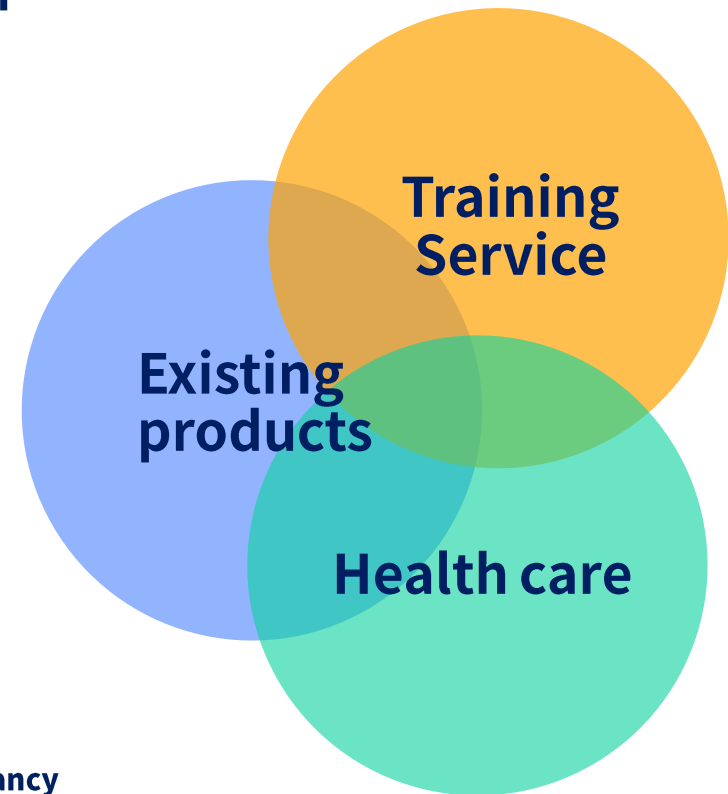
### 2. Forecast future healthy life expectancy

Predict the life expectancy until it will be unhealthy conditions  
and pain risk ratio

### 3. Propose exercise programs

Propose exercise programs to extend future healthy life expectancy

## Three Areas for Strengthening



# **3) Tokyo 2020 Olympics and Paralympic Games**

# Tokyo 2020 Olympic and Paralympic Games



**ASICS  
TOKYO 2020**

**Communicate the full appeal of ASICS  
Connecting Sports Joy to the Future**



Tokyo 2020 Gold Partner (Sporting Goods)

# Tokyo 2020 Olympic and Paralympic Games

## Enhance brand image mainly in Japan

### For athletes

- Provide hospitality facilities
- Provide High-Performance products

**Provide the official wear of Tokyo 2020 JAPAN Olympic and Paralympic team**

### For supporters

- Fieldcast wear
- Citycast wear



©Tokyo 2020

### For spectators

- Tokyo 2020 official licensed products
- Official support goods for Japanese national team
- More than 1,000 sales bases in Japan



©Tokyo 2020

ASICS is a JOC/JPC Gold Partner (sporting goods) for the Tokyo 2020 Olympic and Paralympic Games.

# 4) Sustainability

## ✓ Global Strategy and Activity for Sustainability

Activity system	To consider environment		To contribute to people and society		
	Products	Activities	Healthy Lifestyle	Supply Chain	Community
Strategy	Recycling manufacturing	Reduction of CO2	Supply Chain Ethical working environment	Children Give hope by sports	
Activities	<ul style="list-style-type: none"> <li>100% recycled polyester (until 2030)</li> </ul> 	<ul style="list-style-type: none"> <li>Renewable energy: 60% or more</li> <li>Plastic Free shopping bags</li> </ul> 	<ul style="list-style-type: none"> <li>At all contract manufacturing plants compliance with human rights and the labor environment</li> </ul> 	<ul style="list-style-type: none"> <li>With “Right To Play” in a partnership realize our founding philosophy</li> </ul> 	

## ✓ ASICS REBORN WEAR PROJECT

- Recycling project delivers a message to athletes

“Giving sportswear with sentimental value new life as the official wear of Tokyo 2020 JAPAN Olympic and Paralympic team”



JOC/JPC Gold Partner (Sporting Goods)

ASICS is a JOC/JPC Gold Partner (sporting goods) for the Tokyo 2020 Olympic and Paralympic Games.



## ✓ To consider environment Zero CO2 emissions

- Agreed on "Task Force on Climate-Related Financial Disclosures(TCFD)"
- Achieved the highest rating of "Supplier Engagement Evaluation" of CDP \*
- Use of environmentally conscious packaging materials



\* CDP: an international NPO that gathers information on environmental issues such as climate change.



## ✓ To contribute to people and society

- Establishment of the Green Vance Mechanism to address the problem of migratory workers
- Providing Children with Sports Programs



Plant in Cambodia that manufactures apparel



Children playing tag rugby

# 5) Corporate Governance

# Strengthening Corporate Governance

## ✓ Enhancing corporate value through effective corporate governance by the transition to a Company with Audit and Supervisory Committee

- ✓ Accelerate management  
⇒ Reduce the number of directors and thoroughly separate management and business execution
- ✓ Strengthening the Board Meeting's Supervisory Function  
⇒ Adopt a resolution to the board as a Audit and Supervisory Committee member
- ✓ Enhancing management transparency  
⇒ Majority of independent outside directors (Three inside directors and Five outside directors)
- ✓ Enhancing the board of directors diversity  
⇒ Appointment of two female directors

[New] (scheduled to be submitted at the 66th Ordinary General Meeting of Shareholders scheduled to be held on March 27, 2020)

### The Board of Directors



Motoi Oyama Yasuhito Hirota Hitoshi Kashiwaki Kazuo Sumi Makiko Yamamoto

Two inside directors

Three outside directors

### Audit and Supervisory Committee

Audit and Supervision



Noriatsu Yoshimi Miwa Suto Yasushi Yokoi

One inside director

Two outside directors

Audit and Supervision

### Executive organization

**COMMITMENT  
NO EXCUSE  
TAKE ACTION**

# DISCLAIMER

## Cautionary Statement with Respect to Forward - Looking Statements

This presentation contains projections of business results as well as statements regarding business plans, forecasts, strategies, and other forward - looking statements that are not to be taken as historical fact. Projections and forward - looking statements are based on the current expectations and estimates of ASICS Corporation and its Group companies. All such projections and forward - looking statements are based on management's assumptions and beliefs derived from the information available to it at the time of producing this report and are not guarantees of future performance. You should also be aware that certain risks and uncertainties could cause the actual results of ASICS Corporation and its Group companies to differ materially from any projections or forward - looking statements appearing in this report. These risks and uncertainties include, but are not limited to, the following: 1) economic trends, 2) various competitive pressures, 3) changes in relevant laws and regulations, and 4) fluctuations in exchange rates.