

# ASICS INVESTMENT DAY 2021

June 2, 2021



# SCHEDULE

## <OPENING>

**YASUHIRO HIROTA** - PRESIDENT AND COO, REPRESENTATIVE DIRECTOR

## <R&D>

**NORHIKO TANIGUCHI** - INSTITUTE OF SPORT SCIENCE

## <PRODUCT DEVELOPMENT>

**SHUHEI TAKEMURA** - PERFORMANCE RUNNING FOOTWEAR DIVISION

## <MARKETING>

**TOMOKO KODA** - MARKETING DIVISION

# OPENING

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**YASUHITO HIROTA**

PRESIDENT AND COO,  
REPRESENTATIVE DIRECTOR





**TODAY IS A GLOBAL RUNNING DAY**

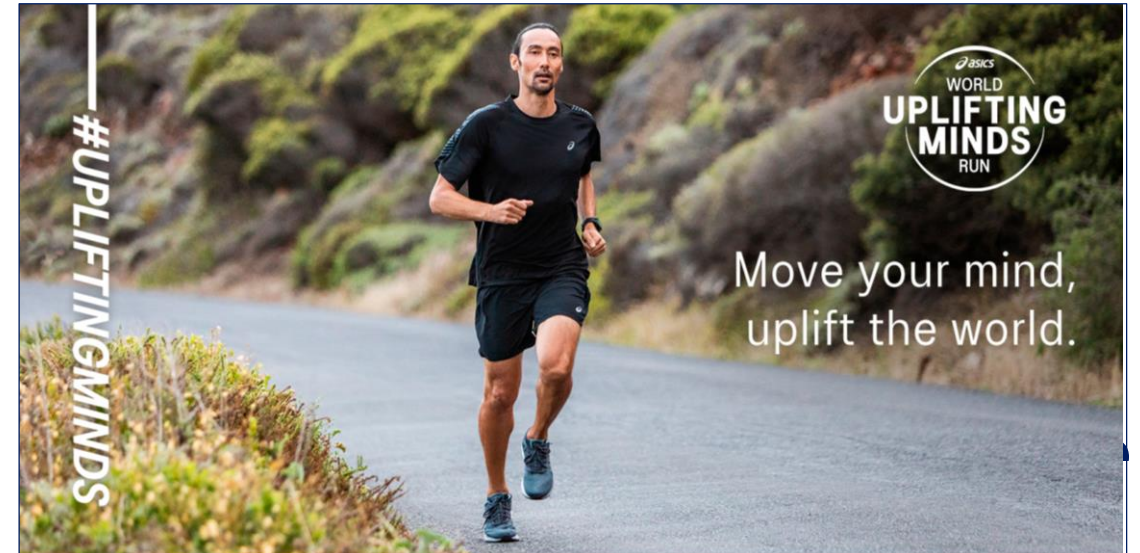
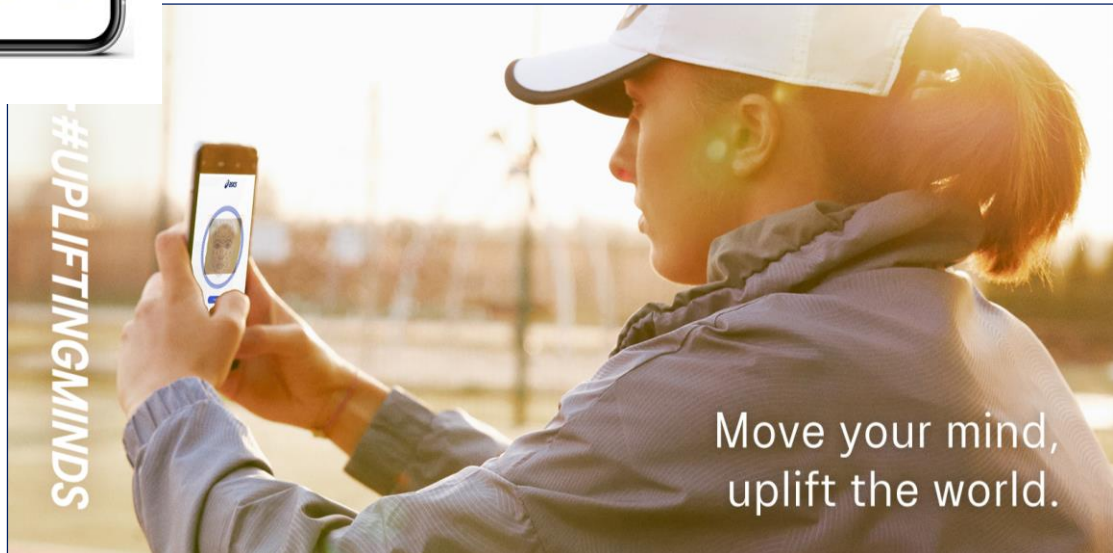
# GLOBAL RUNNING DAY LAUNCH

On World Running Day, ASICS is launching a project  
**"Uplift 1 Million Minds".**

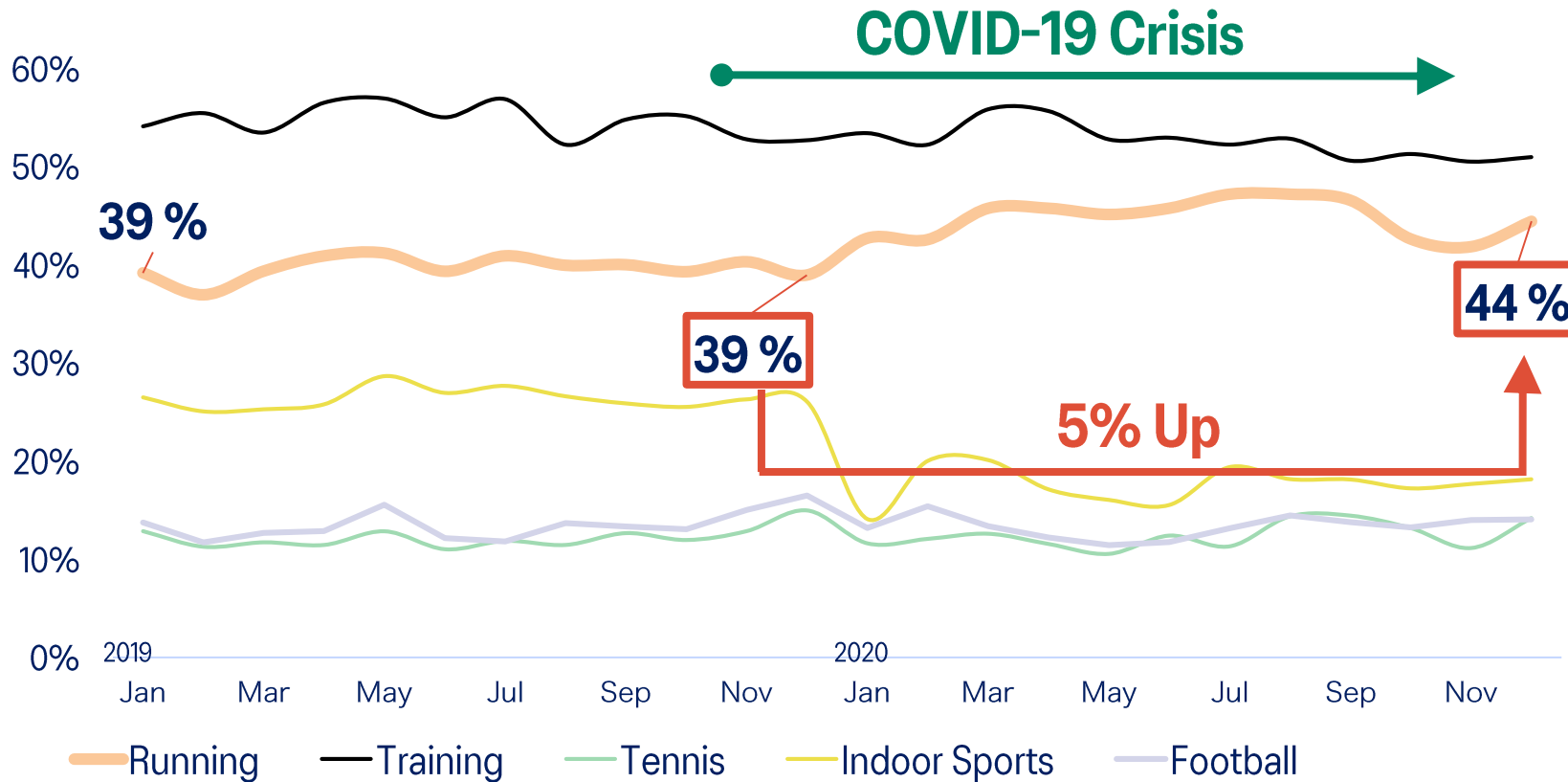


MIND UPLIFT EXPERIENCES

WORLD UPLIFTING MINDS  
VIRTUAL RUN



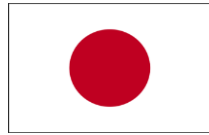
# SPORTS PARTICIPATION OVER TIME – GLOBAL



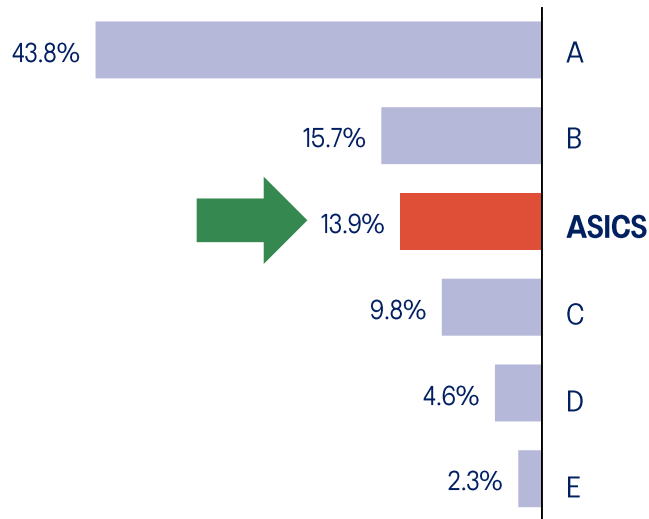
Source: Metrics Lab  
Brand Tracking Survey



# ASICS is getting a good position in running



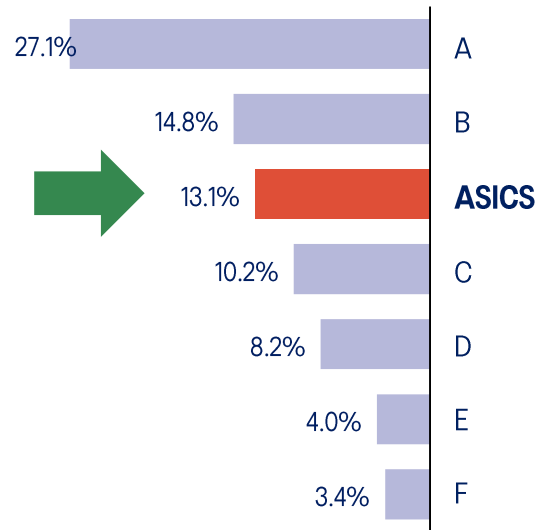
Japan



Japan: Turnaround with the launch of speed models



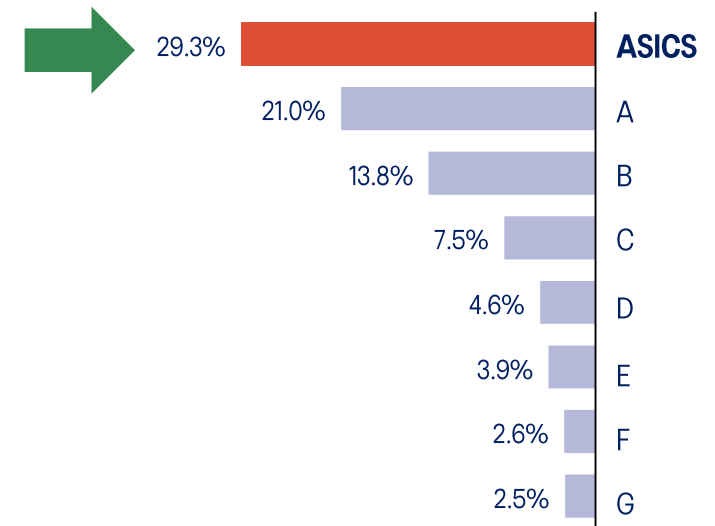
US



U.S.: Strengthening initiatives with running specialty accounts by recovery of customers' reliance



Europe



Europe: Success in attracting new customers to running during COVID-19

# To be “ASICS” = “Running”

## ✓ Aiming for No.1 market share in three major regions:

- In addition to existing customers, expand into the younger generation and strengthen the approach to women
- Market share KPI (2025)
  - Japan : Speed Running Market 30%
  - US : Running Specialty Accounts 25%
  - Europe : Core Running above €90 34%

## ✓ Expanding business in emerging regions

- Focus on China, India, Latin America

## ✓ Build Running Eco System

- Strengthening services for runners to establish contact with customers points through digital experience



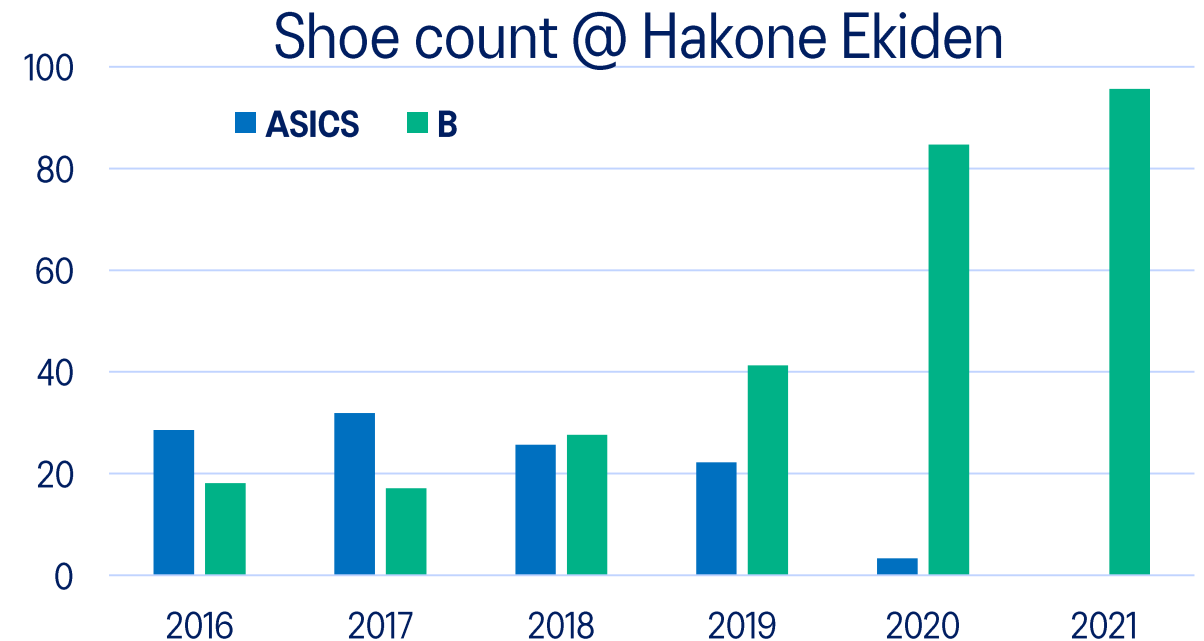


# The History of ASICS in the Olympic Marathon Events

Medals

Year	City	GOL	SIL	BRO
1964	Tokyo			🏅
1968	Mexico City		🏅	
1972	Munich			
1972	Montreal		🏅	
1980	Moscow			
1984	L.A.			🏅
1988	Seoul	🏅	🏅	
1992	Barcelona	🏅	🏅	
1996	Atlanta		🏅	🏅
2000	Sydney		🏅	
2004	Athens			
2008	Beijing			

Year	City	GOL	SIL	BRO
2012	London			
2016	Rio			
2021	Tokyo 2020	?	?	?
		?	?	?



(Source: [https://media.alpen-group.jp/media/detail/running\\_210104\\_01.html](https://media.alpen-group.jp/media/detail/running_210104_01.html))

# Our findings

## **【Don't get caught up in the past】**

- Thin soles are for weight reduction → Thin soles are not necessary if weight can be reduced

## **【Thorough pursuit of fast running】**

- Best, not Better → Dig deeper

## **【Further speed up communication】**

- Speedy communication between internal organizations

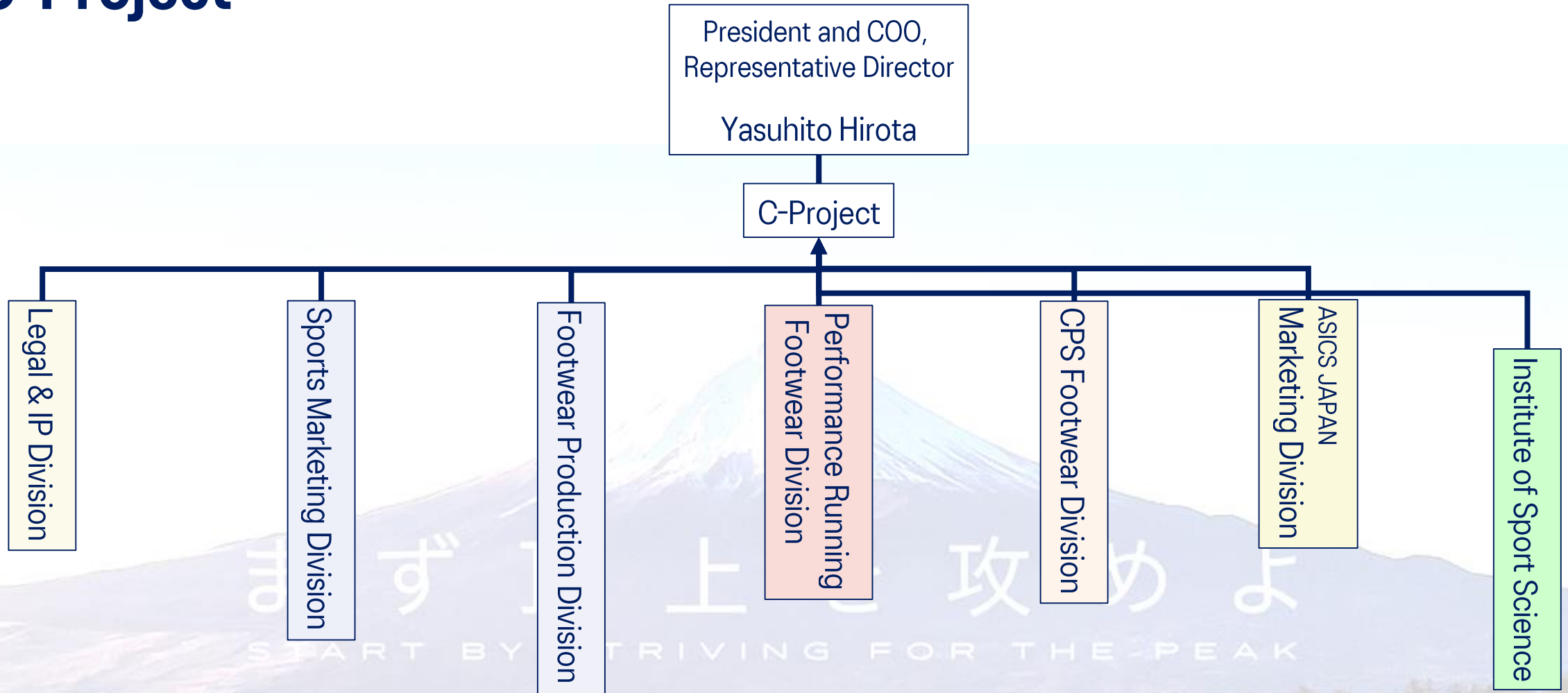


Chojo

まず頂上を攻めよ

START BY STRIVING FOR THE PEAK

# C-Project



**R&D**

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**NORHIKO TANIGUCHI**  
INSTITUTE OF SPORT SCIENCE



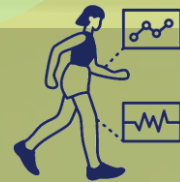
# VISION2030



Product



Facility +  
Community



Analysis +  
Diagnosis

*Lifetime Athletes in All of Us*



# REAL TIME COMMUNICATION WITH ATHLETES

**25,000steps**

**5mm**

**125M**



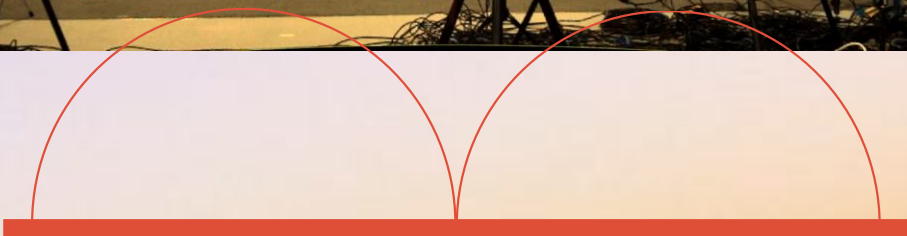
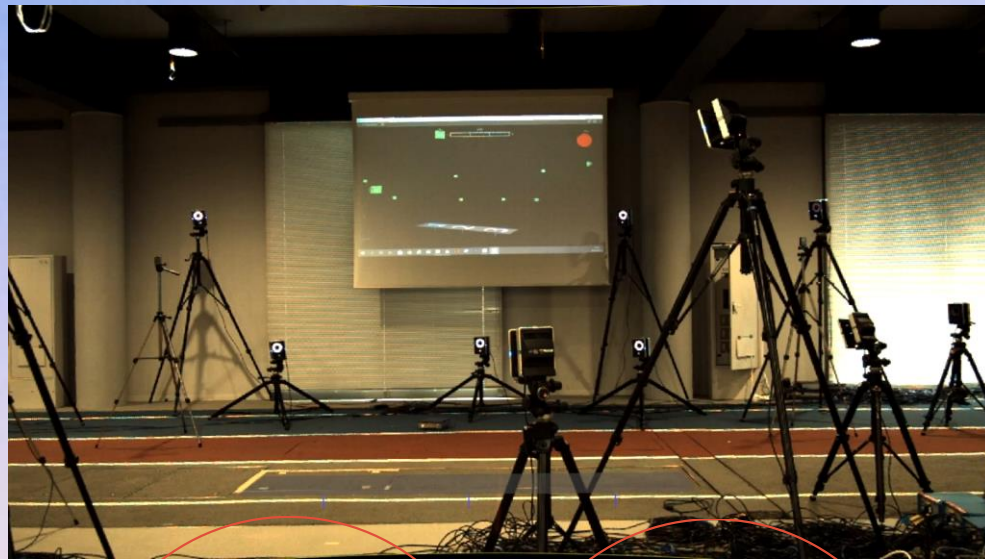
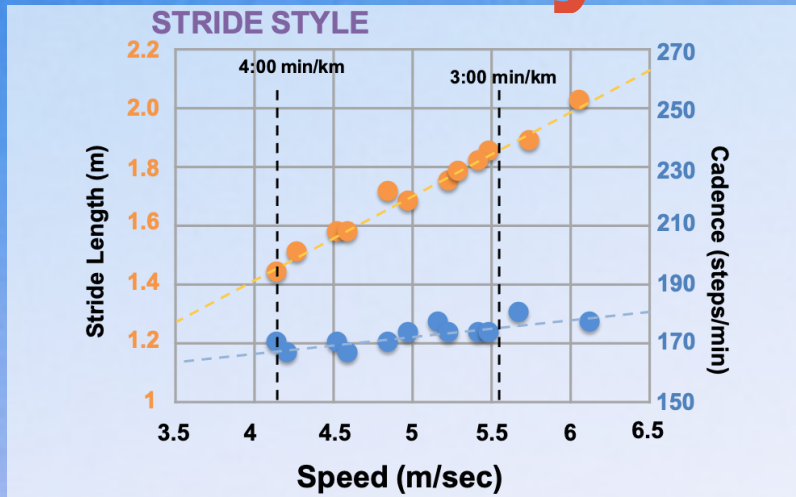
**SPEED = STRIDE x CADENCE**

**OUR STRATEGY: EXTEND THE STRIDE**

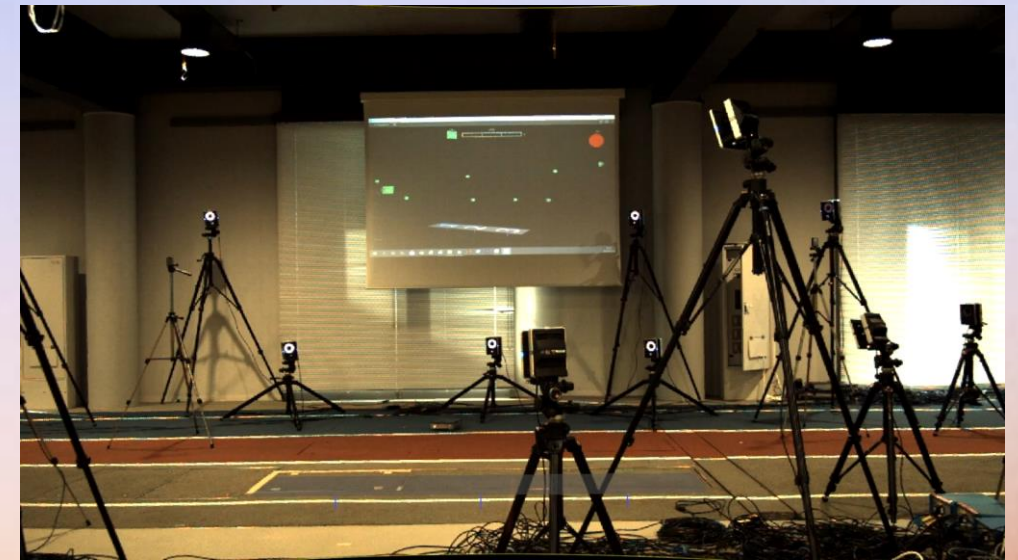
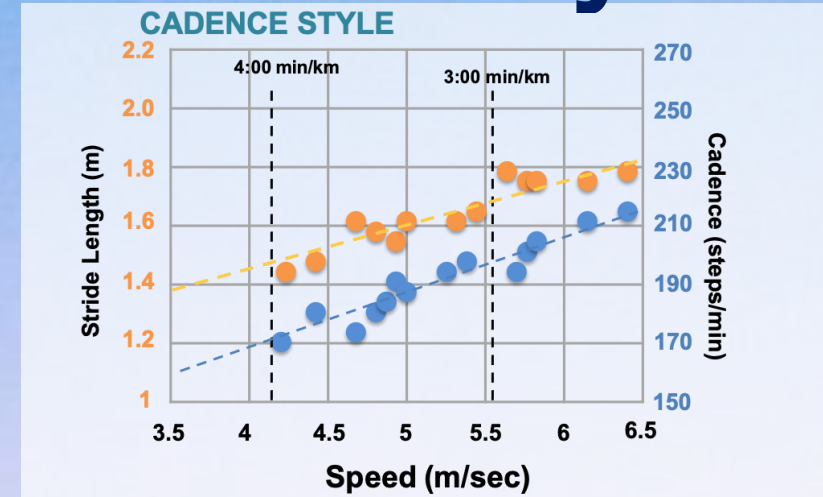
# COLLECTING ATHLETE'S RUNNING DATA



# Stride Style



# Cadence Style





# SOLUTION



A composite image showing two runners. On the left, a man with a beard and blonde hair runs on a paved road through a green, hilly landscape. On the right, a woman with blonde hair in a ponytail runs in an urban setting with modern buildings in the background. Both runners are wearing athletic gear, including headbands and gloves. A semi-transparent dark grey banner with white text is centered across the image.

**OUR SOLUTION IS NOT ONE**

# PRODUCT DEVELOPMENT

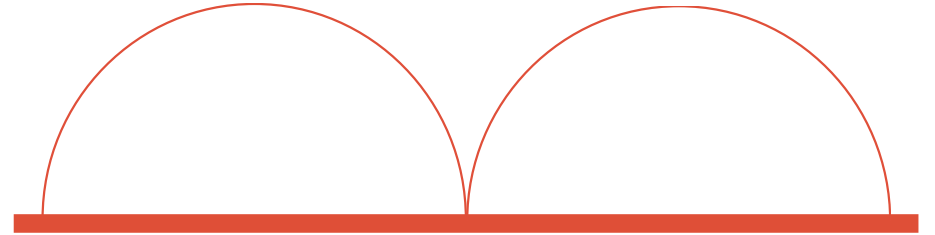
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SHUHEI TAKEMURA  
PERFORMANCE RUNNING  
FOOTWEAR DIVISION

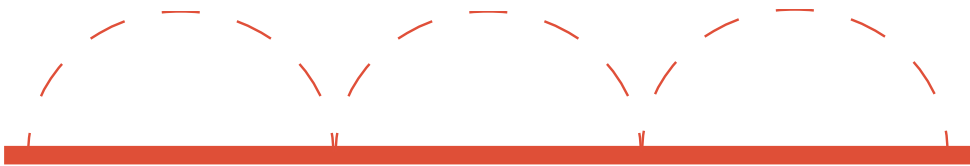


\$250.00

## METASPEED™ Sky Stride Style



## METASPEED™ Edge Cadence Style



\$250.00

# KEY TECHNOLOGIES

- I. Midsole thickness: Sky > Edge
- II. Heel to Toe height Difference: Sky : Edge = 5mm : 8mm
- III. Forefoot Curvature Angle: Sky is shaper, while Edge is milder



**METASPEED™ Sky**



**METASPEED™ Edge**

2

**FULL-LENGTH  
CARBON PLATE**

3

**ASICSGRIP™  
OUTSOLE**

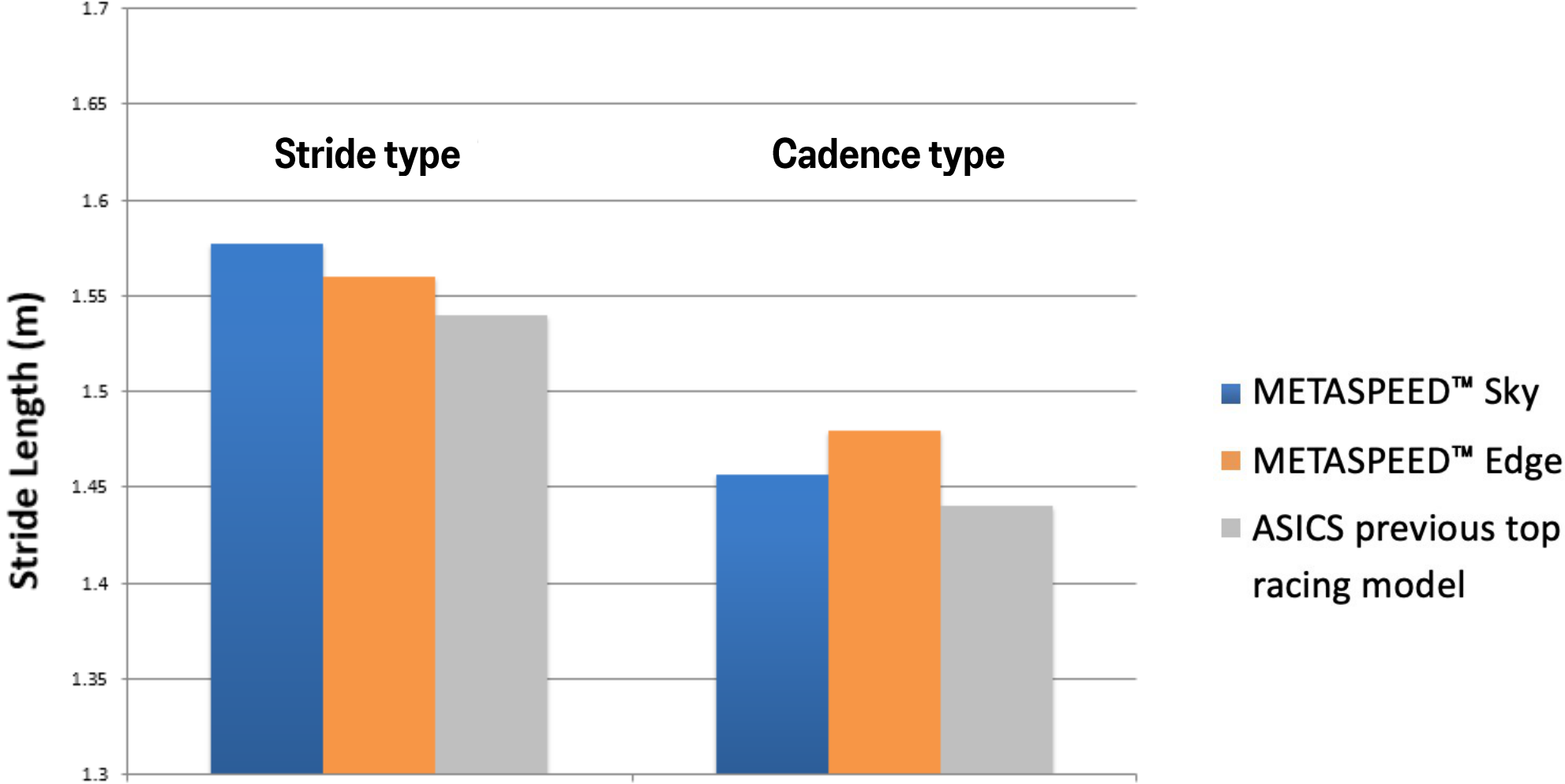
4

**ENGINEERED  
MESH UPPER**



# ISS FINDINGS

Stride Length of Stride and Cadence Style Runners by Different Models at Race Pace



\*Based on test conducted by the ASICS Institute of Sport Science in Jan.2021

**METASPEED™ Sky**  
Stride type

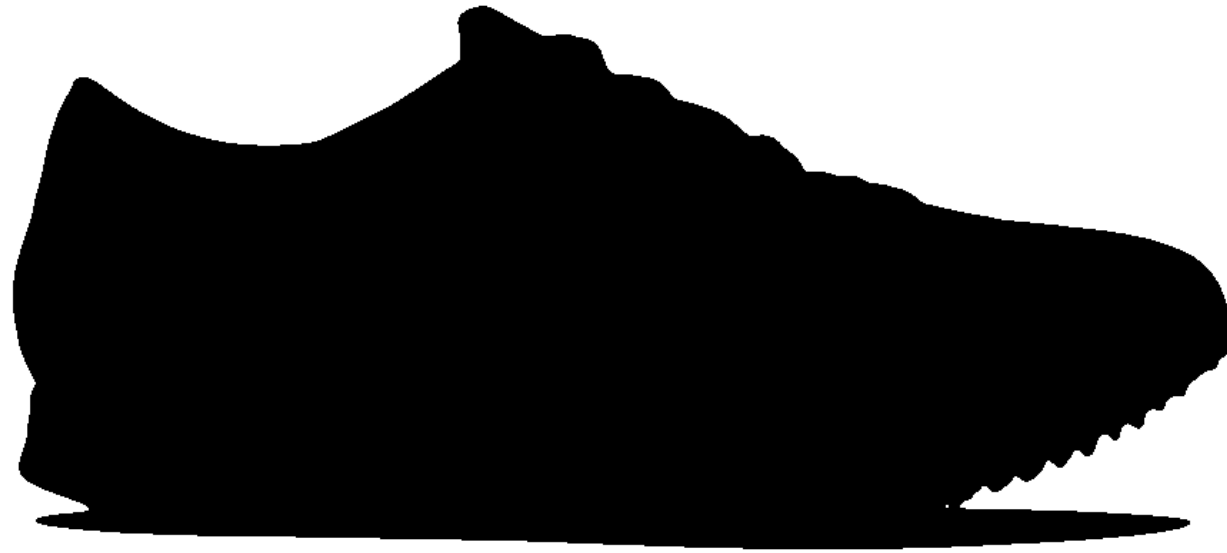


1.2%, about 350 steps

**METASPEED™ Edge**  
Cadence type



2.6%, about 750 steps



LONG DISTANCE TRACK SPIKE



**More than 80 PBs!!!!**

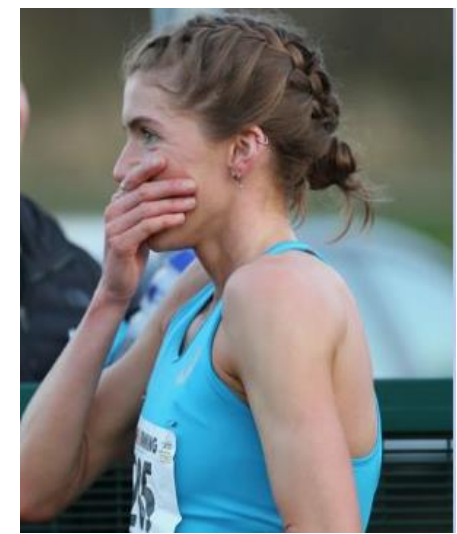
“  
Can someone please tell me what just happened?  
So grateful to the people in my corner who have  
helped and supported me from day 1 without doubt.”



2020.Oct London Marathon  
Sara Hall  
FM , 2nd place , PB



2021.Feb Sound Running  
Eilish Maccolgan  
10,000m , 3rd place , PB



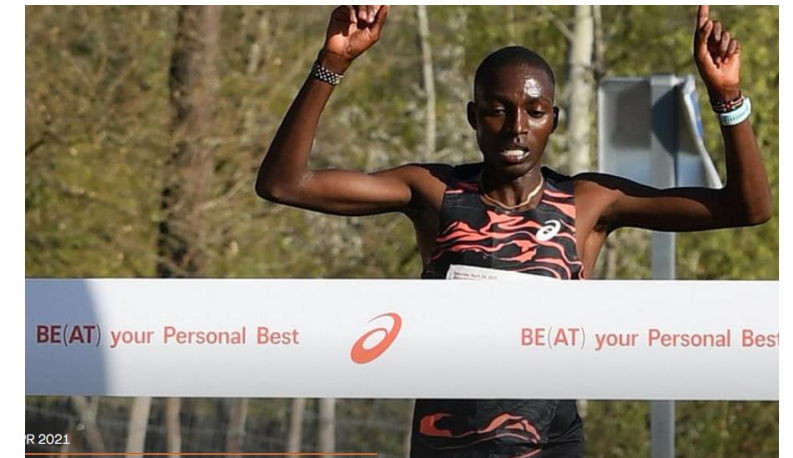
2021. Apr Podium 5K  
Beth Potter  
5K , 1st place, PB



2021. Mar USA 15K National Championship  
Clayton Young  
15K , 1st place , PB



2021. Apr Enschede Marathon  
Katharina Steinruck  
FM , 1st place , PB



2021. Apr Be(at) Your Personal Best  
Hillary Kipkoech  
10K , 1st place , PB



**For 2022**



# 頂上 @JOC CAMP

at KENYA/ITEN



WIP for digital data linkage



2022



Next METASPEED①



Next METASPEED②

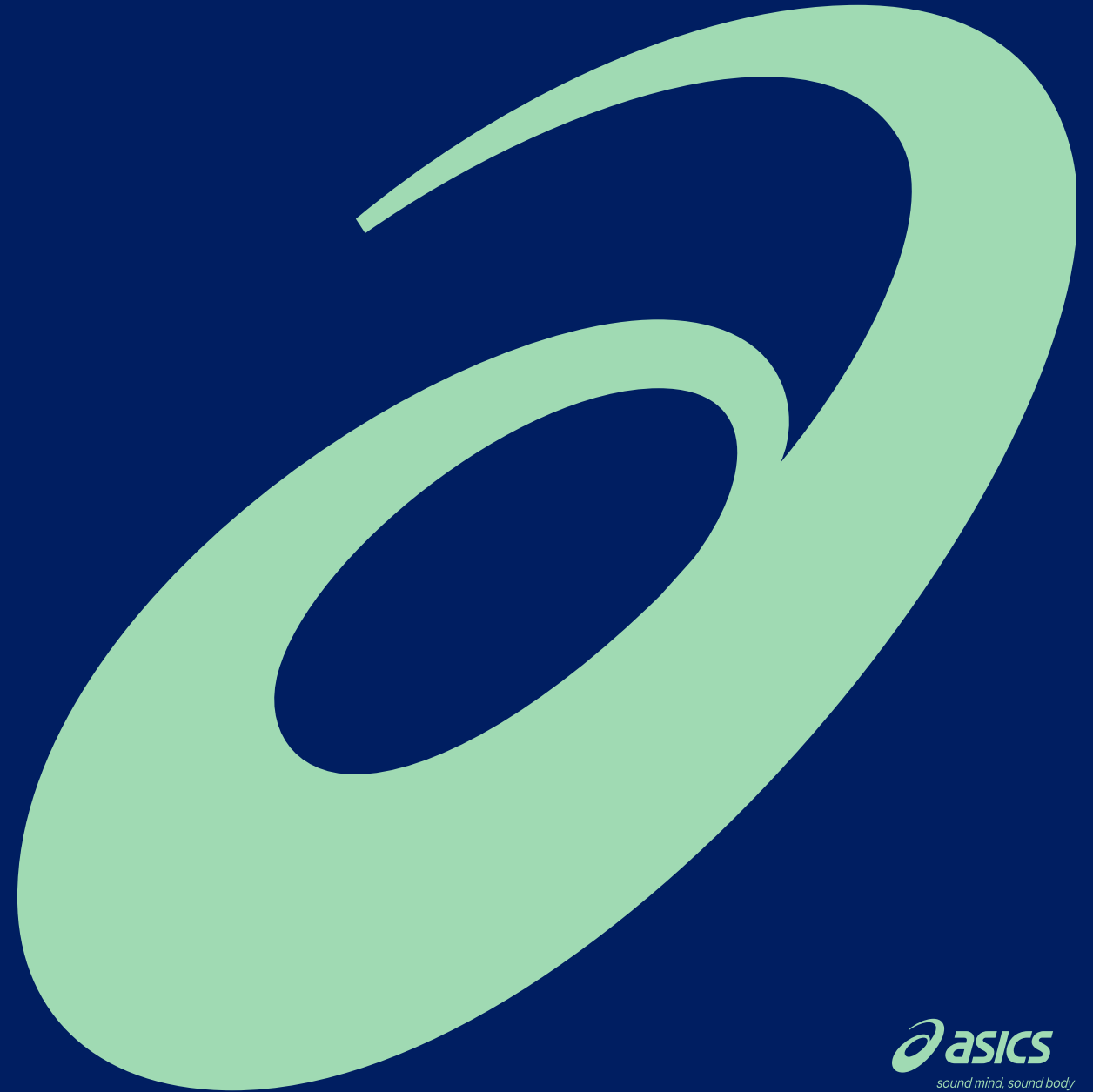


Next METASPEED③

# MARKETING

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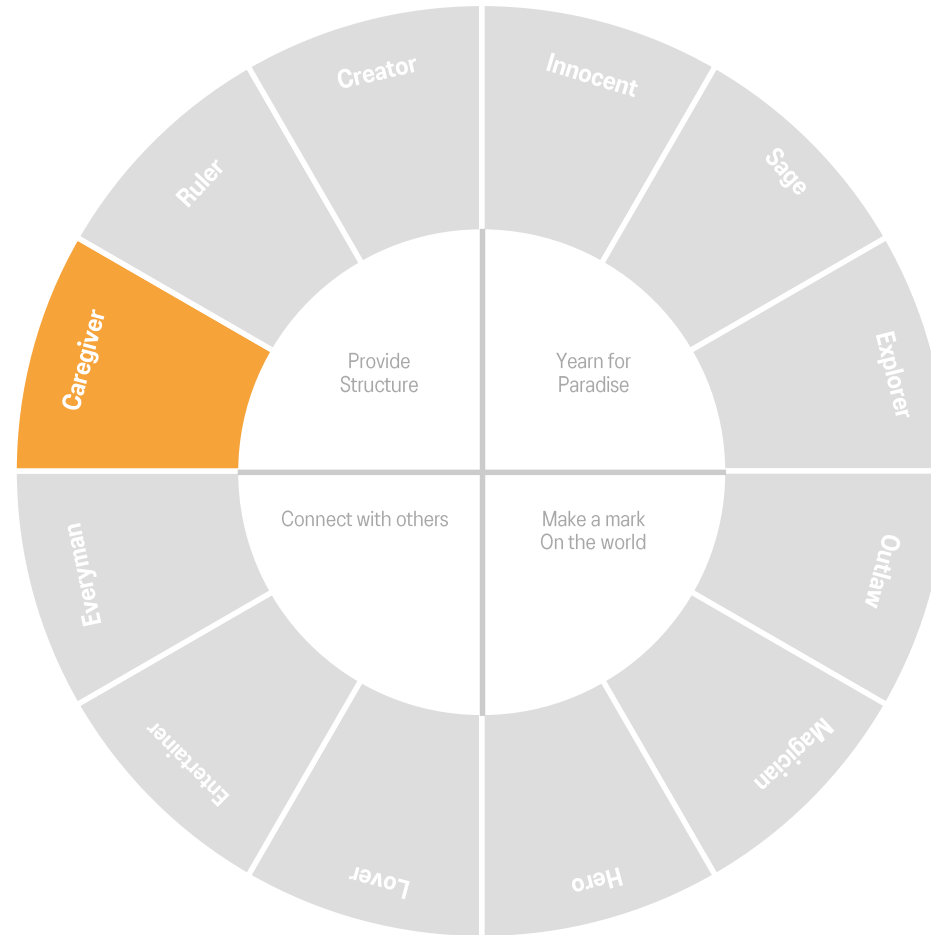
TOMOKO KODA  
MARKETING DIVISION



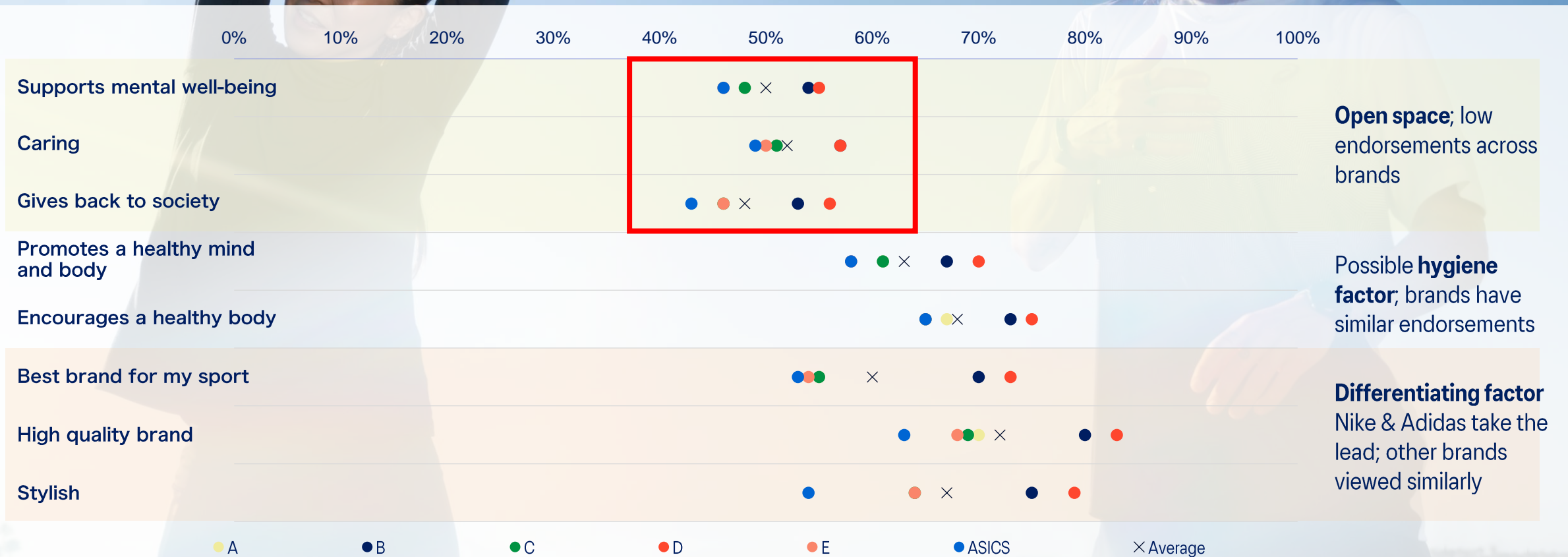
The image features two runners in silhouette against a bright, golden sunset sky. The runner on the left is in a mid-stride, while the runner on the right is in a more powerful, forward-leaning stride. Both are wearing red and white athletic shoes. A semi-transparent grey horizontal bar is positioned across the middle of the image, containing the text 'Why is this an opportunity for ASICS now?'. The background includes a fence line and some trees on the right side.

**Why is this an opportunity for ASICS now?**

# ASICS can differentiate itself by staying true to its roots as "Caregiver" brand.



# Sports Brand Image: Global, Total Sports Population



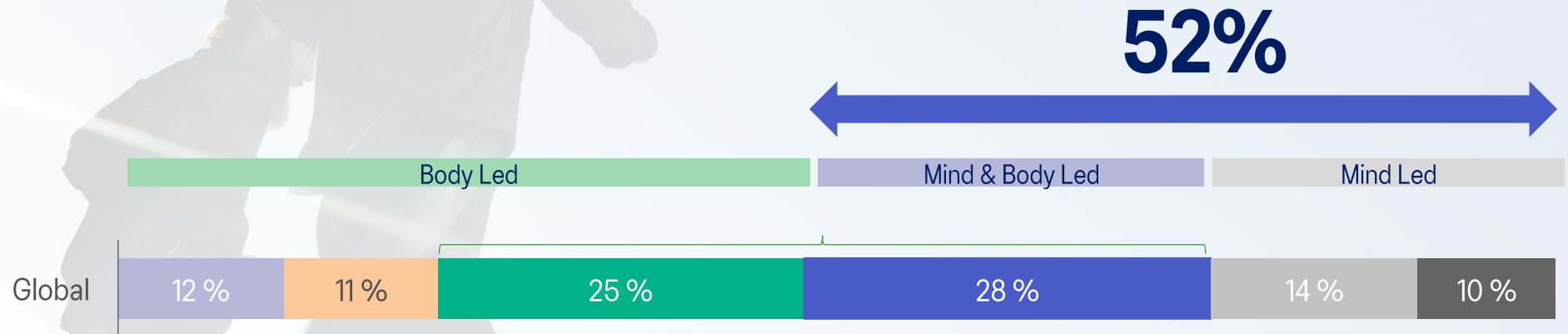
**Open space;** low endorsements across brands

Possible **hygiene factor;** brands have similar endorsements

**Differentiating factor** Nike & Adidas take the lead; other brands viewed similarly

Percentages shown are for ASICS. Data from Nov-Dec 2020

# Running Motivation – Total population



- Running gives me a strong sense of personal achievement. I am looking to improve my performance
- Running is a way to push my body. I have to run with others to maximize my performance capabilities
- Running is a way to feel like I am doing something good for good for my body. Running is good to help me lose weight
- Running is a complete mind and body work out. It helps me feel balanced and makes me feel stronger physically and mentally
- Running is an opportunity to take a break. Running is a chance to be myself
- Running is a way to switch off from the pressure of life. Running is a chance to catch up with friends



*sound mind, sound body*

# Sound Mind, Sound Body

Uplift your mind and body through sports.

# MARKETING STRATEGY

## Sound Mind, Sound Body

### BRAND

BRAND AWARENESS AND UNDERSTANDING



LEAD WITH INNOVATION



YOUTH AND WOMEN



SUSTAINABILITY

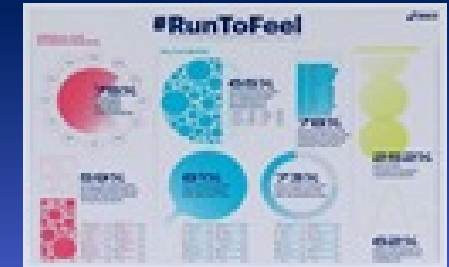


### ENGAGEMENT

DATA DRIVEN CONSUMER INSIGHTS



STRENGTHEN PR



RUNNING ECO-SYSTEM



OneASICS(CRM)





# MARKETING STRATEGY- KPI

## Sound Mind, Sound Body

BRAND		ENGAGEMENT	
<b>BRAND AWARENESS AND UNDERSTANDING</b>  ASICS 70%	<b>LEAD WITH INNOVATION</b>  #1 Running	<b>CONSUMER INSIGHTS</b>  DATA DRIVEN BRIEF TO CONSUMER PROCESS	<b>STRENGTHEN PR</b>  Increase SOV
<b>YOUTH AND WOMEN</b>  Consideration women 28.4% youth 18.8%	<b>SUSTAINABILITY</b>  AWARENESS No. 3 Position	<b>RUNNING ECO-SYSTEM</b>  +39% (RK) +27% (MAU) (2019 Q1 vs 2021 Q1)	<b>OneASICS(CRM)</b>  +87% (2020 Q1 vs 2021 Q1)

# To be "ASICS" = "Running"

Aiming for No.1 market share in three major regions

## Acquiring Speed Runners

- ✓ METASPEED
- ✓ ATHLETE
- ✓ YOUTH + DIGITAL
- ✓ DTC/STORE SERVICE



C-PROJECT

TARGET  
Speed Runner

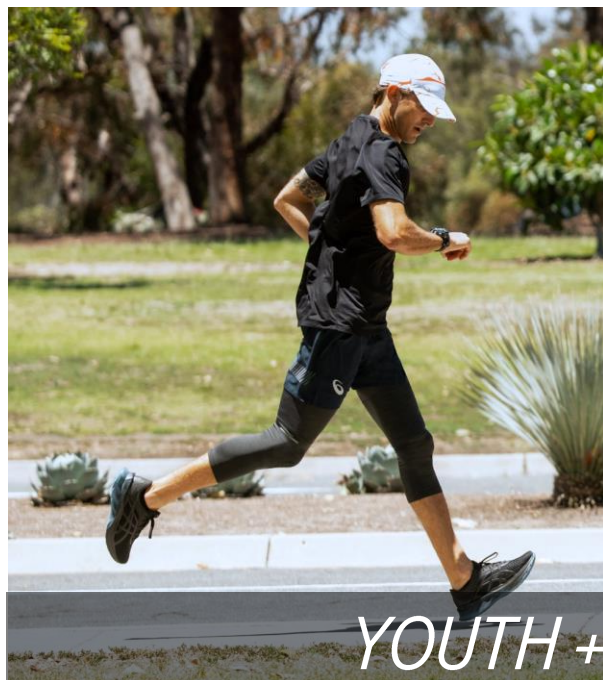




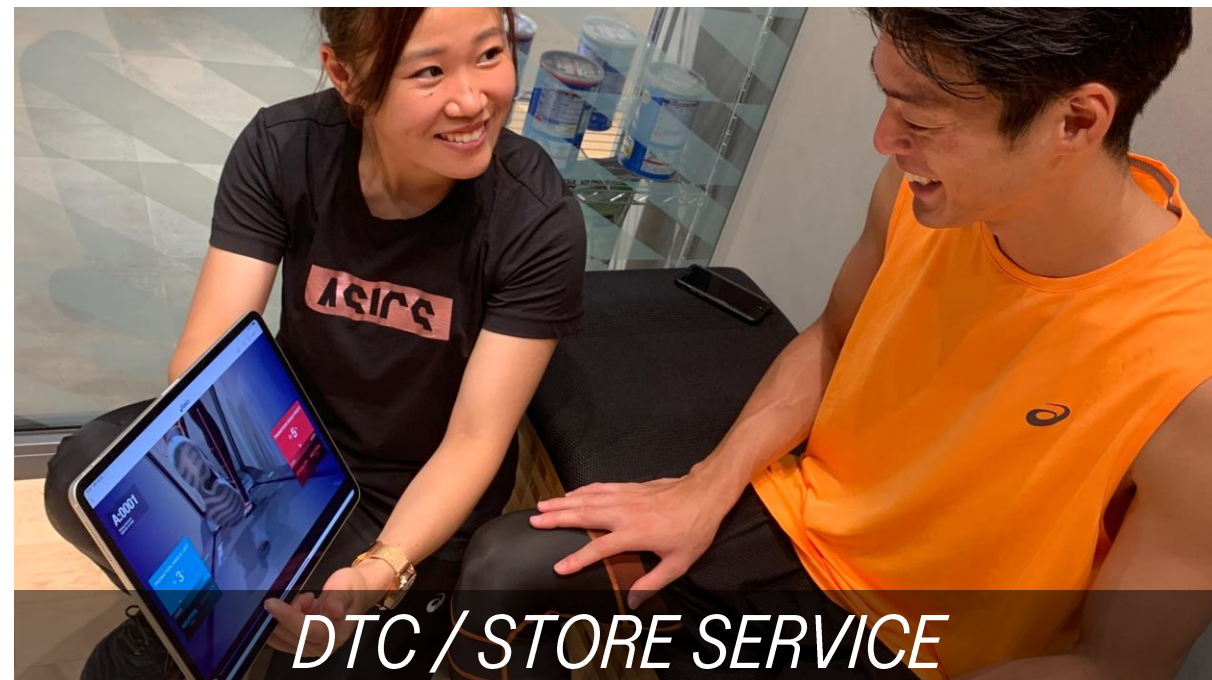
*METASPEED*



*ATHLETE*



*YOUTH + DIGITAL*



*DTC / STORE SERVICE*

# To be "ASICS" = "Running"

Aiming for No.1 market share in three major regions

Acquiring Fitness Runners

✓ NOVABLAST2

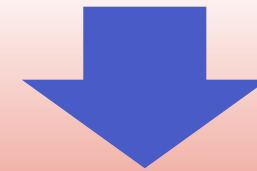
✓ WOMENS

✓ RUNNING ECO-SYSTEM

✓ DTC (E-COM)



C-PROJECT



TARGET  
Fitness Runner



\$130.00

*NOVABLAST 2*



*WOMENS*

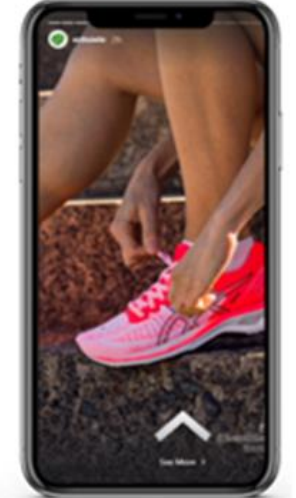


*RUNNING ECO-SYSTEM*

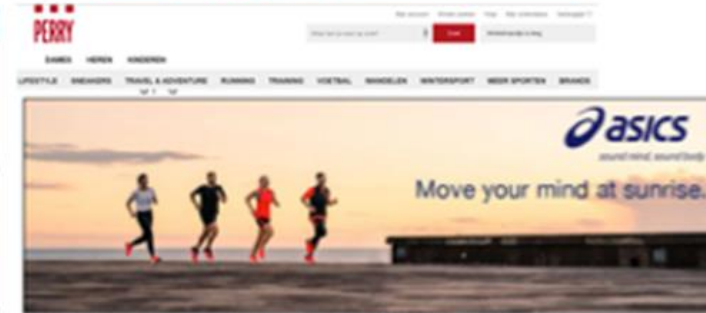


*DTC (E-COM)*

# Sound Mind, Sound Body



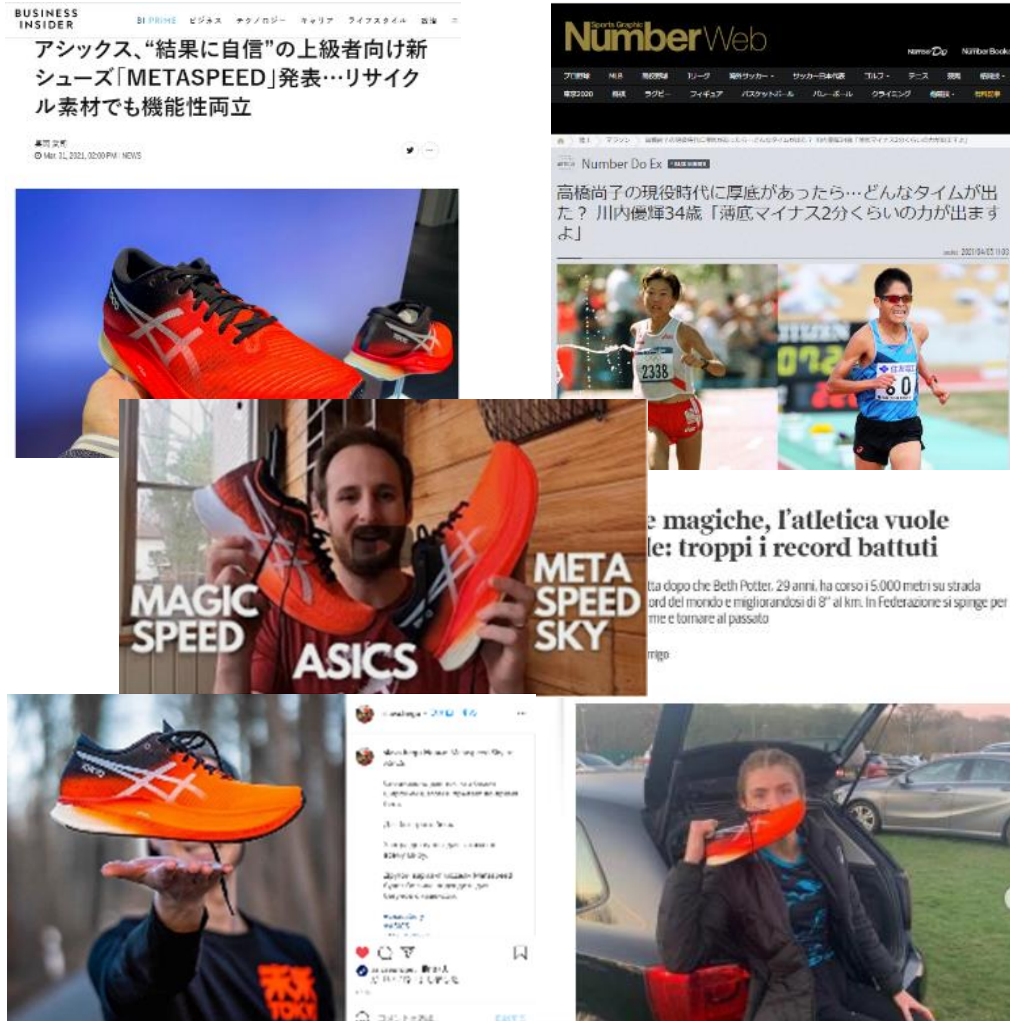
Brand Preference 5.9% → 6.2%  
>90€ 32.8%(+3.1%)



sound mind, sound body

# INNOVATION SUMMIT 3.30.2021

## - METASPEED LAUNCH -



**DIGITAL MEDIA**  
**640**

**NEWS REACH**  
**4.08 Billion**

**SHARE OF VOICE**  
**#2 in Running**  
**Share of Voice**  
(#1 NIKE)  
(March 15st-April 30th)

**SOCIAL REACH**  
**4,847 Posts**  
(LY:1000 Posts)  
**288M Reach**  
(LY:128M)



What we deliver to our consumer:

# Sound Mind, Sound Body