

November 16, 2010

Name of the Company: ASICS Corporation

President and Representative Director: Motoi Oyama

Code No.: 7936 Listing Exchanges: Tokyo, Osaka

ASICS Unveils New Five-Year Strategic Plan, ASICS Growth Plan (AGP) 2015

ASICS Corporation has completed a new Five-Year Strategic Plan, *ASICS Growth Plan (AGP) 2015*. ASICS Group intends to use the new plan as its basis for continued global growth, and is targeting consolidated net sales of JPY400 billion in FY2015 (the yen conversion amount based on current foreign exchange rates).

ASICS took on reform and global challenges in its two previous plans, *ASICS Revolution Plan (ARP)* (announced in October 2001), followed by *ASICS Challenge Plan (ACP)* (October 2005). ACP presented a consolidated net sales target of JPY300 billion for FY2010, but the company expects to fall short of that goal because of economic conditions and the strong yen. However, overseas sales have grown strongly. Because of this, ASICS has drafted a plan with a continuous growth strategy appropriate for a globalizing business environment.

In AGP 2015, ASICS organizational philosophy is now structured as ‘ASICS SPIRIT’; this is the foundation shared among the entire Group. ASICS code of conduct, ASICS’ Values, has been newly added to ASICS’ Founding Philosophy, Corporate Philosophy and Vision, which were presented in ARP and ACP. ASICS has adopted a Vision of ‘Create Quality Lifestyle through Intelligent Sport Technology.’

Based on the Basic Policy ‘Thoroughly act with customer-centric mindset throughout the Group’, the Products Strategy ‘Provide innovative values and integrate them to address customer needs’ and the Organization Strategy ‘Establish a global organization’ will be promoted as the Basic Strategy in the three Business Domains.

ASICS Growth Plan 2015

1. ASICS SPIRIT

1-1. Philosophy

Founding Philosophy

Anima Sana In Corpore Sano = “A sound mind in a sound body.”

Corporate Philosophy

1. Provide valuable products and services through sport to all our customers
2. Fulfill our social responsibility and help improve conditions for communities around the world
3. Share profits brought by our sound services with our shareholders, communities and employees
4. Maintain a spirit of freedom, fairness and discipline, respectful of all individuals

1-2. Vision

Create Quality Lifestyle through Intelligent Sport Technology

1-3. Values –Sportsmanship-

1. Respect Rules
2. Be Courteous
3. Be Persistent
4. Work as One Team
5. Be Prepared
6. Learn from Failure

2. Numerical Targets of ASICS Growth Plan 2015

Group management targets

Sales	400 billion yen or more
Operating income ratio	10% or more
ROE (Return on equity)	15% or more
ROA (Return on asset)	8% or more

Business composition index

Sales per product

Footwear	290 billion yen or more (Composition Ratio 73%)
Apparel	85 billion yen or more (Same as above 21%)
Equipment	25 billion yen or more (Same as above 6%)

Sales by distribution channel

Directly managed sales venues	10% or more
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- 1) Overseas sales targets are established in terms of the local currency, and evaluated based on fixed exchange rates noted below:

85 yen/US\$, 115 yen/Euro, 80 yen/A\$, 0.07 yen/Won, 12.5 yen/RMB, 2.5 yen/NT\$,
11 yen/HK\$, 11.3 yen/SEK

- 2) Sales at directly managed sales venues include wholesale to franchise stores.

3. AGP Strategy

2011 - 2015

Japan / April 1st, 2011 - March 31st, 2016

Other regions excluding Japan / January 1st, 2011 –December 31st, 2015

3-1. Basic Policy

Thoroughly act with customer-centric mindset throughout the Group

3-2. Basic Strategy

(1) Business Domains

Continuously focus on three business domains

- Athletic sports business domain
- Sports Lifestyle business domain
- Health/Comfort business domain

(2) Products

Provide innovative values and integrate them to address customer needs

- Identify potential needs based on trends in various markets around the world, various customers' opinions, product evaluations and sales result, and appropriately address these needs in product planning, and promptly provide such valuable products.
- In addition, conduct R&D more advanced than competitors by developing our insight and awareness and provide technologically innovative products and values to customers.

(3) Organization

Establish a global organization

- By dividing the sales territory into five regions: Japan, Americas, EMEA, Oceania/Southeast and South Asia, and East Asia, promptly and appropriately address customer needs specific to each region. (EMEA: Europe, Middle East and Africa, East Asia: Korea, Taiwan, China and Hong Kong)
- Strengthen interregional cooperation and promote share of best practices in respective categories and promotion activities between regions with similar market environments.
- Set up a global headquarters to establish a global and seamless organization.
- Reinforce global management through globalization and activation of the Board meeting and Executive Officer meeting in headquarters.

3-3. Priority Strategy

(1) Global Focus Channel

Directly managed sales venues

- Accelerate the expansion of directly managed sales venues to increase opportunities to sell ASICS products directly to our customers.
- Establish a joint structure between product merchandising and product planning through directly managed sales venues.

(2) Global Focus Products

Apparel

- Establish a global sourcing and development organization to increase apparel sales and profitability on a global basis.
- Adequately deliver products to customers with a short lead time, in each region around the world.

(3) Global Focus Category

①Running

- Aim to further expand the running business as our core business.

②Athletic sports

- Create products that enable athletes' top performance by pursuing further technological innovation through this category that was the starting point of ASICS.

③Onitsuka Tiger

- Take advantage of our intellectual properties and brand equity accumulated through the development of sporting goods, proposing advanced and sophisticated styles.

(4) Global Challenge Category

①Outdoor

- Globally expand the outdoor business across the Group, by promoting Haglöfs brand and outdoor products from ASICS.

②Leather shoes

- Investigate the opportunity of global expansion and form a foundation for expansion.

③New business

- Making use of our technological assets accumulated through the development of sporting goods, continuously create the following products and services that can help to improve and contribute to consumers daily lifestyle, and develop these into a next-generation global business.
 - Products and services that contribute to people's everyday lives such as maintenance of good health and nursing care goods in an aging society
 - Products and services that lead to youth development
 - Products and services related to sports in which both the disabled and non-disabled can equally participate
 - Products and services that contribute to global environmental preservation and global warming prevention

(5) Enhancement of business foundation

①Information Technology (IT)

- Reinforce customer-centric IT platforms

②Human Resource

- Strengthen training and recruitment of professional human resources globally and regionally

③CSR and Corporate Governance

- Work on CSR activities by all divisions in all regions
- Enhance corporate governance based on internal control

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