

CONSOLIDATED FINANCIAL SUMMARY FOR THE FISCAL SECOND QUARTER ENDED 30 JUNE, 2023

ASICS CORPORATION
AUGUST 8, 2023



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DISCLAIMER

Cautionary Statement with Respect to DISCLAIMER Forward-Looking Statements

Statements made in this presentation with respect to our current plans, forecasts, strategies, beliefs and other statements that are not historical facts are forward-looking statements about future performance. These forward-looking statements are based on the managements' assumptions and beliefs in light of the information currently available. Therefore, please refrain from relying solely on these earnings forecasts. Please note that actual results may differ significantly from these forecasts due to various risks and uncertainties. Risks and uncertainties that could affect actual results include, but are not limited to, the economic situation surrounding our business, various competitive pressures, related laws and regulations, and fluctuations in exchange rates. However, these are not the only factors that could affect the business performance.

FY23 Q2 HIGHLIGHTS (1)

◆Overall

- ✓ **Net sales: 290.0 billion yen (+28.9% YoY, +21.7% excluding currency changes)**
 - Record high. Increased in all categories and regions YoY.
 - Q2 net sales (3-month period) is +15.1% YoY (+9.9%, excluding currency changes), showing a steady growth from FY22 when we were benefited from the recovery from supply constrains caused by factory shutdowns.
- ✓ **Gross margin: 51.0% (+1.5ppt YoY)**
 - Succeeded in selling price optimization and other measures although experienced a deterioration in purchasing exchange rates.
- ✓ **Operating income: 33.6 billion yen (+75.4% YoY), Operating margin: 11.6% (+3.1ppt YoY)**
 - Record high. Significant improvement attributed to sales increase and lower SG&A to sales ratio supported by strict control.
- ✓ **Net income: 24.7 billion yen (+82.8% YoY)**
 - Record high.

◆Category performance

- ✓ **Performance Running (P.RUN): sales increased 19.9% YoY**
 - Supported by intensive promotion of GEL-NIMBUS 25 in major regions.
- ✓ **Core Performance Sports (CPS): sales increased 71.9% YoY**
 - Supported by sports shoes sales (particularly, tennis shoes) in which we develop our unique product promotion.
 - Category profit has more than doubled YoY mainly due to the sales increase.
- ✓ **Onitsuka Tiger (OT): sales increased 44.1% YoY**
 - Sales in Japan lead the global sales increase, taking advantage of the recovery of inbound tourism.
 - Category profit has more than doubled YoY partly because of the control of selling price.

FY23 Q2 HIGHLIGHTS (2)

◆ Regional performance

✓ ASICS Japan: sales increased 41.8% YoY

- Sales of Core Performance Sports (CPS) increased supported by supply chain normalization and inbound tourism.
- Significant growth of operating income mainly due to the sales increase.

✓ Greater China: sales increased 39.6% YoY

- Dealt flexibly with economic recovery from the pandemic, thanks to the continuous sales strategy which puts emphasis on regional characteristics.
- Sales of Onitsuka Tiger have been exceeding the previous year since February.

✓ Southeast and South Asia: sales increased 66.9% YoY

- Showed the biggest sales growth of all regions. In particular, sales in India and Malaysia increased significantly.

◆ Digital strategy

✓ OneASICS members: 8.3 million (+33.9% YoY), E-commerce sales: 49.6 billion yen (+36.6% YoY)

- Made progress towards creating more touch points with runners to expand our running ecosystem.

◆ Upward revision and dividend increase

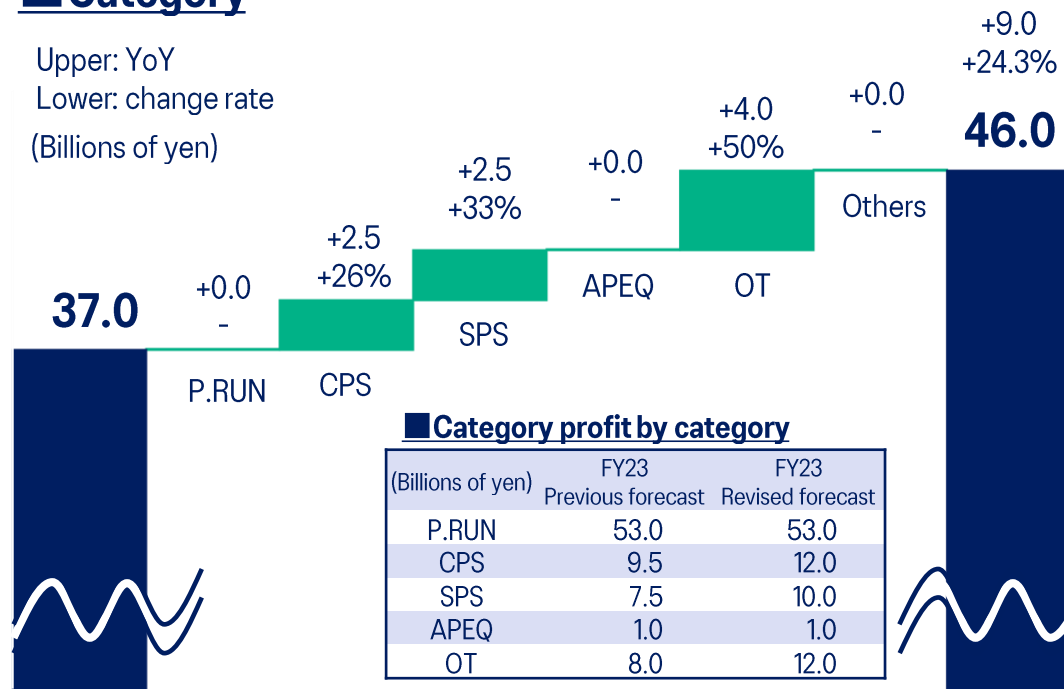
- ✓ Upward revision of FY23 business forecast based on strong performance in the 6-month period. Net sales and profit are expected to reach record highs.
 - Sales: 550.0 billion yen, Operating income: 46.0 billion yen, Net income: 25.0 billion yen.
- ✓ Dividend increased partly due to a record high operating cash flow.
 - Interim dividend: 25.0 yen, Year-end dividend: 30.0 yen (Annual dividend: 55.0 yen).

UPWARD REVISION AND DIVIDEND INCREASE

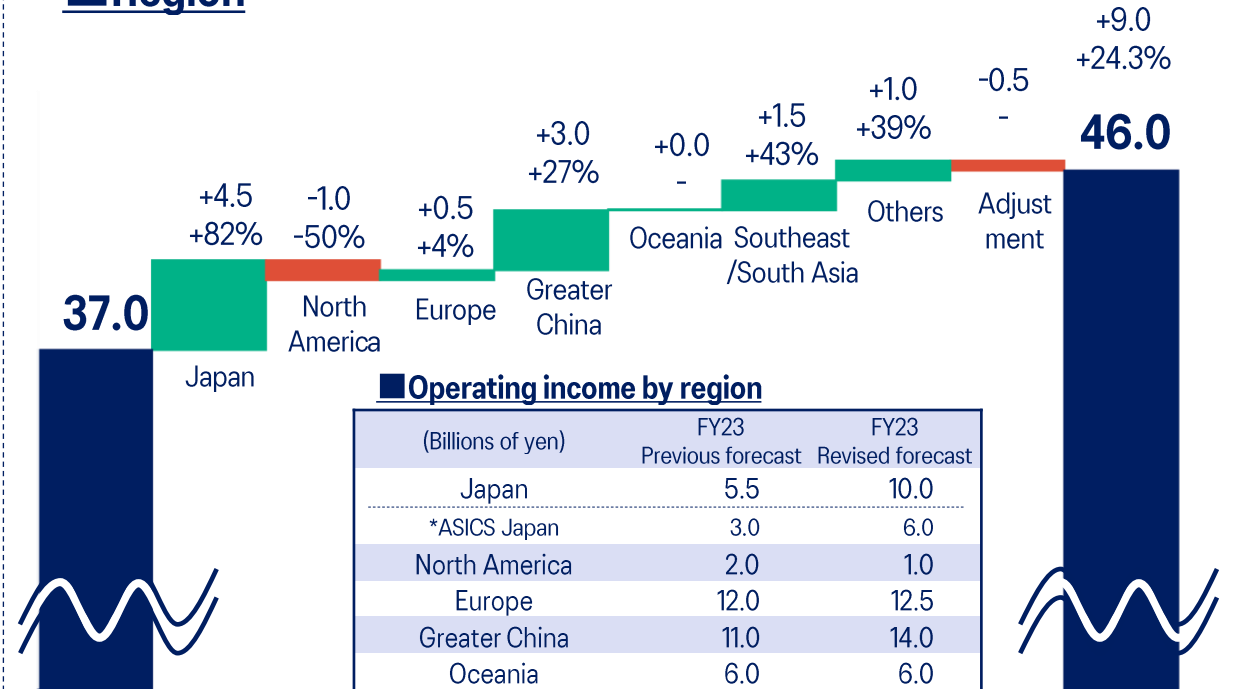
- ✓ Record high net sales and all the level of profits based on the robust 6-month period results and exchange rate trends. Sales: 550.0 billion yen, Operating income: 46.0 billion yen, Net income: 25.0 billion yen.
- ✓ Key categories: CPS, SPS and OT. Key regions: Japan, Greater China, and Southeast/South Asia.
- ✓ In addition to the factors above, a record high operating cash flow brought dividend increase. The annual dividend is planned to be 55.0 yen.

Category

Upper: YoY
Lower: change rate
(Billions of yen)



Region



FY23
Previous forecast

Exchange rate	USD	EUR	RMB
Previous forecast	125.00 yen	132.00 yen	19.00 yen
Revised forecast	135.00 yen	145.00 yen	19.50 yen

FY23
Revised forecast

FY23
Previous forecast

FY23
Revised forecast

ALL LINEUP: PERFORMANCE RUNNING SHOES

- ✓ GEL-KAYANO 30, a reputable new-model which combines stability and comfortability, was released in July, following GEL-NIMBUS25.
- ✓ Promote SPEED models, taking advantage of World Athletics Championships and Ekiden (road relay) season, in order to have more runners wear ASICS running shoes at various events.



EXPANSION OF RUNNING ECOSYSTEM

- ✓ Diffusion of OneASICS membership is one of the jumping-off points to initiate runners into our running ecosystem including E-commerce.
- ✓ In Japan, collaborate with R-bies and diversify the services to provide more options that constitute running ecosystem.
- ✓ Towards building the next 'Mid-term Plan 2026', identify the requirements to maximize touch points with runners, and seek collaboration & investment strategy with external partners to have more runners join running ecosystem.

OneASICS Membership and E-commerce Net Sales Trends

	FY21 Q2	FY22 Q2	FY23 Q2	YoY
OneASICS Membership	8 4.48 million	8 6.20 million	8 8.30 million	+33.9%
EC Net Sales	¥31.7 billion	¥36.3 billion	¥49.6 billion	+36.3%

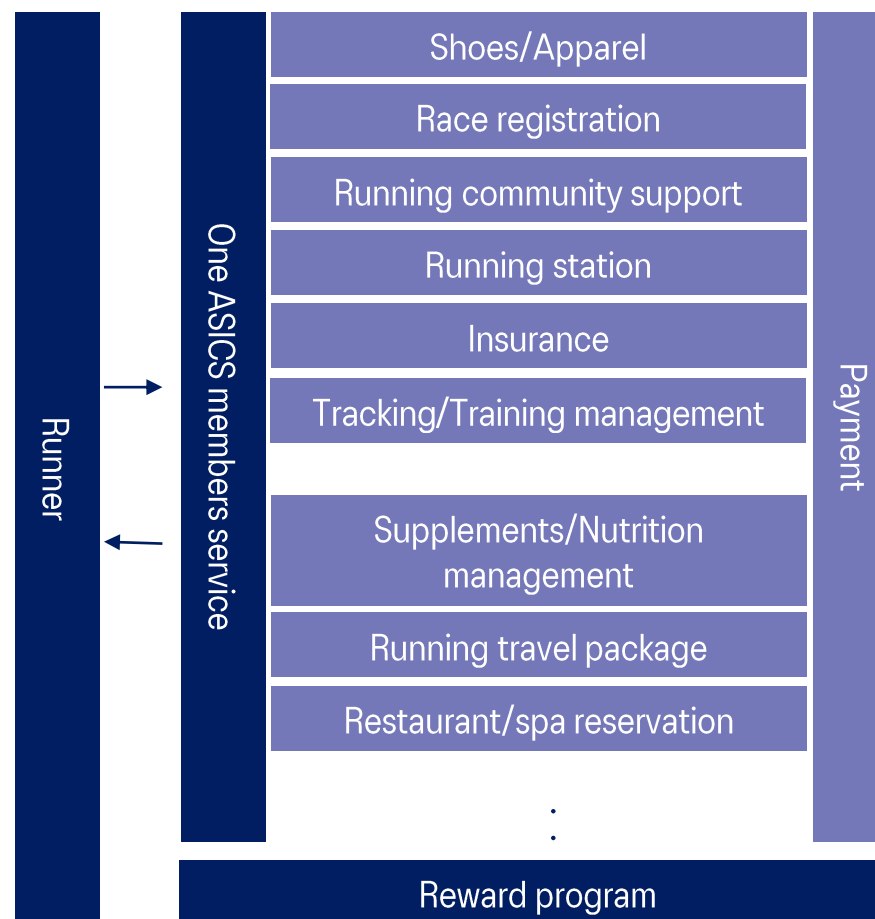
Collaboration with R-bies



Sponsor “Runners All Japan 30K Series” with R-bies. In “Sapporo 30K series” (held in July 22), provided all participants with ‘ASICS RACE REPORT’, a free trial of digital service to analyze running motion. Offer a brand new race experience including time measurement, the analysis of running motion/pace and running tips.



Concept of Running ecosystem



1. CONSOLIDATED BUSINESS RESULTS

- ✓ Overview
- ✓ Consolidated Income Statement
- ✓ SG&A Expenses

OVERVIEW

Net sales

290.0 billion yen (FY22: 225.0 billion yen)

YoY: +65 billion yen +28.9%
 Excluding currency changes: +48.8 billion yen/+21.7%

- ◆ Record high, +28.9% YoY (+21.7%, excluding currency changes).
- ✓ Sales of ASICS Japan increased +41.8%, supported by inbound tourism and the growth of CPS sales. Greater China had a sales growth of +39.6%, as a result of the sales strategy which puts emphasis on regional characteristics. Sales in Southeast/South Asia, including India and Malaysia, grew significantly by +66.9%.

Operating income

33.6 billion yen (FY22: 19.1 billion yen)

YoY: +14.5 billion yen +75.4%
 Excluding currency changes: +13 billion yen +68.0%

- ◆ Record high, increased more than 70% YoY.
- ✓ Gross margin is 51.0%, having improved by +1.5ppt YoY due to successful selling price optimization despite negative purchase rate.
- ✓ Operating margin increased from 8.5% to 11.6%, +3.1ppt YoY.

Net income

24.7 billion yen (FY22: 13.5 billion yen)

YoY: +11.2 billion yen +82.8%
 Excluding currency changes: +10.3 billion yen +76.6%

- ◆ Record high, increased more than 80% YoY.

CONSOLIDATED INCOME STATEMENT

(Billions of yen)

6-month period (Jan to Jun)	FY22Q2	FY23Q2	Upper: change Lower: change rate (%)
Net sales	225.0	290.0	+65.0 +28.9%
Gross profit	111.4	147.9	+36.5 +32.7%
Gross margin	49.5%	51.0%	+1.5ppt
SG&A expenses	92.3	114.3	+22.0 +23.9%
SG&A to sales ratio	41.0%	39.4%	-1.6ppt
Salaries and wages	31.5	36.4	+4.9 +15.5%
Advertising	13.6	19.2	+5.6 +40.9%
Advertising to Sales Ratio	6.1%	6.6%	+0.5ppt
Rent	5.9	6.2	+0.3 +5.2%
Depreciation and amortization	7.2	8.5	+1.3 +16.8%
Others	34.1	44.0	+9.9 +29.0%
Operating income	19.1	33.6	+14.5 +75.4%
Operating margin	8.5%	11.6%	+3.1ppt
Ordinary income	18.9	33.8	+14.9 +78.2%
Extraordinary Gain (Loss)	-0.4	-0.4	+0.0
Net income attributable to owners of parent	13.5	24.7	+11.2 +82.8%

	FY22Q2	FY23Q2	Change (billions of yen)	Change (%)
Sales in foreign market	184.8	233.0	+48.2	+26.1%
%	82.1%	80.4%	-	-1.7ppt

Excluding currency changes				
Net sales			+48.8	+21.7%
Operating income			+13.0	+68.0%
Net income			+10.3	+76.6%

Average exchange rate (yen)	FY22Q2	FY23Q2
USD	123.29	135.98
EUR	134.80	147.19
RMB	19.00	19.54

CONSOLIDATED INCOME STATEMENT (3-MONTH PERIOD)

(Billions of yen)

3-month period (Apr to Jun)	FY22Q2	FY23Q2	Upper: change Lower: change rate (%)
Net sales	119.7	137.8	+18.1 +15.1%
Gross profit	58.8	71.5	+12.7 +21.5%
Gross margin	49.2%	51.9%	+2.7ppt
SG&A expenses	49.7	60.0	+10.3 +20.7%
SG&A to sales ratio	41.6%	43.6%	+2.0ppt
Salaries and wages	16.4	18.9	+2.5 +15.4%
Advertising	8.1	10.5	+2.4 +29.8%
Advertising to Sales Ratio	6.8%	7.6%	+0.8ppt
Rent	3.1	3.2	+0.1 +6.0%
Depreciation and amortization	3.7	4.4	+0.7 +18.4%
Others	18.4	23.0	+4.6 +25.0%
Operating income	9.1	11.5	+2.4 +26.1%
Operating margin	7.6%	8.3%	+0.7ppt
Ordinary income	7.9	11.9	+4.0 +49.1%
Extraordinary Gain (Loss)	-0.4	-0.1	+0.3
Net income attributable to owners of parent	4.8	8.4	+3.6 +75.4%

	FY22Q2	FY23Q2	Change (billions of yen)	Change (%)
Sales in foreign market	98.4	110.9	+12.5	+12.7%
%	82.2%	80.5%	-	-1.7ppt

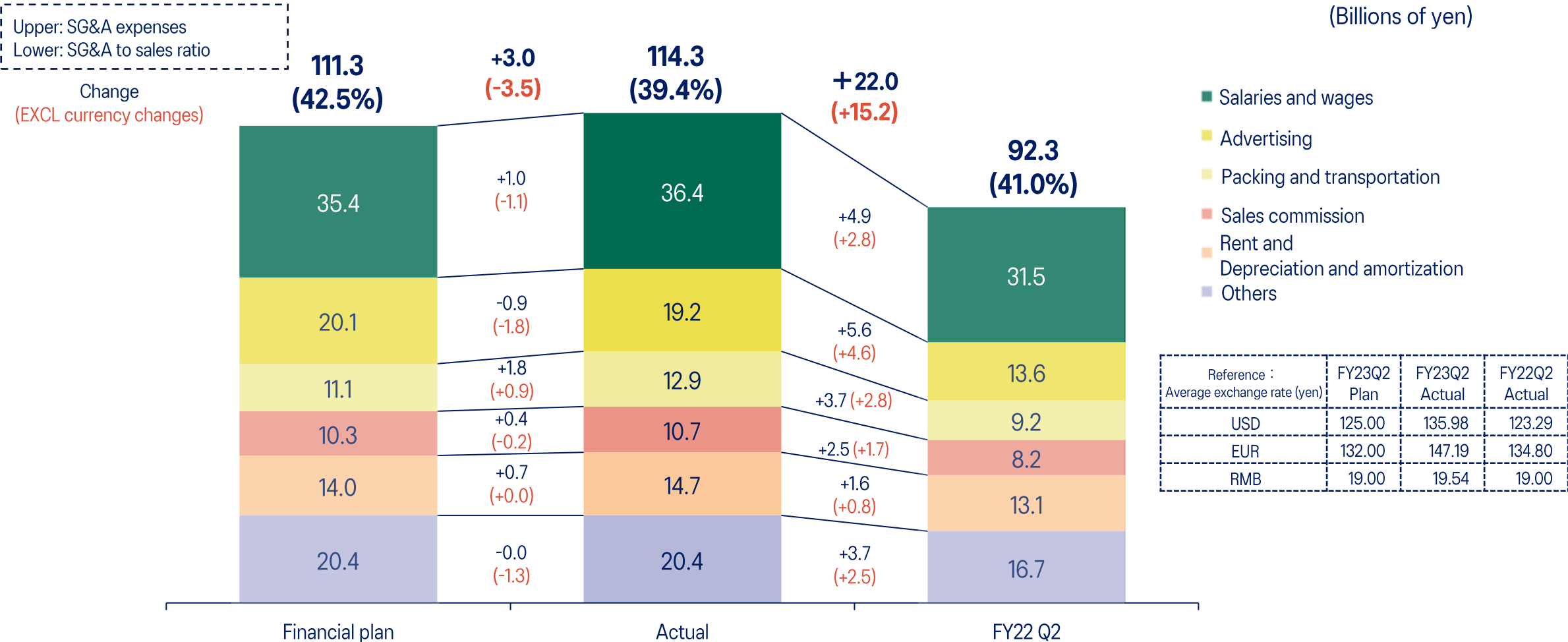
Excluding currency changes	Net sales	Operating income	Net income
	+11.9	+2.1	+3.4
	+9.9%	+23.1%	+70.8%

Quarterly trend	Q1	Q2	Q3	Q4
Net sales	152.2	137.8		
Operating income	22.1	11.5		
Operating margin	14.5%	8.3%		
Net income attributable to owners of parent	16.3	8.4		

- ✓ Net sales increased steadily compared to FY22, when we had the recovery from supply constraints due to factory shutdowns. Sales in July increased +34% YoY, showing a continuous growth.
- ✓ Gross margin increased to 51.9% (+ 2.7ppt YoY). Growing with profitability owing to the success in channel strategy, etc. Retail and E-commerce sales account for more than 40% of the total sales.
- ✓ All the levels of profit improved despite increased marketing spending and rising costs.

SG&A EXPENSES

- ✓ -3.5 billion yen from the financial plan excluding currency changes of 6.5 billion yen (+3.0 billion yen including currency changes), mainly due to the decrease in advertising derived from the change in accruing timing and the decrease in salaries and wages due to the change in recruitment plan.
- ✓ +15.2 billion yen excluding currency change of +6.8 billion yen (+22.0 billion yen YoY including currency changes). Mainly due to the increase in salaries and wages (in line with inflation), advertising (change in release date), sales commission, and packing and transportation expenses (in line with EC sales increase).
- ✓ SG&A to sales ratio is 39.4%. Significant decrease compared to FY22 Q2 and the financial plan supported by strong sales growth.

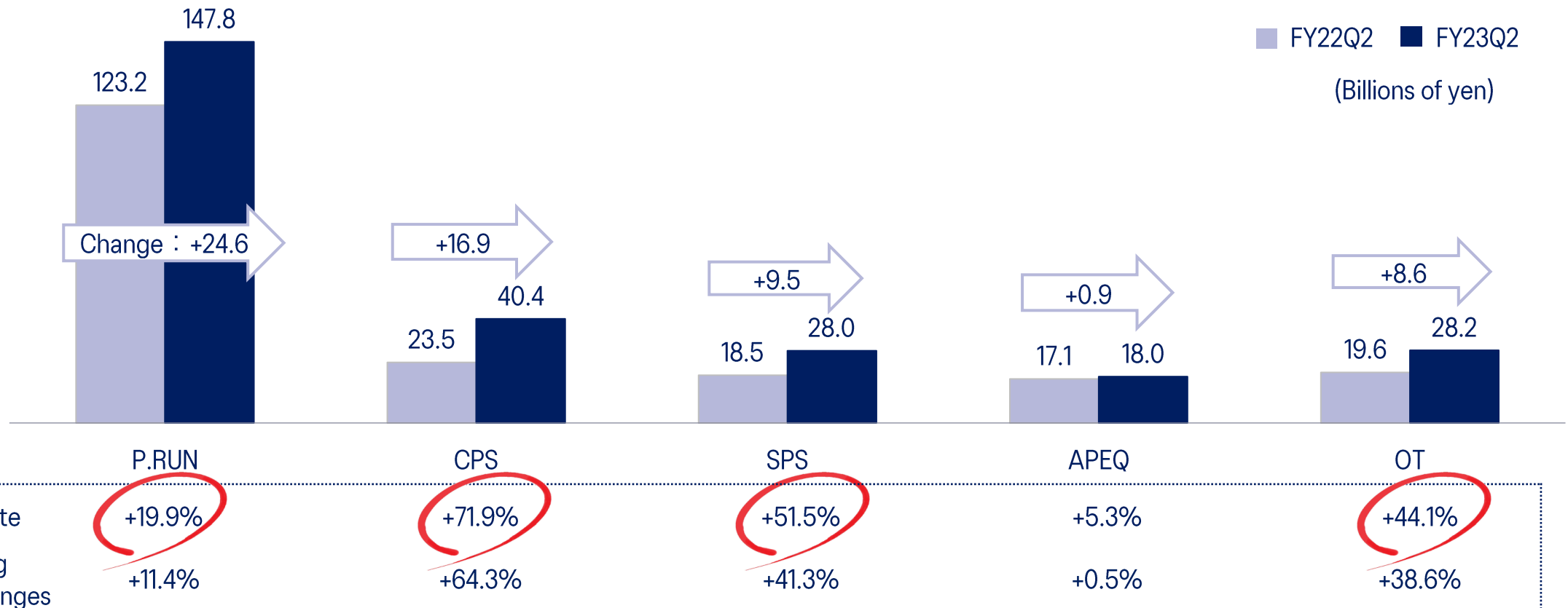


2. CONSOLIDATED BUSINESS RESULTS BY CATEGORY

- ✓ Consolidated Net Sales by Category
- ✓ Regional Net Sales by Category
- ✓ Financial Results by Category

CONSOLIDATED NET SALES BY CATEGORY

- ✓ P.RUN sales increased in all regions, particularly in Southeast/South Asia (+76% YoY). Among them are Malaysia (+106%) and in India (+57%).
- ✓ CPS sales showed the most significant growth of all categories. In particular, sales of tennis shoes notably increased in North America and Europe, and also sales of working shoes in Japan.
- ✓ OT sales exceed FY22 results, showing a strong growth trend.

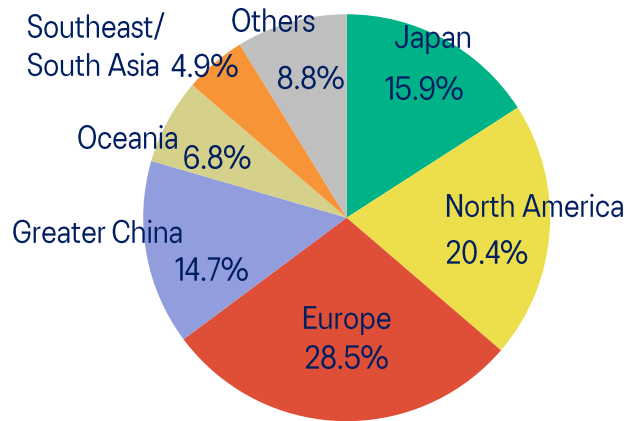


REGIONAL NET SALES BY CATEGORY

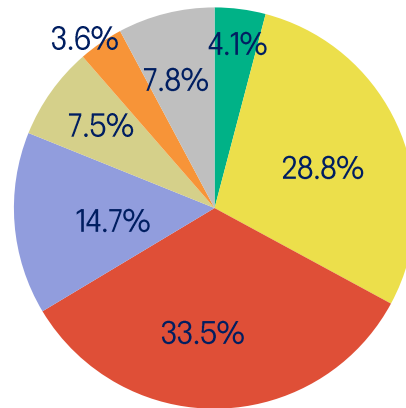
- ✓ Constitute a globally balanced regional portfolio, showing diversified sales in Japan, North America, Europe, and Greater China.
- ✓ Aim for No.1 position in P.RUN category, solidify the position as a globally renowned brand in OT category.

Japan North America Europe Greater China Oceania Southeast/South Asia Others

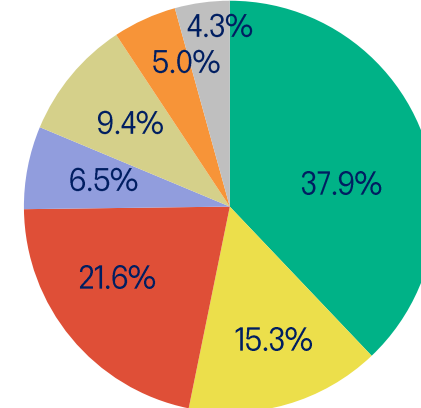
Consolidated



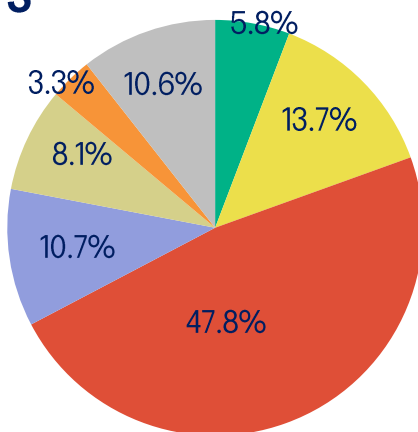
P.RUN



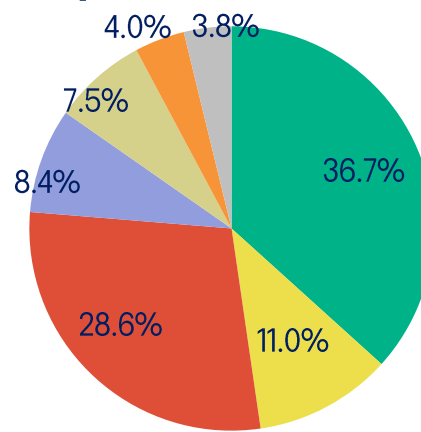
CPS



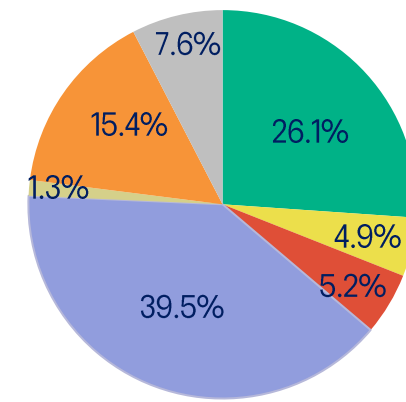
SPS



APEQ



OT



CATEGORY PROFIT

- ✓ Net sales and category profit increased in all categories.
- ✓ Corporate expenses increased YoY mainly due to the fluctuations in exchange rate (+1.0 billion yen) and salaries/wages (+0.8 billion). However, the increase rate was lower than the sales growth rate due to the proper expense control by each business division.

(Billions of yen)

	P.RUN	CPS	SPS	APEQ	OT	Others	TTL
Net sales	147.8 (+24.6)	40.4 (+16.9)	28.0 (+9.5)	18.0 (+0.9)	28.2 (+8.6)	27.6 (+4.5)	290.0 (+65.0)
Category profit	29.2 (+3.3)	8.7 (+4.7)	5.4 (+2.3)	1.3 (+1.3)	7.8 (+4.2)		
Corporate expense (not related to each category)							19.5 (+3.0)
Consolidated operating income							33.6 (+14.5)

Figures in parentheses are YoY changes

PERFORMANCE RUNNING (P.RUN)



GEL-KAYANO 30
Stability never felt better.

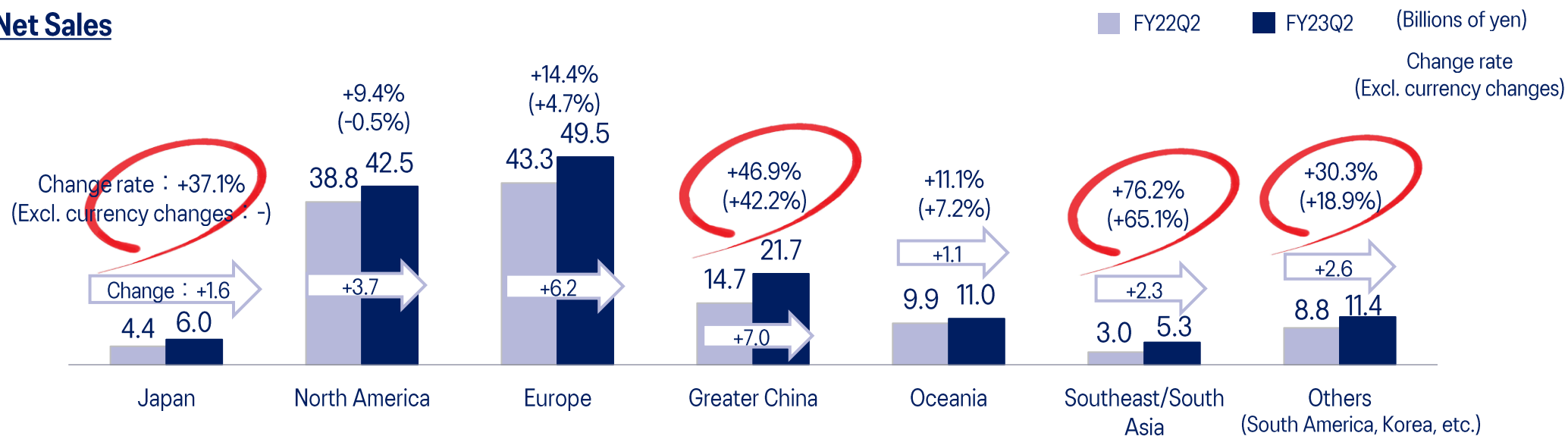
6-month period (Jan to Jun)	FY22Q2	FY23Q2	YoY	
			Change	Change rate
Net sales	123.2	147.8	+24.6	+19.9%
Excl. currency changes		137.2	+14.0	+11.4%
Category profit	25.9	29.2	+3.3	+12.6%
Category profit margin	21.1%	19.8%	-	-1.3ppt

3-month period (Apr to Jun)	FY22Q2	FY23Q2	YoY	
			Change	Change rate
Net sales	64.5	69.9	+5.4	+8.4%
Excl. currency changes		65.9	+1.4	+2.2%
Category profit	12.7	12.3	-0.4	-3.1%
Category profit margin	19.7%	17.6%	-	-2.1ppt

Summary

- ◆ Net sales increased in all regions, exceeding the financial plan. In particular, net sales in Greater China and Southeast/South Asia showed a strong growth.
- ◆ 3-month period sales also increased from FY22, when we were benefited from the recovery from supply constrains caused by factory shutdowns.
- ◆ Gross margin improved to 48.4% (+ 1.3ppt YoY) as we focused on high gross margin products and selling price optimization.
- ◆ Category profit increased due to the sales growth and improvement of gross margin, exceeding the financial plan as well.
- ◆ Continue to center on selling price optimization and product mix improvement.

Regional Net Sales



CORE PERFORMANCE SPORTS (CPS)



GEL-RESOLUTION 9

Flagship model featuring excellent stability for players who excel in rallies on the baseline.

6-month period (Jan to Jun)	FY22Q2	FY23Q2	YoY	
			Change	Change rate
Net sales	23.5	40.4	+16.9	+71.9%
Excl. currency changes		38.6	+15.1	+64.3%
Category profit	4.0	8.7	+4.7	+116.1%
Category profit margin	17.1%	21.5%	-	+4.4ppt

3-month period (Apr to Jun)	FY22Q2	FY23Q2	YoY	
			Change	Change rate
Net sales	13.3	17.7	+4.4	+33.1%
Excl. currency changes		17.1	+3.8	+28.6%
Category profit	2.5	3.0	+0.5	+20.0%
Category profit margin	18.8%	16.9%	-	-1.8ppt

Summary

- ◆ Net sales showed a double-digit increase YoY in all regions, exceeding the financial plan. Particularly, net sales of tennis shoes in North America and Europe increased steadily from FY22 and exceeded the financial plan.
- ◆ 3-month period sales also increased YoY.
- ◆ Gross margin decreased to 44.0% (-1.3ppt YoY) due to the change in purchasing exchange rates and a higher proportion of wholesale sales, though it exceeded the financial plan.
- ◆ Category profit more than doubled YoY, increasing in all regions from FY22 and exceeding the financial plan.
- ◆ Achieve further sales expansion by continuously promoting tennis shoes oriented for various playing styles.

Regional Net Sales

Change rate : +64.3%
(Excl. currency rate : -)



CPS: TENNIS SHOES

- ✓ Conduct unique sales promotion for players with various playing styles through ASICS contract players. Acquired high market share in the U.S., Europe, and Oceania.
- ✓ Net sales of tennis shoes contribute to further sales expansion of pickleball shoes in the U.S. and padel shoes in Europe.
- ✓ Aim for No.1 position in the global market together with running shoes.

BASELINE

Players with a lot of left-right movements



Matteo Berrettini

Popular model: **GEL-RESOLUTION**

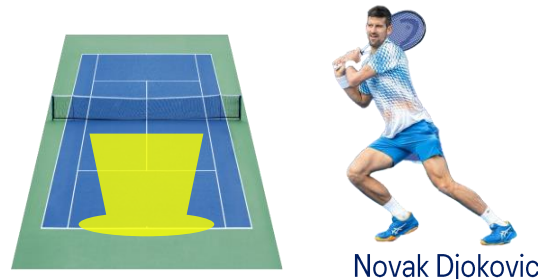
“Stability”
Enable powerful stroke



(The French Open 2023 color)

BEST of BOTH

Players who move around the entire court.



Novak Djokovic

Flagship model : **COURT FF**

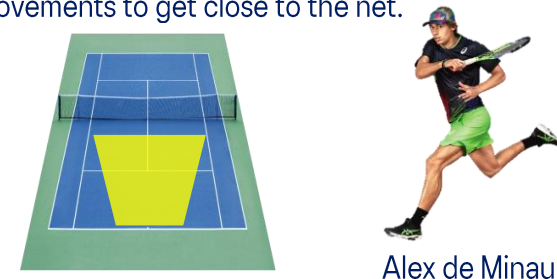
“Stability + Speed”
Enable quick dash and turn at the same time



(The French Open 2023 color)

ALL-COURT

Players with a lot of forward and backward movements to get close to the net.



Alex de Minaur

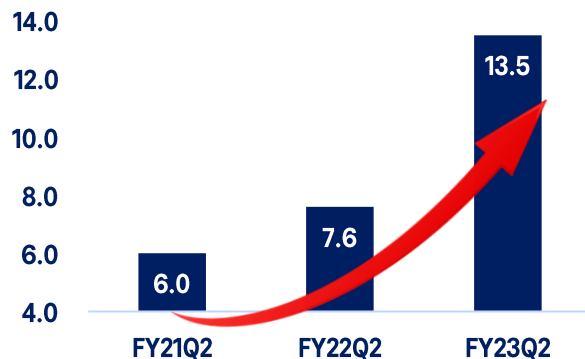
Flagship model: **SOLUTION SPEED FF**

“Speed”
Support mobility to utilize the entire court.



(The French Open 2023 color)

Consolidated Net sales of tennis shoes (billions of yen)



What is pickleball?

A sport in which players smash a ball with holes, using a board-like paddle in a court of the same size of a badminton court. Recently gaining popularity in the U.S.

What is padel?

A sport that combines the aspects of tennis and squash which takes place in a court with half the size of a tennis court. Popular in Europe.

SPORTSTYLE (SPS)



GT-2160

Update the beautiful and natural upper design of GT-2000 series (released in 2010) into a modern style.

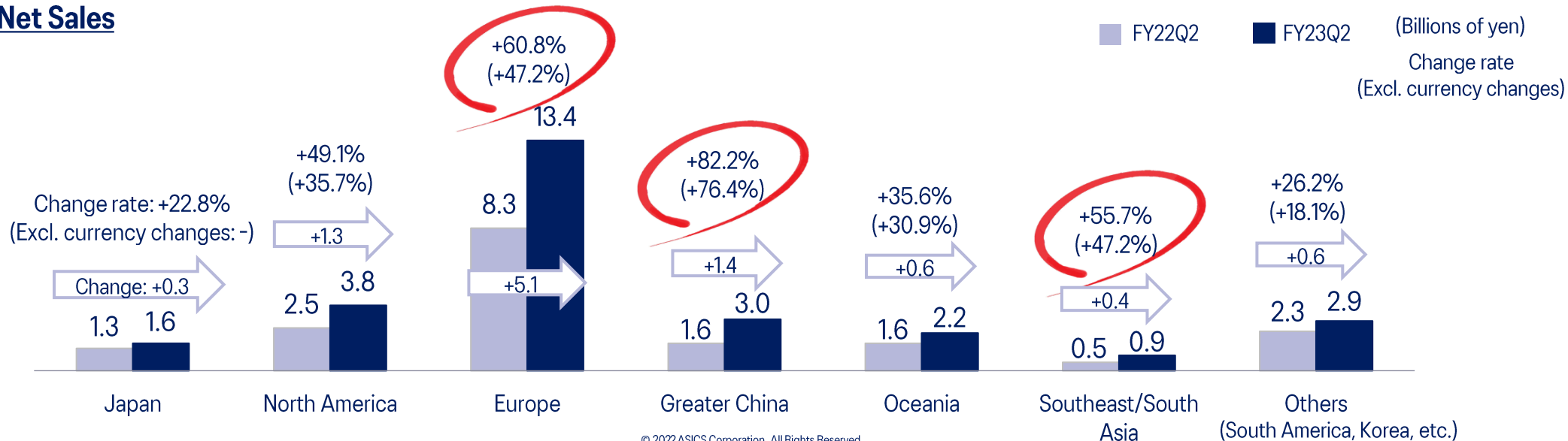
6-month period (Jan to Jun)	FY22Q2	FY23Q2	Change	YoY Change rate
Net sales	18.5	28.0	+9.5	+51.5%
Excl. currency changes		26.1	+7.6	+41.3%
Category profit	3.1	5.4	+2.3	+72.5%
Category profit margin	17.0%	19.3%	-	+2.3ppt

3-month period (Apr to Jun)	FY22Q2	FY23Q2	Change	YoY Change rate
Net sales	10.4	12.6	+2.2	+21.2%
Excl. currency changes		11.9	+1.5	+14.4%
Category profit	1.8	1.7	-0.1	-5.6%
Category profit margin	17.3%	13.5%	-	-3.8ppt

Summary

- ◆ Net sales significantly increased YoY and exceeded the financial plan.
- ◆ 3-month period sales also increased from FY22 when we were benefited from the recovery from supply constrains caused by factory shutdowns.
- ◆ Gross margin decreased to 48.5% (-0.4ppt YoY) due to the change in purchasing exchange rate and the higher proportion of wholesales sales.
- ◆ Category profit improved in all regions, exceeding the financial plan.
- ◆ GEL-LYTE III CM 1.95 will come out in September. This model emits less CO2 during the product life cycle.

Regional Net Sales





NAGINO Collection

Savor various layering styles in all seasons.

APPAREL & EQUIPMENT (APEQ)

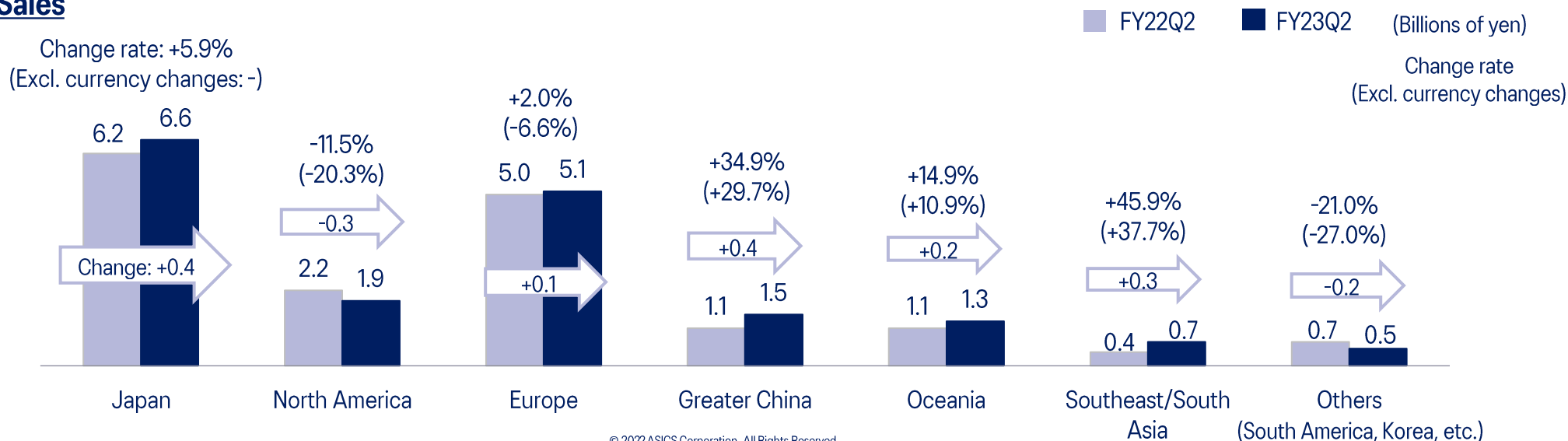
6-month period (Jan to Jun)	FY22Q2	FY23Q2	YoY	
			Change	Change rate
Net sales	17.1	18.0	+0.9	+5.3%
Excl. currency changes		17.1	+0.0	+0.5%
Category profit	0.0	1.3	+1.3	Significant improvement
Category profit margin	0.2%	7.3%	-	+7.1ppt

3-month period (Apr to Jun)	FY22Q2	FY23Q2	YoY	
			Change	Change rate
Net sales	8.4	8.4	+0.0	+0.0%
Excl. currency changes		8.1	-0.3	-3.6%
Category profit	-0.1	0.7	+0.8	-
Category profit margin	-1.2%	8.3%	-	+9.5ppt

Summary

- ◆ Net sales increased in all regions excluding North America and others (South America, Korea, etc.), exceeding the financial plan supported by net sales in Europe and Greater China.
- ◆ Gross margin improved in all regions to 48.8% (+ 4.4ppt YoY).
- ◆ Category profit increased in all regions, exceeding the financial plan, due to the sales growth and improvement of gross margin.
- ◆ Improve profitability by developing items with advanced features in major sports categories such as running and training, and strengthen sales at company-managed sales floors.

Regional Net Sales



ONITSUKA TIGER (OT)



ENDACTUS

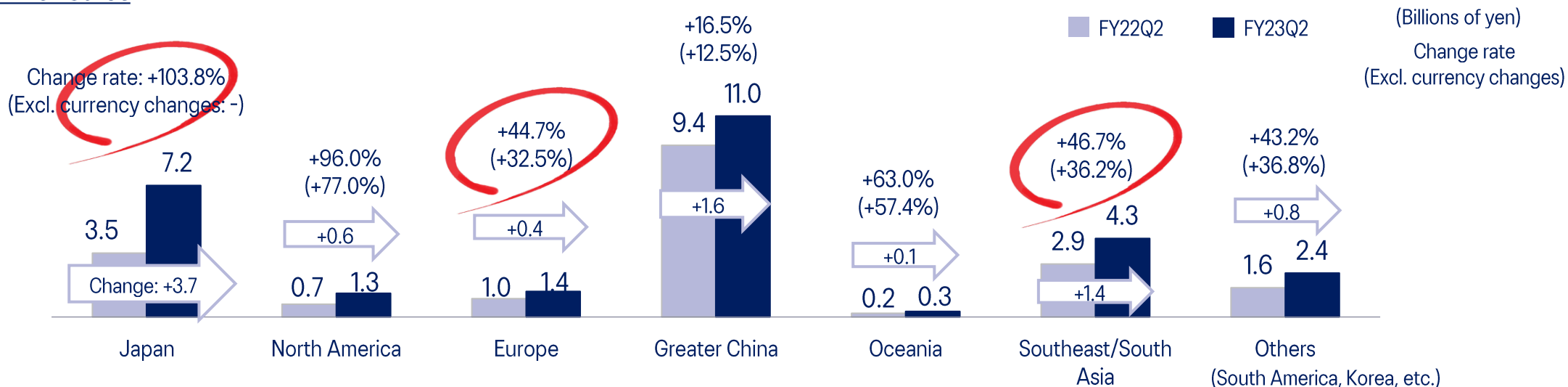
Collaboration model in celebration of the release of Street Fighter 6 (CAPCOM).

6-month period (Jan to Jun)	FY22Q2	FY23Q2	YoY	
			Change	Change rate
Net sales	19.6	28.2	+8.6	+44.1%
Excl. currency changes		27.1	+7.5	+38.6%
Category profit	3.6	7.8	+4.2	+116.0%
Category profit margin	18.4%	27.7%	-	+9.3ppt
3-month period (Apr to Jun)	FY22Q2	FY23Q2	YoY	
			Change	Change rate
Net sales	10.9	16.1	+5.2	+47.7%
Excl. currency changes		15.7	+4.8	+44.0%
Category profit	1.8	4.8	+3.0	+166.7%
Category profit margin	16.5%	29.8%	-	+13.3ppt

Summary

- ◆ Net sales increased significantly in Japan, Southeast/South Asia, and South Korea. Also, net sales in Greater China grew steadily. Sales in all regions exceeded the financial plan.
- ◆ 3-month period sales increased continuously in Japan and Greater China, exceeding the growth rate of 3-month period in Q1.
- ◆ Net sales for inbound tourists reached 2.8 billion yen, recovering to the same level as FY19.
- ◆ Category profit increased due to the control of selling price that led to the improvement of gross margin (68.2%, +5.1ppt YoY) and the sales increase.
- ◆ Newly opened a concept store in Ginza (in August). Scheduled to participate in Milan Fashion Week (in September).

Regional Net Sales



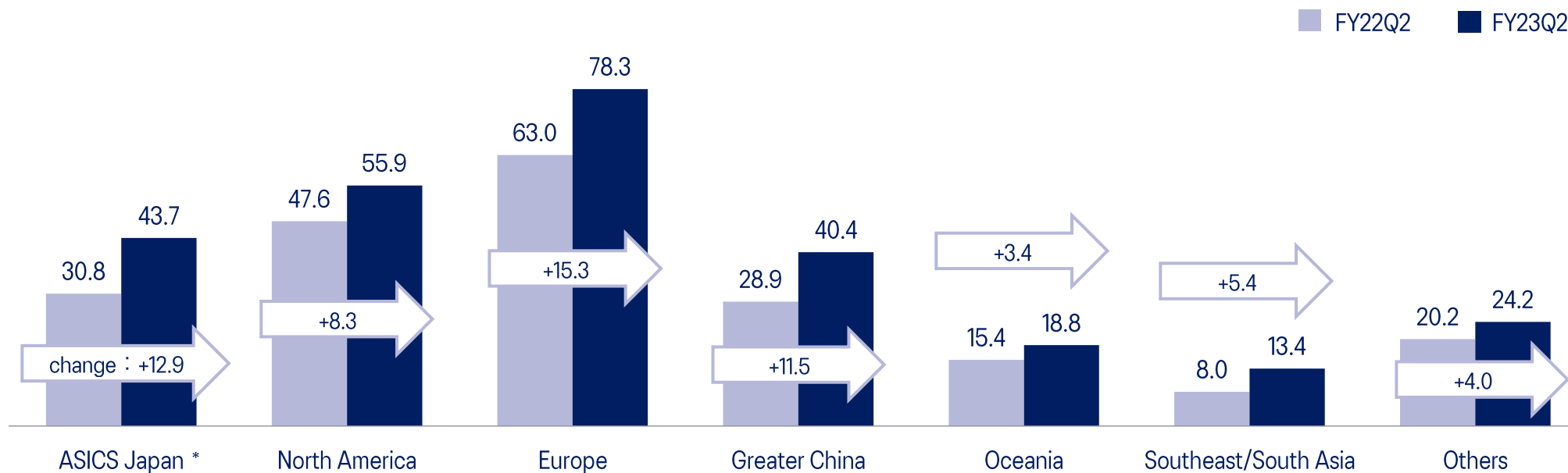
3. CONSOLIDATED BUSINESS RESULTS BY REGION

- ✓ Regional Net Sales
- ✓ Regional Category Structure
- ✓ Regional Operating Income Breakdown
- ✓ Channel Net Sales
- ✓ Monthly Consolidated Net Sales

REGIONAL NET SALES

- ✓ Increased in all regions, led by the growth in CPS, SPS and OT sales.
- ✓ Sales increase of ASICS Japan is 40% YoY due to the remarkable recovery of inbound tourism; OT sales have doubled YoY, CPS sales increased 60% YoY.
- ✓ In Southeast/South Asia, sales grew by over 50% (excluding currency changes), showing significant growth especially in India and Malaysia.

(Billions of yen)



Change rate (%)	+41.8%	+17.4%	+24.4%	+39.6%	+22.3%	+66.9%	+19.3%
Excluding currency changes	-	+6.7%	+13.8%	+35.0%	+18.0%	+55.9%	+11.9%

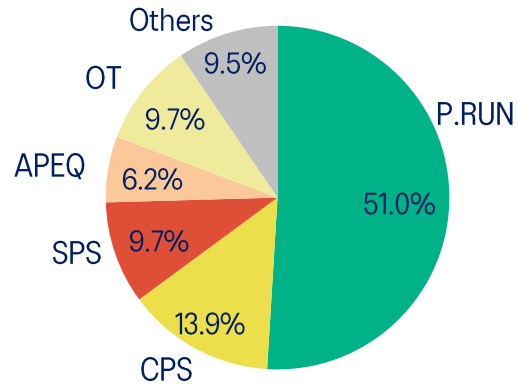
* Japan region includes the sales of companies that sell products categorized neither as P.RUN, CSP, SPS, APEQ, nor OT. Therefore, Japan region is equal to ASICS Japan in this material (starting from FY22 Q2), considering comparability with other regions. Sales in Japan region were 56.5 billion yen in FY22 Q2 and 69.1 billion yen in FY23 Q2.

REGIONAL CATEGORY STRUCTURE

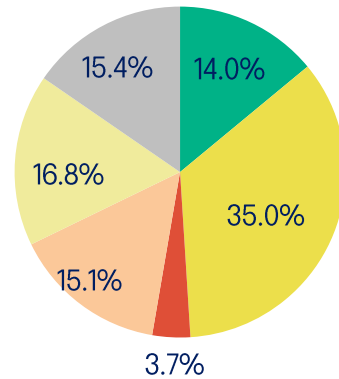
- ✓ P.RUN sales account for more than 50% of the consolidated sales. In particular, sales in North America, Europe, Greater China, and Oceania take up the majority. Aim for synergetic effect on other categories. ASICS Japan will focus on further P.RUN sales expansion.
- ✓ OT sales account for about 30% (10% on a consolidated basis) of the total sales in Greater China and Southeast/South Asia. Pursue sales growth as a premium brand particularly in Europe.

■ P.RUN
 ■ CPS
 ■ SPS
 ■ APEQ
 ■ OT
 ■ Others

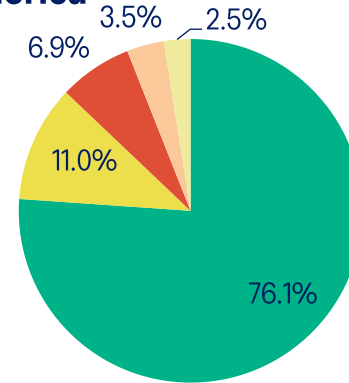
Consolidated



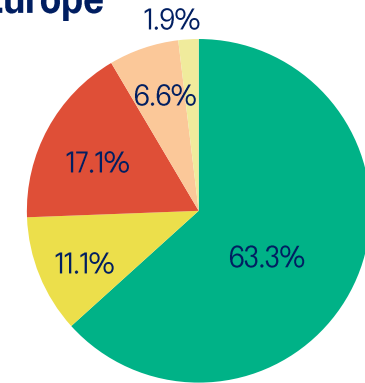
ASICS Japan



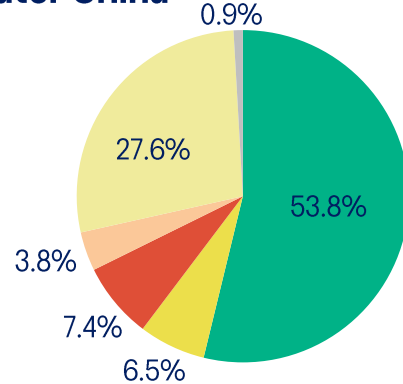
North America



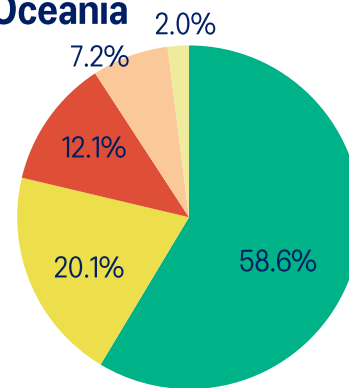
Europe



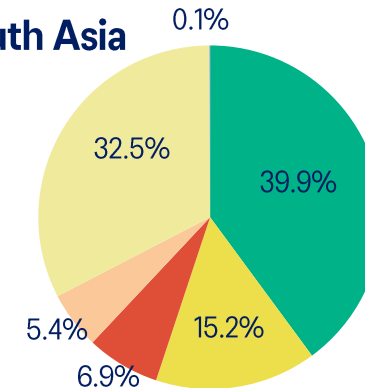
Greater China



Oceania



Southeast /South Asia



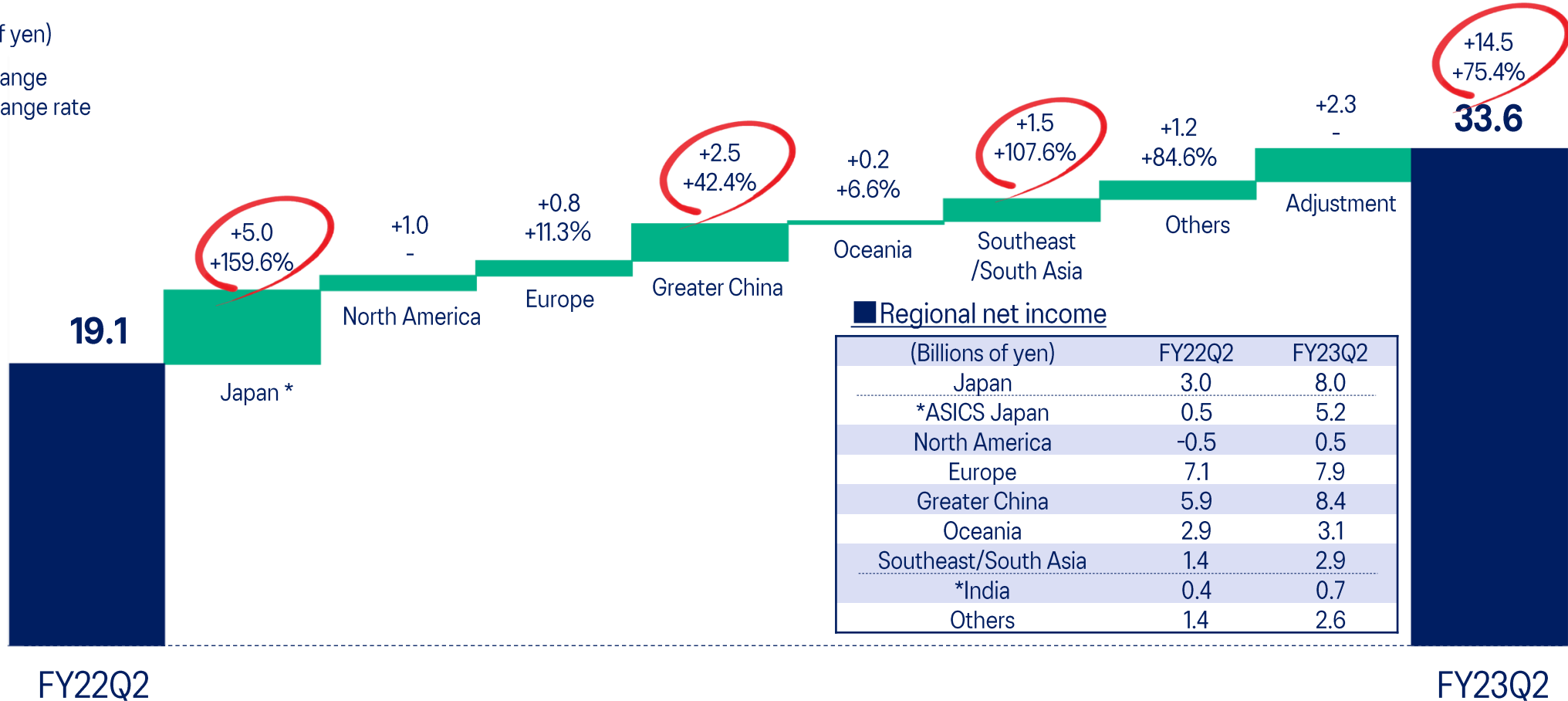
REGIONAL OPERATING INCOME BREAKDOWN

- ✓ Operating income reached a record high with the increase of over 70% YoY. Operating margin improved to 11.6% (+3.1ppt YoY).
- ✓ ASICS Japan within Japan region had a significant sales growth. As a result, operating income increased from 0.5 billion yen to 5.2 billion yen.
- ✓ Operating income has more than doubled in Southeast/South Asia, where the market is rapidly expanding; +0.5 billion yen in Singapore, +0.4 billion yen in Malaysia, +0.3 billion yen in India.

(Billions of yen)

Upper: change

Lower: change rate



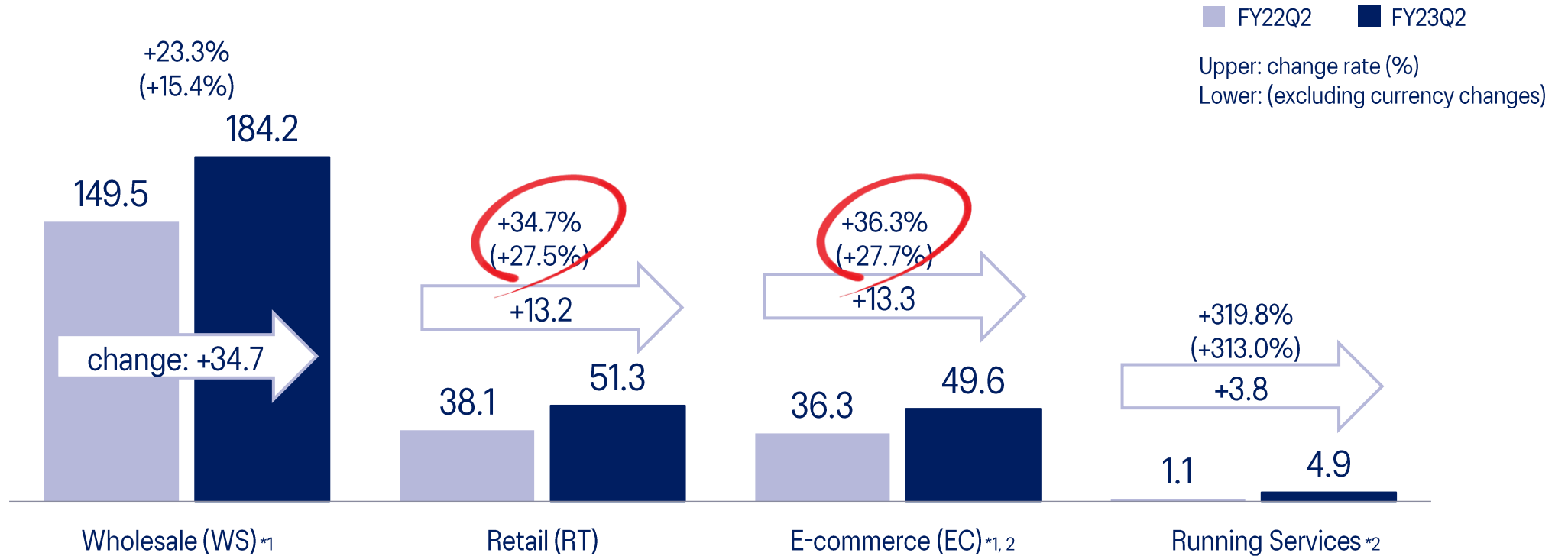
*Japan region includes the sales of companies that sell products categorized neither as P.RUN, CSP, SPS, APEQ, nor OT.

For comparison, ASICS Japan is shown as a part of Japan region. Japan Region includes ASICS Japan, ASICS Trading, and NISHI Athletic Goods.

CHANNEL NET SALES

- ✓ Retail sales increased 34.7% due to the sales increase, especially in Japan and Greater China, while reviewing unprofitable stores in North America.
- ✓ E-commerce sales increased 36.3% YoY, with significant growth in North America (+50.6%) and Europe (+45.4%).

(Billions of yen)



Channel sales composition	FY22Q2 (%)	FY23Q2 (%)
Wholesale (WS)*1	66.4%	63.5%
Retail (RT)	16.9%	17.7%
E-commerce (EC)*1, 2	16.2%	17.1%
Running Services*2	0.5%	1.7%

*1 Company-operated E-commerce website and marketplace are included in E-commerce, while wholesale E-retailer is included in wholesale.

*2 Running services has been disclosed as a new channel since FY23 (previously included in EC). Running services provides service businesses such as race registration and race operation that are sponsored by Race Roster and R-bies. We aim at improving profitability by strengthening this service which will lead us to expand our running ecosystem.

MONTHLY CONSOLIDATED NET SALES

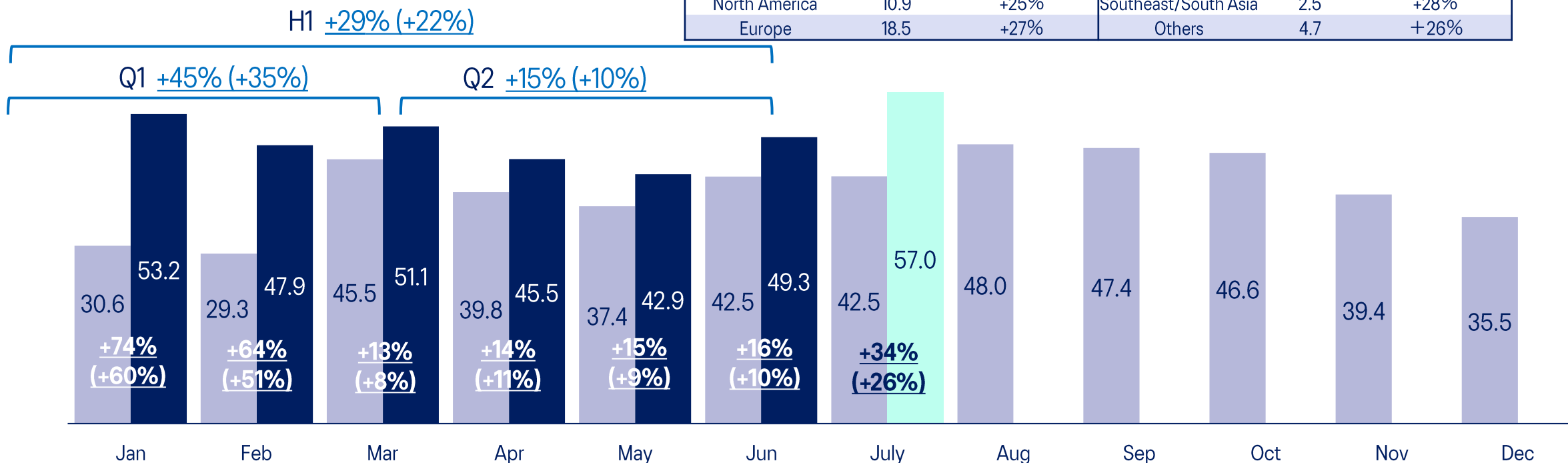
■ FY23 ■ Preliminary sales
■ FY22 Change rate YoY (excluding currency changes)

- ✓ Net sales in July reached 57.0 billion yen (+34% YoY), showing a steady growth in Europe and Greater China. The increase rate is +26% YoY excluding currency changes.
- ✓ Net sales in July were higher YoY in all categories. Particularly, P.RUN sales, in which GEL-KAYANO 30 shows a steady sales, CPS, SPS and OT sales increased significantly.

(Billions of yen)

Regional Net Sales in July

	Net sales	Change rate (Excl. currency changes)		Net sales	Change rate (Excl. currency changes)
Consolidated	57.0	+26%	Greater China	7.7	+25%
ASICS Japan	6.8	+47%	Oceania	3.8	+46%
North America	10.9	+25%	Southeast/South Asia	2.5	+28%
Europe	18.5	+27%	Others	4.7	+26%



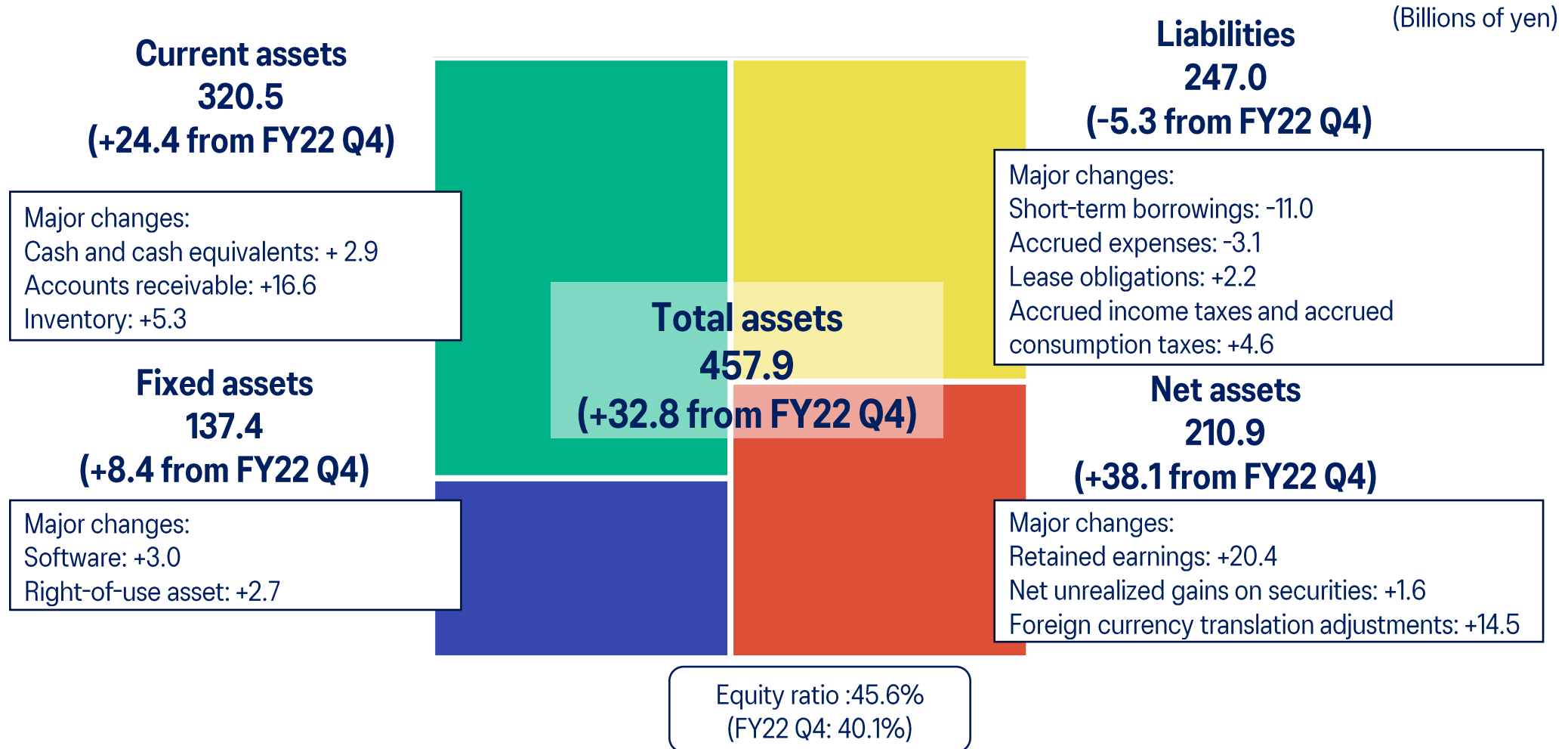
* As this year's net sales in July are based on preliminary data, they may differ from the actual data.
 Also, as the impact of COVID-19 and production delay have subsided, we only disclose the consolidated sales data.

4. CONSOLIDATED FINANCIAL POSITION

- ✓ Consolidated Balance Sheet
- ✓ Consolidated Cash Flow
- ✓ Consolidated Inventory
- ✓ ROA (Return on assets) Tree

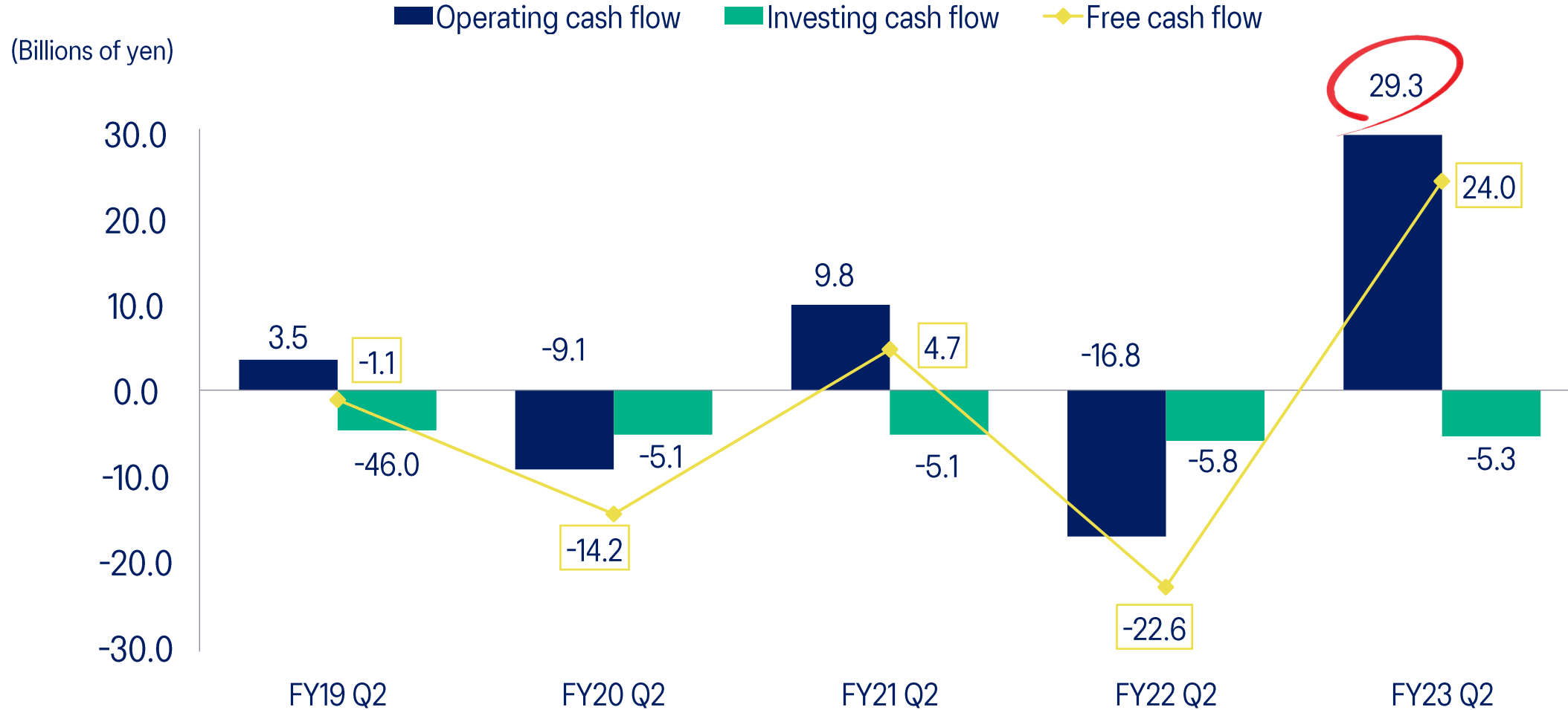
CONSOLIDATED BALANCE SHEET

- ✓ Although working capital increased mainly due to strong sales and an increase in accounts receivable by currency changes, the change was within gain of net assets.
- ✓ Equity ratio improved to 45.6% (+5.5ppt from FY22 Q4) partly due to the progress in repaying short-term borrowings.



CONSOLIDATED CASH FLOW

- ✓ Achieved a record high operating cash flow, due in part to decrease in inventory excluding currency changes and favorable performance.
- ✓ Seek optimization of inventory level and other measures to gain the capital for investment in future growth.



CONSOLIDATED INVENTORY

- ✓ Excluding currency changes (10.7 billion yen), inventory decreased from FY22 Q4.
- ✓ Days inventory outstanding improved 22 days from FY22 Q4.

Consolidated

(Billions of yen)	FY22Q2	FY22Q4	FY23Q2	YoY	Compared to FY22Q4
Consolidated	113.1	135.5	140.8	+27.7	+5.3 (Currency changes: 10.7)
Goods in transit *	26.6	23.4	19.4	-7.2	-4.0

Category *

(Billions of yen)	FY22Q2	FY22Q4	FY23Q2	YoY	Compared to FY22Q4
P.RUN	43.7	61.9	65.8	+22.1	+3.9
CPS	6.2	11.8	12.8	+6.6	+1.0
SPS	7.7	9.6	10.9	+3.2	+1.3
APEQ	12.3	11.1	11.7	-0.6	+0.6
OT	13.6	12.3	13.1	-0.5	+0.8

Major regions

(Local currency)	FY22Q2	FY22Q4	FY23Q2	YoY	Compared to FY22Q4
ASICS Japan (Billions of yen)	12.8	15.4	16.7	+3.9	+1.3
U.S (M USD)	237	220	194	-43	-26
Europe (M EUR)	171	270	256	+85	-14
China (M RMB)	732	857	674	-58	-183

ROA TREE

- ✓ Managed to control SG&A expenses increase so that it doesn't exceed sales increase rate. In addition to sales product mix improvement and selling price optimization, utilized detailed management system by each division.
- ✓ Successful actions to optimize inventory level through 'The Cash Flow Committee' and other initiatives.

FY23Q2 : 290.0 billion yen

FY22Q2 : 225.0 billion yen

Net Sales

FY23Q2 : 142.0 billion yen

FY22Q2 : 113.5 billion yen

Cost of sales

Gross margin

FY23Q2 : 51.0%

FY22Q2 : 49.5%

Strengthen profitability

Profit

FY23Q2 : 36.4 billion yen

FY22Q2 : 31.5 billion yen

Salaries and wages

FY23Q2 : 19.2 billion yen

FY22Q2 : 13.6 billion yen

Advertising

SG&A to sales ratio

FY23Q2 : 39.4%

FY22Q2 : 41.0%

FY23Q2 : 14.7 billion yen

FY22Q2 : 13.3 billion yen

Rent &
Depreciation and amortization

FY23Q2 : 44.0 billion yen

FY22Q2 : 33.9 billion yen

Others

ROA *2

(annualized)

FY23Q2 : 11.2%

FY22Q2 : 7.3%

FY23Q2 : 3.2

FY22Q2 : 3.0

Working capital turnover ratio *1
(annualized)

Improve asset efficiency

Efficiency

FY23Q2 : 4.2

FY22Q2 : 4.0

Fixed asset turnover ratio
(annualized)

*1 Instead of current asset turnover ratio, working capital ratio is presented in this material as we use working capital ratio as an internal target.

*2 ROA = $\frac{\text{Net income at the end of FY23 Q2}}{(\text{Total assets at the end of FY22 Q4} + \text{total assets at the end of FY23 Q2}) \div 2} \times 2$

5. CONSOLIDATED BUSINESS FORECAST

CONSOLIDATED BUSINESS FORECAST

- ✓ In reflection of the favorable Q2 performance and the change in exchange rates, net sales and all the level of profits are expected to reach record highs.
- ✓ Of all categories, CPS, SPS and OT sales will lead the global sales, and of all regions, sales in Japan, Greater China, and Southeast/South Asia will be the driving forces.
- ✓ The company expects to pay the annual dividend of 55 yen per share, which is a record high.

(Billions of yen)	FY23 Previous forecast	FY23 Revised forecast	Change rate	Change rate (Excl. currency changes)	FY22 Actual	YoY (Excl. currency changes)
Net sales	510.0	550.0	+7.8%	+2.4%	484.6	+11.8%
Operating income	37.0	46.0	+24.3%	+19.2%	34.0	+32.5%
Operating margin	7.3%	8.4%	+1.1ppt	-	7.0%	-
Ordinary income	32.0	42.0	+31.3%	+24.0%	30.9	+33.2%
Net income attributable to owners of parent	20.0	25.0	+25.0%	+16.8%	19.8	+23.9%

Dividend	Interim	Year-end	Annual
Previous forecast	22.00 yen	22.00 yen	44.00 yen
Revised forecast	25.00 yen	30.00 yen	55.00 yen

Exchange rate	USD	EUR	RMB
Previous forecast	125.00 yen	132.00 yen	19.00 yen
Revised forecast	135.00 yen	145.00 yen	19.50 yen

6.APPENDIX

- ✓ Sales for Inbound Tourists
- ✓ Initiatives for Sustainability
- ✓ Strengthen Human Capital
- ✓ IR Schedule
- ✓ Regional Business Results (6-month period and 3-month period)
- ✓ Consolidated Business Forecast by Category and Region
- ✓ Stock Price and Index Trends

SALES FOR INBOUND TOURISTS

- ✓ Q2 sales for inbound tourists recovered up to about 90% of FY19 level. Sales in June exceeded FY19 level.
- ✓ Full recovery of the number of tourists from China has the potential to bring further sales increase.

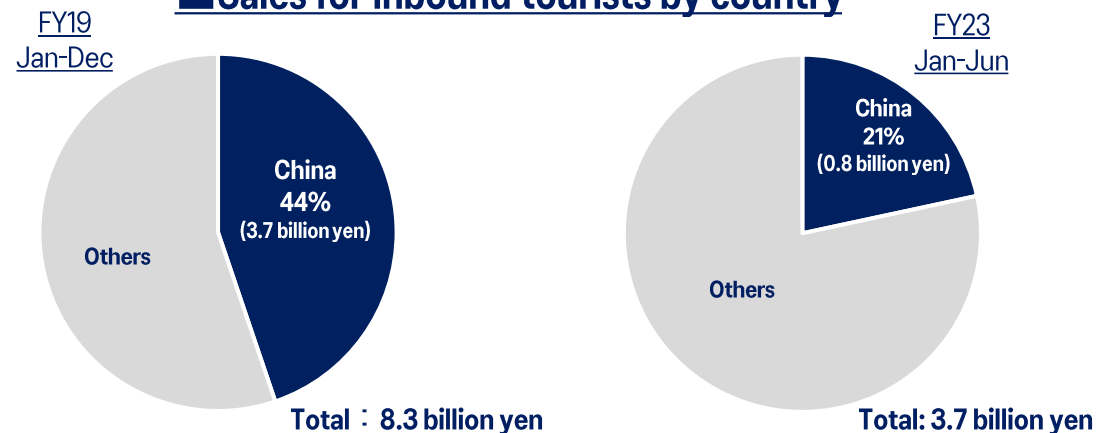
■ Sales for inbound tourists (from January to June)

Billions of yen	FY19	FY22	FY23
Total sales for inbound tourists	4.25	0.08	3.79
*OT sales (extracted from the total sales above)	3.08	0.06	2.81

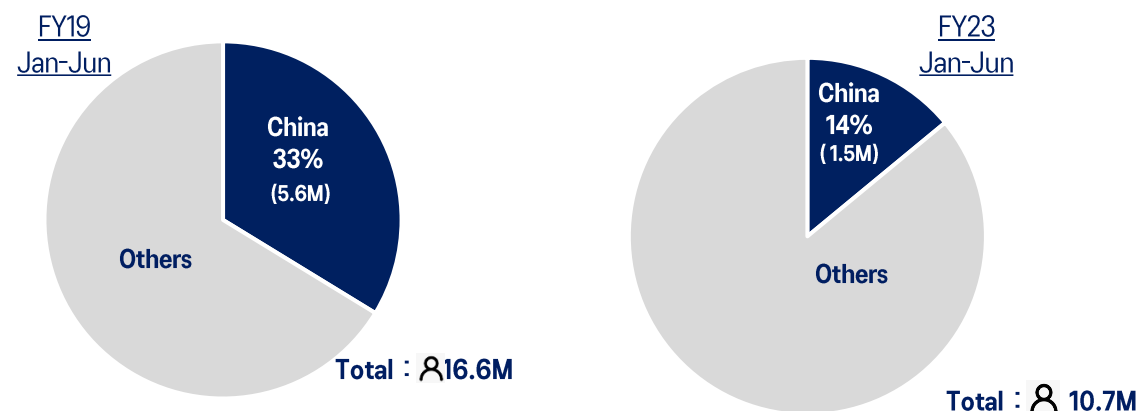
■ Monthly sales for inbound tourists (in June)

Billions of yen	FY19	FY22	FY23
Sales for inbound tourists	0.72	0.02	0.78
*OT sales (extracted from the total sales above)	0.53	0.01	0.59

■ Sales for inbound tourists by country



■ Foreign visitors to Japan





INITIATIVES FOR SUSTAINABILITY





- ✓ Contribute to enabling sound mind, sound body for people all over the world, and to provide them with sustainable environment where they can play sports.

Basic Policies

1. Respect human rights in the supply chain
2. CO2 reduction target for 2030

BUSINESS AMBITION FOR 1.5°C   **OUR ONLY FUTURE**

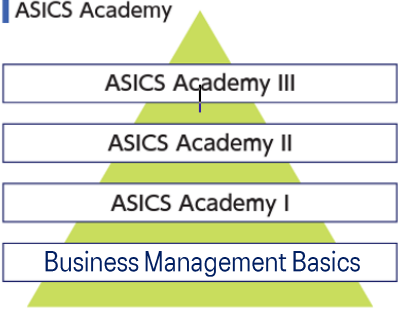

63% reduction (compared to 2015)

People (contributing to people and society)	Planet (environmental considerations)	Disclosure, external evaluation, etc.
<ul style="list-style-type: none"> ✓ Support World Athletics Athlete Refugee Team as an official sponsor ✓ Signed off an official partnership agreement with Japan Para Athletics (JPA).  <p>アシックス・日本パラ陸上競技連盟 契約締結発表会</p> <p><small>*Announcement of the contract of ASICS and JPA</small></p>	<ul style="list-style-type: none"> ✓ “GEL-KAYANO 30” displays information on greenhouse gases emissions during the product life cycle. ✓ Launched a global initiative “Run for Reforestation Challenge” in which participants can contribute to reducing CO2 by exercising ✓ Introduced as an advanced case in “Carbon Footprint Report” by the Ministry of Economy, Trade and Industry, and in “Appendix to the Guidelines: Practical Guide” by the Ministry of the Environment.  	<ul style="list-style-type: none"> ✓ Published Sustainability Report 2022 ✓ Earned ‘AA’ of ESG index proposed by MSCI for four consecutive year (ASICS is within the top 30%) ✓ Disclosed statement on modern slavery acts and compliance with transparency requirements 

INITIATIVES FOR STRENGTHENING HUMAN CAPITAL

Individual diversity × Inclusive organization = Innovation

■ Main initiatives

'Sound Mind, Sound Body' initiated by employees	Develop human resources who can lead the business globally	Promote D&I (Diversity & Inclusion)
<ul style="list-style-type: none"> ✓ Promote employees to participate in well-being activities ✓ Diverse work styles <ul style="list-style-type: none"> - Full flexible working hours, remote working - Running & walking commute 	<ul style="list-style-type: none"> ✓ Visualization of the ASICS Group's human resources (Encourage global talent management) ✓ Strengthen global human resource development through programs such as ASICS Academy, a next-generation leader development program 	<ul style="list-style-type: none"> ✓ Further increase the ratio of female managers ✓ Promote the employment of people with disabilities and make a better environment for them ✓ Create an environment where employees from various countries can work globally 

ASICS group (Consolidated)

Engagement Score

Response rate: 79%
Score: 66
(October, 2022) → Response rate: 84%
Score: 68
(April, 2023)

Female managers rate

Target: 35%
(in 2023) → Outcome: 38%
(June, 2023)

ASICS Corporation (parent-only)

New graduate female employees rate

53%
(Joined in April, 2023)

Childcare leave acquisition rate

60% (Male) 100% (Female)

Employment rate for people with disabilities

2.36%

Employees at headquarters are from

18 countries

IR SCHEDULE

Main schedule

FY2023 Q2 Financial Results	August 8	15:00	Announcement of financial statements
	August 9	15:30	Earnings call for the media
		15:00	Investor meeting for institutional investors, analysts and the media
FY2023 Q3 Financial Results	November 10	15:00	Announcement of financial statements
		15:30	Live distribution for institutional investors, analysts, and the media
Investment day	November 28	15:00	Announcement of “Mid-term Plan 2026” (planned)
FY2023 Q4 Financial Results	February, 2024	TBD	Announcement of financial statements
			Earnings call for media
			Investor meeting for institutional investors, analysts and media

REGIONAL FINANCIAL RESULTS

(Billions of yen)

Japan	FY22	FY23	YoY	
	(Jan to Jun)	(Jan to Jun)	Change	Change rate
Net sales	56.5	69.1	+12.6	+22.3%
Excl. currency changes		69.1	+12.6	+22.3%
Operating income	3.0	8.0	+5.0	+159.6%
Operating margin	5.5%	11.6%	-	+6.1ppt

ASICS Japan (part of Japan region)	FY22	FY23	YoY	
	(Jan to Jun)	(Jan to Jun)	Change	Change rate
Net sales	30.8	43.7	+12.9	+41.8%
Excl. currency changes		43.7	+12.9	+41.8%
Operating income	0.5	5.2	+4.7	+941.1%
Operating margin	1.6%	12.1%	-	+10.5ppt

North America	FY22	FY23	YoY	
	(Jan to Jun)	(Jan to Jun)	Change	Change rate
Net sales	47.6	55.9	+8.3	+17.4%
Excl. currency changes		50.7	+3.1	+6.7%
Operating income	-0.5	0.5	+1.0	-
Operating margin	-1.2%	0.9%	-	+2.1ppt

Europe	FY22	FY23	YoY	
	(Jan to Jun)	(Jan to Jun)	Change	Change rate
Net sales	63.0	78.3	+15.3	+24.4%
Excl. currency changes		71.7	+8.7	+13.8%
Operating income	7.1	7.9	+0.8	+11.3%
Operating margin	11.3%	10.1%	-	-1.2ppt

Greater China	FY22	FY23	YoY	
	(Jan to Jun)	(Jan to Jun)	Change	Change rate
Net sales	28.9	40.4	+11.5	+39.6%
Excl. currency changes		39.0	+10.1	+35.0%
Operating income	5.9	8.4	+2.5	+42.4%
Operating margin	20.6%	21.0%	-	+0.4ppt

Oceania	FY22	FY23	YoY	
	(Jan to Jun)	(Jan to Jun)	Change	Change rate
Net sales	15.4	18.8	+3.4	+22.3%
Excl. currency changes		18.1	+2.7	+18.0%
Operating income	2.9	3.1	+0.2	+6.6%
Operating margin	19.1%	16.6%	-	-2.5ppt

Southeast/south asia	FY22	FY23	YoY	
	(Jan to Jun)	(Jan to Jun)	Change	Change rate
Net sales	8.0	13.4	+5.4	+66.9%
Excl. currency changes		12.5	+4.5	+55.9%
Operating income	1.4	2.9	+1.5	+107.6%
Operating margin	17.8%	22.1%	-	+4.3ppt

Others	FY22	FY23	YoY	
	(Jan to Jun)	(Jan to Jun)	Change	Change rate
Net sales	20.2	24.2	+4.0	+19.3%
Excl. currency changes		22.6	+2.4	+11.9%
Operating income	1.4	2.6	+1.2	+84.6%
Operating margin	7.1%	11.0%	-	+3.9ppt

REGIONAL FINANCIAL RESULTS (3-MONTH PERIOD)

(Billions of yen)

Japan	FY22	FY23	YoY	
	(Apr to Jun)	(Apr to Jun)	Change	Change rate
Net sales	29.6	32.8	+3.2	+10.8%
Excl. currency changes		32.8	+3.2	+10.8%
Operating income	1.6	3.3	+1.7	+100.7%
Operating margin	5.5%	10.0%	-	+4.5ppt

ASICS Japan (part of Japan region)	FY22	FY23	YoY	
	(Apr to Jun)	(Apr to Jun)	Change	Change rate
Net sales	16.6	20.6	+4.0	+24.5%
Excl. currency changes		20.6	+4.0	+24.5%
Operating income	0.3	2.2	+1.9	+859.6%
Operating margin	1.4%	10.7%	-	+9.3ppt

North America	FY22	FY23	YoY	
	(Apr to Jun)	(Apr to Jun)	Change	Change rate
Net sales	26.5	29.8	+3.3	+12.3%
Excl. currency changes		27.6	+1.1	+4.4%
Operating income	0.2	0.8	+0.6	+302.1%
Operating margin	0.8%	2.9%	-	+2.1ppt

Europe	FY22	FY23	YoY	
	(Apr to Jun)	(Apr to Jun)	Change	Change rate
Net sales	32.2	33.9	+1.7	+5.6%
Excl. currency changes		31.0	-1.2	-3.7%
Operating income	3.1	1.4	-1.7	-54.7%
Operating margin	9.6%	4.1%	-	-5.5ppt

Greater China	FY22	FY23	YoY	
	(Apr to Jun)	(Apr to Jun)	Change	Change rate
Net sales	15.4	21.3	+5.9	+38.3%
Excl. currency changes		21.0	+5.6	+36.2%
Operating income	2.3	3.9	+1.6	+70.1%
Operating margin	15.2%	18.7%	-	+3.5ppt

Oceania	FY22	FY23	YoY	
	(Apr to Jun)	(Apr to Jun)	Change	Change rate
Net sales	8.1	7.3	-0.8	-9.2%
Excl. currency changes		7.4	-0.7	-8.1%
Operating income	1.5	1.1	-0.4	-29.3%
Operating margin	18.5%	14.4%	-	-4.1ppt

Southeast/south asia	FY22	FY23	YoY	
	(Apr to Jun)	(Apr to Jun)	Change	Change rate
Net sales	4.4	6.5	+2.1	+46.9%
Excl. currency changes		6.2	+1.8	+39.7%
Operating income	0.8	1.2	+0.4	+53.8%
Operating margin	18.1%	19.0%	-	+0.9ppt

Others	FY22	FY23	YoY	
	(Apr to Jun)	(Apr to Jun)	Change	Change rate
Net sales	11.0	11.2	+0.2	+1.0%
Excl. currency changes		10.7	-0.3	-3.2%
Operating income	0.7	0.8	+0.1	+10.1%
Operating margin	6.6%	7.2%	-	+0.6ppt

CONSOLIDATED BUSINESS FORECAST BY CATEGORY

(Billions of yen)		FY23 Previous forecast	FY23 Revised forecast	Change rate	Change rate (Excl. currency changes)	FY22 Actual	YoY	YoY (Excl. currency changes)
P.RUN	Net sales	273.0	287.0	+5%	-2%	258.2	+11%	+7%
	Category profit	53.0	53.0	-	-5%	49.1	+8%	+5%
CPS	Net sales	61.0	68.0	+12%	+7%	54.1	+26%	+23%
	Category profit	9.5	12.0	+26%	+22%	9.4	+27%	+24%
SPS	Net sales	48.0	54.0	+13%	+5%	43.4	+24%	+20%
	Category profit	7.5	10.0	+33%	+26%	6.4	+56%	+51%
APEQ	Net sales	35.0	35.0	-	-4%	35.2	-1%	-3%
	Category profit	1.0	1.0	-	-5%	-1.6	-	-
OT	Net sales	47.0	55.0	+17%	+14%	43.0	28%	+26%
	Category profit	8.0	12.0	+50%	+46%	7.3	62%	+60%

CONSOLIDATED BUSINESS FORECAST BY REGION

(Billions of yen)		FY23 Previous forecast	FY23 Revised forecast	Change rate	Change rate (Excl. currency changes)	FY22 Actual	YoY	YoY (Excl. currency changes)
Japan	Net sales	119.0	125.0	+5%	-	123.4	+1%	-
	Operating income	5.5	10.0	+82%	-	6.0	+65%	-
* ASICS Japan	Net sales	74.5	80.0	+7%	-	67.2	+19%	-
	Operating income	3.0	6.0	+100%	-	1.4	+312%	-
North America	Net sales	108.0	115.0	+7%	-1%	105.3	+9%	+5%
	Operating income	2.0	1.0	-50%	-47%	0.0	-	-
Europe	Net sales	133.0	141.0	+6%	-3%	130.0	+8%	+3%
	Operating income	12.0	12.5	+4%	-5%	11.2	+11%	+5%
Greater China	Net sales	68.0	77.0	+13%	+10%	62.4	+23%	+22%
	Operating income	11.0	14.0	+27%	+23%	10.0	+39%	+38%
Oceania	Net sales	38.5	36.5	-5%	-5%	33.2	+10%	+10%
	Operating income	6.0	6.0	-	-	5.2	+15%	+16%
Southeast /South Asia	Net sales	23.0	27.0	+17%	+11%	18.4	+46%	+41%
	Operating income	3.5	5.0	+43%	+36%	2.9	+68%	+63%

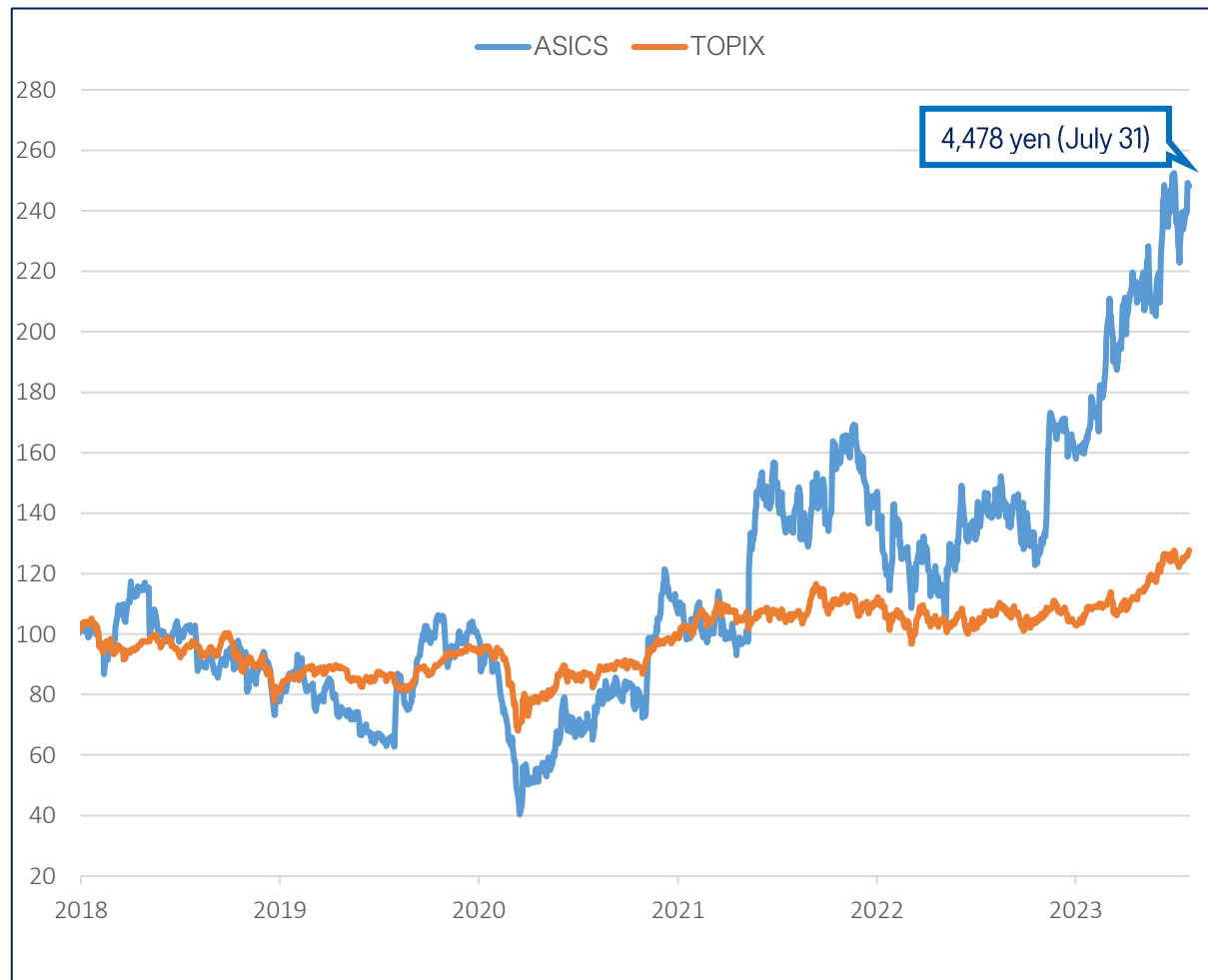
*Japan region includes the sales of companies that sell products categorized neither as P.RUN, CSP, SPS, APEQ, nor OT.

For comparison, ASICS Japan is shown as a part of Japan region. Japan Region includes ASICS Japan, ASICS Trading, and NISHI Athletic Goods.

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STOCK PRICE AND INDEX TRENDS

Stock Price range: End of 2017 – July 31, 2023 ^{*1}



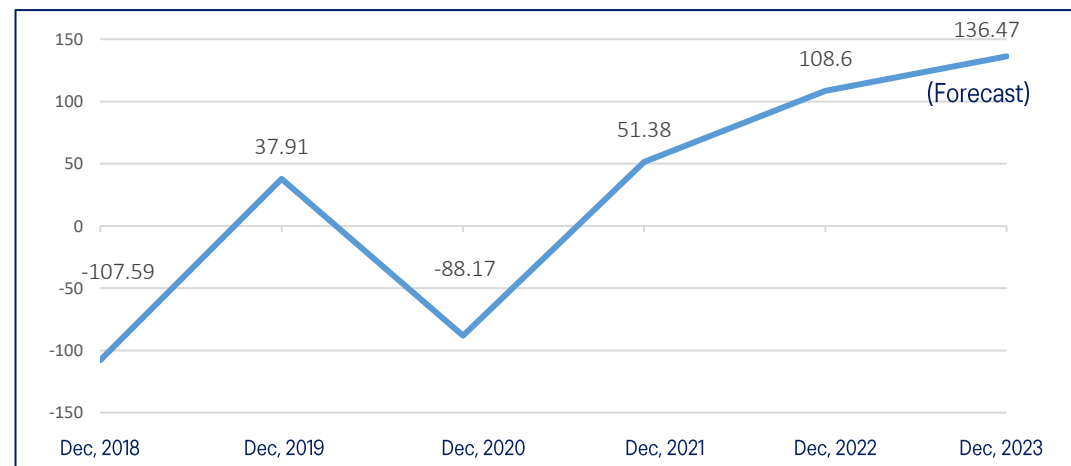
Source: Bloomberg

*1 Stock prices are indexed to 100 on December 29, 2017.

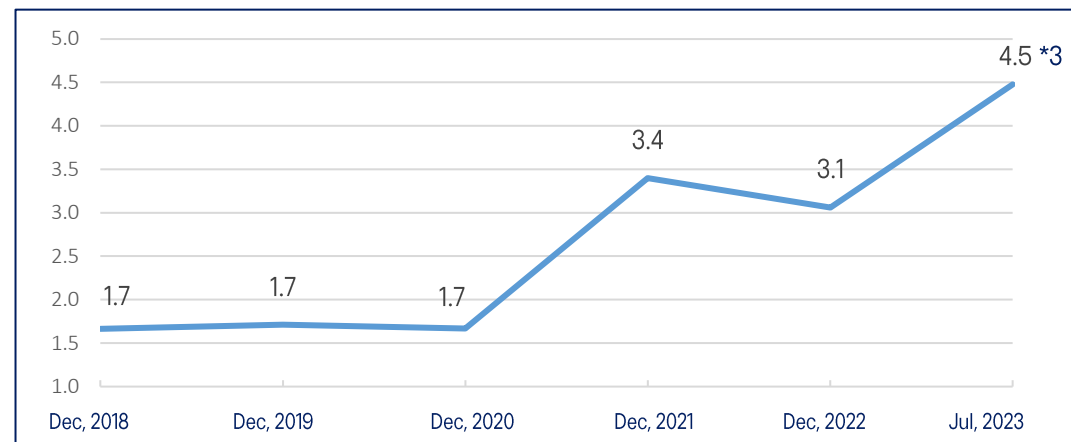
*2 PBR = Stock price / Book Value of Assets per stock

*3 As of July 31, 2023

EPS Trend



PBR Trend ^{*2}



Source: Bloomberg

