



sound mind, sound body

Sustainability Report 2024



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Message From the CEO

Welcome to the ASICS 2024 Sustainability Report, in which we share our sustainability performance, achievements, and challenges. This report includes our targets, approach, activities, and performance, as well as plans for the short, medium and long term.



Purpose, Profit, Performance

Our Mid-Term Plan 2026 identifies sustainability as one of the five key focus areas that will help guide our strategy to transform into a globally integrated enterprise. In 2024, the first year of implementing the Plan, we shifted to Global Integrated Enterprise through global growth, enhancement of brand experience, operational excellence, and the reinforcement of our business foundations. We recorded the highest sales and profit, with the latter at over ¥100 billion.

Inspiring Well-Being

Our founding philosophy – *Anima Sana In Corpore Sano*: Sound Mind, Sound Body – drives us to provide products and services that support people's physical and mental well-being, while protecting the planet.

Our sustainability results in 2024 show how our stakeholders respond to our philosophy. We expanded consumer touch points last year, with 17.64 million OneASICS members – a significant increase from 9.45 million in 2023.

We also engaged tens of thousands of people across several initiatives, including our Move Her Mind research and campaign, which aims to close the gender gap in sports and exercise, and events like Run for Reforestation, which enabled us to plant nearly 100,000 trees around the world.

Cutting Climate Impacts

On the road to net-zero in 2050, we have set ambitious targets for reducing greenhouse gas (GHG) emissions and increasing our use of renewable energy. We are embracing circularity as our approach to climate change, including in our product design. The NIMBUS MIRAI™ was designed to be recycled at the end of its life, with emissions 57% lower than the industry average.

Success Is Collaborative

Our efforts are being recognized: for the first time, in 2024, ASICS achieved CDP's climate change 'A' rating. These achievements result from the dedication of ASICS employees worldwide, who collaborate with each other, our business partners, and consumers to create a positive impact on both people and the planet.

We continue to work towards the 2026, 2030, and 2050 targets driving our progress, and you can read about our plans throughout this report. We welcome your feedback.

Yasuhito Hirota
Chairman and CEO,
Representative Director

asics

2024 at a Glance

As one of the world's top sports performance and lifestyle brands, ASICS pursues goals connected to our company's founding philosophy – *Anima Sana In Corpore Sano*: Sound Mind, Sound Body – to help people around the world to be happy and healthy. In addition to our business goals, our sustainability efforts are central to this pursuit, and this year's external recognition reflects the progress we made in 2024.



Our Business Results



13
companies
in Japan

52
companies overseas (North America, Europe, Greater China region, Oceania, Southeast/South Asia, etc.)

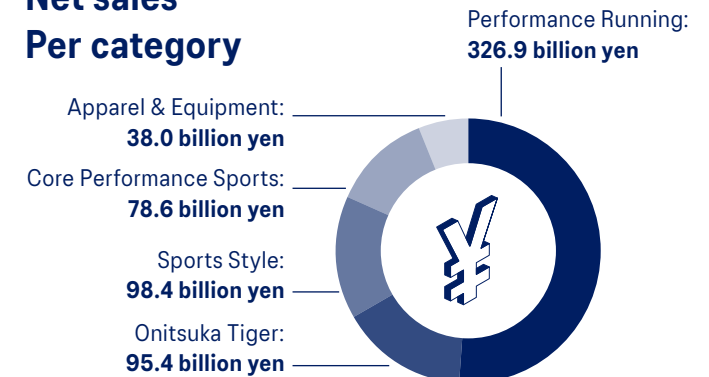


8,987
employees



678.5 billion yen
Net sales

Net sales Per category



External Recognition



**FTSE Blossom
Japan Sector
Relative Index**



**MSCI
ESG RATINGS**
AA



FTSE4Good

**Dow Jones
Sustainability
Asia Pacific
Index**

ASICS has been
recognized as an
'A List Company'





of climate by CDP
for the first time. (Last year,
ASICS received an 'A'-rating.)
This recognition reflects
ASICS' ongoing commitment
to climate action.







[Read the full press release](#)

Sustainability Highlights

People

	2023 result	2024 result
 OneASICS [™] members	9.45 million	17.64 million ¹ (12.29 million) ²
 Women in management positions	38.1%	39.5% ³
 Employee engagement score	68	73
 Employment rate of persons with disabilities (in Japan)	2.9%	3.1% ⁵

Planet

	2023 result	2024 result
 Recycled polyester used in total polyester consumption	>40%	>50%
 CO ₂ emissions reduced from direct operations (compared to 2015)	31.3%	43.1%
 Strategic Tier 1 footwear suppliers with renewable energy sourcing plans	90%	100%
 Run for Reforestation completion	50,253	95,950

¹ From FY24, the membership of local programs in China, India, and other countries are counted in addition to the membership of the global programs in Japan, the U.S., Europe, and Australia. In addition, in accordance with our ASICS Privacy Policy, we have closed and deleted "inactive" accounts which hadn't been used for two years.

² On the same basis as FY23Q4 (mainly in Japan, the U.S., Europe, and Australia/before deletion). Year-on-year change is also based on this number.

³ As of December 2024.

⁴ Based on factories assessed in the most recent annual cycle.

⁵ ASICS Headquarters only.

Sustainability at ASICS

Sustainability is integral to our efforts, guiding us in developing high-quality, functional products and services with consideration for their impact on people and the planet. All this is guided by our Sustainability Framework, supported by governance and policies, and enabled by strong collaboration with our supply chain.

[Read more on value creation in our Integrated Report 2023 \(page 15\) →](#)

Chapter Highlights

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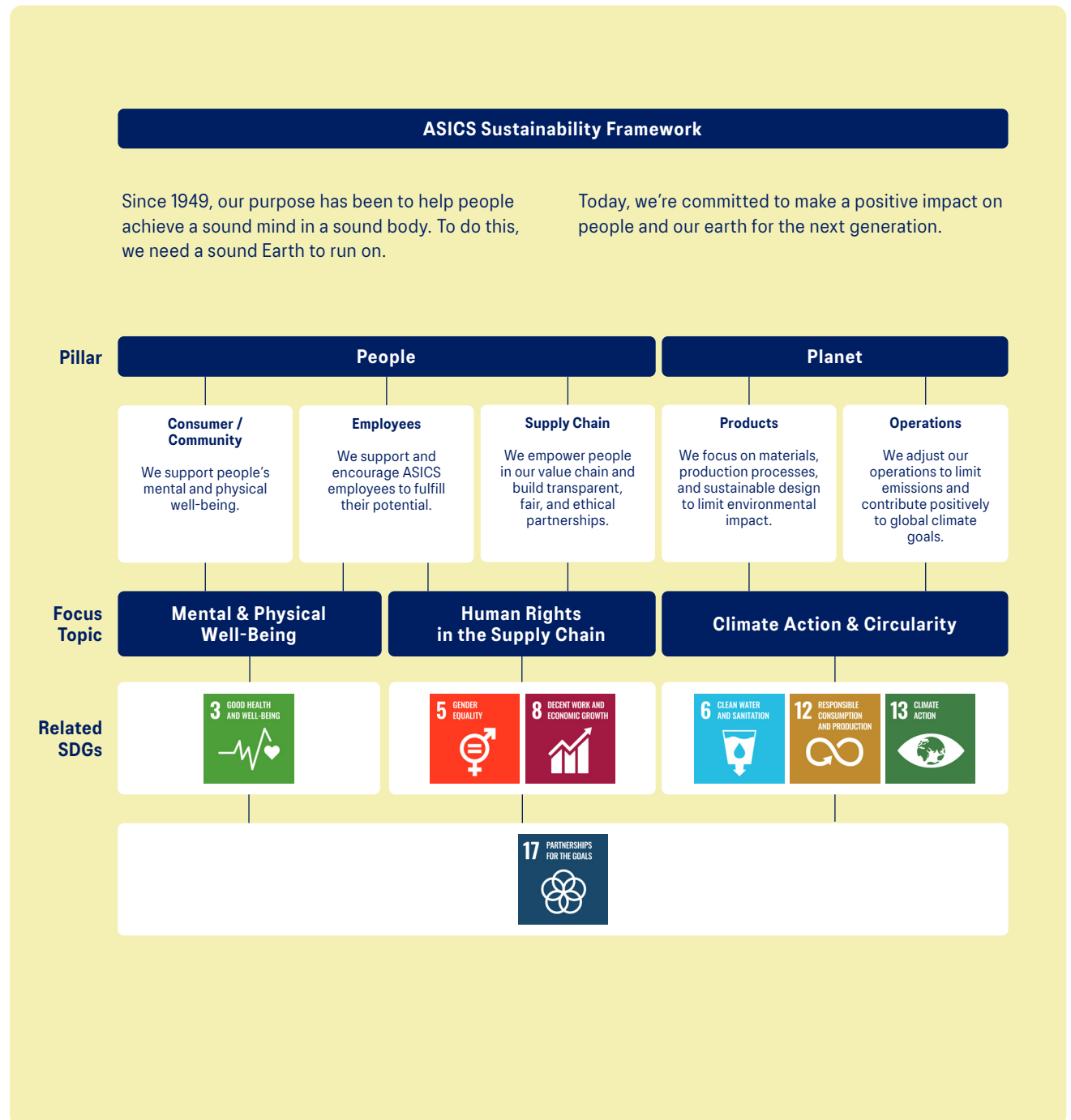
[Our Sustainability Policies and Guidelines](#) **9**

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The ASICS Sustainability Framework

Our commitment to sustainability falls under two pillars: People and Planet. Through the ASICS Sustainability Framework, we structure our efforts to achieve targets that make a difference to the environment and help improve the well-being of people today and in the future. Our strategy is informed by our double materiality analysis (see page 11) and is aligned with our overall business strategy, set out in our Mid-Term Plan 2026. It is also designed to contribute to several Sustainable Development Goals (SDGs). In using this Framework, we look back at our performance and forward to what tomorrow may bring – our plan, do, check, act approach.

[Explore the ASICS Sustainability Framework →](#)



Sustainability in Our Value Chain

The impact we have on people and the planet does not end with our direct actions – we are part of an extensive value chain, and our sustainability efforts reflect this position. We take action to increase our positive impacts and mitigate negative impacts throughout the value chain, working with suppliers to make progress upstream and engaging with consumers and partners to do so downstream.

[Read about our Climate Action →](#)

[Read about our Circularity →](#)



Our Sustainability Policies and Guidelines

At ASICS, we work together to pursue shared sustainability goals, steered by our policies and guidelines. They are designed to give ASICS employees, suppliers and other business partners clarity on how we can create, make, and sell products while protecting the planet and improving people's well-being.

We provide training to ensure our policies and guidelines are fully integrated into the way we work – at ASICS and among our business partners and suppliers.

Explore Our Policies		
ASICS	Our Suppliers & Other Business Partners	Our Materials & Products
CSR policy →	Policy of Engagement → This Supplier Code of Conduct sets out requirements for human rights, labor standards, occupational health and safety, and environmental practices.	ASICS Materials Guidelines
Global Code of Conduct → Sets out basic standards we expect our colleagues to meet in everything they do.		Restricted Substance Policy
Global Policy on Anti-Bribery and Anti-Corruption → Establishes our zero-tolerance approach to bribery and corruption.	Supplier CSR Standards	Policy on Animal-Derived Materials
Policy on Anti-Trust and Competition → Shares our opinions about and approach to competition and anti-trust laws.	Guideline for Factory CSR & Compliance Management	Conflict Mineral Policy
Policy on Environment → Our approach to managing environmental impacts in our own operations and our value chain.	Product Sourcing and Assessment Cycle Guideline	Recycled Material Policy
Global Policy on Protected Disclosure → Our whistleblowing policy outlines the systems and protections in place.	Guideline for Management of Production Downsizing and Facility Phase-out	Cotton Policy
Human Rights Policy →	ASICS Green Procurement Policy	Sustainable Packaging Policy
Community Engagement Guideline		ASICS Footwear Material Sourcing Policy



Sustainability Governance at ASICS

Our robust sustainability governance structure ensures the integration of sustainability into our business and keeps us on track to achieve our goals. Our governing bodies are also responsible for dealing with grievances and violations of ASICS policies.

→ Board of Directors

Chaired by the CEO, the Board of Directors oversees the ASICS sustainability strategy, including climate action, human rights, and other topics, and ensures sustainability is integrated and prioritized in corporate objectives. The Chief Administrative Officer (CAO) and the General Manager of the sustainability department report to the Board of Directors at least twice a year on sustainability-related risks and opportunities based on information from the Sustainability Committee and Risk Management Committee.

→ Sustainability Committee

Chaired by the CEO, the Sustainability Committee reviews our strategy, action plan, and materiality, and provides progress reports.

→ Risk Management Committee

Chaired by the COO, the Risk Management Committee reviews priority risks and action plans, and reports on progress.

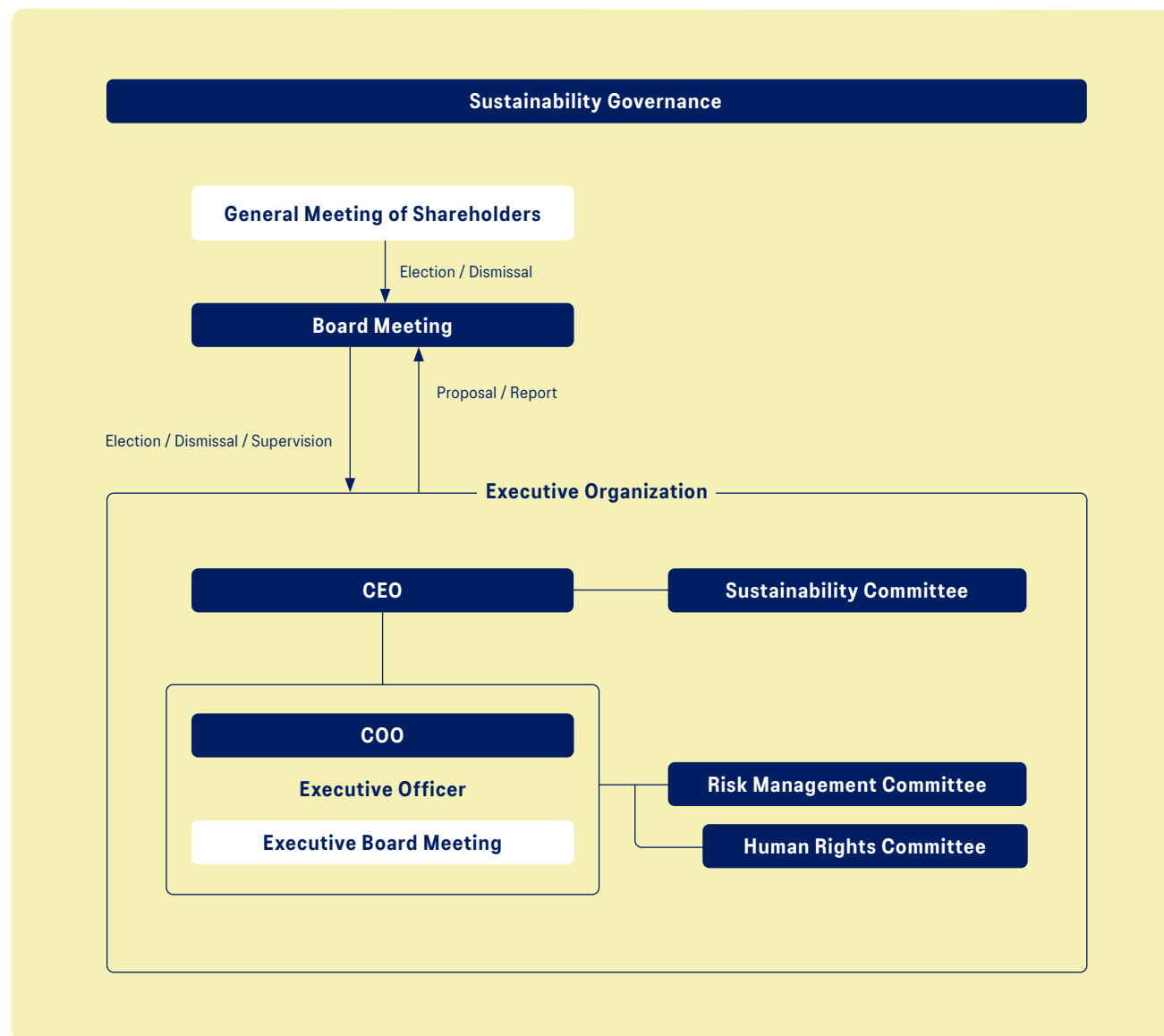
→ Human Rights Committee

Advises on human rights issues, oversees the implementation of human rights due diligence, and evaluates the effectiveness of ASICS' human rights-related actions.

How We Deal with Critical Concerns

ASICS employees, subsidiaries, suppliers, and partners are encouraged to use our confidential Global Whistleblowing System to report their concerns, which they can do anonymously.

All reports are dealt with promptly and confidentially by each regional compliance committee, according to the



process outlined in our Global Policy on Protected Disclosure. Critical concerns are ultimately reported to the compliance committee at ASICS' Headquarters, as disclosed in the GRI content index.

[Read Global Policy on Protected Disclosure \(Whistleblowing\) →](#)

Materiality Assessment

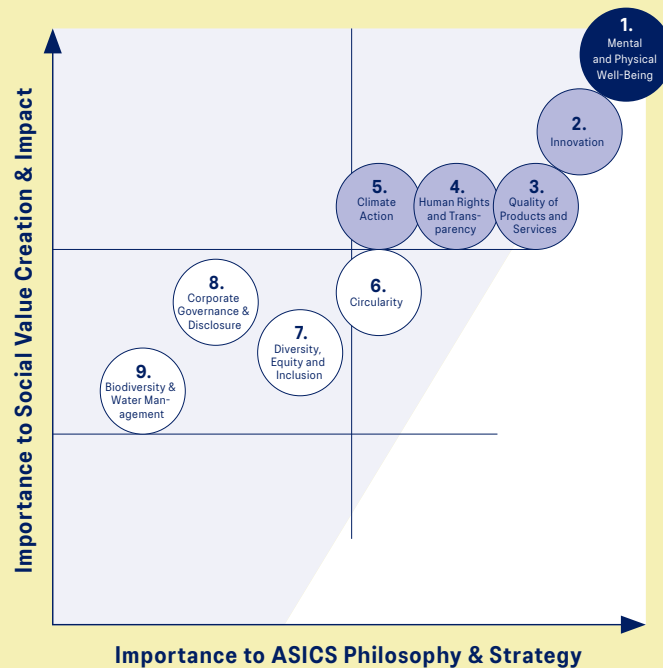
Our sustainability efforts have a greater impact when we focus on our most important impacts, risks, and opportunities, as determined by our business and our stakeholders. To do this, we update our materiality assessment regularly, including an annual update and a comprehensive review every three years.

Our last comprehensive assessment was conducted in 2023, and our annual review in 2024 resulted in no changes. This double materiality assessment involved determining the outward impact ASICS has on people and the planet, as well the opportunities and risks that sustainability issues can bring to the business. ASICS is planning to conduct a DMA

validation process in 2025 to anticipate on the upcoming CSRD legislation.

[Read more about our approach to materiality, risks and opportunities →](#)

Materiality Matrix



Material Topics

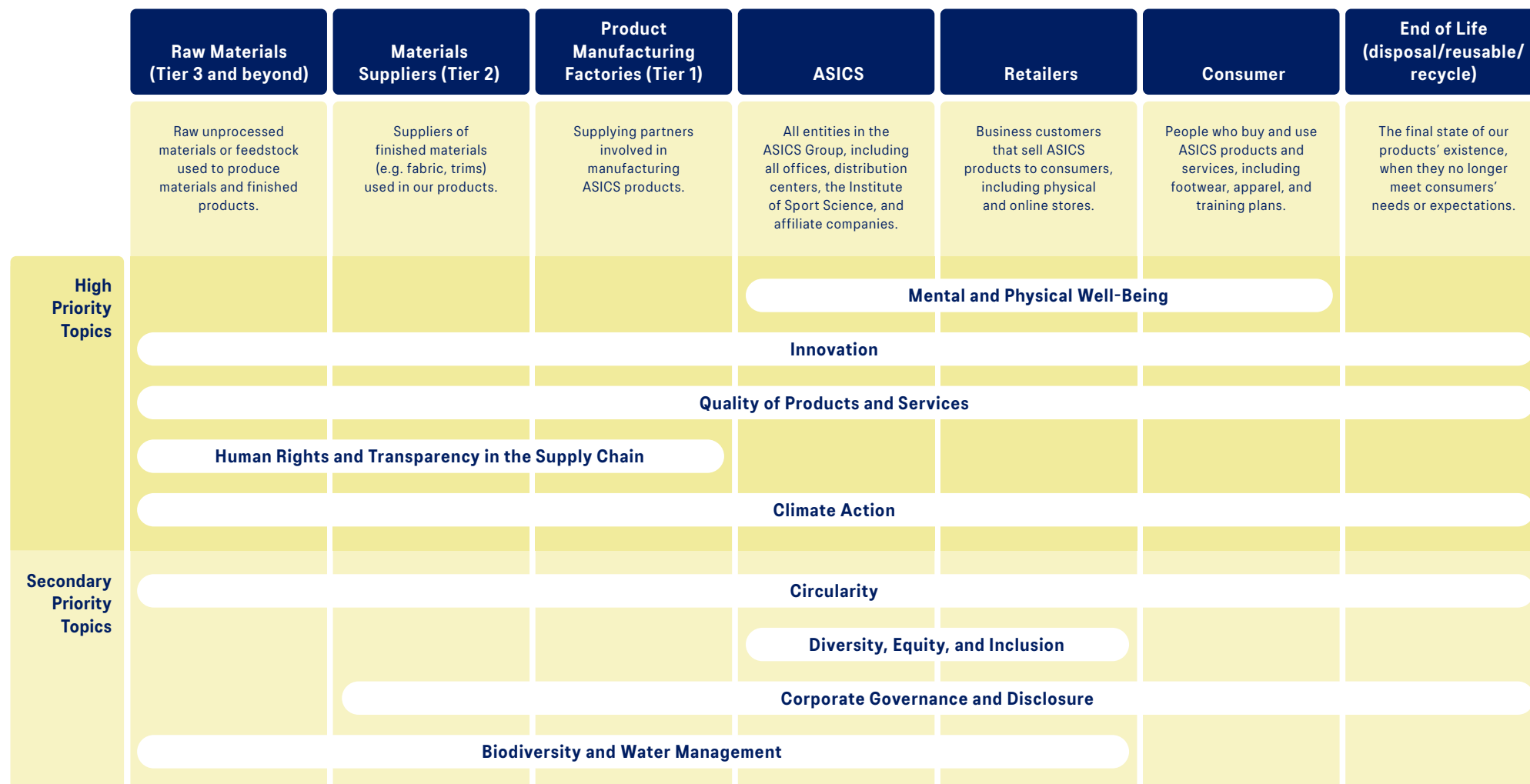
We mapped the topics in terms of their importance to social value creation and impact and their importance to ASICS philosophy and strategy. The resulting matrix reveals the most material topics for ASICS to focus on:

- 1 Mental and Physical Well-Being
- 2 Innovation
- 3 Quality of Products and Services
- 4 Human Rights and Transparency in the Supply Chain
- 5 Climate Action
- 6 Circularity
- 7 Diversity, Equity, and Inclusion
- 8 Corporate Governance and Disclosure
- 9 Biodiversity and Water Management

This double materiality assessment is approved annually by the Executive Board and every three years by the Board of Directors.

Material Topics in the Value Chain

ASICS operates within an extensive value chain, and our impacts, risks, and opportunities reach beyond our direct activities. This visual shows our priority material topics appear in the value chain, helping us make a positive impact on people and the planet.



KPIs and Actions at a Glance

Material Topic	Approach	KPIs	Targets	Key Actions in 2024	2024 Results (compared to 2023)	2025 Plans (progress towards targets)
Mental and Physical Well-Being	→ We aim to create a world in which we can all live healthfully both mentally and physically, maintaining involvement with exercise and sports over our entire lifetime.	→ Number of OneASICS members.	→ 30 million by 2026.	<ul style="list-style-type: none"> → Rolled out initiatives to promote "Sound Mind, Sound Body," including the Move Her Mind hub, Desk Break Experiment, and related campaigns. → Built a Customer Data Platform using Runkeeper and race registrations to enhance customer communications. 	→ 17.64 million¹ (12.29 million) ² (2023: 9.45 million)	<ul style="list-style-type: none"> → Establish the ASICS Foundation and engage in social contribution activities. → Aim to enhance brand engagement through personalized customer communications utilizing our customer data platform. → Build a unique loyalty program that only ASICS can provide, featuring consistent runner experiences through our running ecosystem.
Quality of Products and Services	→ We pursue the safety, quality, and functionality of our products and services to contribute to people's mental and physical well-being.	<ul style="list-style-type: none"> → Continue to manage restricted harmful chemical substances in our products. → Eliminate the intentional use of PFAS for all applications from 2024 autumn & winter season, except for essential use in non-regulated regions. 		→ Eliminated the use of PFAS for all applications, including PTFE membranes.	→ Eliminated the intentional use of PFAS for all applications from 2024 autumn & winter season, except for essential use in non-regulated regions. (2023: Reduced intentional use of PFAS.)	<ul style="list-style-type: none"> → Eliminate products containing PFAS in non-regulated regions. → Continue to comply with the upcoming PFAS regulation globally.
Human Rights and Transparency in the Supply Chain	→ We respect the human rights and well-being of workers in the supply chain. We aim to increase value chain transparency and sustainability.	→ Percentage of Tier 1 Supplier Factories above ASICS Standard (%)	→ 100%	<ul style="list-style-type: none"> → Optimize supplier evaluation system. → Strengthen human rights due diligence programs in the supply chain. → Strengthen risk management through data analysis and utilization. 	→ 97% (based on factories assessed in the most recent annual cycle) (2023: 99%)	<ul style="list-style-type: none"> → Strengthen supply chain risk assurance and compliance. → Enhance supplier engagement ownership for proactive risk management. → Implement traceability program for greater transparency. → Improve data collection through integration across all relevant systems. → Stay agile with the industry trends and regulatory requirements.
Climate Action	→ We aim to make a positive impact on the earth by reducing CO ₂ emissions throughout the value chain.	→ CO ₂ emissions reduction rate in direct operation and supply chain (2015 baseline).	→ 63% by 2030.	<ul style="list-style-type: none"> → 100% of strategic Tier 1 footwear suppliers have a concrete renewable energy sourcing plan, and we updated the Green Procurement Policy to require strategic Tier 1 footwear suppliers to commit sourcing 100% renewable energy by 2030. → Launched new Material Procurement Policy. 	→ 43.1% (scope 1 and 2) 14.9% (scope 3) (2023: 31.3% (scope 1 and 2), 21.6% (scope 3))	<ul style="list-style-type: none"> → Work with suppliers to reduce CO₂ emissions based on new Green Procurement Policy and new Material Procurement Policy. → Continue CO₂ labeling of ASICS' products.
		→ % Electricity from renewable sources in own operations.	→ 100% by 2030.	<ul style="list-style-type: none"> → Increased % in key regions: Europe (>80%), Australia (>70%), and Japan (>30%). Expanded the solar panel capacity of the distribution center in US from 1MW to 2MW. 	→ 36.8% (2023: 29.9%)	<ul style="list-style-type: none"> → Continue to expand the use of electricity from renewable sources, focusing on the facilities with higher emissions. → Develop clear roadmap to achieve 100% by 2030.

¹ From FY24, the membership of local programs in China, India, and other countries are counted in addition to the membership of the global programs in Japan, the U.S., Europe, and Australia. In addition, in accordance with our ASICS Privacy Policy, we have closed and deleted "inactive" accounts which hadn't been used for two years.

² On the same basis as FY23Q4 (mainly in Japan, the U.S., Europe, and Australia/before deletion). Year-on-year change is also based on this number.

KPIs and Actions at a Glance - Continued

Material Topic	Approach	KPIs	Targets	Key Actions in 2024	2024 Results (compared to 2023)	2025 Plans (progress towards targets)
Circularity	→ We aim to reduce CO ₂ emissions and other environmental impacts by using less material, creating products for longer use, and circulating resources.	→ Recycled materials ratio of polyesters materials for shoes and sportswear.	→ 100% by 2030.	→ A clear direction has been communicated to each category to increase the use of recycled materials.	→ >50% (2023: >40%)	→ Collaborate with each category to increase the ratio of recycled materials, following a clear strategic direction.
		→ Number of regions have take-back programs to reuse or recycle products and materials.	→ 3 regions by 2030.	→ Launched NIMBUS MIRAI™ and worked with partner company to develop system to collect NIMBUS MIRAI™ globally.	→ 4 regions (2023: 3 regions with recycle and reuse programs.)	→ Utilize learning from NIMBUS MIRAI™ and expand the take-back programs
Diversity, Equity, and Inclusion	→ Our goal is to be a highly engaged organization where diverse employees can all contribute to accelerate innovation.	→ % women in management.	→ 40% by 2026.	→ All regions have created action plans to support women's career advancement as part of gender equality. → The Global DE&I Steering Committee monitors the progress of each action plan.	→ 39.5% (as of December 2024) (2023: 38.1%)	→ Each region will review and update their action plan to continue based on the progress. The Global DE&I Steering Committee will continue to monitor and review the overall process.
		→ Employee Engagement Score.	→ Score of 70 by 2026.	→ Launched the global engagement survey. All regions created action plans to create a rewarding workplace for employees in order to achieve Sound Mind, Sound Body.	→ 73 (2023: 68)	→ Implement follow-up surveys to enable regions to check progress and continue to implement initiatives to create sustainable engagement.
		→ Employment rate of persons with disabilities (in ASICS HQ).	→ 2026: 4%	→ In order to retain talent, company provide workshops for managers who have people with disabilities in their teams in Japan. → All employees in Japan attended the Kobe Para Athletics World Championships. → Enhanced recruitment publicity activities led to the hiring of 2 new graduates and 3 mid-career professionals, including 2 para-athletes.	→ 3.1% (2023: 2.9%)	→ To create an environment where people can thrive regardless of disabilities, each region will start implementation of action plans focused on this topic, including raising awareness and education.
Biodiversity and Water Management	→ We aim to minimize our impact on natural capital and improve sustainability.	→ No target in 2024.	→ No KPI in 2024.	→ We started analyzing our risk using the LEAP approach. → Engage consumers in climate action and biodiversity conservation through Run for Reforestation Challenge.		→ Complete the analysis and disclose the result in 2025 report.

Supporting People for a Sound Mind in a Sound Body

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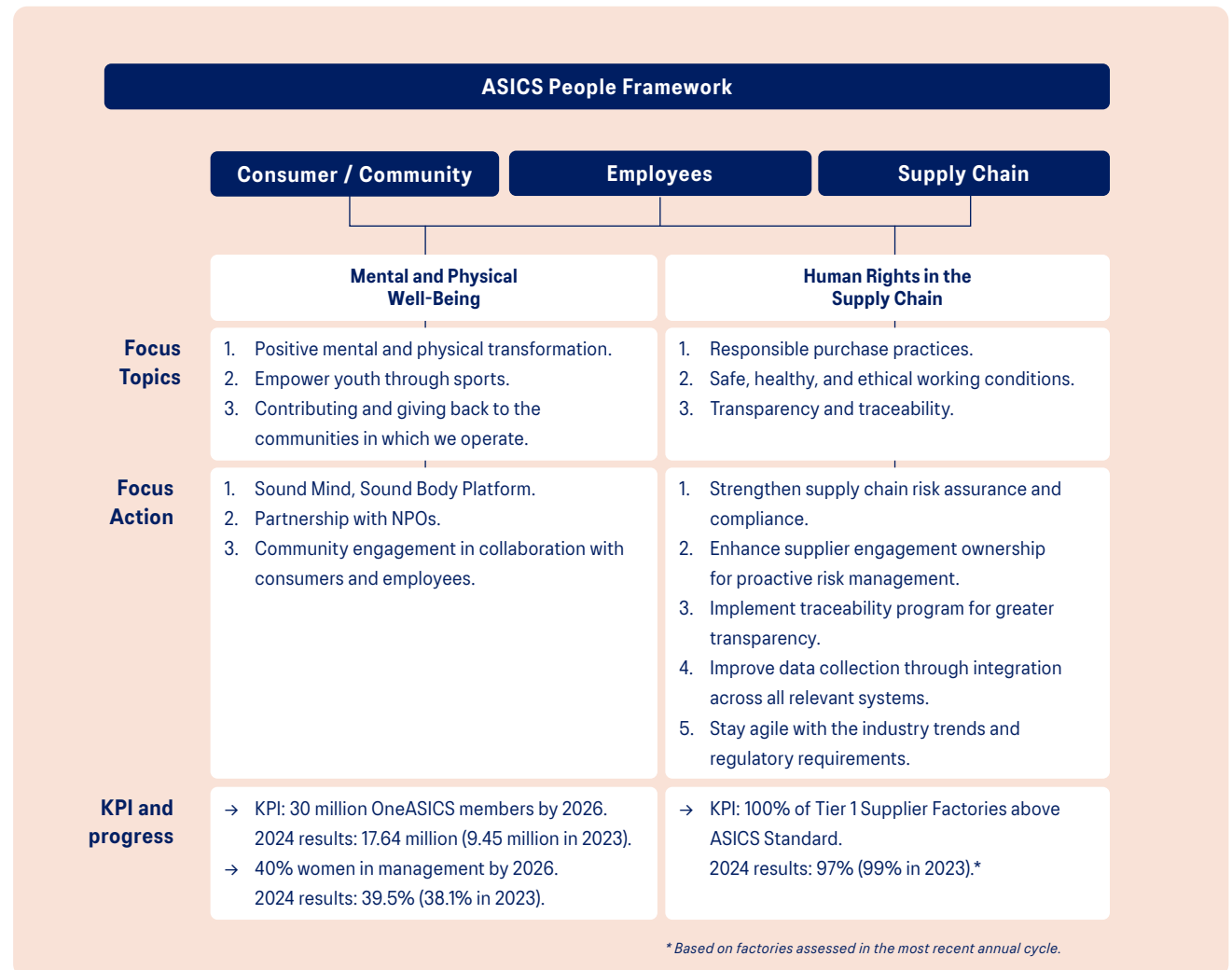
Diversity, Equity, and
Inclusion **30**

People Framework: Progress With People in Mind

People are central to our founding philosophy – Sound Mind, Sound Body – so it’s not surprising that people are the focus of many of our material topics, which reflect what’s important to the business and to our partners, consumers, and other stakeholders.

Physical and mental well-being, human rights in the supply chain, and employee engagement are vital to ensuring we create value while minimizing our negative impacts. People are therefore central in everything we do, from product design to donations, community engagement to talent management.

Steered by our policies and guidelines, we help improve consumers’ lives with our products and services, nurture a diverse and equitable working environment for employees, support our suppliers’ sustainability journeys, and give back to communities. Together, we are making progress towards the ambitious targets that will help ensure a healthy future.



Mental and Physical Well-Being

Mental and physical well-being is our most material topic, reflecting its importance to our stakeholders. We want to inspire people to move their bodies and benefit from the mental boost sports and exercise can bring. To do this, we work with experts to build a scientific understanding of the connection between mind and body that is our founding philosophy.

By 2026, we strive to grow our OneASICS membership to 30 million. We have already made strong progress—17.64 million members in 2024 compared to 9.45 million in 2023. Our 2024 initiatives, such as the Move Her Mind study and hub, promote women's well-being and participation in exercise, while the Desk Break Experiment campaign addresses workplace mental health by encouraging active breaks.

In the last few months of 2024, we made preparations to establish the ASICS Foundation, with the aim to drive positive social impact in the spirit of our founder. The ASICS Foundation became a reality on April 1, 2025.

In 2025, we will take further steps to enhance services for our 12.29 million active members, expand high-value brand experiences, and continue developing innovative products, services, and business models that inspire lifelong movement.

[More about the Foundation →](#)

Moving Bodies and Minds Improves Well-Being

Playing sports and exercising are key to mental well-being, with women who exercise regularly reporting being 52% happier. Yet there is a gender gap: women are less likely to access sports and exercise. We wanted to find out why – and close this gap.

In 2024, 26,000 people across 22 countries took the second global ASICS State of Mind survey, exploring the relationship between exercise and mental health. The survey calculated State of Mind scores, confirming that those who exercise regularly maintain higher mental well-being.

In response to these findings, ASICS launched two significant campaigns:

- **“State of Mind”** promotes that approx. 15 minutes and 9 seconds of movement can positively affect mental state. [Read more in our 2023 report →](#)
- **“Move Her Mind”** explores and addresses the gender gap in physical activity by supporting women’s participation in sports and exercise.

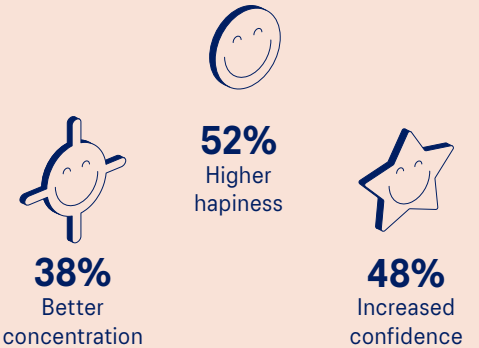




Women Who Move Feel Better

Our research initiatives demonstrate the powerful connection between exercise and mental well-being.

[Visit the Global State of Mind Study 2024 →](#)



Move Her Mind

Women who exercise regularly reported being happier (52%) and more confident (48%) and having better concentration (38%). Yet they are less likely to participate in exercise and sports.

In partnership with leading experts around the world, ASICS completed a global research study – MOVE HER MIND – involving **24,959 participants** across **40+ countries** and launched the "Move Her Mind Hub" initiative to promote women's participation in sports and exercise.

Insights From the Global Community

We worked with global experts to conduct this study: women's exercise and health researcher Dr. Dee Dlugonski,

Assistant Professor at the University of Kentucky Sports Medicine Research Institute; exercise and mental health research expert Dr. Brendon Stubbs from King's College London; and Aya Noguchi, Deputy Director of the International Research Center for Sport and Gender Equality at Seijo University in Japan, who provided cultural context and analysis. Together, we implemented a survey across more than 40 countries between June and September 2023, attracting 24,772 responses. In addition, 187 participants took part in focus group interviews.

The results were striking: women who exercise regularly reported 52% higher happiness, 48% increased confidence, and 38% better concentration, while those who didn't experienced 67% higher stress levels and 80% more irritability.

Closing the Gender Gap in Sports and Exercise

Despite the clear benefits, over 51% of women reported having reduced or stopped exercising. Why? The primary barriers to participating included a lack of time (74%), absence of safe environments (43%), low energy (42%), and lack of confidence (35%). The research also revealed ways to close the gap, with more than one-third of women saying friends and peers are their biggest influencers for exercise participation. With this in mind, ASICS launched the Move Her Mind Hub initiative, which brings together inspiring stories of women and grassroots organizations and enables users to share activities and experiences related to sports and exercise, helping women connect and feel motivated.

[Visit the Move Her Mind Hub →](#)

Desk Break for a Sound Mind

The desk, where millions of people work for hours every day, is a workplace mental health threat that ASICS warned the world about in a 2024 public service announcement. Built on the results of two studies, we ran a campaign to raise awareness about the negative mental health impacts of prolonged desk work and promote the benefits of 15-minute active breaks during workdays.

It Takes Approx. 15 Minutes

The ASICS State of Mind study revealed the positive impact of an approximately 15-minute active break ([read more in our ASICS State of Mind Study](#)). To dive deeper, we worked with Dr. Brendon Stubbs from King's College London to conduct a two-week controlled Desk Break Experiment with 80 office workers in 16 countries, plus an online survey with 7,000 office workers in 7 countries. Workers who took 15-minute active breaks every day saw an improvement in scores for mental state (22.5%), relaxation (33.3%), productivity (33.2%),

and other areas. There were also clear benefits for the employer, with **79.2% of participants reporting increased loyalty** to those who offer regular exercise opportunities.

The Desk Break Experiment

Our global public service announcement – The Desk Break experiment – stars actor Brian Cox, who warns workers of the dangers of being glued to their desks for eight to ten hours a day and calls on them to get up and move for 15 minutes. People shared their #DeskBreak photos on social media.

The global campaign reached tens of thousands of people around the world, encouraging them to take a Desk Break to feel happier, calmer, more resilient, and more productive, in line with our philosophy: Sound Mind, Sound Body. The campaign led ASICS to create workplace policy guides, and in some markets, employee contracts were revised to officially recognize the 15-minute movement break as a workplace right.

Just 15 Minutes

15-minute active breaks improve
how we feel and perform:



+22.5%
Mental state



+33.2%
Productivity



+33.3%
Relaxation

The Campaign's Impact



>50 million
views globally.



3 billion
people reached with
more than 1,400 articles
published worldwide.



>1 million
documented desk breaks
in October 2024 alone.

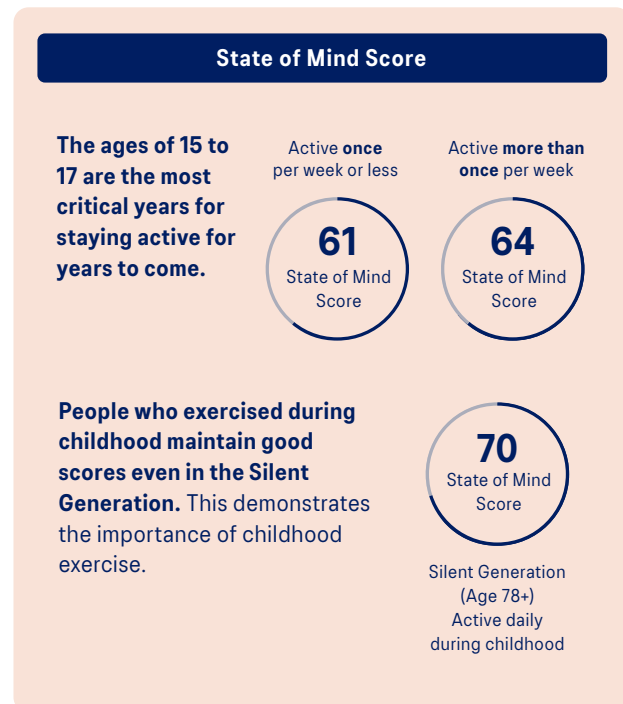
[Visit the special campaign site →](#)



Helping Children Play, Run, and Thrive

We believe in the importance of health and well-being for everyone, especially the next generation: 'Sound Mind, Sound Body' is a philosophy for everyone. Sports and play-based activities for young children enhance physical and mental well-being. They develop skills in problem-solving, decision-making, social skills, and critical thinking. The ASICS State of Mind study has shown that exercise during teenage years is also beneficial for later in life. Young people aged 15-17 are in a crucial period for establishing lifelong exercise habits that directly affect mental health in adulthood, according to mental state research. It's therefore concerning that more young people are abandoning exercise at earlier stages than before.

[Read the ASICS State of Mind Study 2024 →](#)



ASICS promotes youth development through sports, in line with our Community Engagement guidelines and our founder's belief in 'Sound Mind, Sound Body.' We aim to create lasting social impact and business value through community initiatives.

In 2024, we continued to work with our global charity partner Right To Play. Through our partnership, we support various programs in Africa, including programs supporting large numbers of refugees in the region. In 2024, ASICS' support contributed to more than **60,000 children and 21,000 teachers**, coaches, and facilitators in sport, play, and psychosocial support activities in Burundi, Ethiopia, Uganda, Tanzania, Ghana, and Senegal.

Right To Play is a leader in using the power of play to help the world's most marginalized children. Even in the most desperate conditions, where mental health services are unavailable, children can draw on the power of play to become more emotionally resilient.

Using play-based psychosocial methods, Right To Play creates caring, supportive environments that help traumatized children understand and manage the complex emotions they are feeling, including grief, loss, and fear." is missing.

To further support Right To Play and celebrate World Children's Day (20 November), ASICS held an internal running



challenge called Run for Play, using the Race Roster system and our Runkeeper app. From 9-24 November 2024, ASICS employees could participate in the challenge once, and for every completed 3km run or walk, we donated \$1 to children through Right To Play – equivalent to a week's worth of play for a child. There were 534 registrations and 264 completions, resulting in a \$264 donation.

In addition to our partnership support to Right To Play, ASICS Headquarters and ASICS Japan hosted several other fundraising programs in 2024. Through ecommerce in Japan, we enabled customers to donate one ASICS point, resulting in a \$332 (¥49,936) donation to Right To Play. At ASICS sports events in Tokyo and Kobe, we hosted a challenge for employees to keep track of their steps that day. If their steps exceeded 10,000, we donated \$1 to Right To Play, resulting in a \$163 donation. And during the AW25 exhibition (26-29 November), ASICS Japan donated \$1 for every survey response from retailers and wholesalers, resulting in a \$60 donation.

This resulted in a total contributions and donations for the community of:

\$1,025,764

Tackling the Stigma Around Mental Health

Underscoring the importance of mental health for a Sound Mind, Sound Body, ASICS Oceania partners with the Goanna Academy (GA), which focuses on empowering young Indigenous Australians through sport, education, and cultural development.

Founded by Greg Inglis, a former Australian Rugby League athlete and long-time ASICS ambassador, the GA offers programs designed to help end the stigma surrounding mental health and improve social capacity to identify, talk about, and manage mental health for all Australians – in particular at-risk groups.



As part of the ASICS Desk Break campaign, we donated \$5 for every challenge completion, which went towards GA's workplace programs, run in partnership with Headspace. And Greg Inglis spoke to ASICS staff about the importance of mental health.

We also supported the Goanna Academy Clinic at Kimberwalli, Aboriginal Centre of Excellence, which brought together 150 students to discuss mental health and culture and participate in a Rugby League skills session. ASICS supplied a drink bottle and t-shirt for each student on the day.

Inspiring a Symbiotic Society

ASICS is committed to activities that contribute to improving the physical and mental health of all people around the world, and we are working toward the realization of a truly symbiotic society in which everyone can engage in exercise and sports throughout their lives. Seeing top athletes in action at global sporting events inspires hopes and dreams for everyone. ASICS provided official sportswear and shoes to eight athletes and two guide runners selected for the Refugee Paralympic Team (RPT), and to about 30 staff who supported the team. We also provided a retainer fee for the team. It was an honor to watch them compete in our sportswear and bring home two bronze medals – Para Athletics and Para Taekwondo.

[Read more in the press release →](#)



As a platinum sponsor of the Kobe 2024 World Para Athletics Championships held in May 2024, ASICS provided support to athletes and sporting organizations, as well as uniforms for the event staff and volunteers. The ASICS booth at the venue featured activities utilizing digital technology for attendees to enjoy a para-sports experience. Around 2,200 employees from the ASICS group watched the competitions, and about 300 employees served as volunteer staff at the event. This helped us to promote a better internal understanding of the impact of disabilities and the connection to ASICS' philosophy.

In addition, ASICS promoted activities focusing on parasports. That includes assisting visually impaired runners in participating in long-distance races and supporting a sports prosthesis experience event. With that, ASICS aims to contribute to a sounder, sustainable, and inclusive society.

Building Community Connections in Oceania

ASICS Oceania has established strong connections within local communities through various impactful partnerships and events. The team actively participates in initiatives that promote inclusivity, cultural appreciation, and healthy lifestyles across Australia and New Zealand.

In 2024, ASICS Oceania partnered with the Indigenous Marathon Foundation (IMF), a health promotion charity that aims to improve the health, well-being, quality of life, and physical literacy of Aboriginal and Torres Strait Islander peoples through running and walking. This partnership not



only embodies ASICS' core values, but also helps to create lasting positive change by promoting inclusion, health, and self-determination in Indigenous communities.

Through this partnership, ASICS squad members took part in the ASICS Gold Coast Marathon shake out run and ran in the Gold Coast Half Marathon in July 2024. And five ASICS Oceania employees travelled to Napranum, Queensland in September, where they proudly fitted and distributed 400 pairs of shoes to the community at the Ruchook Cultural Festival.

Supporting Employee Volunteering

ASICS actively promotes volunteering through two support systems: three days of annual paid volunteer leave and unpaid volunteer leave of up to two years and four months. Introduced in 1994, the Volunteer Leave Program is well-integrated within the company, with colleagues supporting each other's responsibilities during absences. Through the program, employees utilize their volunteer leave to engage in various community initiatives, including hosting sports workshops for young people, and supporting local sporting events.

Partnering With Japan Deaf Athletics Association

ASICS has signed an official top partner agreement with the Japan Association of the Deaf, committing to providing shoes,

apparel, and accessories to the Japanese national team athletes and staff.

This initiative involves collaboration between three key organizations: [Japan Deaf Athletics Association \(JDAA\)](#), [Japan Association of Athletics Federations \(JAAF\)](#), and [Japan Para Athletics Federation \(JPA\)](#). A significant aspect of this partnership is the creation of unified official sportswear with identical designs across all three Japanese athletics organizations, representing an unprecedented unification effort in Japanese athletics.

Through the agreement, ASICS has committed to providing ASICS products and services to Japanese national team athletes, supporting individual athletes' condition management, working to improve athlete performance, and collaborating on initiatives to promote and develop deaf sports.

ASICS CEO Yasuhito Hirota commented: "Going forward, athletes representing the Japan Association of Athletics Federations, Japan Para Athletics Federation, and Japan Deaf Athletics Association will wear the same uniforms, uniting Japanese athletics with one heart to compete on the world stage."

[Read the news release \(in Japanese\) →](#)



ASICS Well-being Report 2024

To enable ASICS employees to embody a Sound Mind, Sound Body, we host various events that support health literacy and publish an annual Well-being Report, sharing results across five key measures. Members of the Well-being Promotion department worked on the 2024 report with the cooperation of domestic group companies, under the supervision of the COO.

In 2024, we held seminars and walking events aimed at improving the health literacy of all employees. To commemorate our 75th anniversary, we held the ASICS sports festival, and employees of domestic group companies participated. This event became an opportunity for employees to improve their engagement and rediscover the joy of exercise.

Looking at the various indicators, as a result of holding ongoing seminars and disseminating information on well-being, the ability to gather information on health literacy improved significantly, from 32.1% in 2022 to 50.8% in 2023.

In addition, employees with high health literacy are also high performers. The percentage of high performers increased from 43.1% in 2022 to 44.6% in 2023.

The rate of employees taking stress checks increased from 95.1% in 2022 to 95.5% in 2023, showing that the stress management system is well established. As a result, the number of employees with high stress decreased from 11.5% in 2022 to 10.1% in 2023, and the number of employees taking mental health-related leave also decreased from 0.35% in 2022 to 0.28% in 2023.

[Read the ASICS Well-being Report 2024 →](#)

[Read more about well-being at ASICS →](#)

Our Awards

ASICS is a 2024 Certified Health & Productivity Management Outstanding Organization, a recognition presented by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi to corporations that practice exemplary health and productivity management.



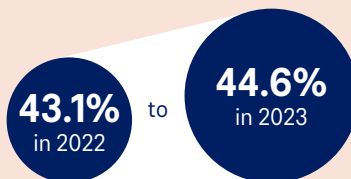
The Japan Sports Agency certifies ASICS as a Sports Yell Company that actively promotes sports activities to improve employees' health. Moreover, ASICS has received Silver certification as a result of being certified for seven consecutive years.



Building Well-being at ASICS - Key Results



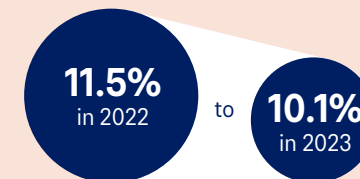
The percentage of high performers increased:



The ability to gather information on health literacy improved significantly:



The number of employees with high stress decreased:



Human Rights and Transparency in the Supply Chain

We are dedicated to achieving sustainability across our global operations, and this includes protecting human rights and ensuring transparency. Under the guidance of ASICS policies and global regulations, we strive to ensure that people throughout our value chain and around the world have safe and ethical working conditions.

Collaboration is central to our approach: we work closely with our global network of around 150 suppliers to monitor their compliance with ASICS' standards and relevant legislation related to human rights.

Sound Mind, Sound Body Across the Value Chain

ASICS ensures human rights are a top priority at the highest governance level. Our dedicated Human Rights Committee provides advice and oversight on human rights topics and reports to the Risk Management Committee, the Executive Committee, and the Board of Directors. Our approach is guided by our Human Rights Policy, which applies to ASICS Corporation and its subsidiaries and affiliates. The policy is grounded in the International Bill of Human Rights and the International Labour Organization (ILO)'s core labor standards, forming the basis of our ethical business practices.

To ensure effective implementation of the policy, ASICS established a Human Rights Committee. This committee includes representatives from key departments – Marketing (consumer risks), Legal (compliance), Sustainability (workers

rights in the supply chain), and Human Resources (employee rights) – and oversees ASICS' human rights due diligence efforts. It meets twice a year to review policies, assess risks, and track progress. Updates and findings are reported to the Risk Management Committee, chaired by COO. This committee monitors risk and mitigation activities and provides oversight to the Board of Directors.

Implementation of our human rights commitments is supported by the Sustainability Department and its global and regional CSR and Supply Chain teams. These teams work closely with Procurement and Supply Chain Management to uphold ethical labor standards across our value chain. This integrated governance framework enables ASICS to effectively identify, prevent, mitigate, and respond to human rights risks across our global operations.

[Read the ASICS Human Rights Policy →](#)
[Read more about human rights at ASICS →](#)

To foster transparency and accountability, ASICS has instituted a comprehensive due diligence process, as described in our [Human Rights Policy](#). This process serves as a strategic framework to identify, mitigate, prevent, and address potential negative human rights impacts, including modern slavery, stemming from our business activities.

Through our due diligence efforts, we actively engage stakeholders, fostering collaboration on solutions and establishing partnerships for impactful change.

[More information on our human rights due diligence approach →](#)

Our Approach to Human Rights Due Diligence

1. Identify and assess risks:

We diligently recognize potential human rights risks within our value chain.

2. Prevent/mitigate/remediate:

Actions are prioritized to proactively prevent, mitigate, and, if necessary, remediate identified risks throughout our entire value chain.

3. Monitor/adapt:

A continual monitoring process is in place to assess the effectiveness of our actions, allowing for adaptive measures as needed.

4. Regular disclosure/communication:

An upholding transparency and accountability, we share our ongoing efforts through regular reporting.

Identifying and Monitoring Human Rights Issues

ASICS integrates its Policy of Engagement (Supplier Code of Conduct) and other sustainability standards into all contract manufacturing agreements. All suppliers must sign this Code, committing to responsible business practices. We also conduct various supplier assessments, including:

- Initial audits for all new suppliers as part of ASICS' pre-sourcing approval process.
- Regular monitoring and accountability measures among Tier 1 and 2 suppliers, including periodic audits to ensure continued adherence to ASICS' CSR standards.
- Public disclosure of audit results in ASICS' Integrated Report and Sustainability Report.

Identifying Opportunities in the Supply Chain

ASICS suppliers and business partners are expected to maintain compliance with applicable laws, regulations, policies, and codes. We conduct audits regularly to monitor suppliers and their compliance.

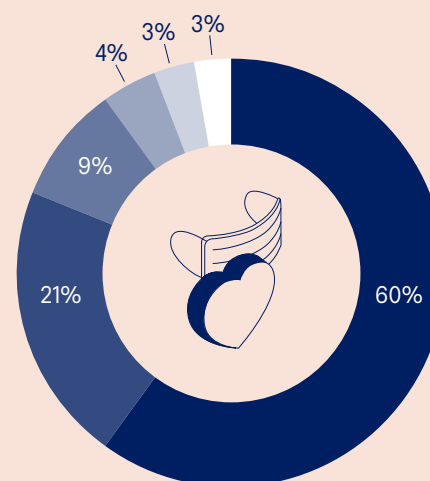
These regular assessments highlight any cases of non-compliance and enable us to act:

1. Conduct severity and likelihood assessments of issues.
2. Take appropriate action, potentially including reviewing future orders, conducting third-party investigations, or issuing formal warnings.
 - a. Minor issues: Remediation within a three-month period. Suppliers are expected to take corrective measures.
 - b. Provide support, including training and resources.
3. Terminate business relationship, if the violation is serious or persistent.

In 2024, we conducted a total of 87 audits—a 23% increase compared to 2023—demonstrating our ongoing commitment to strengthening oversight and driving continuous improvement across our operations. Of these audits, 72% (63/87) were carried out by independent third-party assessors, 8% (7/87) were internal audits, and 20% (17/87) were conducted in partnership with the Better Work Program. The majority of non-compliance cases were concentrated in three key areas: health and safety in the workplace, wages and working hours, and the employment relationship.

Year	Internal ASICS Audits	Third Party Audits	Partner Audits	Total
2024	7	63	17	87
2023	6	55	10	71
2022	7	18	11	36

Non-Compliance Results



Non-compliance topics

- Health and safety (workplace)
- Wages and working hours
- Employment relationship
- Environment
- Freedom of association and grievance
- Health and safety (dormitory)

Health and safety non-compliances

- Fire safety and emergency preparedness
- Chemical management
- Machine safety
- Personal protective equipment

Wages and hours non-compliances

- Benefits and insurance
- Recordkeeping and documentation
- Excessive overtime
- Rest days and breaks

Employment relationship non-compliances

- Inadequate grievance mechanisms
- Lack of employee rights awareness
- Missing or incomplete employment contracts

To address these challenges, we continue to work closely with suppliers to implement corrective action plans. Timely and ongoing remediation is a priority, with regular follow-ups to ensure appropriate improvements.

Alongside audit outcomes, we also assess overall supplier performance to gain a more comprehensive view of factory maturity and readiness while encouraging ongoing remediation efforts.

Improved Monitoring in the Supply Chain

In early 2024, ASICS became a member of SEDEX (Supplier Ethical Data Exchange), which provides a collaborative platform for managing and improving ethical performance in supply chains. Membership gives us the ability to share and access data on the SEDEX Platform, supporting our risk management process. We also have access to the SEDEX Members Ethical Trade Audit (SMETA) framework, a standardized and globally recognized framework for assessing supply chain risks. It includes third-party audits and access to shared industry data for greater transparency and collaboration. It enables us insights into country level risks and factory-risk assessments across more than 60 non-compliance categories.

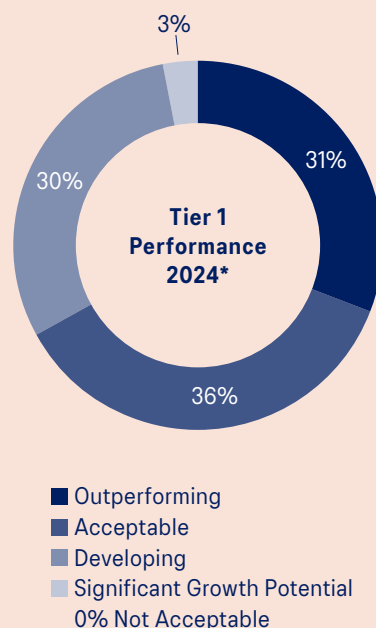


To ensure compliance, we revised our Supplier CSR Standards in 2024 to more closely align with SEDEX audit protocols, international labor standards, and various local regulations. The update introduces a new performance classification and scoring system for factories. Our new categories – Outperforming, Acceptable, Developing, Significant Growth Potential, and Not Acceptable – are much more intuitive, relatable, and easier to understand for a wider audience across our supply chain.

The rating now better reflects our approach of encouraging timely corrective actions. We recognize and reward factories that demonstrate rapid improvement, resulting in upgraded ratings. The new performance scoring methodology also ensures that supplier performance is assessed in closer alignment with the timing and outcomes of audits conducted within the reporting year, more accurately reflecting supplier status of current compliance levels.

In addition, as a signatory of the Social & Labor Convergence Program (SLCP), ASICS supports industry-wide efforts to enhance transparency while reducing audit fatigue across the apparel and footwear sector. This system not only measures overall performance but also tracks progress, highlighting which factories are committed to continuous improvement and achieving top-tier compliance standards. Our objective is to promote sustainable improvements and best practices at the factories.

Our 2024 Tier 1 Factory Performance Review



Outperforming

→ Demonstrating leadership-level performance. These facilities exceed compliance expectations and serve as models of best practice.

Acceptable

→ They meet core compliance standards but have opportunities for further improvement.

Developing

→ Showing early signs of progress but lacking fully effective compliance systems. These suppliers require robust remediation plans and ongoing risk mitigation.

Significant Growth Potential

→ Indicating early-stage compliance maturity with substantial room for improvement. These factories are required to implement time-bound remediation plans and provide regular progress updates.

Not Acceptable

→ Any such classification would indicate critical or repeated non-compliances, requiring immediate remediation, re-evaluation, or potential termination of the business relationship.

**% of Tier 1 supplier factories above ASICS standard is 97%. Above "Developing" meet ASICS standards.*

Preventing and Mitigating Human Rights Issues

ASICS is committed to proactively preventing and addressing human rights risks across our operations and supply chain. Guided by international standards, including the UN Guiding Principles on Business and Human Rights and the ILO core conventions, we integrate human rights due diligence into our policies, training, supplier engagement, and monitoring processes. From pre-screening new suppliers to regular monitoring through audits, worker surveys and site visits to strengthening grievance mechanisms and follow up with corrective actions, our approach aims to ensure fair, safe, and ethical working conditions while supporting continuous improvement and accountability across our value chain.

The ASICS Corporate Supply Chain Traceability Program

As a multinational company, we have an extensive and complex global supply chain that must adapt to rapidly evolving legislative requirements. These include the Uyghur Forced Labor Prevention Act (UFLPA), the Corporate Sustainability Due Diligence Directive (CSDDD), the Modern Slavery Act, and the developing Corporate Sustainability



Reporting Directive (CSRD). As a result, traceability is crucial for our compliance, the integrity and transparency of our processes, and our corporate social responsibility.

In our sector, there are challenges in achieving visibility, traceability, and compliance to meet growing demands for detailed information about our products, from raw materials through finished goods. With these demands, we are responsible for the full lifecycle of our products, and our actions affect not only our compliance but our competitiveness as well.

To tackle these challenges, we developed the ASICS Corporate Supply Chain Traceability Program, which:

- Ensures compliance with an expanding landscape of global regulatory requirements.
- Enhances visibility into every aspect of our supply chain, strengthening transparency and trust.
- Promotes ethical sourcing practices and responsible procurement.
- Equips internal and external stakeholders with accurate, real-time data to support informed decision-making.
- Advances ASICS' sustainability goals through data-informed decisions and supplier accountability.

Through the Program, we have developed an integrated system that ensures high visibility in supply chain mapping, responsible sourcing, and product integrity. We have also built a cross-functional product traceability team to standardize processes, workflows, methodologies, and tools.

Central to this program is our collaboration with TrusTrace, a third-party digital platform we partnered with in 2024 to improve visibility and transparency throughout our supply chain. Digitizing our supply chain data through TrusTrace has significantly enhanced the efficiency of our audit operations. It allows us to streamline processes, accelerate decision-making, and offer faster insights into potential areas for improvement. With this system in place, suppliers can quickly identify corrective actions based on audit findings, and we can monitor the implementation of these actions in real-time, ensuring continuous improvement. This digital approach is also helping to mitigate future risks by providing a clear, transparent view of our supply chain's operations.

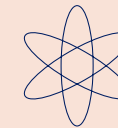
The ASICS Corporate Supply Chain Traceability Program - Our Commitment



Achieving greater transparency.



Upholding ethical standards.



Leveraging advanced technology.



Collaborating with partners.

As part of our broader commitment to responsible sourcing, we've made significant progress in onboarding our Tier 1 and key Tier 2 factories to this program. We are currently working on supply chain mapping through the system, aiming to enhance transparency and monitor key stages throughout our priority materials' product lifecycles. In 2025, we plan to expand to additional materials and products, extending visibility beyond Tier 2 suppliers. This expansion integrates responsible sourcing data directly into ASICS' Enterprise Resource Planning (ERP) system, allowing us to trace the origins and trade flows of our supply chain more effectively.

This initiative is a significant step in ASICS' commitment to sustainability, responsible sourcing, and supply chain management. With full support from our executive team, we are approaching the completion of the Corporate Supply Chain Traceability pilot, with plans for program implementation in 2025. This will ensure continued alignment with ASICS' sustainability objectives, goals, and long-term success.

Awareness and Capacity Building

ASICS is committed to creating a safe, ethical workplace by proactively equipping employees and suppliers with knowledge and tools to identify and address human rights risks. Through targeted training, policy enforcement, and workplace improvement strategies, we foster a culture of accountability and continuous improvement.

All ASICS employees receive training during onboarding, including modules on our Global Code of Conduct, anti-harassment policies, and workplace bullying prevention. In 2024, training sessions were held company-wide, with additional sessions required for managers and leaders on whistleblower protection and anti-retaliation procedures.

ASICS strengthened supplier engagement in 2024 through ongoing education, online and in-person events, and collaboration with industry initiatives like ILO Better Work. Highlights include our Global Supplier Partnership Summit in Vietnam, attended by over 100 factory representatives, and regular on-site visits by ASICS teams. These visits go beyond

ASICS Responsible Purchasing Practice

ASICS is committed to promoting responsible purchasing practices aimed at mitigating forced labor risks within the supply chain. For example, by improving planning and forecasting, we aim to reduce the risk of excessive overtime among workers in our supply chain. We encourage equitable labor practices throughout the following stages:

1. Responsible recruitment
2. Planning and forecasting
3. Design and development
4. Cost and cost negotiation
5. Sourcing and order placement
6. Payment and terms

[See a detailed overview of responsible purchasing →](#)
[For information on our pre-sourcing approval process, see our 2023 Sustainability Report \(page 23\) →](#)

compliance, focusing on open dialogue, trust-building, and raising awareness on topics such as forced labor prevention, freedom of association, grievance mechanisms, and worker empowerment.

These efforts support our goal to build strong supplier relationships, enhance accountability, and promote ethical, rights-based labor practices across our value chain.

Ensuring a Fair Recruitment Process

We are collaborating with members of the American Apparel & Footwear Association (AAFA) to ensure an equitable recruitment process in various countries, including Taiwan. As part of this industry initiative, we have engaged our suppliers through on-site visits and evaluations, working with AAFA on auditing and remediation efforts. We have explained our commitment to compliance and the potential consequences for non-compliance to the suppliers. While ASICS has not had direct access to the recruitment agencies, the suppliers have been coordinating with them to implement a no-fee policy and ensure reimbursement.

Grievance and Complaint Mechanism

At ASICS, we believe that by listening to our own employees and workers in our supply chain to identify and remedy potential issues, we can reduce human rights risks and improve working conditions. Through our grievance mechanism, we can monitor issues or concerns, including those related to forced labor, child labor, harassment, wages, and working hours, at ASICS and throughout our supply chain.

[Read ASICS' Policy on Protected Disclosure \(Whistleblowing\) →](#)

As part of our employee engagement program for workers in the supply chain, we began implementing Labor Solutions' employee engagement platform, WOVO. The platform, which includes e-learning, employee surveys, and grievance functions, aims to improve communication between factory management and employees, leading to reduced human rights risks and improved factory performance.

So far, WOVO has been rolled out in six strategic factories throughout Cambodia, Vietnam, and Taiwan, with additional factories under consideration. ASICS does not directly oversee the program. Instead, suppliers are encouraged to

Transparency Around Human Rights: the Wing Star Shoes Case

We take allegations of human rights issues seriously, and we are making efforts to increase our transparency around our actions. For example, ASICS implemented the WOVO grievance tool at Wing Star Shoes Co., Ltd., a factory in Cambodia that produces for ASICS, as a response to the case related to a union leader that led to concerns about freedom of association and labor rights. To ultimately reinstate the union leader's employment and secure fair compensation for lost wages, ASICS engaged trade unions and other stakeholders to urge the factory to ensure workers' rights to organize without interference or retaliation.

[Read our full statement →](#)

take ownership, allowing them to integrate best practices into their human resource management. Participation remains optional, as ASICS promotes learning rather than imposing a one-size-fits-all solution. Initial feedback from suppliers has been varied: some suppliers see the value in continuing with WOVO, while others prefer to incorporate its learnings into their existing grievance mechanisms.

In 2024, there were three grievances filed by workers in the supply chain and reported through labor unions. All three cases have been responded to, two of them have been resolved and one is ongoing.



Collaborating to Promote Human Rights and Transparency

ASICS operates within an extensive supply chain; protecting human rights and promoting transparency requires us to collaborate with our suppliers and peers throughout the industry. We engage with trade associations, non-governmental organizations, and various stakeholder groups and work to ensure our efforts are in line with industry best practices.

Social & Labor Convergence Program (SLCP)

ASICS is a signatory of the [Social & Labor Convergence Program](#), which provides the tools to capture accurate data about working conditions in global supply chains.

American Apparel and Footwear Association (AAFA)

ASICS engages in collaborative initiatives with AAFA, demonstrating a commitment to advancing industry practices through cooperation with members and peers.

Cascade (formerly the Sustainable Apparel Coalition)

ASICS incorporates Cascade's [Worldly Facility Environmental Module](#) (the Higg FEM) score in Tier 1 and 2 supplier ratings to understand they manage their environmental performance.

JP-MIRAI

ASICS is a member of JP-MIRAI – a group that helps people, including migrant workers, work and live in Japan safely and comfortably.

Better Cotton (BC)

Since 2019, ASICS has been a member of BC, which promotes measurable and continuing improvements for the environment, farming communities, and the economies of cotton-producing areas.

ILO Better Work

ASICS has been a partner of Better Work since 2014; we work closely with them in our production countries of Vietnam, Indonesia and Cambodia. Together, we have been organizing CSR seminars for our suppliers and collaborating on specific issues, such as our responsible purchasing practices.



Diversity, Equity, and Inclusion

Fostering diversity, equity, and inclusion (DE&I) is vital to ensuring we can continue to innovate and deliver products and services that support people's well-being. All our employees, regardless of race, ethnicity, gender, age, religion, disability, sexual orientation, and gender identity, have access to an inclusive working environment, and we strive to create a company culture in which everyone feels comfortable to be themselves. Our DE&I strategy centers on three key focus areas: advancing women in management, enhancing employee engagement, and increasing employment of persons with disabilities, particularly in Japan.

We are on track to reach 40% women in management by 2026, progressing from 38.1% in 2023 to 39.5% in 2024, with tailored

regional action plans guided by the Global DE&I Steering Committee. Employee engagement rose from 68 to 73 during the same period – exceeding our 2026 target of 70 – driven by global surveys and local initiatives. In Japan, we're working towards a 4% employment rate for persons with disabilities by 2026. In 2024, the rate rose to 3.1% (from 2.9% in 2023), due to efforts including manager workshops, events like the Kobe Para Athletics World Championships, and expanded recruitment, including of para-athletes. Regional plans addressing disability inclusion will now scale globally. Reflecting our ongoing commitment, ASICS received the Gold rating in Japan's Pride Index for the sixth consecutive year in 2024.

Preventing Harassment

A healthy working environment is free from discrimination and harassment. The [ASICS Global Code of Conduct](#) and the [ASICS' Human Rights Policy](#) states our commitment to preventing harassment.

Our approach includes our [Global Whistleblowing System](#), which employees can use to report cases of harassment. In 2024, there were 70* reports made via this system, of which 22** were harassment cases.

* Total number of cases reported to the global whistleblowing system and the Compliance Committee.

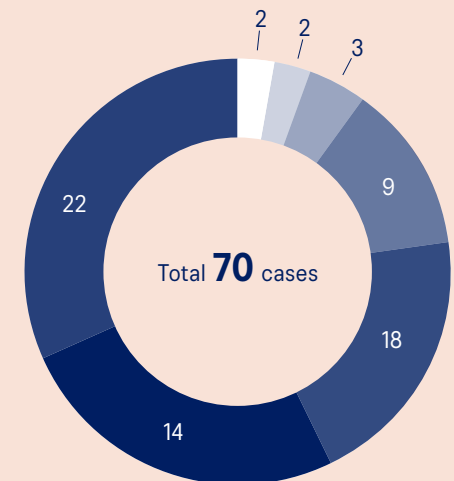
** This figure is limited to cases that were consulted with or reported to the Internal Reporting and Compliance Committee. Harassment cases that were directly consulted with HR are not included.



Reported Cases*

2024	70
2023	69
2022	49
2021	35
2020	45

* Reported to the global whistleblowing system or the Compliance Committee.



Breakdown of notifications and reports (2024)

- Conflicts of interest
- Human rights and discrimination
- Employment issues
- Concerns and inquiries
- Violations of regulations and other rules
- Harassment
- Others

Striving for Gender Equality

A diverse and equitable workforce is one that has equality in gender representation, and we are therefore committed to increasing the number of women in leadership positions at ASICS. We have set a goal of 40% women in management by 2026.

Each regional ASICS entity creates an action plan to increase female representation. The Global DE&I Steering Committee monitors the progress of these action plans.

We are already seeing positive results: by the end of December 2024, the percentage of women in management positions globally was 39.5%, and the percentage of female directors 25%. For headquarters, the percentage increased from 14.7% in 2023 to 15.7% in 2024. (As of December 31, 2024). *The 2024 ratio of females in manager and senior positions at ASICS Corporation (15.7%) is verified by Deloitte Tohmatsu Sustainability Co., Ltd.*



We have set a global goal of 40% women in management by 2026. In 2024, we achieved:

- 39.5% women in management
- 25% female directors

Diverse, Equitable, and Inclusive Recruitment

Disability is another focus for our recruitment, and our target is for 4% of our employees to be people with disabilities by 2026. Enhanced recruitment publicity activities led to the hiring of two new graduates and three mid-career professionals, including two para-athletes. This resulted in an employment rate of 3.1% people with disabilities in 2024.

To retain this talent, ASICS provides workshops for managers who have people with disabilities in their teams in Japan.

In addition, all employees in Japan attended the Kobe Para Athletics World Championships.

[Read more about diverse, equitable, and inclusive recruitment in our 2023 Sustainability Report →](#)

Training Tomorrow's Leaders

Our global system for recruitment, training, placement, evaluation, and skills development aims to encourage each employee to grow and develop their careers independently. All full-time employees working for ASICS undergo regular evaluations and Career Development Plan (CDP) interviews. Another important aim is to cultivate global executive candidates. ASICS identifies, develops, and promotes employees from all over the world who can play an active role on the global stage. Employees selected by the Human Resources Committee as candidates to succeed global management executives can participate via the ASICS Academy (Next Generation Leader Development Selection Program).

The ASICS Academy for employees in Japan is held in a format that includes employees around the world, and 22 employees have participated in the program over the



past three years. We provide opportunities for domestic employees to interact with global members of the company and have held sessions with managers outside Japan.

[Explore the ASICS Learning & Development Program →](#)

Tracking Employee Opinions to Optimize Engagement

Employee engagement is important for ensuring an inclusive working culture, and we measure it through our annual Global Engagement Survey. In our most recent survey, conducted in October 2024, the response rate and engagement score were higher than the previous global survey: 92% of employees responded (up from 89% in 2023) and the engagement score was 73 (up from 68), exceeding our target of 70.

We are now in a planning phase: all parts of the business are reviewing the survey data and creating action plans based on the results. The action plans are based on six "people success elements" – purpose, clarity, well-being, empowerment, connection, and growth. When woven into daily work life, these elements can foster a vibrant culture and produce enthusiastic leaders and employees.

Engagement Score



More engaged employees:

68
in 2023

to

73
in 2024

A Sound Mind in a Sound Body Needs a Sound Earth

Chapter Highlights

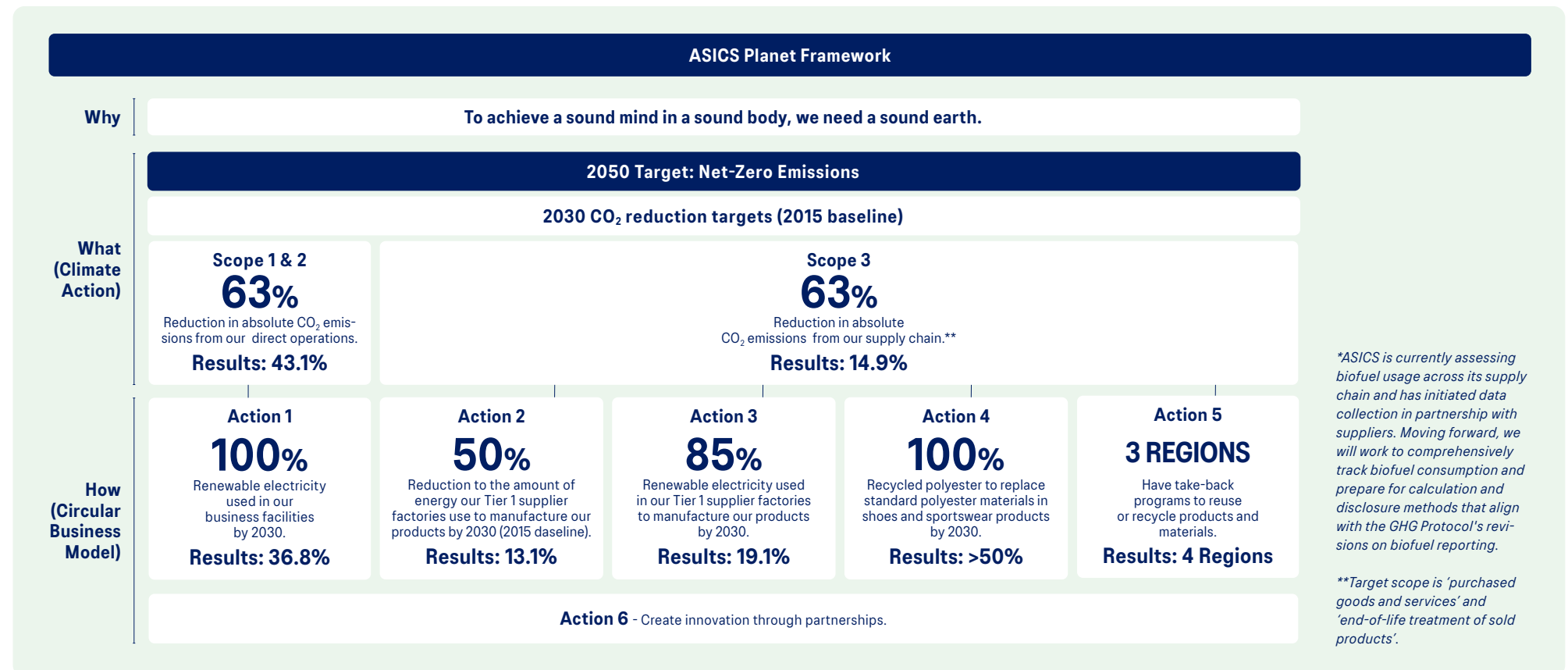
<u>Climate Action</u>	33
<u>Circularity</u>	41
<u>Biodiversity and Water Management</u>	44
<u>Quality of Products and Services</u>	46

Planet Framework: Creating a Sound Earth

People's physical and mental well-being are intrinsically linked to the health of our planet: to achieve a sound mind in a sound body, we need a sound earth. We take our responsibility to minimize our negative environmental

impacts and protect the planet seriously. In developing, manufacturing, and distributing our products and offering our services, ASICS uses many natural resources, from water to raw materials. Our approach to

having a positive impact on the health of the planet centers around reducing our greenhouse gas (GHG) emissions, promoting circularity, minimizing our water use and waste, and creating innovative products.



Climate Action

Progress relies on collaboration. As we continue to work towards the targets set out in our Mid-Term Plan 2026, our teams around the world are taking action for the planet. ASICS Japan launched a project team to increase employee awareness of sustainability. ASICS America expanded the solar panel capacity of the distribution center in US from 1MW to 2MW. ASICS Oceania started green energy procurement, and the green energy sourcing ratio has jumped to 71% from 0% in 2023. And in Southern Europe, e-commerce orders are now dispatched from a more local distribution center instead of our main distribution center in Germany, significantly reducing shipping carbon emissions in France, Spain, Portugal, and Italy. In 2024, we achieved a 43.1% reduction in Scope 1 and 2 emissions and a 14.9% reduction in Scope 3, with continued progress expected. Regarding Scope 3 emission, reduction rate is decreased compared to 2023. It is because the production volume was increased due to the business growth. On the other hand, use of renewable energy for our strategic Tier 1 footwear suppliers, which was started seriously from 2023 based on Green Procurement Policy, is going well. We will continue to work with suppliers to reduce CO₂ emissions. We are actively working toward sourcing 100% renewable electricity for our own operations. All our strategic Tier 1 footwear suppliers now have concrete plans for renewable energy sourcing, with most having started the transition already. As a result, we updated the ASICS Green Procurement Policy to commit to 100% renewable energy sourcing by 2030 and expanded the scope to include more suppliers. We also introduced a new Material Procurement Policy, requiring suppliers to source not only recycled materials but also other environmentally preferred materials to further reduce CO₂ emissions. In short, we are extending our climate actions further upstream - right to the source of our value chain. We have published our roadmap toward net-zero and will continue to refine our action plan in alignment with industry developments and collaborative opportunities.

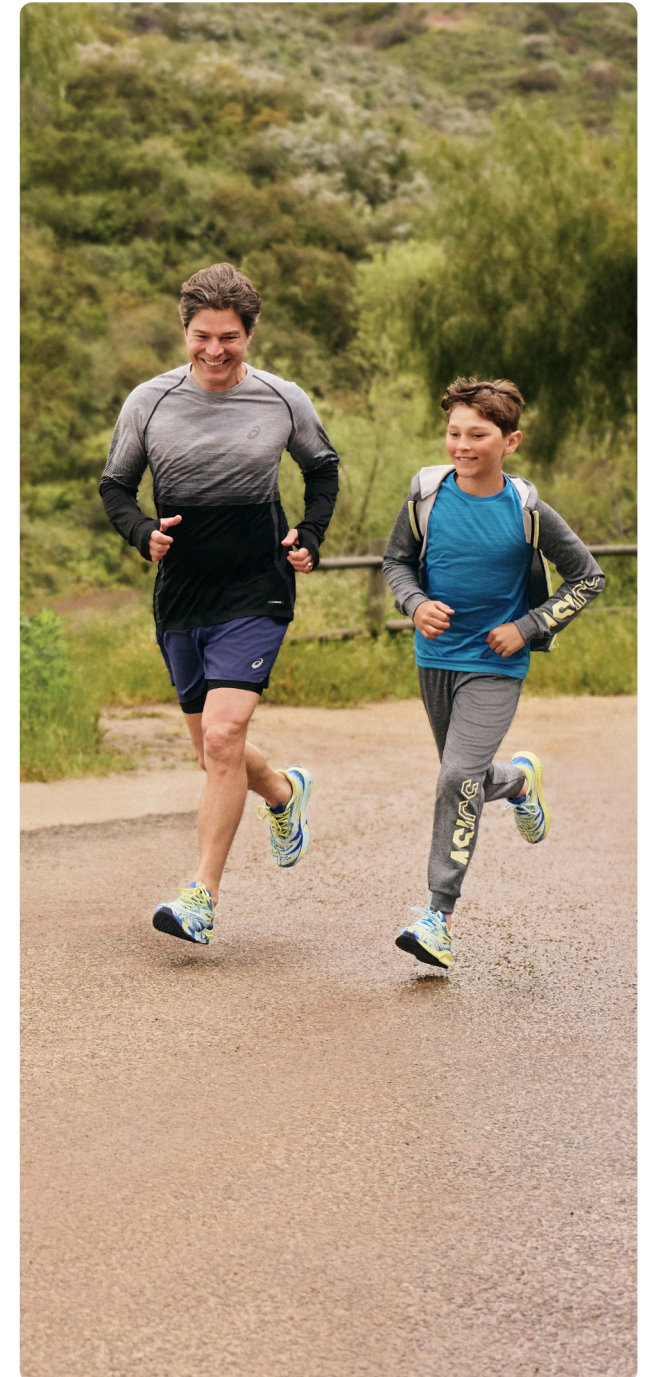
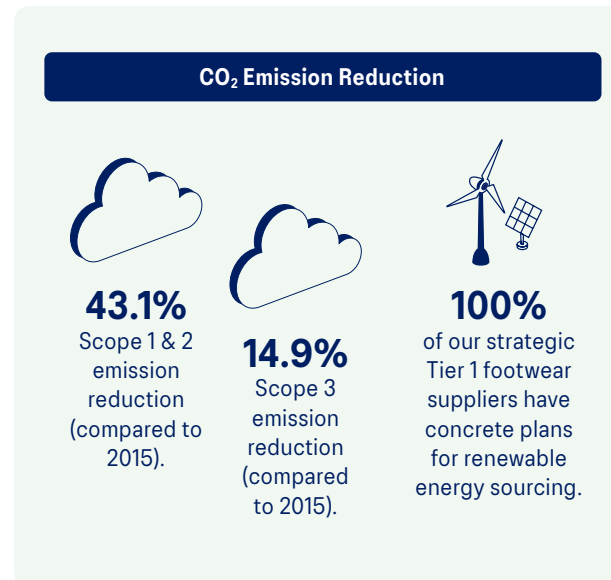
[Explore our roadmap to net-zero →](#)

Robust Governance to Achieve Our Climate Goals

As a high-priority topic, climate action is led by our highest governance bodies, and members of our Board of Directors and Executive Board receive financial incentives for their work on our strategy and actions.

This approach solidifies our commitment to taking action toward our targets and ensures the involvement of our highest governing bodies. Executive Officers are engaged in our efforts, taking action to implement our strategy and integrate our actions throughout the business, including through stakeholder engagement.

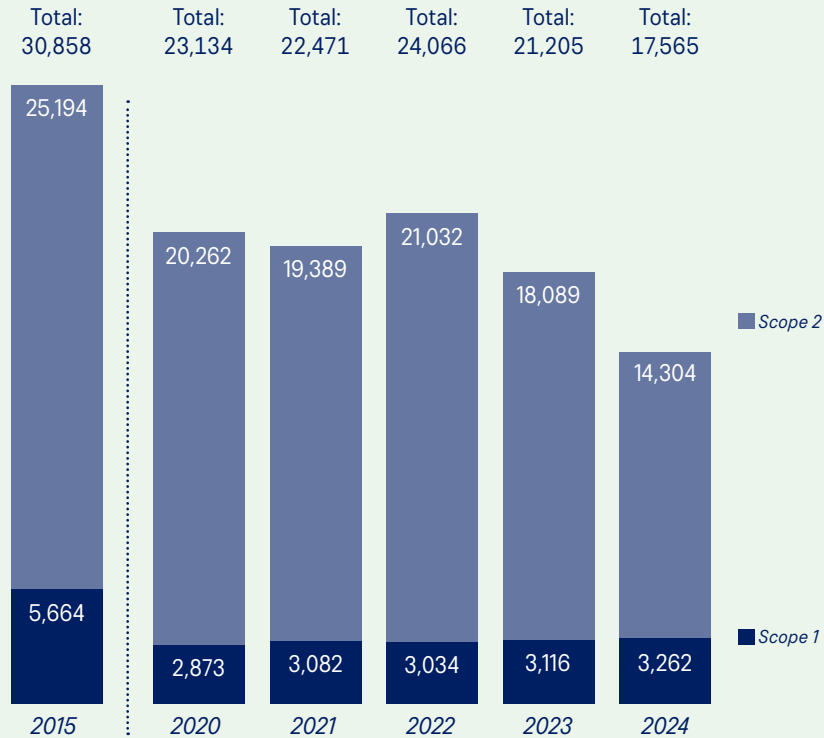
[Read more about our governance structure on page 10 of this report →](#)



Climate Action in Numbers

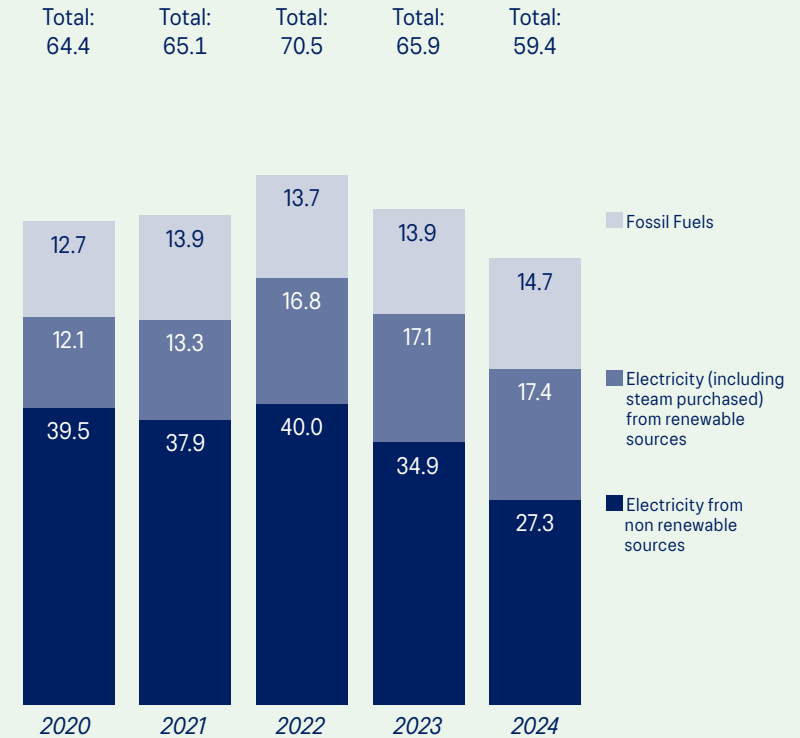
The data applies to ASICS Group locations, including offices, retail locations, distribution centers, and wholly owned factories globally. Company/lease car impacts are also included.

CO₂ emissions from our locations (tons) (Scope 1 & 2)



Figures for Scope 1 are calculated according to factors based on the 2006 IPCC Guidelines (Commercial Institutional). Company/ lease car impacts in Brazil are calculated with factors using 2015 DEFRA data. Figures for Scope 2 are calculated according to factors based on IEA's CO₂ Emissions from Fuel Combustion 2016. The following formula is used when the amount of energy consumption for CO₂ emissions is not available for any sites: (energy consumption per square meter estimated for each type of site) x (area of site) x (CO₂ emission factor). The 2023 emissions data was restated due to a data review update. The 2024 emissions data is verified by Deloitte Tohmatsu Sustainability Co., Ltd.

Energy volume by type (GWh)



The following formula is used when the amount of energy consumption is not available for any sites: (energy consumption per square meter estimated for each type of site) x (area of site) x (conversion factor from each unit to GWh). The 2023 energy volume data was restated due to a data review update. The 2024 energy volume data are verified by Deloitte Tohmatsu Sustainability Co., Ltd.

Scope 3 CO₂ Emissions 2024

Scope 3 Category	CO ₂ tons	%	Scope
1. Purchased goods and services	651,189	83.9	Global Footwear Manufacturing CO ₂ Data (Tier 1), and ASICS Group companies' purchases of footwear material, apparel, equipment, marketing and sales (Calculation methods ¹)
2. Capital goods	14,651	1.9	ASICS Group companies
3. Fuel-and-energy-related activities	820	0.1	ASICS Group companies
4. Upstream transportation and distribution	46,928	6.0	Category 4 includes air and sea freight of footwear related logistics, air freight of apparel related logistics for Japan, rail and road freight of 'Port to DC' in Europe, US and Japan, and road freight of 'DC to customers' in Japan.
5. Waste generated in operations	46	0.0	ASICS Group companies
6. Business travel	5,382	0.7	ASICS Group companies
7. Employee commuting	452	0.1	ASICS Group companies in Japan
8. Upstream leased assets	-	-	Not assessed
9. Downstream transportation and distribution	7,396	1.0	ASICS Group companies
10. Processing of sold products	-	-	Not assessed
11. Use of sold products	17,050	2.2	ASICS Group companies
12. End-of-life-treatment of sold products	32,102	4.1	ASICS Group companies
13. Downstream leased assets	-	-	Not assessed
14. Franchises	-	-	Not assessed
15. Investments	-	-	Not assessed
Total	776,017	100	

¹ Calculation methods: Category 1 Footwear Tier 1: (energy consumptions at suppliers) x (percentage of ASICS production at suppliers) x (emission factor of each energy type). Footwear material: (production volume) x (emission factor of material from the past LCA study). Apparel Tier 1: (production volume) x (emission factor of Tier 1 from the past LCA study). Apparel material: (production volume) x (emission factor of material from the past LCA study). Equipment, marketing and sales: (price of purchased goods and services) x (emission factor of purchased goods and services²)

² Calculation is made as per inter-industry relations table based emission factors of Emission factors database for greenhouse gas emissions accounting throughout the supply chain (ver.2.2 as of March 2015) published by Japanese Ministry of the Environment. The Category 1 (Purchased goods and services) CO₂ emissions data of Scope 3 is verified by Deloitte Tohmatsu Sustainability Co., Ltd.



Engaging Suppliers to Tackle Climate Change

We work closely with suppliers to support their emissions reduction efforts and other sustainability activities, and they are committed to our shared goals.

In 2024, 100% of our strategic Tier 1 footwear suppliers had concrete renewable energy sourcing plans in place, meeting our target in this area. We therefore updated the ASICS Green Procurement Policy in 2024 to accelerate the reduction process: the target is to commit to sourcing 100% renewable energy by 2030. We also expanded the target suppliers.

We are committed to advancing sustainability through initiatives such as the selection of environmentally preferred materials. Our new ASICS Material Procurement Policy outlines clear requirements in this area, aiming to embed sustainability and risk management into sourcing and supplier selection—alongside quality, delivery, and cost. The policy requires suppliers to use environmentally friendly materials, set CO₂ reduction targets, and provide environmental data necessary for CO₂ calculations.

ASICS requests relevant information from suppliers to manage and disclose sustainability progress effectively. To that end, we disclosed our CO₂ reduction targets and began discussions with suppliers to achieve them. We invited some suppliers to ASICS headquarters and held a supplier meeting to share our vision and new material procurement policy, discuss industry trends, and strengthen the collaboration between ASICS and suppliers.



Rewarding Our Commitment to Climate Action

Awards and accolades highlight the progress we are making toward our climate goals. In 2024, for the first time, the international non-profit organization CDP awarded ASICS the highest rating – “A” – in climate change.



This recognition reflects our commitment to focus on sustainability in our business operations, integrating climate-related risks and opportunities into strategies, and working to reduce GHG emissions across the entire value chain. It also acknowledges our adoption of TCFD recommendations.

[Read more in the press release →](#)

In 2024, we also received the 6th Japan Open Innovation Prize Japan Sports Agency (JSA) Commissioner Award for the GEL-LYTE™ III CM 1.95. This year's award was presented to ASICS in recognition of becoming a role model for manufacturers with its efforts throughout the supply chain to produce a sneaker, GEL-LYTE™ III CM1.95, with the world's lightest CO₂ emissions* and the presentation of a calculation method to inspire the industry.

*(*Based on available industry data for life cycle CO₂e emissions as of September 2023.)*

[Read more in the press release →](#)



The GEL-LYTE™ III CM1.95: **awarded for the world's lightest CO₂ emissions* sneaker**



Sustainability Department gave a presentation at GX Studio, sharing insights into our approach to sustainability and innovation.

[Read more in the press release \(in Japanese\) →](#)

Further reinforcing our thought leadership, Seiko Inoue, General Manager of the ASICS Sustainability Department, presented at the Ministry of the Environment's Committee on Carbon Footprint Labeling. There, she contributed to the national conversation on standardizing environmental impact disclosure and promoting transparent carbon footprint communication.

[Read more about the committee →](#)

Engage Consumers With Carbon Footprint Labeling

To strengthen our efforts to make our products more sustainable, we introduced carbon footprint labeling for running shoes in 2023. By measuring and disclosing the carbon footprint – the total amount of greenhouse gases generated over a product's life cycle – we aim to engage consumers in our collective efforts to change behaviors, cut emissions, and tackle climate change.

In 2024, we expanded the scope of our carbon footprint labeling to incorporate products from the categories 'sportstyle', 'core performance', and 'apparel'. We applied this expanded scope also to our efforts to reduce the environmental impact of the official sportswear for Japanese Olympic Committee (JOC), Japanese Paralympic Committee (JPC), and Australian Olympic Committee (AOC).

We incorporated recycled materials and integrated renewable energy at factories for all three committee delegates, across items including podium jackets, podium pants, and shoes. We successfully reduced emissions for the JOC and JPC by 34% compared to the last time for each set of JOC and JPC podium jacket and podium pants.

For the first time, we calculated the carbon footprint of apparel items based on our carbon footprint calculation methodology. The total calculated carbon footprint of JOC, JPC, and AOC official sportswear* amounted to 122 tons CO₂e. ASICS has now purchased 200 tons of carbon credits that exceed the total calculated carbon footprint. The carbon credits were used to support Delta Blue Carbon, a mangrove restoration project in Pakistan.

[Read more →](#)

** All JOC and JPC items, AOC (Australian Olympic Committee) podium jackets, podium pants, and shoes.*



Our partnership with the JOC, JPC, and AOC to boost the sustainability and transparency of their apparel builds on our success with the carbon footprint labeling of shoes. In 2024, we added carbon footprint labeling to the **GEL QUANTUM 360™ VIII**, and the **SOLUTION SPEED FF™ 3** became the first tennis shoe in the industry to have its carbon emissions calculated.

[Read more about carbon footprint labeling at ASICS →](#)



Taking TEAM JAPAN Products Full Circle

More than 1,000 consumers joined a workshop to create a circular bracelet using scraps of the podium wear of the TEAM JAPAN of Olympic and Paralympic Games Paris 2024. In total, 1,500 bracelets were handed over to athletes.

[Read more about circularity on page 41 →](#)



ASICS is TEAM JAPAN Gold Partner (sporting goods).

A Lighter Footprint for a Better Future

A product's carbon footprint reflects the total greenhouse gas emissions generated across its entire life cycle: from raw materials and manufacturing to transportation, use, and end of life. At ASICS, we're committed to reducing our emissions

across the value chain. That's why we're transparent about how we measure, calculate, and report our impact. We use a rigorous, science-based methodology to assess each stage of a product's life. More about our calculation method [here](#).

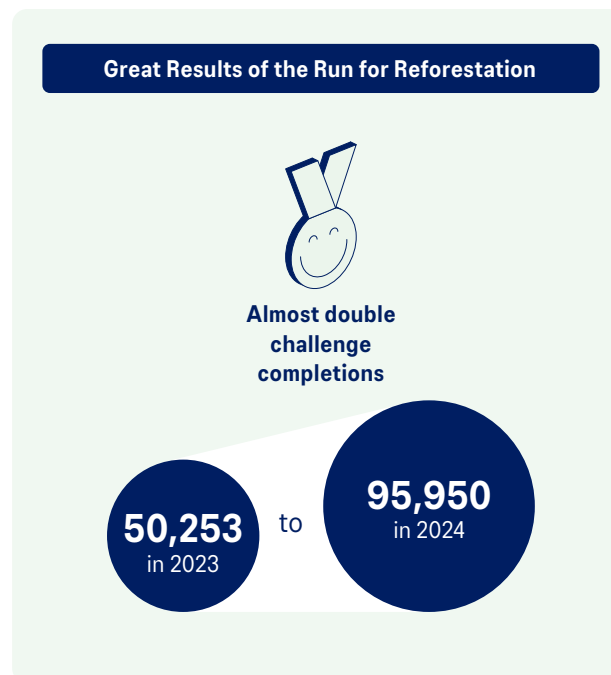




Taking Action With Consumers: Run for Reforestation

The Run for Reforestation Challenge – a campaign that encourages people to nurture healthy minds and bodies through exercise while supporting reforestation efforts – reached new heights in 2024, with 95,950 completions. This marks a significant increase from 50,253 completions in 2023 and exceeds our KPI of 75,000 completions. This means nearly twice as many people participated compared to last year, enabling us to plant nearly twice as many trees.

Through our ongoing partnership with One Tree Planted, we pledged to plant one tree for every 5km run or walked. Trees are being planted in Indonesia, Vietnam, California in the U.S., Mexico and across Europe. The areas chosen for reforestation were based on the locations of our factories and other suppliers, as well as our markets and office locations.



Employee Engagement on Climate Action

In the 2023 Sustainability Engagement survey, ASICS employees reported that they needed support with gaining knowledge about sustainability to incorporate it in their work. In response, we introduced the Sustainable Ambassador program at ASICS Headquarters and ASICS Japan.

Originally started at ASICS North America (ANA) in 2023, the program is a three-month self-guided online course called “School of Understanding Sustainability in the Apparel Industry,” provided by The Underswell and led by Derek Sabori. In 2024, 20 people from ASICS Headquarters and ASICS Japan and 10 people from ANA participated in the program. This means that since the program started in 2023, 40 employees from around the world have participated this program in total.



Employee Awareness of Sustainability

At ASICS, we strive for over 70% of our employees to incorporate sustainability into their work. We conduct an annual survey to measure employees’ capacity for driving sustainability. In 2024, 54% of global employees responded that they incorporate sustainability into their work, marking a decline since 2023 due to the lower response rate resulting from a change of survey system. The survey results continuously highlight the need for capacity building, so we will keep strengthening our training program.



One Tree Planted

Circularity

On the path to net zero, many of the actions we are taking to reduce emissions and waste are integral to our circular approach, helping us to reduce our environmental impact. Our design philosophy embraces circularity, from product inception to disposal. We strive to create high-quality products that last, extending their functional life cycle. We use more recycled and recyclable materials, reduce and repurpose waste, and offer take-back services to consumers.

We aim to reduce CO₂ emissions and other environmental impacts by using fewer materials, creating longer-lasting products, and promoting resource circulation. As part of this, we are working towards achieving 100% use of recycled polyester materials in shoes and sportswear by 2030. In 2024, over 50% of polyester materials used were recycled, and we plan to leverage insights from our 2024-launched NEOCURVE™ shoes and NIMBUS MIRAI™ shoes to continue improving our circularity efforts.

Our regional efforts come together to enhance circularity across the organization. In 2024, footwear recycling boxes were introduced at our Amsterdam store and the European office. In Poland and in North America, we continued the Road Tested initiative to resell returned, close-to-new items. And ASICS Oceania increased the volume of collected shoes for reuse and recycling by 73% compared to 2023.

Designing Products for a Sound Earth

The Shoe Made to Be Returned

We took a step forward in circular design in 2024: the [NIMBUS MIRAI™ running shoe](#), which was made to be returned. With a 100% recyclable engineered knit upper, ASICS original glue to make disassembly easier, and each NIMBUS MIRAI™ will emit just 6.1kg of CO₂e across its lifecycle – about 57% lower



than industry average.* To close the loop, we partnered with TerraCycle to offer a free recycling program, through which used shoes are incorporated as materials into new ones. [NIMBUS MIRAI™ shoes was selected](#) for the Good Design Best 100 award and the Good Design Award Jury's Selection My Personal Favorites (Japan only).

**Assessed using ASICS' carbon footprint methodology version 1.1 and the most comprehensive reporting available for industry average running shoes, conducted by MIT ([report](#)). Learn more about our calculation methodology ([here](#)).*

[Read more →](#)

The Reclaimed Materials Shoe

The [NEOCURVE™ sneaker](#), a cutting-edge footwear design crafted from a blend of unwanted, unused, and reclaimed materials, represents another leap in circular design. Every step in the creation of the NEOCURVE™ shoe, from collection and disassembly to design and manufacturing, took place within Europe. This localized approach minimizes the environmental footprint associated with global supply chains, reinforcing our commitment to sustainability and



explores bringing recycling and manufacturing closer to our selling regions.

For NEOCURVE™ shoes, we collaborated with FastFeetGrinded (FFG), who recycles footwear waste, deadstock, and defective shoes as feedstock materials for new footwear or other products and businesses. The weight ratio of ground shoe materials to the total weight of the NEOCURVE™ shoes is approximately 15%, and the ratio of recycled materials including other general recycled materials is approximately 25%.

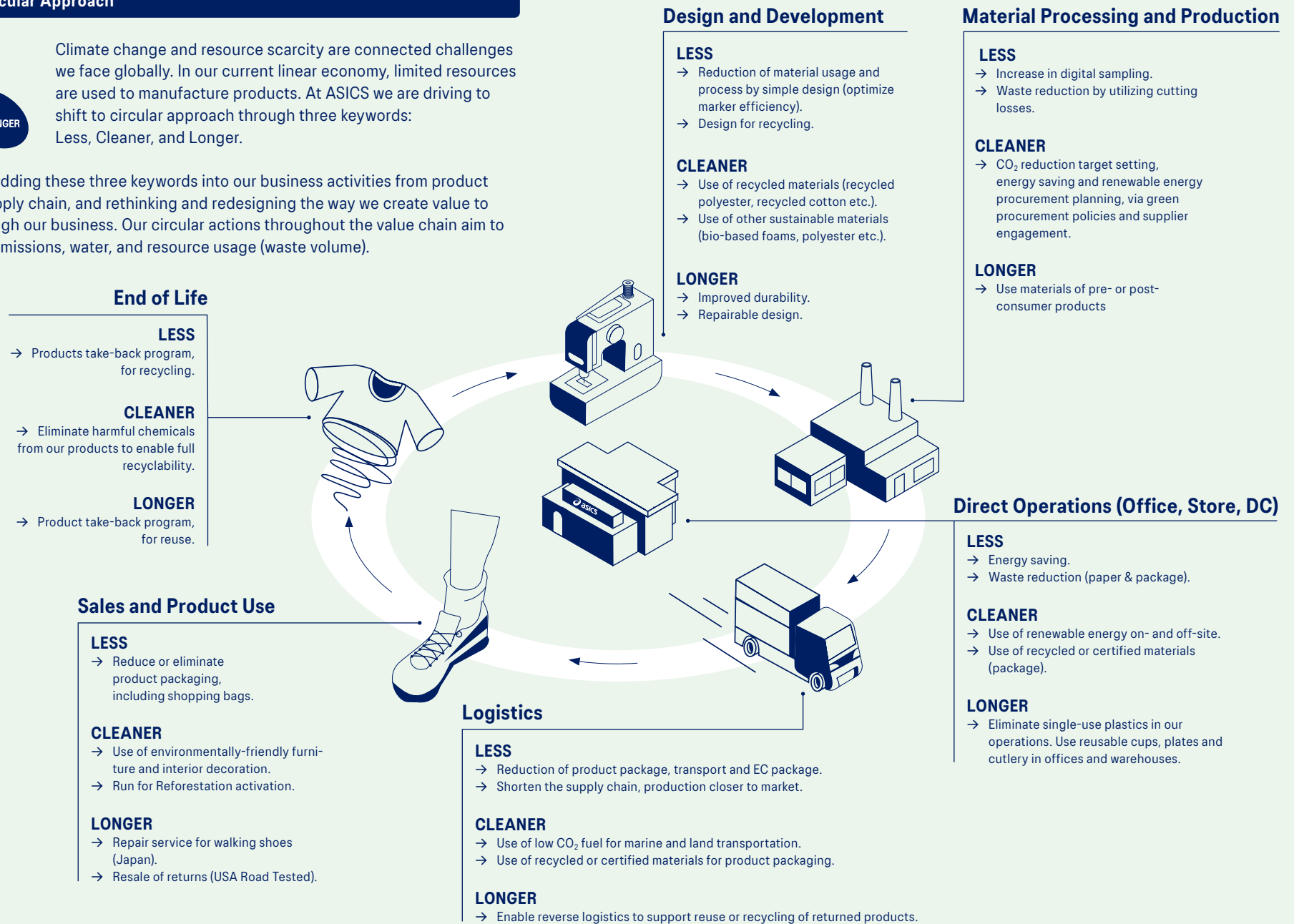
[Read more →](#)

ASICS Circular Approach



Climate change and resource scarcity are connected challenges we face globally. In our current linear economy, limited resources are used to manufacture products. At ASICS we are driving to shift to circular approach through three keywords: Less, Cleaner, and Longer.

We are embedding these three keywords into our business activities from product design to supply chain, and rethinking and redesigning the way we create value to society through our business. Our circular actions throughout the value chain aim to reduce CO₂ emissions, water, and resource usage (waste volume).





The Digital Tool

The 3D Shoes Viewer uses the Spatial Reality Display developed by Sony Corporation to reduce the number of physical samples. We have reduced the number of physical samples to less than half of what it used to be, cutting the time and cost required for sample production and contributing to improving the factory working environment. By using the 3D Shoes Viewer, we have also reduced the amount of discarded materials and samples.

[Read more \(in Japanese\) →](#)

From Waste to Wear: Cacao-Powered Footwear

In a cross-industry collaboration with Lotte in the sports style category, we developed the "GEL-1130™" shoes and "GEL-1130 PS™" shoes, which utilize cacao husks generated during chocolate manufacturing. The upper is made of fabric dyed with a dye mixed with cacao husk*¹ and artificial leather mixed with cacao husk.*² The sole of the shoe is made of rubber with cacao husk added.*³

[Read more \(in Japanese\) →](#)



Waste Management

Waste is an important element of our circular approach: we aim to reduce waste and recycle or repurpose it, where possible, as input material for products.

We work with authorized waste collectors to manage the waste generated by our direct operations, and we ensure they meet both our standards and comply to regulations with regular checks of their documentation. We collect data on waste using a cloud-based database.

More than three-quarters of the waste we send to landfill or incineration comes from four of our sites: two distribution centers and two factories. They are a focus for our waste reduction efforts.

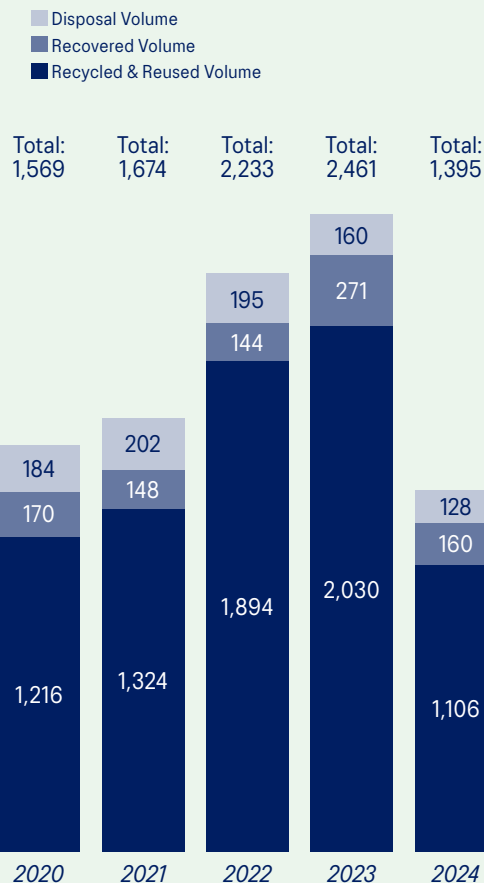


*¹ Textile materials account for approximately 49% of the upper, and the total amount of cacao husk used for dye is approximately 3.0 kg.

*² Artificial leather accounts for approximately 51% of the upper and contains approximately 1.3% cacao husk.

*³ Each shoe sole contains approximately 5% cacao husk. Please note that cacao husk is not added to the soles of children's shoes.

Waste Volume (metric tons)



2024: 13 companies, 23 locations, covering 61% of operations (FTE basis).

2023: 14 companies, 24 locations, covering 57% of operations (FTE basis).

2022: 10 companies, 20 locations, covering 64% of operations (FTE basis).

2021: 11 companies, 26 locations, covering 70% of operations (FTE basis).

2020: 16 companies, 26 locations, covering 62% of operations (FTE basis).

Biodiversity and Water Management

Our business depends on ecosystems that provide essential resources, such as water, and raw materials, like cotton and leather, for our products. We recognize the importance of biodiversity and the impact that the apparel and footwear industry has on it. Our biodiversity policy outlines the relationship between our business and biodiversity in areas such as sourcing natural resources, consuming water, and dyeing textiles.

As a member of the Leather Working Group (LWG) and one of the signatories of The Fashion Pact, we support zero deforestation and sustainable forest management. We are also committed to the LWG's aim to achieve 100% conversion-free and deforestation-free leather by 2030. Furthermore, we are committed to developing the products

that reduce our dependence on natural resources through collaboration with our suppliers and partners. Our initiatives include sourcing recycled materials for both products and packaging and using technology to lower water consumption. Lastly, we aim to strengthen the traceability of our material.

Our Biodiversity Impact

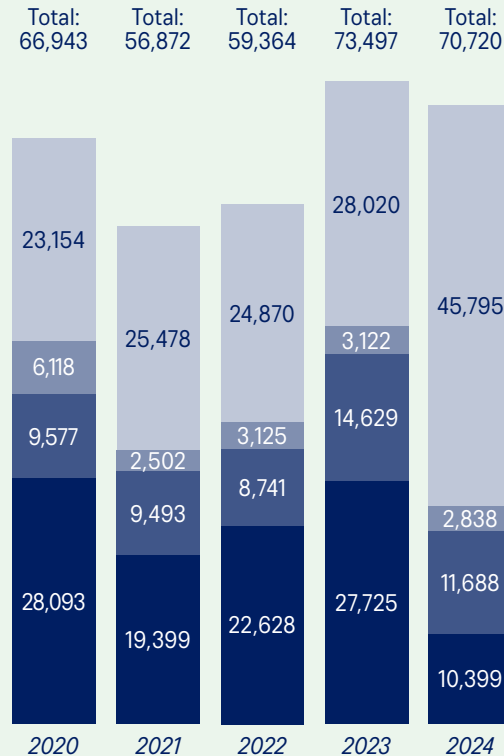
Biodiversity and climate change must be considered together. Climate change is exacerbating the loss of local species and the decline of biodiversity, which in turn reduces the amount of carbon stored in nature, thereby driving climate change. We take our role in impacting ecosystems and our responsibility to

protect them seriously. We are in the process of investigating our impacts and defining appropriate targets for biodiversity. To guide this process, we are using the **LEAP approach** (Locate, Evaluate, Assess, Prepare), which is the recommended analytical framework of the Taskforce on Nature-related Financial Disclosures (TNFD). TNFD is a global initiative that provides guidance for organizations to identify, assess, and disclose their nature-related dependencies, impacts, risks, and opportunities—helping companies align their strategies with the protection and restoration of nature. Our LEAP approach includes: Locate interface with nature; Evaluate dependencies and impacts; Assess material risk and opportunities; and Prepare to respond and report. We plan to disclose the results of our investigation in our 2025 Sustainability Report.



Water Volume Used in Our Operations (m³)

- Offices
- Factories
- Distribution Centers
- Retail and Sport Facilities



2024: 14 companies, 53 locations, covering 67% of operations (FTE basis).
 2023: 23 companies, 72 locations, covering 69% of operations (FTE basis).
 2022: 13 companies, 68 locations, covering 67% of operations (FTE basis).
 2021: 13 companies, 74 locations, covering 69% of operations (FTE basis).
 2020: 28 companies, 82 locations, covering 75% of operations (FTE basis).

Minimizing Our Water Footprint

The water discharge and pollution of water sources has have a negative impact on biodiversity. That's why our efforts to minimize water impacts also help mitigate ASICS' broader impact on biodiversity. We actively engage stakeholders across the value chain on water-related issues. Much of the water used in our direct operations comes from municipal sources. Monitoring and managing our water use and waste-water output is key to our water management strategy. We track the water impact of ASICS facilities through our data management system and collect annual consumption data from Tier 1 footwear suppliers via Higg FEM. This data includes details on freshwater and water from areas experiencing water stress. We reduce our water impacts by installing water-efficient equipment in new, renovated, or relocated buildings – and by encouraging employees to conserve water. Apparel production is often water-intensive. To tackle this, ASICS is adopting dyeing technologies that require significantly less water. One example is the Solution Dyeing technique, which reduces wastewater generated during apparel production and dyeing processes—cutting water usage by approximately 33% compared to conventional dyeing methods. While some water use is unavoidable, we are taking steps to reduce consumption and manage wastewater more effectively.

Sourcing More Sustainable Cotton

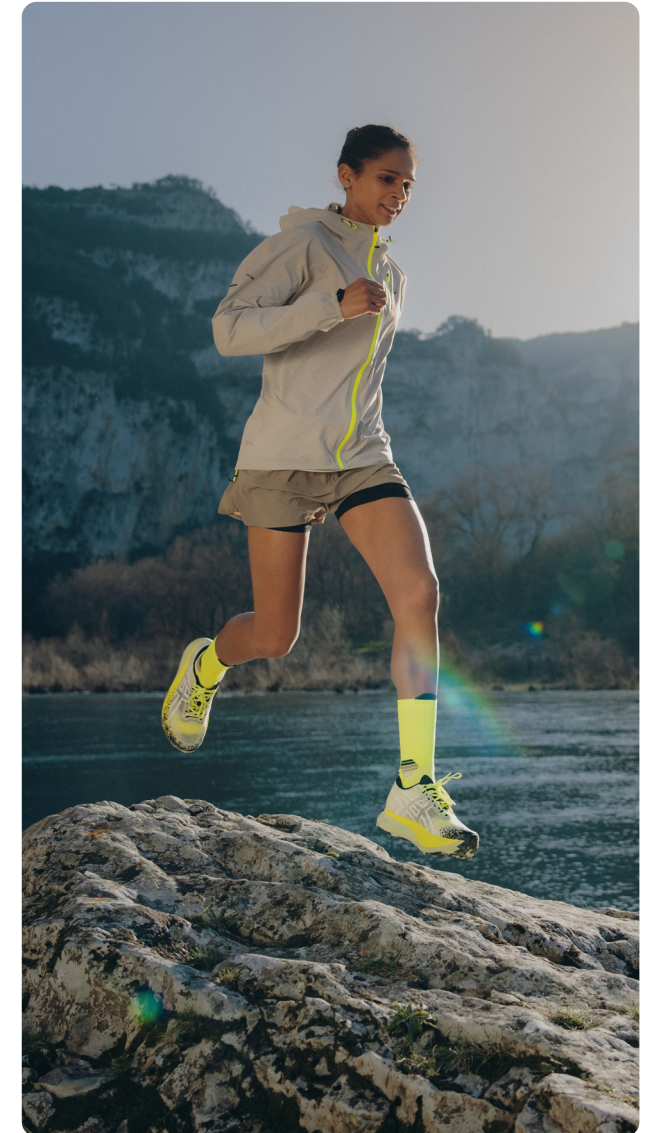
Although limited, our use of cotton as one of the natural fibers in ASICS apparel products impacts nature. We have set a target to source 100% more sustainable cotton for our products by 2025. We made progress toward this target in 2024, with 59.8% more sustainable cotton* used in our products.

Our approach includes a strengthened policy for the procurement of raw materials and a process for checking the traceability and status of the cotton materials purchased, including expecting our suppliers to hold documents of material origin certification.

Since 2019, ASICS has been a member of Better Cotton (BC). BC works with a diverse range of stakeholders across the cotton supply chain to promote measurable and continuing

improvements for the environment, farming communities, and the economies of cotton-producing areas.

**Better Cotton, Organic cotton (GOTS certified), Fairtrade certified, Recycled cotton (GRS certified), Cotton Made in Africa (CmiA) certified, U.S. Cotton Trust Protocol certified.*



Quality of Products and Services

People around the world rely on our products and services to support their physical and mental well-being, and it is our responsibility to ensure that those products and services are high-quality and safe. We operate a safety and quality management system to ensure that our products continue to meet the expectations of our customers and comply with relevant legislation.

We have clarified the roles and responsibilities of each department and how they contribute to improving the safety and quality of our products. We continuously update our safety and quality standards for each material, component, and product, and we apply these standards consistently throughout our product development and production.

We conduct a safety and quality review of all products in the development phase. Our rigorous safety practices are in line with the new [EU General Product Safety Regulation \(GPSR\)](#), which became applicable in December 2024.

In 2024, there were two voluntary product recalls in Japan, due to product defects: one was a spelling error on the product, and the other was insufficient product durability.

We also operate a system to review marketing and labelling communications in order to ensure that they are based on the truth and do not mislead consumers, and our efforts are led by the [Guidelines for Representations in Advertising Materials for Products and Services](#). We are committed to ensure that environmental and social claims are accurate and not overstated. In 2024, there was one product information error, regarding material composition.

Our management system also includes training for employees and suppliers and a process for handling accidents and defects to ensure consistent quality and safety at every stage of the value chain.

[Read more about product quality and safety →](#)



Managing Restricted Chemicals

Collaboration With Industry

In line with our commitment to safety and sustainability, we manage restricted, harmful chemical substances in our products. Since 2013, ASICS has been a member of the Apparel and Footwear International RSL Management (AFIRM) Group, which promotes industry-wide collaboration to reduce the use and impact of harmful chemical substances in the apparel and footwear supply chain. We use the latest AFIRM Restricted Substances List (AFIRM RSL) to provide safe products that do not negatively impact humans or the environment.

Eliminating the Use of PFAS

Per- and polyfluoroalkyl substances (PFAS) regulations continue to become stricter globally. Since 2016, we have gradually increased our use of PFAS-free durable water repellent (DWR). As of 2024, we have ended the intentional use of PFAS for all applications including PTFE membranes, except for essential use in non-regulated regions. In addition, to comply with the PFAS Ban in California, we carried out inventory management so that PFAS-containing products will not be sold in the United States from January 2025. We will continue to comply with upcoming global PFAS regulations, ensuring our products meet the highest safety and environmental standards.

Reducing Volatile Organic Compounds (VOCs)

The manufacture of footwear, especially high-performance sports shoes, involves the use of adhesives. Conventional adhesives are based on solvents containing VOCs, which can potentially harm people and the environment. We have been transitioning to water-based adhesive since 2011 to reduce VOCs usage. In 2024, VOCs usage at our strategic factories was estimated to be 3,944 tons. This is based on the calculation of the total adhesive consumed, including disposed volume at the factories. It is important to note that all VOCs are carefully managed and controlled to minimize their environmental and health impacts.

Scenario Analysis Result (TCFD) Including Financial Impact

We take a double materiality approach to determining our priority sustainability topics. When it comes to climate, this means considering not just the impact ASICS has on the planet, but also the impact climate change has on our business, including its financial impact. To determine this, we follow TCFD Recommendations. As such, in 2023, we conducted a scenario analysis for all ASICS businesses to understand the resilience of our corporate strategy under different possible future scenarios.

We considered four scenarios, representing global temperature increases of +1.5°C, +2°C, and +4°C for the analysis. And when analyzing the risks and opportunities related to climate change, we selected 2030 and 2050 to reflect our roadmap to net-zero.

Our selection of scenarios was based on the notion that very similar temperature changes would occur in the 2°C and 4°C scenarios as of 2030, and that the impact of physical risk would be bigger after 2030.

- IEA scenarios – more related to transition risk. We referred to the multiple IEA scientific scenarios, the IEA NZE 2050 for +1.5°C, the IEA APS for +2°C, and the IEA STEPS for up to +4°C.
- RCP scenarios – more related to physical risk. We referred to the multiple RCP scientific scenarios, the RCP 4.5 for +2°C, and the RCP 8.5 for +4°C.

Parameters such as price trends of materials used in our products and product labeling regulations would affect the related costs. We assumed that the relevant stakeholders would aim to align the methodology of reporting and labeling as much as possible, therefore we have not included the costs to accommodate them individually.

Parameters such as locations of our manufacturing facilities and heat index in key markets would affect the level of climate risks. We assumed that, toward 2030, the major manufacturing locations and key markets would likely remain the same, therefore we have not included the costs for other locations.

We used SSP2 toward 2030 and 2050 in conjunction with the scenario as an analytical choice. The analysis using this scenario was quantitative.

Information Disclosure Based on TCFD Recommendations

We are the world's first sporting goods manufacturer to support the Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD) Scenario Analysis and we are actively promoting the disclosure of information based on TCFD. We have identified risks and opportunities based on scenario analysis and have analyzed their impacts and response measures. This is reflected in our business strategy.

	Risk	Business Impacts	Financial Impacts*/Year	Response Measures
Transition Risks	Fluctuations in raw material prices.	Rise in procurement costs for petroleum-derived materials.	4.3 billion yen (2050, 4°C)	→ Establish targets and roadmaps of material with controlled financial impact. → Strengthen partnerships with suppliers.
	Introduction of product labeling regulations.	Increase in system implementation and personnel expenses in response to regulations.	13 billion yen	→ Understand regulations early and secure the necessary resources. → Start carbon footprint labeling.
Physical Risks	Reduction in time for sports through rising temperatures.	Decrease in sales as frequency of product replacement decreases through reduction in sports opportunities (time).	2.4 billion yen (2050, 4°C)	→ Expansion of products that can adapt to rising temperatures. → Rollout of adaptable services even if there is a reduction in opportunities for playing sports outside.
	Supply chain shutdown through intensified typhoons and floods.	Loss of sales opportunities due to a shutdown from flooding of outsourced manufacturing plants.	0.7 billion yen	→ A sourcing strategy that recognizes outsourced manufacturing plants in regions with a high risk of natural disasters.

* Calculated based on FY2022 data.

Details	
Opportunities	Expansion of the customer base → Increasing engagement of new consumer segments through active climate initiatives.
	Creation of innovation through development and expansion of decarbonized products and services → Creating innovation through the pursuit of sustainability and functionality. → Developing products and materials with low CO ₂ emissions. Identifying and formulating value creation (new business domains) with low CO ₂ emissions.
	Rollout of products and services that respond to rising temperatures → Applying knowledge of ergonomic research and digitalization and offering solutions to allow sports to be enjoyed in comfort in any environment.
	Utilization of sustainable finance → Implementing efficient fundraising through actively utilizing green bonds etc. by increasing the performance and transparency of corporate sustainability.

[Read more on page 50 of our Integrated Report 2023 →](#)

Message From the COO

Drive climate transition through digital innovation and integrated enterprise transformation.

The climate crisis is ever visible, with steadily rising temperatures and an increasing number of extreme weather events occurring every year globally. This poses threats to communities around the world, to our company, and to the sports industry.

Yet I have hope. This report shows the many actions we have taken, as a company and in collaboration with business partners and other stakeholders across the industry, to minimize our negative impacts and tackle climate change. Our targets are ambitious: we aim to achieve net-zero by 2050. The actions we have identified to accelerate our path to net-zero include increasing our collective use of renewable energy, adopting a circular business model, and innovating products with lower emissions.

To help us get there, we are accelerating our transformation into a Global Integrated Enterprise (GIE), with digital innovation at its core. Through global digital supply chain reforms and a robust data platform, we are enhancing transparency, traceability, and climate transition by enabling supply chain decarbonization—critical enablers on our net-zero journey. Our digital efforts also support our human rights due diligence, expand our Running Ecosystem, and foster consumer engagement through initiatives like Run for Reforestation.

Our sustainability strategy focuses on balancing people and planet: we aim to support mental and physical well-being, from providing sports products and services for consumers to protecting human rights among workers in our supply chain. Our commitment to people is clear in this report, and I am proud of the community strength we are building around many of our activities.

As we look ahead to 2025 and beyond, we are working towards targets set out in our Mid-Term Plan 2026 and climate transition plan. Future reports will detail our progress on this journey.

Mitsuyuki Tominaga
President and COO,
Representative Director



Appendices

Chapter Highlights

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People Data Tables

Own Workforce Data

Number of permanent and temporary employees per region	2022	2023	2024
Japan	1,530	1,472	1,351
North America region	1,230	1,314	1,206
European region	1,542	1,556	1,584
Greater China region	1,046	1,133	1,289
Oceania region	240	274	308
Southeast and South Asia region	373	439	526
Other areas	795	630	713
Company-wide (shared), etc.	2,130	2,109	2,010
Total	8,886	8,927	8,987

Gender pay gap	79.8%	71.6%
Indicating the ratio of female to male employee wages. 2023-2024 data only.		

Employees with Disabilities	2.9%	3.1%
2023-2024 data only.		

Supply Chain

Training and factory audits	2022	2023	2024
Number of participants to training	30	90	> 100
Number of factory audits conducted	36	71	87

Planet Data Tables

Scope 1 Emissions

CO ₂ emissions (tons)	2022	2023	2024
Offices	1,488	1,669	1,802
Distribution centers	846	765	797
Factories	295	286	316
Retail stores	404	396	346
Total Scope 1	3,034	3,116	3,262

Scope 3 Emissions

CO ₂ emissions (tons)	2022		2023		2024	
1. Purchased goods and services	675,053	82.7%	596,452	82.8%	651,189	83.9%
2. Capital goods	14,936	1.8%	18,452	2.6%	14,651	1.9%
3. Fuel-and-energy related activities	882	0.1%	894	0.1%	820	0.1%
4. Upstream transportation and distribution	61,641	7.6%	48,433	6.7%	46,928	6.0%
5. Waste generated in operations	40	0.0%	31	0.0%	46	0.0%
6. Business travel	2,621	0.3%	4,465	0.6%	5,382	0.7%
7. Employee commuting	437	0.1%	416	0.06%	452	0.1%
8. Upstream leased assets	-	-	-	-	-	-
9. Downstream transportation and distribution	7,981	1.0%	6,531	0.9%	7,396	1.0%
10. Processing of sold products	-	-	-	-	-	-
11. Use of sold products	18,143	2.2%	16,275	2.3%	17,050	2.2%
12. End-of-life treatment of sold products	34,532	4.2%	28,465	4.0%	32,102	4.1%
13. Downstream leased assets	-	-	-	-	-	-
14. Franchises	-	-	-	-	-	-
15. Investments	-	-	-	-	-	-
Total Scope 3	816,266		720,414		776,017	

Total Scope 1, 2, 3 emissions	840,332	741,619	793,582
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* ASICS has been confirming the use of biofuels in its supply chain and is collaborating with suppliers to begin data collection. Moving forward, ASICS will advance its efforts to understand the volume of biofuels used and prepare for calculations and disclosures in accordance with changes in the GHG Protocol related to biofuels.

Environmental Performance of Footwear Tier 1 Suppliers

Category	Unit	2015 (baseline)	2020	2021	2022	2023	2024
CO ₂ emissions	kg/pair	2.45	1.42	1.55	1.64	1.77	1.57
Water	m3/pair	0.034	0.027	0.024	0.021	0.024	0.024
Waste	kg/pair	0.021	0.019	0.008	0.022	0.043	0.043
Recycled or recovered waste	tons	12,606	4,962	6,922	9,710	6,568	11,429

Scope 2 Emissions (Market-Based)

CO ₂ emissions (tons)	2022	2023	2024
Offices	1,431	1,664	925
Distribution centers	2,088	2,163	1,731
Factories	986	624	631
Retail stores	16,528	13,638	11,017
Total Scope 2	21,032	18,089	14,304
Total Scope 1 and 2	24,066	21,205	17,565

Emission Intensity (Scope 1 & 2)

Scope 1 and 2 emission intensity (per million yen of sales) (t-CO ₂)		
2022	2023	2024
0.050	0.037	0.026

About Our Reporting Practices

Structured according to the results of our double materiality analysis, this ASICS Sustainability Report 2024 outlines our sustainability vision, strategy, targets, and activities across our material topics.

Our sustainability efforts are guided by our Mid-Term Plan 2026, which was launched in 2023. The Plan sets out targets for 2026, which are on our road to our longer term 2030 and 2050 targets, including our net-zero emissions goal for 2050.

This report is part of our [ongoing reporting](#) and reflects our sustainability performance in 2024. Our 2024 Sustainability Report is released on 30 June 2025. This report covers ASICS and its consolidated subsidiaries, and discloses results and activities for the calendar year from January 1 to December 31, 2024. It is designed to be used alongside the ASICS Integrated Report, which provides the broader picture, showing how sustainability is integrated into our core values and business strategy to increase our value creation.

Unless otherwise specified, the information shared pertains to ASICS' global operations. This report has been prepared in accordance with the GRI Standards.

Our sustainability efforts are informed by our stakeholders, and we welcome feedback on them and this report.



Deloitte.

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Independent Practitioner's Assurance Report

To Mr. Yasuhito Hirota, Chairman and CEO, Representative Director of ASICS Corporation

We have undertaken a limited assurance engagement of the following sustainability information for the year ended December 31, 2024 (the "Sustainability Information") included in the "Sustainability Report 2024" (the "Report") prepared by ASICS Corporation. (the "Company").

- the 2024 ratio of females in manager and senior positions at the Company on page 31;
- the 2024 amounts in the graph "CO₂ emissions from our locations (tons) (Scope 1 & 2)" on page 35;
- the 2024 total in the graph "Energy volume by type (GWh)" on page 35; and
- the CO₂ tons for "1. Purchased goods and services" in the chart "Scope 3 CO₂ emissions 2024" on page 36.

The Company's Responsibility

The Company is responsible for the preparation of the Sustainability Information in accordance with the calculation and reporting criteria adopted by the Company (as explained in the notes to the Sustainability Information on pages 31, 35 and 36 in the Report). Greenhouse gas quantification is subject to inherent uncertainty for reasons such as incomplete scientific knowledge used to determine emissions factors and numerical data needed to combine emissions of different gases.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. We apply International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, and accordingly maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Sustainability Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements ("ISAE") 3000, *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board ("IAASB"), ISAE 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the IAASB and the *Practical Guideline for the Assurance of Sustainability Information*, issued by the Japanese Association of Assurance Organizations for Sustainability Information.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. These procedures also included the following:

- Evaluating whether the Company's methods for estimates are appropriate and had been consistently applied. However, our procedures did not include testing the data on which the estimates are based or reperforming the estimates.
- Performing interviews of responsible persons and inspecting documentary evidence to assess the completeness of the data, data collection methods, source data and relevant assumptions applicable to the sites.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Information is not prepared, in all material respects, in accordance with the calculation and reporting criteria adopted by the Company.

Deloitte Tohmatsu Sustainability Co., Ltd.

Deloitte Tohmatsu Sustainability Co., Ltd.
Tokyo, Japan
July 8, 2025

Member of
Deloitte Touche Tohmatsu Limited



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sound mind, sound body

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