FY2025 EARNINGS CALL(HELD ON FEBRUARY 16TH, 2026)

<SUMMARY OF Q&A SESSION>

Q:	Despite the strong financial results, what are the key risk factors going forward?
A:	With regard to Sport Style that is more susceptible to trends, we mitigate risk by building a diversified portfolio within the category. As for Onitsuka Tiger, we are strengthening its position as a luxury lifestyle brand that is less affected by short-term fashion trends. In addition, precisely because our performance is strong, we are investing in strengthening our foundations such as enhancing the value of the OneASICS membership experience, globally optimizing the supply chain, and fostering innovation in order to achieve sustainable growth.

Q:	How do the supply chain transformation and the OneASICS initiatives contribute to business performance?
A:	Regarding the supply chain, under our current Mid-Term Management Plan 2026, we are transitioning from regional optimization to global optimization, with the aim of improving global inventory management and shortening production lead times. This will help reduce lost sales opportunities and drive top-line growth. One ASICS enhances the value of the membership experience through initiatives such as running ecosystem, encouraging the development of loyal customers. As a result, it contributes to higher DTC sales and improved profit margins.

Q:	What is the background behind the expected improvement in the sales trend in North America?
A:	Growth in Performance Running and Sport Style will be primary drivers. In particular, we are planning a significant increase of approximately 50% in Sport Style sales. In addition, the strategic narrowing of product assortments in EC that has been under way is largely expected to be completed in 2025, and the closure of unprofitable stores is targeted to be largely completed in 2026. Sales trends are expected to begin improving from 2026, with a

	more drastic recovery from 2027 onward.

Q:	How will the negative impact of tariffs in North America be addressed?
A:	The tariff impact for the full year is estimated at approximately 10 billion yen. In response, price increases for the Autumn/Winter 2026 products are planned. Together with improvements in gross margin in regions outside North America, the impact is expected to be absorbed at the consolidated level.

Q:	What is the competitive environment and sales strategy for Performance Running in Greater China?
A:	In Greater China, competition includes not only global brands but also major local brands. However, ASICS' current market share remains relatively low, and we see significant room for growth. We have set a goal to increase our wear rate at major running events from the current level of a few percent to double-digit levels. In addition to global models, we have established a structure that enables us to develop and roll out colors and products tailored specifically to the China market.