



 **asics**

*sound mind, sound body*

# Sustainability Report 2025

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# Message From the CEO

We always aim to keep moving forward. This Sustainability Report 2025 highlights the steady progress we made in support of people and the planet during 2025, guided by the founding philosophy at the heart of everything we do: *Anima Sana In Corpore Sano* or 'a Sound Mind in a Sound Body'. Sustainability remains a core pillar of our corporate strategy as we continue to evolve into a globally integrated enterprise.

In 2025, net sales reached ¥810.9 billion and operating income totaled ¥142.5 billion, with both achieving record highs for the fourth consecutive year. We believe that sustainable growth and financial performance reinforce one another, and that long-term corporate value creation is built on the trust of all our stakeholders.

As a sports company, we recognize that protecting the environment in which sport can continue to be enjoyed is an important responsibility for ASICS. Addressing climate change therefore remains a key priority.

As we operate on a global scale, collaboration across the entire value chain is essential. In 2025, through the ASICS Partner Summit with suppliers, we created opportunities to share knowledge and best practices related to environmental considerations, including climate change. In addition, we initiated considering the introduction of tools to improve the efficiency and accuracy of CO<sub>2</sub> emissions measurement across our supply chain, thereby supporting greenhouse gas reduction efforts.

We also strengthened engagement with our consumers. For example, through the Run for Reforestation challenge, 102,711 people participated in running or walking via Runkeeper, contributing to the planting of 102,711 trees around the world. Initiatives such as this demonstrate ASICS' commitment to promoting physical and mental well-being while supporting responsible business practices and protecting the natural environment.

As a global company supported by people across our value chain, we also view respect for human rights as an important responsibility. We strengthened engagement with suppliers by sharing tools, expectations and best practices related to responsible business conduct. Furthermore, following dialogue with more than 100 shareholders, we took an important step toward long-term corporate value creation by establishing ASICS Foundation in 2025. The establishment of the Foundation reflects ASICS' strong commitment to further advancing support for people and the planet as part of our sustainability efforts.

Looking ahead, we will continue to enhance transparency and strengthen our capabilities through ongoing dialogue and engagement with suppliers and partners around the world, while aligning with evolving international expectations and frameworks. We remain committed to further enhancing our efforts to support people's well-being and protect the planet.

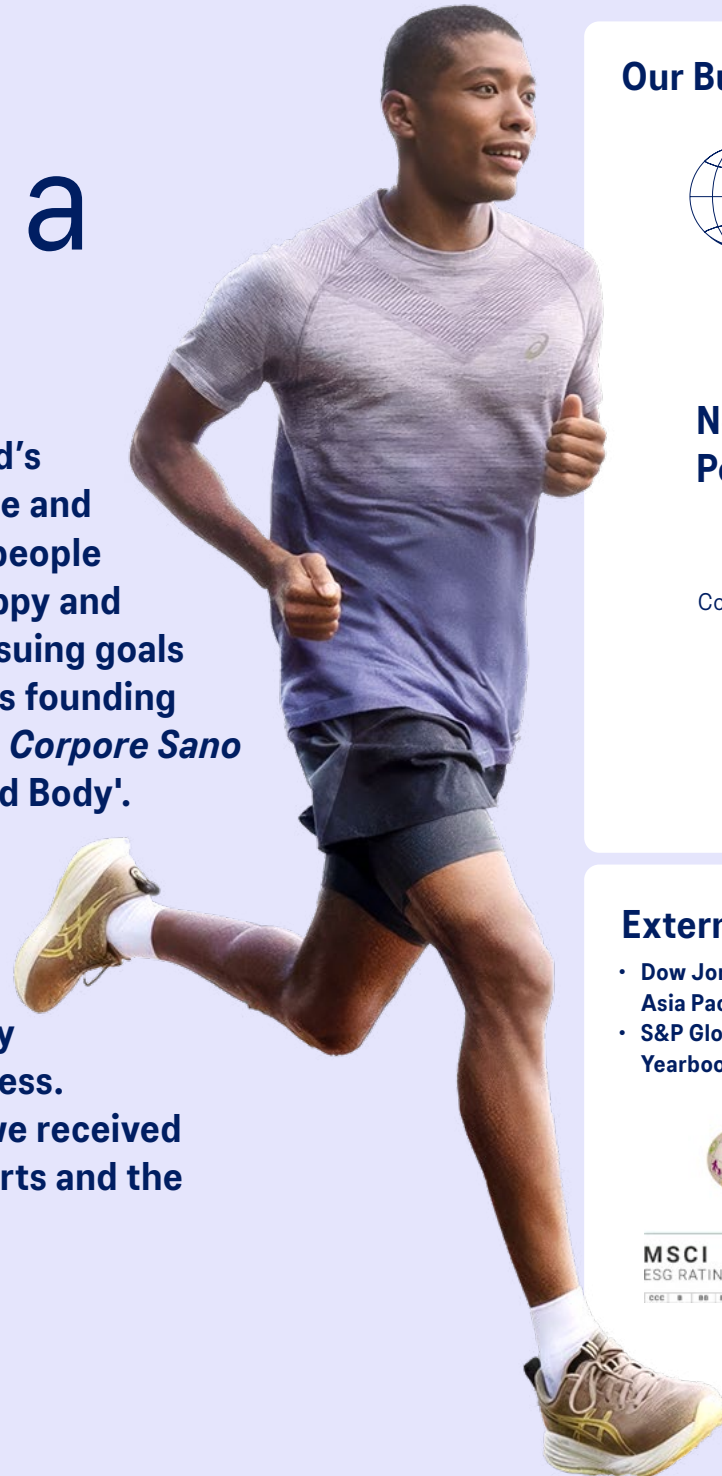
**Yasuhito Hirota**  
Chairman and CEO,  
Representative Director



# ASICS 2025 at a Glance

Our aim as one of the world's leading sports performance and lifestyle brands is to help people around the world to be happy and healthy. We do this by pursuing goals aligned with our company's founding philosophy: *Anima Sana In Corpore Sano* or 'a Sound Mind in a Sound Body'.

Achieving this aim and working according to our philosophy goes beyond business: our sustainability efforts are key to our success. The external recognition we received in 2025 reflects these efforts and the progress we made.



## Our Business Results



**64**  
worldwide locations

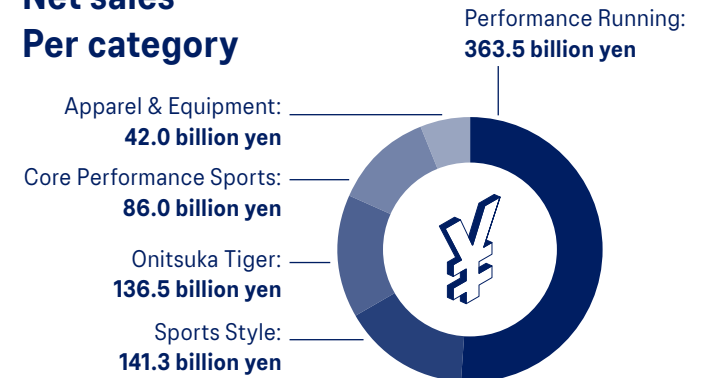


**9,455**  
employees



**810.9 billion yen**  
Net sales

## Net sales Per category



## External Recognition

- Dow Jones Best-in-Class Asia Pacific Index.
- S&P Global Sustainability Yearbook 2026 Member.



FTSE JPX Blossom  
Japan Index



MSCI  
ESG RATINGS  
AA

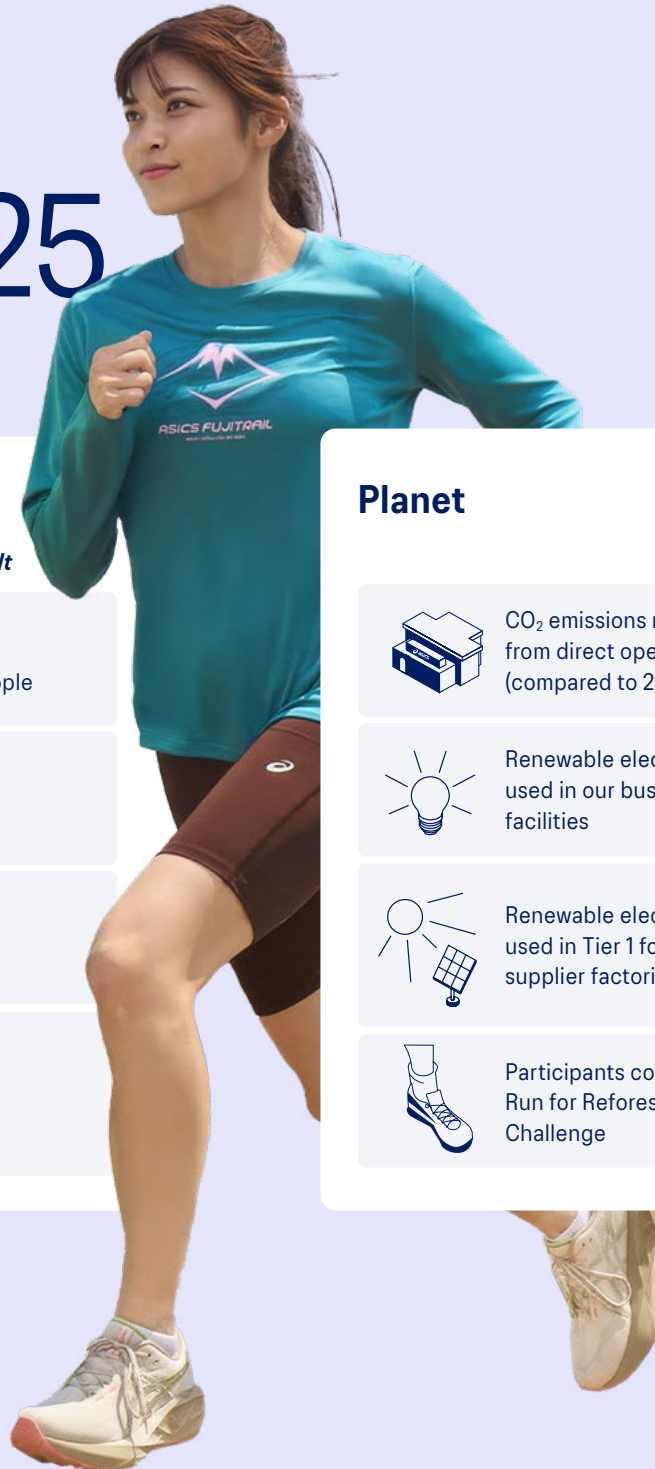


FTSE4Good

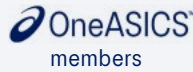



ASICS received CDP's highest rating "A" in the climate change category, for the second consecutive year, recognizing our commitment to maintaining sustainability at the core of our management philosophy, integrating climate-related risks and opportunities into our business strategy, and collaborating closely on climate with suppliers and stakeholders across the value chain.

[Read the full press release](#)





# Sustainability Highlights 2025



## People

|  | 2024 result                                 | 2025 result                    |
|--|---|--------------------------------|
|  OneASICS <sup>™</sup> members  | <b>17.64</b><br>million people <sup>1</sup> | <b>23.13</b><br>million people |
|  Women in management positions  | <b>38.7%</b>                                | <b>41.0%</b>                   |
|  Employee engagement score   | <b>73</b>                                   | <b>75</b>                      |
|  Employment rate of persons with disabilities (ASICS Headquarters only) | <b>3.1%</b>                                 | <b>3.6%</b>                    |

## Planet

|   | 2024 result                   | 2025 result                    |
|---|-------------------------------|--------------------------------|
|  CO <sub>2</sub> emissions reduced from direct operations (compared to 2015) | <b>43.1%</b>                  | <b>44.8%</b>                   |
|  Renewable electricity used in our business facilities                       | <b>36.8%</b>                  | <b>38.2%</b>                   |
|  Renewable electricity used in Tier 1 footwear supplier factories           | <b>19.1%</b>                  | <b>24.1%</b>                   |
|  Participants completed Run for Reforestation Challenge                    | <b>95,950</b><br>participants | <b>102,711</b><br>participants |

<sup>1</sup> From 2024 onward, to promote OneASICS management company-wide, membership numbers include local programs in China, India, and other regions. Additionally, from the perspective of personal information handling, accounts inactive for over two years are deactivated and deleted in accordance with the ASICS Privacy Policy.

## INTRODUCTION

# Sustainability at ASICS

Our founding philosophy – *Anima Sana In Corpore Sano* or 'a Sound Mind in a Sound Body' – guides ASICS as we work to grow our business, support people's well-being and protect the planet.

With this philosophy, our strategy for creating value is set out in our Mid-Term Plan 2026. As our central business strategy, the Plan establishes how sustainability and corporate governance are the foundation underpinning value creation. It also states our 2026 targets on our path to our ambitions for 2030 and 2050, including our net-zero emissions goal for 2050.

The strong integration between business and sustainability helps us support people and planet as ASICS continues to grow.

[Read more about value creation in our Integrated Report 2024 \(page 30\) →](#)

## Chapter Highlights

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[Sustainability in Our Value Chain](#) **8**

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

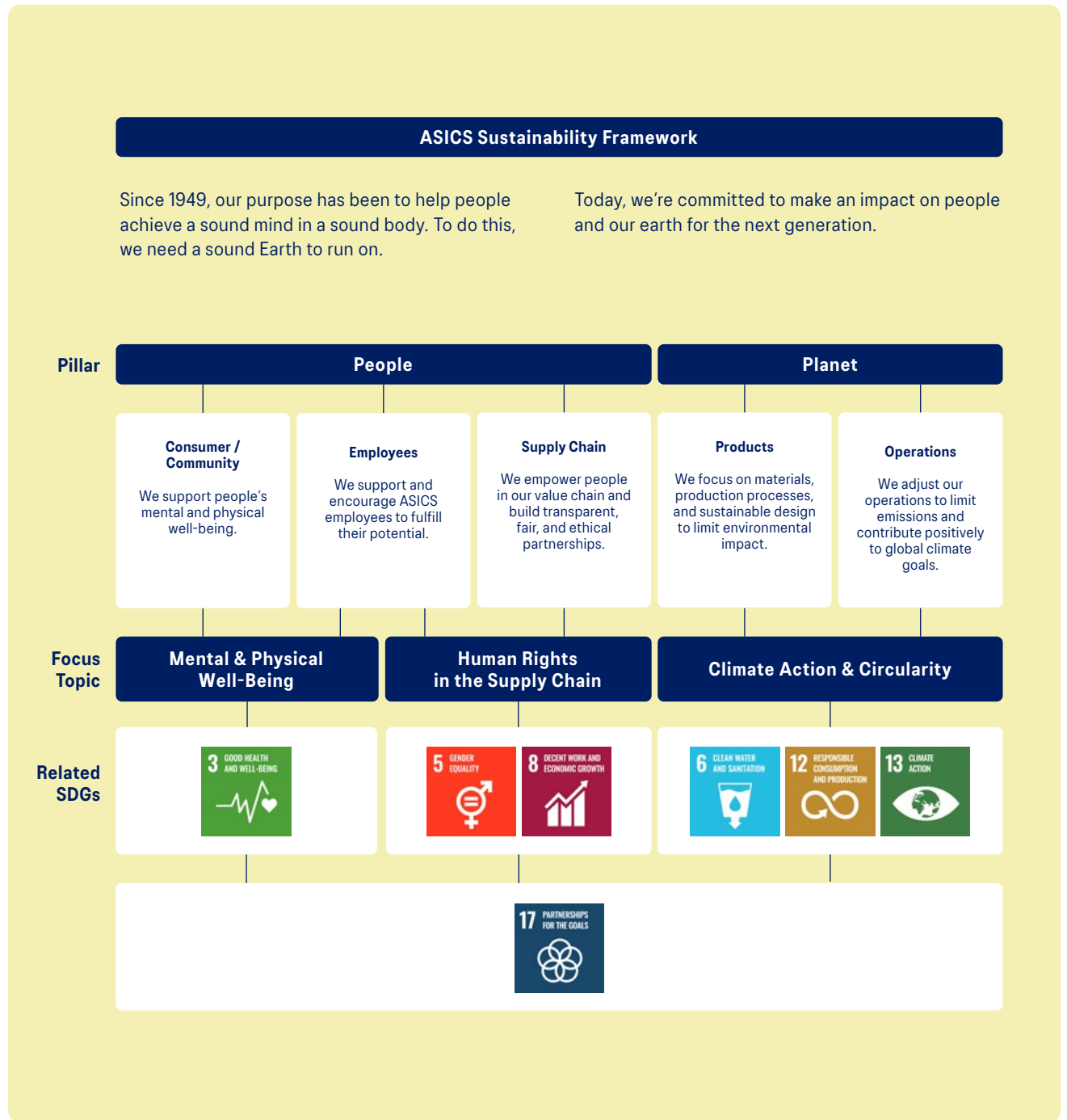
# ASICS Sustainability Framework

In 2025, the ASICS Sustainability Framework remained in force. Informed by our Mid-Term Plan 2026, the Framework ensures that our sustainability efforts are integrated into our business strategy.

In the Framework, our targets and activities are structured under two pillars – People and Planet – enabling us to help improve people’s mental and physical wellness, while positively impacting the environment in which we can all thrive.

Underpinning this Framework are our material topics, determined through a double materiality analysis (see page 11 for details). It also links to several Sustainable Development Goals (SDGs), highlighting the contribution we are making to global sustainable development.

[Explore the ASICS Sustainability Framework →](#)



## Sustainability in Our Value Chain

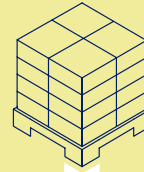
From the suppliers we partner with to the consumers who use our products and services to enhance their mental and physical well-being, we impact people and planet throughout our extensive value chain. Our sustainability strategy and activities reflect the position we have in this value chain, aiming to increase positive impacts and mitigate negative impacts upstream and downstream.



### Our Sustainability Actions Throughout the Value Chain

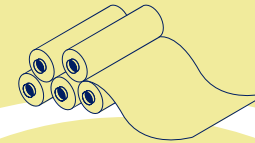
#### Raw Materials

Using more sustainable key materials: recycled or bio-based polyester and foams.



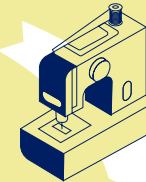
#### Manufacturing Materials

Meeting quality and safety standards; reducing resource consumption and GHG emissions in the dyeing process.



#### Manufacturing Products

Engaging with suppliers to reduce environmental impacts; encouraging suppliers to seek renewable energy alternatives.



#### Product End of Use

Supporting a circular economy through partnerships and take-back programs.



#### Supplier Partnerships

Building transparent, fair, and ethical partnerships; empowering people.



#### Product Use

Supporting consumers to improve their mental and physical wellness; providing durable products; helping consumers reduce their environmental impact; offering repair services for some products in Japan.



#### Sales and Retail

Using energy efficiently in our stores and maximizing the reuse of store fittings; switching to more sustainable packaging.



#### Logistics and Distribution

Working with providers to make transport efficient; reducing the environmental impact of our packaging.

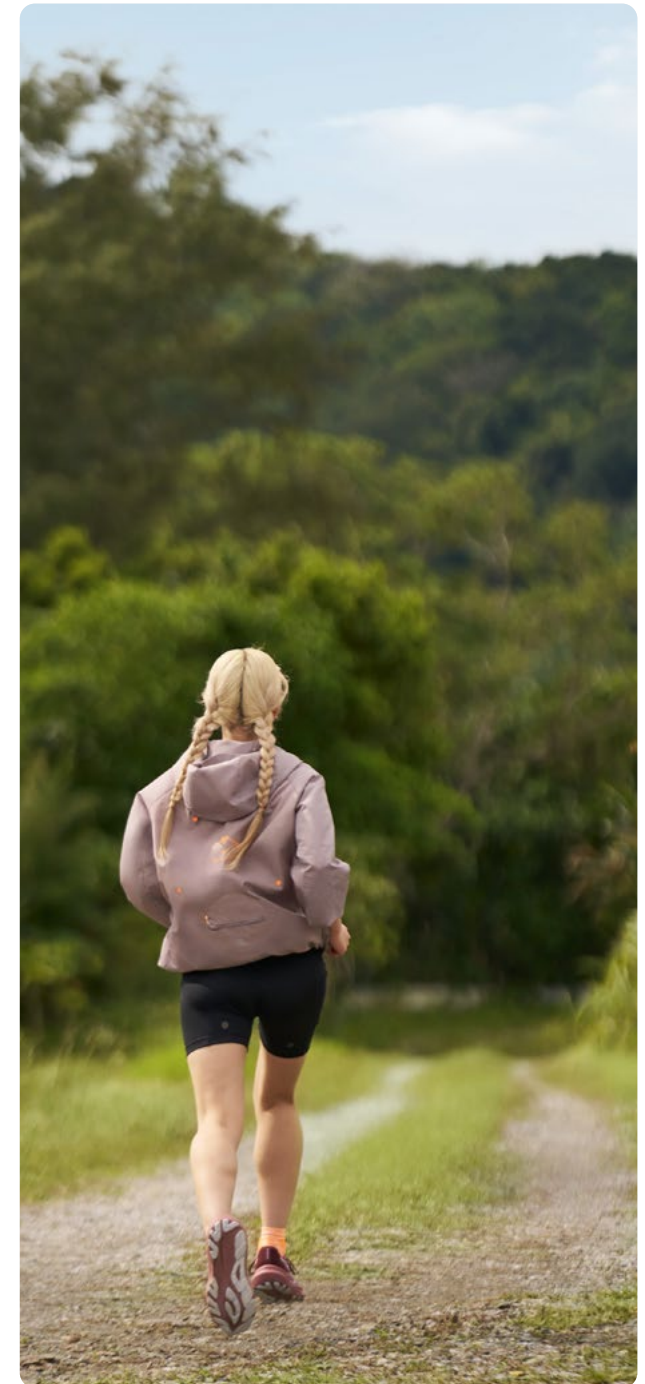


# Our Sustainability Policies and Guidelines

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



# Sustainability Governance at ASICS

ASICS relies on a strong sustainability governance structure that enables us to integrate sustainability into our business and accelerate progress. Our governing bodies oversee our strategy, advise on critical issues, review our activities and deal 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 and reporting to the Board of Directors, the Sustainability Committee is composed of executive officers and senior general managers and heads of regional entities. The Committee manages climate-related opportunities and is specifically responsible for evaluating and managing progress toward CO<sub>2</sub> reduction targets. It is also responsible for our materiality assessment and the integration of sustainability into our business strategy.

## → Risk Management Committee

Chaired by the COO and reporting to the Board of Directors, the Risk Management Committee is composed of executive

officers and senior general managers. The Committee identifies, assesses risks, including climate-related and human rights risks and reviews and tracks risk mitigation actions.

## → Sustainability Department

The Sustainability Department reports to the CEO, COO and CAO and is responsible for developing and managing medium- to long-term sustainability strategies based on materiality assessment. Climate Action is one of our high-priority material topics. The Department supports committee members in discussions, provides information and opinions, and reports on progress against targets, roadmaps, and action plans.

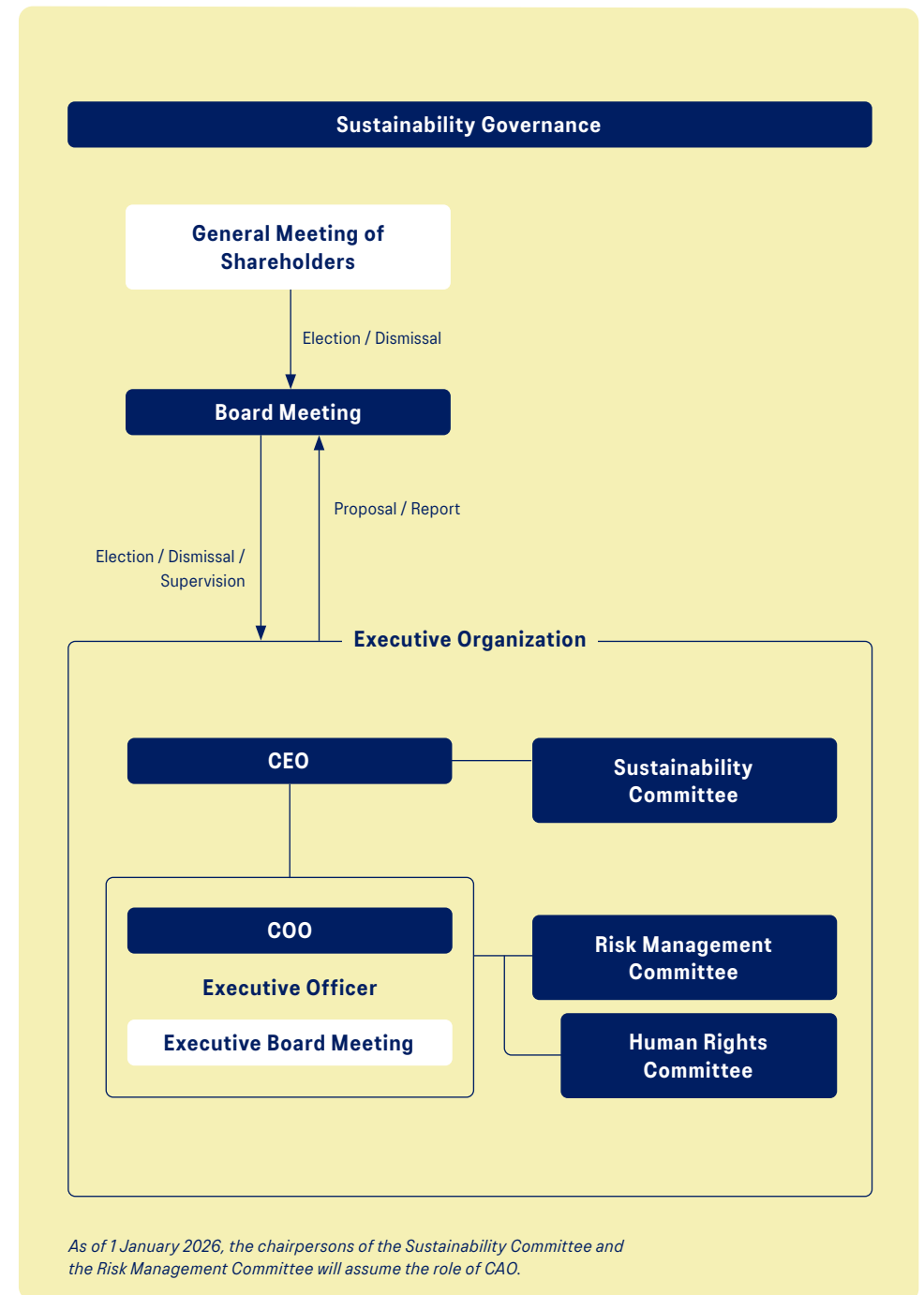
## → Human Rights Committee

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' Global Whistleblowing System is available to all employees, subsidiaries, suppliers, and partners for reporting concerns. We encourage all stakeholders to use this mechanism, which they can do anonymously. When a report is made, the relevant regional compliance committee deals with it promptly, guided by our Global Policy on Protected Disclosure. If the concern is deemed critical, it is ultimately reported to the Board of Directors at ASICS' Headquarters.

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



# Materiality Assessment

Working according to our founding philosophy – *Anima Sana In Corpore Sano* or 'a Sound Mind in a Sound Body' – means focusing on what matters most. In order to help people live happy, healthy lives while we protect the planet and grow our business, we concentrate our efforts on our most important topics.

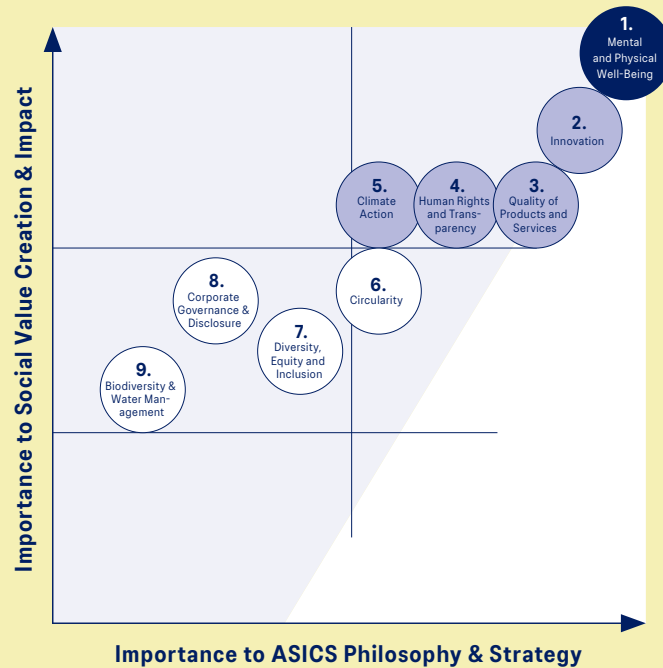
We determine these topics through regular double materiality assessment (DMA), including an annual update and a comprehensive review every three years. In 2025, we performed a DMA, which involved conducting interviews with external stakeholders. The assessment resulted in

no changes to our materiality matrix, highlighting that we continue to focus on the most important topics.

We are currently preparing for disclosure in compliance with the European Union's Corporate Sustainability Reporting Directive (CSRD) and conducting more detailed Impact, Risk, and Opportunity (IRO) identification through a DMA revalidation process.

[Read more about our approach to materiality →](#)

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

# Material Topics in the Value Chain

Our impacts, risks, and opportunities extend beyond our direct activities, so we consider material topics across the value chain in which we operate. In this visual, we highlight where our priority material topics appear in the value chain. Looking at our impacts, risks, and opportunities in this way helps us contribute to people’s well-being and the health of the planet.

|                                  | Raw Materials (Tier 3 and beyond)   | Materials Suppliers (Tier 2)   | Product Manufacturing Factories (Tier 1)                     | ASICS  | Retailers   | Consumer   | End of Life (disposal/reuse/recycling)   |
|----------------------------------|---|--|--|--|---|--|--|
|                                  | Raw unprocessed materials or feedstock used to produce materials and finished products. | Suppliers of finished materials (e.g. fabric, trims) used in our products. | Supplying partners involved in manufacturing ASICS products. | All entities in the ASICS Group, including all offices, distribution centers, the Institute of Sport Science, and affiliate companies. | Business customers that sell ASICS products to consumers, including physical and online stores. | People who buy and use ASICS products and services, including footwear, apparel, and training plans. | The final state of our products’ existence, when they no longer meet consumers’ needs or expectations. |
| <b>High Priority Topics</b>      | Mental and Physical Well-Being  |  |  |  |   |  |  |
|                                  | Innovation  |  |  |  |   |  |  |
|                                  | Quality of Products and Services  |  |  |  |   |  |  |
|                                  | Human Rights and Transparency in the Supply Chain                                       |  |  |  |   |  |  |
|                                  | Climate Action  |  |  |  |   |  |  |
| <b>Secondary Priority Topics</b> | Circularity   |  |  |  |   |  |  |
|                                  | Diversity, Equity, and Inclusion  |  |  |  |   |  |  |
|                                  | Corporate Governance and Disclosure   |  |  |  |   |  |  |
|                                  | Biodiversity and Water Management   |  |  |  |   |  |  |

# KPIs, Targets and Results at a Glance

| Material Topic & Approach   | KPIs & Targets  |  | 2025 Results<br>(compared to 2024)  |   |
|---|---|--|---|---|
| <b>Mental and Physical Well-Being</b><br>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. | <b>30 million</b><br>OneASICS members in 2026   |  | <b>23.13 million</b><br>OneASICS members<br>(2024: 17.64 million members)   |   |
| <b>Quality of Products and Services</b><br>We pursue the safety, quality, and functionality of our products and services to contribute to people's mental and physical well-being.                              | <b>100%</b><br>of PFAS products eliminated in regulated regions in 2026<br>(2026 onward: continue to achieve 100%)  | <b>100%</b><br>of PFAS products eliminated globally in 2028<br>(2028 onward: continue to achieve 100%) | <b>100%</b><br>of PFAS products eliminated in regulated regions<br>(2024: N/A)  | <b>99.7%</b><br>of PFAS products eliminated globally<br>(2024: N/A)   |
| <b>Human Rights and Transparency in the Supply Chain</b><br>We respect the human rights and well-being of workers in the supply chain. We aim to increase value chain transparency and sustainability.          | <b>100%</b><br>of Tier 1 supplier factories above ASICS Standard <sup>1</sup>   |  | <b>100%</b><br>of Tier 1 supplier factories above ASICS Standard<br>(2024: 97% of Tier 1 Supplier factories above ASICS standard) |   |
| <b>Climate Action</b><br>We aim to make a positive impact on the earth by reducing CO <sub>2</sub> emissions throughout the value chain.  | <b>63%</b><br>CO <sub>2</sub> emissions reduction rate in direct operation and supply chain: 63% by 2030<br>(2015 baseline)   | <b>100%</b><br>electricity from renewable sources in own operations in 2030                            | <b>44.8%</b><br>(scope 1 and 2)<br>reduction of CO <sub>2</sub> emissions<br>(2024: 43.1% (scope 1 and 2) and 14.9% (scope 3))    | <b>5.9%</b><br>(scope 3)<br><b>38.2%</b><br>electricity from renewable sources in own operations<br>(2024: 36.8%) |
| <b>Innovation</b><br>We contribute to people's mental & physical well-being through innovative products & services based on "human-centric science," accumulated data, and digital technologies.                | Innovation runs through everything we do. Our approach starts with clearly articulating the root issue or question that needs to be addressed. For detailed information, please visit the innovation section on our website → |  |   |   |

<sup>1</sup> No target year is set, as this represents a continuous numerical objective we always aim to achieve.

# KPIs, Targets and Results at a Glance - Continued

| Material Topic & Approach  | KPIs & Targets  | 2025 Results<br>(compared to 2024)  |
|--|---|---|
| <p><b>Circularity</b><br/>We aim to reduce CO<sub>2</sub> emissions and other environmental impacts by using less material, creating products for longer use, and circulating resources.</p> | <p><b>100%</b><br/>recycled polyester materials ratio for shoes and sportswear by 2030</p> <p><b>3 regions</b><br/>with take-back programs to reuse and recycle products and materials by 2030</p>  | <p><b>&gt;50%</b><br/>recycled polyester materials ratio for shoes and sportswear by 2030<br/>(2024: &gt;50%)</p> <p><b>4 regions</b><br/>with take-back programs to reuse and recycle products and materials by 2030<br/>(2024: 4 regions)</p> |
| <p><b>Diversity, Equity, and Inclusion</b><br/>Our goal is to be a highly engaged organization where diverse employees can all contribute to accelerate innovation.</p>                      | <p><b>40%</b><br/>of women in management in 2026</p> <p><b>70</b><br/>Employee engagement score by 2026</p> <p><b>4%<sup>1</sup></b><br/>Employment rate of persons with disabilities in 2026</p>   | <p><b>41%</b><br/>of women in management in 2025 (2024: 38.7%)</p> <p><b>75</b><br/>Employee engagement score (2024: 73)</p> <p><b>3.6%<sup>1</sup></b><br/>Employment rate of persons with disabilities (2024: 3.1%)</p>                       |
| <p><b>Biodiversity and Water Management</b><br/>We aim to minimize our impact on natural capital and improve sustainability.</p>   | <p>We aim to minimise our impact on natural capital and improve sustainability.<br/><a href="#">For detailed information, please visit our website →</a><br/><a href="#">Read more on page 54 of this report →</a></p>                        |   |
| <p><b>Corporate Governance and Disclosure</b><br/>We strengthen governance and dialogue with stakeholders and transparently disclose financial and non-financial information.</p>            | <p>We endeavor to build corporate governance that realizes healthy and highly transparent management.<br/><a href="#">For detailed information, please visit our website →</a><br/><a href="#">Read our Corporate Governance Report →</a></p> |   |

<sup>1</sup> ASICS headquarters only

WELCOME TO THE PEOPLE CHAPTER

# Supporting People for a Sound Mind in a Sound Body

## Chapter Highlights

Mental and  
Physical Well-Being **17**

Human Rights and  
Transparency in  
the Supply Chain **24**

Diversity, Equity,  
and Inclusion **31**



# Introduction

People are at the heart of ASICS. Our purpose – to help people achieve a sound mind in a sound body – reflects our commitment to making an impact on people.

## Healthy Lives for a Sustainable Future

Our founding philosophy – *Anima Sana In Corpore Sano* or 'a Sound Mind in a Sound Body' – is all about people and their well-being. ASICS and our stakeholders believe that people are central to our business, both in terms of our impacts and our risks and opportunities.

Our material topics reflect this: here you can read about our efforts related to promoting physical and mental well-being, protecting human rights and transparency in the supply chain, and promoting diversity, equity, and inclusion at ASICS and beyond.

People are at the heart of everything we do, from product innovation to community engagement. We help our consumers be healthy and happy, provide a workplace in which our employees can thrive, and support the communities in which we operate. Our targets and strategy guide us in these endeavors, and we work together with our consumers, suppliers, and communities to build a healthy future.

| People Targets                                     | 2025 Results  |
|--|---|
| OneASICS members (sound mind, sound body platform) | → <b>23.13 million</b>  |
| Projects supported globally                        | → <b>70 Projects</b>  |
| Community engagement                               | → <b>US \$811,013</b><br>→ <b>3,965 employee volunteering hours</b> |
| Supplier management/monitoring                     | → <b>100% Tier 1 supplier C-level or above ASICS rating scale</b>   |
| Number of participants in supplier trainings       | → <b>180</b>  |
| Women in management                                | → <b>41%</b>  |



# Mental and Physical Well-Being

## Our Approach

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.

[Explore our approach in detail →](#)



## 2025 Key Actions

- Launched the Everyday Escape initiative – a global survey and a trial study showing the benefits of 15-minute daily movement breaks compared to wellness holidays.
- Supported the Deaflympics in Tokyo as a Total Support Member.
- Launched the ASICS Foundation.
- Made contributions and donations for the community.
- We established a Well-being Promotion Department, placing employee health at the centre of our human capital strategy.

## 2026 Outlook

- Sound Mind, Sound Body Platform Advancing positive mental and physical transformation through integrated wellbeing initiatives.
- Community Engagement Contributing and giving back to the communities in which we operate through collaborative initiatives with consumers and employees.
- Establish a company-wide integrated wellbeing strategy. Aim to reduce employee stress and boost motivation, leading to the maintenance and strengthening of long-term engagement.

## Helping People Stay Healthy and Happy

As our most material topic, mental and physical well-being is aligned with our philosophy – Sound Mind, Sound Body – and is a part of everything we do. Acknowledging the importance our stakeholders also place on mental and physical well-being, we take our work in this area beyond our products and services, through research and other initiatives.

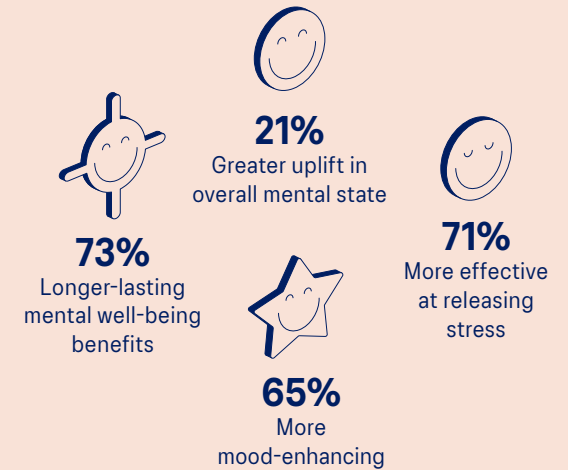
To help us drive positive social impact in the spirit of our founder, we launched the ASICS Foundation in 2025. The Foundation has already awarded the first six grants to applicants, and the board continues its work to promote health around the world.

In 2025, we continued to grow our OneASICS membership, toward our 2026 goal of 30 million members.



### ASICS Everyday Escape Trial: Study Results

ASICS ran a trial study with 17 participants from the UK, US, and Australia showing these results.



[Explore Everyday Escape →](#)

## Supporting the Health and Well-Being of Our Consumers

### Everyday Escape: Inspiring Simple Movement for Mental Health Day

Mental wellness should be accessible for everyone, and research conducted by ASICS in 2025 showed that just 15 minutes of simple, accessible movement every day can be more effective for mental well-being than expensive wellness holidays.

Continuing our work on the mind-body connection, on World Mental Health Day 2025, we launched the Everyday Escape initiative. In addition to a global survey of 11,000 people from 16 countries, ASICS ran a trial study with 17 participants from the UK, US, and Australia.

Overseen by expert Dr Brendon Stubbs of King's College London and the University of Vienna, the trial compared 15-minute daily movement breaks to wellness holidays.

*"At ASICS, we've always championed the power of movement, however small, to help people feel better. We hope people will join us on World Mental Health Day and take an Everyday Escape, because when you move your body, you move your mind."*

– **Gary Raucher, Head of Global Marketing**

The results revealed a 21% greater uplift in overall mental state with daily movement compared to wellness holidays. Participants noticed the difference too: 71% said daily

movement was more effective at reducing stress than wellness holidays, while 65% found it more mood-enhancing. The effects are not fleeting, as 73% of participants experienced longer-lasting mental well-being benefits from daily movement.

To inspire people to incorporate movement into their daily routines, ASICS enlisted Natasha Rothwell – actor, writer, and wellness advocate – as the Everyday Escape Concierge. The initiative helped make wellness accessible and affordable for everyone, showing that "you don't need to go far to leave it all behind." Four in five (81%) of participants now prioritize movement over attending wellness retreats.

[Explore Everyday Escape →](#)

[Read the press release about Everyday Escape →](#)

**Recognizing Dogs as the Original Exercise Influencers**

Dogs are the ultimate movement motivators, and to highlight this and demonstrate their positive impact on mental well-being, we launched the Mind's Best Friend initiative.

Working with Dr Brendon Stubbs of King's College London, ASICS conducted global research with 28,000 people across 14 markets to understand how dogs motivate people to move for mental well-being.

The results revealed that 65% of dog owners say their dog is their primary movement motivator, and dog owners average 210 minutes of exercise per

week, being 31% more likely to meet physical activity guidelines than people without dogs. Dog owners clearly benefit from the movement: 79% said they feel less stressed and 83% happier after moving with their dog. This leads to an 18% higher State of Mind score among dog owners.

The initiative included an ambassador program, where people could nominate their own dogs to become official ASICS Mind's Best Friend Ambassadors. ASICS became the first sports brand to sign a dog – Felix the Samoyed – as an official brand ambassador.

[Visit the campaign site and meet the new Ambassadors →](#)



**Immersive Experience Focuses on Consumer Health**

An immersive sensory experience designed to naturally encourage movement – DISCOVER. by ASICS – gave ASICS consumers in Japan the chance to move to the rhythm of their bodies in a series of four unique activities.

ASICS Japan developed the concept, designed the interactive activities, and managed the entire program, which ran at the flagship store, ASICS GRAND FRONT OSAKA, from June to October 2025. Consumers could discover their own "Sound Mind, Sound Body" in four 'fields,' in which they could warm up and connect with their inner selves (CHECK-IN), block out the noise of everyday life and sharpen the senses (WARP), let light and rhythm guide their bodies to move (LIGHT), and create a one-of-a-kind digital artwork based on their movements (IMMERSIVE).

The experience area was designed for visitors to experience 15 minutes and 9 seconds of exercise, which, according to scientific research by ASICS, has a positive effect both physically and mentally. Following the immersive experience, consumers could visit a gallery shop with products designed to make physical activity more enjoyable.

The experience welcomed over 17,000 visitors in total. Post-experience surveys revealed that 65% of participants understood ASICS' "Sound Mind, Sound Body" message, and over 90% viewed the ASICS brand more favourably than before.

[Read the press release →](#)  
[Find out more about the experience →](#)



**ASICS has been an official partner of the World Athletics Championships since 2017**

We leveraged the 2025 edition as an opportunity to host two experiential events for consumers, designed to make the excitement of elite athletics accessible to everyone. Through these events, we aimed to showcase the appeal of athletics and inspire people to lead healthier and more fulfilling lives, both physically and mentally.

**ASICS MOVE STREET: A Three-Day Journey into an Athlete's World**

During the three-day interactive event "ASICS MOVE STREET," consumers experienced what it is like to be an athlete through three immersive zones.

The "Stillness" Zone immersed visitors in the world of elite athletes. Visitors experienced the emotions athletes feel before competition and the atmosphere of the world stage. The zone also showcased official uniforms worn by Japan's national track and field team, and visitors could experience an athlete's starting position using interactive mirrors.

The "Motion" Zone let visitors experience athletic movement first-hand. Participants ran approximately 10 metres on a regulation track course and received complimentary photos and animated videos of their performance.

*"At ASICS, we are a company that makes products, but we are also a brand that supports and inspires people and athletes. By having our employees experience the World Championships in person, I think everyone got to directly experience firsthand and live a moment to feel fulfilled, proud, and passionate, it ultimately leads to delivering "Sound Mind Sound Body" to people all over the world."*

**- Yuzo Itami, Manager, Brand Communication Department**



The "Release" Zone encouraged visitors to reflect and share. They wrote freely on boards about what they experienced in the athlete's world and how their bodies felt during movement. This deepened their enjoyment of the Tokyo 2025 World Athletics Championships while inspiring continued physical activity.

**ASICS METASPEED EXPERIENCE: A Nine-Day Innovation Showcase**

At the nine-day "ASICS METASPEED EXPERIENCE" held at the National Stadium, we engaged consumers with our latest METASPEED series running shoe technology. Visitors learned how cutting-edge innovation supports athletes' performance and discovered how these technologies can enhance their own running experience.

**Amplifying Impact Through Shared Experience**

To maximise the impact of the World Championships, we also invited approximately 1,800 ASICS employees from across Japan to experience the Championships firsthand.



By witnessing our brand's commitment to athletes and consumers, employees gained deeper insight into ASICS' mission of "Sound Mind, Sound Body"—a philosophy that resonates throughout our organisation.

This shared experience strengthened our collective commitment to making sport and physical activity accessible to all.



## Improving well-being through engagement with Communities

### Supporting the Tokyo 2025 Deaflympics to Promote Inclusive Sport

In November 2025, 2,943 athletes from 79 countries participated in the Summer Deaflympics in Tokyo. As a Total Support Member, ASICS provided sportswear and other support to the Deaflympics Organizing Committee and collaborated on initiatives to promote and develop Deaf sports. We also provided sign language training for employees participating in volunteer activities at the Games.

Organized by the International Committee of Sports for the Deaf (ICSD), the international multi-sport event attracted 330,000 attendees. It was the 100th anniversary of the Deaflympics, which is held every four years for Deaf athletes, and the first time the event was held in Japan.

ASICS became a Total Support Member because the Games promote and develop sports for the Deaf and contribute to the physical and mental well-being of the public – goals that align with ASICS’ vision. Our sponsorship enables ASICS to support an inclusive society where everyone can enjoy the benefits of sport.

*“We are dedicated to providing an environment where all individuals, including those with and without disabilities and those who are deaf, can reach their full potential and achieve physical and mental well-being”*

**– Yasuhito Hirota,  
Chairman and CEO, Representative Director**



The sponsorship is part of a range of efforts to promote para and Deaf sports. ASICS is an official top partner of organizations such as the Japan Para Sports Association, the Japan Paralympic Committee, the Japan Para Athletics Federation, and the Japan Deaf Athletics Association. We have also initiated projects supporting visually impaired runners in completing marathons without guides.



[Discover Deaflympics 2025 →](#)  
[Read the ASICS Press Release →](#)

### Supporting and Celebrating Para-Athletes

Through our work with para-athletics – including sponsoring para-sports organizations and para-sports events as well as supporting para-athletes through contracts – we aim to promote inclusion and the development of para-athletes. We celebrated our para-athlete employees’ achievements in 2025, with two awards at major international competitions. At the IBSA Women's Blind Football World Championships, the Japan National Team, captained by Haruka Wakasugi, won the bronze medal. And at the New Delhi 2025 World Para Athletics Championships, Yamato Shimbo won the silver medal in the men’s discus throw (F37 class, cerebral palsy) and set a new Japanese record of 54.50m.

*“In the past, I practiced a lot, but since becoming a working adult, I’ve focused more on technique. I think prioritizing quality over quantity led to this medal. Next time, I want to aim for a gold medal.”*

**– Yamato Shimbo,  
Human Resources Department**



In 2025, ASICS also provided employees with the opportunity to participate in the “Beginner Para-Sports Instructor” training program accredited by the Japanese Para-Sports Association. As a result, 27 ASICS Group employees obtained the certification. Going forward, we will continue to develop internal talent who can contribute to various para-sports competitions and events.

[Read more about our support for para-athletes →](#)  
[Read about Yamato Shimbo’s achievement \(in Japanese\) →](#)  
[Explore the results of the IBSA Women's Blind Football World Championships \(in Japanese\) →](#)

### Donating and Volunteering to Support Global Well-Being

Our philosophy 'Sound Mind, Sound Body' is for everyone around the world. As well as providing products and services that inspire people to move, we aim to help people live happy, healthy lives through community donations and volunteering.

We believe that children have the right to achieve a sound mind in a sound body. Right To Play, which uses the power of play to help the world's most marginalized children, was one of our biggest partners in 2025. We supported various projects through Right to Play, including the Tusobola project in Uganda for the education of low-income children, RECAF-Jue in Senegal to empower girls against gender-based violence and gender inequality, SHARE in Uganda, Ghana and Mozambique to increase sexual and reproductive health rights among girls, and Game Connect 2.0 in Uganda to improve the psychosocial well-being and mental resilience of refugees. More than 300,000 children & youth joined our Right to Play projects since 2021.

Around the world, ASICS engaged in various volunteering activities to support the well-being of our local communities, with employees contributing 3,965 volunteering hours in total. In the U.S., ASICS North America (ANA) employees took part in volunteering days, working at local community foodbanks and picking up trash in public areas. In partnership with the nonprofit Foster Love, ANA employees supported youth in local foster care by building and donating skateboards and birthday boxes across communities in Irvine, CA, Byhalia, MS, and Boston, MA.

Our consumers also played a key role in supporting social well-being, including through consumer donations at checkout. In 2025, ANA supported the National Alliance on Mental Illness (NAMI), One Tree Planted, and Ainsley Angel's, which builds awareness about America's special needs community through inclusion in all aspects of life, including sports. In addition, ANA made a financial contribution to the California Fire Foundation to support relief efforts following the Palisades Fire in Southern California, which impacted the local community surrounding the ASICS Irvine office.

**Our total contributions and donations for the community in 2025:**

# US \$811,013



Right To Play Africa Project Activities

### Boosting Well-Being Throughout Society: ASICS Foundation

Achieving our vision for 2030 – "A world where everyone can be involved in exercise and sports throughout their lives and maintain physical and mental health" – means actively addressing social issues related to exercise and sports. To achieve this, on 1 April 2025, ASICS Corporation launched the ASICS Foundation.

ASICS Foundation promotes sports engagement through grants that enable organizations to implement sports programs, train coaches, organize local sports competitions, and develop infrastructure.



L-R: Kasumi Ishikawa, Tomoko Koda (Chairperson), Mei Ichinose.  
Press conference announcing the establishment of the ASICS Foundation.

*"We believe that sport has the power to enhance both the body and mind, fostering hope and courage. We aim to provide opportunities for individuals facing social and economic challenges, empowering as many people as possible to reach their full potential."*  
– **Tomoko Koda, Chairperson, ASICS Foundation**

In 2025, the Foundation launched a grant application process targeting Vietnam, Indonesia, India, Cambodia, and Japan. Focusing on young people, individuals with disabilities, women, and those facing social or economic difficulties, the Foundation selected six organizations following document screening and site visits.

Through the activities of ASICS Foundation, we will create an environment where more people can experience and enjoy exercise and sports, and realize a society that supports physical and mental well-being.

[Discover ASICS Foundation →](#)  
[Read the press release →](#)

## Well-being Through Physical and Mental Wellness for Employees

### Supporting ASICS Employees to Embody Our Philosophy

Guided by our founding philosophy – *Anima Sana In Corpore Sano* or 'a Sound Mind in a Sound Body'. The company regards the physical and mental well-being of each and every employee as the cornerstone of its business activities. We believe that when employees take an active interest in their own health and take the initiative to improve it, they embody ASICS' philosophy of "Sound Mind, Sound Body."

In recent years, the importance of human capital in enhancing corporate value has grown significantly. In January 2025, we established the Well-being Promotion Department to strengthen our initiatives aimed at improving employee well-being. We promote the physical and mental health of our employees not merely as a benefit, but as a strategic health management initiative that simultaneously achieves individual well-being and the company's sustainable growth.

Guided by the fundamental policy of improving and embedding health literacy in every employee, we focus on five key health promotion activities based on our Health Management Strategy Map. In addition to collecting and analyzing data through our health management system, we verify the effectiveness of these initiatives via employee surveys, and the results are published annually in the *ASICS Well-Being Report*. Progress and content are overseen by



the President and COO, and we have established forums for information sharing and consultation with the labor union and employee representatives. Furthermore, we have clarified roles with the Health Insurance Society and established a collaborative promotion framework.

With the aim of promoting health and enhancing engagement, we have been continuously implementing health initiatives such as walking events and the ASICS Sports Festival since 2024. Through our smoking cessation support program, we share success stories internally to motivate employees to quit smoking and foster a culture of support throughout the workplace.

In the area of mental health, we have increased seminar participation rates while maintaining an employee satisfaction rate of over 90%. We are also working to promote the use of the Employee Assistance Program (EAP) and strengthen support systems during periods of medical leave and return to work.

We have achieved a 100% employee registration rate for our health management system, establishing a framework that allows for centralized tracking of everything from health checkup attendance to result management. We also utilize

this system for ongoing health education through e-learning. A health literacy survey confirmed that employees with high literacy levels tend to demonstrate higher performance. However, while information gathering skills stood at a high level of 75.4% in 2024, information communication skills to others remained at 43.0%. We will continue to address this as a key challenge moving forward.

Thanks to the combined effects of comprehensive well-being initiatives—such as establishing exercise habits, providing mental health support, and creating a comfortable work environment—the performance rate improved from 84.7% in 2024 to 87.0% in 2025.

We view this improvement in performance not as the result of a single initiative, but as the outcome of the mutual interaction between physical and mental health, the workplace environment, and the accumulation of health literacy. Moving forward, we will continue to position the establishment and enhancement of health literacy as a key priority and will continue to develop and expand our initiatives.

[Read the ASICS Well-being Report →](#)  
[Read more about Well-being at ASICS →](#)

# Human Rights and Transparency in the Supply Chain

## Our Approach

**We are dedicated to achieving sustainability across our global operations, including protecting human rights and ensuring transparency. Guided by 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.**

[Explore our approach in detail →](#)

*"At ASICS, we believe a Sound Mind in a Sound Body requires a sound earth to move in. True sustainability is found in the details, from the raw materials we source to the hands that craft our products. We are committed to a future where traceability turns data into action, allowing us to uphold the highest standards of human rights and environmental stewardship across our global operations. For ASICS, a transparent supply chain isn't just a goal; it's our responsibility to the athletes, workers, and communities who move with us."*

**– Matthew Xu, Deputy General Manager, Sustainability Department**



## 2025 Key Actions

- Conducted Code of Conduct online training for all ASICS employees.
- Expanded our supply chain risk analytics and improved the accuracy and granularity of our supply chain due diligence.
- Enhanced visibility of upstream suppliers for priority materials such as recycled polyester and cotton, and conducted a pilot for product and material level traceability.

## 2026 Outlook

- Scale traceability program to include natural leather as a priority material and implement traceability at both the product and material levels.
- Expand human rights risk management to Tier 2 suppliers through direct engagement, clear communication of our standards, and factory evaluation programs.
- Empower suppliers for continuous improvement and shared ownership.
- Leverage analytics for proactive risk management and business decisions.

## Ensuring Safe and Ethical Working Conditions

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 140 suppliers to monitor their compliance with ASICS' standards and relevant legislation related to human rights.

We work with various associations, organizations, and stakeholder groups to ensure alignment in our efforts, including the International Labour Organization (ILO), Labor Solutions, To Finish the line (TFL), Supplier Ethical Data Exchange (SEDEX) Social & Labor Convergence Program (SLCP).

### Protecting Human Rights for Sound Mind, Sound Body

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 Board, 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 the 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.

In 2025, the Human Rights Committee addressed topics including human rights risk surveys for our overseas operations, responses to freedom of association cases in the supply chain, and concerns related to inappropriate expressions in marketing materials. We also worked to raise human rights awareness throughout the supply chain with the ASICS Vendor Summit 2025 and supervised human rights due diligence across the entire value chain through CSR audit reports.

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

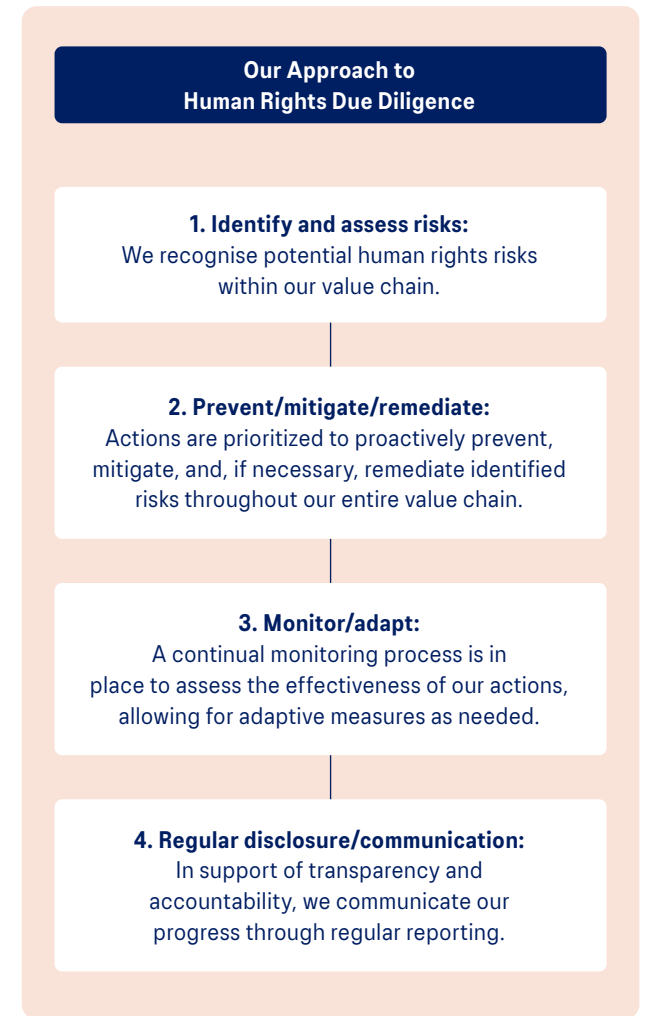
### Human Rights Due Diligence

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, prevent, mitigate, and

remediate potential and actual adverse human rights impacts, including modern slavery, arising from our business activities.

Through our due diligence efforts, we actively engage stakeholders, fostering collaboration on solutions and establishing partnerships for impactful change. In 2025, we applied our due diligence process across ASICS' own operations and supply chain, covering 112 suppliers globally.

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



## 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 suppliers, including ongoing 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, which may include 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.

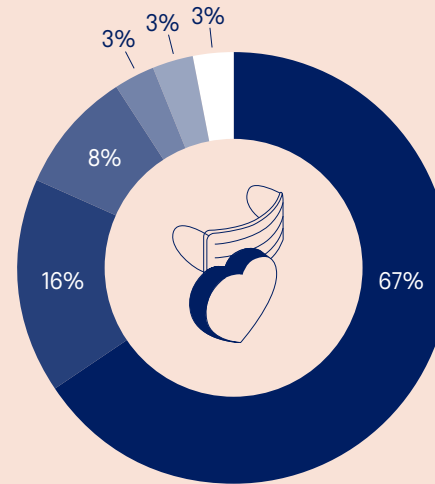
Our auditing efforts increased and became more independent in 2025. We conducted a total of 106 audits – an increase of 21%, from 87 in 2024 to 106 in 2025. Of these, 91% (97/106) were carried out by a third-party auditor, and the remainder (9/106) in partnership with the Better Work Program. Similar to previous years, non-compliances were concentrated in three main areas: health and safety, hours of work, and wages and benefits.

To address these non-compliance issues, 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.

| Year | Internal ASICS Audits | Third Party Audits | Partner Audits | Total |
|------|-----------------------|--------------------|----------------|-------|
| 2025 | 0                     | 97                 | 9              | 106   |
| 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)
- Hours of work
- Wages and benefits
- Environment
- Freedom of Association and Grievance
- Management System

\*Results apply to Tier 1.

#### Health and safety

- Fire safety and emergency preparedness
- Chemical management
- Building safety and monitoring compliance system
- Machine safety
- Personal protection equipment

#### Hours of work

- Excessive hours
- Rest days and break arrangement
- Recordkeeping and documentation

#### Wages and benefits

- Benefits and insurance
- Payment of wages

In 2025, ASICS introduced a Self-Assessment Questionnaire (SAQ) for Tier 1 suppliers. The SAQ serves as an initial screening tool to identify risks and gaps in the supply chain, by collecting information on, for example, labour practices, working conditions, and management systems. SAQ results provide insight into factories' practices and help pinpoint potential vulnerabilities that require attention.

To further enhance upstream visibility, ASICS also collected Tier 1 subcontractor lists in 2025.

In 2026, ASICS will use these findings to drive focused human rights initiatives, strengthen overall risk mitigation, and inform our supplier engagement efforts.

To strengthen the coherence and effectiveness of our monitoring efforts, ASICS continued the development of its Compliance Observatory Program (COP) in 2025. COP consolidates supplier risk information, assessment outcomes, and follow-up actions across monitoring tools, supporting more consistent oversight and decision-making. Full implementation of COP is planned for 2026.

**Improved Monitoring in the Supply Chain**



As a member of SEDEX (Supplier Ethical Data Exchange), which provides a collaborative platform for managing and improving ethical performance in supply chains, ASICS can 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.

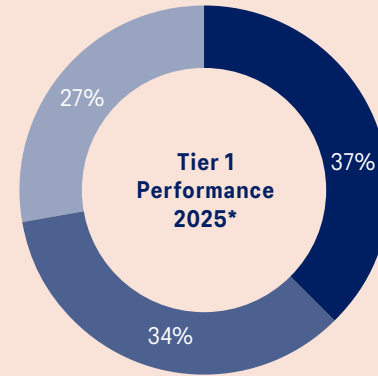
Membership includes third-party audits and access to shared industry data for greater transparency and collaboration. It gives us insights into country level risks and factory-risk assessments across more than 60 non-compliance categories.

To ensure compliance, we have revised our Supplier CSR Standards to more closely align with SEDEX audit protocols, international labor standards, and various local regulations. Our performance classification and scoring system for factories includes the categories Outperforming, Acceptable, Developing, Significant Growth Potential, and Not Acceptable, which are intuitive, relatable, and easy to understand for a wider audience across our supply chain.

We recognize and reward factories that demonstrate timely improvement, resulting in upgraded ratings. The 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, 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 2025 Tier 1 Factory Performance Review**



- Outperforming
- Acceptable
- Developing
- 0% Significant Growth Potential
- 0% Not Acceptable

**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 100%. Factories rated "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 ongoing oversight 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 but are not limited to 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 partner with to improve visibility and transparency throughout our supply chain. Digitalizing 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,

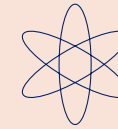
### The ASICS Corporate Supply Chain Traceability Program - Our Commitment



Achieving greater transparency.



Upholding ethical standards.



Leveraging advanced technology.



Collaborating with partners.

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.

In 2025, ASICS' traceability program covered Tier 1 suppliers and nominated Tier 2 suppliers across key sourcing regions, supporting visibility over a significant share of the production volume. We completed pilot activities including supply chain mapping, item and material level traceability. This activity is led by a cross-sectional team including Sustainability, Business, and IT. We also onboarded additional suppliers as part of a phased upstream expansion. In addition to cotton and recycled polyester, we plan to expand traceability to natural leather in 2026.

This program 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.

## 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. We hold company-wide training sessions annually, with additional sessions required for managers and leaders on whistleblower protection and anti-retaliation procedures.

ASICS continues to strengthen supplier engagement through ongoing education, online and in-person events, and collaboration with industry initiatives like ILO Better Work. These efforts support our goal to build strong supplier relationships, enhance accountability, and promote ethical, rights-based labor practices across our value chain.

### 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 \(page 23\) →](#)

### 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 does not have direct contractual access to recruitment agencies, suppliers are expected to coordinate with these agencies to implement a no-fee recruitment policy and ensure reimbursement where applicable.

### 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.

ASICS offers a grievance mechanism to engage our own employees and workers in the supply chain directly. Access is supported by ASICS' Policy on Protected Disclosure (Whistleblowing), which also provides safeguards against retaliation.

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

As part of our employee engagement program for workers in the supply chain, we are 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 strategic factories across Cambodia, Vietnam, and Taiwan, and the program continues to be actively used by seven factories. Additional factories are currently under consideration. ASICS does not directly oversee the program; instead, suppliers are encouraged to take ownership, allowing them to integrate best practices into their human resource management systems.



### Vendor Summit: Collaborating to Promote Human Rights

We believe that sustainable business practices are built through partnership and shared responsibility. In 2025, we held the inaugural ASICS Vendor Summit 2025, bringing together 180 participants, including managers and CSR personnel from primary contracted factories (55 in person at ASICS Vietnam's office and 125 online).

The Summit aimed to strengthen collaboration across internal functions and align efforts to support suppliers' sustainability performance and continuous improvement. We provided suppliers with information on CSR risks and regulatory trends, offered training and tools related to factory labor and human rights, and shared best practices to drive improvements.

By investing in our suppliers' capabilities and creating opportunities for continuous learning, we strengthen the foundation for ethical manufacturing while advancing our commitment to protecting worker rights throughout our global supply chain.



Participation remains optional, as ASICS promotes supplier ownership and learning rather than imposing a one-size-fits-all solution. Suppliers are encouraged to integrate WOVO into their existing human resource and grievance management systems, where relevant. Feedback has been varied: some suppliers see value in continuing to use WOVO, while others prefer to incorporate its learnings into their existing grievance mechanisms.

In 2025, ASICS addressed 92 grievance cases related to our own operations and 13 cases related to the supply chain, identified through various channels. The reported cases in the supply chain primarily related to freedom of association, workplace conduct (including harassment), and employment practices. The majority of cases were closed during the reporting year, with remaining matters subject to ongoing monitoring.

Following the non-compliance cases identified in 2025, ASICS implemented a programmatic change to further expand the scope of its supply-chain oversight to include selected subcontractor facilities and Tier 2 factories. This expansion is intended not only to reinforce Tier 1 suppliers' awareness of human-rights risks within their own operations, but also to ensure that Tier 1 suppliers understand, monitor, and take responsibility for human-rights risks at their subcontractors, and to cooperate promptly with ASICS where risks are identified. In addition, ASICS updated its footwear subcontractor lists, completing this process in January 2026. Going forward, ASICS will identify priority subcontractor and Tier 2 facilities, communicate its policies and expectations to these suppliers, and integrate them into the same factory management and monitoring systems used for Tier 1 suppliers.

**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.

[Read ASICS' Modern Slavery Statement 2025 →](#)

**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.

**Cascale (formerly the Sustainable Apparel Coalition)**

ASICS incorporates Cascale's [Worldly Facility Environmental Module](#) (the Higg FEM) score in Tier 1 and 2 supplier ratings to understand how 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

## Our Approach

Our actions align with our vision of “One Team, Stronger Together.” Our goal is to be a highly engaged organization where diverse employees can all contribute to accelerate innovation.

[Explore our approach in detail →](#)

## Creating an Inclusive Culture at ASICS

To deliver products and services that support people in living healthy lives—both physically and mentally—ASICS is committed to fostering diversity, equity, and inclusion (DE&I). We strive to provide an inclusive work environment where all employees are respected and have equal opportunities, regardless of race, ethnicity, gender, age, religion, disability, sexual orientation, or gender identity.

Our aim is to create a workplace where every employee can thrive and bring their authentic self to work. Guided by our DE&I strategy, we focus on three priority areas: advancing women in management, enhancing employee engagement, and promoting the employment and active contribution of people with disabilities, particularly in Japan. Throughout 2025, we continued to advance initiatives aligned with these strategic priorities.

## Closing the Gender Gap

ASICS aims to build a balanced and equitable workforce with female representation at every level. To achieve our goal of 40% women in management globally by 2026, each region has implemented tailored action plans. The Asics Headquarters DE&I and Engagement Promotion Team monitors progress and reports quarterly at the Global DE&I Steering Committee, providing feedback to support continuous improvement. In 2025, we strengthened cross-regional dialogue to share challenges and best practices, including hosting an in-person global workshop with all the regional HR leaders.

We are making steady progress as a result, with 41% women in managerial positions globally in 2025, surpassing our target of 40%. At the regional level, six of the eight biggest regions have achieved their target. Asics Headquarters and ASICS Europe are implementing various initiatives including career development and more diverse recruitment sourcing channels to reach their target.

## 2025 Key Actions

- Launched "Growth in Motion" to support employee development and career growth.
- Held DE&I events including International Women's Day and Pride Month.
- Expanded support for people with disabilities through Deaflympics sponsorship.
- Established the Overseas Business Training Program for future leaders.

## 2026 Outlook

- Create a more comprehensive 360-degree support framework for People with Disabilities.
- Further embed Growth in Motion philosophy and program to strengthen a company-wide growth culture.
- Create a company environment that's more flexible and supportive of the diverse needs of working parents.



**Percentage of women in management positions, 2025**

| Region              | % Women in management |
|---------------------|-----------------------|
| Global              | 41                    |
| ASICS Headquarters  | 20.4                  |
| ASICS Japan         | 25                    |
| ASICS North America | 50.5                  |
| ASICS Europe        | 42.6                  |

## Celebrating Diversity at ASICS

To celebrate women’s contribution to the company and society, ASICS was a Silver Partner of the 30th International Conference for Women in Business, which brought together about 1,000 participants from 25 countries. Tomoko Koda, AHQ’s Managing Executive Officer, spoke in a panel discussion about “Women’s Career: Mind, Body, Health,” sharing the importance of women’s physical and mental health in achieving a healthy career.

ASICS also actively celebrates Pride Month each June through initiatives that promote inclusion and belonging. At the global level, employees participate in the annual Pride Run/Walk, while regions host locally appropriate activities. ASICS continued its partnership with Pride House Tokyo, which started during the 2020 Tokyo Olympics. In recognition of these efforts, ASICS received the Gold PRIDE Index for the seventh consecutive year in 2025.

At the 2025 Tokyo Deaflympics, which ASICS sponsored, Deaf and Hard of Hearing employees collaborated with employees without disabilities to practice sign cheering used during the Games. Employees also took part in a ceremony showcasing ASICS’ commitment to disability inclusion and workplace accessibility, and a deaf employee delivered a speech in Japanese Sign Language.

When planning DE&I events, ASICS carefully considers regional, cultural and social contexts, working closely with regional HR leaders to determine the most effective and respectful approaches.

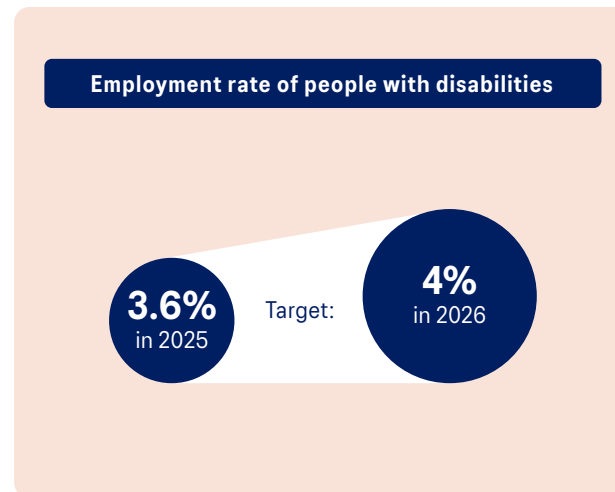


## Diverse, Fair, and Inclusive Recruitment

To create an inclusive work environment, ASICS is committed to equitable recruitment and talent development practices that promote diversity and fairness. In 2025, we strengthened initiatives supporting the employment and retention of people with disabilities.

Managers supervising employees with disabilities participated in training designed to build foundational knowledge and inclusive management skills. In total, 19 managers attended (79% participation rate), learning management practices to support the success of employees. In the follow up training which was provided to all 19 managers, participants learned about unconscious bias and reasonable accommodations.

Our Global DE&I Steering Committee - comprising diverse executives by gender, region, and function - oversees progress against strategic objectives, while enabling regional flexibility to address local challenges. We recognize that approaches to disability inclusion vary across countries due to differing legal frameworks and definitions. In many jurisdictions, disability status can only be voluntarily disclosed by employees. ASICS works closely with regional teams to ensure compliance with local regulations while promoting inclusive practices and psychological safety.



Our efforts resulted in a 3.6% employment rate of people with disabilities in 2025, up from 3.1% in 2024 (ASICS Headquarters). While this exceeds the Japanese government target of 2.5% and the national corporate average, it remains below ASICS’ 2026 target of 4.0%. We remain committed to expanding initiatives and accelerating progress.

## Nurturing Future Leaders

To foster an inclusive culture that endures and support the sustainable growth of our business, we invest in the development of future leaders through a range of Next Generation Leadership Development initiatives.

### ASICS Academy

ASICS Academy was launched in 2016 to develop talent capable of leading the business on a global scale. The program provides selected next-generation leaders with training in management knowledge and DX-based strategic thinking.

Participants are encouraged to apply their learning in their day-to-day roles and are supported through career development discussions that help them envision and pursue their future career aspirations.

### Overseas Training Program

This program was introduced in 2026 to provide overseas work experience for employees in their 3rd to 5th year with the company. In 2025, preparations were carried out, including communication with host countries, selection of assignment destinations, participant selection and pre-departure training, and the development of the operational framework.

The program aims to develop future leaders by fostering a global perspective and management mindset, while strengthening adaptability and problem-solving skills through overseas experience.

### Basic Management Training

This program enhances employees’ motivation for learning and growth while building a foundational understanding of business strategy, accounting, and data utilization and analysis.

**Growth in Motion**

Feedback from the global engagement survey highlighted the need for a unified, company-wide approach to supporting employees’ career growth. In response, ASICS introduced *Growth in Motion*, a self-development program designed to foster self-reflection among employees while equipping leaders to support continuous, meaningful career conversations with their team members.

The program, created in collaboration with regional HR teams, which offers practical learning content in nine languages, including global guidelines for one-on-one meetings, training modules, and videos of employees showing their real career growth experiences.

We view *Growth in Motion* as a foundational program for strengthening engagement, and supporting long-term career development across the ASICS Group.

**Understanding Employee Opinions and Optimizing 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 2025, ASICS achieved its highest global employee engagement score of 75, up from 73 in 2024 and exceeding the target of 70.

*“ASICS is empowering employees to actively shape their career paths and acquire the skills needed for development, creating a culture where both individuals and organizations thrive.”*

**– Amy Miller, Well-being Promotion Department**



The global response rate reached 94%, indicating a sense of trust from our employees to openly share their voices. Notably, our key focus areas, particularly growth and career development, have shown continued improvement.

Every region and business unit has developed and is implementing action plans in response to the survey results. Globally, we acted on the feedback shared in the survey, including the launch of the ASICS Growth in Motion program.

As ASICS evolves into a Global Integrated Enterprise (GIE), establishing global priorities while empowering local leadership remains a challenge. Recognizing that engagement is shaped by employees’ day-to-day experiences and interactions within their teams, our initiatives place a strong emphasis on management ownership.

Moving forward, ASICS will maintain close collaboration with regional HR and business leaders to ensure a robust PDCA cycle, continuously identifying and implementing effective action plans.

**Anti-Discrimination Efforts**

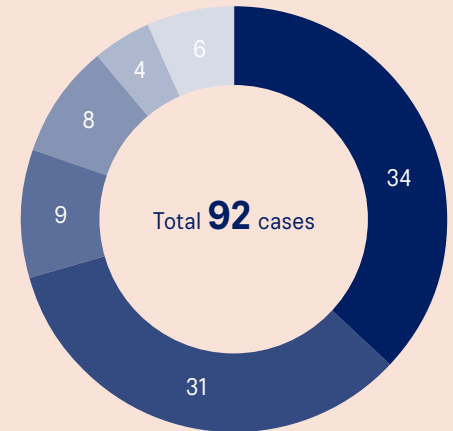
A healthy working environment is free from discrimination and harassment. Our approach to preventing harassment is outlined in the ASICS Global Code of Conduct and ASICS Human Rights Policy. Grievance mechanisms form part of this approach, including our Global Whistleblowing System. In 2025, 92 incidents were reported through the system, including 34 concerning harassment and 4 concerning human rights and discrimination. All cases were investigated by the Compliance Committee in accordance with internal procedures. Where violations or inappropriate conduct were identified, corrective and preventive measures were implemented.

The increase from 70 cases in 2024 is likely due to an internal communication campaign to raise awareness of the reporting system. We renewed and distributed posters in each region, and conducted compliance surveys and training. These activities produced measurable improvements in employee awareness and engagement. Although communication has been effective, some reported cases were not appropriate for the system, so we will focus on encouraging correct use in the future.

**Reported Cases\***

|      |    |
|------|----|
| 2025 | 92 |
| 2024 | 70 |
| 2023 | 69 |
| 2022 | 49 |

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



**Breakdown of notifications and reports (2025)**

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

WELCOME TO THE PLANET CHAPTER

# A Sound Mind in a Sound Body Needs a Sound Earth

## Chapter Highlights

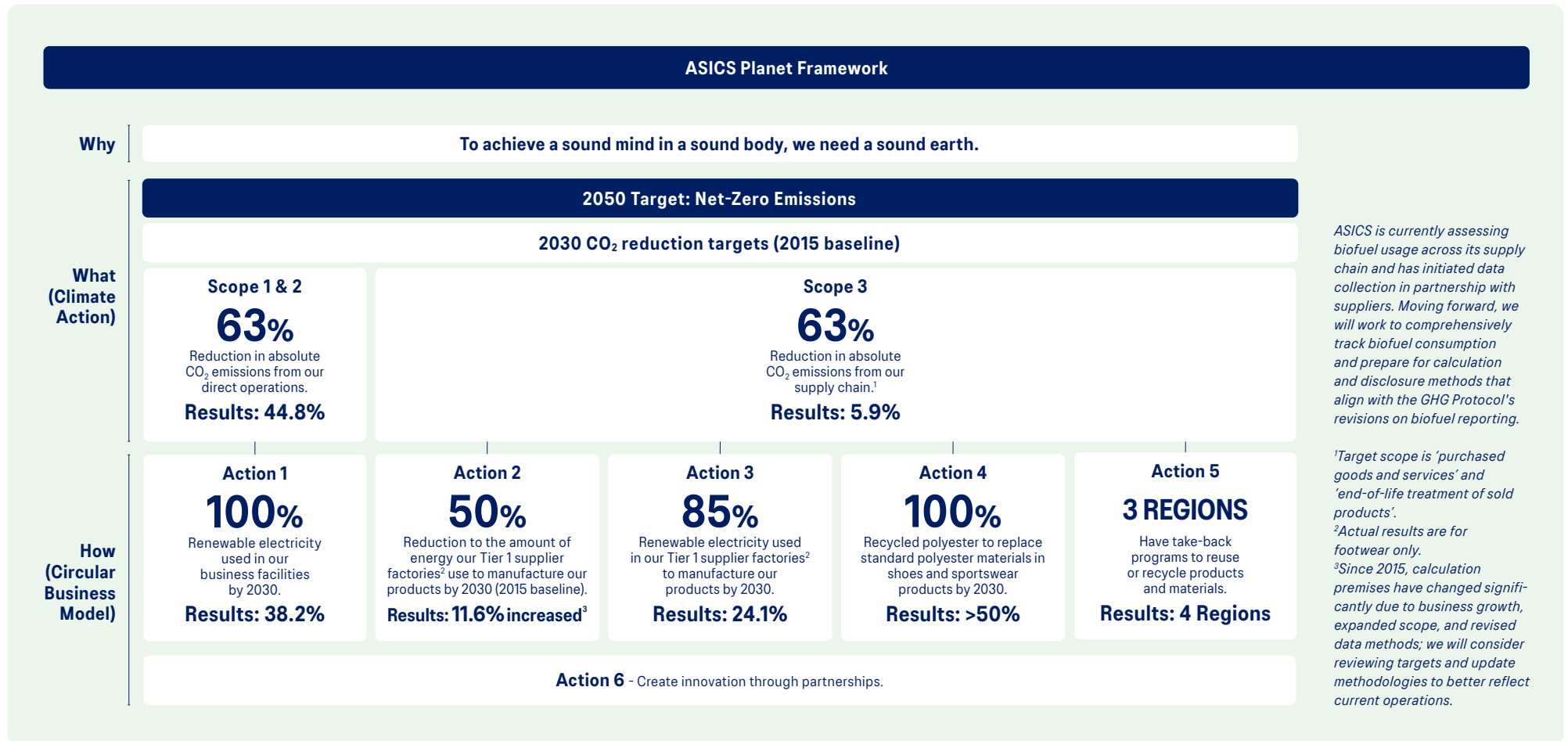
|                                      |           |
|--------------------------------------|-----------|
| Climate Action                       | <b>36</b> |
| Circularity                          | <b>46</b> |
| Biodiversity and<br>Water Management | <b>52</b> |
| Quality of Products<br>and Services  | <b>55</b> |

# Planet Framework

Since ASICS was founded in 1949, our purpose has been to help people achieve a sound mind in a sound body. To do this, we need a sound earth to run on.

**A Healthy Planet for Sound Body, Sound Mind**  
 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

## Our Approach

We aim to reduce CO<sub>2</sub> emissions throughout the value chain.

[Explore our approach in detail →](#)

## Our Efforts in 2025

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 began procuring renewable electricity at retail stores. SANIN ASICS Industry Corporation switched to renewable electricity starting in April 2025. ASICS Oceania increased its renewable electricity procurement ratio to 98.6% in 2025.

In 2025, we achieved a 44.8% reduction in Scope 1 and Scope 2 GHG emissions (compared to 2015). As global demand for ASICS products grows, we recognize that the reduction rate for Scope 3 emissions has declined, and that this remains a key challenge for us. We are addressing this by advancing structural emissions reductions across our value chain while supporting sustainable business growth.

[Read more about the Scope 3 challenge on page 39 →](#)



## 2025 Key Actions

- Advanced the transition to renewable energy across global operations.
- Began implementing a digital system for accurate CO<sub>2</sub> emissions tracking and efficient data management.
- Through the Partner Summit, ASICS strengthened its supplier engagement.

## 2026 Outlook

- Continue to develop the 2030 roadmap toward achieving net zero emissions.
- Continue to expand the use of electricity from renewable sources, focusing first on the facilities with higher emissions.
- Establish a data management process that leverages supplier data.
- Continue the CO<sub>2</sub> labeling of ASICS' products.

One key initiative is the introduction of renewable electricity at strategic Tier 1 footwear suppliers, accelerated from 2023 in line with our Green Procurement Policy and its commitment to source 100% renewable electricity by 2030. As a result, the renewable electricity procurement ratio increased from 0% in 2022 to 24.1% in 2025. In 2025, we also held a partner summit to strengthen supplier engagement and collaboration on CO<sub>2</sub> emissions reductions.

For Tier 2 suppliers, we continue to promote reductions through our Material Procurement Policy, encouraging the use of recycled and other environmentally preferred materials. We have also started considering primary data-based calculation methodologies to improve emissions data accuracy and management efficiency. Together, these efforts are expanding climate action upstream across the value chain and helping us refine our action plans in line with industry trends and collaboration opportunities.

### Robust Governance to Achieve Our Climate Goals

As a high-priority issue, climate action is overseen by our highest governance bodies. Financial incentives for members of the internal Board of Directors and the Executive Board are aligned with the delivery of our climate strategy and related actions.

This approach reinforces accountability and strengthens our commitment to achieving our targets, while ensuring active engagement at the highest levels of governance. Executive Officers further support these efforts by driving implementation and embedding climate considerations across the business, including through stakeholder engagement.

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

#### CO<sub>2</sub> Emission Reduction



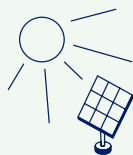
**44.8%**

Scope 1 & 2  
emission  
reduction  
(compared  
to 2015).



**5.9%**

Scope 3  
emission  
reduction  
(compared  
to 2015).



**100%**

of our strategic  
Tier 1 footwear  
suppliers have  
concrete plans  
for renewable  
electricity  
sourcing.

### Setting Targets On the Road to Net-Zero

We are taking action on climate change with the goal of achieving net zero by 2050, contributing to global efforts to limit the increase in average temperatures to 1.5°C above pre-industrial levels.

ASICS has set a target to reduce CO<sub>2</sub> emissions by 63% by 2030, from a 2015 baseline, across its operations and supply chain. This 2030 target has been validated by the Science Based Targets initiative (SBTi). Separately, ASICS has stated its ambition to achieve net-zero emissions by 2050.

*"Climate action is essential to protect the environments that enable sport, movement, and human performance."*

**– Eriko Izumi, Executive Officer, General Manager of Sustainability Department**



## Taking Action on Climate Challenges

One of our biggest climate challenges is reducing Scope 3 emissions. Balancing business growth with the advancement of climate change mitigation initiatives is a significant challenge. This is because higher production volumes directly lead to higher Scope 3 emissions. ASICS, which operates through a global supply chain, generates a particularly high volume of GHG emissions in the upstream stages of the material sourcing and production process, accounting for over 80% of Scope 3 emissions.

To take effective climate action, it is essential to visualize these emissions, so we can focus on reducing GHG emissions in the relevant areas. In 2025, we considered a digital system that

visualizes and calculates product carbon footprint (PCF), corporate carbon footprint (CCF), and Scope 1&2 emissions.

Collecting more accurate primary data is key to ensuring we are focused on the most effective actions. To facilitate this, we began using the Worldly platform to verify the data for strategic Tier 1 footwear suppliers, starting with 2025 data collection.

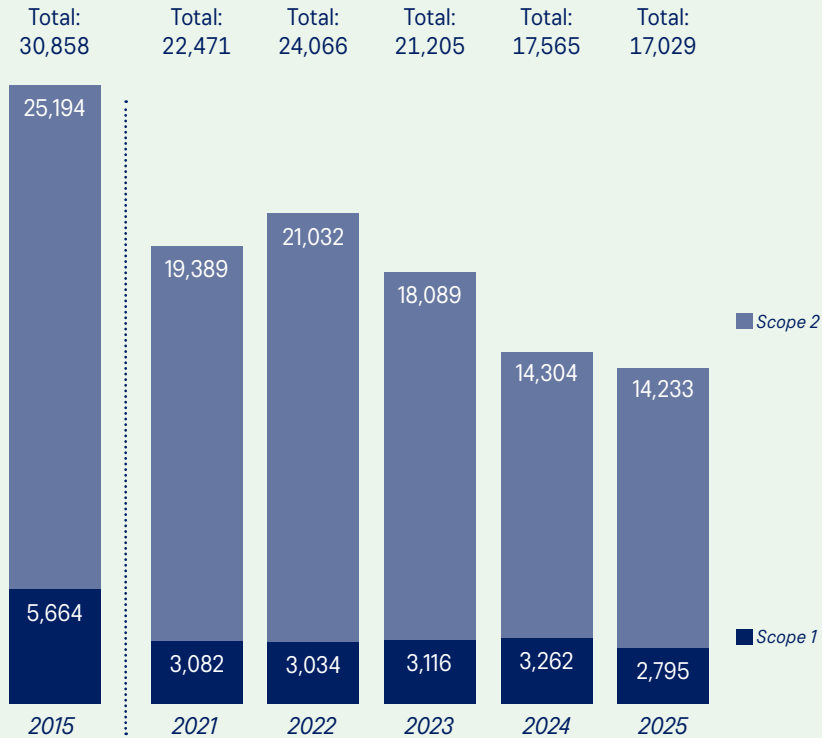
Our work in 2026 will focus on implementing a system that digitally visualizes and manages GHG emissions at a granular level to enable more accurate, realtime data collection.



## Climate Action in Numbers

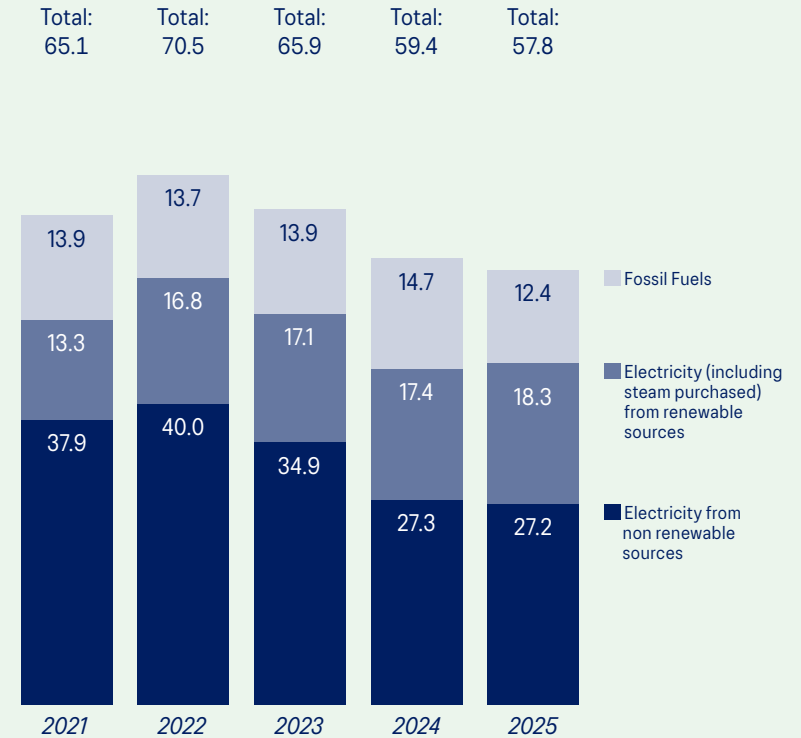
The data applies to ASICS Group locations, including offices, retail locations, distribution centers, and wholly owned factories globally. Company/lease car impacts are also included.

### CO<sub>2</sub> 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 CO<sub>2</sub> Emissions from Fuel Combustion 2016. The following formula is used when the amount of energy consumption for CO<sub>2</sub> emissions is not available for any sites: (energy consumption per square meter estimated for each type of site) x (area of site) x (CO<sub>2</sub> emission factor).

### 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).

Scope 3 CO<sub>2</sub> Emissions 2025

| Scope 3 Category                              | CO <sub>2</sub> tons | %          | Scope   |
|---|----------------------|------------|---|
| 1. Purchased goods and services               | 729,784              | 82.3       | Global Footwear Manufacturing CO <sub>2</sub> Data (Tier 1), and ASICS Group companies' purchases of footwear material, apparel, equipment, marketing and sales (Calculation methods <sup>1</sup> )                                       |
| 2. Capital goods                              | 33,016               | 3.7        | ASICS Group companies   |
| 3. Fuel-and-energy-related activities         | 676                  | 0.1        | ASICS Group companies   |
| 4. Upstream transportation and distribution   | 66,536               | 7.5        | 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 consumers' in Japan. |
| 5. Waste generated in operations              | 85                   | 0.0        | ASICS Group companies   |
| 6. Business travel                            | 5,563                | 0.6        | ASICS Group companies   |
| 7. Employee commuting                         | 423                  | 0.0        | ASICS Group companies in Japan  |
| 8. Upstream leased assets                     | -                    | -          | Not assessed  |
| 9. Downstream transportation and distribution | 7,905                | 0.9        | ASICS Group companies   |
| 10. Processing of sold products               | -                    | -          | Not assessed  |
| 11. Use of sold products                      | 9,485                | 1.1        | ASICS Group companies   |
| 12. End-of-life-treatment of sold products    | 33,766               | 3.8        | ASICS Group companies   |
| 13. Downstream leased assets                  | -                    | -          | Not assessed  |
| 14. Franchises                                | -                    | -          | Not assessed  |
| 15. Investments                               | -                    | -          | Not assessed  |
| <b>Total</b>                                  | <b>887,238</b>       | <b>100</b> |   |

<sup>1</sup> 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 services<sup>2</sup>).

<sup>2</sup> 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.



# Partnership in Action

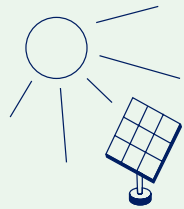
Taking action against climate change is something we do together. To encourage our suppliers to develop and implement their own renewable energy targets and plans, we updated the Green Procurement Policy in 2024. The Policy helps us support suppliers in their efforts, ensuring progress toward our target for Tier 1 suppliers to source 100% of their electricity from renewable energy by 2030.

In 2025, ASICS received an A, the highest rating in CDP Climate Change for the second consecutive year, and was selected as a Supplier Engagement Leader.

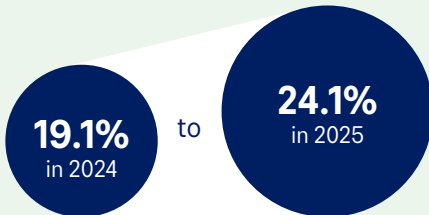


[Read more →](#)

## Progress on renewable electricity rate



**+5%**  
increased ratio of renewable electricity used in our strategic Tier 1 footwear supplier factories to manufacture our products.



## Engaging Suppliers at the ASICS Partner Summit

To enhance our engagement with Tier 1 (production factories) and Tier 2 (material suppliers) and promote understanding and cooperation, in 2025, we held the ASICS Partner Summit in Japan. In total, 58 participants gathered at the Summit: 18 participants representing 5 Tier 1 companies and 40 representing 12 Tier 2 companies.

Day one was held at ASICS Headquarters, in Kobe, Japan and on day two, we conducted a tour of the Institute of Sports Science (ISS) and the ASICS Museum, helping participants gain a deeper understanding of our philosophy and manufacturing processes. The supplier with the best sustainability initiatives received an award.

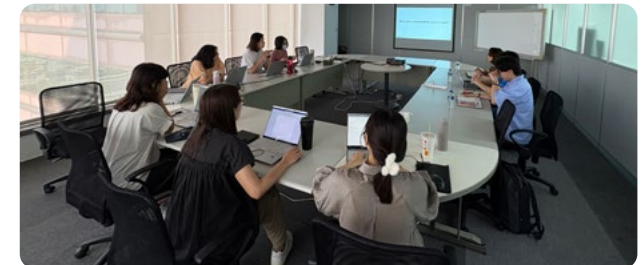


## Strengthening Supply Chain Collaboration

Reducing CO<sub>2</sub> emissions requires continuous collaboration with Tier 1 and Tier 2 suppliers. As many of these suppliers are headquartered in Taiwan, and ASICS Corporation Taiwan Representative Office (ACT) has historically managed production- and materials-related operations, ACT will be reorganised into a specialised sustainability team, positioning Taiwan as a hub for sustainability activities.

the accuracy of this data and obtain the latest industry information. Going forward, we will work with ACT to expand supplier communication, strengthen partnerships and further research industry sustainability trends.

Working closely with the Sustainable Product Promotion Department, established in 2025, ACT conducts regular meetings with Tier 1 and Tier 2 suppliers to collect primary data and accelerate engagement on climate action. Backed by shoe- and material-related expertise, ACT can enhance



## Engaging Consumers with Carbon Footprint Labelling

Carbon footprint labeling is becoming an increasingly standard practice globally. By disclosing carbon footprint information, we aim to engage consumers and provide them with decision-making tools that enable more mindful product choices and serve as a catalyst for greater environmental awareness. Based on our research, approximately 65% of our consumers (N=698) respond positively to the labels, recognizing that ASICS is transparent and committed to reducing CO<sub>2</sub> emissions.

In 2025, we shared carbon footprint information with consumers via sock liners (insoles), shoeboxes, e-commerce, our carbon footprint website, social media, in-store, and at running events. ASICS products that gained carbon footprint labelling in 2025 include the GEL-NIMBUS 27, GEL-KAYANO 32, GEL-RESOLUTION X, GEL-CHALLENGER 15, GEL-KINETIC FLUENT, and GEL-QUANTUM 180.

Our carbon footprints are assessed using ASICS' carbon footprint methodology and comprehensive reporting available for industry average running shoes, conducted by MIT.

[Read more →](#)  
[Visit our carbon footprint website →](#)



|  |   |  |   |
|--|---|--|---|
| <p>GEL-KAYANO™ 32</p> <p><b>+10.3</b><br/>kg CO<sub>2</sub>e</p> | <p>about <b>62.8</b><br/>kg CO<sub>2</sub>e</p> <p>a cosy woollen blanket</p> | <p>about <b>32.0</b><br/>kg CO<sub>2</sub>e</p> <p>a bouquet of imported flowers</p> | <p>about <b>0.04</b><br/>kg CO<sub>2</sub>e</p> <p>a hot cup of tea</p> |
|  | <p>about <b>16.0</b><br/>kg CO<sub>2</sub>e</p> <p>your signature scent</p>   | <p>about <b>9.5</b><br/>kg CO<sub>2</sub>e</p> <p>indulgent chocolate truffles</p>   | <p>about <b>1.5</b><br/>kg CO<sub>2</sub>e</p> <p>scented candles</p>   |

**Do you know your footprint?**

We're committed to transparency. See the carbon footprint of our latest shoes and other familiar items.

Carbon footprints of non-ASICS products shown are estimates (learn more: [asics.com/mk/sustainability/carbonfootprint](https://asics.com/mk/sustainability/carbonfootprint)). ASICS has not independently verified publicly available data and actual emissions may vary.

### Official Uniform for TEAM JAPAN

Our shift toward a circular business model includes designing our products to be more circular. Our innovation was center stage in 2025, with ASICS announcing the official TEAM JAPAN sportswear for the Olympic and Paralympic Winter Games Milano Cortina 2026.

The Podium Jacket (Outdoor) is made from waterproof and breathable materials, including GRS-certified recycled down. The Podium Jackets and Pants (Outdoor and Indoor) feature zipper pulls that repurpose waste material from our suppliers and a carbon footprint for the entire product lifecycle.

\* ASICS is proud to be a TEAM JAPAN Gold Partner (Sporting Goods).

[Read more about the circular TEAM JAPAN uniforms \(in Japanese\) →](#)

## Taking Action with Consumers: Run for Reforestation Challenge

Every year, we invite consumers to get involved in sustainability with ASICS and to contribute to our shared goal of taking action against climate change by taking part in the Run for Reforestation Challenge. In 2025, we extended the impact of the Challenge even further: 102,711 people completed the Challenge (an increase of 6,761 compared to 2024) and 152,326 joined (up by 1,176).

Once again, we partnered with One Tree Planted, pledging to plant one tree for every 5km ran or walked. Trees from the 2025 challenge are being planted in Indonesia, Brazil, California in the U.S., Australia, and Portugal.

### Great Results of the Run for Reforestation Challenge

Compared to 2024, an increase of 6,761 people completed the challenge



95,950  
in 2024

to

102,711  
in 2025



### 2025 Reforestation Project

In 2025, we supported five strategic reforestation projects across 5 regions, addressing wildfire recovery and climate adaptation challenges. Thanks to our Run for Reforestation, our investments include restoring California's post-wildfire landscape, rehabilitation in Brazil through agroforestry systems, and restoring Indonesia's critical peat-swamp forests.

We supported an Indigenous-led project in Australia empowering the Wudjari people to restore cultural landscapes, and supported Portugal's historic Leiria Pine Forest recovery. These projects prioritize native species, community engagement, and climate resilience, demonstrating our commitment to addressing interconnected environmental and social challenges while restoring large areas of critical ecosystems.



Tree-planting in Brazil



Tree-planting in Australia

| # of trees ASICS planted | Country       | Project Name   |
|--------------------------|---------------|--|
| 27,433                   | Indonesia     | Indonesia 2025 – Sabangau Peatland Restoration [Phase 1] |
| 25,000                   | Brazil        | Brazil 2026 – Cacau Amazônia                             |
| 25,000                   | Portugal      | Portugal 2026 – Renature Leiria                          |
| 7,000                    | Australia     | Australia 2024 – Rejuvenation Trees – Kardutjaanup       |
| 18,278                   | United States | California 2025 – Feather River Watershed Fire Recovery  |

## Employee Engagement on Sustainability

We engage ASICS employees around the world with our sustainability, especially with climate action efforts, and we invite their feedback in our Sustainability Engagement Survey. In 2025, the response rate increased by 2 points to 62%. We are focusing on stronger communication and networking with regional HR teams, as well as connecting with employees through training, employee engagement and consumer campaigns.

The results of the survey inform our actions. According to ASICS employees, the top three areas of improvement are setting clearer objectives at the department level, raising the priority of sustainability action among business and other actions, and acquiring more knowledge about sustainability.

To address these challenges, we are working to further integrate sustainability into our business goals and provide more employee training.

### Employee Sustainability Training

In 2025, we offered training in three areas: greenwashing, forced labor, and the Sustainability Ambassador Program.

Our greenwashing prevention training was targeted at employees in marketing, product planning and development, and sales, and 958 people completed it. An additional 50 employees participated in a short version.

The training improved participants' understanding of greenwashing by 239%. From 2026, a new law related to



sustainability claims will come into effect in Europe. We are planning to incorporate this in the program and deliver the training to more people, with regional support.

The Forced Labor Training was aimed at ASICS employees in production, development, and public relations.

Our Sustainability Ambassador Program is for ASICS employees who would like to gain more knowledge about sustainability. In 2025, we expanded this program globally. In total, 152 people participated.

*"A strong sustainability program begins where all real change does – with people who understand why it matters. That's exactly what The School of Understanding is built for, and seeing ASICS employees across the world embrace that journey has been genuinely exciting."*

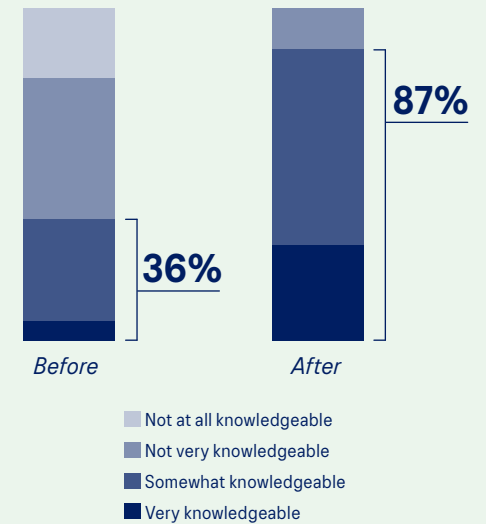
**– Derek Sabori, Sustainability Advisor, The Underswell's School of Understanding**



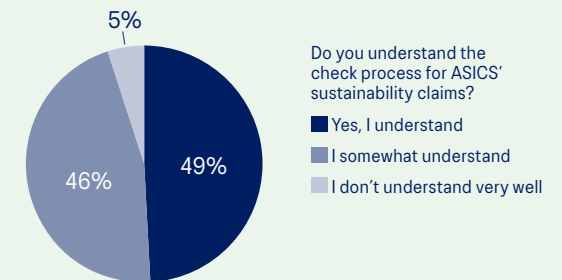
### The understanding of greenwashing

As part of our 2025 Global Sustainability Training Program, employees deepened their understanding of greenwashing.

#### Significant progress in understanding greenwashing before and after the training



#### 95% of employees said they understand the approval process for ASICS' sustainability claims





**Regional Activities: Walking and Plogging Together for Climate Action**

Triathletes, employees and other stakeholders took action to protect the planet in 2025 by walking, running and plogging – an activity that combines running or walking with litter picking. ASICS Japan hosted a plogging event at the Triathlon Japan, with participants – consumers and employees – running on an official triathlon racecourse.

At ASICS Oceania, employees take part in monthly team walks/runs aligned with sustainability initiatives to encourage movement, create awareness, and raise funds. Throughout the year, we supported several causes, including Run for Play, Keep Australia Beautiful Week, Movember (Men’s Mental Health and Suicide Awareness), and the Australian Childhood Foundation (for privileged children in New South Wales).



**Protecting the Earth Through Sports**

In April 2025, Minako Yoshikawa, Executive Advisor at ASICS, spoke at the UN Pavilion event “Playing for the Planet: The Role of Sports in Driving Sustainability” at Expo 2025 Osaka, Kansai, Japan, highlighting the role of sport in advancing climate action, human rights, and gender equality.

She also presented ASICS’ sustainability initiatives at the 2025 Sport and Environment Conference, hosted by JSPO (Japan Sport Association) and JOC (Japanese Olympic Committee). The conference gathered around 70 participants, including environmental officers from 56 National Federations, to strengthen collaboration on environmental challenges in sport.



# Circularity

## Our Approach

We aim to reduce CO<sub>2</sub> emissions and other environmental impacts by using less material, creating products for longer use, and circulating resources.

[Explore our approach in detail →](#)

## Circularity at the Heart of Sustainable Progress

On the path toward achieving net zero, a circular approach plays a critical role. The various initiatives we are implementing to reduce emissions and waste are not standalone measures, but are rooted in the principles of the circular economy—extending the life of resources and products and keeping their value in use for as long as possible.



## 2025 Key Actions

→ We collaborated with other industries and released several products.

### 2026 Outlook

→ Collaborate with each category to increase the share of recycled materials, guided by a clear strategic direction.

→ Expand take-back programs of NIMBUS MIRAI™.

By placing this approach at the core of our strategy, we are reducing our environmental impact while steadily advancing both sustainable business practices and our journey toward net zero.

As well as providing opportunities, circularity also brings challenges, such as returning products from downstream back to upstream in the value chain. Collecting products after they have reached consumers is a challenge faced across the industry, due to the regulatory and logistical difficulties. To tackle these challenges as we develop a circular business model, we partner with organizations across the industry and communicate with consumers to raise awareness.

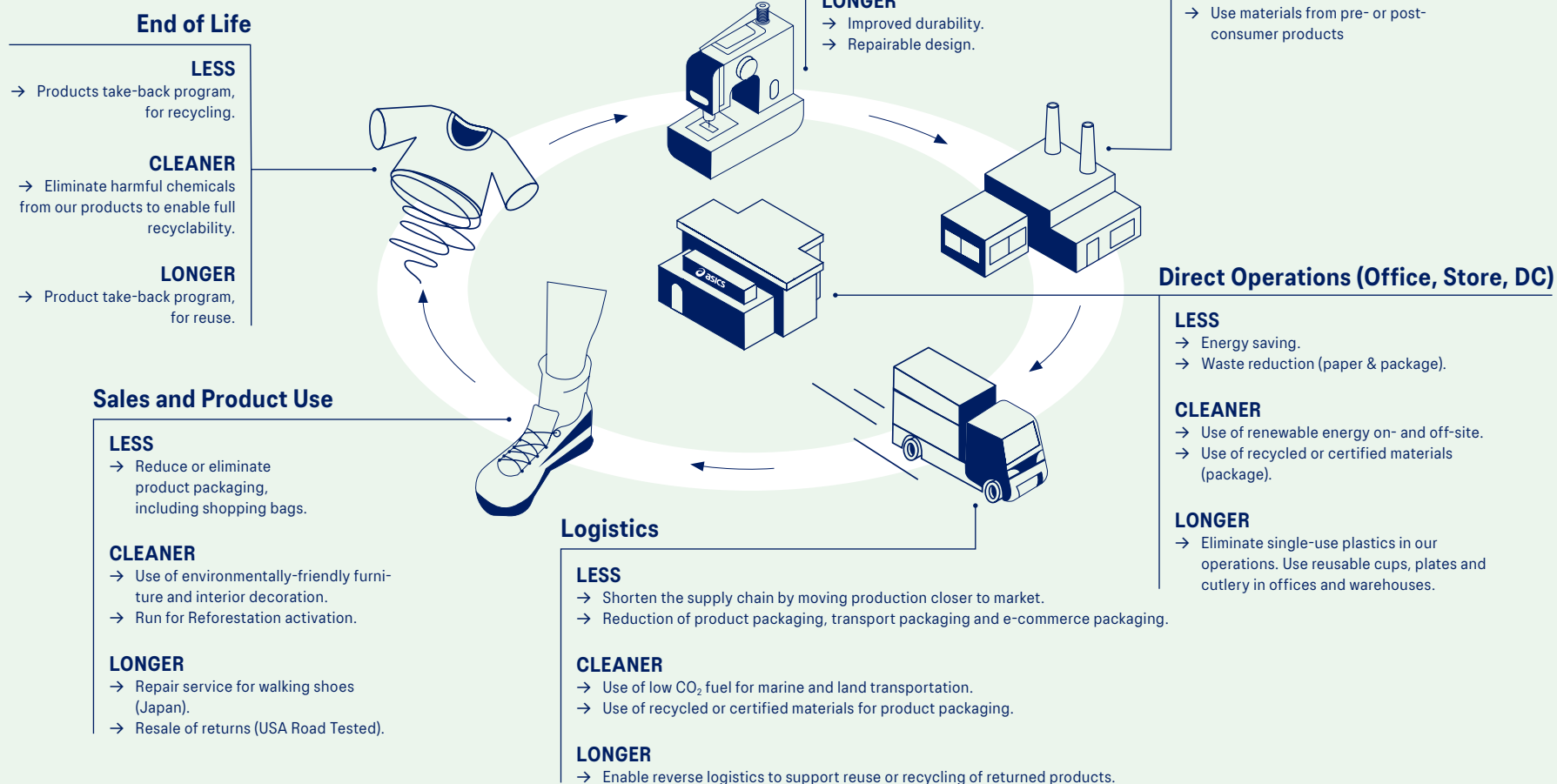
Our design philosophy embraces circularity, from product inception to disposal. We strive to create high-quality products that last, extending their functional life cycle. We use more recycled and recyclable materials, reduce and repurpose waste, and offer take-back services to consumers. We aim to reduce CO<sub>2</sub> 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 2025, over 50% of polyester materials used were from recycled sources.

## 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 a 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 CO<sub>2</sub> emissions, water, and resource usage (waste volume).



## Circularity in Design, Collaboration, and Participation

The circular economy cannot be achieved in a silo: we need to work together, within ASICS and our industry but also across industries and with the public. Our circularity efforts encompass waste-related activities, product design, consumer and employee engagement, and communication.

In 2025, we collaborated with many organizations to produce circular shoes, and even furniture.

### Circular Shoes for TEAM JAPAN

In addition to the uniform for TEAM JAPAN at the Olympic and Paralympic Winter Games Milano Cortina 2026, ASICS also designed the footwear. The shoes, based on the trail running model GEL-Trabuco MT GTX, also incorporate circular principles: approximately 5% of the lining material on the tongue is made of recycled polyester generated by collecting and recycling about 70 pairs of NIMBUS MIRAI™ shoes that had been worn for around five months in running and daily use.

\*ASICS is proud to be a TEAM JAPAN Gold Partner (Sporting Goods).



### Celebrating Innovation: NEOCURVE™

Our circularity efforts were recognized when TIME magazine selected NEOCURVE™ shoes, launched late 2024, for its “The Best Inventions of 2025: Special Mentions.” Highlighting the product for “Giving old shoes new life,” the magazine’s editors chose NEOCURVE™ as one of the year’s most innovative and life-changing inventions.

[See the listing in TIME →](#)

*“Through creating products designed for long-term use and circulating value even after our products have been used, we aim to contribute not only to people’s health but also to the realization of a sustainable society.”*

– Junichiro Tateishi,  
General Manager,  
Circular Economy  
Promotion Department



### Shoes Designed for Circularity On Show at Expo 2025, Osaka, Kansai, Japan

At two pavilions of Expo 2025 Osaka, Kansai, Japan, our circular products were adopted as official shoes: NIMBUS MIRAI™ at the Australia Pavilion, and NEOCURVE™ at the Netherlands Pavilion.

With the theme “Chasing the Sun,” the Australia Pavilion chose NIMBUS MIRAI™ as the official footwear for the staff – a shoe that is designed to be recycled at the end of its life. This made the NIMBUS MIRAI™ a perfect fit for the Australia Pavilion, which was designed from the ground up with the principles of sustainability and re-use.

Centered around the theme of “Common Ground,” the Netherlands Pavilion chose NEOCURVE™ for staff to wear. Unlike conventional footwear, NEOCURVE™ is made from shoes that were never used and were scheduled for disposal. This aligns perfectly with the Dutch Pavilion’s commitment to circularity, which is why we decided to collaborate as an official sponsor.

[Read more about NIMBUS MIRAI™ →](#)

[Read more about NEOCURVE™ →](#)



Australia pavilion



### Cross-Industry Collaboration: "SKYHAND OG"

ASICS partnered with Toyoda Gosei, an automotive parts manufacturer, to reuse leftover leather from car steering wheels in the leather shoes "SKYHAND OG." This is the second project in collaboration with Toyoda Gosei, following the 2023 release of the "GEL-SONOMA 15-50," which reused fabric from airbags that were originally scheduled to be discarded.

We went a step further with "SKYHAND OG" by using offcuts that are generated on a daily basis from the actual production line. Suede and smooth leather made from Toyoda Gosei's leftover leather are used on the sides, heel, and tongue, accounting for more than 50% of the main upper.

The most challenging aspect of the project was creating standards. Discarded materials do not come with clear criteria. We had to define, one by one, the acceptable range of insect damage, wrinkles, and other conditions,

and determine what level could still be considered valuable material. More than quality itself, establishing the logistics, pricing system, and legal framework took a significant amount of time.

[Read more about SKYHAND OG →](#)

### Shoes You Can Sit On

ASICS collaborated with Karimoku New Standard to launch furniture made from shoes that were destined for disposal. After establishing the system to turn deadstock and sample shoes into raw materials for NEOCURVE™, we started exploring possibilities beyond footwear. When shoes are pulverized

and sorted, various materials are extracted, and Karimoku New Standard identified the midsole's EVA pellets as having potential in furniture design.

We worked together to develop a sheet material based on EVA pellets made from discarded unused shoes that could be used in the cushions to provide a soft but supportive seating experience. This cushion structure was adopted in two models: Castor Lobby Sofa and Polar Lounge Chair. In May 2025, 14 chairs were installed in the newly relocated ASICS Japan Tokyo office.

[Read more about the collaboration →](#)



## Regional Activities

### Fun Ways to Learn About Circularity

ASICS Japan conducted an experiential class on the theme of the circular economy for 35 second-grade students at Seijo Gakuen Elementary School in Japan. The class featured a balloon activity, a kamishibai (picture story show), and an introduction to NEOCURVE™ to understand circularity. Students discussed what the production offcuts could be transformed into, then presented their ideas.



When ASICS Japan exhibited at the Ishikawa Environment Fair 2025, hosted by Ishikawa Environmental Fair Executive Committee in Japan, we conducted an Eco Boccia workshop to enable people to learn about sustainability through play. The balls we used were made from recycled felt that has been regenerated into 100% recycled material, and the yarn used to weave the balls comes from shoelaces collected from unsellable sample shoes. Through the activity, children got familiar with parasports, developed an interest in circularity, and experienced diversity by playing with a variety of people.

### Recycling Initiatives Around the World

ASICS EU still has five post-consumer footwear recycling boxes in the region – four in their Amsterdam, Madrid, Barcelona and Paris based flagship stores and one at the EMEA regional head office in Hoofddorp, the Netherlands. All the footwear we collect is sent to FastFeetGrinded, who recycles footwear waste, deadstock, and defective shoes as feedstock materials for new footwear or other products and businesses.

ASICS Oceania has an active recycling program and coffee composting initiative to support our on-site vegetable garden. The coffee machine in the office notifies us when the coffee grounds need to be emptied and there is a small garbage bin clearly labelled for compost.



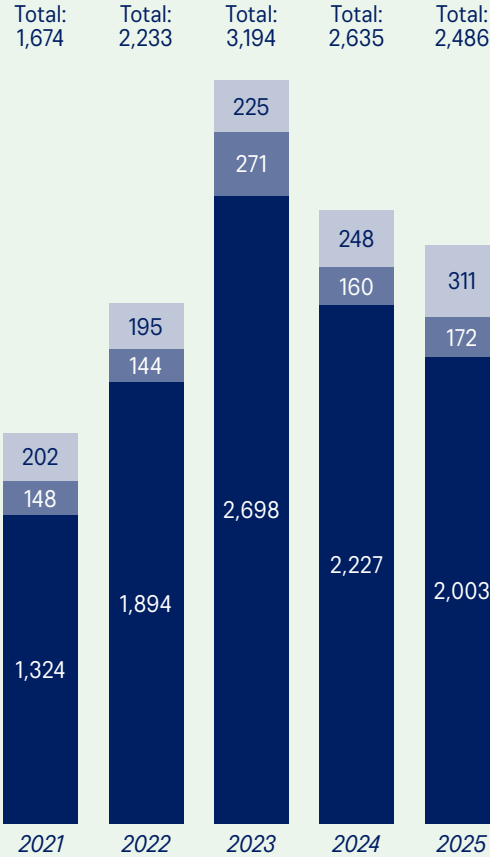
In Japan, to support the Tomorrow Project's Tohoku earthquake disaster recovery efforts, ASICS sponsored the Tohoku Food Marathon and Festival, where we also ran circular economy initiatives. We engaged with runners to collect used apparel. All used apparel was provided to GREEN BAG PROJECT. In 2025, ASICS Japan collected 111.5kg of used apparel in total at retail stores and events for GREEN BAG PROJECT.

[Find out more about the Tohoku Food Marathon and Festival →](#)



Waste in our operations (metric tons)

- Disposal Volume
- Recovered Volume
- Recycled & Reused Volume



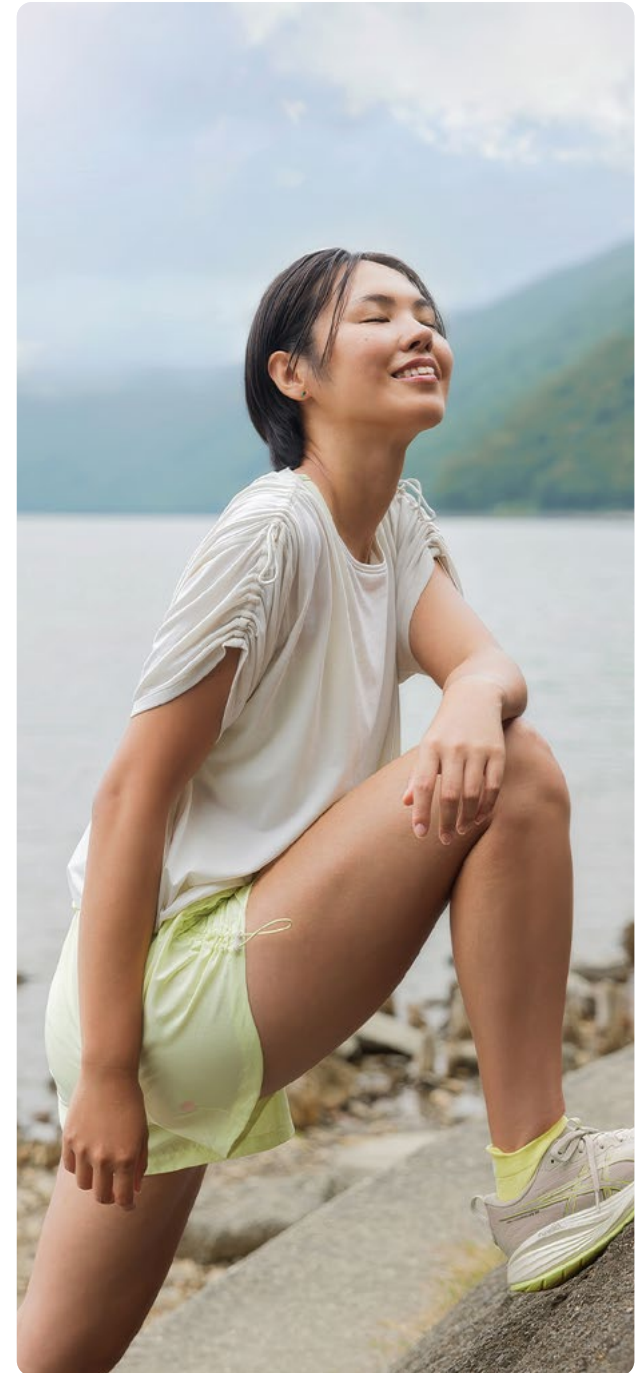
2025: 12 companies, 25 locations, covering 59% of operations (FTE basis).  
 2024: 13 companies, 23 locations, covering 61% of operations (FTE basis).  
 2023: 14 companies, 24 locations, covering 57% of operations (FTE basis).  
 2022: 10 companies, 20 locations, covering 64% of operations (FTE basis).  
 2021: 11 companies, 26 locations, covering 70% of operations (FTE basis).

Waste Management

Waste is a key element in advancing our circular approach. We strive to reduce waste generated from our business activities and maximise its value by promoting recycling, recovery and reuse, with the aim of using it effectively as a raw material for products.

To date, a significant proportion of our waste (87% in 2025) has been recycled or reused. Since 2025, we have also been transitioning from conventional incineration to converting waste plastics from sample products generated during footwear planning and production into fuel, strengthening our resource circulation efforts in Japan. Furthermore, we are enhancing inventory management based on sales data to prevent excess inventory.

At the same time, we recognize that our current data collection can be more comprehensive. We use a cloud-based database to collect and manage waste data and will continue to enhance both its accuracy and coverage. We will continue to work with authorised waste contractors to ensure appropriate treatment. We also conduct regular documentation reviews to confirm that these contractors meet our standards and comply with relevant laws and regulations, striving to maintain and strengthen our management systems.



# Biodiversity and Water Management

## Our Approach

We aim to minimize our impact on natural capital and improve sustainability.

[Explore our approach in detail →](#)

## Protecting Valuable Resources

Our business depends on ecosystems that provide essential resources, such as water, and raw materials, like cotton and natural 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.



## 2025 Key Actions

→ Conducted a LEAP analysis, which revealed priority areas for attention.

### 2026 Outlook

→ Continue to strengthen traceability and source certified materials.

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 Efforts

We believe that biodiversity and climate change are inextricably linked, and as such, we must consider and act on them 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.

As a global sporting goods manufacturer, ASICS uses a variety of materials with potential impacts on the environment, including biodiversity. To understand our impacts, we use the LEAP approach (Locate, Evaluate, Assess, Prepare), which is the recommended analytical framework of the Taskforce on Nature-related Financial Disclosures (TNFD).

## LEAP Analysis 2025

In recent years, requests for disclosures related to biodiversity from ESG rating agencies, investors, and NGOs have been increasing. In response, ASICS conducted its first biodiversity assessment using

the LEAP approach advocated in the Taskforce on Nature-related Financial Disclosures (TNFD) framework. Our LEAP analysis comprised four main steps:

- Locate interface with nature.
- Evaluate dependencies and impacts.
- Assess material risks and opportunities.
- Prepare to respond and report.

Taking into account our business activities and the interests of external stakeholders, we analyzed synthetic raw materials, natural leather, cotton, and recycled paper, covering upstream stages of the value chain. Leveraging both primary information and external data, we utilized tools such as ENCORE and the Materials Impact Explorer, as well as open data sources provided by the Natural History Museum, AQUEDUCT, and others.

Through the LEAP approach, we identified priority areas and subsequently assessed the impacts of ASICS business activities on biodiversity and dependencies on natural capital in those areas.

**Results**

Dependencies on water supply and physical risks associated with cotton cultivation (arid regions) were identified as significant. Deforestation linked to cattle farming, water and air pollution associated with cotton dyeing processes, and the manufacturing of synthetic raw materials were evaluated as impacts requiring close attention.

For cotton and natural leather, despite their relatively limited procurement volumes, we will continue to strengthen traceability and adopt measures including sourcing certified

materials and water-efficient dyeing technologies to address the risks identified in this assessment. We will focus on synthetic raw materials with the highest procurement volumes and continue to collaborate with stakeholders to ensure proper chemical management and waste disposal practices. In addition, we will implement measures such as inventory optimization, responsible use of raw materials, procurement of certified materials, and enhancement of product longevity.

Furthermore, since some regions were identified using secondary data in this assessment, we will work to enhance raw material traceability and consider setting more detailed targets, action plans, and timelines.

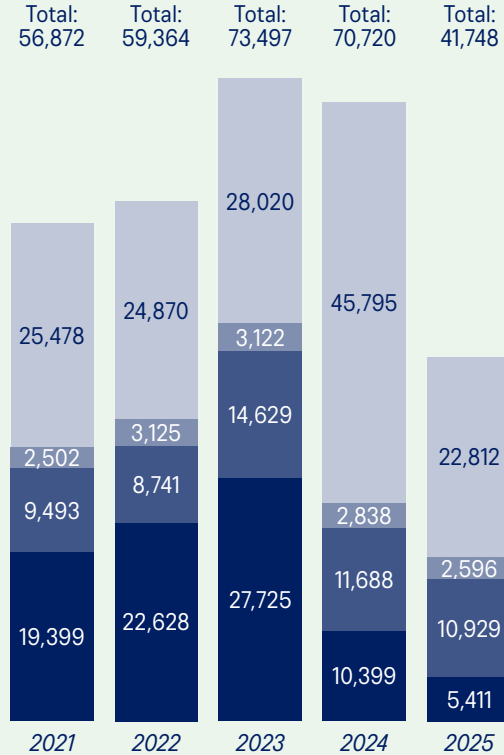
[Explore the results of our LEAP analysis →](#)

| Summary of the LEAP Analysis at ASICS |  |  |   |  |   |  |   |   |                           |                                   |
|---------------------------------------|--|--|---|--|---|--|---|---|---------------------------|-----------------------------------|
| Value Chain                           | VC Upstream<br>Raw material production |  |   | VC Upstream<br>Raw material processing   |   |  |   | VC Upstream<br>Product manu-<br>facturing factories           | Own<br>Operation          | VC Downstream<br>sales • disposal |
|                                       | <b>Scoping</b>                         | Raw materials × Process  | Synthetic raw materials × Primary foam production   | Natural leather × Cattle farming   | Cotton × Cotton cultivation   | Synthetic raw materials × Spinning and processing  | Cotton × Spinning and processing                              | Recycled paper × Recycled pulp production                     | Natural leather × Tanning | All raw materials                 |
|                                       | Procurement volume                     | Large  | Small   | Small  | Large   | Small  | Medium  | Small   |                           |                                   |
|                                       | Policy                                 | Analysis target  |   |  |   |  |   |   | Excluded from analysis    |                                   |
| <b>Locate</b>                         | Priority areas*                        | Thailand<br>Malaysia<br>Indonesia<br>Taiwan<br>Vietnam   | Brasil<br>USA   | Pakistan<br>Australia  | Indonesia<br>Taiwan<br>Vietnam<br>China   | Sri Lanka<br>Vietnam   | Vietnam   | Environmental impact below threshold during LWG certification | Excluded from analysis    |                                   |
| <b>Evaluate</b>                       | Dependency & Impact                    | (Impact)<br>Water pollution • Soil pollution   | (Dependency)<br>Deforestation   | (Dependency)<br>Water supply   | (Impact)<br>Water pollution • Soil pollution  | (Impact)<br>Water usage<br>Water pollution • Soil pollution  | No material dependencies or significant environmental impacts | Excluded from analysis  |                           |                                   |
| <b>Assess</b>                         | Transition & Physical risks            | (Transition)<br>Decline in ASICS's brand reputation leading to reduced sales   | (Transition)<br>Increased costs from fines, compliance requirements, and switching costs to compliant suppliers                                     | (Physical)<br>Increased raw material costs due to reduced cotton production caused by declining water supply           | (Transition)<br>Decline in ASICS's brand reputation leading to reduced sales  | (Transition)<br>Decline in ASICS's brand reputation leading to reduced sales   | Excluded from analysis  |   |                           |                                   |
|                                       | Opportunity                            | Reducing environmental impacts in areas surrounding primary manufacturing sites by switching to raw materials with lower nature-related impacts. | • Promoting initiatives to restore degraded ecosystems, leading to forest recovery and reduced penalty costs<br>• Reducing supplier switching costs | Ensuring sustainable sourcing of natural cotton through the use of certified materials with lower environmental impact | Reducing environmental impacts in areas surrounding spinning and processing factories by switching to raw materials with lower nature-related impacts | Reducing environmental impact around supplier spinning and finishing facilities by promoting nature-friendly practices | Excluded from analysis  |   |                           |                                   |

\*Based on secondary data; does not indicate use of raw materials from those countries.

### Water Volume Used in Our Operations (m³)

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



2025: 20 companies, 57 locations, covering 64% of operations (FTE basis).  
 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).



### Minimizing Our Water Footprint

Our impact on biodiversity also occurs through our water footprint, with the water discharge and pollution of water sources resulting from production having a negative environmental impact. We work to minimize this impact, in turn helping mitigate our impact on biodiversity.

In order to make progress, we measure, manage, and monitor the water input (mostly from municipal sources) and output of ASICS facilities through our data management system. We also understand that our impacts extend into the supply chain, and our approach therefore involves collaborating with stakeholders. We 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.

At all our locations, we encourage ASICS employees to conserve water, and we install water-efficient equipment to support this. In the production process, dyeing is one of the most water-intensive processes. We therefore adopt alternative technologies, such as the Solution Dyeing technique, to reduce water consumption.

### Sourcing More Preferred 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% preferred cotton for our products by 2025.

The adoption rate of preferred cotton reached 84.6%, which was below our 2025 target. The primary reason for this result is that, particularly in the apparel business, adoption did not progress in products independently planned, produced, and sold by regional sales companies. As indicated in the LEAP analysis, we will continue to promote understanding of the importance of adopting preferred cotton, particularly in regions facing identified challenges. We will also continue our efforts to improve the adoption rate and disclose progress annually. In addition, we recognize improving traceability as a key priority and will continue to advance initiatives aimed at its enhancement.

\*Better Cotton (BC), organic cotton (GOTS-certified), Fairtrade-certified cotton, recycled cotton (GRS-certified), Cotton Made in Africa (CmiA)-certified cotton, and U.S. Cotton Trust Protocol-certified cotton.

*“By visualizing our impacts and dependencies on nature, we adopt a strategic approach that protects the fields of play and integrates biodiversity into long-term value creation and innovation.”*

**– Shotaro Abe, Manager,  
Environmental Team,  
Sustainability Department**



# Quality of Products and Services

## Our Approach

We pursue the safety, quality, and functionality of our products and services to contribute to people's mental and physical well-being.

[Explore our approach in detail →](#)

## Guidelines and Standards to Ensure Safety and Quality

We have clarified the roles and responsibilities of each department across the value chain 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 in line with the latest laws and regulations in each country and our accumulated knowledge. These standards are consistently applied throughout our product development and production. We also conduct safety and quality reviews of all products in the development phase.



## 2025 Key Actions

- Continued to eliminate PFAS, resulting in 99.7% of products sold worldwide not intentionally containing PFAS (100% in the U.S. and fully compliant in other regulated regions).
- Established product compliance roles.

## 2026 Outlook

- From the 2028 spring and summer seasons onward, 100% of products sold worldwide do not intentionally contain PFAS.

Led by the Guidelines for Representations in Advertising Materials for Products and Services, we operate a system to review marketing and labelling communications to ensure that they are based on the truth and do not mislead consumers. We are committed to ensuring that environmental and social claims are accurate and not overstated, and that we do not misinform consumers about competitors' products. There were no incidents of non-compliance in 2025.

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.

## Careful Chemical Management

We are committed to 100% elimination of per- and polyfluoroalkyl substances (PFAS) in our products, in line with evolving laws and regulations. In 2025, 99.7% of products sold worldwide did not intentionally contain PFAS, close to our target of 100%. The remaining 0.3% of products represents limited essential uses where viable alternatives are not yet available, and all such products comply with applicable regulations in the markets where they are sold. We will complete the phase-out of intentionally added PFAS by the spring/summer 2028 season.

*"Safety and Quality: Our Non-Negotiable Source of Long-term Trust."*

– Aya Yoshimura, General Manager,  
Safety and Quality Assurance Department





We collaborate with industry and use the latest AFIRM RSL (Restricted Substances List issued by the Apparel and Footwear International RSL Management Group) every year to provide safe products that do not negatively impact people and the environment. We promote chemical management throughout the supply chain, ensuring that data is verified through supplier compliance certificates, supplier verification tests, and brand pick-up tests.

We also calculate and disclose the annual emissions of 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 adhesives since 2011 to reduce VOCs usage. In 2025, VOCs usage at our strategic factories was estimated

to be 3,937 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.

## Solving Safety Issues

We conduct a product safety and quality review in the development phase for all products. The percentage remains almost 100%.

In 2025, there was one voluntary product recall in Japan: shoelace eyelets could be removed easily, creating a potential risk of falling. Following the recall, we improved the procedure for fixing eyelets, updating the standard operating procedure

(SOP) to prevent recurrence. We learn from every issue and apply these insights to enhance the safety of future products.

## Addressing Product Challenges

In recent years, various product requirements that are mandatory for selling products in each market have increased beyond product safety and quality. Complying with these regulations is a big challenge for us. For example, the upcoming Digital Product Passport in the EU will require significant cost and effort to gather information from the supply chain and establish IT systems.

To tackle these challenges, we have established product compliance roles, including aspects other than safety and quality. Relevant internal teams collaborate across regions and functions to ensure compliance with these regulations.

## 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 three 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 for materials with controlled financial impact.<br>→ 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.<br>→ 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.<br>→ 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 | <b>Expansion of the consumer base</b><br>→ Increasing engagement of new consumer segments through active climate initiatives.  |
|               | <b>Creation of innovation through development and expansion of decarbonized products and services</b><br>→ Creating innovation through the pursuit of sustainability and functionality.<br>→ Developing products and materials with low CO <sub>2</sub> emissions. Identifying and formulating value creation (new business domains) with low CO <sub>2</sub> emissions. |
|               | <b>Rollout of products and services that respond to rising temperatures</b><br>→ Applying knowledge of ergonomic research and digitalization and offering solutions to allow sports to be enjoyed in comfort in any environment.   |
|               | <b>Utilization of sustainable finance</b><br>→ 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

ASICS saw solid progress in both performance and operations in 2025. This was also a year in which our corporate foundation was strengthened, with increased opportunities for external recognition.

I believe these results were achieved through the ambition and execution capabilities of each and every employee, as well as the support of many people both inside and outside the company, including our customers and business partners.

To strengthen our corporate foundation and support sustainable growth, we have continued to advance digital transformation initiatives while reinforcing the foundation for responsible business operations based on transparency and ethical integrity. Following the initial launch of our supply chain traceability system in 2024, we began further developing our approach in 2025, with the aim of gradually improving visibility across our supply chain. We are also working to build an integrated management ecosystem that connects supply chain mapping, responsible sourcing and product integrity over time. Through this ongoing work, we seek to strengthen our ability to manage risks responsibly and create greater value for our stakeholders.

Climate action is a critical priority for us. As we work towards our goal of achieving net-zero emissions by 2050, we began implementing a digital platform in 2025 to visualise and calculate our product carbon footprint (PCF), corporate carbon footprint (CCF), and Scope 1 and 2 emissions.

We firmly believe that reliable, high-quality data is indispensable for setting effective decarbonisation targets, managing progress and accelerating our climate initiatives.

We are also promoting consumer engagement through initiatives such as the expansion of The ASICS Running Eco System and programmes like “Run for Reforestation Challenge”. In particular, with regard to our running ecosystem, we have expanded our connection with runners by deploying race registration services globally and strengthening our foundation for further growth by welcoming race registration companies from Thailand and Spain into our group. Through our globally expanding race registration companies, we will deliver unique ASICS running experiences and continue to enhance the value of the ASICS brand experience.

As COO, I am genuinely excited about the opportunity to lead ASICS through its next growth stage in this rapidly changing environment.

With sustainability as our foundation, we will achieve accelerated business growth by elevating brand experience value and advancing digital transformation throughout our global supply chain. We remain steadfast in our commitment to sustainable and ethical business practices, safeguarding the environments in which sport thrives, and creating positive impact for people and communities around the world. This is ASICS’ unwavering commitment.

**Mitsuyuki Tominaga**  
President and COO,  
Representative Director



# Appendices

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## People Data Tables

### Own Workforce Data

| Number of permanent and temporary employees per region | 2023         | 2024         | 2025         |
|--|--------------|--------------|--------------|
| Japan  | 1,472        | 1,351        | 1,289        |
| North America region                                   | 1,314        | 1,206        | 1,149        |
| European region  | 1,556        | 1,584        | 1,744        |
| Greater China region                                   | 1,133        | 1,289        | 1,402        |
| Oceania region   | 274          | 308          | 388          |
| Southeast and South Asia region                        | 439          | 526          | 614          |
| Other areas  | 630          | 713          | 867          |
| Company-wide (shared), etc.                            | 2,109        | 2,010        | 2,002        |
| <b>Total</b>   | <b>8,927</b> | <b>8,987</b> | <b>9,445</b> |

| Gender pay gap   | 79.8% | 71.6% | 77.1% |
|--|-------|-------|-------|
| Indicating the ratio of female to male employee wages. |       |       |       |

| Employees with Disabilities    | 2.9% | 3.1% | 3.6% |
|--------------------------------|------|------|------|
| <i>ASICS headquarters only</i> |      |      |      |

### Supply Chain

| Training and factory audits        | 2023 | 2024  | 2025 |
|------------------------------------|------|-------|------|
| Number of participants in training | 90   | > 100 | 180  |
| Number of factory audits conducted | 71   | 87    | 106  |

## Planet Data Tables

### Scope 1 Emissions

| CO <sub>2</sub> emissions (tons) | 2023         | 2024         | 2025         |
|----------------------------------|--------------|--------------|--------------|
| Offices                          | 1,669        | 1,802        | 1,389        |
| Distribution centers             | 765          | 797          | 712          |
| Factories                        | 286          | 316          | 297          |
| Retail stores                    | 396          | 346          | 397          |
| <b>Total Scope 1</b>             | <b>3,116</b> | <b>3,262</b> | <b>2,795</b> |

### Scope 3 Emissions

| CO <sub>2</sub> emissions (tons)              | 2023           | 2024           | 2025           |       |         |       |
|---|----------------|----------------|----------------|-------|---------|-------|
| 1. Purchased goods and services               | 596,452        | 82.8%          | 651,189        | 83.9% | 729,784 | 82.3% |
| 2. Capital goods                              | 18,452         | 2.6%           | 14,651         | 1.9%  | 33,016  | 3.7%  |
| 3. Fuel-and-energy related activities         | 894            | 0.1%           | 820            | 0.1%  | 676     | 0.1%  |
| 4. Upstream transportation and distribution   | 48,433         | 6.7%           | 46,928         | 6.0%  | 66,536  | 7.5%  |
| 5. Waste generated in operations              | 31             | 0.0%           | 46             | 0.0%  | 85      | 0.0%  |
| 6. Business travel                            | 4,465          | 0.6%           | 5,382          | 0.7%  | 5,563   | 0.6%  |
| 7. Employee commuting                         | 416            | 0.06%          | 452            | 0.1%  | 423     | 0.0%  |
| 8. Upstream leased assets                     | -              | -              | -              | -     | -       | -     |
| 9. Downstream transportation and distribution | 6,531          | 0.9%           | 7,396          | 1.0%  | 7,905   | 0.9%  |
| 10. Processing of sold products               | -              | -              | -              | -     | -       | -     |
| 11. Use of sold products                      | 16,275         | 2.3%           | 17,050         | 2.2%  | 9,485   | 1.1%  |
| 12. End-of-life treatment of sold products    | 28,465         | 4.0%           | 32,102         | 4.1%  | 33,766  | 3.8%  |
| 13. Downstream leased assets                  | -              | -              | -              | -     | -       | -     |
| 14. Franchises                                | -              | -              | -              | -     | -       | -     |
| 15. Investments                               | -              | -              | -              | -     | -       | -     |
| <b>Total Scope 3</b>                          | <b>720,414</b> | <b>776,017</b> | <b>887,238</b> |       |         |       |
| <b>Total Scope 1, 2, 3 emissions</b>          | <b>741,619</b> | <b>793,582</b> | <b>904,267</b> |       |         |       |

\* 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.

### Scope 2 Emissions (Market-Based)

| CO <sub>2</sub> emissions (tons) | 2023          | 2024          | 2025          |
|----------------------------------|---------------|---------------|---------------|
| Offices                          | 1,664         | 925           | 1,127         |
| Distribution centers             | 2,163         | 1,731         | 1,743         |
| Factories                        | 624           | 631           | 182           |
| Retail stores                    | 13,638        | 11,017        | 11,181        |
| <b>Total Scope 2</b>             | <b>18,089</b> | <b>14,304</b> | <b>14,233</b> |
| <b>Total Scope 1 and 2</b>       | <b>21,205</b> | <b>17,565</b> | <b>17,029</b> |

### Emission Intensity (Scope 1 & 2)

| Scope 1 and 2 emission intensity (per million yen of sales) (t-CO <sub>2</sub> ) |       |       |
|--|-------|-------|
| 2023   | 2024  | 2025  |
| 0.037  | 0.026 | 0.021 |

## About Our Reporting Practices

This ASICS Sustainability Report 2025 outlines our sustainability vision, strategy, targets, and activities across our material topics, structured according to the results of our double materiality analysis.

This report is part of our ongoing reporting and reflects our sustainability performance in 2025. Our 2025 Sustainability

Report is released on 30 June 2026. This report covers ASICS and its consolidated subsidiaries, and it discloses results and activities for the calendar year from January 1 to December 31, 2025. 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 stakeholders' feedback is important input to our strategy and sustainability efforts, and we welcome feedback on these efforts and this report.





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*sound mind, sound body*

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