

ASICS 2025 Sustainability Report GRI Content Index

GRI indicator	Description	Location in the report
GENERAL DISCLOSURES		
Organizational profile and reporting practices		
GRI 2-1 Organizational details	Legal name, ownership, location of the head office, countries of operation.	Legal name & location of head office: End page Countries of operation: page 60 (people data tables) Information about our ownership structure and more detail on our subsidiaries countries of operations can be found on our website .
GRI 2-2 Entities included in the organization's sustainability reporting	List of entities included.	See the list of entities mentioned on our website .
GRI 2-3 Information about the report and contact details	Reporting period, frequency of reporting and contact point for questions about the report and reported information.	60 & end page
GRI 2-4 Restatements of information	Any corrections with their reason (e.g., error or different method of calculation)	1. Female Management Ratio in 2024 (pages 5, 14) Revision due to reporting period adjustment. The reporting period has been changed to January 1, 2024 – December 31, 2024. 2. Waste Volume (Metric Tons) for 2023 and 2024 (page 51) Correction of aggregation errors. The figures have been recalculated and revised.
GRI 2-5 External assurance		62

GRI indicator	Description	Location in the report										
Activities and workers												
GRI 2-6 Activities, value chain and other business relationships	Overview of the value chain, products and services and other business relationships.	8, 12 Other business relationships are mentioned throughout the report.										
GRI 2-7 Employees	Number of employees, with breakdown by gender Number of permanent and temporary, fulltime and parttime employees Used methodology (FTE or headcount) and most significant fluctuations	60 <table border="1"> <thead> <tr> <th>Employment by gender*</th> <th>Men</th> <th>Women</th> <th>Total</th> <th>Female ratio</th> </tr> </thead> <tbody> <tr> <td>Employees</td> <td>607</td> <td>381</td> <td>988</td> <td>38.6%</td> </tr> </tbody> </table> <i>* Data for ASICS headquarters.</i>	Employment by gender*	Men	Women	Total	Female ratio	Employees	607	381	988	38.6%
Employment by gender*	Men	Women	Total	Female ratio								
Employees	607	381	988	38.6%								
GRI 2-8 Workers who are not employed		Not applicable.										
Governance												
GRI 2-9 Governance structure and composition	Governance structure, including committees, composition and length of terms	10 More information here .										
GRI 2-10 Nomination and selection of the highest governance body	Nomination process and selection criteria	More information here .										
GRI 2-11 Chair of the highest governance body		10 More information here .										
GRI 2-12 Role of the highest governance body in overseeing the management of impacts	Role in formulating and overseeing the organisation's goals and strategy related to sustainable development	10										
GRI 2-13 Delegation of responsibility for managing impacts	Appointed senior executives and process and frequency of their reporting	10										
GRI 2-14 Role of the highest governance body in sustainability reporting	Whether the highest governance body is responsible for reviewing and approving the reported information	10										
GRI 2-15 Conflicts of interest	How these are prevented or mitigated	More information here .										
GRI 2-16 Communication of critical concerns	Number and nature of concerns, and how these concerns are communicated to the highest governance body	10 <table border="1"> <thead> <tr> <th>Number of concerns raised</th> <th>Cases</th> </tr> </thead> <tbody> <tr> <td>2025</td> <td>95</td> </tr> <tr> <td>2024</td> <td>70</td> </tr> <tr> <td>2023</td> <td>69</td> </tr> <tr> <td>2022</td> <td>49</td> </tr> </tbody> </table>	Number of concerns raised	Cases	2025	95	2024	70	2023	69	2022	49
Number of concerns raised	Cases											
2025	95											
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2023	69											
2022	49											
GRI 2-17 Collective knowledge of the highest governance body	Measures taken to advance collective knowledge on sustainable development	More information here .										

GRI indicator	Description	Location in the report
GRI 2-18 Evaluation of the performance of the highest governance body	Describing the process and actions taken in response	More information here .
GRI 2-19 Remuneration policies		More information here .
GRI 2-20 Process to determine remuneration		More information here .
GRI 2-21 Annual total compensation ratio	Highest paid individual compared to the median annual compensation, percentage of increase, if any	Details of compensation are available on the ASICS website .
Strategy, policies and practices		
GRI 2-22 Statement on sustainable development strategy	Statement from the highest governance body or senior executive on the relevance of such a strategy	3
GRI 2-23 Policy commitments	Commitments to sustainability policies and how these commitments are communicated to employees, clients, suppliers and others	7, 9
GRI 2-24 Embedding policy commitments	How commitments are integrated into organizational strategies and procedures, allocation of responsibilities	7, 9, 10, 25
GRI 2-25 Processes to remediate negative impacts	Approach to identify and address grievances	24-30
GRI 2-26 Mechanisms for seeking advice and raising concerns	How to seek advice and raise concerns about wrongdoing and breaches in the law in the organization's operations or business relationships	10, 29
GRI 2-27 Compliance with laws and regulations	Number of significant instances of non-compliance	26, 55
GRI 2-28 Membership of associations	Industry associations and other memberships	27, 30
GRI 2-29 Approach to stakeholder engagement		11, 12, 25
GRI 2-30 Collective bargaining agreements	Percentage of employees covered by these agreements	At ASICS headquarters and ASICS Japan Corporation, 100% of employees eligible to join labor unions are covered by collective bargaining agreements as of the end of December 2025.
MATERIALITY		
GRI 3-1 Process to determine material topics	Process to identify and prioritize material topics, experts and stakeholders that were consulted	11
GRI 3-2 List of material topics	Presenting the list, including changes compared to the previous reporting period	11
GRI 3-3 Management of material topics	Actual and potential impacts, through own operations or business relationships, actions taken to manage these impacts	13, 14 Information on the management of material topics is provided throughout the report.

GRI indicator	Description	Location in the report																																																																																
MATERIAL TOPICS																																																																																		
<i>Social topics</i>																																																																																		
→ Mental and physical well-being																																																																																		
GRI 413 Local communities	Operations with local community engagement, impact assessments and development programs	17-22, 43																																																																																
→ Quality of products and services																																																																																		
GRI 416 Customer health and safety	Assessment of the health and safety impacts of products and services Incidents of non-compliance concerning the health and safety impacts of products and services	55-56 In 2025, there was one voluntary product recall in Japan: shoelace eyelets could be removed easily, creating a potential risk of falling.																																																																																
GRI 417 Marketing and labelling	Requirements for product and service information and labeling Incidents of non-compliance concerning marketing communications, product and service information and labeling.	56 There were no incidents of non-compliance in 2025.																																																																																
→ Diversity, equity and inclusion																																																																																		
GRI 401 Employment	New employee hires and employee turnover Benefits provided, such as parental leave and retirement provisions	31-33 <table border="1"> <thead> <tr> <th>Number of new hires*</th> <th>Men</th> <th>Women</th> <th>Total</th> <th>Female ratio</th> </tr> </thead> <tbody> <tr> <td>New graduate recruitment</td> <td>18</td> <td>13</td> <td>31</td> <td>41.9%</td> </tr> <tr> <td>Career recruitment</td> <td>42</td> <td>18</td> <td>60</td> <td>30.0%</td> </tr> <tr> <td>Total</td> <td>60</td> <td>31</td> <td>91</td> <td>34.1%</td> </tr> <tr> <td colspan="5">* Data for ASICS headquarters (AHQ).</td> </tr> <tr> <th>Employee turnover</th> <th>Men</th> <th>Women</th> <th colspan="2">Total</th> </tr> <tr> <td>Employee turnover by gender</td> <td>73.2%</td> <td>26.8%</td> <td colspan="2">4.4%</td> </tr> <tr> <td></td> <th>Non Manager</th> <th>Manager</th> <td colspan="2"></td> </tr> <tr> <td>Employee turnover by management level</td> <td>29.3%</td> <td>70.7%</td> <td colspan="2"></td> </tr> <tr> <td colspan="5">* Data for ASICS headquarters (AHQ).</td> </tr> <tr> <th colspan="5">Employee turnover by age group</th> </tr> <tr> <td></td> <td></td> <td></td> <td>20-30</td> <td>9.8%</td> </tr> <tr> <td></td> <td></td> <td></td> <td>30-40</td> <td>29.3%</td> </tr> <tr> <td></td> <td></td> <td></td> <td>40-50</td> <td>36.6%</td> </tr> <tr> <td></td> <td></td> <td></td> <td>50-60</td> <td>24.4%</td> </tr> <tr> <td colspan="5">* Data for ASICS headquarters (AHQ).</td> </tr> </tbody> </table>	Number of new hires*	Men	Women	Total	Female ratio	New graduate recruitment	18	13	31	41.9%	Career recruitment	42	18	60	30.0%	Total	60	31	91	34.1%	* Data for ASICS headquarters (AHQ).					Employee turnover	Men	Women	Total		Employee turnover by gender	73.2%	26.8%	4.4%			Non Manager	Manager			Employee turnover by management level	29.3%	70.7%			* Data for ASICS headquarters (AHQ).					Employee turnover by age group								20-30	9.8%				30-40	29.3%				40-50	36.6%				50-60	24.4%	* Data for ASICS headquarters (AHQ).				
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GRI 403 Occupational health and safety	Occupation health and safety management system, incl. prevention, mitigation and worker training. Work-related injuries and ill health rates	23 Lost Time Injury Frequency Rate (LTIFR) 0% Number of Fatalities from Work-Related Accidents: 0 More information here .																																																																																

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GRI 404 Training and education	Programs for upgrading employee skills and transition assistance programs Percentage of employees receiving regular performance and career development reviews	32, 33																																																																								
GRI 405 Diversity and equal opportunity	Diversity of governance bodies and employees Remuneration of women compared to men	31-33, 60																																																																								
Workforce Breakdown: Race / Ethnicity & Nationality																																																																										
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GRI 406 Non-discrimination	Incidents of discrimination and corrective actions taken	33 More information here and here .																																																																								
→ Human rights and transparency in the supply chain																																																																										
GRI 407 Freedom of association and collective bargaining	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	More information here .																																																																								
GRI 408 Child labour	Operations and suppliers at significant risk for incidents of child labor	More information here .																																																																								

GRI indicator	Description	Location in the report
GRI 409 Forced or compulsory labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	24-30 More information here .
GRI 414 Supplier social assessment	Negative social impacts in the supply chain and actions taken	24-30 More information here .
Environmental topics		
→ Climate action		
GRI 302 Energy	Energy consumption within and outside the organization, energy intensity and reduction of energy consumption	36, 37, 39, 41, 60
GRI 305 Emissions	Scope 1-2-3 GHG emissions, GHG emission intensity ratio and reduction of GHG emissions	35-40, 60
→ Circularity		
GRI 301 Materials	Materials used by weight or volume Recycled input materials used Reclaimed products and their packaging materials	46-50
GRI 306 Waste	Quantity and type of waste generated (own activities and up-stream and down-stream), actions to prevent waste, and waste diverted from and directed to disposal	51
GRI 308 Supplier environmental assessment	Negative environmental impacts in the supply chain and actions taken	41
→ Biodiversity and water management		
GRI 303 Water and effluents	Water withdrawal, consumption and water discharge	52-54
GRI 304 Biodiversity	Location of operation in protected and non-protected areas of high biodiversity value. Impacts on biodiversity. Restored and protected habitats, incl. species	52-54 More information here .
Economic topics		
→ Innovation		
GRI 301 Materials	Materials used by weight or volume Recycled input materials used Reclaimed products and their packaging materials	46-51