

# ASICS Well-being Report 2025

For more details on ASICS Well-being, please see our website.

<https://corp.asics.com/jp/csr/wellbeing>

Released on December 2025



## AWARDS



### 2025 Certified Health & Productivity Management Outstanding Organizations

ASICS is a 2025 Certified Health & Productivity Management Outstanding Organization



### Sports Yell Company 2025 (Silver)

Japan Sports Agency certified as a Sports Yell Company. Having received this recognition for eight consecutive years, we hold the Silver designation."

**To ensure a state of “Well-being”  
(state of good physical, mental, and social health)  
for all employees and their families through activities that promote health.**

## MESSAGE



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

Since our founding, ASICS has followed the philosophy of ‘Anima Sana In Corpore Sano’—a Sound Mind in a Sound Body—and considers the health of each employee as fundamental to our corporate activities. We aim to support the well-being of employees and their families by implementing ongoing and strategic health promotion initiatives.

Health management is a key business priority, directly contributing to employee performance, organizational engagement, and sustainable corporate growth. I personally recognize the importance of maintaining physical and mental balance through regular exercise and self-care in my daily work.

We believe that when employees take ownership of their health, it embodies the ASICS philosophy of ‘Sound Mind, Sound Body’. In FY2024, we strengthened initiatives to meet diverse needs, including improving health literacy, supporting cancer patients in the workplace, promoting women’s health, and integrating DE&I perspectives into our health programs. We have also advanced the use of data health tools to visualize employee health conditions and provide scientifically grounded support.

Going forward, through our health management initiatives, we aim to create “a company where employees can thrive globally” and work in an environment that allows everyone to be their authentic selves.

Managing Executive Officer and CAO  
**Takeshi Horikomi**

The importance of “human capital” in enhancing corporate value has been growing year by year. In January 2025, we established the Well-being Promotion Department to further strengthen our efforts to improve employee well-being. Under this new structure, we are implementing a variety of initiatives to support employee career development and to advance DE&I and engagement.

Among these priorities, we believe that the physical and mental health of our employees forms the foundation of everything we do. Beyond traditional employee benefits, ASICS aims to practice strategic



health management that supports both the well-being of each individual and the company’s sustainable growth. In particular, we place strong emphasis on improving the well-being of employees and their families, and on fostering a corporate culture that embraces diverse values and ways of working. We are confident that these efforts not only lead to higher productivity but also help attract and retain talented people, ultimately contributing to long-term corporate value.

Going forward, led by the Well-being Promotion Department and in close collaboration with each division, we will continue to build an environment where every employee can fully realize their potential.

# POSITIONING

## Positioning Within the Mid-Term Management Plan

[ Overview of Mid-Term Plan 2026 ]

# Sound Mind, Sound Body

**VISION 2030**

Creating a world in which we can all live healthfully both mentally and physically, maintaining involvement with exercise and sports over our entire lifetime

**Management Direction**

Transformation to a Global Integrated Enterprise

**Strategic Priorities**

Global Growth

Enhancement of Brand Experience Value

Operational Excellence

Reinforcement of Business Foundation

Digital

Sustainability

**Human Capital**

Finance

Governance

### Reinforcement of Business Foundation : Investment in Human Capital

Establishment of an environment where talented individuals with diverse backgrounds can fully utilize their abilities

#### Realization of "Sound Mind, Sound Body" by employees

Achieve the industry's highest level compensation system

**Achieve a highly engaged workplace by promoting employee well-being**

Provide diverse working styles and growth opportunities utilizing digital technology

**Utilization of human resources globally and dynamically**

**Promotion of Diversity, Equity and Inclusion (DE&I)**

## Five Priority Health Promotion Initiatives

**POLICY**

Improve and define each employee's health literacy

Expand health management and promotion system

Support improvement of health literacy

Support improvement of lifestyle habits

Strengthen mental health support

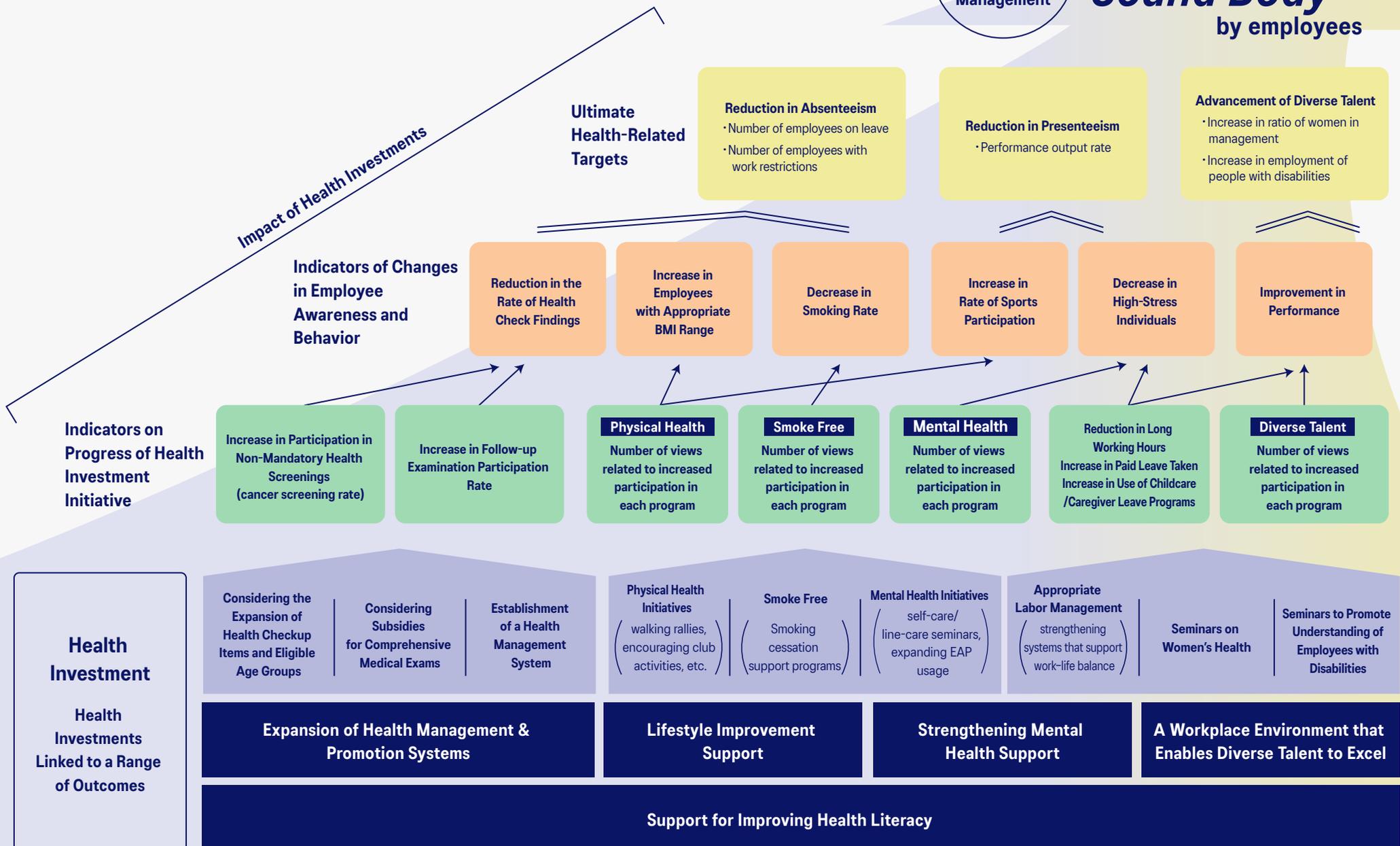
Creating a Working Environment Where Diverse Talent Can Thrive

# STRATEGY MAP

## Health Management Strategy Map

Management Issues Addressed Through Health Management

Realization of **"Sound Mind, Sound Body"** by employees



# INDICATOR

## Toward Realization of "Sound Mind, Sound Body" by employees

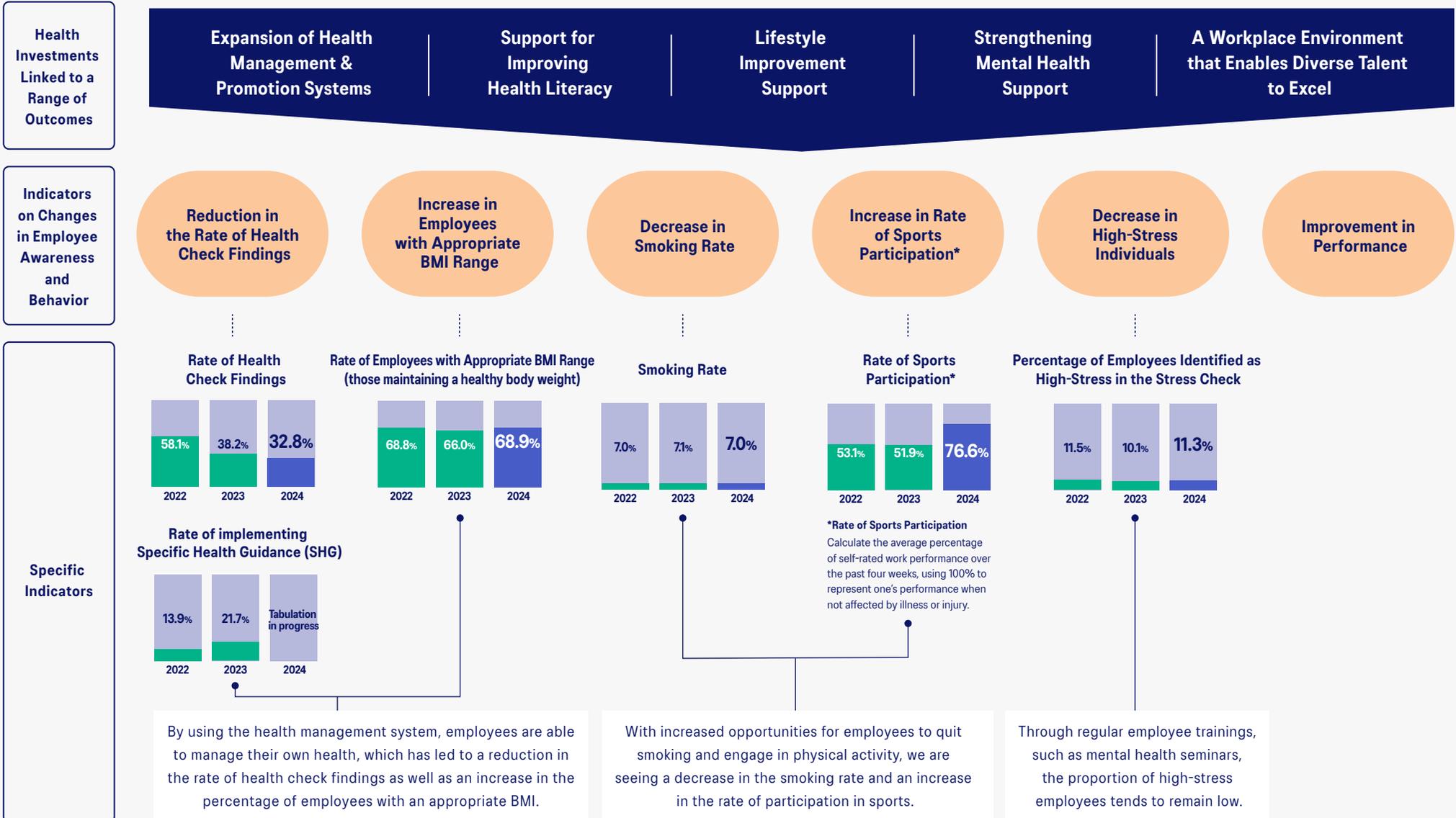
### Health Investment Effectiveness Final Health-Related Target Indicators



# INDICATOR

## Toward Realization of "Sound Mind, Sound Body" by employees

Health Investment Effectiveness Indicators on Changes in Employee Awareness and Behavior

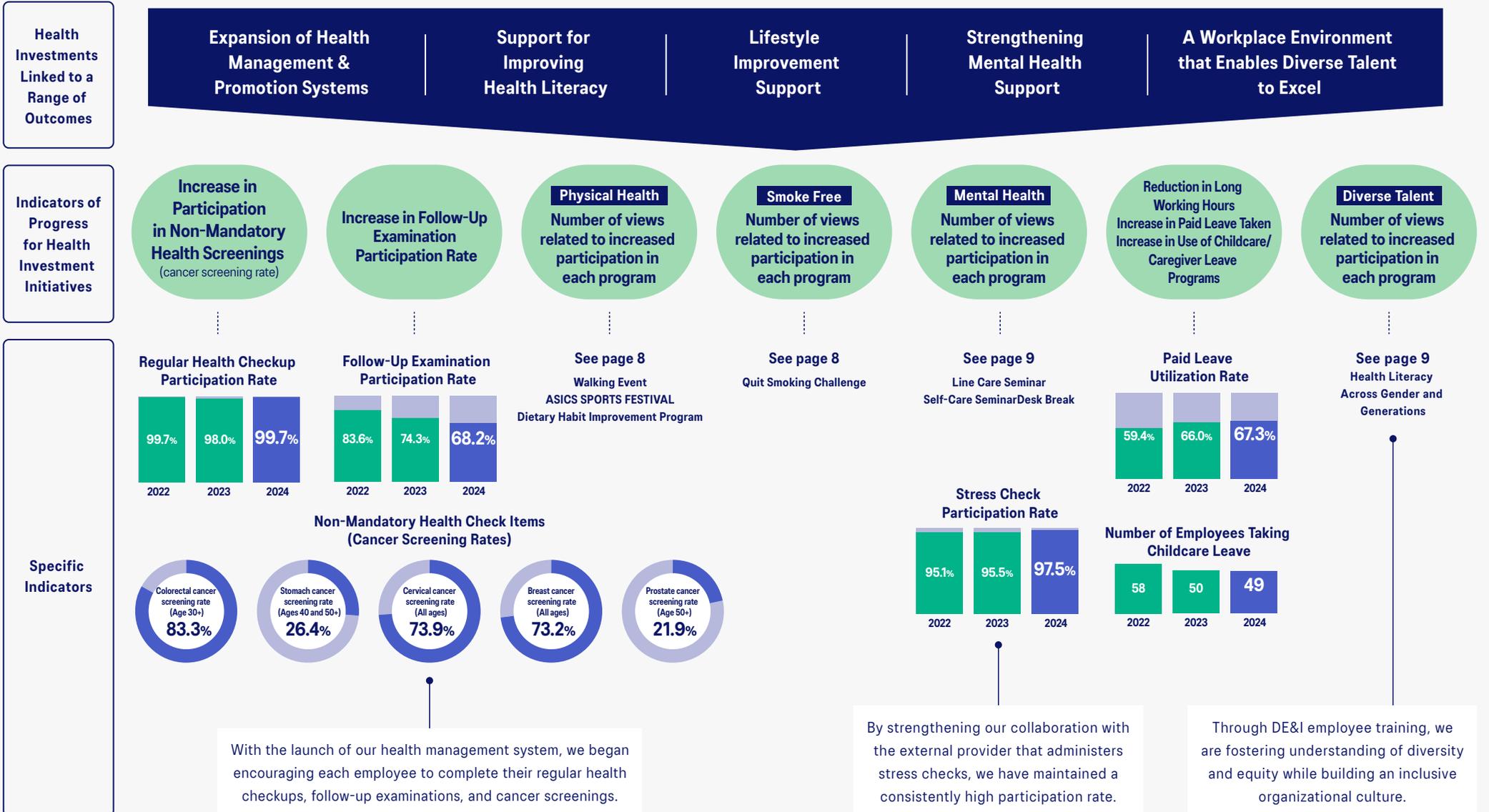


# INDICATOR

## Toward Realization of "Sound Mind, Sound Body" by employees

### Health Investment Effectiveness Indicators on the Implementation Status of Health Investment Initiative

Details on each health investment initiative are provided on page 8-9.



Specific Indicators

**Increase in Participation in Non-Mandatory Health Screenings**  
(cancer screening rate)

**Increase in Follow-Up Examination Participation Rate**

**Physical Health**  
Number of views related to increased participation in each program

**Smoke Free**  
Number of views related to increased participation in each program

**Mental Health**  
Number of views related to increased participation in each program

**Reduction in Long Working Hours**  
Increase in Paid Leave Taken  
Increase in Use of Childcare/Caregiver Leave Programs

**Diverse Talent**  
Number of views related to increased participation in each program

**Regular Health Checkup Participation Rate**

Year	Rate
2022	99.7%
2023	98.0%
2024	99.7%

**Follow-Up Examination Participation Rate**

Year	Rate
2022	83.6%
2023	74.3%
2024	68.2%

See page 8  
Walking Event  
ASICS SPORTS FESTIVAL  
Dietary Habit Improvement Program

See page 8  
Quit Smoking Challenge

See page 9  
Line Care Seminar  
Self-Care Seminar  
Desk Break

**Paid Leave Utilization Rate**

Year	Rate
2022	59.4%
2023	66.0%
2024	67.3%

**Non-Mandatory Health Check Items (Cancer Screening Rates)**

Item	Rate
Colorectal cancer screening rate (Age 30+)	83.3%
Stomach cancer screening rate (Ages 40 and 50+)	26.4%
Cervical cancer screening rate (All ages)	73.9%
Breast cancer screening rate (All ages)	73.2%
Prostate cancer screening rate (Age 50+)	21.9%

**Stress Check Participation Rate**

Year	Rate
2022	95.1%
2023	95.5%
2024	97.5%

**Number of Employees Taking Childcare Leave**

Year	Count
2022	58
2023	50
2024	49

With the launch of our health management system, we began encouraging each employee to complete their regular health checkups, follow-up examinations, and cancer screenings.

By strengthening our collaboration with the external provider that administers stress checks, we have maintained a consistently high participation rate.

Through DE&I employee training, we are fostering understanding of diversity and equity while building an inclusive organizational culture.

# MAJOR INITIATIVES

## Toward Realization of "Sound Mind, Sound Body" by employees

Health Investments Linked to a Range of Outcomes – FY2024 initiatives

Health investments that contribute to various positive outcomes

### Support for Improving Health Literacy

Expansion of Health Management & Promotion Systems

Lifestyle Improvement Support

Strengthening Mental Health Support

A workplace environment where diverse talent can thrive lifestyle improvement support

### Health Management System

We centralized data using a health management system, creating an environment where the entire process—from participation in health checkups to result management—can be fully monitored.

#### Impact Evaluation

By centralizing health checkup management, we can follow up with employees who have not yet undergone checkups, ensure thorough follow-up for those with findings, and track overall health trends across the company.

Registration Rate  
**99.9%**



健康投資施策におけるPDCAサイクルの強化

- 本受診者への動員対応
- 有所見への抜かりないフォローアップ

項目	計画	実行	評価	改善
健康診断	2024年5月1日(水)～5月2日(木)	2024年5月1日(水)～5月2日(木)	2024年5月1日(水)～5月2日(木)	2024年5月1日(水)～5月2日(木)
健康相談	2024年5月1日(水)～5月2日(木)	2024年5月1日(水)～5月2日(木)	2024年5月1日(水)～5月2日(木)	2024年5月1日(水)～5月2日(木)

従業員のヘルスリテラシーの向上

- 管理者～従業員の双方向の活用
- 従業員の二次健診実施報告

### Walking Event

We held a walking event across all domestic group companies. Using an app, participants aimed for 8,000 steps per day, and recognition was given based on achievement rates and year-over-year improvement.

#### Impact Evaluation

The survey showed that the initiative helped raise health awareness, boost motivation for walking, and promote communication within teams.



### Healthy Eating Improvement Program

We held seminars on incorporating the method into everyday meals and offered an intensive two-month program for those who wished to participate. In addition, the company cafeteria provided menus based on the method.

#### Impact Evaluation

We promoted understanding of the method through in-person seminars and video content, while also offering method-based menu options in the employee cafeteria during the same period to encourage behavior change. In the intensive program, all participants successfully achieved weight loss using the method.



Participants  
**293**



### ASICS SPORTS FESTIVAL

To celebrate ASICS' 75th anniversary, we held sports events in the Kansai and Kanto regions, with around 1,700 domestic group employees participating. Activities included relay races, large ball challenges, and quizzes.

#### Impact Evaluation

It became an opportunity for employees to rediscover the joy of being active, while also deepening their connections and fostering a greater sense of unity. It also allowed us to personally embody our brand slogan, "Sound Mind, Sound Body."



### Quit Smoking Challenge

We encouraged smokers to take part in the health insurance association's smoking-cessation support program, and employees who were motivated to quit joined the initiative. Medical staff then followed up on their progress, and their success stories were shared on the internal bulletin board.

#### Impact Evaluation

By sharing the success stories of employees who quit smoking during the program on the internal bulletin board, others were able to learn from the experiences of colleagues close to them. This helped strengthen their sense of self-efficacy and motivation to quit smoking, while also making the company's support system more visible and encouraging greater participation in the quit-smoking challenge.



# MAJOR INITIATIVES

## Toward Realization of "Sound Mind, Sound Body" by employees

Health Investments Linked to a Range of Outcomes – 2024 Initiatives



### Line-Care Seminar

In 2024, we held a seminar on the theme of "Listen, See, Connect" as a way for managers and supervisors to care for their subordinates in the workplace. The goal was to promote teamwork and team building, thereby maintaining and improving the health of subordinates.

#### Impact Evaluation

According to the survey results, more than 90% of managers said they could apply what they learned to their future work. Introducing a comprehension test also provided an objective assessment, leading to improved line-care skills.



### Self-Care Seminars

In 2024, we held a seminar themed 'Understanding, Recognizing, and Managing Stress', incorporating perspectives on teamwork and team building.



#### Impact Evaluation

The survey results showed an improved understanding of key points essential for team building. It also revealed strong interest in topics such as sleep and anger management.



### Desk Break

This initiative encourages employees to step away from their desks for 15 minutes to counteract the physical and mental impacts of prolonged sitting during desk work.

#### Impact Evaluation

In the survey results, many employees reported positive effects such as feeling more relaxed and experiencing reduced stress, which in turn improved their concentration and productivity afterward.



### Health literacy across gender and generations

From a diversity perspective, a practicing physician provided explanations to all employees across our domestic group companies on differences in lifestyle habits and health risks between genders and generations, presenting this knowledge as essential for everyone—regardless of gender.

#### Impact Evaluation

By learning not only about our own health but also about differences in health risks across gender and age groups, we were able to improve our overall health literacy. Gaining a deeper understanding of the health of our colleagues has also helped us move toward creating a more supportive and comfortable workplace environment.



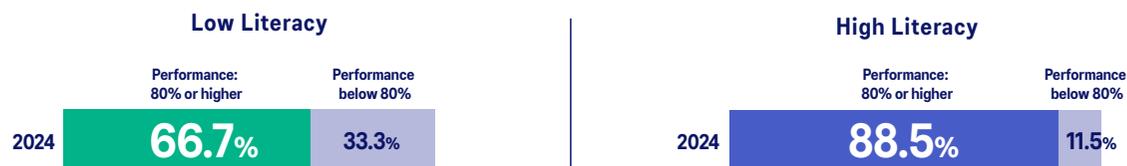
# HEALTH LITERACY

## Analysis results from the ASICS Well-being Survey

Based on the results of the 2024 ASICS Well-being Survey conducted in November 2024 with 990 ASICS Corporation employees. Response rate: 66.5% in 2023, 77.4% in 2024 Note: From FY2024, response rates are calculated excluding non-respondents from the denominator.

### Health Literacy × Performance Level

The data shows that employees with high health literacy (“high-literacy employees”) demonstrate higher performance.

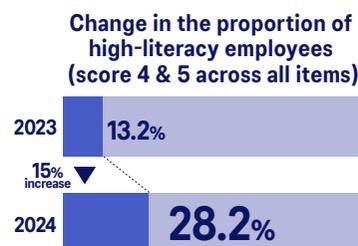


### Health Literacy Assessment

Unit: %

	1		2		3		4		5		4+5	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Information-gathering skills	0.1	0.5	1.4	1.6	14.3	22.5	34.3	50.4	16.5	25.0	50.8	75.4
Information-filtering skills	0.5	0.6	4.3	7.3	23.3	31.6	29.1	45.0	9.2	15.5	38.3	60.5
Information-communication skills	1.7	1.1	11.2	12.0	30.9	43.9	17.1	32.5	5.6	10.5	22.7	43.0
Decision-making skills	2.1	1.8	11.0	12.6	29.5	43.4	19.9	34.6	4.1	7.6	24.0	42.3
Self-determination skills	0.8	0.5	8.9	9.8	27.1	36.1	24.2	42.6	5.5	11.0	29.7	53.6

Looking at each component of health literacy, we see that the “information-gathering” category is strong, with 75.4% of employees falling into the high-literacy range. However, the “information-sharing” category is lower at 43.0%, indicating that fewer employees are actively communicating accurate health information to others.



For each item, employees rated themselves on a five-point scale (1 = strongly disagree to 5 = strongly agree). Those who selected 4 or 5 were classified as having high literacy.

# FEEDBACK

## Comments from External Experts

This year, I traveled to Abu Dhabi to attend the International Union for Health Promotion and Education (IUHPE) conference. One of the key topics discussed was the concept of “health-literate” organizations—workplaces, companies, and schools designed in a way that naturally supports healthier behaviors. As in previous years, I worked closely with the health promotion team to produce a video on our smoke-free initiatives. Awareness within the ASICS Group of our strict no-smoking policy—complete smoking bans on all premises and no smoking during working hours—has reached an impressive 93%. Building on that strong recognition, we incorporated information on third-hand smoke to further advance our efforts toward eliminating second-hand smoke entirely.

According to the ASICS Well-being Survey, about 70% of employees maintain regular exercise habits—significantly higher than the national average of 52%. We also prioritize women’s health, and our cervical and breast cancer screening rates remain high at around 80%. Employee health literacy continues to steadily improve as well. Higher health literacy is associated with many benefits, including healthier lifestyle habits, prevention of lifestyle-related diseases, fewer workplace accidents, and higher productivity.

This year, we also offered on-site lectures on health management and health literacy, followed by roundtable discussions where we listened to employees’ experiences and approaches to maintaining their health.



Moving forward, I hope to continue creating opportunities for direct dialogue with employees and to contribute to improving health literacy at both the individual and organizational levels.

Project Professor, Juntendo University Graduate School of Medicine  
**Hiroshi Fukuda**

