



sound mind, sound body

ASICS *Well-Being Report* **2026**



Message

ASICS Health Management Creed

To ensure a state of well-being for all employees and their families through activities that promote health.

Mitsuyuki Tominaga President and COO, Representative Director

ASICS aims to ensure the well-being of all our employees and their families under our founding philosophy of “Anima Sana In Corpore Sano” (a Sound Mind in a Sound Body). We have positioned health management as a management priority. Through our efforts in this area, we are strategically implementing health promotion measures while also enhancing employee performance and strengthening organizational engagement, thereby driving sustainable corporate growth.

Environments where diverse human resources can transcend differences in nationality, region, and culture to perform sustainably are essential to achieving our goal of becoming a Global Integrated Enterprise (GIE). Well-being is an important foundation supporting a GIE. By ensuring physical and mental health, DE&I, and career support, we are building workplace environments that enable each individual to demonstrate their full capabilities and grow.

We have developed various initiatives that combine the use of digital tools with both online and offline activities to make sure that employees working in remote regions and locations feel connected to their colleagues. I am also creating opportunities for employees to speak to me directly so that I can hear the views of frontline workers. This initiative is fostering the mutual understanding and cooperation that is helping to build a vibrant and collaborative organization. I believe that promoting health management is key to realizing workplace environments where all employees can work healthily and happily.

The year 2026 is the final year of Mid-Term Plan 2026. Over the plan's three years, we have advanced important initiatives that have embedded health management into our management foundation under the principle that people are the source of ASICS' corporate value creation. We will continue to build on this foundation with the aim of realizing sustainable corporate growth by creating work environments where each individual can demonstrate their full capabilities with health serving as a driver of corporate value creation.



Takeshi Horikomi Managing Executive Officer and CAO

We have positioned the enhancement of health literacy as an important theme of our well-being promotion efforts. This means ensuring each employee correctly understands health information and can work to improve their own health.

As our business expands and global growth accelerates, there is an increasing need to build environments where employees can work while maintaining good physical and mental health. We have positioned mental health as a particularly important issue and in addition to strengthening preventative initiatives focused on self-care and mental health support by line managers, we are also developing measures that focus on sleep as the foundation of physical and mental health. In FY2025, we implemented various health initiatives, including a sleep program, and provided employees with ample opportunities to learn about health and make changes to their behaviors. We also established systems that support the balancing of work with childcare, nursing care, and medical treatment needs so employees can continue to work with peace of mind regardless of changes in their life stage or health situation.

In recognition of these efforts, we were selected in the White 500 of the 2026 Outstanding Organizations of KENKO Investment for Health Program (Large Enterprise Category) operated by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi. This represents our return as one of the top 500 enterprises in the program for the first time in four years. Going forward, we will continue to practice health management to raise health literacy, encourage employees to adopt healthy behaviors, reduce absenteeism and improve performance. In this way, we will build organizations where everyone can thrive and perform at their best.



Positioning Within the Mid-Term Management Plan

Overview of Mid-Term Plan 2026

Sound Mind, Sound Body

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

• VISION 2030

• 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 embed each
employee's health literacy

Expand health
management and
promotion system

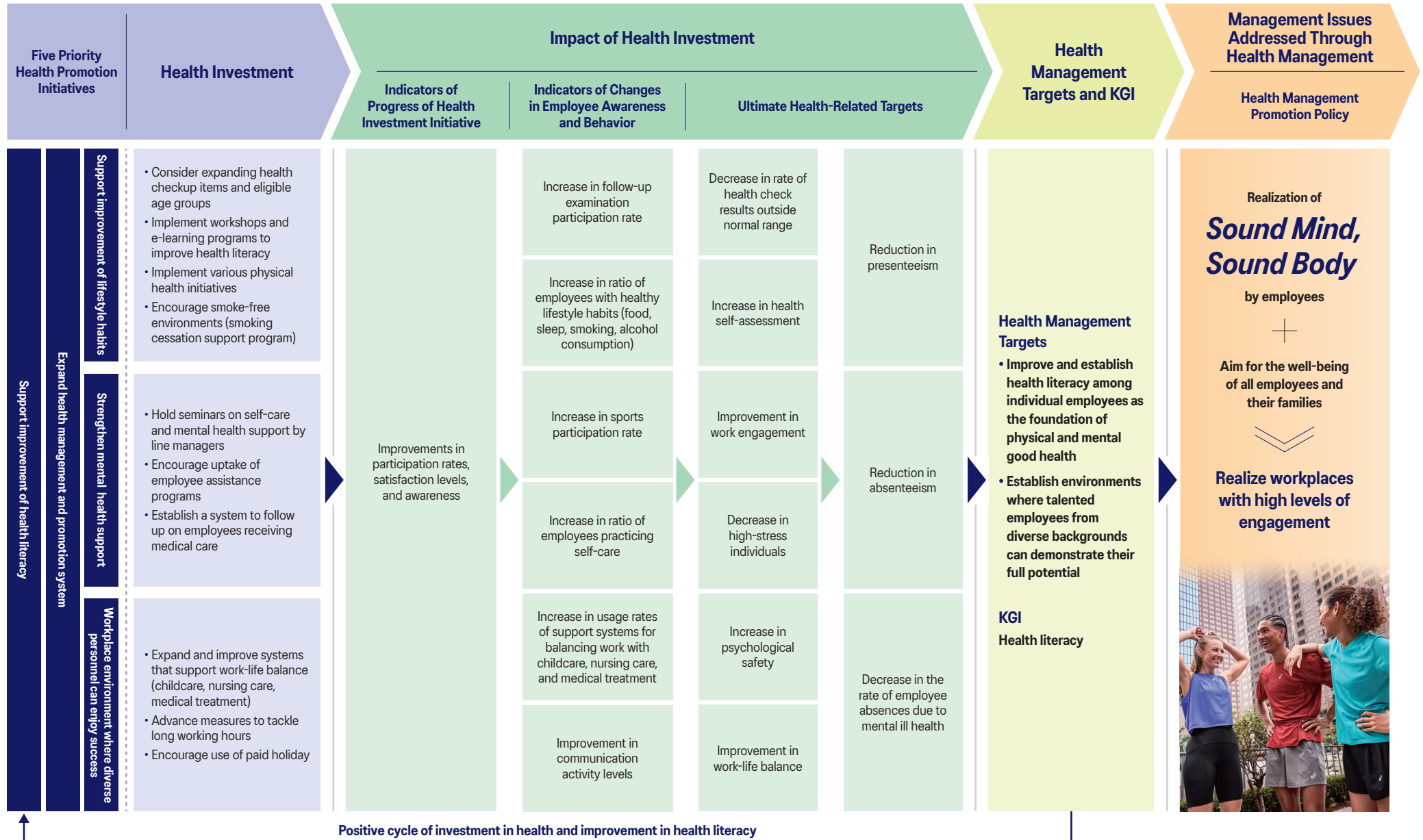
Support improvement
of health literacy

Support improvement
of lifestyle habits

Strengthen mental
health support

Creating a Working
Environment Where
Diverse Talent
Can Thrive

Health Management Strategy Map

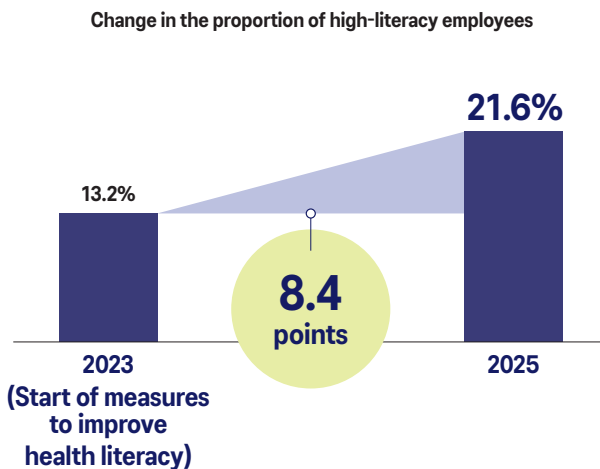


Health Literacy

The Connection Between Health Literacy and self-assessed work performance rate

Health literacy is the ability to obtain accurate information concerning health, understand it, and use it to choose healthier behaviors. Improving health literacy not only helps employees to maintain and improve their health, but is also an important foundation for improving productivity and realizing well-being. Once a year, we carry out the ASICS Well-being Survey to assess the health condition, lifestyle habits, and health literacy of our employees. We use this information to analyze health issues and consider and measure the effectiveness of measures for enhancing well-being. Our analysis of the survey responses shows that employees with higher health literacy tend to demonstrate better performance. This suggests that improving health-related knowledge and the ability to act on it is an important factor in helping an individual to fulfill their capabilities.

▶ Please see p. 09 for our initiatives to improve health literacy.



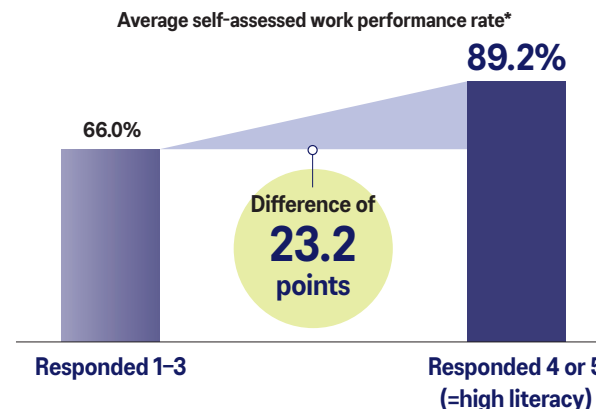
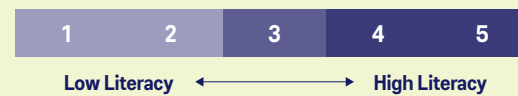
ASICS Well-being Survey

Based on the results of the 2025 ASICS Well-being Survey conducted in November 2025 with 985 ASICS Corporation employees.

Response rate: 66.5% in 2023, 77.4% in 2024, 82.2% in 2025

Note: From FY2024, response rates are calculated excluding non-respondents from the denominator.

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



*Calculated using the average percentage of self-assessed work performance over the past four weeks, using 100% to represent one's performance when not affected by illness or injury.

Comments from External Experts

Hiroshi Fukuda

Project Professor,
Juntendo University
Graduate School of Medicine



At the 34th Annual Scientific Meeting of the Japanese Society of Health Education and Promotion which was held in July this year, the theme was "Improving Health Literacy Throughout Life." The ideas involved overlap with the approach ASICS takes in its important health management initiatives. At the meeting, we discussed themes that address the changing times, such as digital health literacy (social media and AI use) and organizational health literacy (creating a healthy culture).

Issues affecting health include metabolic syndrome, mental health, cancer, and women's health. Also, in recent years, nursing care has become a familiar challenge for many employees. The seminar provided by ASICS on support for balancing work and nursing care has been taken by about 90% of employees, which shows they have a strong interest regarding this theme.

Additionally, the results of the well-being survey confirm that the health literacy of ASICS employees is at a relatively high level. The ratio of employees participating in sports at least once a week has risen to about 70%, while the self-assessed work performance rate is high. These results suggest that health literacy is connected to healthy behavior and performance.

To date, ASICS has continuously shared health-related information with employees through channels such as discussion meetings and wellness videos.

Going forward, I look forward to seeing the further development of measures to improve health literacy to encourage each employee to take ownership for their health behaviors and to create environments where they can work energetically.



Health Investment Indicators and Results

Ultimate Health-Related Targets

Five Priority Health Promotion Initiatives

Support improvement of lifestyle habits

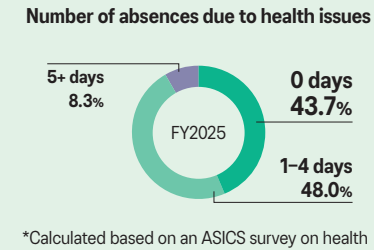
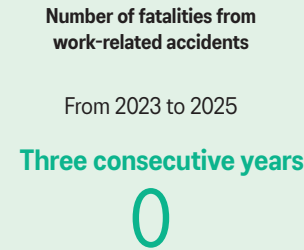
Strengthen mental health support

Workplace environment where diverse personnel can enjoy success

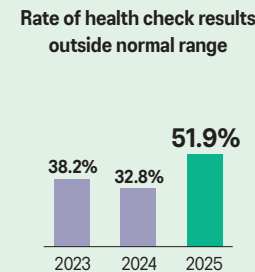
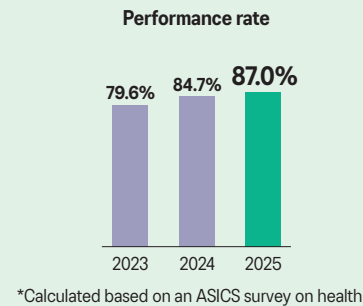
Support improvement of health literacy

Expand health management and promotion system

• Reduction in absenteeism



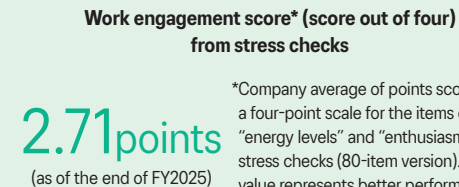
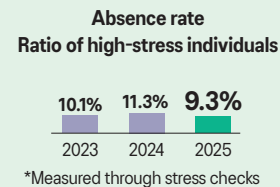
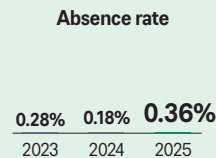
• Reduction in presenteeism



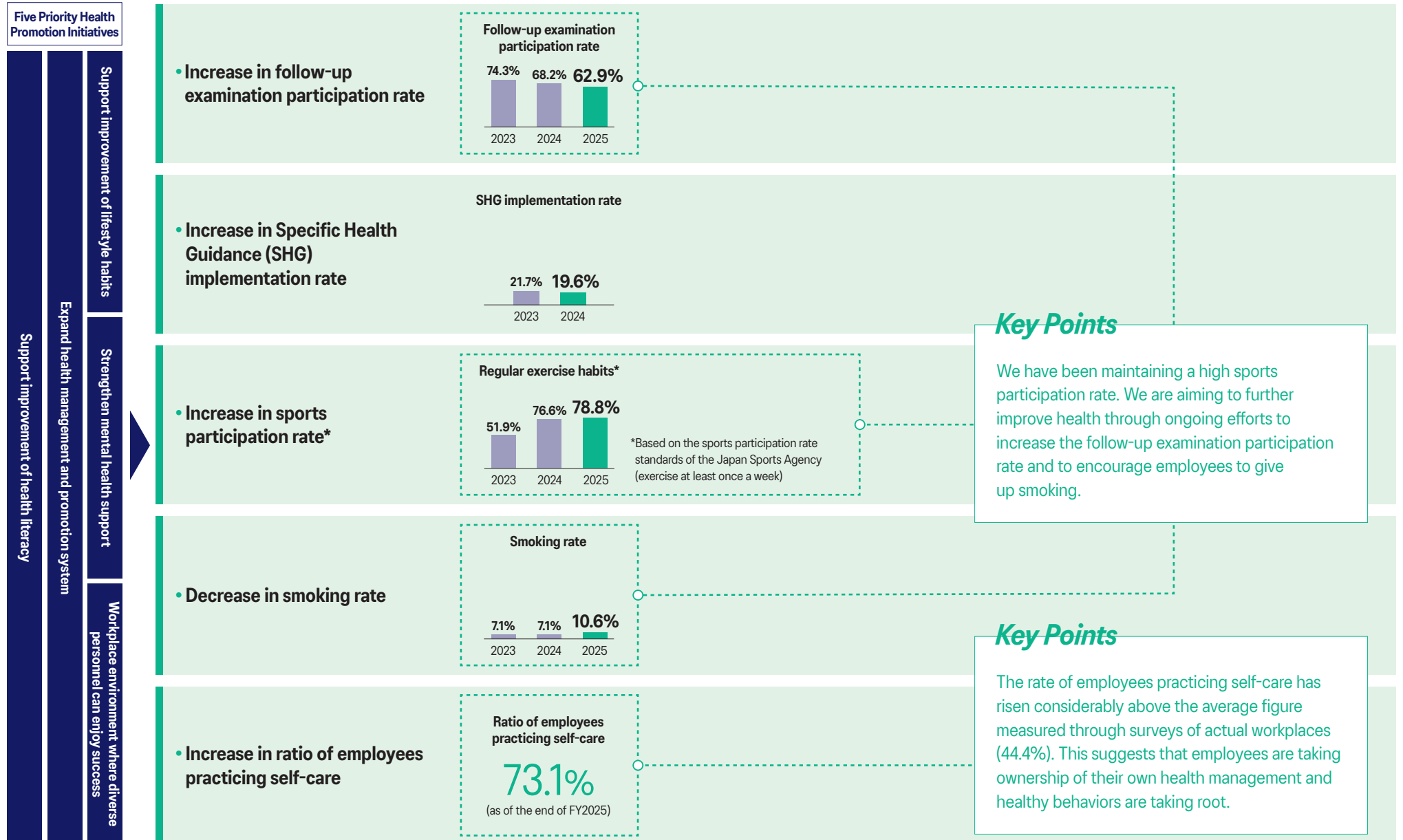
Key Points

Our absence rate and ratio of high-stress individuals is trending at low levels due to regular employee education activities, such as seminars on mental health. Additionally, work engagement scores, which indicate employee energy levels and enthusiasm, are at high levels.

• Decrease in the rate of employee absences due to mental ill health

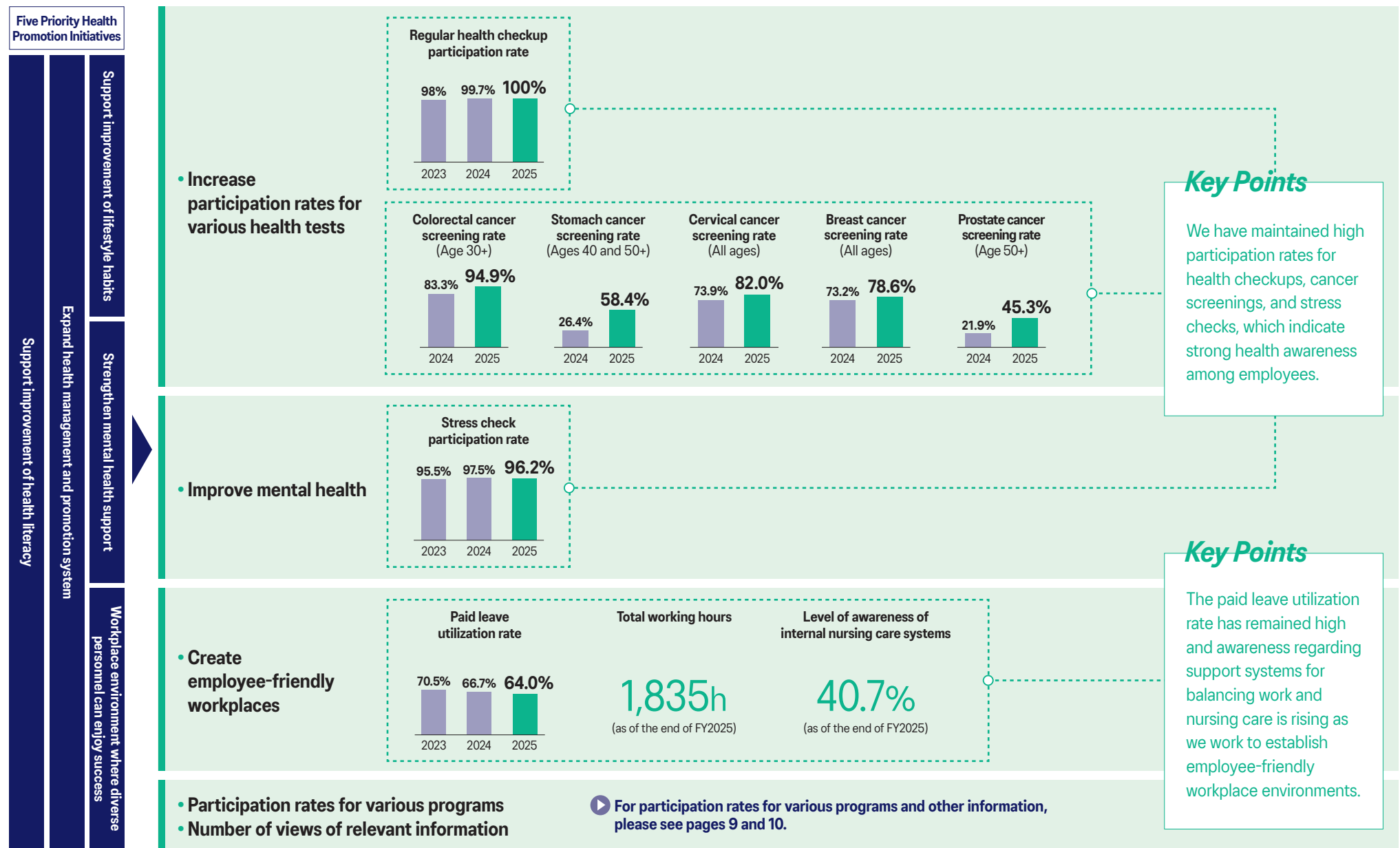


Indicators of Changes in Employee Awareness and Behavior



Health Investment Indicators and Results

Indicators of Progress of Health Investment Initiative



FY2025 initiatives

Five Priority Health Promotion Initiatives

Support improvement of lifestyle habits

Strengthen mental health support

Workplace environment where diverse personnel can enjoy success

Expand health management and promotion system

Support improvement of health literacy

Expand health management and promotion systems

Health Management System

Overview

We are further strengthening well-being initiatives by establishing a health management system, realizing the centralized management of various data, and establishing the new Well-being Promotion Department.

Impact Evaluation

By visualizing employee health information, we are gaining a more precise understanding of health issues. We are also using data to plan measures and strengthen follow-up systems, which improves the effectiveness of health efforts and facilitates ongoing improvement.

Support improvement of health literacy

Health Education and Awareness-Raising Activities

Overview

We provide various seminars and e-learning courses, hold health-related events, and implement other activities aimed at ensuring each employee has accurate knowledge regarding health so they can take ownership of their own healthy behaviors. We also share health-related video content (Wellness Videos) on a monthly basis as opportunities for ongoing education.

Health Management Strategy Map

Health Investment

Impact of Health Investments

Indicators of Progress of Health Investment Initiative

Indicators of Changes in Employee Awareness and Behavior

Ultimate Health-Related Targets

Health Management Targets and KGI

Management Issues Addressed Through Health Management

Health Management Promotion Policy

09

Support improvement of lifestyle habits

Walking Event

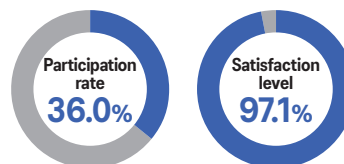
Overview

We use an app to hold walking events open to employees of all group companies in Japan. Participants have fun as their step counts are recorded, creating opportunities to move while also encouraging communication.



Impact Evaluation

These events promote health while creating a sense of group unity through interactions that go beyond department and company affiliations.



Employee comment

Thank you for the wonderful event. I fully enjoyed it!

ASICS Sports Festival

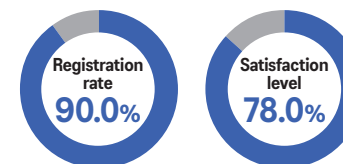
Overview

We held sports festivals in the Kansai and Kanto regions attended by around 1,800 Japan-based group employees. Events included a tyrannosaurus relay, a free throw contest, and a parasports blind relay.



Impact Evaluation

The opportunity for employees to connect with colleagues from branches that they do not often interact with deepened exchange between group companies and the events became true embodiments of our "Sound Mind, Sound Body" slogan.



Employee comment

It was a great chance to network and raised engagement!

Support for Quitting Smoking

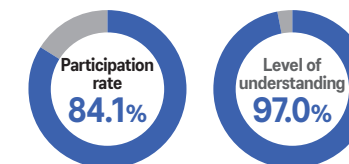
Overview

We are continuously encouraging employees to quit smoking, including by providing e-learning courses on tobacco products and quitting smoking, which are available to all employees, and sharing success stories company-wide.



Impact Evaluation

The high participation rate and awareness level show that we have established a common understanding in regard to tobacco products and smoking.



Employee comment

Making the courses for non-smokers as well as smokers has created empathy.

FY2025 initiatives

Health Management Strategy Map

Health Investment

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Health Management Promotion Policy

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Five Priority Health Promotion Initiatives

Support improvement of lifestyle habits

Strengthen mental health support

Workplace environment where diverse personnel can enjoy success

Expand health management and promotion system

Support improvement of health literacy

Strengthen mental health support

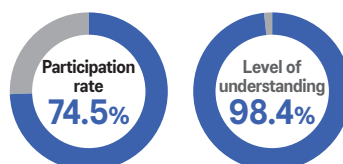
Self-Care Seminars

Overview

We are raising knowledge regarding sleep through sleep-focused e-learning courses and have developed measures to encourage changes in behavior through participation in a sleep program.

Impact Evaluation

Awareness levels are high among course participants and the knowledge gained from seminars is helping employees improve their sleep.



The knowledge I gained has been useful and I am looking forward to future initiatives.

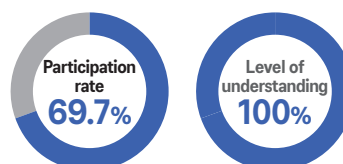
Seminars on Support by Line Managers

Overview

We provided e-learning courses focused on anger management techniques based on our usual "See, Listen, Connect" initiative.

Impact Evaluation

Around 90% of employees who took the course said they would use it in their work, showing it has strengthened the managers' understanding of line-based support and their ability to respond to situations.

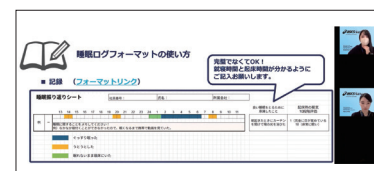


I plan to use what I have learned when communicating with people in my reporting line.

Sleep Program

Overview

We implemented a program in which participants record their sleep conditions and lifestyle habits and then have an interview with occupational health staff to discuss and reflect on these records. This encourages them to identify sleep-related issues and areas where they can make improvements, leading to changes in behavior.



Impact Evaluation

The sleep program was held for any employees interested. As a result of realizations and sleep-related changes in behavior, 83% of participants were able to make specific improvements.



Keeping records allowed me to see trends and the advice I got from the interview was extremely useful. It was not stressful to participate in the program, which was very good.

Workplace environment where diverse personnel can enjoy success

International Women's Day Event

Overview

We invited a former Japanese national women's volleyball team member for a discussion session with employees in order to consider how to improve exercise opportunities for women.



Impact Evaluation

The opportunity to consider an issue from a woman's perspective helped to improve engagement. It also seems the event changed the awareness of some employees who do not have regular exercise habits, making them want to exercise.



I got a better understanding of a woman's perspective. The discussion was unexpectedly moving and I almost cried with happiness.

A W A R D S



2026 Outstanding Organization of KENKO Investment for Health (White 500 in the large enterprise category)

ASICS was recognized in the 2026 Outstanding Organizations of KENKO Investment for Health program operated by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi for corporations that are excelling at health management. For the first time in four years, we were selected in the White 500, making us one of the top 500 companies in the large enterprise category.



Sports Yell Company 2026 (Silver)

ASICS was certified by the Japan Sports Agency as a Sports Yell Company due to its health promotion initiatives that actively encourage employees to participate in sports.. Having received this recognition for nine consecutive years, we hold the Silver designation.



Corporate Action to Promote Cancer Control

As a partner company in the Corporate Action to Promote Cancer program being advanced by the Ministry of Health, Labour and Welfare, ASICS has been certified as an Outstanding Company for Cancer Control Promotion for a second consecutive year. This is in recognition of initiatives including raising employee cancer screening participation rates and providing support programs for balancing work with cancer treatment.

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

 <https://corp.asics.com/en/csr/health/wellness>

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