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Securities Code: 7936

Move your body, move your mind



**Fiscal Year 2025
Notice of the Ordinary General
Meeting of Shareholders**



Link to Shareholder'
Meeting Video

March 4, 2026

Dear Shareholders

Yasuhito Hirota
Chairman and CEO,
Representative Director

ASICS Corporation

1-2-4, Sannomiya-cho,
Chuo-ku, Kobe, Hyogo

Notice of the Fiscal Year 2025 Ordinary General Meeting of Shareholders

We would like to inform you that the Fiscal Year 2025 Ordinary General Meeting of Shareholders of ASICS Corporation (hereinafter “ASICS” or “we”) will be held as described below.

For the convening of this Ordinary General Meeting of Shareholders, information contained in the Reference Documents for the Ordinary General Meeting of Shareholders, etc. (Electronic Provision Measures Matters) is provided electronically. This information is posted on each of the websites hosting the materials for the Ordinary General Meeting of Shareholders, which are shown later.

If you are unable to attend the meeting on the day of the meeting, you can exercise your voting rights electronically (via the Internet) or in writing (by mail). In either case, please ensure that your vote is received by no later than 5:40 p.m. on Tuesday, March 24, 2026 (Japan Standard Time).

Details

1. Date and Time:

Wednesday, March 25, 2026, at 10 a.m. (Doors open at 9 a.m.)

2. Place:

Hotel Okura Kobe, 1st Floor, *Heian-no-ma* (Room Heian)
2-1, Hatoba-cho, Chuo-ku, Kobe, Hyogo

The venue is different from last year's. Please refer to the Venue Map (Japanese only) at the end of the document to avoid confusion.

3. Agenda:

Matters to be reported:

1. Report on the Business Report, the Consolidated Financial Statements, and the results of audit on the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Committee for the fiscal year ended December 31, 2025 (January 1, 2025 – December 31, 2025)
2. Report on the Non-Consolidated Financial Statements for the fiscal year ended December 31, 2025 (January 1, 2025 – December 31, 2025)

Matters to be resolved:

Proposal 1: Appropriation of the Surplus

Proposal 2: Election of Six Directors (excluding Directors Who Are Audit & Supervisory Committee Members)

Proposal 3: Election of Three Directors Who Are Audit & Supervisory Committee Members

Proposal 4: Election of One Substitute Director Who Is an Audit & Supervisory Committee Member

[Websites hosting the materials for the Ordinary General Meeting of Shareholders]

ASICS: https://corp.asics.com/jp/investor_relations/convocation_notice

PRONEXUS: <https://d.sokai.jp/7936/teiji/> (in Japanese)

[Video related to the Ordinary General Meeting of Shareholders]

We have prepared a video that gives an outline of the proposals.

https://corp.asics.com/jp/investor_relations/convocation_notice

Highlights of Consolidated Financial Results

The fiscal year 2025 was another year that clearly demonstrated ASICS' strong growth momentum.

Net sales were 810.9 billion yen, increasing by 19.5% year on year, operating profit was 142.5 billion yen, up 42.4%, and operating margin increased by 2.8 ppt to 17.6%. Both net sales and operating profit achieved growth for the fifth consecutive year.

Net sales

810.9 billion yen

+19.5% YoY
on a currency-
neutral basis:
+19.4%

Gross profit

460.6 billion yen

+21.6% YoY

Operating profit

142.5 billion yen

+42.4% YoY
on a currency-
neutral basis:
+42.2%

Profit attributable to owners of parent

98.7 billion yen

+54.7% YoY

(i) Net sales

Net sales increased 19.5% to 810.9 billion yen, driven by strong sales in all categories and regions.

(ii) Gross profit

Gross profit grew 21.6% to 460.6 billion yen due to the impact of the increase in net sales described above and an improvement in gross margin rate.

(iii) Operating profit

Operating profit rose significantly by 42.4% to 142.5 billion yen, reaching a record high, driven by improved gross margin rate from focusing on high value-added products.

(iv) Profit attributable to owners of parent

Profit attributable to owners of parent increased significantly by 54.7% to 98.7 billion yen mainly due to the higher net sales and profit described above.

Key Topics in Fiscal Year 2025

- Achieved increased revenue and profits for five consecutive years.

- Further growth of P.RUN and SPS.



- Strengthening OT's global branding.



- “Year of JAPAN”.



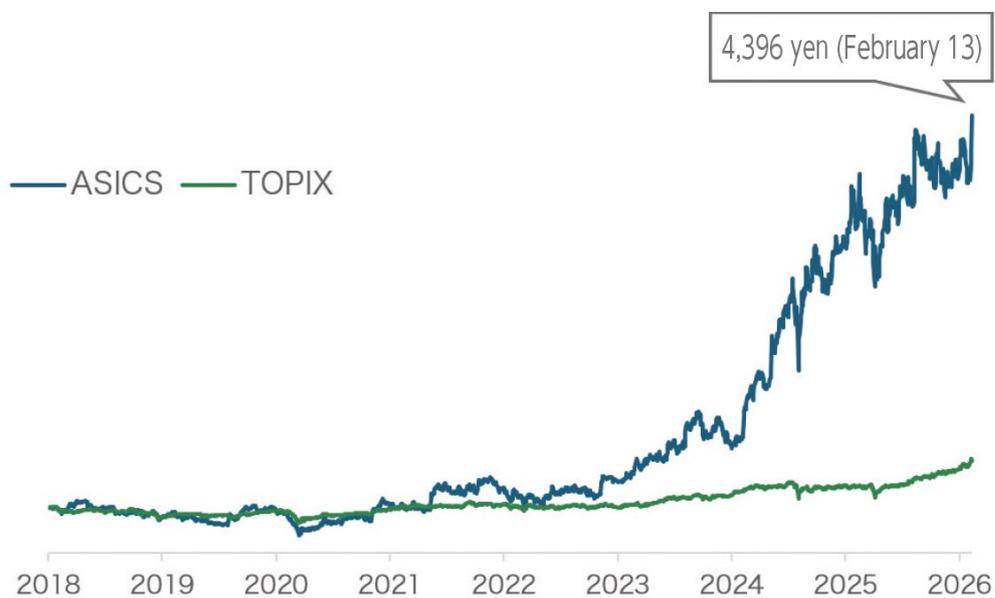
- Expansion of the Running Ecosystem.



- Establishment of the “ASICS Foundation”.



Stock Price Trend



* Standardized with the beginning of 2018 as 100

Source: Bloomberg

Non-Financial Capital Data

In order to realize our corporate philosophy of “*Anima Sana In Corpore Sano*” (a sound mind in a sound body), we are working continuously to strengthen not only financial capital but also non-financial capital.

In the Mid-Term Plan 2026, we are working towards the transformation into a Global Integrated Enterprise that we have set forth as a goal by reinforcing our business foundation in areas such as sustainability, human capital, and governance.

Consideration for the environment



43.1%
Rate of reduction in CO₂ emissions at our offices (comparison with 2015)



100%
Proportion of strategic footwear factories with renewable energy procurement plans



36.8%
Proportion of electric power generated from renewable energy at our offices



50% or more
Proportion of recycled polyester materials in shoes and sportswear

Contribution to people and society

Employment rate of **3.6%** individuals (ASICS Corporation) with a disability



41.0%
Proportion of female managers (global)



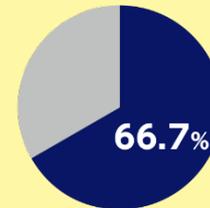
75
Engagement score (global)



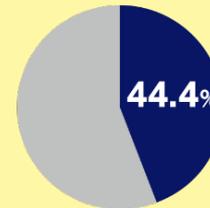
97%
Proportion of Tier 1 supplier factories that meet or exceed ASICS' standards in relation to human rights etc.

Corporate governance

Proportion of Independent Outside Directors



Proportion of Female Directors



Independent Outside Directors



Internal Directors



- * Actual results for the fiscal year 2024 are listed for the areas of the environment and the transparency of human rights and supply chain. Actual results for the fiscal year 2025 will be released on ASICS' website around June 2026.
- * The data on corporate governance presented here assumes that the proposals are approved as originally proposed at the Fiscal Year 2025 Ordinary General Meeting of Shareholders.

Reference Documents for General Meeting of Shareholders

Proposals and Reference Information

Proposal 1: Appropriation of Surplus

ASICS recognizes that returning profits to shareholders is one of the most important issues in its management.

Therefore, we plan to distribute profits to achieve a consolidated total return ratio of 50% during the period of the Mid-Term Plan as set forth in the Mid-Term Plan 2026, assuming the continuation of progressive dividends.

The consolidated performance in the fiscal year ended December 31, 2025 recorded increases in sales and profits across all categories and regions, and reached record highs in sales, operating income, and net income belonging to our shareholders.

ASICS proposes to pay year-end dividend of 16 yen per share at the end of the fiscal year 2025, considering the above business results and other factors.

As a result, the annual dividend for the fiscal year 2025 will be 28 yen per share, including the interim dividend of 12 yen per share already paid.

Details of the year-end dividend

(1) Type of dividend property

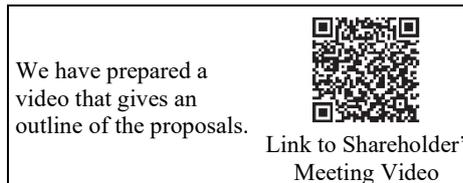
Cash

(2) Allotment of dividend property and total amount thereof

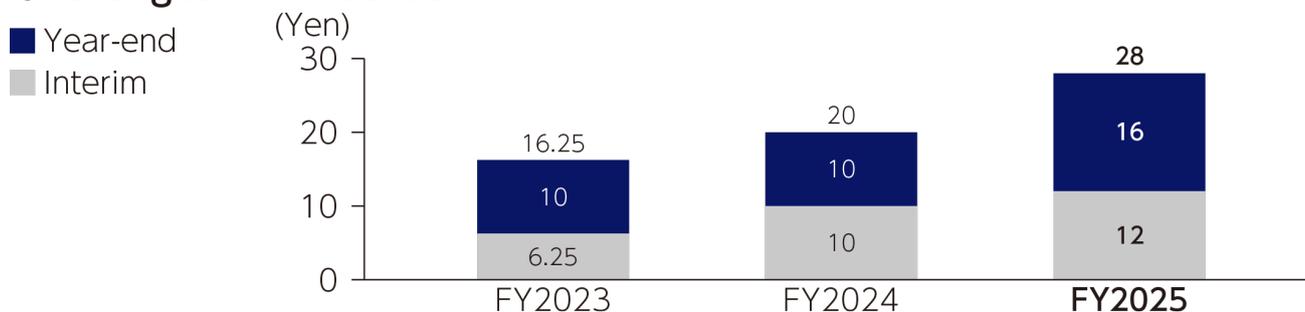
ASICS' common stock	16 yen per share
Total amount of the dividends	11,338,165,840 yen

(3) Effective date for the dividends from surplus

March 26, 2026



● Changes in Dividends



- Notes:
- To take the stock split that was conducted on July 1, 2024 (4-for-1 common stock split) into account, the figures presented here have been retroactively adjusted back to the interim dividend of FY2024.
 - The amounts for year-end dividend and annual dividend in FY2025 are presented on the assumption that this proposal will be approved as originally proposed.

Proposal 2: Election of Six (6) Directors (excluding Directors Who Are Audit & Supervisory Committee Members)

The terms of office of all five (5) Directors (excluding Directors who are Audit & Supervisory Committee Members, the same shall apply hereinafter in this proposal) will expire upon conclusion of this meeting. Therefore, ASICS proposes to elect six (6) Directors, increasing the number of Directors by one (1) to strengthen the management structure. If this proposal is approved as originally proposed, four (4) of the six (6) Directors will be Independent Outside Directors.

In order to ensure fairness and transparency in the nomination of Directors, the Board of Directors consulted with the Nomination and Compensation Committee, the majority of whose members are Independent Outside Directors, with respect to this proposal. A resolution concerning this proposal was made at the Board of Directors meeting, while respecting the opinions of the Committee. The Audit & Supervisory Committee reviewed this proposal, and raised no specific issues.

All four (4) candidates for Outside Directors in this proposal satisfy the “Selection Criteria for Independent Outside Directors” of ASICS, and are deemed to be independent. ASICS also intends to notify the Tokyo Stock Exchange that all such candidates qualify as Independent Directors.

If this proposal and Proposal 3 are approved at this General Meeting of Shareholders, the Board of Directors will be composed of nine (9) Directors, the majority of whom (six (6)) will be Independent Outside Directors.

The candidates for Director are as follows:

No.	Name		Gender	Position and areas of responsibility in ASICS	Status of attendance to Board of Directors meetings	Number of years in office as Director
1	Yasuhito Hirota	Reappointment	Male	Chairman and CEO, Representative Director	14/14 (100%)	8 years
2	Mitsuyuki Tominaga	Reappointment	Male	President and COO, Representative Director	14/14 (100%)	2 years
3	Mitsuru Murai	Reappointment Independent Outside Director Independent Director	Male	Outside Director	14/14 (100%)	3 years
4	Miwa Suto	Reappointment Independent Outside Director Independent Director	Female	Outside Director	14/14 (100%)	2 years
5	Tomoko Kumanomido	Reappointment Independent Outside Director Independent Director	Female	Outside Director	10/10 (100%)	1 year
6	Jenifer Rogers	New Candidate Independent Outside Director Independent Director	Female	–	–	–

Notes:

1. There is no conflict of interest between each candidate for Director and ASICS.
2. All of Mr. Mitsuru Murai, Ms. Miwa Suto, Ms. Tomoko Kumanomido and Ms. Jenifer Rogers are candidates for Outside Directors.
3. Before assuming the position of Outside Director, Ms. Suto served as External Auditor for two (2) years and as Outside Director who is Audit & Supervisory Committee Member for four (4) years.
4. The name in the family register of Ms. Tomoko Kumanomido is Tomoko Yamamoto.
5. The name in the certificate of residence for Ms. Jenifer Rogers is Rogers Jenifer Simms.
6. The number of the ASICS’ shares owned by each candidate for Director indicated in the following pages includes a total of 63,148 shares of Restricted Share Compensation scheduled to be allotted on March 27, 2026.
7. In the table above, “Independent Outside Director” means a candidate who has satisfied “Selection Criteria for Independent Outside Directors” of ASICS, while “Independent Director” means a candidate who satisfies the criteria for independent directors of the Tokyo Stock Exchange.

No.	Name (Date of birth)	Career summary	
1	<div style="border: 1px solid black; width: fit-content; padding: 2px; margin-bottom: 5px;">Reappointment</div> <p>Yasuhito Hirota (November 5, 1956)</p> <ul style="list-style-type: none"> • Number of ASICS' shares owned: 278,653 (of which, 35,624 shares are Restricted Share Compensation to be allotted) 	<p>April 1980</p> <p>April 2010</p> <p>April 2014</p> <p>June 2014</p> <p>January 2018</p> <p>March 2018</p> <p>March 2022</p> <p>January 2024</p> <p>June 2024</p> <p>April 2025</p> <p>June 2025</p>	<p>Joined Mitsubishi Corporation</p> <p>Senior Vice President, General Manager of Corporate Administration Dept.</p> <p>Executive Vice President, Corporate Functional Officer</p> <p>Representative Director, Member of the Board, Executive Vice President, Corporate Functional Officer (retired in January 2018)</p> <p>Advisor of ASICS Corporation</p> <p>President and COO, Representative Director</p> <p>President, CEO and COO, Representative Director</p> <p>Chairman and CEO, Representative Director (present)</p> <p>Outside Director, CASIO COMPUTER CO., LTD. (retired in June 2025)</p> <p>Vice Chairperson, Japan Association of Corporate Executives (Public Interest Incorporated Association) (present)</p> <p>Outside Director, AISIN CORPORATION (present)</p>
		<p>Important Concurrent Positions</p> <p>Vice Chairperson, Japan Association of Corporate Executives (Public Interest Incorporated Association)</p> <p>Outside Director, AISIN CORPORATION</p>	
2	<div style="border: 1px solid black; width: fit-content; padding: 2px; margin-bottom: 5px;">Reappointment</div> <p>Mitsuyuki Tominaga (March 5, 1962)</p> <ul style="list-style-type: none"> • Number of ASICS' shares owned: 127,649 (of which, 27,524 shares are Restricted Share Compensation to be allotted) 	<p>September 1987</p> <p>January 1996</p> <p>July 2007</p> <p>January 2009</p> <p>April 2013</p> <p>July 2016</p> <p>June 2018</p> <p>January 2020</p> <p>January 2021</p> <p>January 2023</p> <p>January 2024</p> <p>March 2024</p>	<p>Joined Andersen Consulting (currently Accenture), New York Office</p> <p>Joined IBM Japan, Ltd.</p> <p>Corporate Strategy Director, International Business Machines Corporation</p> <p>Vice President / Executive Officer, IBM Japan, Ltd.</p> <p>Vice President, Head of Services, Managing Executive Director, SAP Japan Co., Ltd.</p> <p>President and Representative Director, Works Applications America, Inc.</p> <p>Executive Officer, Senior General Manager, IT Division of ASICS Corporation</p> <p>Managing Executive Officer, Senior General Manager, IT Division, Digital Promotion (CDO)</p> <p>Managing Executive Officer, Senior General Manager, IT Division (in charge of digital functions as CDO), and CEO, ASICS Digital Inc.</p> <p>Managing Executive Officer, Senior General Manager, Digital Division CDO/CIO of ASICS Corporation</p> <p>President and COO</p> <p>President and COO, Representative Director (present)</p>

No.	Name (Date of birth)	Career summary		
3	<div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> <div style="border: 1px solid black; padding: 2px; text-align: center;">Independent Outside Director</div> <div style="border: 1px solid black; padding: 2px; text-align: center;">Reappointment</div> </div> <div style="border: 1px solid black; padding: 2px; text-align: center; margin-top: 5px;">Independent Director</div> <p>Mitsuru Murai (August 2, 1959)</p> <p>• Number of ASICS' shares owned: 8,047</p>	April	1983	Joined Japan Recruit Center Co., Ltd. (currently Recruit Holdings Co., Ltd.)
		April	2000	Executive Director (HR) (retired in September 2012)
		March	2004	President and Representative Director, Recruit Ablic Co., Ltd. (currently Recruit Co., Ltd.) (retired in April 2011)
		July	2008	Board Member of Japan Professional Football League (Incorporated Association), (currently Japan Professional Football League (Public Interest Incorporated Association))
		April	2011	Executive Officer in charge of Asia, Recruit Co., Ltd. (retired in September 2012) and President and Director of RGF Hong Kong Limited
		April	2013	Chairman of RGF Hong Kong Limited (retired in October 2013)
		January	2014	Chairman of Japan Professional Football League (retired in March 2022)
		March	2022	Honorary Member of the above (present)
		March	2022	Advisor of Japan Football Association (present)
		June	2022	Outside Director, PIA Corporation (present)
		June	2022	Board Director, Audit & Supervisory Committee Member, WOWOW Inc. (present)
		March	2023	Outside Director of ASICS Corporation (present)
		June	2023	Representative Director (Chairman) of the Nippon Badminton Association (public interest incorporated foundation) (present)
		June	2023	Executive Board Member of the Japanese Olympic Committee (public interest incorporated foundation) (present)
April	2025	Council Member of the Badminton World Federation (present)		
<p>Important Concurrent Positions</p> <p>Representative Director (Chairman), the Nippon Badminton Association (public interest incorporated foundation)</p> <p>Outside Director, PIA Corporation</p> <p>Board Director, Audit & Supervisory Committee Member of WOWOW Inc.</p> <p>Executive Board Member, the Japanese Olympic Committee (public interest incorporated foundation)</p>				

No.	Name (Date of birth)	Career summary		
4	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="border: 1px solid black; padding: 2px; font-size: 8px;">Independent Outside Director</div> <div style="border: 1px solid black; padding: 2px; font-size: 8px;">Reappointment</div> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px; font-size: 8px;">Independent Director</div> <p>Miwa Suto (August 17, 1963)</p> <p>• Number of ASICS' shares owned: 3,540</p>	April	1988	Joined Hakuholdo Inc. (retired in April 1990)
		October	1991	Joined Arthur Andersen (currently KPMG AZSA LLC) (retired in August 1996)
		April	1995	Registered as certified public accountant
		October	1996	Joined Schroder PTV Partners KK (currently MKS Partners Limited) (retired in October 1997)
		November	1997	Joined Bain & Company
		January	2001	Partner of Bain & Company (retired in March 2006)
		April	2006	Established Planet Plan Co., Ltd., Representative Director (present)
		April	2008	Project Professor, Graduate School of Media and Governance of Keio University (retired in March 2018)
		June	2017	Board of Administration Member of Japan Volleyball Association (public interest incorporated foundation)
		March	2018	Outside Audit & Supervisory Board Member of ASICS Corporation (retired in March 2020)
		April	2019	Project Professor, Graduate School of Media and Governance of Keio University (retired in March 2024)
		March	2020	Outside Director (Audit & Supervisory Committee Member) of ASICS Corporation (retired in March 2024)
		June	2021	Outside Director of KATITAS Co., Ltd. (present)
		June	2021	Executive Board Member of the Japanese Olympic Committee (public interest incorporated foundation) (present)
		March	2023	Outside Director of KOSÉ Corporation (currently KOSÉ Holdings Corporation) (present)
		June	2023	Outside Director of KANDENKO CO., LTD. (present)
		June	2023	Board of Administration Member, Vice President of Japan Volleyball Association (public interest incorporated foundation) (present)
March	2024	Outside Director of ASICS Corporation (present)		
March	2024	Board of Administration Member of the Japan Football Association (public interest incorporated foundation) (present)		
<p>Important Concurrent Positions</p> <p>Representative Director, Planet Plan Co., Ltd.</p> <p>Outside Director, KATITAS Co., Ltd.</p> <p>Executive Board Member, the Japanese Olympic Committee (public interest incorporated foundation)</p> <p>Outside Director, KOSÉ Holdings Corporation</p> <p>Outside Director, KANDENKO CO., LTD.</p> <p>Board of Administration Member, Vice President of Japan Volleyball Association (public interest incorporated foundation)</p>				

No.	Name (Date of birth)	Career summary		
5	<div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> <div style="border: 1px solid black; padding: 2px;">Independent Outside Director</div> <div style="border: 1px solid black; padding: 2px;">Reappointment</div> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">Independent Director</div> <p>Tomoko Kumanomido (January 30, 1964)</p> <p>• Number of ASICS' shares owned: 0</p>	April	1986	Joined Japan Broadcasting Corporation (NHK)
		June	2004	Chief Producer, School Broadcast Program Division, Production Department, NHK
		June	2015	General Manager of Youth & Educational Program Division, Production Department, NHK
		June	2016	Controller, Programming Department (Chief Editor of Educational Television, R2), NHK
		June	2018	Director, Tottori Broadcasting Station, NHK
		July	2020	Representative Director and President, NHK Educational Corporation
		June	2021	Director, Program Department, NHK
		April	2022	Senior Director (Responsible for Media Operations) and General Manager of Media Strategy, Media Operations, NHK
		April	2023	Senior Director (Responsible for Group Business Management), NHK (retired in April 2024)
		March	2025	Outside Director of ASICS Corporation (present)
June	2025	Project Executive Officer of TBS HOLDINGS, INC. (present)		
Important Concurrent Positions Project Executive Officer, TBS HOLDINGS, INC.				
6	<div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px;"> <div style="border: 1px solid black; padding: 2px;">Independent Outside Director</div> <div style="border: 1px solid black; padding: 2px;">New Candidate</div> </div> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">Independent Director</div> <p>Jenifer Rogers (June 22, 1963)</p> <p>• Number of ASICS' shares owned: 0</p>	September	1989	Joined Haight Gardner Poor & Havens (currently Holland & Knight)
		December	1990	Registered as an attorney at law in New York State
		February	1991	Joined the Industrial Bank of Japan, Limited, New York Branch (currently Mizuho Bank, Ltd.)
		December	1994	Joined Merrill Lynch Japan Securities Co., Ltd. (currently BofA Securities Japan Co., Ltd.)
		November	2000	Merrill Lynch Europe Plc (currently Merrill Lynch Europe Limited), London
		July	2006	Merrill Lynch (Asia Pacific) Limited (currently Bank of America Corporation), Hong Kong
		January	2012	Bank of America Merrill Lynch (currently Bank of America Corporation), New York
		November	2012	General Counsel Asia, Asurion Asia Pacific Limited, Hong Kong
		November	2014	General Counsel Asia, Asurion Japan Holdings G.K., Tokyo
		June	2018	Outside Director, Kawasaki Heavy Industries, Ltd. (present)
		January	2021	The American Chamber of Commerce in Japan, President
		June	2023	Outside Director, Sumitomo Mitsui Financial Group, Inc. (present)
		January	2025	General Counsel International, Asurion Japan Holdings G.K. (present)
Important Concurrent Positions General Counsel International, Asurion Japan Holdings G.K. Outside Director, Kawasaki Heavy Industries, Ltd. Outside Director, Sumitomo Mitsui Financial Group, Inc.				

Proposal 3: Election of Three (3) Directors Who Are Audit & Supervisory Committee Members

The terms of office of all three (3) Directors who are Audit & Supervisory Committee Members will expire upon conclusion of this meeting.

Therefore, ASICS proposes to elect three (3) Directors who are Audit & Supervisory Committee Members.

In order to ensure fairness and transparency in the nomination of Directors, the Board of Directors consulted with the Nomination and Compensation Committee, the majority of whose members are Independent Outside Directors, with respect to this proposal. While respecting the opinions of the Nomination and Compensation Committee, this proposal has obtained the consent of the Audit & Supervisory Committee and the resolution of the Board of Directors.

All two (2) candidates for Outside Directors in this proposal satisfy the “Selection Criteria for Independent Outside Directors” of ASICS, and are deemed to be independent. ASICS also intends to notify the Tokyo Stock Exchange that all such candidates qualify as Independent Directors.

If Proposal 2 and this proposal are approved at this General Meeting of Shareholders, the Board of Directors will be composed of nine (9) Directors, the majority of whom (six (6)) will be Independent Outside Directors. To further enhance the audit and supervisory functions, the Audit & Supervisory Committee will be composed of three (3) members, the majority of whom (two (2)) will be Independent Outside Directors.

The candidates for Directors who are Audit & Supervisory Committee Members are as follows:

No.	Name		Gender	Position and areas of responsibility in ASICS	Status of attendance at Audit & Supervisory Committee	Status of attendance to Board of Directors meetings	Number of years in office as Director:
1	Manabu Kuramoto	Reappointment	Male	Director (Full-time Audit & Supervisory Committee Member)	18/18 (100%)	14/14 (100%)	2 years
2	Yasushi Yokoi	Reappointment Independent Outside Director Independent Director	Male	Outside Director (Audit & Supervisory Committee Member)	18/18 (100%)	14/14 (100%)	6 years
3	Mariko Eto	Reappointment Independent Outside Director Independent Director	Female	Outside Director (Audit & Supervisory Committee Member)	18/18 (100%)	14/14 (100%)	2 years

Notes:

1. There is no conflict of interest between each candidate for Director and ASICS.
2. Both of Mr. Yasushi Yokoi and Ms. Mariko Eto are candidates for Outside Directors Who are Audit & Supervisory Committee Members.
3. The name in the family register of Ms. Mariko Eto is Mariko Morokawa.
4. In the table above, “Independent Outside Director” means a candidate who has satisfied “Selection Criteria for Independent Outside Directors” of ASICS, while “Independent Director” means a candidate who satisfies the criteria for independent directors of the Tokyo Stock Exchange.

No.	Name (Date of birth)	Career summary	
1	<div data-bbox="248 465 349 524" style="border: 1px solid black; padding: 2px; width: fit-content;">Reappointment</div> <p data-bbox="248 555 472 613">Manabu Kuramoto (July 5, 1964)</p> <ul data-bbox="248 651 456 696" style="list-style-type: none"> • Number of ASICS' shares owned: 78,916 	<p>April 1987</p> <p>March 2002</p> <p>April 2009</p> <p>April 2011</p> <p>April 2013</p> <p>January 2015</p> <p>October 2016</p> <p>January 2017</p> <p>January 2018</p> <p>January 2024</p> <p>March 2024</p>	<p>Joined ASICS Corporation</p> <p>Assistant manager of China Office, Taiwan Branch, Athletic Shoes Business Division, Footwear Sales Department</p> <p>General Manager of Athletic Development, Global Footwear Division</p> <p>General Manager of Athletic Development, Footwear Division</p> <p>General Manager of Cost and Material Department, Global Footwear Division</p> <p>Deputy Senior General Manager (in charge of Business Strategies), Global Footwear Division</p> <p>Deputy Senior General Manager (in charge of Business Operation), Global Footwear Development & Production Division</p> <p>Senior General Manager, Global Footwear Production Division</p> <p>Executive Officer, Senior General Manager, Core Performance Sports Footwear Division</p> <p>Advisor</p> <p>Director (Full-time Audit & Supervisory Committee Member) (present)</p>
2	<div data-bbox="248 1133 349 1191" style="border: 1px solid black; padding: 2px; width: fit-content;">Independent Outside Director</div> <div data-bbox="357 1133 456 1191" style="border: 1px solid black; padding: 2px; width: fit-content;">Reappointment</div> <div data-bbox="248 1196 456 1249" style="border: 1px solid black; padding: 2px; width: fit-content;">Independent Director</div> <p data-bbox="248 1276 456 1335">Yasushi Yokoi (November 16, 1956)</p> <ul data-bbox="248 1373 456 1417" style="list-style-type: none"> • Number of ASICS' shares owned: 14,373 	<p>November 1978</p> <p>March 1982</p> <p>May 2001</p> <p>July 2005</p> <p>July 2007</p> <p>July 2008</p> <p>July 2010</p> <p>July 2012</p> <p>July 2017</p> <p>July 2019</p> <p>March 2020</p> <p>June 2021</p>	<p>Joined Shinwa Audit Corporation (currently KPMG AZSA LLC)</p> <p>Registered as certified public accountant</p> <p>Representative Partner of Asahi & Co. (currently KPMG AZSA LLC)</p> <p>Director of Kansai Area Office of KPMG AZSA & Co. (currently KPMG AZSA LLC)</p> <p>Director of National Public Sector of KPMG AZSA & Co.</p> <p>Board Member of KPMG AZSA & Co.</p> <p>Board Member, General Manager of Osaka 2nd Business Division of KPMG AZSA LLC</p> <p>Senior Executive Board Member in charge of Diversity and General Manager of Nagoya Office</p> <p>Senior Executive Board Member, Head of Diversity and Head of Tokai Area (retired in June 2019)</p> <p>Established Yasushi Yokoi Certified Public Accountant Office</p> <p>Outside Director (Audit & Supervisory Committee Member) of ASICS Corporation (present)</p> <p>External Auditor of Iwatani Corporation (present)</p> <p>Important Concurrent Positions Certified public accountant (Yasushi Yokoi Certified Public Accountant Office) External Auditor, Iwatani Corporation</p>

No.	Name (Date of birth)	Career summary		
3	<div style="display: flex; justify-content: space-around; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> Independent Outside Director Reappointment </div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Independent Director</div> <p>Mariko Eto (May 24, 1971)</p> <p>• Number of ASICS' shares owned: 0</p>	April	1994	Joined MITSUI & CO., LTD. (retired in October 1997)
		April	2002	Joined Legal Training and Research Institute of the Supreme Court
		October	2003	Registered as a lawyer with Daini Tokyo Bar Association
		October	2003	Joined New Tokyo International Law Office (later merged with Bingham Sakai Mimura Aizawa Law Office (Foreign Law Joint Enterprise))
		April	2015	Joined TMI Associates
		January	2017	Partner of TMI Associates (present)
		June	2020	Outside Auditor, Starzen Co., Ltd.
		June	2022	Outside Director, Starzen Co., Ltd. (present)
		June	2023	Outside Director, Nitto Denko Corporation (present)
		March	2024	Outside Director (Audit & Supervisory Committee Member) of ASICS Corporation (present)
<p>Important Concurrent Positions</p> <p>Attorney at Law (TMI Associates)</p> <p>External Director, Starzen Co., Ltd.</p> <p>Outside Director, Nitto Denko Corporation</p>				

Proposal 4: Election of One (1) Substitute Director Who Is an Audit & Supervisory Committee Member

ASICS proposes to elect one (1) Substitute Director who is an Audit & Supervisory Committee Member, in preparation for a case where the number of the Audit & Supervisory Committee Members falls short of the number required by laws and regulations.

In order to ensure fairness and transparency in the nomination of Directors, the Board of Directors consulted with the Nomination and Compensation Committee, the majority of whose members are Independent Outside Directors, with respect to this proposal. While respecting the opinions of the Nomination and Compensation Committee, this proposal has obtained the consent of the Audit & Supervisory Committee and the resolution of the Board of Directors.

Mr. Hideaki Mihara satisfies the “Selection Criteria for Independent Outside Directors” of ASICS, and is deemed to be independent. If he assumes office as an Outside Director (Audit & Supervisory Committee Member), ASICS will notify the Tokyo Stock Exchange that he qualifies as an Independent Director.

The candidate for the Substitute Director Who Is an Audit & Supervisory Committee Member is as follows:

Name (Date of birth)	Career summary	
<div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 5px;">Independent Outside Director</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-bottom: 5px;">Independent Director</div> <p>Hideaki Mihara (September 13, 1962)</p> <p>• Number of ASICS' shares owned: 0</p>	November 1987	Joined Showa Ota & Co (currently Ernst & Young ShinNihon LLC) (retired in September 1996)
	August 1991	Registered as certified public accountant
	July 1996	Registered as licensed tax accountant
	October 1996	Established Mihara Accounting Firm
	June 2008	Outside Audit & Supervisory Board Member of ASICS Corporation (retired in March 2020)
	June 2019	Outside Audit & Supervisory Board Member, Sumitomo Precision Products Co., Ltd. (retired in June 2023)
	June 2021	Outside Director (Audit & Supervisory Committee Member), AS ONE Corporation (retired in June 2025)
	June 2023	Outside Auditor, ASAHI INTELLIGENCE SERVICE CO., LTD. (present)
Important Concurrent Positions Certified public accountant, licensed tax accountant (Mihara Accounting Firm) Outside Auditor, ASAHI INTELLIGENCE SERVICE CO., LTD.		

Notes:

1. There is no conflict of interest between the candidate and ASICS.
2. “Independent Outside Director” means a candidate who has satisfied “Selection Criteria for Independent Outside Directors” of ASICS, while “Independent Director” means a candidate who satisfies the criteria for independent directors of the Tokyo Stock Exchange.

Reference Information Regarding Proposals No. 2 to No. 4

Reason for the nomination as candidate for Director

Name	Reason for the nomination as candidate for Director and outline of expected role
Yasuhito Hirota	<p>Since assuming the position of President and COO, Representative Director in March 2018, Mr. Hirota has shown his strong leadership in ASICS' global business growth and renewal of its business base. At the same time, he has enhanced the corporate value of ASICS by promoting pioneering efforts for digital strategy, sustainability strategy, and other areas. By transitioning to a company with an audit and supervisory committee and making the majority of the Board of Directors Independent Outside Directors, he aimed to separate management supervision and execution and strengthen the supervisory function of the Board of Directors.</p> <p>Since January 2024, as a chairman of the Board of Directors, he has been improving the effectiveness and functionality of the meetings by enhancing discussion on important matters with a view to achieving the Mid-Term Plan 2026. In addition, he has been appropriately managing and supervising the management of ASICS with measures such as the sale of all shares held for cross-shareholding and the establishment of ASICS Foundation.</p> <p>Based on his proven track record thus far, ASICS believes he continues to be capable of putting its corporate philosophy into practice and executing business strategy, and thus proposes his re-election as Director.</p>
Mitsuyuki Tominaga	<p>Since he assumed the position of President and COO in January 2024, Mr. Tominaga has been steadily promoting important strategies, including global growth, the enhancement of brand experience value, and the pursuit of operational excellence. He has also successively improved ASICS' business performance under the direction of transforming to a "Global Integrated Enterprise" that aims to build a functional category management system by enhancing collaboration among the head office and regional operating companies as stated in the Mid-Term Plan 2026. Our various initiatives in the areas of digital, sustainability, corporate governance, intellectual property and investor relations are receiving increasing recognition from external stakeholders, and our stock price has reached the highest level since our listing for three consecutive years.</p> <p>Based on his proven track record thus far, ASICS believes he continues to be capable of putting its corporate philosophy into practice and executing business strategy through his leadership that leverages strengths in "Global x Digital", and thus proposes his re-election as Director.</p>
Mitsuru Murai	<p>Since assuming the position of Outside Director in March 2023, Mr. Murai has been providing his advice on ASICS' management and appropriate supervision of the execution of business based on his abundant experience and professional perspective as a corporate manager in the information services and sports business. In addition, as a member of the Nomination and Compensation Committee, he has actively given advice to improve the fairness and transparency of ASICS' management.</p> <p>Based on his proven track record thus far, ASICS expects that he will continue to appropriately supervise and advise the Board of Directors, and thus proposes his re-election as Outside Director.</p>
Miwa Suto	<p>Ms. Suto assumed the position of External Auditor in March 2018, and performed duties as Outside Director (Audit & Supervisory Committee Member) during her term of office from March 2020 to March 2024. After assuming the position of Outside Director who is not an Audit & Supervisory Committee Member, she has been providing her advice on ASICS' management and appropriate supervision of the execution of business based on her abundant experience and professional perspective as a management consultant and certified public accountant. In addition, as the chair of the Nomination and Compensation Committee, she has been improving the fairness and transparency of ASICS' management.</p> <p>Based on her proven track record thus far, ASICS expects that she will continue to appropriately supervise and advise the Board of Directors, and thus proposes her re-election as Outside Director.</p>
Tomoko Kumanomido	<p>Since assuming the position of Outside Director in March 2025, Ms. Kumanomido has been providing her advice on ASICS' management and appropriate supervision of the execution of business based on her abundant experience and professional perspective in the media and broadcasting business as well as in the education field. In addition, as a member of the Nomination and Compensation Committee, she has actively given advice to improve the fairness and transparency of ASICS' management.</p> <p>Based on her proven track record thus far, ASICS expects that she will continue to appropriately supervise and advise the Board of Directors, and thus proposes her re-election as Outside Director.</p>
Jenifer Rogers	<p>Based on Ms. Rogers' wide-ranging perspective on the management of global corporations, her professional insights as an attorney at law, and her abundant practical experience in financial institutions, ASICS expects that she will appropriately supervise and advise the Board of Directors, and thus proposes her election as Outside Director.</p>

Name	Reason for the nomination as candidate for Director and outline of expected role
Manabu Kuramoto	<p>Since assuming the position of Director (Full-time Audit & Supervisory Committee Member) in March 2024, Mr. Kuramoto has expressed appropriate opinions at the Board of Directors meetings and the Audit & Supervisory Committee meetings based on his abundant experience and professional perspective gained in development, production, business strategy and management departments in ASICS.</p> <p>Based on his proven track record thus far, ASICS believes that he will continue to conduct appropriate audits and supervision, and thus proposes his re-election as Director (Audit and Supervisory Committee Member).</p>
Yasushi Yokoi	<p>Since assuming the position of Outside Director (Audit & Supervisory Committee Member) in March 2020, Mr. Yokoi has expressed appropriate opinions at the Board of Directors meetings and the Audit & Supervisory Committee meetings based on his abundant experience and professional perspective as a certified public accountant. In addition, as a member of the Nomination and Compensation Committee, he has actively given advice to improve the fairness and transparency of ASICS' management.</p> <p>Although he has not been directly involved in the management of a company other than as an outside director, ASICS believes he is capable of appropriately fulfilling the duties of an Outside Director (Audit & Supervisory Committee Member) given his experience and expertise as referred to above.</p> <p>Based on his proven track record thus far, ASICS expects that he will continue to conduct appropriate audits and supervision, and thus proposes his re-election as Outside Director (Audit & Supervisory Committee Member).</p>
Mariko Eto	<p>Since assuming the position of Outside Director (Audit & Supervisory Committee Member) in March 2024, Ms. Eto has expressed appropriate opinions at the Board of Directors meetings and the Audit & Supervisory Committee meetings based on her abundant experience and professional perspective related to corporate legal affairs as an attorney at law. In addition, as a member of the Nomination and Compensation Committee, she has actively given advice to improve the fairness and transparency of ASICS' management.</p> <p>Although she has not been directly involved in the management of a company other than as an outside director, ASICS believes she is capable of appropriately fulfilling the duties of an Outside Director (Audit & Supervisory Committee Member) given her experience and expertise as referred to above.</p> <p>Based on her proven track record thus far, ASICS expects that she will continue to conduct appropriate audits and supervision, and thus proposes her re-election as Outside Director (Audit & Supervisory Committee Member).</p>
Hideaki Mihara	<p>Based on Mr. Mihara's abundant experience and professional perspective as a certified public accountant and licensed tax accountant, along with his past experience as an External Auditor of ASICS, ASICS expects that he will conduct appropriate audits and supervision, and thus proposes his election as substitute Outside Director (Audit & Supervisory Committee Member).</p> <p>Although he has not been directly involved in the management of a company other than as an outside director, ASICS believes he is capable of appropriately fulfilling the duties of an Outside Director (Audit & Supervisory Committee Member) given his experience and expertise as referred to above.</p>

Supplementary information concerning independence

Since there is no relationship involving receipt of cash etc. between ASICS and each of Mr. Mitsuru Murai, Ms. Miwa Suto, Ms. Tomoko Kumanomido, Mr. Yasushi Yokoi and Ms. Mariko Eto other than the payment of compensation for Director, there is no risk of conflict of interest with ordinary shareholders. Moreover, since there is no relationship involving the receipt of cash, etc. between ASICS and each of Ms. Jenifer Rogers and Mr. Hideaki Mihara, there is no risk of conflict of interest with ordinary shareholders.

Although ASICS Group, for popularization and promotion of sports, has entered into an agreement related to TEAM JAPAN Gold Partnership with the Japanese Olympic Committee for which Mr. Mitsuru Murai and Ms. Miwa Suto act as Executive Board Members, there is no impact on their independence since they are not persons who execute the business of the organization. Moreover, although ASICS Group, for popularization and promotion of volleyball, has entered into an official supplier agreement with the Japan Volleyball Association for which Ms. Miwa Suto acts as Board of Administration Member (Vice President), there is no impact on her independence since she is not a person who executes the business of the organization.

Furthermore, since there is no conflict of interest between ASICS and the companies/organizations that Mr. Mitsuru Murai, Ms. Miwa Suto, Ms. Tomoko Kumanomido, Ms. Jenifer Rogers, Mr. Yasushi Yokoi, Ms. Mariko Eto or Mr. Hideaki Mihara holds an important concurrent position, there is no impact on their independence.

Limited liability contract

Mr. Mitsuru Murai, Ms. Miwa Suto, Ms. Tomoko Kumanomido, Mr. Yasushi Yokoi, and Ms. Mariko Eto have each entered into a contract with ASICS limiting liability for damages provided for in Article 423, paragraph (1) of the Companies Act pursuant to the provisions of Article 427, paragraph (1) of the same Act, and with the maximum amount of liability for damages under the contract limited to the minimum amount prescribed in Article 425, paragraph (1) of the same Act. If a candidate is re-elected, ASICS intends to extend the contract with the same content with each person.

If the election of Ms. Jenifer Rogers is approved, ASICS will enter into a contract, pursuant to the provisions of Article 427,

paragraph (1) of the Companies Act, limiting liability for damages provided for in Article 423, paragraph (1) with her. The maximum amount of liability for damages under the contract will be the minimum amount prescribed in Article 425, paragraph (1) of the same Act.

Director Liability Insurance

ASICS has concluded a director liability insurance contract with an insurance company under Article 430-3 paragraph (1) of the Companies Act. If an insured is subject to a claim for damages (including any actions brought by shareholders) arising from responsibility for the execution of his/her duties or from claims pursuing such responsibility, any such amount (damages or legal expenses incurred by the insured) will be covered by the director liability insurance (provided, however, that this shall not apply in cases involving the insured's breach of trust, criminal acts or intentional violation of laws or regulations), and ASICS is paying the full amount of insurance premiums for all of the insured. If each of the candidates is elected and appointed as Director, they will be insured by such insurance. The insurance is going to be renewed under the same terms and conditions at the next renewal.

Other matters regarding candidates for Outside Directors

1. It was revealed that Kawasaki Heavy Industries, Ltd., for which Ms. Jenifer Rogers serves as an Outside Director, committed fictitious transactions related to the repair of its submarine and fraudulent inspections of marine engines in 2024, and the company has made this public. These acts had begun before her inauguration as Outside Director; hence, she was unaware of these facts in advance. However, at Board of Directors meetings, etc., she regularly warned about such matters from a legal compliance perspective. After these facts were revealed, she proposed a thorough investigation into the cause and measures to strengthen systems to prevent recurrence at Board of Directors meetings, etc.
2. It was revealed that A-TEC CO., LTD., a subsidiary of Iwatani Corporation, for which Mr. Yasushi Yokoi serves as an Outside Audit & Supervisory Board Member, used a stamp of a staff member of the High Pressure Gas Safety Institute of Japan without the staff member's consent for the inspection report of the facilities subject to the High Pressure Gas Safety Act that the company manufactured, and committed fraud regarding the certificate (mill sheet) in July 2024, and the company made this public. These acts had begun before his inauguration as Outside Audit & Supervisory Board Member; hence, he was unaware of these facts in advance. However, at Board of Directors meetings, etc., he regularly warned about such matters from a legal compliance perspective. After these facts were revealed, he proposed a thorough investigation into the cause and measures to strengthen systems to prevent recurrence at Board of Directors meetings, etc.
3. It was revealed that at Starzen Co., Ltd., for which Ms. Mariko Eto serves as an External Director, improper transactions including fictitious and circular ones were conducted by its employees in January 2024, and the company has made this public. These acts had begun before her inauguration as Outside Director; hence, she was unaware of these facts in advance. However, at Board of Directors meetings, etc., she regularly warned about such matters from a legal compliance perspective. After these facts were revealed, she proposed a thorough investigation into the cause and measures to strengthen systems to prevent recurrence at Board of Directors meetings, etc.
4. It was revealed that Nitto Denko Corporation, for which Ms. Mariko Eto serves as an Outside Director, engaged in improper conduct regarding a testing method for its membrane module products used for water supply to receive certification from the Association of Membrane Separation Technology, Japan, in January 2024, and the company has made this public. These acts had begun before her inauguration as Outside Director; hence, she was unaware of these facts in advance. However, at Board of Directors meetings, etc., she regularly warned about such matters from a legal compliance perspective. After these facts were revealed, she proposed a thorough investigation into the cause and measures to strengthen systems to prevent recurrence at Board of Directors meetings, etc.

Selection Criteria for Independent Outside Directors

In order to ensure proper corporate governance, ASICS prescribes its own unique “Selection Criteria for Independent Outside Directors” concerning the aptitude and independency of Outside Directors. The contents of these provisions are as follows.

Article 1 (Requirements of Outside Directors)

1. The requirements of an Outside Director of ASICS are prescribed herein.
2. The requirements of Outside Directors shall be satisfied at the time of election and during the period of office.

Article 2 (Requirements Concerning the Aptitude of Outside Directors)

An Outside Director shall possess a proven track record, abundant experience and expertise as a corporate executive, attorney at law, certified public accountant, or an academic, as required to carry out business expansion at a global level while strengthening corporate governance in ASICS and its subsidiaries and affiliates (hereinafter, the “ASICS Group”) that operate their businesses globally.

Article 3 (Requirements concerning the Independency)

In order to secure the Outside Directors’ independency from ASICS Group, each of the following items shall be satisfied.

- (1) The Outside Director shall have never been an officer or executive officer (hereinafter, “officer”), or employee of ASICS Group.
- (2) The Outside Director shall not be and have not been over the past five years:
 - a. (i) A major shareholder of ASICS Group (a shareholder who holds 10% or more of total voting rights, including indirect holding), or an employee, etc. (i.e., executive director or employee who executes business; the same shall apply hereinafter) of an organization that is a major shareholder of ASICS Group
 - (ii) An employee, etc. of an organization for which ASICS Group is a major shareholder
 - b. A main lender of ASICS Group (a lender to whom ASICS Group owes, at the end of respective fiscal year, the amount equivalent to or more than 2% of the value of ASICS’ consolidated total assets; the same shall apply hereinafter), or an employee, etc. of a main lender of ASICS Group (if the main lender is a corporate group, then the group shall satisfy this item; the same shall apply hereinafter)
 - c. An employee, etc. of a lead-manager securities company of ASICS Group
 - d. (i) A major business partner of ASICS Group (2% or more of consolidated net sales during one fiscal year; the same shall apply hereinafter) or an employee, etc. of a major business partner
 - (ii) A person for whom ASICS Group is a major business partner or an employee, etc. of an organization for whom ASICS Group is a major business partner
 - e. A person belonging to the auditing firm that is the accounting auditor of ASICS Group
 - f. A person who receives from ASICS Group large amounts of money or other financial assets (10 million yen or more in one fiscal year) as a consultant, accounting specialist or legal expert besides the compensation as an Outside Director, or a person belonging to an organization that receives large amounts of money or other financial assets (1% or more of net sales for one fiscal year of the aforesaid organization) from ASICS Group
 - g. A person who receives a large donation (10 million yen or more in one fiscal year) from

ASICS Group or an employee of an organization that receives a large donation from ASICS Group

- h. A person in a reciprocal relationship with ASICS Group concerning the status as officers
- (3) The Outside Director shall not be a close relative (i.e., spouse or relative within three degrees of kinship) of the following persons.
- a. A person who is currently or was an officer or important employee of ASICS Group
 - b. A person who falls under any items listed in sub-paragraph (2), paragraph 1 of Article 3 (excluding unimportant employees and those who belong to such an organization)

Article 4 (Requirements concerning the Term of Office)

The term of office as an Outside Director of ASICS shall be limited to a total of eight years in principle.

Article 5 (Requirements concerning the Number of Concurrent Positions)

The number of concurrent positions held by Outside Directors of ASICS shall be no more than four (including ASICS).

Article 6 (Exception)

Notwithstanding Article 3, if a person is recognized as not having any conflict of interest with ordinary shareholders were the person to become an Outside Director, and unanimously agreed by other Outside Directors who satisfy the requirements stipulated in Articles 2 through 5, such person may be appointed Outside Director, pursuant to the Companies Act. In this case, such facts and the reasons for appointment shall be stated in the Reference Documents for General Meeting of Shareholders, the Securities Report and other relevant documents.

Reference

Skills Matrix of Directors and Executive Officers with Roles

In the Mid-Term Plan 2026, through promoting a “global × digital” approach and responding to the rapidly changing and increasingly diverse social environment, we aim to achieve global sustainable growth and improve corporate value. To accomplish this, it is important that directors who are responsible for providing advice to management and supervision of business execution, and executive officers who are responsible for business execution represent a broad range of expertise, experience and diversity. We will continue to actively promote the hiring of diverse talent to ensure better management decision-making and business execution.

Position	Name	Corporate Management	International Affairs	Digital	Finance/Accounting	Legal	Sports Business
Chairman and CEO, Representative Director	Yasuhito Hirota	●	●		●		●
President and COO, Representative Director	Mitsuyuki Tominaga	●	●	●	●		●
Outside Director	Mitsuru Murai	●	●				●
Outside Director	Miwa Suto		●	●	●		●
Outside Director	Tomoko Kumanomido	●		●			
Outside Director	Jenifer Rogers		●		●	●	
Director (Full-time Audit & Supervisory Committee Member)	Manabu Kuramoto		●				●
Outside Director (Audit & Supervisory Committee Member)	Yasushi Yokoi				●		
Outside Director (Audit & Supervisory Committee Member)	Mariko Eto		●			●	

Position	Name	Products	Marketing and Sales	Digital	Finance/Accounting	Legal	Human Resource Development
Chairman and CEO, Representative Director	Yasuhito Hirota	●	●		●		●
President and COO, Representative Director	Mitsuyuki Tominaga		●	●	●		
Executive Vice President	Shinji Senda	●					
Executive Vice President	Ryoji Shoda	●	●	●			
Managing Executive Officer	Tsuyoshi Nishiwaki	●					
Managing Executive Officer	Koichiro Kodama		●				
Managing Executive Officer	Tomoko Koda		●	●			
Managing Executive Officer	Norio Takaoka	●					
Managing Executive Officer	Koji Hayashi			●	●		
Managing Executive Officer	Takeshi Horikomi					●	●

* The above list does not show the entire expertise or experience of the Directors, Director Candidates and Executive Officers with Roles.

* Ms. Jenifer Rogers is a new candidate for Outside Director who is not an Audit & Supervisory Committee Member.

Reasons for Including Each Area of Specialization and Experience in the Skills Matrix

The important areas of specialization and experience for Directors, Director Candidates, and Executive Officers with roles to conduct management decision-making and business execution, along with the reasons for their selection, are as follows.

Specialization and Experience	Reason for Selection
Corporate Management	To make strategic decisions to achieve the Mid-Term Plan 2026 and VISION 2030, manage the organization and realize sustainable growth, we consider it important to have comprehensive knowledge of corporate management.
International Affairs	Overseas sales account for over 80% of ASICS' total sales, and we operate our business on a global scale. Moreover, based on our policy of transforming to a Global Integrated Enterprise laid out in the Mid-Term Plan 2026, we recognize that having an international perspective is essential. Note that having an international perspective is something that is necessary for all our Executive Officers, which is why it is not included among the items of the skills matrix for Executive Officers.
Digital	In promoting our "global x -digital" approach for transforming to a Global Integrated Enterprise, we regard knowledge of digital technology as essential. In addition to strengthening the platform for runners through the development of a running ecosystem and linking data to produce personalized customer communication, we are accelerating the utilization of digital technologies internally and externally to realize operational excellence, including the use of mission-critical data and the latest technologies.
Finance and Accounting	We recognize that it is important to reflect the requests and expectations of capital markets in our medium- and long-term growth strategies and financial policies through dialogue with investors focused on improvements to shareholder value and the trends of capital market reforms in Japan. We will also support our transformation to a Global Integrated Enterprise through the formulation and execution of financial strategies that balance capital efficiency with financial soundness based on accurate financial reporting.
Legal	To earn trust in the global market and develop a sustainable business model, we consider it important to practice global compliance-oriented management that observes ethics, laws, regulations, ASICS Group's principles and policies, and a host of other requirements. We also believe that knowledge and skills related to laws, regulations and other frameworks are essential in implementing this compliance-oriented management and utilizing it in management strategies.
Sports Business	ASICS adopts "Sound Mind, Sound Body" as its brand slogan. We consider that key elements to achieving this include identifying sports industry trends and athlete needs, and then linking that insight to the development of products, services and their respective markets.
Products	Knowledge of product development, technology, design, and quality control are the foundation for delivering products that meet customer expectations. We regard product knowledge as essential to raising the competitiveness of ASICS' products and enhancing brand loyalty.
Marketing and Sales	The Mid-Term Plan 2026 aims 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. We strive to enhance brand experience value by making OneASICS a starting point for all our efforts. We increase direct points of contact with customers and deepen connections while rolling out products and services with high added value. We believe that knowledge in this area is essential for these strategies.
Human Resource Development	Human resource development is an essential element of efforts to realize the Mid-Term Plan 2026 and VISION 2030, and to ensure sustainable growth into the future. We aim to establish an environment where talented individuals with diverse backgrounds can fully utilize their abilities, and have particularly focused on the realization of <i>Sound Mind, Sound Body</i> by employees, the utilization of human resources globally and dynamically and the promotion of diversity, equity & inclusion.

(1) Business progress and results

Major initiatives in the fiscal year 2025

The fiscal year 2025 was another year that clearly demonstrated ASICS' strong growth momentum.

In 2025, which was the second year of the Mid-Term Plan 2026, all categories and regions saw increases in both revenue and profits, with net sales reaching 810.9 billion yen, operating profit at 142.5 billion yen, operating margin of 17.6%, and ROA at 17.9%, all setting new record highs.

In 2025, which was themed “Year of Japan,” in addition to enhancing ASICS' brand experience value in Japan, we worked to communicate the brand to the rest of the world.

As an Official Partner of the World Athletics Championships Tokyo 25, held in Japan for the first time in 34 years, and as a Total Support Member of the Tokyo 2025 Deaflympics, held in Japan for the first time, we provided close support to athletes pursuing peak performance.

We also communicated the ASICS brand by holding the “Tokyo: Speed: Race” event in Tokyo in May, and by hosting the limited-time “DISCOVER. by ASICS” event at Grand Front Osaka, which encouraged people to experience a new sensory activity that moves body and mind. We served as Official Sponsor of the “FT Nikkei UK Ekiden” that was held in the United Kingdom, thus communicating the Japanese culture of Ekiden at a global level. Building on these initiatives, it was a year in which we succeeded in expanding touchpoints with sports-loving customers and a wide range of stakeholders worldwide.



Supporting the World Athletics Championships Tokyo 25 as an Official Partner



Supporting the Tokyo 2025 Deaflympics as a Total Support Member

We also steadily promoted the “Global Growth” that has been designated a strategic priority of the Mid-Term Plan 2026.

By category, SportStyle and Onitsuka Tiger, which are continuing to grow into a second pillar of the business after the ASICS’ main pillar of Performance Running, achieved further breakthroughs.

Net sales for SportStyle were 141.3 billion yen, (up 43.6% from the previous fiscal year), and the category profit margin was 29.3%, (up 2.0 ppt from the previous fiscal year), indicating that profitability is rising even as growth continues. In addition to significant net sales growth in all regions due to the continued strong performance of VINTAGE TECH products, we held an event during Paris Fashion Week in June 2025, successfully enhancing our presence.

Net sales for Onitsuka Tiger were 136.5 billion yen, (up 43.0% from the previous fiscal year), with a category profit margin of 37.7%, (up 3.7 ppt from the previous fiscal year), achieving the highest profitability of all categories. In addition to participating in Milan Fashion Week, Onitsuka Tiger is steadily establishing a position as a luxury lifestyle brand born in Japan through such initiatives as opening large directly operated stores in Barcelona, London, Paris, and other locations.

By region, net sales grew by more than 30% year on year at ASICS Japan, where demand from inbound tourists is strong, and in Southeast and South Asia, which have significant growth potential. In addition, the operating margin for the North America business, where we have been conducting reforms, reached 11.3% (up 3.0 ppt from the previous fiscal year), showing that previously implemented measures are steadily taking effect. Performance in Greater China was strong despite concerns about economic weakness, with net sales growing 19.9% year on year, while the operating margin reached 20.8% (up 1.6 ppt from the previous fiscal year).



Opening of a popup SportStyle store during Paris Fashion Week



Opened Onitsuka Tiger global flagship store on the Champs-Élysées

It was a year in which we made steady progress also in “Enhancement of Brand Experience Value” and “Operational Excellence” that have been designated as strategic priorities of the Mid-Term Plan 2026, in addition to “Global Growth”.

In terms of the “Enhancement of Brand Experience Value”, over the past several years ASICS has acquired multiple race registration companies, developing a running ecosystem that supports the runner’s journey from race registration through to post-race, and not just at the point of product purchase. In November 2025, we announced the acquisition of race registration companies in Spain and Thailand, laying the groundwork for further expanding our reach to runners worldwide.

In the innovation field, ASICS is expanding its R&D base, ASICS Institute of Sport Science, to a global scale, which had previously been limited to Japan. In December 2025, ASICS launched the ASICS-Michigan Sport Innovation Center in collaboration with the University of Michigan. Going forward, this will enable ASICS to leverage the University of Michigan’s world-class, cutting-edge research that integrates sports and technology, as well as its athlete access programs, with the aim of generating innovation that contributes to athletic performance.

As for “Operational Excellence”, we have established a system to regularly verify the alignment between business forecasts and production plans, utilizing historical sales data and other information. We are strengthening the management of supply and demand planning at the product level, advancing inventory optimization, and steadily progressing toward achieving operational excellence.

At the Ordinary General Meeting of Shareholders held in March 2025, we obtained approval to establish ASICS Foundation, which is now operating in earnest. The foundation aims to realize a society where everyone can appreciate the value of sports. In the fiscal year 2025, the foundation began providing grants for up to three years to six organizations across four countries, supporting the expansion of their activities.

When the establishment of the foundation was announced, some shareholders, primarily institutional investors, expressed concerns about share dilution. However, by repeatedly and consistently explaining the social significance of the foundation and its contribution to the corporate value of ASICS Group over the medium to long term, we were able to gain the understanding and approval of many shareholders. Even after establishing the foundation, our pursuit of profitability and capital efficiency enabled us to resolve the previously mentioned concerns by achieving further increases in ASICS’ corporate value, such as reaching a market capitalization level of 3 trillion yen for the first time.



ASICS-Michigan Sport Innovation Center, launched jointly with the University of Michigan



ASICS Foundation established in April 2025

The initiatives mentioned earlier have been highly regarded, leading us to win a variety of external awards in both financial and non-financial fields. Here, we introduce two of the main awards.

First, we received the “IR Grand Prix” at the “2025 IR Award” selected by the Japan Investor Relations Association. This is the third consecutive time we have won an award since we first received a Best IR Award in 2023, and we have finally been honored with the Grand Prix. We were commended for the proactive role of our senior management in promoting IR activities and for the strengthening initiatives targeting individual investors.

Second, we won the “Grand Prize Company”, which is the top honor in the “Corporate Governance of the Year 2025” organized by the Japan Association of Corporate Directors. We were recognized for practicing stakeholder-dialogue-based governance, seeking board operations with a focused mindset following the sale of all cross-shareholdings, and pursuing management focused on reducing capital costs, which is organically linked to our compensation system for executives and employees.

As well as being selected as a Digital Transformation (“DX”) Stocks for 2025, as an SX (Sustainability Transformation) Brands 2025, and as a company listed in The Sustainability Yearbook 2026, ASICS was also certified as a “Climate Change A List (highest rating)” company for the second consecutive year in a survey conducted by CDP, an international non-profit organization that operates an environmental information disclosure system. ASICS also won the Grand Prize at the Second Intellectual Property and Intangible Asset Governance Awards.

Going forward, we will continue to promote the “Reinforcement of Business Foundation” that is also stated in the Mid-Term Plan 2026.



Received the “IR Grand Prix”, awarded only to companies that have received “Best IR Award” three times



Won the Grand Prize award at “Corporate Governance of the Year 2025”

Major initiatives in the fiscal year 2026

For the fiscal year 2026, we plan to achieve net sales of 950.0 billion yen, operating profit of 171.0 billion yen, and an operating margin of 18.0%. We keep running in 2026, too without slowing the pace of our growth to date.

In Performance Running, we will continue innovative product development, aiming for the No. 1 share in major marathon events. In Core Performance Sports, we will maintain our focus on tennis while promoting the strengthening of sports categories beyond tennis. In SportStyle, we will expand our product lineup while pursuing sustainable growth within this massive market. In Onitsuka Tiger, we will further solidify our brand position in Europe and move forward with preparations for re-entering the U.S. market in 2027 and beyond.

Furthermore, we will implement measures for sustainable growth across all regions. For example, there is still significant expansion potential remaining in Greater China, where we should achieve improved positioning of the ASICS brand. In North America, we are steadily increasing net sales at running specialty stores, and by leveraging the brand equity cultivated there, we will further strengthen the expansion of mid-priced products, which represent a larger market segment. Furthermore, by adopting the “Year of ASIA,” in 2026, we will harness the momentum of the Aichi-Nagoya 2026 Games to dedicate our efforts to further enhancing the brand in Asia. Specifically, we will accelerate growth even further in Southeast Asia, where the running market is rapidly expanding, aiming to achieve 100 million US dollars in sales across Southeast Asian countries at an early stage.

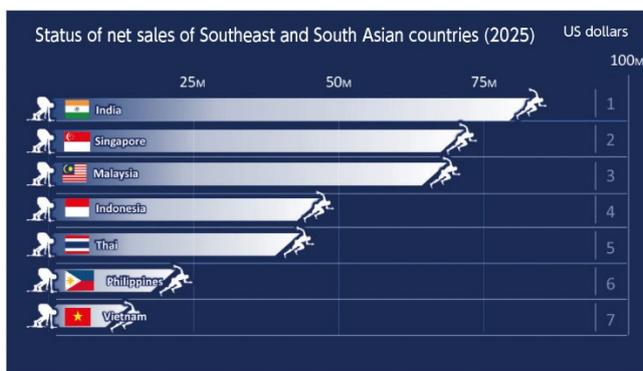
As ASICS continues its significant growth beyond 2026, we anticipate our cash generation capacity will become exceptionally strong. We will intensify discussions to formulate strategies for investments aimed at further future growth.

To maximize corporate value through our transformation into a Global Integrated Enterprise, we will also actively consider and promote investments in human capital, which are as essential as financial capital for enhancing corporate value over the medium to long term.

The fiscal year 2026 will be a crucial year in the sense that it will serve as the launchpad for our next Mid-Term Plan covering 2027 to 2029. With an eye toward further growth and transformation into a Global Integrated Enterprise, we will advance discussions on this next Mid-Term Plan globally and as one ASICS team, incorporating the opinions of a broad range of our stakeholders.

“Turn those days into strength.”

We keep running in 2026, too, using our past efforts as a solid driving force for further growth!



In the countries of Southeast Asia, we aim to achieve sales exceeding USD 100 million in each country at an early stage



We keep running in 2026, too, using our past efforts as a solid driving force for further growth!

(billion yen)

SportStyle SPS



feel comfort find energy
GEL-DYNAMITE™

Net sales
141.3 billion yen
+ 43.6% YoY

Category Profit
41.3 billion yen
+ 53.8% YoY



Region	FY2024	FY2025
Japan	98.4	141.3
North America	26.8	41.3
Europe		
Greater China		

Net sales by major region

Region	FY2025	FY2024
Japan	6.6	4.9
North America	31.5	20.8
Europe	61.8	41.3
Greater China	17.5	12.5

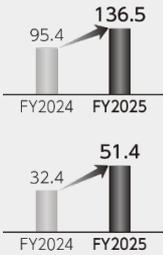
Onitsuka Tiger OT



ONITSUKA TIGER

Net sales
136.5 billion yen
+ 43.0% YoY

Category Profit
51.4 billion yen
+ 58.7% YoY



Region	FY2024	FY2025
Japan	95.4	136.5
Europe	32.4	51.4
Greater China		

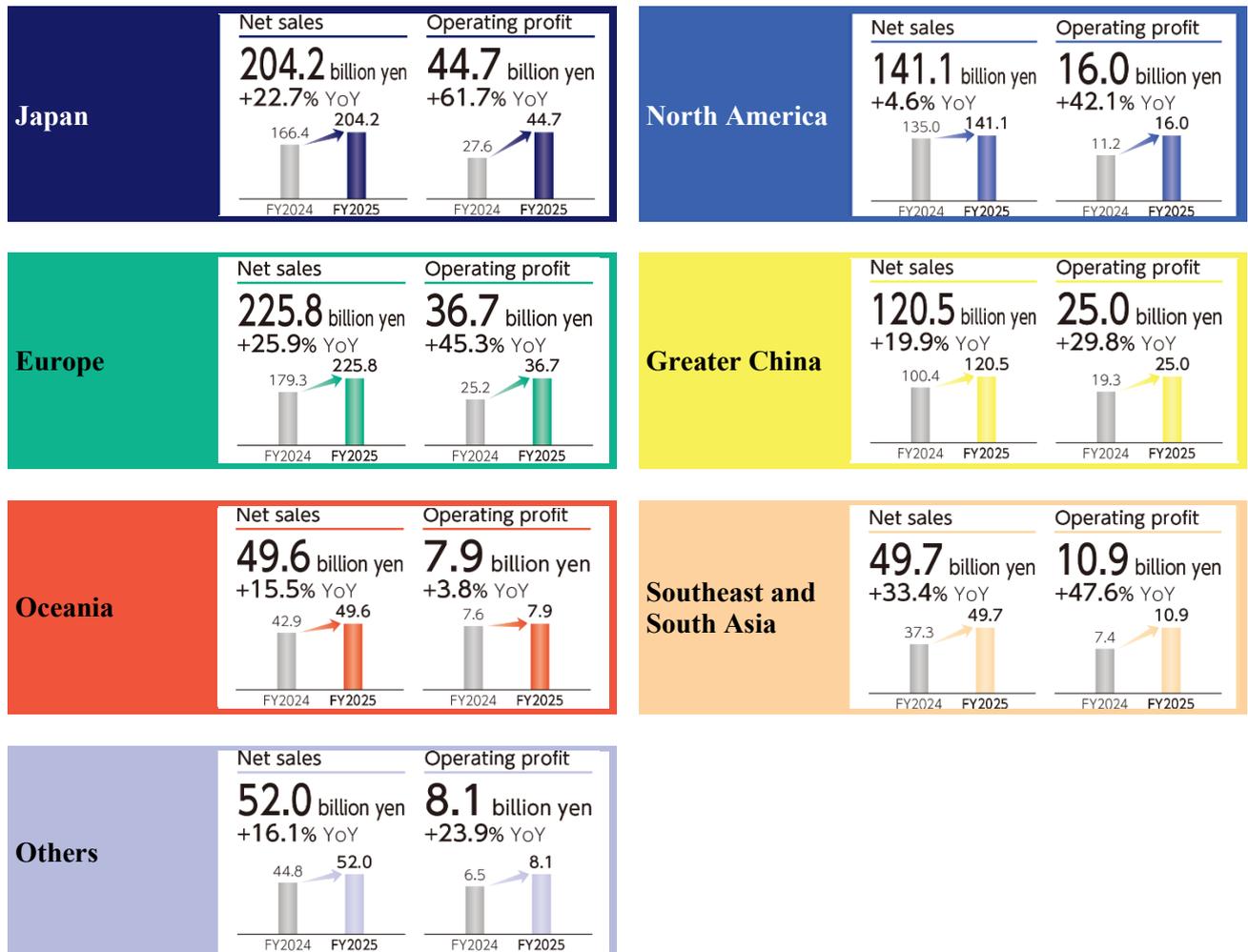
Net sales by major region

Region	FY2025	FY2024
Japan	67.1	40.7
Europe	10.2	6.0
Greater China	35.3	29.1

Note: Figures for Japan in net sales by major region are the figures for ASICS Japan.

Summary by Reportable Segment

(billion yen)

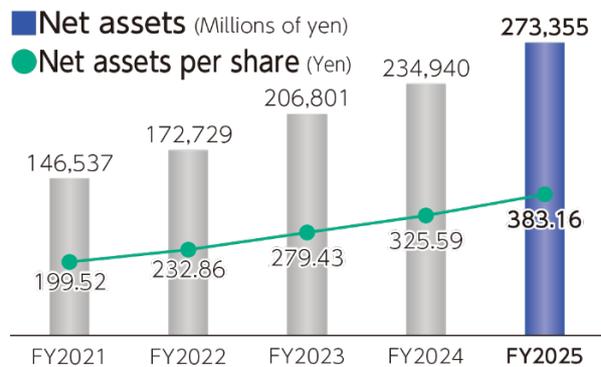
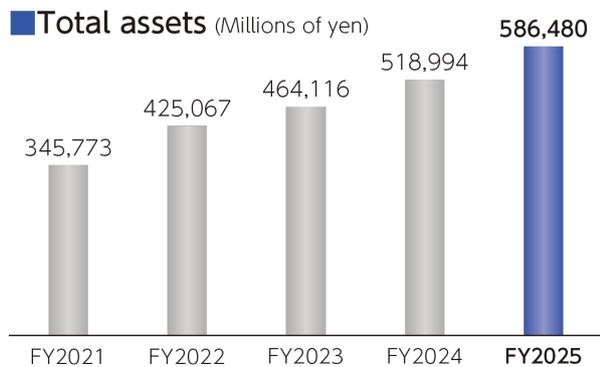
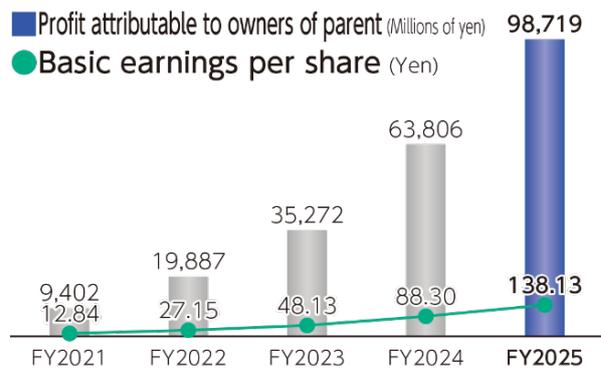
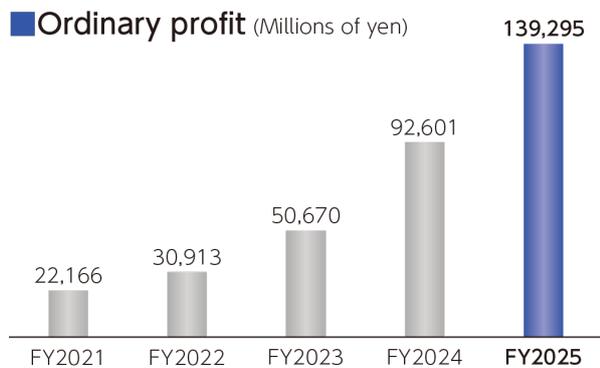
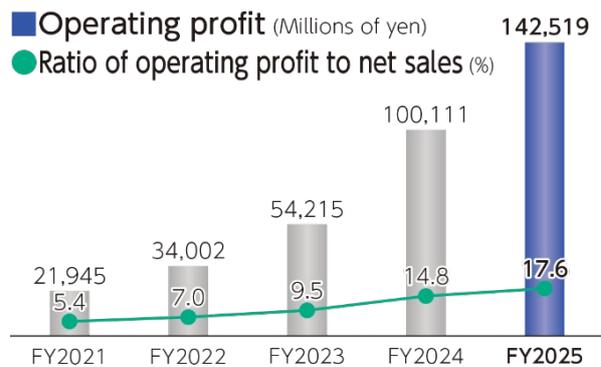
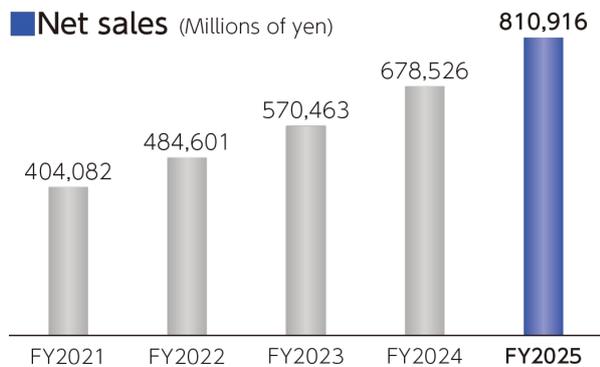


(2) Trends in Status of Assets and Income

(Millions of yen)

Item	2021	2022	2023	2024	2025 (Fiscal year under review)
Net sales	404,082	484,601	570,463	678,526	810,916
Operating profit	21,945	34,002	54,215	100,111	142,519
Ratio of operating profit to net sales (%)	5.4	7.0	9.5	14.8	17.6
Ordinary profit	22,166	30,913	50,670	92,601	139,295
Profit attributable to owners of parent	9,402	19,887	35,272	63,806	98,719
Basic earnings per share (yen)	12.84	27.15	48.13	88.30	138.13
ROE (%)	6.9	12.6	18.8	29.1	39.1
ROA (%)	2.8	5.2	7.9	13.0	17.9
Total assets	345,773	425,067	464,116	518,994	586,480
Net assets	146,537	172,729	206,801	234,940	273,355
Net assets per share (yen)	199.52	232.86	279.43	325.59	383.16

- Notes:
1. ASICS has carried out a 4-for-1 stock split for its common stock on the effective date of July 1, 2024. Basic earnings per share and net assets per share are calculated as if this stock split had taken place at the beginning of fiscal 2021.
 2. Basic earnings per share are calculated based on the total average number of shares during the term, and net assets per share are calculated based on total number of shares outstanding at the fiscal end. Furthermore, basic earnings per share and net assets per share are calculated based on the number of shares after excluding treasury shares, with amounts less than one hundredth of a yen rounded for presentation purposes.
 3. ASICS has applied the “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc., from the beginning of fiscal 2022, and figures from fiscal 2022 onward are after the application of this accounting standard, etc.



(3) Status of principal parent company and subsidiaries

ASICS Group consists of ASICS and 63 subsidiaries, and its main business lines are the manufacture and sale of sports shoes, sportswear, sports equipment, and other sports products.

(i) Relationship with parent company

Not applicable.

(ii) Status of principal subsidiaries

	Company name	Share capital	Investment ratio	Principal lines of business
1	ASICS Japan Corporation	90 million yen	100 %	Sale of sports products, etc.
2	ASICS Trading Co., Ltd.	450 million yen	100	Sale of sports products, etc.
3	ASICS America Corporation	123,000 thousand US dollars	*100	Sale of sports products, etc., and supervision of subsidiaries in North America
4	ASICS Europe B.V.	45,020 thousand euros	100	Sale of sports products, etc., and supervision of subsidiaries in Europe
5	ASICS China Trading Co., Ltd.	96,228 thousand yuan	*100	Sale of sports products, etc.
6	ASICS Oceania PTY. LTD.	2,000 thousand Australian dollars	100	Sale of sports products, etc.
7	ASICS Asia PTE. LTD.	29,550 thousand Singapore dollars	100	Sale of sports products, etc., and supervision of subsidiaries in Southeast Asia
8	ASICS Brasil Ltda.	195,000 thousand real	*100	Sale of sports products, etc., and supervision of subsidiaries in South America
9	SANIN ASICS Industry Corporation	90 million yen	100	Manufacture of sports shoes, etc.
10	ASICS Apparel Industry Corporation	90 million yen	100	Manufacture of sportswear, etc.

Notes: 1. Investment ratios marked with an asterisk (*) include investments held indirectly.

2. SANIN ASICS Industry Corporation was renamed Onitsuka Innovative Factory Corporation effective January 1, 2026.

(4) Status of capital investment, etc.

The total amount of capital investment in the fiscal year under review was 30,955 million yen. The main investments included investment in ERP systems to support global business development, company-owned stores and logistics centers.

(5) Financing activities

Not applicable.

(6) Principal creditors

The amount of borrowings is not presented based on the perspective of materiality, given its minimal impact on the financial position and other factors.

(7) Other important matters pertaining to the current status of the corporate group

ASICS relocated its head office to 1-2-4, Sannomiya-cho, Chuo-ku, Kobe, on January 1, 2025.

(8) Focus themes for further growth

Mid-Term Plan 2026

Financial targets for the Mid-Term Plan 2026 were achieved one year ahead of schedule in 2025. In 2026, the last year of the Mid-Term Plan 2026, in addition to achieving further global growth and enhancement of brand experience value, we will further develop our operational excellence. We will also reinforce the business foundation that is essential for our transformation into a Global Integrated Enterprise by implementing such initiatives as the promotion of digital technology and sustainability, the reinforcement of investment in human capital, the execution of financial strategies that take appropriate capital allocation into consideration, and the reinforcement of our governance.

		Sound Mind, Sound Body <small>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</small>			
Management Direction		Transformation to a Global Integrated Enterprise			
Strategic Priorities		Global Growth	Enhancement of Brand Experience Value	Operational Excellence	
		<ul style="list-style-type: none"> • Growth in each category • Sustainable growth in existing revenue base regions • Establishment of a footprint in high-growth regions 	<ul style="list-style-type: none"> • Optimal channel mix • Expansion of the Ecosystem • Strengthening of innovation 	<ul style="list-style-type: none"> • Strengthening data governance • Improvement of demand forecast accuracy and strengthening of PSI management • Establishment of a production system that integrates manufacturing and sales 	
		Reinforcement of Business Foundation			
		Digital / Sustainability / Human Capital / Finance / Governance			
Management Indicators and Targets (2026)	Topic	Index	2024 Result	2025 Result	2026 Update Target
	Brand	OneASICS Membership	17.6 million people	23.13 million people	30 million people
		DTC Ratio	42.1%	42.1%	40% or more
	Profitability	Operating Profit	100.1 billion yen	142.5 billion yen	130 billion yen or more
		Operating Margin	14.8%	17.6%	17.0% or more
	Growth Potential	Sales CAGR	13.0% (growth rate excluding currency change)	19.4% (growth rate excluding currency change)	Around 10%
		Inventory Efficiency	Average DIO	151 days	152 days
	Capital Efficiency	ROA	13.0%	17.9%	Around 15%
		Return to Shareholders	Total Return Ratio (during Mid-Term Plan period)	N/A	N/A
	Social	Employee Engagement Score	73	75	70
		Ratio of Employee with Disabilities (only in Japan)	3.1%	3.6%	4.0%
		Ratio of Female Managers	38.7%	41.0%	40% or more

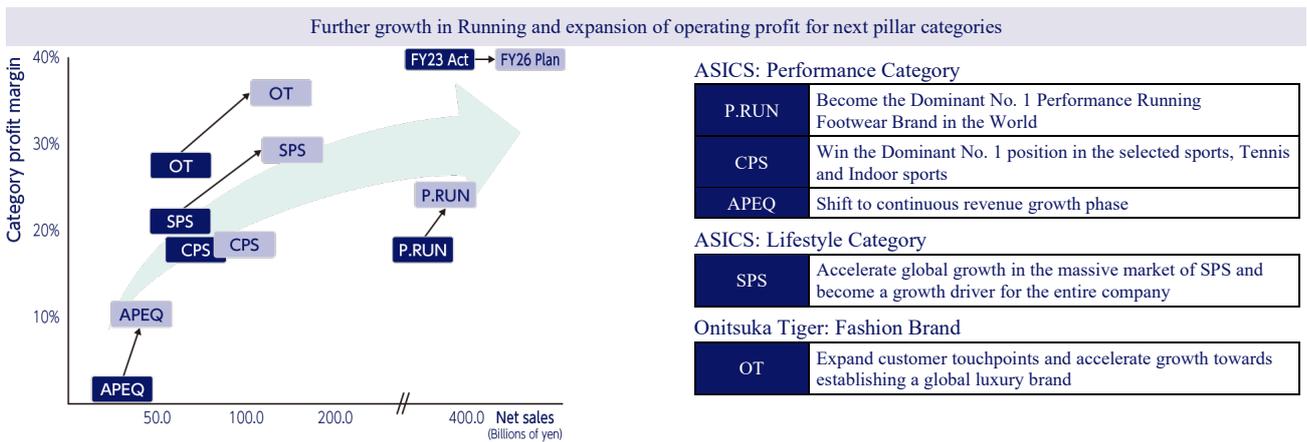
Strategic Priorities

Global Growth

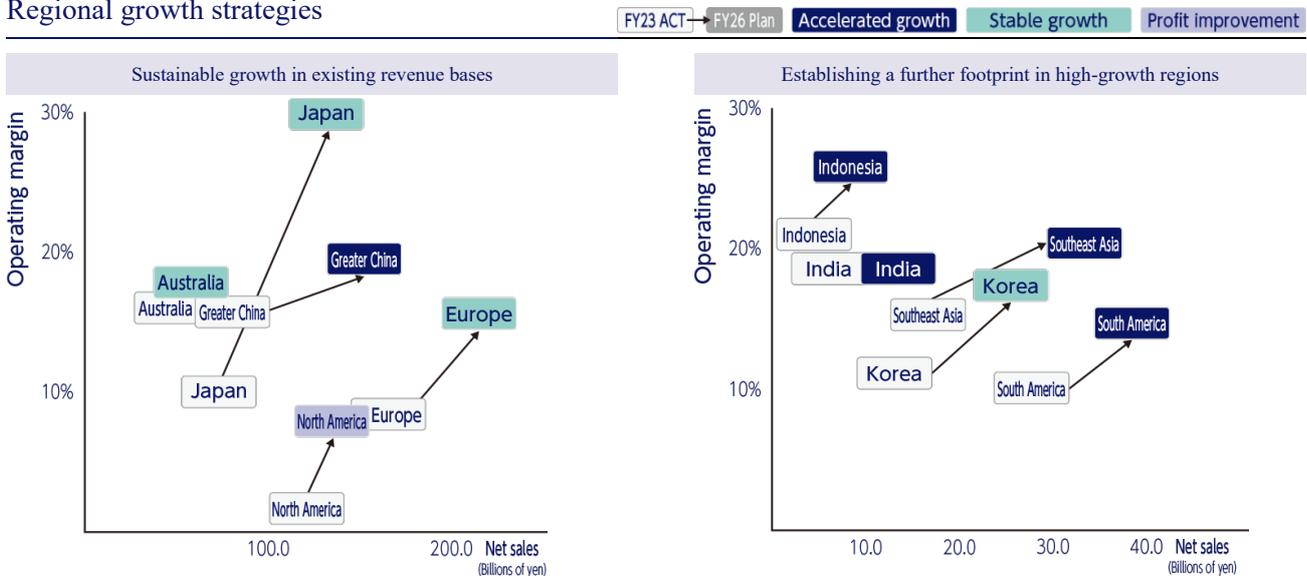
We will enhance cooperation across categories and all regions to accelerate growth for all. In Performance Running, we will continue innovative product development, aiming for the No. 1 share in major marathon events. In Core Performance Sports, we will maintain our focus on tennis while promoting the strengthening of sports categories beyond tennis. In SportStyle, we will expand our product lineup while pursuing sustainable growth within this massive market. In Onitsuka Tiger, we will further solidify our brand position in Europe and move forward with preparations for re-entering the U.S. market in 2027 and beyond.

By adopting the “Year of ASIA,” in 2026, we will harness the momentum of the Aichi-Nagoya 2026 Games to dedicate our efforts to further enhancing the brand in Asia. Specifically, we will accelerate growth even further in Southeast Asia, where the running market is rapidly expanding, aiming to achieve 100 million US dollars in net sales across Southeast Asian countries at an early stage.

Category growth strategies



Regional growth strategies

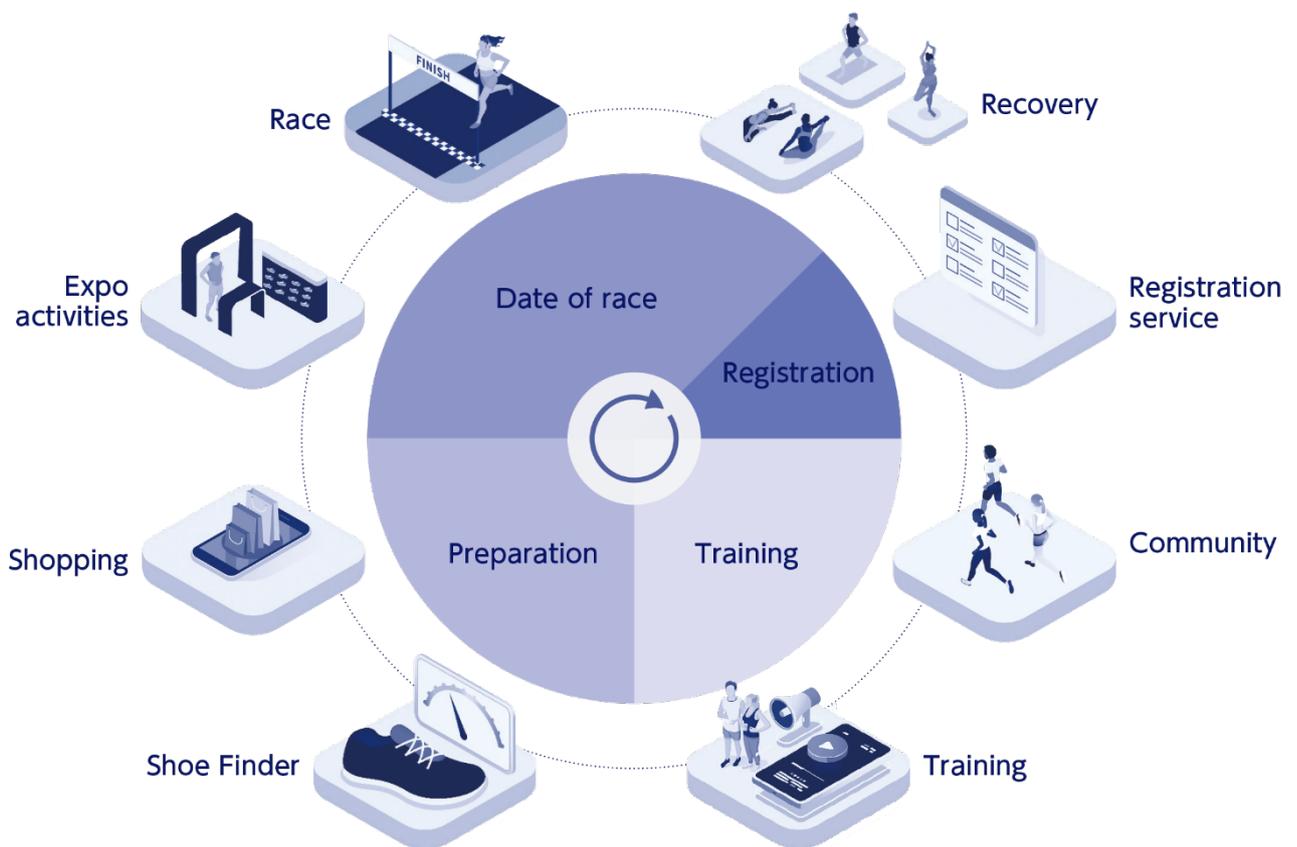


Enhancement of Brand Experience Value

To achieve enhancement of brand experience value, we will develop a global running ecosystem that supports the runner's journey from race registration to post-race, and not just at the point of product purchase by using the touchpoints that we have built with runners via the DTC (Direct to Consumer) sales channel and race registration platforms.

We will increase customer loyalty by providing differentiated services, including a unique loyalty program. We will also utilize our accumulated data to achieve personalized marketing communication and further enhance our products and services.

<Example of rolling out the running ecosystem>



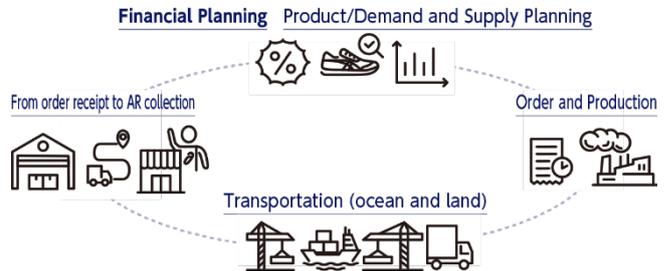
Strategic Priorities

Operational Excellence

During the period of the Mid-Term Plan 2026, we have established a system to regularly verify the alignment between business forecasts and production plans, utilizing historical sales data and other information.

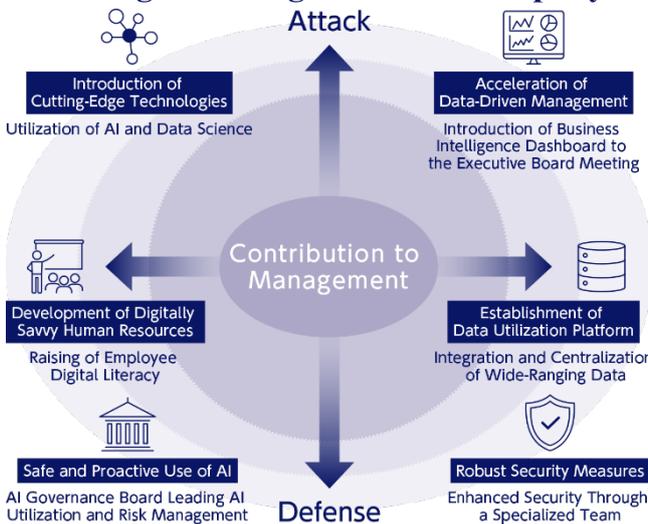
Going forward, we will strengthen the management of supply and demand planning at the product level, forging ahead with inventory optimization, and steadily progressing toward achieving operational excellence.

Enhance the sophistication and efficiency of operations across the supply chain as a whole



Digital technology

Becoming a true digital-driven company



In the digital field, by utilizing data based on integrated Global ERP systems to pursue operational excellence, we will promote initiatives that promptly and strategically utilize this data across all departments and regions.

We will also focus on developing digital talent capable of proactively utilize generative AI and the latest technologies, and develop globally optimized security infrastructure services.

Sustainability

ASICS' sustainability activities are based on two pillars of People (Contribution to people and society) and Planet (Consideration for the environment), and are aimed at protecting the environment that allows people to engage in sports and at improving their mental and physical well-being.

People (Contribution to people and society)

Aiming to “create a world in which everyone can live healthfully both mentally and physically, maintaining involvement with exercise and sports over the entire lifetime”, we endeavor to advance the mental and physical well-being of consumers through our products and services, maintain the mental and physical well-being of each employee, and promote respect for the human rights of every person working in our supply chain.

Selected for leading global ESG investment indices

- Dow Jones Sustainability Asia/Pacific Index
- FTSE4Good Index Series / FTSE Blossom Japan Index
- MSCI Japan ESG Select Leaders Index
- The Sustainability Yearbook 2026 Selected Company

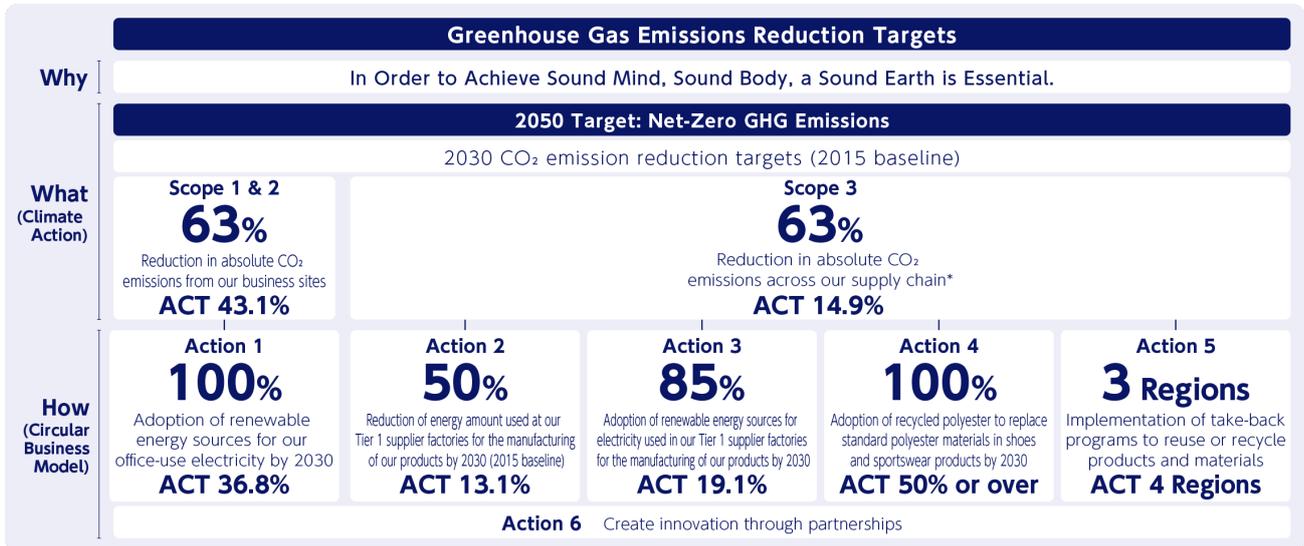
Planet (Consideration for the environment)

We have set a target of achieving net-zero greenhouse gas emissions by 2050. We also aim to reduce emissions by 63% at our offices and in the supply chain by 2030, and have been certified by the Science Based Targets (SBT) initiative.



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



* ASICS checks the status of use of biofuels in the supply chain and has started collecting data in collaboration with suppliers. We will work to capture the usage of biofuels and prepare for a calculation and disclosure that reflect changes to the GHG Protocol in relation to biofuels.

* The target3 scope is “purchased goods and services” and “end-of-life treatment of the sold products.”

Sustainability

People (Contribution to people and society)

Systematic supply chain management

ASICS improved our audit and evaluation methods for supplier factories in 2024. We systematically manage our supply chain and conduct specific risk analysis based on the following four steps.

(1) Commitment	(2) Monitoring and risk management	(3) Training and skill development	(4) Reporting and transparency
<ul style="list-style-type: none"> • Formulation of policies and guidelines that are applicable globally • Internal and external communication regarding policies (including education and training) 	<ul style="list-style-type: none"> • Assessment of human rights risks of our businesses and in the supply chain • Audits and remedial actions to ensure safe and ethical workplace standards 	<ul style="list-style-type: none"> • Training for suppliers • Sharing of best practices • Enhancement of management systems and support for skill development regarding responsible procurement 	<ul style="list-style-type: none"> • Information disclosure in reports and on websites • Disclosure in accordance with the Modern Slavery Act • Use of industry standard tools and disclosure of the factory list

Respect for Human Rights

In 2022, we formulated the “ASICS Human Rights Policy,” which sets forth elements of human rights due diligence and priority areas, and have applied it to all ASICS Group companies. We also require our suppliers to comply with relevant laws and regulations and this policy. The Human Rights Committee has been established under the Risk Management Committee, and the former supervises human rights due diligence for the entire value chain including the supply chain, our employees and customers. The Human Rights Committee meets twice a year to review management direction, conduct risk assessment, and confirm progress. Also, the contents of its deliberations are reported to the Board of Directors.

In 2024, we conducted audits of a total of 87 supplier factories (up 20% from the previous year) and confirmed that 97% met the ASICS’ standards. We require supplier factories that fail to meet the ASICS’ standards to formulate improvement plans with set deadlines and regularly check their progress.

<https://corp.asics.com/en/csr/people-supply-chain/human-rights>

Planet (Consideration for the environment)

Initiative for achieving net-zero through measures against climate change and supplier operations

We aim to achieve net-zero greenhouse gas emissions by 2050. ASICS' business is supported by a global supply chain, and collaboration with our partners is essential. We are strengthening our collaboration with suppliers based on our roadmap to net-zero, aiming to achieve both sustainable growth and a reduction in environmental impact.

ASICS has rolled out the "Green Procurement Policy" to our major suppliers, requiring them to introduce renewable energy among other measures. Furthermore, all of our strategic Tier 1 supplier factories for footwear have formulated renewable energy procurement plans, steadily reducing greenhouse gas emissions throughout the entire value chain.

In 2024, we achieved a 43.1% reduction in Scope 1 (direct emissions) and Scope 2 (indirect emissions) greenhouse gas emissions and a 14.9% reduction in Scope 3 (other indirect emissions) (compared to 2015).

Initiatives for product carbon footprint labeling

We indicate greenhouse gas emissions from material procurement to waste (carbon footprint) on our GEL-KAYANO 32 shoes and other products. Using calculation methodologies that have received third-party certification, we calculate figures by aggregating hundreds of data points and disclose the methods used for calculation. The introduction of carbon footprint labeling will allow us to improve transparency, gain recognition of our efforts for greenhouse gas emission reductions and take action on climate change together with consumers.

We rolled out similar labeling initiative to target items* of TEAM JAPAN official sportswear for the Milano Cortina 2026 Olympic & Paralympic Winter Games, which were released in 2025, to display data for the product's entire life-cycle.

*Target items: Podium jacket (outdoor), podium pants (outdoor), podium jacket (indoor), podium pants (indoor)



ASICS is a TEAM JAPAN Gold Partner (sports products).

Human Resource Strategy

ASICS prioritizes all employees embodying “Sound Mind, Sound Body.” In addition, amid intensifying global competition, we also prioritize organizational diversity to accurately capture diverse needs and continue to create new business and added value. In the Mid-Term Plan 2026, we are reinforcing our business foundation aimed at establishing an environment where talented individuals with diverse backgrounds can utilize their abilities to the maximum extent from the following three perspectives as we aim to transform into a Global Integrated Enterprise.

Realization of Sound Mind, Sound Body by employees

Challenges	Further improvement in employee engagement and well-being for the advancement of sustainable growth
Strategies	<ul style="list-style-type: none"> ● Create a highly engaged workplace by promoting employee well-being ● Develop an industry-leading compensation system by returning a share of profits to employees ● Provide diverse workstyles and growth opportunities through digital technology

Utilization of human resources globally and dynamically

Challenges	Discovering, nurturing and promoting the global talent needed for ASICS to transform into a Global Integrated Enterprise
Strategies	<ul style="list-style-type: none"> ● Manage global talent by assigning the right person in the right place ● Realize the optimal number of personnel to achieve operational excellence

Diversity, Equity and Inclusion

Challenges	Ensuring diversity for the production of new ideas and innovation through diverse perspectives and creativity (Ratio of women in executive and management positions, etc.)
Strategies	<ul style="list-style-type: none"> ● Improve the ratio of women in management positions ● Promote the employment of people with disabilities and improve their work environment ● Realize a multinational executive composition

Realization of “Sound Mind, Sound Body” by employees

Initiatives for enhancing engagement and well-being

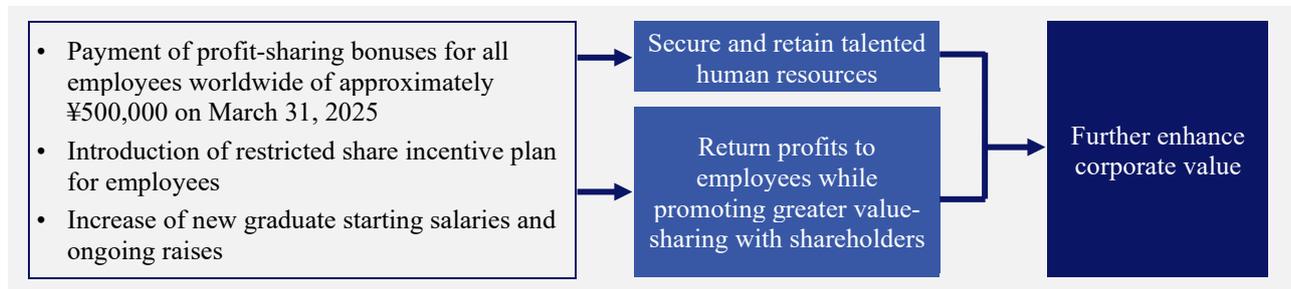
We have newly established the Well-being Promotion Department, a department dedicated to enhancing employee well-being, to create an environment where every employee can find meaning in their work, thereby improving productivity and acquiring and retaining superior human resources. This department plans and implements various initiatives that help employees find more meaning in their work, including managing their physical and mental health, supporting career development, and promoting DE&I and engagement activities.

	2023	2024	2025	Initiatives to improve engagement score
Engagement survey response rate				<ul style="list-style-type: none"> Planned and implemented the “Growth In Motion” self-development program, designed to help employees autonomously plan their careers and acquire the skills and mindset necessary for growth Promoted improvement activities tailored to the challenges of each region and organization
Engagement score	68	73	75	

Achieving the industry’s highest-level compensation system

In order to achieve the industry’s highest level compensation system, we introduced profit-sharing bonuses for all global employees as well as a restricted share incentive plan for domestic employees (ASICS and ASICS Japan) and heads of overseas subsidiaries.

We will aim to further increase corporate value by ensuring that we return profits to employees and encouraging employees to share value with shareholders even further. We will also work to acquire and retain superior human resources by raising starting salaries for new graduates and continuously raising wages.



Human Resource Strategy

Utilization of human resources globally and dynamically

ASICS Group is working to discover, nurture, and promote talent who can work globally from around the world. We formulate individual development plans for employees selected by the HR Committee as potential successors for global top management and develop their skills by running the ASICS Academy (a selection-based program to develop next-generation leaders) and implementing systematic job reassignment, overseas relocation, and other measures. In addition, at the ASICS Academy, which is designed for management positions and higher, we select participants on a global basis, with 15 multinational employees participating in 2025. We also provide opportunities for internal exchange among executives and employees worldwide outside of training.

Diversity, equity and inclusion

We have declared our vision for the promotion of diversity, equity and inclusion (DE&I): One Team, Stronger Together, and have established three strategies for achieving this vision: increasing the ratio of women in management positions, promoting the employment of people with disabilities and improving their work environment, and realizing a multinational executive composition.

We develop regional action plans to promote DE&I and manage the status of DE&I activities primarily through a Global DE&I Steering Committee composed of diverse executives representing various nationalities, genders, and experiences. In addition, we have established a framework to address both shared global targets and region-specific challenges.

	Ratio of female managers (Global)	Employment rate of individuals with disabilities (ASICS Corporation)
2026 target	40% or higher	4.0%
2025	41.0%	3.6%
2024	38.7%	3.1%



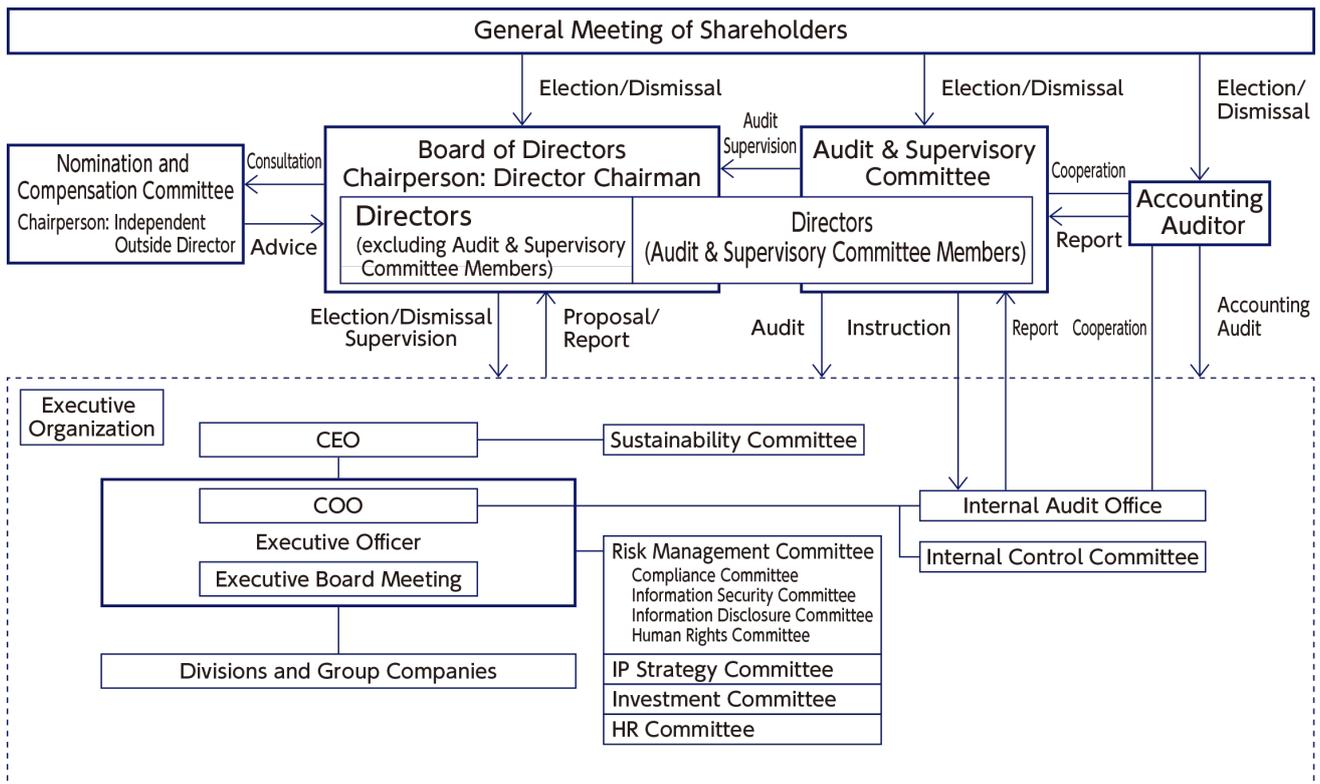
Announcement of ASICS' initiatives to promote understanding of individuals with hearing impairments at the Deaflympics Opening Ceremony



Sign language cheering at ASICS sports festival

Corporate Governance

Our basic policy for corporate governance is to aim for sustainable growth of ASICS Group and long-term continuous improvement of corporate value by building firm relations of trust with our stakeholders including our shareholders, customers, the society, and our employees under the founding philosophy “ASICS SPIRIT.” In addition, ASICS aims to contribute to a sustainable society by continuously providing attractive and eco-friendly products and services that please our customers under the Group-wide value of “Sound Mind, Sound Body” that embodies ASICS’ founding philosophy. For this end, ASICS continues to strive for enhancement of supervision and audit function of corporate management and internal control, the rigorous application of compliance, the improvement of transparency of management activities, and other efforts by building corporate governance to realize healthy and highly transparent management.



Corporate Governance

Activities of the Board of Directors

ASICS holds regular meetings of the Board of Directors to make decisions on statutory resolutions, important management policies of ASICS Group, and certain matters related to the execution of key business operations, as well as to supervise the status of business operations by Representative Directors and Executive Officers.

In addition, in order to promote active discussions on important management themes and better reflect the opinions and advice based on the expertise of each director in strategies and plans, the Board of Directors has established “major issues for discussion” in addition to resolution items and report items.

<Major issues for discussion at the Board of Directors Meetings in 2025>

Transformation to a Global Integrated Enterprise

Management Policy	Confirmation of status of progress on Mid-Term Plan 2026 Deliberations for developing future management plans
Strategic Priorities	
Global Growth	Strategies for business categories (discussion for the growth of each category) Strategies for major regions (sustainable growth of existing revenue base regions, establishing footprint in high-growth areas)
Enhancement of Brand Experience Value	Brand / marketing strategies Brand strategies collaborating with the international sports events in 2025
Operational Excellence	Supply chain strategies on a global basis

Reinforcement of Business Foundation

Digital/ Innovation	OneASICS strategy Innovation strategy (such as global expansion of R&D bases)
Sustainability	Activity status of ASICS Foundation Achievement status of supply chain CO ₂ reduction targets
Human Capital	Appointment of Director candidates, appointment of Executive Officers, Officer compensation plans, and a restricted share incentive plan for employees
Accounting/ Finance/ Stocks	Quarterly accounting, acquisition and cancellation of treasury shares, and response to U.S. tariffs
Corporate Governance	Revisions to the Basic Policy on Corporate Governance and the Selection Criteria for Independent Outside Directors Evaluation of effectiveness of the Board of Directors and the Nomination and Compensation Committee

In addition to the above, the following items are reported monthly to enable the Board of Directors to grasp in an accurate and timely way the status of business execution:

- Board of Directors’ Review: Responses by the executive side to the opinions of Outside Directors at the Board of Directors’ meeting are reported at the following month’s Board of Directors’ meeting.
- Monthly Report: Reports on company-wide initiatives and deliberations by the Executive Board Meeting.

Nomination and Compensation Committee

ASICS has established a Nomination and Compensation Committee in order to ensure fairness and transparency in the nomination and compensation of Directors and Executive Officers. The majority of the members of the Nomination and Compensation Committee are Independent Outside Directors, and the Board of Directors respects the opinions of the Nomination and Compensation Committee when it resolves to determine the nomination and compensation of Directors and Executive Officers.

The Committee's chair is appointed from among the Independent Outside Directors by resolution of the Nomination and Compensation Committee.

The composition of the Nomination and Compensation Committee is as follows.

Composition of committee members (2025)

(Independent Outside Directors)

- Miwa Suto (Chair)
- Mitsuru Murai
- Tomoko Kumanomido
- Yasushi Yokoi
- Mariko Eto



(Internal Directors)

- Yasuhiro Hirota, Chairman and CEO, Representative Director
- Mitsuyuki Tominaga, President and COO, Representative Director
- Manabu Kuramoto, Director (Full-time Audit & Supervisory Committee Member)

(Overview of activities in 2025)

Number of meetings held: 7

Major items deliberated

- Performance evaluation and performance-based bonuses for Directors and Executive Officers in the fiscal year 2024
- Setting targets for Directors and Executive Officers in the fiscal year 2025
- Selection of candidates for Director/Executive Officer
- Review of compensation system for Directors/Executive Officers
- Consideration of succession planning

Communication with Directors

ASICS actively communicates with each director by setting up opportunities to exchange views and providing information so that each Director is able to fulfill their roles and responsibilities appropriately.

For Outside Directors, in addition to receiving prior explanations of important proposals for meetings of the Board of Directors, ASICS provides various opportunities to deepen their understanding of its business and exchange opinions. These include individual meetings with the Chairman and President, exchanges of views with global leaders and candidates for top management, participation in internal training programs as lecturers, attendance at Investment Day, visits to overseas supplier factories and product exhibitions, and observation of sports events.

ASICS also provides each Director with opportunities to acquire up-to-date knowledge on revisions of laws and other matters through seminars conducted by lawyers or other experts, as well as other opportunities to supply information in response to any Director's request.



Outside Directors' observing overseas supplier factory

Evaluation Results of the Effectiveness of the Board of Directors and the Nomination and Compensation Committee and Initiatives for 2026

To further improve the effectiveness and functioning of the Board of Directors and the Nomination and Compensation Committee, ASICS analyzes and evaluates the effectiveness. Evaluation results are reported to the Board of Directors for in-depth discussion as points for improvement in the upcoming fiscal year, forming a PDCA cycle. Note that the effectiveness evaluation for 2024 was conducted using a third-party organization, and ASICS plans to continue using third parties on a regular basis going forward.

2025 Initiatives Identified based on 2024 Evaluation Results			
Major Items	Monitoring of Mid-Term Plan 2026, deliberations for developing future management plans	Enhancement of deliberation and progress report on major issues for discussion	Continued enhancement of exchange of opinions among Outside Directors, Executive Officers, and next-generation leaders
↓			
Evaluated Items and Results of 2025			
Evaluated items	(1) Operation of Board of Directors	(2) Deliberations by Board of Directors	(3) Board of Directors member composition
	(4) Exchange of opinions between Executive Officers/next-generation leaders and Directors	(5) Consideration of and reflection on shareholders and stakeholders opinions	(6) Operation of Nomination and Compensation Committee
			(7) How nomination and compensation should be done
Evaluation Results of 2025	[Points that were evaluated/confirmed]		
	<p>The Board of Directors and the Nomination and Compensation Committee took various actions to address the major items for the fiscal year 2025 in light of the evaluation results of the fiscal year 2024 and were able to secure effectiveness.</p> <ul style="list-style-type: none"> The executive side conducted re-review and reported status and progress in light of the opinions and discussions of Outside Directors so that deliberations by the Board of Directors were reflected appropriately in management and execution policies. Information and opportunities in advance of deliberations (such as prior explanation and opportunities to visit sites) were provided appropriately, leading to meaningful deliberations. There was a steady increase in the number of opportunities for exchange of opinions with next-generation leadership candidates and others (such as participation in the “Global Summit” attended by CEOs of all regional operating companies). The Nomination and Compensation Committee met seven (7) times and the members were able to deliberate on matters such as the nomination and performance evaluation of Directors and Executive Officers, compensation system for Executive Officers and succession plans etc. 		
↓			
2026 Issues (2026 Initiatives)			
Major Items	Monitoring of Mid-Term Plan 2026, deliberations for developing future management plans	Continued enhancement of operations for more effective deliberations	Further improvement in the quality of opportunities for exchange of opinions with Executive Officers and next-generation leaders

(1) Names, etc. of Directors

[As of December 31, 2025]

Name	Position and Responsibilities	Important Concurrent Positions
Yasuhito Hirota	Chairman and CEO, Representative Director	Vice Chairperson of Japan Association of Corporate Executives Outside Director of AISIN CORPORATION
Mitsuyuki Tominaga	President and COO, Representative Director	–
Mitsuru Murai	Outside Director	Representative Director (Chairman) of the Nippon Badminton Association Outside Director of PIA Corporation Board Director, Audit & Supervisory Committee Member of WOWOW Inc. Executive Board Member of the Japanese Olympic Committee
Miwa Suto	Outside Director	Representative Director of Planet Plan Co., Ltd. Outside Director of KATITAS Co., Ltd. Executive Board Member of the Japanese Olympic Committee Outside Director of KOSÉ Corporation (currently KOSÉ Holdings Corporation) Outside Director of KANDENKO CO., LTD. Board of Administration Member (Vice President) of Japan Volleyball Association
Tomoko Kumanomido	Outside Director	Project Executive Officer of TBS HOLDINGS, INC.
Manabu Kuramoto	Director (Full-time Audit & Supervisory Committee Member)	–
Yasushi Yokoi	Outside Director (Audit & Supervisory Committee Member)	Certified public accountant (Yasushi Yokoi Certified Public Accountant Office) External Auditor of Iwatani Corporation
Mariko Eto	Outside Director (Audit & Supervisory Committee Member)	Attorney at Law (TMI Associates) External Director of Starzen Co., Ltd. Outside Director of Nitto Denko Corporation

Notes:

- Mr. Yasushi Yokoi, Outside Director (Audit & Supervisory Committee Member), has abundant experience and professional perspective regarding financing and accounting as a certified public accountant.
- Each Outside Director has entered into a contract limiting liability for damages provided for in Article 423, paragraph (1) with ASICS pursuant to the provisions of Article 427, paragraph (1) of the Companies Act. The maximum amount of liability for damages under the contract is the minimum liability limit stipulated in Article 425, paragraph (1) of the same Act.
- ASICS has concluded Director Liability Insurance contract with an insurance company under Article 430-3 paragraph (1) of the Companies Act. If an insured is subject to a claim for damages (including any actions brought by shareholders) arising from responsibility for the execution of his/her duties or from claims pursuing such responsibility, any such amount (damages or legal expenses incurred by the insured) will be covered by the director liability insurance (provided, however, that this shall not apply in cases involving the insured's breach of trust, criminal acts or intentional violation of laws or regulations), and ASICS is paying the full amount of insurance premiums for all of the insured. The scope of insured parties of the relevant insurance contract is Directors, Audit & Supervisory Board Members and key persons who execute business including Executive Officers (including those who have retired/resigned and those who take office during the insurance period) of ASICS and its subsidiaries, as well as their surviving family members.
- Mr. Manabu Kuramoto is appointed as a full-time Audit & Supervisory Committee Member to enhance the effectiveness of auditing and strengthen the audit and supervisory function through enhanced information

gathering and adequate cooperation with the internal audit department and other departments.

5. ASICS has notified the Tokyo Stock Exchange of Mr. Mitsuru Murai, Ms. Miwa Suto, Ms. Tomoko Kumanomido, Mr. Yasushi Yokoi and Ms. Mariko Eto as Independent Directors.

6. Names, positions, and responsibilities of the Executive Officers are as follows as of January 1, 2026.

Name	Position and Responsibilities
Yasuhito Hirota	Chairman and CEO, Representative Director
Mitsuyuki Tominaga	President and COO, Representative Director
Shinji Senda	Executive Vice President In charge: Special Assignments by President, Investment Committee, HR Committee, ASICS Trading, NISHI Athletic Goods
Ryoji Shoda	Executive Vice President, Head of Onitsuka Tiger Company In charge: Onitsuka Tiger Company, Onitsuka Innovative Factory
Tsuyoshi Nishiwaki	Managing Executive Officer In charge: Special Assignments by President (Overseas R&D and Response to Geopolitical Risks), Crisis Management
Koichiro Kodama	Managing Executive Officer President & CEO, ASICS America In charge: Supply Chain Transformation, Supply Planning, Integrated Operation Strategies, Global Distribution
Tomoko Koda	Managing Executive Officer In charge: Marketing, Sports Marketing, Para Sports Planning, and Representative Director of ASICS Foundation, a general incorporated foundation
Norio Takaoka	Managing Executive Officer In charge: Performance Running Footwear, Core Performance Sports Footwear, SportStyle, Walking, Apparel, Footwear Production, Sustainable Products Promotion, Circular Economy Promotion
Koji Hayashi	Managing Executive Officer Senior Managing Director, China Division In charge: China Division
Takeshi Horikomi	Managing Executive Officer CAO In charge: In charge of Business Planning, Deputy in charge of Crisis Management, Regional Strategies, CAO Office, Human Resources, Well-being Promotion, General Affairs, Legal, Intellectual Property, Sustainability, Safety and Quality Assurance, Corporate Executive Office, Public Relations
Junji Kobayashi	Executive Officer Senior General Manager, Walking Division President and Representative Director of ASICS Trading Co., Ltd.
Akihiko Sadaka	Executive Officer In charge of Innovation In charge: Institute of Sport Science, DTC, Business Development (ASICS Ventures, ASICS Sports Facilities, ASICS Tryus Service)
Yotaro Taguchi	Executive Officer Senior General Manager, Core Performance Sports & Footwear
Carsten Unbehau	Executive Officer CEO, ASICS Europe B.V.
Go Suzuki	Executive Officer Senior General Manager, SportStyle Division In charge of Next Stride Studio
Shinji Matsuda	Executive Officer Vice President, ASICS India Private Limited
Hirofumi Ohshima	Executive Officer CIO and CDO In charge: IT, ASICS Technology, ASICS Digital, R-bies, ASICS Apps
Eriko Izumi	Executive Officer General Manager of Legal Department and Sustainability Department
Masashi Abe	Executive Officer President and Representative Director of ASICS Japan Corporation

Name	Position and Responsibilities
Mark Brunton	Executive Officer Managing Director, ASICS Oceania PTY. LTD.
Kenta Moriyasu	Executive Officer Senior General Manager, Performance Running Footwear Division
Rajat Khurana	Executive Officer Managing Director, ASICS India Private Limited

(2) Amount of compensation for Directors in this fiscal year

Total amount of compensation per class of Officer

Class of Officer	Number of people (persons)	Total amount of compensation (million yen)	Total amount per type of compensation (million yen)		
			Basic compensation	Performance-linked bonus	Restricted share compensation
Directors (excluding Audit & Supervisory Committee Members)	6	828	229	363	235
[of which, Outside Directors]	[4]	[52]	[52]	[-]	[-]
Directors (Audit & Supervisory Committee Members)	3	80	80	-	-
[of which, Outside Directors]	[2]	[38]	[38]	[-]	[-]
Total	9	908	310	363	235
[of which, Outside Officers]	[6]	[91]	[91]	[-]	[-]

- Notes: 1. The above table includes one Director who retired at the conclusion of the 71st Ordinary General Meeting of Shareholders held on March 28, 2025.
2. The performance indicator for the performance-linked bonus is the consolidated after-tax profit, which was 104,581 million yen for the fiscal year under review. Note that the consolidated after-tax profit used as this performance indicator is the figure before considering the profit-sharing bonus.
3. Restricted share compensation refers to the allocation of restricted shares of ASICS as non-monetary compensation. The conditions for the allocation of these shares are as described in “(4) Policy regarding the determination of the content of compensation, etc. for each individual Director.”
4. The performance indicator for restricted share compensation is the actual results for the fiscal year (operating profit, DIO, ROA), which were 150,748 million yen in operating profit, 152 days in DIO, and 18.9% in ROA for the fiscal year under review. Note that the operating profit and ROA used as this performance indicator are the figures before considering the profit-sharing bonus.

(3) Matters Relating to Resolutions of the Ordinary General Meeting of Shareholders on the Compensation, etc. of Directors

- (i) a. Compensation for Directors (excluding those who are Audit & Supervisory Committee members) is no more than 2 billion yen per year (150 million yen for Outside Directors) as approved at the 71st Ordinary General Meeting of Shareholders held on March 28, 2025.
The amount of such compensation does not include employee salaries for Directors who are also employees.
The number of Directors (excluding those who are Audit & Supervisory Committee) eligible for such Compensation at the conclusion of this Ordinary General Meeting of Shareholders is five (5) (including three (3) Outside Directors).
- b. Furthermore, based on the resolution of the 71st Ordinary General Meeting of Shareholders held on March 28, 2025, ASICS provides Directors (excluding those who are Audit & Supervisory Committee members and Outside Directors) with monetary compensation claims within the annual amount of 1,850 million yen as compensation for performance-linked restricted shares. The maximum total number of restricted shares to be issued through in-kind contribution of such monetary compensation claims is 3,600,000 shares per year.
The number of Directors (excluding those who are Audit & Supervisory Committee and Outside Directors) eligible for such provision at the conclusion of this Ordinary General Meeting of Shareholders is two (2).
- (ii) The amount of compensation for Directors who are Audit & Supervisory Committee members is no more than 150 million yen per year as approved at the 71st Ordinary General Meeting of Shareholders held on March 28, 2025.
The number of Directors (the Audit & Supervisory Committee members) eligible for such Compensation at the conclusion of this Ordinary General Meeting of Shareholders is three (3).

(4) Policy regarding the determination of the content of compensation, etc. for each individual Director

- (i) Basic policies regarding Compensation, etc. for Directors (excluding those who are Audit & Supervisory Committee members)

ASICS has established a compensation system for Directors (excluding Audit & Supervisory Committee Members) that provides incentives to contribute to ASICS' sustainable growth and improvement of its corporate value and ensures fairness and transparency in determining Director compensation. In doing so, ASICS respects the opinions of the Nomination and Compensation Committee and sets compensation within the range described in item (i) of "(3) Matters relating to Resolutions of the Ordinary General Meeting of Shareholders on the Compensation, etc. of Directors." Based on this policy, ASICS, at the Board of Directors' Meetings held on January 24, 2025 and December 12, 2025, established the following policy regarding determination of individual Director's compensation pursuant to the provision of Article 361, paragraph (7) of the Companies Act.

In addition, the Board of Directors has determined that each Director's Compensation, etc. for the current fiscal year is in line with such policy, having ensured that the method of determining the details of Compensation and the details of Compensation determined are consistent with such policy and that the opinions of the Nomination and Compensation Committee have been respected.

The compensation system for Executive Directors is designed in accordance with the following policy in order to encourage contributions to the realization of the brand slogan "Sound Mind, Sound Body," which embodies our founding philosophy, and VISION 2030. The specific level is set to be a competitive level among other domestic companies with comparable market capitalization, with reference to data from a third-party survey of compensation levels, based on the responsibilities that each director will assume in promoting ASICS' Mid-Term Plan.

- A level that can attract talented human resources from the market who can promote "Global × Digital";
- A mechanism that strongly motivates the increase of corporate value in the short, medium and long term;
- A mechanism that allows for profit sharing with shareholders; and
- A decision-making process that ensures objectivity and transparency to fulfill accountability to stakeholders

- (ii) Outline of policies on determining components (ratio) and details of compensations, etc. for Directors (excluding those who are Audit & Supervisory Committee members) and details of each compensation < Compensation, etc. for Executive Directors >

Compensation, etc. for Executive Directors are composed of the basic compensation, performance-linked bonus, and the restricted share compensation, and the level of the overall compensations shall be determined appropriately taking into consideration the market level. The ratio of the performance-linked bonus and the restricted share compensation shall be set so that such ratio will be greater as their degree of contribution to the business performance becomes larger in line with their job responsibilities and roles, and the details of each compensation, etc. shall be determined as follows:

- a. Basic compensation (for a single fiscal year)
It is a monetary compensation paid monthly in a fixed amount determined based on the range of compensation amounts set according to positions, considering the market standard and inflation rate.
- b. Performance-linked bonus (for a single fiscal year)
It is a monetary compensation paid annually at a certain time as a general rule to provide individuals with incentives to improve corporate value, and is calculated in accordance with each individual's quantitative and qualitative evaluation.
The quantitative evaluation takes into account ASICS' performance indicators and the degree of contribution of each individual in accordance with their role to pay profit-share type bonus that distributes a portion of its profit if the consolidated after-tax profit, which is the final profit, exceeds the target cost of capital. The qualitative evaluation takes into account the rate of achieving the targets set for each individual.
If the quantitative target performance indicators and qualitative target achievement rate are below the levels set by the Board of Directors, the performance-linked bonus is not paid.
- c. Restricted share compensation (medium- to long-term)
It is a compensation paid in shares in order for Directors to share benefits with shareholders and

provide them with incentives to contribute to the sustainable growth of ASICS and improve corporate value.

Following the end of each fiscal year, upon resolution by the Board of Directors, annually at a certain time of the year as a general rule, ASICS allots shares of the number calculated based on the degree of growth (achievement rate) of the subject fiscal year’s performance (operating profit, DIO, ROA) relative to the previous fiscal year’s performance with a transfer-restriction period of up to the time of retirement or resignation from any position as a director, executive officer, or employee of ASICS or its subsidiaries. The target achievement rate shall be 70–150%, and if the rate is below 70%, shares will not be allotted.

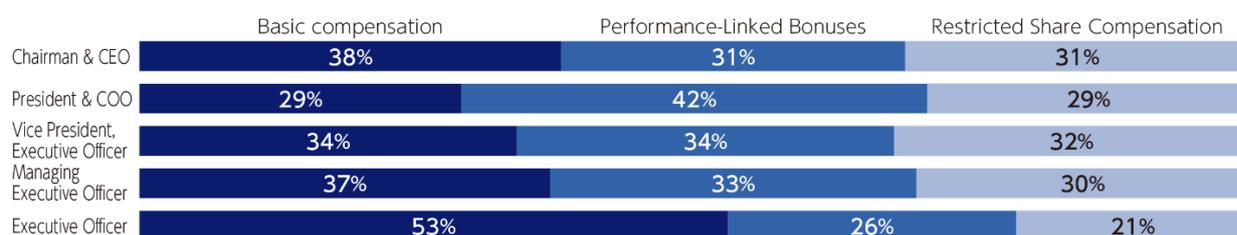
< Compensation, etc. for Non-Executive Directors >

Compensation for Non-Executive Directors is composed of fixed compensation only.

(iii) Compensation, etc. for Directors Who Are Audit & Supervisory Committee Members

The amount of compensation for Directors who are Audit & Supervisory Committee members shall be determined by consultation of Directors who are Audit & Supervisory Committee members, within the range described above in (ii) of “(3) Matters relating to resolutions of the Ordinary General Meeting of Shareholders on the Compensation of Directors.”

Reference: Compensation ratios for Directors and Executive Officers



(Note) The above compensation ratios are based on the assumption that the target achievement rate for performance-linked bonus and Restricted Share Compensation is 100%.

Status of Dialogue with Shareholders and Investors

Under the brand slogan “Sound Mind, Sound Body,” ASICS will, in order to sustainably develop along with society and improve its corporate value in the long run, report and disclose in a timely and appropriate way its decisions and business activities as well as their social and environmental impact, thereby fulfilling its accountability as a company.

ASICS believes that it is important to build a mutual relationship of trust and a partnership with stakeholders including shareholders and investors that is beneficial for both parties through listening to them, and having dialogue with them, and understanding and respecting the respective interests and expectations for ASICS.

<Records of Dialogues in 2025>

Contents	Main speakers	# held		Main themes and subjects of interests
		2024	2025	
IR				
Financial Results Presentation Meetings	CEO, COO, CFO	4	4	<ul style="list-style-type: none"> Overall review of management reform for the past few years; background to effects of management reform becoming apparent Direction of medium-term management and business strategy Global competitive advantages and competitive challenges Certainty of achievement of earnings forecasts Status of progress of transformation to a Global Integrated Enterprise Policies leading to increase in gross margin rate, future forecast of the rate Sales strategies for each category and region (Growth sustainability of SportStyle/Onitsuka Tiger, reform of the North America business, etc.) Digital strategies Capital policies, shareholder returns, financial strategy Progress of efforts in supply chain transformation, its impact on performance Impacts of international circumstances and economic trends, and others
Investment Day	CEO, COO, Executive Vice President, CFO, Senior General Managers of respective Categories	2	2	
Dialogue with domestic and overseas institutional investors and analysts	CEO, COO, CFO, Financial Manager	1,833 (*1)	2,307 (*1)	
Domestic and international institutional investors (long-term only)	CEO, COO, CFO, Financial Manager	335	613	
Sell-side analysts	CEO, COO, CFO, Financial Manager	62	83	
Other shareholders	CFO, Financial Manager	1,463	1,611	
Presentations for individual investors	CEO, COO, Executive Vice President, Managing Executive Officers (including CFO), and others	2	15	
SR				
		(*1) Total number over a one-year period; including number of investors participating in small meetings, etc.		
General Meeting of Shareholders	CEO, COO, CAO, CFO, and others	1	1	<ul style="list-style-type: none"> Direction of medium-term management and business strategy Sales strategies for each category and region Impacts of international circumstances and economic trends Initiatives for sustainability

Contents	Main speakers	# held		Main themes and subjects of interests
		2024	2025	
Dialogue with domestic and international institutional investors	CEO, COO, CAO	33	25	<ul style="list-style-type: none"> Shareholder meeting agenda, Governance (explanations related to the foundation proposal, secondary offering of shares, sale of cross-shareholdings, strengthening of corporate governance, etc.) Sustainability strategies (CO₂ reduction, biodiversity, human rights, etc.) Human capital strategies (succession, global, digital human resource development, female management ratio, engagement survey, etc.)

<Reporting status to the Board of Directors and Management>

Reporting method	Reported to	Frequency	Contents
IR			
Regular reports at the Board of Directors meetings	Board of Directors	As needed	Reporting on the status of financial results meetings and comments and questions from analysts and investors as comments and requests from the capital markets
IR Monthly	All Executive Officers, executives of operating subsidiaries, including those overseas	Every month	Providing information on matters of interest to capital market participants, analyst consensus, trends in stock price-related indicators, and IR activities via e-mail in Japanese and English
SR			
Regular reports at the Board of Directors meetings	Board of Directors	Annually	Report on comments, questions, etc., regarding governance, human capital, sustainability, etc. from investors at the meeting

Status of Dialogue with Shareholders and Investors

<Major items of comments and requests from shareholders and investors and responses to them>

comments and requests	Actions taken in response to the comments and requests
<p>Please expand on the explanation of themes of investors' interest to</p>	<p>Disclosed the impact of the international situation and economic trends, profit structure reform in North America, approach to foreign exchange effects, shareholder returns, the background for favorable performance for SportStyle and Onitsuka Tiger businesses, and explanations regarding human capital and other themes in financial results presentation materials, etc.</p>
<p>Please eliminate the language barrier for the collection of information</p>	<ul style="list-style-type: none"> • Held actively one-on-one and small meetings for international investors • Expanded the display of financial results presentation materials (including scripts) and Q&A sessions at briefings in English • Introduced simultaneous Japanese-English interpretation at investment days
<p>Please explain the potential for business expansion in growing markets</p>	<ul style="list-style-type: none"> • Started carrying out overseas site visits for sell-side analysts, investors and others in FY2024 • Disclosed ASICS' efforts in the Indian business on the financial results presentation materials for the third quarter of the FY2025
<p>Please explain ASICS' approach and progress regarding medium- to long-term growth strategies</p>	<ul style="list-style-type: none"> • Explained the Mid-Term Plan 2026 and its progress on Investment Day in November 2023 and November 2024 • Disclosed the concept of the next Mid-Term Plan on the financial results presentation materials for the third quarter of the FY2025
<p>Please reduce the cost of capital and heighten governance</p>	<ul style="list-style-type: none"> • Sold all cross-shareholdings to lead to the reduction of cost of capital and heighten governance • Enhancement of IR activities for individual investors
<p>Please utilize a third-party organization for the evaluation of effectiveness of the Board of Directors and Nomination and Compensation Committee</p>	<p>Utilized a third-party organization (a law firm) for the FY2024 evaluation of effectiveness of the Board of Directors and Nomination and Compensation Committee</p>
<p>Please enhance disclosure regarding biodiversity</p>	<p>Conducted analysis in accordance with the LFAP approach* (to be disclosed in the Sustainability Report to be issued in FY2026.)</p>

* The comprehensive approach for companies to identify, assess, manage, and disclose risks and opportunities related to natural capital and biodiversity, as advocated by the Taskforce on Nature-related Financial Disclosures (TNFD). It is comprised of the four steps of Locate, Evaluate, Assess, and Prepare.

External Awards and Recognition in Fiscal Year 2025

Financial

Japan Investor Relations Association
“Best IR Award 2025”
IR Grand Prix



The Securities Analysts Association of Japan
Award for Excellence in Corporate Disclosure



2025 Award for Excellence in Corporate Disclosure
— Industries —
SAAJ The Securities Analysts Association of Japan

Nikkei Veritas
“Deal of the Year Chosen by Professionals 2024”
Best Deal in the Equity Category

London Stock Exchange Group (LSEG)
“DEALWATCH AWARDS 2024” Equity Category **Equity Issuer of the Year**

Non-financial

Selected as SX Brand 2025



Selected as DX Stocks 2025



CDP
Climate Change A List (Highest Rating)



PRIDE Index 2025
Gold



Corporate Governance of the Year 2025
Grand Prize Company



Second Intellectual Property & Intangible Asset Governance Awards
Grand Prize

