CONSOLIDATED FINANCIAL SUMMARY

FOR THE THIRD QUARTER AND THE NINE MONTHS ENDED SEPTEMBER 30, 2026

ASICS CORPORATION NOVEMBER 13, 2026

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I am Mitsuyuki Tominaga, President and COO.
Thank you very much for taking the time to join us today despite your busy schedules.

Today, in addition to reviewing our third-quarter financial results, I will introduce Mid-Term Plan 2029.

In today's presentation, I would like to share not only our recent performance, but also how ASICS intends to build on the growth we have achieved so far and pursue further growth in the years ahead.

Accordingly, I will focus on the key highlights of our third-quarter results. For more details, please refer to the financial summary released today.

Our third-quarter performance is progressing steadily in line with the revised full-year forecast announced in August.

The initiatives that the ASICS Group as one has pursued are steadily delivering results, and we are gaining strong confidence in our ability to achieve further growth going forward.

FY26 Q3 FINANCIAL SUMMARY

- Net sales, gross margin, operating profit, operating margin and profit all reached record highs for the time in a 9-month period.
- All regions and categories achieved sales and operating profit growth. By category, SPS and OT delivered strong sales growth of 70% and approximately 35%, respectively. By region, Operating margin improves notably in ASICS Japan, North America and Europe.

(Billions of yen)

Net sales	805.1	+28.8% YoY, +19.2% on a currency-neutral basis
Gross profit	57.4%	+0.9ppt YoY
Operating profit	175.5	+37.5% YoY
Operating margin	21.8%	+1.4ppt YoY
Profit attributable to owners of parent	114.7	+32.9% YoY

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This is a summary of our financial results for the nine months ended September 30 2026.

Net sales, gross margin, operating profit, operating margin, and profit attributable to owners of parent all reached record highs for the cumulative third-quarter period.
For the first time, cumulative third-quarter net sales exceeded 800 billion yen, reaching 805.1 billion yen, an increase of 28.8% year on year.
Operating profit increased 37.5% year on year to 175.5 billion yen, while operating margin improved 1.4 percentage points to 21.8%.

We also achieved both sales and profit growth across all categories and all regions.
By category, SportStyle delivered particularly strong growth, with sales increasing approximately 70%.
Category profit margin also improved further from the previous year.
Onitsuka Tiger continued its strong momentum, achieving sales growth of approximately 35% while maintaining a high level of category profitability.

By region, ASICS Japan benefited from continued strong inbound demand, resulting in an improvement in gross margin and a further increase in operating margin.
North America and Europe also delivered substantial sales growth, driven by the strong performance of SportStyle, and both regions achieved higher operating margins.

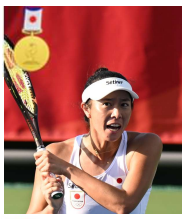
AICHI-NAGOYA 2026

- 86 medals were won by ASICS supported athletes, including in para.
- ASICS supported athletes won gold medals in the women's marathon and tennis (mixed doubles) and more.
- Achieved No. 1 market share in men's marathon, triathlon, and both men's and women's tennis, demonstrating a strong brand presence.

Performance of ASICS supported athletes



Shitaye Eshete
Women's Marathon 1st place



Ena Shibahara
Tennis Mixed doubles 1st place



Renshi Chokai
Men's Wheelchair basketball 1st place



Gulveer Singh
Men's 10,000m 2nd place,
Men's 5,000m 3rd place,
Men's 1,500m 2nd place

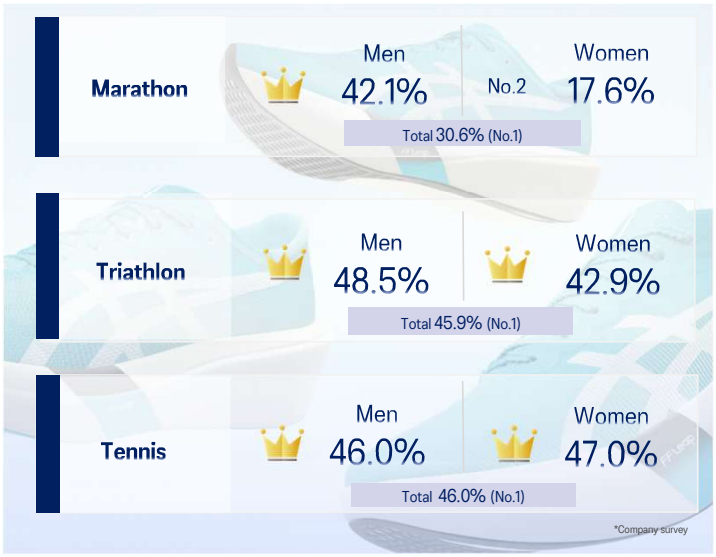


Sivasangari Subramaniam
Squash Women's Singles 1st place
Squash Women's Team 1st place



Yuma Tamaki
(Employee para-athlete)
Men's/T64
200m 3rd place,
Men's Long jump 3rd place

ASICS' Share



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From September to October, one of Asia's largest international multi-sport events, held once every four years, took place in Nagoya.

ASICS-supported athletes, including para-athletes, delivered outstanding performances and won a total of 86 medals.

In addition, ASICS-supported athletes captured gold medals in events including the women's marathon and mixed doubles tennis.

In terms of footwear share, ASICS ranked No. 1 in the marathon, triathlon, and tennis singles categories, demonstrating a strong presence across Asia.

PERFORMANCE OF SUPPORTED ATHLETES AND MARKET SHARE AT MAJOR GLOBAL EVENTS

- ASICS supported athletes won major global marathons, trail running, and triathlon events!
- Gold Coast, Sydney and Kuala Lumpur maintained No.1 market share while further increasing share. Berlin and Chicago also gained market share compared to last year.

Performance of supported athletes at major events

Gold Coast Marathon (Australia)	
Men	1st place : **Haftu Strintzos** (Australia)
Women	1st place : **Almaz Kebebe** (Ethiopia) 2nd place : **Antonina Kwambai** (Kenya) 3rd place : **Kaede Kawamura** (Japan)

2026 UTMB®Race (France)	
Men	-UTMB(174km) 1st place : **Ben Dhiman** (U.S.) 4th place : **Virgile Moriset** (France) -OCC(50km) 3rd place : **Miguel Benitez** (Spain)
Women	-OCC(50km) 3rd place : **Sara Alonso** (Spain)

World Triathlon Championship Finals (Spain)	
Men	1st place : **Matthew Hauser** (Australia) 2nd place : **Vasco Vilaca** (Portugal)

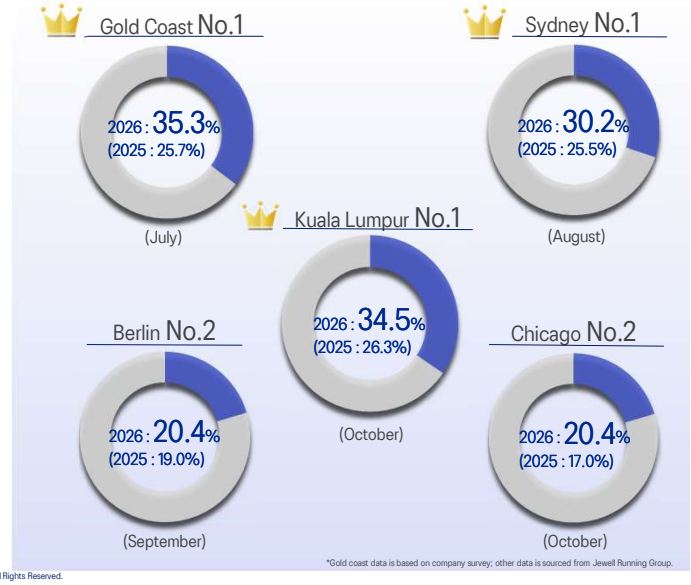


Haftu Strintzos


Ben Dhiman


Matthew Hauser
Vasco Vilaca

Footwear share at major marathon events



*Gold coast data is based on company survey; other data is sourced from Jewell Running Group.

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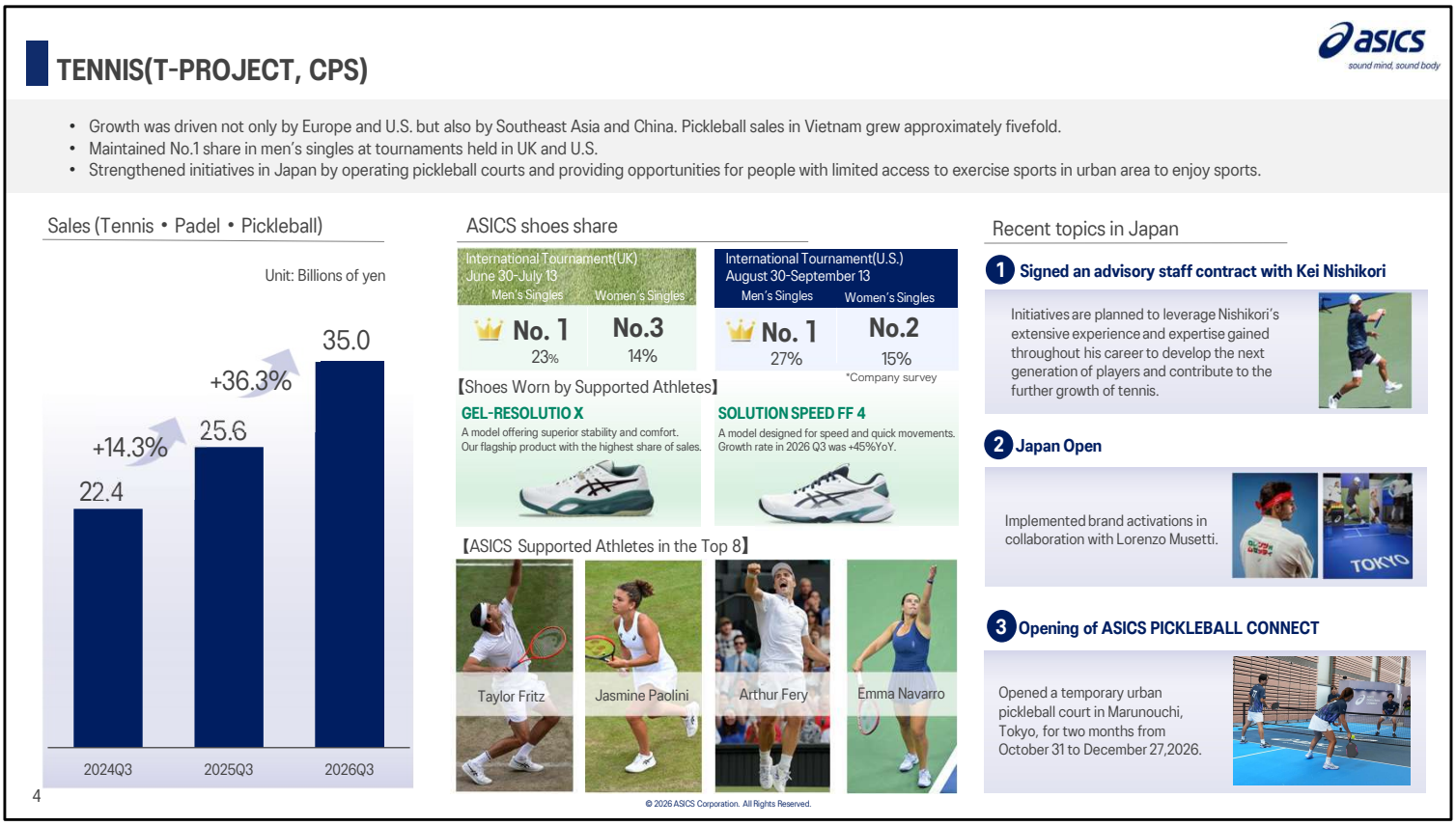
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We also strengthened our presence at major sporting events around the world.

ASICS-supported athletes won the Gold Coast Marathon, the 2026 UTMB® Races, one of the world's premier trail running events, and the World Triathlon Championship Finals.

In terms of footwear share, ASICS maintained its No. 1 position in Gold Coast, Sydney, and Kuala Lumpur, with share exceeding 30% at all three events, an improvement from the previous year.

We also continued to gain share in both Berlin and Chicago, demonstrating steady progress in strengthening our global brand presence.



Tennis also continued to perform strongly, with sales increasing more than 36% year on year, making it a key driver of growth within the Core Performance Sports category.
In addition to tennis, emerging sports such as padel and pickleball, whose popularity continues to grow globally, also contributed to sales growth.

As our business portfolio becomes more diversified, we are building a business structure that is less susceptible to fluctuations in any particular category or region.

We also strengthened our presence at major tournaments around the world.

In Japan, we signed an advisory staff agreement with Kei Nishikori and opened a temporary pickleball court in Marunouchi, Tokyo, as part of our efforts to drive further growth.

ASICS will continue moving forward as one team in pursuit of sustainable growth, and we hope you will look forward to what lies ahead.

Further details regarding our financial results are provided in the following pages, which we encourage you to review at your convenience.

This concludes my review of the financial results.



DISCLAIMER

Cautionary Statement with Respect to DISCLAIMER Forward-Looking Statements

Statements made in this presentation with respect to our current plans, forecasts, strategies, beliefs and other statements that are not historical facts are forward-looking statements about future performance. These forward-looking statements are based on the managements' assumptions and beliefs in light of the information currently available. Therefore, please refrain from relying solely on these earnings forecasts. Please note that actual results may differ significantly from these forecasts due to various risks and uncertainties. Risks and uncertainties that could affect actual results include, but are not limited to, the economic situation surrounding our business, various competitive pressures, related laws and regulations, and fluctuations in exchange rates. However, these are not the only factors that could affect the business performance.

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Mid-Term Plan 2029

November 13, 2026

DISCLAIMER
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Statements made in this presentation with respect to our current plans, forecasts, strategies, beliefs, and other statements that are not historical facts are forward-looking statements about future performance. These forward-looking statements are based on management's assumptions and beliefs in light of the information currently available. Therefore, please refrain from relying solely on these earnings forecasts. Please note that actual results may differ significantly from these forecasts due to various risks and uncertainties. Risks and uncertainties that could affect actual results include, but are not limited to, the economic situation surrounding our business, various competitive pressures, related laws and regulations, and fluctuations in exchange rates. However, these are not the only factors that could affect business performance.

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I am Yasuhito Hirota, Chairman and CEO.
Today, I would like to talk about the overall policies and financial targets of Mid-Term Plan 2029.
Over the past year, there is one message I have repeatedly shared within the company.
That message is: "ASICS has entered a completely new stage."
Our net sales this year will surpass 1 trillion yen for the first time, nearly tripling in size compared with fiscal 2018, when I became President.
Our profitability has also improved to an industry-leading level.
In addition, our market capitalization has increased approximately tenfold.
When a company enters a new stage, we must also evolve the way we operate.
The theme of our new Mid-Term Plan is "AHEAD OF THE GAME."
This does not mean comparing ourselves with others. Rather, it means taking the initiative in an ASICS way.
ASICS runs its own race.
While the market environment will continue to change, we intend to achieve strong growth by staying AHEAD OF THE GAME, regardless of the circumstances.
Let me highlight five key points of this Mid-Term Plan.

The first is "scale expansion." In previous mid-term plans, our top priority was improving profitability, and we did not set a net sales target. Now that ASICS has become a company capable of generating high profits, we have included net sales in our management indicators and are aiming for 1.5 trillion yen in 2029.
Over the next three years, we will shift into a phase in which we earnestly pursue business scale expansion while maintaining and enhancing our high profitability.
The second is "group management." With the company split of Onitsuka Tiger as a catalyst, we are moving to a new group management structure as the ASICS Group.
While ASICS and Onitsuka Tiger each pursue higher brand value and greater business scale, we will further increase the corporate value of the Group as a whole.
The third is "value creation capability." We will connect our R&D, production and supply chain, which span the globe, with data and AI, and further strengthen the Group's shared value creation capability, with overwhelming manufacturing strength at its core.

The fourth is "growth investment." Starting with investment in Human Capital, we will make proactive growth investments in six priority areas, including AI/digital, innovation, the supply chain and brand experiences in stores, to achieve sustained expansion of business scale.
The fifth is that we will "shift gears in capital policy. Under "ASICS ACTIVE CAPITAL MANAGEMENT", we will significantly improve capital efficiency and expect ROE of 50% in 2029.
I will now hand over to President Tominaga, who will explain Mid-Term Plan 2029 in greater detail, focusing on its overall direction.
Thank you very much.

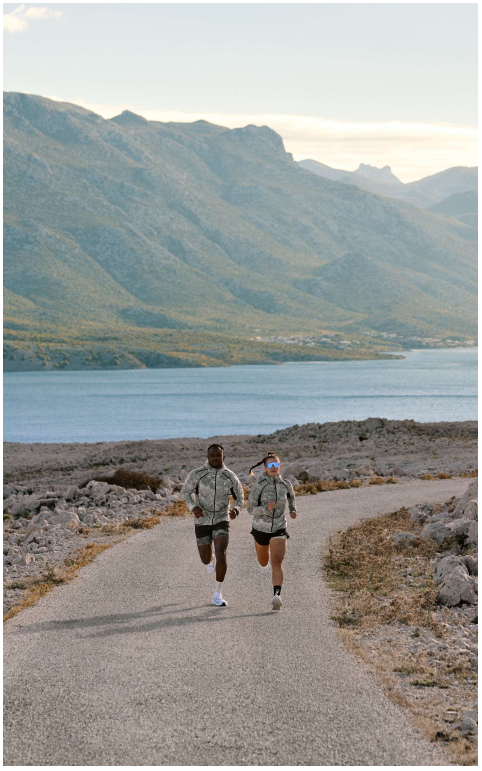


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   - Key Performance Indicators
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Let me now explain ASICS Group Mid-Term Plan 2029.

Today, I will cover three topics: a review of Mid-Term Plan 2026, the overall policies of the ASICS Group, and our growth investment and capital policy.



Let me begin with the review of Mid-Term Plan 2026.

As you can see, we expect to achieve all financial indicators, namely net sales, operating profit, operating profit margin and ROA, well above the original plan.
Net sales are expected to surpass the 1 trillion yen, with a CAGR of more than 22% over the plan period.

Operating profit is expected to reach 195 billion yen, while operating margin is projected to be 18.6%, representing industry-leading profitability.
In addition, ROA is expected to improve to 17.9%, reflecting substantial progress not only in profitability, but also in asset efficiency.



These achievements have also been recognized by the capital markets.
Our market capitalization increased from 810 billion yen at the end of 2023 to approximately 3.9 trillion yen on August 14 this year, the highest level since our listing. PBR also improved from 3.9x to approximately 10x.

We believe these three years have allowed us to deliver a certain level of results against the expectations of our shareholders and investors.

We also received recognition in a variety of areas, including the IR Grand Prix and Corporate Governance of the Year.

We view these accolades not only as recognition of what we have achieved so far, but also as a reflection of the expectations placed on us for the future.



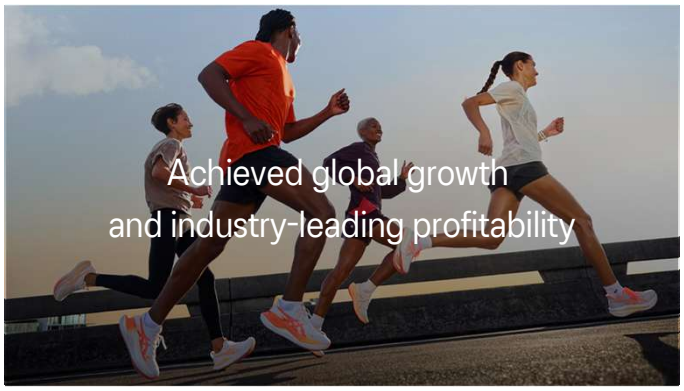
Over the past three years, we have achieved more than just business growth.
We have also transformed the way we manage our assets and capital.
Through rigorous asset optimization and efficiency improvements, we enhanced capital efficiency, including shortening DIO and improving overall working capital management.

In terms of shareholder returns, we implemented a progressive dividend policy and expect total dividends of 65.1 billion yen and share repurchases of 146.3 billion yen over the three-year period.

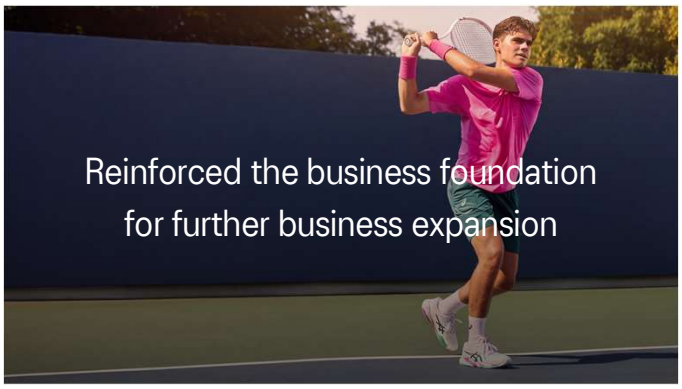
In addition, through an approximately 200 billion yen secondary offering, we transformed our shareholder base into one that is subject to greater capital market discipline.

In these areas as well, we executed steadily according to plan and translated that into results.
We believe this is a major achievement of the past three years.

Transformation to a Global Integrated Enterprise



- Growth across all categories and regions, delivering consecutive record-high results
- Improved gross margin through a focus on high-value-added products and brand value
- Improved DIO through disciplined inventory management and maintained control over SG&A expenses



- A category management structure enhanced through close collaboration between headquarters and regional operating companies
- Frameworks and systems for inventory management and supply–demand operations
- Globally integrated ERP systems and infrastructure for AI utilization

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The policy set in the previous Mid-Term Plan, the transformation into a Global Integrated Enterprise, has progressed steadily.
Under the GIE transformation, headquarters and regional operating companies worked as one to focus on high-value-added products, reform the supply chain and apply disciplined SG&A control. As a result, we achieved both global growth and industry-leading profitability.

We are delighted that we achieved strong growth across all categories and all regions.
We also made progress in building our global management structure, globally unified systems and the foundation for utilizing AI.

These will become the management foundation that supports further business scale expansion over the next three years.

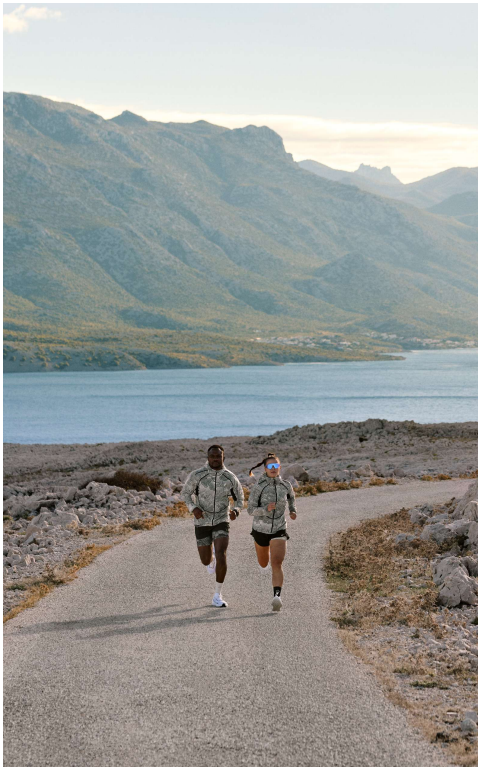
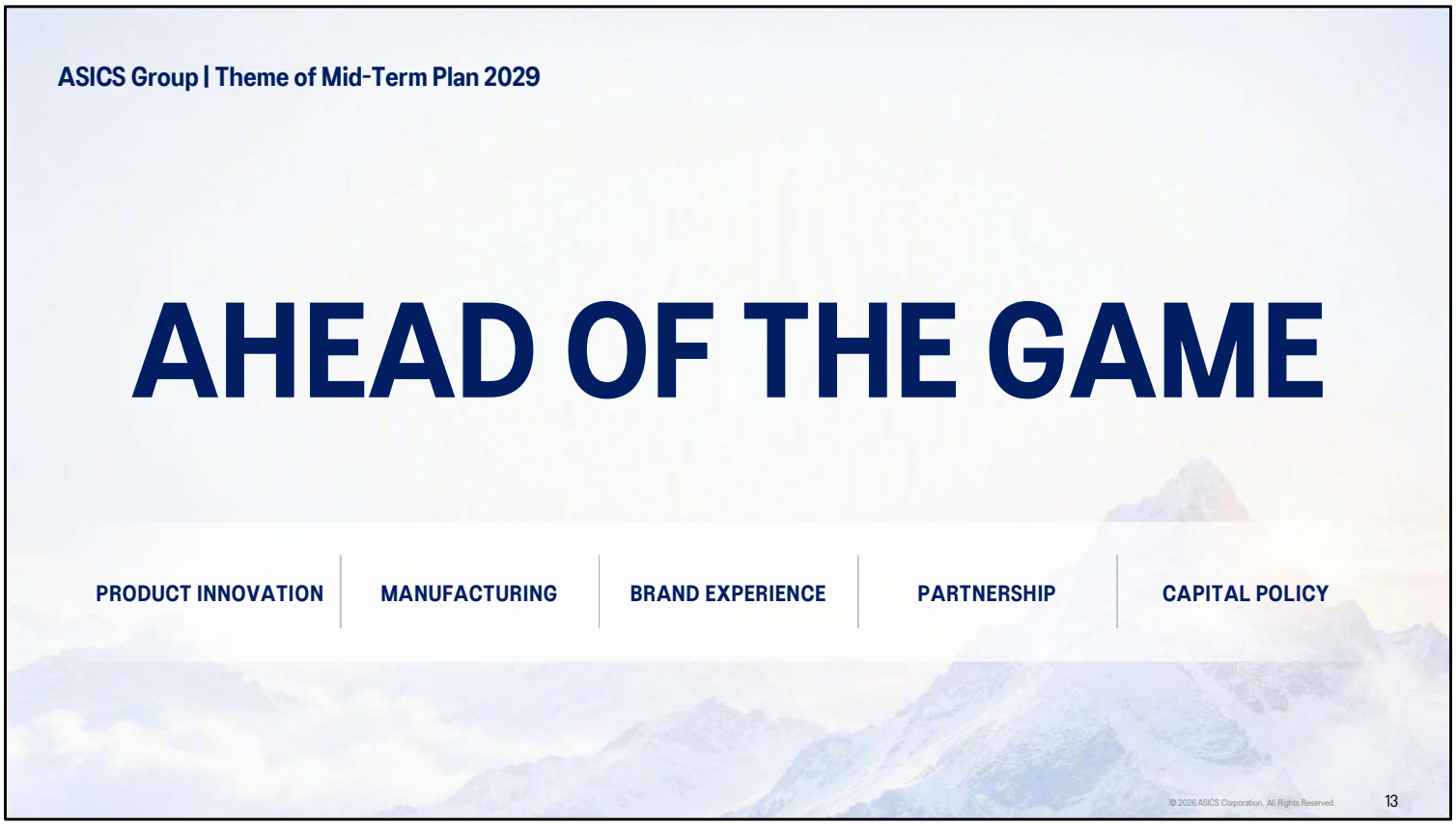


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Let me now explain the overall policies of the ASICS Group.



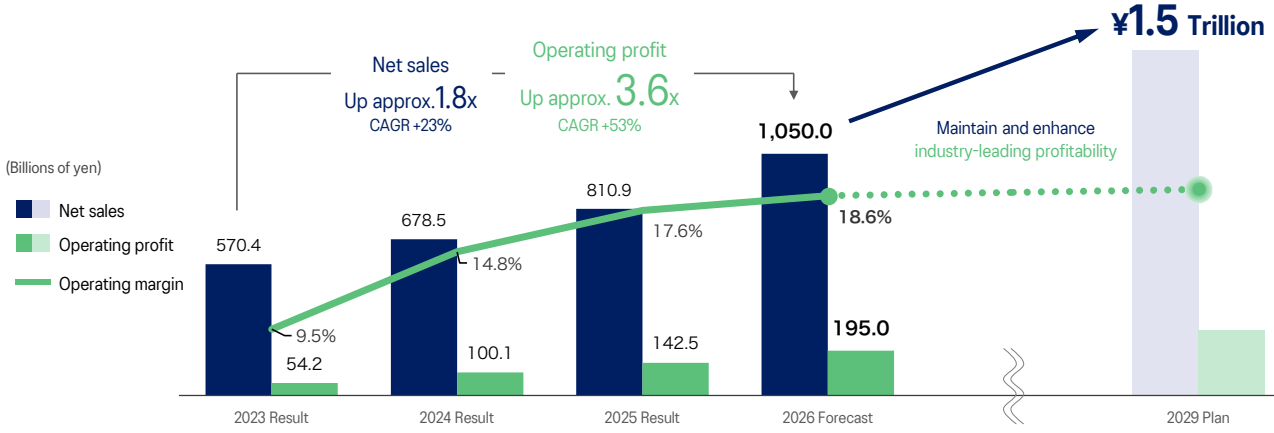
The theme of this Mid-Term Plan is "AHEAD OF THE GAME."
As Hirota mentioned earlier, the ASICS Group has entered a completely new stage.
Rather than following our competitors, we will take the lead in the market by leveraging our strengths in profitability, brand power, and execution capability.
We chose this theme to reflect our determination to further strengthen our unique advantages and take the initiative ourselves, rather than waiting for change to happen.

For example, we will bring innovative products to market more quickly.
While leveraging technology, we will further embrace Japanese craftsmanship and continue raising the standard of manufacturing.
The ASICS business and the Onitsuka Tiger business will each deliver distinctive brand experiences.
We will also strengthen collaboration with our partners, including factories, suppliers, wholesalers, and athletes.
In addition, we will pursue capital management initiatives with a greater sense of ownership and originality.
Through these efforts, we will achieve sustainable growth while staying one step ahead in an increasingly dynamic business environment.

Consolidated Financial Target

Continuous Growth at Global Scale

Grow Business Scale to ¥1.5 Trillion in Net Sales with Industry-Leading Profitability



(Note) 2026 Forecast and 2029 Plan are based on assumed exchange rates of ¥160 to the U.S. dollar, ¥180 to the euro, and ¥23 to the Chinese yuan.
(Actual rates: FY2023: ¥140.45, ¥152.24, ¥19.86; FY2024: ¥151.36, ¥163.66, and ¥21.06; FY2025: ¥150.32, ¥169.09, and ¥20.93, respectively)

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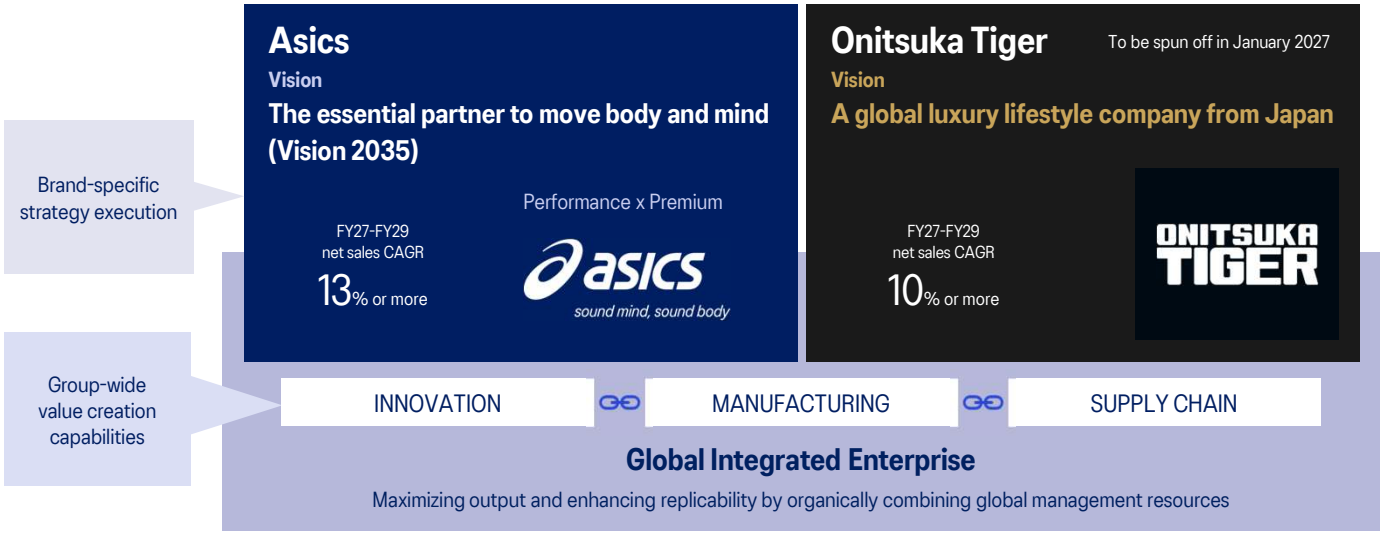
This slide shows our consolidated financial targets.

At the ASICS Group level, we will maintain the industry-leading profitability we have already achieved and enhance it even further, while expanding our business scale and targeting net sales of 1.5 trillion yen by 2029.

In fiscal 2026, the final year of Mid-Term Plan 2026, net sales are expected to be approximately 1.8 times the level of fiscal 2023, while operating profit is expected to be approximately 3.6 times higher.
The restructuring of low-profitability businesses has now been largely completed.
Accordingly, going forward, we will place greater emphasis on expanding our business scale globally while making proactive investments to drive future growth.
Our 1.5 trillion yen net sales target is the result of extensive discussions across each ASICS category, the Onitsuka Tiger business, and our regional business units.

Enhancing Brand Value and Driving Business Growth

Spin off the Onitsuka Tiger business in January 2027
Maximize Group-wide value creation capabilities to enhance the value of both brands and drive further business growth



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We will achieve this sustainable business expansion through the growth of both the ASICS business and the Onitsuka Tiger business.

As planned, the Onitsuka Tiger business will be separated into an independent company in January 2027. Going forward, within the ASICS Group, the ASICS business and the Onitsuka Tiger business will each swiftly execute the optimal strategy for its own brand, driving both higher brand value and business expansion.

For the ASICS business, we have established ASICS Vision 2035, which outlines where we aspire to be ten years from now. Our vision is to become “The Essential Partner to Move Body and Mind.” Guided by our Performance and Premium pillars, we will strengthen not only our products, but also experiences and our ecosystem, while targeting a CAGR of more than 13% in net sales over the period of this Mid-Term Plan.

For the Onitsuka Tiger business, our goal is to become a global luxury lifestyle company from Japan. While placing the highest priority on sustainably enhancing brand equity, we aim to achieve a net sales CAGR of 10% or more.
At the core of the brand strength of both businesses, and supporting their future growth, is the Group's shared value creation capability.
With the continued evolution of our Global Integrated Enterprise, each business, centered on the ASICS business and the Onitsuka Tiger business, will maximize the use of this shared value creation capability in executing its strategy.

Group-wide Value Creation Capabilities

Further strengthen group-wide value creation capabilities, centered on product engineering

	INNOVATION	MANUFACTURING	SUPPLY CHAIN
Shared Assets			
	Human-Centric Science Design of functions and structures aligned with human movement **Extensive archives and expertise** Accumulated design and technical knowledge	**Japanese Craftsmanship** Meticulous attention to detail and technical expertise **Production Network** A stable mass-production system for high-value-added products	**Global Portfolio** Production, supply, and sales locations around the world **Integrated Systems Platform** Centralized management of demand, supply, and inventory data
MTP2029	**Global × Digital** Connect our global R&D, manufacturing, and supply network through data and AI to enhance the speed and precision of value creation		

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Over the next three years, we will further enhance the Group's shared assets through the combination of global and digital capabilities, and strengthen the value creation capability of the Group as a whole.
We have identified three shared assets.
The first is innovation. This includes our Human-Centric Science approach to understanding human movement, as well as the product archives and expertise we have accumulated over many years.
The second is manufacturing. This includes Japanese craftsmanship, with its relentless attention to detail, and a production network capable of consistently delivering high-value-added products at scale.
These first two assets have been built up since our founding and cannot be created overnight. They are unique assets of the ASICS Group.
The third is our supply chain.
This is an area that has evolved significantly over the past three years. By establishing a globally integrated systems platform and enhancing our inventory management and demand-supply operations, we have built a foundation that allows us to visualize demand, inventory, and supply chain data across our production, distribution, and sales locations worldwide, and continuously improve efficiency.

Over the next three years, we will further strengthen these assets and competitive advantages through the combination of global and digital capabilities.
The key ingredients are the expertise gained through decades of research, the manufacturing know-how refined on the ground, the global systems platform established over the past three years, and the clean data that supports it.
Because we have these assets and this data foundation in place, we can translate AI into real value creation.
Over the next three years, we will make these three assets even stronger.

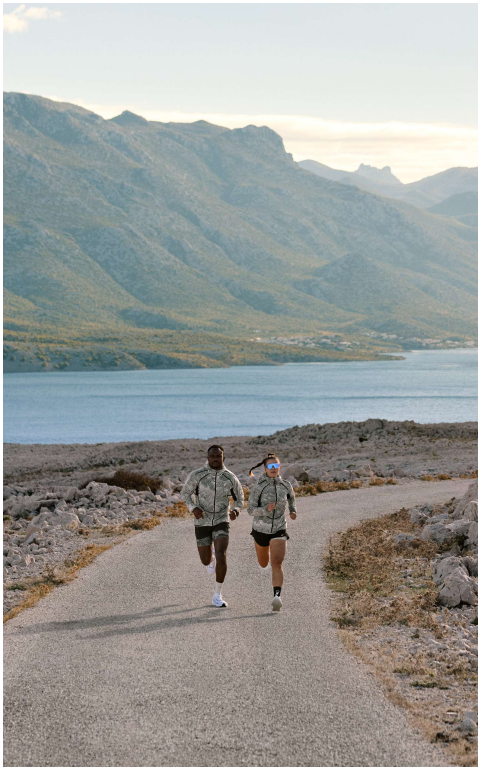


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Next, I would like to explain the ASICS Group's growth investment and capital strategy.

Shifting Gears in Capital Policy

Optimize capital levels, driven by growth investments, to significantly improve capital efficiency

ASICS ACTIVE CAPITAL MANAGEMENT
Lean balance sheet management without excessive reliance on equity

Growth investments

approx. ¥200 billion

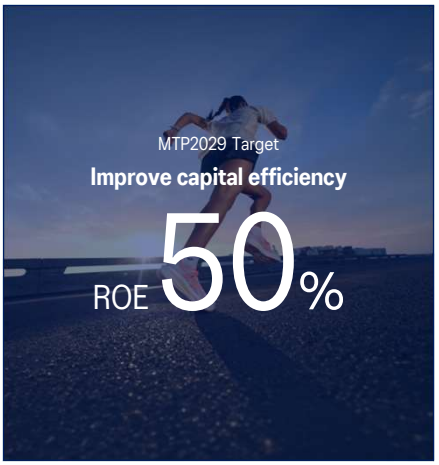
- ✓ Disciplined investment
- ✓ Build high-quality assets

Shareholder returns

approx. ¥400 billion

~2x MTP2026

- ✓ Build-up dividends
- ✓ Flexible share buybacks



(Note) Growth investments and shareholder returns are cumulative for the MTP2029 period; estimates based on the current business plan.

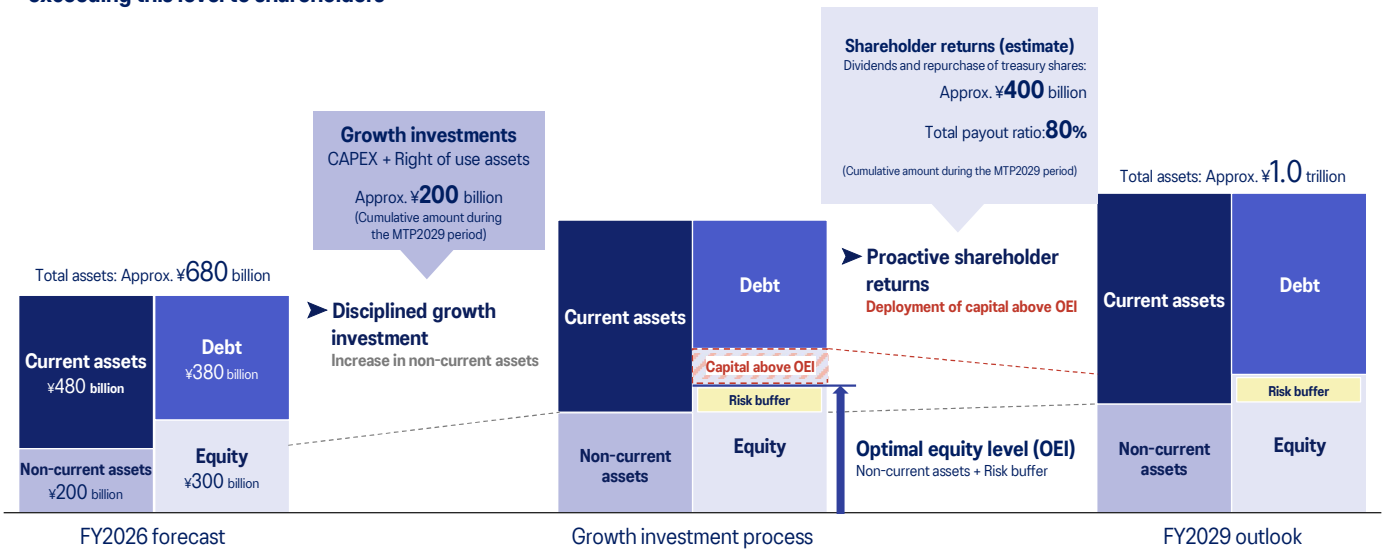
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Over the next three years, we will shift capital policy into a much higher gear and significantly improve capital efficiency.

Based on our current assumptions for the next Mid-Term Plan, we currently expect ROE to reach 50% in 2029. Specifically, building on the high profitability we have already achieved, we will execute about 200 billion yen of growth investment for further growth. After accumulating quality assets, to achieve an appropriate capital level, we will return about 400 billion yen to shareholders.
With regard to dividends, we will move beyond our progressive dividend policy, which may be associated with gradual dividend increases, and adopt a Build-Up Dividend policy that is designed to deliver more substantial and continuous dividend growth.
This approach, basing our operations on a lean balance sheet that does not hold more capital than necessary, is "ASICS ACTIVE CAPITAL MANAGEMENT."

Growth investment and Capital Policy

ASICS ACTIVE CAPITAL MANAGEMENT Framework
Set an optimal equity level commensurate with non-current assets (= growth investment assets), and proactively return capital exceeding this level to shareholders



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Let me explain the concept behind ASICS ACTIVE CAPITAL MANAGEMENT using an illustration of our balance sheet.

As a result of our strong performance so far, the ASICS Group's balance sheet currently has large equity relative to fixed assets.
Over the next three years, we will first firmly build up growth investment and expand fixed assets, that is, "growth investment assets." We currently expect growth investment of about 200 billion yen.
Meanwhile, owing to accumulating profits, we expect equity to remain at a high level even after making the growth investments.

Based on the idea of not holding more capital than necessary, we define the level of fixed assets after growth investment plus a reserve that takes business risk into account as "optimal equity." Capital in excess of this will be used for bold shareholder returns.
Through this, toward the end of 2029, we want to achieve the optimal equity level and simultaneously realize sustained business scale expansion, a sound financial base and high capital efficiency.



These are the main components of growth investment.
We have set priority areas for sustained growth in the future.

First, we will invest firmly in human capital as a common foundation supporting growth in all areas.
And we will also invest in AI/digital, where the foundation is already taking shape, in terms of both operating expenses and capital expenditure.

Next, to strengthen value creation capability, in innovation we will invest in global R&D bases, partner collaboration, and research sites and facilities. In manufacturing and the supply chain, we will invest in digital technology, our own factories and warehouses, and production automation equipment.

Also, to expand our brand and customer base, we will invest in partnerships with large-scale sporting events and athletes, demand creation in priority markets and categories, customer experience and loyalty initiatives, and flagship and experiential stores.
All of these are important investments that lead to growth in every business area.

Growth Investment Policy | CAPEX, Right of Use Assets, M&A, and Equity Investments

Strengthen the foundations for medium- to long-term competitiveness and continuous growth through disciplined growth investments

Cumulative CAPEX and right of use assets

Approx. ¥200 billion

(of which approximately ¥100 billion represents right of use assets)

Investment Areas	Key Investment Uses	Key Investment Aims
Stores	Asics and Onitsuka Tiger retail (including large-scale flagship stores)	Enhancing brand experiences Expanding consumer base
Data Infrastructure / AI	OneASICS data and platform Digital workforce	Strengthening execution through data and AI
	Cybersecurity	Improving risk management
Value Chain	R&D: Research facilities and testing/prototyping equipment	Enhancing value creation capabilities
	Production: In-house factories and manufacturing equipment	
	Supply Chain: Distribution center automation and expansion, software, etc.	

M&A and Investments

Separate from the abovementioned CAPEX and right of use investments

- ✓ Sports-related businesses that contribute to new product categories, brands, and ecosystem development
- ✓ Strategic partners primarily focused on strengthening competitiveness in products and manufacturing

Funding sources: Fund growth investments primarily with cash generated through strong profitability and improved cash conversion

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As explained earlier, we plan about 200 billion yen of growth investment over the next three years.
The investment targets are mainly stores, digital, and value chain strengthening, including R&D, production and the supply chain.

We will also consider strategic investments and M&A. We will consider investments to accelerate organic growth of existing businesses and the acquisition of new brands if good opportunities arise.
To strengthen competitive advantage, we may also build deeper collaboration with strategic partners in digital technology, intellectual property and production.

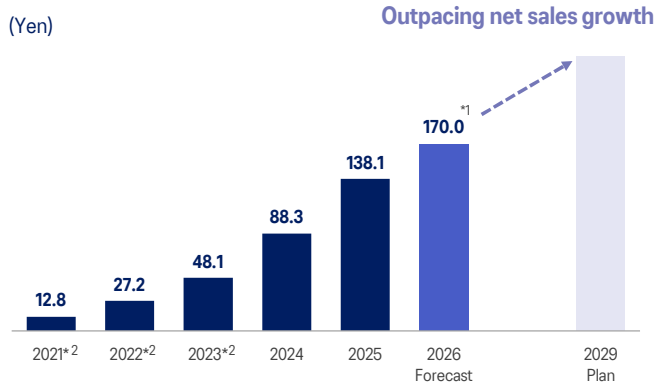
Finally, to continue expanding and enriching customer touchpoints, we will also consider investments and M&A that enrich the ecosystem and widen its boundaries, such as acquiring a race registration company.

The funds needed for these will be covered by operating cash flow. We will also advance GIE in the corporate finance function and aim to further improve the funding capability of the ASICS Group as one.

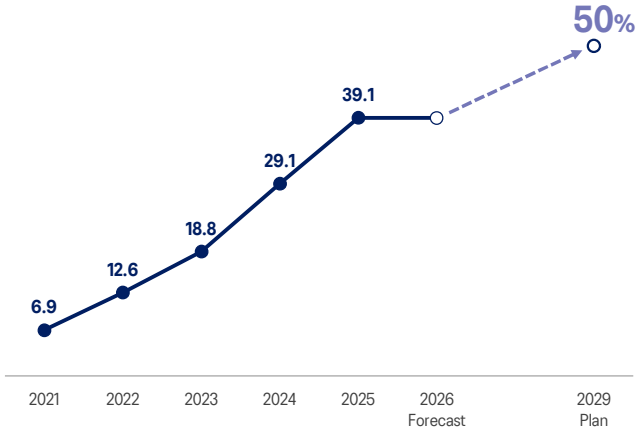
EPS & ROE

Enhance the visibility of after-tax profit by building high-quality assets through disciplined growth investments
Accelerate earnings per share (EPS) growth through flexible repurchases of treasury shares while maintaining and improving capital efficiency

EPS



ROE



*1 Assumes that the full ¥70 billion repurchase of treasury shares announced on September 9, 2026, is completed by the end of 2026.
*2 A 4-for-1 stock split was implemented on July 1, 2024. EPS figures for 2021–2023 have been restated on a post-split basis (reported figures ÷ 4).

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We will continue to demonstrate the value created through these initiatives in ways that directly benefit our shareholders.
From this Mid-Term Plan, we have newly added EPS and ROE to our management indicators.

Under our capital policy, "ASICS ACTIVE CAPITAL MANAGEMENT," we aim to improve EPS by accumulating quality assets through disciplined growth investment and raising our net profit outlook, as well as through continued, deeper dividend increases and flexible, bold share repurchases.

We will achieve ROE of 50% in 2029 and EPS growth that outpaces net sales growth.

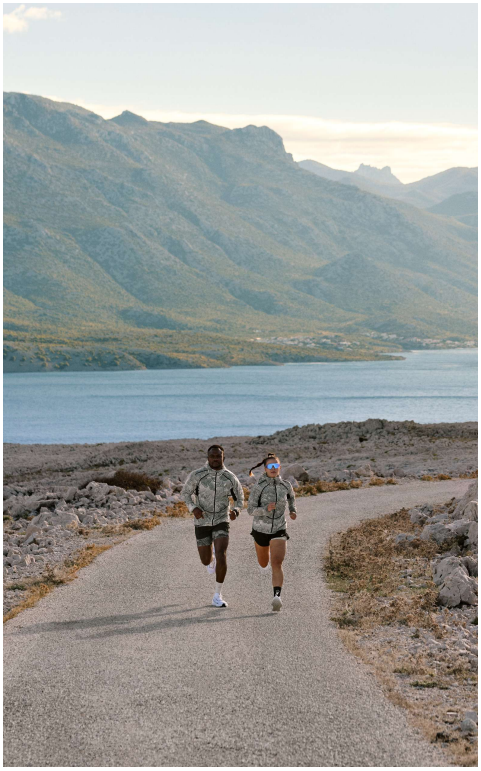


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3. Appendix

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Finally, let me explain our key management indicators.

ASICS Group Mid-Term Plan

Key Performance Indicators

Area	Indicator	FY2023 Result (Reference)	FY2026 Forecast	FY2029 Target
Profitability	Net sales	¥570.4 billion	¥1050.0 billion	**¥ 1.5 trillion**[*1]
	Operating margin	9.5%	18.6%	**Industry-leading profitability**
	EPS	¥48.13[*2]	¥170[*3]	**Exceed net sales growth**
Capital efficiency	ROA	7.9%	18%[*3]	**20%**
	ROE	18.8%	39%[*3]	**50%**[*5]
Inventory efficiency	DIO[*4]	173 days	Asics: 132 days Onitsuka Tiger: 268 days	**Asics: 125** days **Onitsuka Tiger: 260** days
Shareholder returns	Total payout ratio	50% (Cumulative total for FY2021–FY2023)	Approx. 75%[*3] (Cumulative total for FY2024–FY2026)	**80%**[*5]
	Dividend policy	Progressive dividend achieved ¥16.25[*2]	Progressive dividend achieved FY2024: ¥20 FY2026 (forecast): ¥44	Total Amount of Shareholder Returns Approx. **¥ 400 billion**[*5]
Human capital	Employee engagement score	65	74	76
	Productivity (operating profit per employee)[*6]	-	-	**+20%** (vs. 2026)[*6]

*1 Financial assumptions used for KPIs:
FY2026 forecast and FY2029 target: US$1 = ¥160, €1 = ¥180, RMB1 = ¥23
FY2023 result: US$1 = ¥140.45, €1 = ¥152.24, RMB1 = ¥19.86
*2 EPS and dividend figures have been adjusted to reflect the 4-for-1 stock split implemented in July 2024
*3 Assumes that the full ¥70 billion repurchase of treasury shares announced on September 9, 2026, is completed by the end of 2026.
*4 Includes goods in transit
*5 Based on estimates under the MTP as of now; ROA and ROE for 2029; shareholder return target cumulative for 2027–2029.
*6 Percentage increase in operating profit per employee in 2029, with 2026 = 100%.

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These are the management indicators we aim for as the ASICS Group as a whole in 2029.
With "AHEAD OF THE GAME" as our guiding theme, we will strive to achieve these management targets and continue driving sustainable growth.



This concludes my presentation of Mid-Term Plan 2029.

As announced, we will be holding our Investment Day on the 17th of next week, where we will provide a more detailed explanation of the Mid-Term Plans for both the ASICS business and the Onitsuka Tiger business.

We hope you will join us.
Going forward, we will continue running together with our shareholders, local communities, and business partners who support the ASICS Group.
We sincerely appreciate your continued support.

Thank you very much for your attention.