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Feb 12, 2016

Name of the Company: ASICS Corporation
 President and CEO, Representative Director: Motoi Oyama
 Code Number: 7936 Listing Exchanges: Tokyo

Notice unveiling new Five-Year Strategic Plan, “ASICS Growth Plan (AGP) 2020”

ASICS Corporation has completed a new Five-Year Strategic Plan, “ASICS Growth Plan (AGP) 2020”. ASICS Group intends to use the new plan as its basis for sustainable global growth, and is targeting consolidated net sales of JPY750 billion in FY2020.

Details of the AGP2020 are following;

ASICS Growth Plan (AGP) 2020

Effective period : January 1, 2016 – December 31, 2020

1. ASICS SPIRIT

1.1 Philosophy

(Founding Philosophy)

Anima Sana In Corpore Sano - A sound mind, in a sound body

(Corporate Philosophy)

1. Provide valuable products and services through sport to all our customers
2. Fulfil our social responsibility and help improve conditions for communities around the world
3. Share profits brought by our sound services with our shareholders, communities and employees
4. Maintain a spirit of freedom, fairness and discipline, respectful of all individuals

1.2 Vision

Create Quality Lifestyle through Intelligent Sport Technology

1.3 Values

1. Respect Rules
2. Be Courteous
3. Be Persistent
4. Work as One Team
5. Be Prepared
6. Learn from Failure

2. Quantitative Target for 2020 (Unit: JPY*)

Sales	750 billion	or more
Operating Income Ratio	10%	or more
ROE	15%	or more

Sales by Category

Running	400 billion	or more
Training	70 billion	or more
Core Performance Sports	100 billion	or more
Lifestyle	90 billion	or more

Sales by Channel

Own Retail	135 billion	or more
eCommerce	15 billion	or more

* Exchange Rate to JPY

USD 120.0, EUR 135.0, RMB 18.0, KRW 0.11, AUD 90.0, SGD 90.0, SEK 14.0

3. Business Domains

- Athletic Sports
- Sports Lifestyle
- Health/Comfort

4. Core Strategy

(1) Shift to DTC mindset

- Change all processes from product planning to sales into a consumer-centric, DTC business model, in which we can directly communicate with our consumers

(2) Expand our consumer base

- Develop a deeper understanding of and expand our business in new consumer segments, such as women, youth and emerging markets
- Become the brand of choice, not only in sports, but also in our consumers' daily lives

(3) Communicate a consistent brand

- Narrate a consistent brand to our consumers worldwide, and deepen an emotional connection

(4) Create differentiated innovation

- Create innovative products, services and processes that can provide exceptional changes in our consumers' lifestyles and experiences

(5) Pursue operational excellence

- Transform outdated business practices to data-driven decision-making processes to drive improved profitability and sustainable growth
- Reform our development and production systems, and support the development of a sustainable society and environment

(6) Develop people and the team

- Develop both individual and team capabilities to deliver values that exceed consumer expectations

5. Category Strategy

(1) Running

- To continue delivering breakthrough innovations to excite a wide range of runners that will allow them to achieve their ultimate goals and aspirations
- Achieve no lower than the No.2 position in each market globally

(2) Training

- Extend our Running expertise and the power of our brands into Training, delivering breakthrough innovations to excite and motivate a wide range of consumers Training for a goal

- (3) Core Performance Sports
 - To focus on delivering breakthrough innovations to excite sports enthusiasts in global strategic categories
 - Maximize opportunities in regional sports categories to efficiently drive business and brand growth
 - (4) Lifestyle
 - As a sports brand of Japan origin, establish our heritage as a core
 - Be on the cutting-edge of trends to excite young people
 - Raise the awareness and image of the ASICS stripe through both ASICS Tiger and Onitsuka Tiger
 - (5) Outdoor (Haglöfs)
 - Lead the evolution of the Outdoor segment and expand the business as a global, premium Outdoor brand
 - (6) Health / Comfort
 - Support maintenance and promotion of healthy, safe and comfortable lives, through Intelligent Sports Technology
 - Expand and develop the business in Japan, keeping future global market expansion in mind
6. Function of Headquarters and Regional Strategy
- (1) Function of the headquarters
 - Strengthen global management function of headquarters in each functional organization and lead global strategy development and decision-making
 - Reinforce governance and risk management across the group thoroughly through prompt global reporting lines
 - Promote the share of both best practices and other challenging experiences across the entire group
 - (2) Regional strategy
 - Divide the sales territory into seven regions: Japan, Americas, EMEA, Greater China, South Korea, Oceania, Southeast and South Asia, and execute each regional or country strategy in order to achieve the AGP2020 target.