

# ASICS' Modern Slavery Statement 2025

## A sound mind in a sound body

ASICS is guided by its philosophy of *Sound Mind, Sound Body*, striving to enhance physical and mental well-being through its products and services. ASICS recognizes its responsibility to uphold human rights across its operations and value chain. As a global sporting goods company, ASICS is committed to transparency, accountability, and preventing exploitation and forced labor within its workforce and supply chain.

Modern slavery remains a significant risk, particularly in complex supply chains such as apparel and footwear. This statement outlines ASICS' approach to identifying, preventing, mitigating, and addressing modern slavery risks across its own operations and supply chain, in alignment with applicable legislation including the California Transparency in Supply Chains Act (2010), UK Modern Slavery Act (2015), Australian Modern Slavery Act (2018), and Canada Modern Slavery Act (2024), as well as emerging due diligence requirements.

In 2025, ASICS continued to strengthen its oversight of modern slavery risks across its own operations and supply chain, further embedding its risk-based human rights due diligence approach within existing governance and monitoring processes. These efforts were supported by enhanced use of digital tools and data to improve visibility, remediation, and supplier accountability.

Building on previous statements, this report reflects continued progress in strengthening risk identification, assurance, worker engagement, and integration of due diligence into sourcing and governance practices.

ASICS remains committed to ensuring that exploitation and forced labor have no place in its value chain.

## Modern slavery at ASICS

Since its founding in 1949, ASICS Corporation has become a global leader in sports footwear, apparel, and accessories. As of December 31, 2025, it employs 9,455 people (consolidated), generating a revenue of 810,916 million yen (consolidated). Its products are distributed through retail stores, third-party retailers, and online platforms, working closely with manufacturers, material suppliers, and logistical partners. ASICS' supply chain spans over 20 countries, primarily in Southeast Asia. In 2025, ASICS sourced products from 112 Tier 1 manufacturing facilities globally. To promote transparency, ASICS publicly discloses and annually updates its [global factories list](#), which also includes key nominated apparel Tier 2 facilities.

For the purposes of this statement, modern slavery includes forced labor, child labor, human trafficking, debt bondage, excessive working hours, and other human rights infringements.

ASICS addresses these risks through its human rights due diligence approach, described in the following sections. In 2025, drawing on the outcomes of its human rights assessments and a range of internal and external risk inputs, ASICS identified the following key modern slavery risks, prioritized by likelihood and severity: harassment and excessive overtime in own operations; and risks related to forced labor (including excessive overtime), child labor, freedom of association, occupational health and safety risks, and risks affecting migrant workers in the supply chain.

## **Governing modern slavery**

ASICS manages actual and potential modern slavery risks through a structured governance framework that promotes transparency, accountability, and continuous improvement. As part of this framework, ASICS has published its Human Rights Policy, which applies to ASICS Corporation, its subsidiaries, and affiliates. Rooted in the International Bill of Human Rights and the core labor standards of the International Labour Organization (ILO) and formulated in accordance with the United Nations Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises, this policy provides the foundation for ASICS' ethical business practices.

To ensure the policy's effective implementation, ASICS established a Human Rights Committee, comprising representatives from key divisions, including Marketing (consumer risks), Legal (compliance), and Human Resources (employee rights). This committee oversees and implements ASICS' human rights due diligence, including modern slavery risks, and meets biannually to review policies, assess human rights risks, and track progress. Findings and updates are reported to the ASICS Risk Management Committee, chaired by Mitsuyuki Tominaga, President and COO, Representative Director of ASICS. The Risk Management Committee reviews and monitors risks and mitigation activities, which are overseen by ASICS' Board of Directors.

The Sustainability Department, including the global and regional CSR and Supply Chain teams, is responsible for implementing sustainability-related policies and processes across ASICS' global operations. These teams closely collaborate with procurement and supply chain management teams to monitor ethical labor standards throughout ASICS' value chain. They also conduct regular audits and human rights assessments, with findings reported to the Human Rights Committee. The Human Resources and Legal/Compliance teams manage internal grievance mechanisms and ensure compliance with global and regional labor laws.

More information on ASICS' corporate governance structure can be found in the most recent [Sustainability Report](#).

## **Policies related to modern slavery**

ASICS' corporate activities are guided by policies aligned with internationally recognized human rights and labor standards. Key policies include the ASICS Global Code of Conduct, Human Rights Policy, and the Policy of Engagement (Supplier Code of Conduct), which define expectations for employees, suppliers, and other business partners. These commitments are supported by the following policies.

ASICS internal policies

- [CSR Policy](#)
- [Global Code of Conduct](#)
- [Policy on Environment](#)
- [ASICS Human Rights Policy](#)
- [Global Policy on Protected Disclosure \(Whistleblowing\)](#)

Policies specific to our suppliers and other business partners

- [Policy of Engagement \(Supplier Code of Conduct\)](#)
- [ASICS Procurement Policy](#)
- [Global Business Continuity Policy](#)

To support consistent implementation and company-wide awareness, all policies are publicly available on the ASICS website and the internal intranet, accessible to all employees.

## ASICS' due diligence

To identify, prevent, mitigate, and address modern slavery risks, ASICS applies a risk-based human rights due diligence approach across its operations and supply chain. This approach consists of the following steps:

- Identifying and assessing risks
- Preventing and mitigating risks
- Monitoring effectiveness
- Providing access to remedy and grievance mechanisms
- Reporting and communicating on due diligence efforts and outcomes

These steps form the basis for the approach described in the sections below.

Collaboration with suppliers, industry groups, and human rights organizations remains an important component of ASICS' due diligence efforts. Through this engagement, ASICS seeks to develop long-term solutions and drive continuous improvement. Further information on ASICS' due diligence approach is available on the ASICS [website](#).

## Modern slavery in ASICS' own operations

ASICS' Human Rights Policy outlines the company's commitment to fostering a safe, inclusive, and ethical workplace free from discrimination, forced labor, and harassment. Within its own operations, modern slavery risks are limited but may arise in connection with excessive working hours and workplace harassment. These risks are managed through ASICS' human rights due diligence framework across key operating regions, including Japan (HQ), Europe, North America, China, and Oceania.

### 1. Identifying and assessing risks

ASICS assesses modern slavery risks within its own operations through ongoing risk assessments and internal review processes, drawing on human resources data, grievance mechanisms, management oversight, and input from regional teams. Identified risks are reviewed by the Human Rights Committee to determine appropriate follow-up actions.

In 2025, the key risks identified remained consistent with previous years, primarily relating to excessive overtime and workplace harassment. Reported cases remained limited. In 2025, ASICS further strengthened its monitoring and internal controls specifically in these areas, enabling earlier identification of concerns and more targeted follow-up.

### 2. Preventing and mitigating risks

ASICS seeks to prevent and mitigate modern slavery risks in its own operations through a combination of policies, training, and management practices. Expectations regarding working hours, respectful conduct, and compliance with labor standards are set out in the Global Code of Conduct and Human Rights Policy and apply to all employees.

In 2025, ASICS strengthened preventive measures through training and awareness initiatives on harassment prevention, workplace conduct, and working hours management. All employees completed mandatory Global Code of Conduct training, supported by additional awareness activities and targeted guidance for managers.

### 3. Monitoring effectiveness

ASICS evaluates the effectiveness of its approach through regular review of working hours data, workplace conduct trends, and concerns raised through internal grievance mechanisms.

In 2025, reported concerns related to workplace conduct and working hours were reviewed and addressed in accordance with internal procedures, with all cases closed during the reporting year. Where concerns were substantiated, appropriate follow-up actions were implemented. Insights from these monitoring activities informed preventive and remedial actions by relevant teams.

#### **4. Grievance mechanisms and access to remedy**

Access to effective grievance mechanisms is an important element of ASICS' approach to addressing modern slavery risks within its own operations. ASICS maintains internal reporting channels that enable employees to raise concerns related to human rights issues, including harassment and excessive overtime. These mechanisms are supported by ASICS' Policy on Protected Disclosure (Whistleblowing), which outlines procedures for raising concerns and provides safeguards against retaliation.

Employees can raise concerns through multiple internal and external channels, including internal whistleblowing platforms such as EthicsPoint, as well as ASICS' Speak Up Hotline, a third-party operated channel that enables confidential and anonymous reporting. Employees may also bring matters forward through local works councils, which consult on company policy and employee interests. In some offices, external confidential advisors are available, providing a safe and impartial space for employees to discuss concerns related to workplace behavior, integrity, or personal wellbeing.

These channels are designed to ensure accessibility and confidentiality and allow employees to choose the option they consider most appropriate. Information received contributes to ASICS' internal monitoring and follow-up processes. To increase awareness and accessibility of these grievance mechanisms, ASICS actively promotes available reporting channels through internal communication tools, including the intranet and visual materials displayed at offices and operational facilities. Information provided includes guidance on how to submit a report and what employees can expect once a report is submitted.

Grievance-related topics are also reflected in employee engagement surveys, providing an additional channel for feedback on workplace conditions and conduct. During 2025, ASICS received reports through its internal grievance mechanisms, which were addressed in accordance with internal procedures.

#### **5. Continuous improvement**

ASICS recognizes that addressing modern slavery risks within its own operations requires ongoing attention within its broader human rights approach. In 2025, ASICS continued to strengthen oversight through existing governance structures, including discussions at the Human Rights Committee level. These discussions focused on strengthening governance oversight and internal alignment, supported by the use of internal data, rather than introducing new standalone systems.

ASICS remains committed to reviewing and refining its approach to maintain an effective and proportionate response to modern slavery risks within its own operations.

### **Modern slavery in ASICS' supply chain**

ASICS recognizes modern slavery risks in its global manufacturing and sourcing supply chain. These risks may be influenced by subcontracting, migrant labor, local regulatory conditions, and production pressures. ASICS' approach to addressing modern slavery in its supply chain is guided by its Human

Rights Policy, Policy of Engagement (Supplier Code of Conduct), and a risk-based human rights due diligence framework.

The following section describes how ASICS applies its due diligence approach to its supply chain, with a focus on Tier 1 and nominated Tier 2 suppliers, while expanding visibility further upstream.

### **1. Identifying and assessing risks**

ASICS identifies and assesses modern slavery risks in its supply chain through a combination of supply chain mapping, supplier self-assessments, audits, and external risk intelligence. This approach enables ASICS to prioritize suppliers based on likelihood and severity of risk.

Supplier Self-Assessment Questionnaires (SAQs) are used as an initial screening tool to gather information on labor practices, working conditions, and management systems. SAQ outcomes inform risk prioritization and the need for further verification.

In 2025, the key modern slavery risks identified in the supply chain remained consistent with prior years and included risks related to forced labor (including excessive and involuntary overtime), child labor, freedom of association, occupational health and safety, and risks affecting migrant workers. These risks are influenced by country-level contexts, recruitment practices, and factory-level management systems, with audit findings highlighting issues related to fire safety, emergency preparedness, working hours, and chemical management.

### **2. Preventing and mitigating risks**

Where risks or non-compliances are identified, ASICS works with suppliers to develop and implement corrective action plans tailored to the nature and severity of the issues identified, including issues related to working hours, occupational health and safety, and other labor standards. These actions are designed to address immediate concerns and to strengthen suppliers' internal management systems, reducing the likelihood of recurrence over time. ASICS' preventive approach is underpinned by its Policy of Engagement (Supplier Code of Conduct), which all contract manufacturing suppliers are required to sign and comply with as part of their contractual agreements. The policy sets clear expectations regarding responsible labor practices and workplace conduct and forms the baseline for supplier engagement and remediation across the supply chain.

Within this preventive framework, particular attention is given to responsible recruitment practices. ASICS maintains a zero-recruitment fee policy based on the "employer pays" principle, prohibiting worker-paid recruitment costs. ASICS recognizes that worker-paid recruitment fees present a heightened risk of forced labor in certain sourcing contexts, including Taiwan's textile and apparel supply chain, and acknowledges its sourcing exposure. As a signatory to a joint letter led by the American Apparel & Footwear Association (AAFA) and the Fair Labor Association (FLA) to the Government of Taiwan, calling for strengthened protections for migrant workers and the elimination of worker-paid recruitment fees, ASICS supports industry efforts to promote more equitable recruitment practices.

To support timely and effective remediation, ASICS increasingly uses digital tools that enable suppliers to document corrective actions and share supporting information. These tools support transparent follow-up, supplier accountability, and structured engagement throughout remediation.

In 2025, corrective action plans were developed and implemented in collaboration with relevant suppliers, with cases monitored through closure in line with agreed timelines. Where necessary, follow-up actions remained subject to monitoring. In parallel, ASICS supported suppliers through targeted capacity-building initiatives, including the sharing of guidance on responsible labor practices

and management system improvements to reinforce sustainable remediation and strengthen supplier management systems over time.

### **3. Monitoring effectiveness**

ASICS monitors modern slavery risks through a structured, risk-based supplier monitoring approach focused on verification, corrective action follow-up, and emerging risk identification.

Monitoring draws on country-, region- and supplier-level risk data. SAQ outcomes inform supplier monitoring and help determine whether further verification is required. Where elevated risks are identified, ASICS conducts additional assurance activities, including audits, to verify supplier information and assess management systems. ASICS' monitoring framework covers all Tier 1 and nominated Tier 2 manufacturing facilities.

ASICS complements audits with industry-aligned and data-driven tools. As a signatory to the Social & Labor Convergence Program (SLCP), ASICS contributes to industry efforts to enhance transparency, improve data consistency, and reduce audit duplication across the apparel and footwear sector. ASICS also uses SEDEX to access external risk intelligence and country-level data to identify trends and recurring non-compliances. In selected countries, ASICS participates in ILO Better Work, which provides independent factory assessments and supports ongoing compliance and remediation through social dialogue and capacity building.

To strengthen the coherence and effectiveness of these monitoring inputs, ASICS continued the development of its Compliance Observatory Program (COP) in 2025. COP consolidates supplier risk information, assessment outcomes, and follow-up actions across monitoring tools, supporting more consistent oversight and decision-making. Full implementation of COP is planned for 2026.

Audit findings are assessed based on severity and urgency, with zero tolerance applied to serious violations, such as child labor or forced labor. Where such issues are identified, ASICS follows its established escalation procedures, which may include time-bound remediation requirements, intensified monitoring, or disengagement where necessary.

Insights from monitoring activities are used to inform ASICS' decisions on supplier engagement priorities, remediation actions, and broader supply chain risk management.

### **4. Traceability and data-driven risk management**

To further strengthen upstream visibility beyond direct suppliers, ASICS continues to expand the use of digital traceability and data management tools to support supply chain mapping as part of its risk-based human rights due diligence approach. Building on this, ASICS is further embedding its supply chain traceability program using third-party digital platforms, including TrusTrace. The platform supports the mapping of Tier 1 suppliers and nominated Tier 2 suppliers and enables the integration of audit outcomes, corrective action plans, and supplier performance data in a structured and accessible manner.

In 2025, ASICS' traceability systems covered Tier 1 suppliers and nominated Tier 2 suppliers across key sourcing regions, supporting visibility over a significant share of the production volume. During the year, additional supplier sites and materials were onboarded as part of a phased expansion of upstream supply chain coverage. In addition to cotton and recycled polyester, ASICS plans to expand traceability to natural leather in 2026.

### **5. Grievance mechanisms, worker voice and access to remedy in the supply chain**

Access to effective grievance mechanisms is an essential element of ASICS' approach to addressing modern slavery risks in its supply chain. Grievance mechanisms complement SAQ-, audit-, and

traceability-based monitoring by providing direct worker input on workplace conditions and emerging risks that may not be fully captured through formal assessments alone. ASICS requires suppliers to establish and maintain grievance mechanisms that enable workers to raise concerns safely and without fear of retaliation, in line with the requirements set out in ASICS' Policy of Engagement (Supplier Code of Conduct).

In addition, ASICS supports the use of digital worker feedback tools across its supply chain, including the WOVO platform developed by Labor Solutions. This is a web-based grievance mechanism app that enables workers to provide anonymous feedback, participate in surveys, and access e-learning and educational materials. The platform supports suppliers in the structured handling and resolution of reported issues. WOVO is not operated or managed by ASICS. Instead, suppliers are encouraged to take ownership and integrate the tool into their existing human resource and grievance management systems. Participation remains voluntary, reflecting ASICS' focus on learning and supplier ownership rather than imposing a one-size-fits-all approach.

In 2025, ASICS addressed grievance cases related to its supply chain, identified through both the WOVO platform and direct reporting channels. The reported cases are primarily related to freedom of association, workplace conduct (including harassment), and employment practices. The majority of cases were closed during the reporting year, with remaining matters subject to ongoing monitoring.

Where grievances are identified, they are addressed through a structured process that includes verification of reported concerns in collaboration with the relevant supplier, while ensuring the protection of whistleblowers. Where issues are substantiated, ASICS requires suppliers to implement corrective measures to prevent recurrence and monitor the effectiveness of these actions.

## **6. Continuous improvement and integration into responsible sourcing**

ASICS recognizes that addressing modern slavery risks in its supply chain requires continuous improvement. Insights from due diligence activities inform refinements to its supply chain management practices.

Responsible sourcing and purchasing practices are key elements of ASICS' preventive approach. This includes efforts to support realistic production planning, reduce pressures that may lead to excessive overtime, and prevent abusive recruitment practices. Consistent with its zero-recruitment fee policy and the "employer pays" principle, ASICS continues to reinforce expectations on responsible recruitment across its sourcing practices.

Supplier engagement and capacity-building remain central to ASICS' approach. Through training, guidance, and direct dialogue, ASICS seeks to strengthen suppliers' internal management systems and encourage ownership of labor standards and long-term improvement.

During 2025, ASICS focused on enhancing the consistency and effectiveness of existing processes and cross-functional collaboration, improving the use of data, and reinforcing expectations with suppliers. These efforts support the continued integration of due diligence considerations into sourcing decisions and inform the priorities outlined in the next section.

## **Next steps: priorities for 2026**

In 2026, ASICS will focus on deepening the effectiveness and consistency of its risk-based human rights due diligence approach across both its own operations and supply chain. Building on the

foundations established in 2025, priorities center on execution, integration, and data-driven oversight.

### **Strengthening risk-based due diligence and remediation**

ASICS will further refine how modern slavery risks are identified and prioritized, drawing on insights from human rights risk assessments, SAQs, audits, grievance mechanisms, traceability systems, and external risk intelligence. In the supply chain, priority will remain on Tier 1 and nominated Tier 2 suppliers, while gradually expanding upstream visibility where risk exposure is highest. Within its own operations, ASICS will maintain its focus on risks related to excessive working hours and workplace conduct, with emphasis on early identification of concerns and preventive action by relevant teams.

In 2026, ASICS will enhance the effectiveness of monitoring and remediation processes, including risk-based verification through audits and structured follow-up on corrective action plans. Further rollout of the Compliance Observatory Program (COP) will support consolidated oversight of supplier risk information and follow-up actions across due diligence processes.

### **Advancing traceability and data integration**

Following a year of development in 2025, priorities for 2026 will shift toward scaling implementation and improving data quality. Increasing visibility deeper into the supply chain remains critical to addressing modern slavery risks. Expanded traceability across additional materials and upstream tiers will support improved risk identification, monitoring, and remediation.

ASICS will expand its supply chain traceability systems by onboarding additional supplier sites and materials, improving data accuracy, and strengthening the integration with audit planning, and remediation. These efforts will support more informed decision-making and closer coordination between sustainability, sourcing, and procurement functions.

### **Strengthening worker voice and access to remedy**

ASICS will continue to promote effective grievance mechanisms in its supply chain as a complement to audits and assessments. Priorities include supporting supplier-level grievance systems and encouraging appropriate use of digital worker feedback tools. The emphasis will remain on learning from worker feedback, supporting timely issue resolution, and reinforcing supplier ownership of remediation processes.

### **Embedding responsible sourcing practices**

Responsible sourcing and purchasing practices remain central to risk prevention. In 2026, ASICS will reinforce efforts to support realistic production planning, reduce pressures that may contribute to excessive overtime, and strengthen expectations on responsible recruitment in line with its zero-recruitment fee policy.

Internally, ASICS will further integrate due diligence insights into sourcing decisions, and supplier engagement processes, ensuring that monitoring outcomes, grievance findings, and traceability data inform commercial planning and supplier strategy.

### **Collaboration and industry engagement**

ASICS collaborates with a range of NGOs and industry stakeholders to support its approach to addressing modern slavery and human rights risks. These include the ILO Better Work Programme, the American Apparel & Footwear Association (AAFA), the Business and Human Rights Centre (BHRC), Cascale (formerly the Sustainable Apparel Coalition), the Fair Wage Network (FWN), global

unions such as IndustriALL and UA Zensen, the World Federation of the Sporting Goods Industry (WFSGI), the Social & Labor Convergence Program (SLCP), and the Japan Platform for Migrant Workers towards a Responsible and Inclusive Society (JP-MIRAI).

Through industry collaboration, ASICS exchanges knowledge, aligns with evolving standards, and monitors regulatory and industry developments. By working collectively with industry peers, worker representatives, and expert organizations, ASICS aims to strengthen its own practices while contributing to broader efforts to improve labor conditions and resilience across the apparel and footwear sector.

*This statement was approved by the ASICS Board of Directors on 8 April 2026.*

*Signed,  
Signature*



*Yasuhito Hirota  
Chairman and CEO, Representative Director  
ASICS Corporation*