

ASICS' Modern Slavery Statement 2024

A sound mind in a sound body

ASICS is built on the philosophy of *Sound Mind, Sound Body*, striving to enhance physical and mental well-being through its products and services. As a global leader in sporting goods, ASICS recognizes its responsibility to maintain a value chain free from exploitation and abuse. ASICS is committed to transparency, accountability, and the protection of human rights for its own workforce and that of its suppliers.

Modern slavery¹ remains a critical global issue, disproportionately affecting vulnerable workers across many industries. The garment and footwear sector, with its vast and complex supply chains, presents significant challenges in managing labor, human rights, environmental impact, and integrity risks. Transparency remains one of the key factors in tackling these risks. Therefore, ASICS is actively working to improve visibility across its value chain using new technologies and digital tooling. By leveraging innovative solutions, ASICS aims to improve oversight of non-compliance, digitize value chain data, streamline monitoring, and strengthen suppliers' accountability to ensure ethical labor practices.

This statement outlines ASICS' approach to addressing modern slavery across its own operations and its value chain, covering ASICS and its subsidiaries² in alignment with modern slavery laws such as the California Transparency in Supply Chains Act (2010), UK Modern Slavery Act (2015), Australian Modern Slavery Act (2018), and Canada Modern Slavery Act (2024). Additionally, its content is also relevant considering other global due diligence regulations and reporting requirements. While the previous statement focused on enhancing ASICS' supply chain transparency and expanding grievance mechanisms across its Tier 1 and 2 suppliers, the 2024 statement aims to provide more granular, region-specific insights into ASICS' operations and updates on the newly implemented systems. In 2024, ASICS was dedicated to the continued strengthening of our due diligence processes, ensuring long-term effectiveness.

ASICS remains dedicated to driving meaningful change and 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, 2024, it employs 8,987 people (consolidated), generating a revenue of 678,526 million yen (consolidated). ASICS' high-quality 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, mainly in Southeast Asia. To ensure transparency for business partners, investors, labor organizations, and customers, the company discloses and updates its [global factories list](#) annually.

ASICS recognizes the need for and is committed to addressing various forms of modern slavery, including forced labor³, child labor, human trafficking⁴, debt bondage⁵, excessive working hours and other human rights infringements affecting its workforce and the workers in the value chain. During ASICS' 2024 risk assessment, led by the ASICS Corporate Social Responsibility (CSR) Supply Chain team, the most significant and noticeable issues for ASICS related to human rights, and particularly modern slavery were identified. Based on further insights from the United Nations, governmental, and industry reports, as well as legal analyses and stakeholder interviews, the team has determined the following key modern slavery risks⁶, prioritized by likelihood and severity: excessive overtime and harassment (own operations); and child labor, forced labor including excessive overtime, and occupational health and safety (value chain workers).

Governing modern slavery

To manage actual and potential modern slavery risks while ensuring transparency, accountability, and continuous improvement, ASICS has established a structured governance framework. In 2022, ASICS published its Human Rights Policy, which applies to ASICS Corporation, its subsidiaries, and affiliates. Rooted in the International Bill of Human Rights and International Labor Organization (ILO) core labor standards, this policy provides the foundation for ASICS' ethical business practices.

To ensure the policy's effective implementation, ASICS established a Human Rights Committee, comprised of 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 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' Boards 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 risk assessments, with findings being 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.

This integrated governance framework strengthens ASICS' ability to detect, prevent, and mitigate, and address modern slavery issues, ensuring ethical business practices throughout its supply chain. 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 clear codes of conduct based on internationally recognized standards and conventions. These policies apply across ASICS' entire value chain, from material suppliers (Tier 2 and beyond) to manufacturing, retail, and product end-of-life. They set clear expectations for employees, suppliers, and other stakeholders, reinforcing ASICS' commitment to modern slavery prevention at every level.

The ASICS [Global Code of Conduct](#) makes specific reference to topics covered by fundamental ILO Conventions, including freedom of association, forced labor, and child labor. The ASICS Human Rights Policy emphasizes the company's commitment to diversity, non-discrimination and harassment-free workplaces, appropriate working hours, and occupational health and safety. To uphold human rights principles beyond ASICS Corporation, its subsidiaries and affiliates, ASICS has a [Policy of Engagement](#) (Supplier Code of Conduct), which sets standards addressing forced labor, child labor, harassment, discrimination, freedom of association, wages, working hours, and occupational health and safety in the value chain.

ASICS internal policies

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

Policies specific to our suppliers and other business partners

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

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

ASICS' due diligence

Certain business operations, products, or services carry inherent risks of modern slavery, while others become vulnerable due to external factors, such as weak legal enforcement or unethical business practices by partners. To identify, prevent, mitigate and address these risks, ASICS follows a comprehensive due diligence process, as outlined in the ASICS Human Rights Policy. The key steps include:

- **Identifying and assessing risks:** Proactively recognizing potential risks across ASICS' operations and value chains.
- **Preventing and mitigating risks:** Prioritizing corrective actions to prevent, reduce, and, if necessary, remediate identified risks.
- **Monitoring and adapting:** Implementing continuous monitoring processes to evaluate the effectiveness of actions, ensuring adaptive measures as needed. Key performance indicators

(KPIs) include signed Supplier Codes of Conduct, worker training on policies, audits, and incident reports.

- **Regular Disclosure and Communication:** Upholding transparency and accountability by sharing ongoing efforts through regular reporting.

Collaboration with key partners and industry stakeholders is fundamental to ASICS' due diligence efforts. By actively engaging with suppliers, industry groups, and human rights organizations, ASICS seeks to develop long-term solutions and drive meaningful change. For a more detailed overview of ASICS' due diligence approach, visit the ASICS [website](#).

Modern slavery in ASICS' own operations

[ASICS' Human Rights Policy](#) details our commitment to fostering a healthy, inclusive, and ethical workplace free from discrimination, forced labor, and harassment. ASICS prioritizes diversity, safe working conditions, and occupational health, acknowledging that modern slavery risks - particularly excessive overtime and workplace harassment - may exist within its own operations. The following section outlines the due diligence approach for ASICS' key regions Japan (HQ), Europe, North America and Oceania.

1. Identifying risks

ASICS conducts internal risk assessments to identify and address potential modern slavery risks within its own operations. These assessments evaluate both the severity and likelihood of risks, enabling the company to prioritize areas where proactive measures are most needed. Recent evaluations have highlighted two areas that warrant close monitoring: the emergence of excessive overtime (recognized as a potential indicator of forced labor), driven by structural or operational shifts that may result in unexpected and unmanageable working hours; and the impacts of workplace harassment, including forms linked to power imbalance and inappropriate conduct.

These have been identified as the most critical modern slavery risks for ASICS employees, ranking highest in both severity and likelihood within ASICS' operations. ASICS continues to strengthen its internal system to prevent, detect, and address such risks, recognizing their impact on employee wellbeing and labor rights.

2. Monitoring and corrective action

ASICS takes a proactive approach to monitoring modern slavery risks and implementing corrective measures. The company closely tracks reported incidents of excessive overtime and workplace harassment through the named grievance channels across all regions. In 2024, ASICS closely monitored and recorded any claims of harassment and excessive overtime, in order to ensure they did not escalate into involuntary, excessive, or unreasonable working conditions that would violate worker rights. Most incidents arise from unforeseen business challenges, such as increased workloads due to structural changes, staff shortages, and peak demand periods related to major business events and deadlines. ASICS worked with the appropriate management teams to analyze the root causes of any recorded incidences of excessive overtime or harassment as part of the remediation process. ASICS continues to assess the effectiveness of these interventions and will introduce further measures if necessary.

3. Preventative measures

ASICS believes that open and transparent grievance mechanisms with clear timelines and reporting processes are essential for maintaining a safe and ethical workplace. Since 2014, ASICS has implemented a confidential and anonymous grievance system, allowing employees to report concerns related to human rights violations, including harassment and excessive overtime.

The system is reinforced by ASICS' [Policy on Protected Disclosure](#) (Whistleblowing), ensuring procedures exist for employees to raise concerns without fear of retaliation. To increase awareness and accessibility, ASICS actively promotes its grievance systems through multiple channels. Employees have access to both internal ("Speak Up" hotline) and external channels. Information about these channels is made available on the company website and the intranet, ensuring that all employees can easily access the necessary resources. Posters and billboards in the ASICS offices and operational facilities help to further

communicate the existence of reporting channels. Grievance-related topics are also integrated into the engagement surveys, allowing employees to provide direct feedback and voice their concerns.

Raising awareness

To effectively combat modern slavery risks in the workplace, ASICS has implemented proactive training, policy enforcement, and workplace improvement strategies. These initiatives empower ASICS employees with the knowledge and tools needed to recognize and address risks. ASICS aims to create a safe and ethical working environment while continuously adapting to evolving challenges and regional insights.

ASICS actively seeks to prevent and mitigate risks of modern slavery through targeted training and awareness programs for employees, including mandatory overtime and harassment training for all employees at onboarding. These cover the [Global Code of Conduct](#), anti-harassment policies, and workplace bullying prevention. In 2024, training sessions were given across all levels of the company.

Additionally, ASICS managers and leaders are required to complete workplace harassment whistleblower reporting, protection against retaliation. For more detailed information on the type and number of training courses, please refer to ASICS' latest annual sustainability report.

Modern slavery in ASICS' supply chains

ASICS acknowledges the complexity of its global supply chain and remains committed to upholding human rights at all levels, including Tier 1 and Tier 2 factories, subcontractors, intermediaries, and business partners. To reinforce this commitment, ASICS enforces its Policy of Engagement ([Supplier Code of Conduct](#)) in alignment with international human rights and labor standards. This code establishes clear expectations regarding forced labor, child labor, harassment, discrimination, wages, working hours, and occupational health and safety. The following chapter outlines ASICS' proactive measures to combat modern slavery, including a traceability program and enhanced auditing.

1. Identifying and monitoring risks

During ASICS' 2024 risk assessment, the CSR and Supply Chain teams mapped the company's supply chain to identify both direct and indirect suppliers. A severity and likelihood analysis revealed the most pressing modern slavery risks in ASICS' value chain helping to prioritize areas where interventions are most needed: forced labor, child labor, and occupational health and safety concerns. Critical areas within these categories include safety of buildings, fire safety and chemical management with a zero-tolerance for structural issues that could lead to imminent life-threatening conditions. In addition, excessive and involuntary overtime are identified as serious concerns. Excessive overtime is considered an indicator of potential forced labor, whereas involuntary overtime constitutes a direct violation of international forced labor standards. These findings guide ASICS' ongoing efforts to prevent and remediate risks through supplier engagement, monitoring, and continuous improvement initiatives.

Supplier monitoring

ASICS integrates its Policy of Engagement ([Supplier Code of Conduct](#)) and reference to adherence to its other sustainability standards into all contract manufacturing agreements. All of ASICS' suppliers have to sign the supplier Code of Conduct, reinforcing their commitment to responsible business practices.

ASICS conducts various supplier assessment processes, which include:

- Initial audits for all new suppliers as part of ASICS' pre-sourcing approval process.
- Regular monitoring and accountability measures among Tier 1 and 2 suppliers, including periodic audits to ensure continued adherence to ASICS' CSR standards.
- Public disclosure of audit results in ASICS' Integrated Report, Sustainability Report, and company website.

In 2024, ASICS increased the number of audits conducted by over 20% from 2023 and intends to continue expanding audit coverage in the years ahead. Of these audits, 77% were third-party assessments, 7% were internal audits, and 15% were conducted through the Better Work Program. In addition to increasing the number of audits conducted, ASICS refined its performance scoring methodology to ensure supplier performance is assessed in closer alignment with the timing and outcomes of audits conducted within the reporting year, more accurately reflect supplier status of current compliance levels. With ASICS' new SEDEX membership, as described in the following paragraph, the company now has deeper insights into country-specific risks and trends in non-compliance. In addition, as a signatory of SLCP (Social & Labor Convergence Program), ASICS supports industry-wide efforts to enhance transparency while reducing audit fatigue across the apparel and footwear sector.

Instances of non-compliance with ASICS standards are categorized based on urgency, with sanctions ranging from business relationship termination to third-party investigations or formal warnings. Zero tolerance is upheld for violations such as child labor, the use of force or involuntary labor, and any case of health and safety issues that pose imminent and life-threatening conditions.

Strengthening risk management through SEDEX membership

In early 2024, ASICS strengthened its risk management approach by becoming a SEDEX (Supplier Ethical Data Exchange)⁷ member. SEDEX provides a collaborative platform for businesses to manage and improve ethical performance in their supply chain. Through the membership, ASICS gains access to the SEDEX Members Ethical Trade Audit (SMETA) framework, a standardized and globally recognized framework for assessing supply chain risks. It includes third-party audits and access to shared industry data for greater transparency and collaboration. This enables companies to manage ethical, social, and environmental risks more effectively. For ASICS, it enables insights into country level risks and factory-risk assessments across more than 60 non-compliance categories. To reinforce compliance, ASICS updated its Supplier CSR Standards in 2024 to align with SEDEX audit protocol, international labor standards and local regulations. The update introduces a new performance classification and scoring system for factories. Our new categories — Outperforming, Acceptable, Developing, Significant Growth Potential, and Not Acceptable — are much more intuitive, relatable, and easier to understand for a wider audience across our supply chain.

The ASICS Supply Chain CSR team conducts thorough evaluations of each factory location, focusing on performance during both monitoring and remediation stages. This system not only measures overall performance but also tracks progress, highlighting which factories are committed to continuous improvement and achieving top-tier compliance standards. Our objective is to promote sustainable improvements and best practices at the factory.

2. Corrective actions

ASICS follows a dual strategy that combines targeted remediation with long-term preventive measures to ensure ethical and responsible business practices across its value chain. ASICS works closely with factories to develop tailored corrective action plans, addressing concerns such as labor rights violations and workplace safety. This approach not only resolves immediate problems but also strengthens suppliers' management systems, fostering lasting improvements.

To enhance the effectiveness of these efforts, ASICS leverages the third-party digital TrusTrace technology, which enables the generation of corrective actions based on audit findings. This digital platform allows suppliers to submit and upload corrective action plans along with supporting evidence in real time, facilitating more timely and transparent remediation processes. ASICS' Sustainability team can then review, verify, and acknowledge these submissions, enabling recognition of supplier efforts to address non-compliances proactively and timely. This interactive process not only improves transparency and accountability but also reinforces a culture of shared responsibility and continuous compliance improvement. A significant benefit of this methodology is that factories can see a real-time improvement in their performance ratings after corrective actions are verified through either desktop review or an on-site follow-up assessment. This capability supports strengthening ASICS in its commitment to ethical sourcing and long-term sustainability by rewarding timely, credible progress and encouraging deeper supplier engagement.

3. Preventative measures

To gain more visibility into its value chain, ASICS has invested in a new traceability program. Additionally, ASICS actively supports suppliers in building strong risk management systems by providing training, policies, and procedures that help factories develop resilience and adhere to industry best practices.

New traceability program

In 2023, ASICS launched a pilot project with the third-party digital platform [TrusTrace](#) to identify key priorities for integration with ASICS' supply chain due diligence system. In 2024, ASICS continued to digitalize the integration, built automation for audit equivalence, and began onboarding Tier 1 suppliers and mapping key parts of ASICS' supply chain. The initial scope included mapping Tier 1 and 2 factories and introducing audit processes for priorities materials such as cotton and recycled polyesters. Although cotton accounts for only around 1% of ASICS' total material sourcing volume, it remains a high-risk material from both a human rights and environmental perspective, warranting closer monitoring. In 2025, ASICS plans to expand the scope to additional materials and products, extending visibility beyond Tier 2 suppliers. Operational ownership of the platform will be transferred to ASICS' business teams, with the sustainability department continuing to provide strategic leadership and support. The TrusTrace platform will also integrate responsible sourcing data with ASICS' Enterprise Resource Planning (ERP) system, helping map supply chain origins and chain of custody. The implementation of the ASICS Supply Chain Traceability Program remains ongoing, ensuring alignment with our sustainability objectives, goals, and long-term success.

Supplier engagement and capacity building

In 2024, ASICS deepened its commitment to mitigating modern slavery risks by strengthening supplier capabilities through ongoing engagement, education, and collaboration. This includes trainings for factory managers and supervisors through a combination of online and in-person events, targeted webinars, and participation in industry-led initiatives. In addition to encouraging partner factories to take part in external programs such as those offered by ILO Better Work, ASICS hosted a Global Supplier Partnership Summit in Vietnam in 2024, which drew participation from over 100 factory representatives, both in person and virtually.

The summit served as a key platform to deepen supplier understanding of ASICS' evolving due diligence framework. There, ASICS introduced its new SEDEX membership, the worker empowerment program implemented in partnership with Labor Solutions, and its digital traceability system powered by TrusTrace. Recent updates to ASICS' Supplier CSR Standards, including the Policy of Engagement, were also shared to reinforce expectations around ethical conduct and compliance. To further support implementation, subject-matter experts from SEDEX, Labor Solutions, and TrusTrace provided practical guidance on the tools, methodologies, and risk management approaches introduced. These efforts reflect ASICS' broader strategy to build supplier ownership, enhance risk prevention, and promote continuous improvement across its value chain.

In addition, the ASICS team members conduct regular visits to supplier factories as part of the broader engagement and evaluation approach. These visits go beyond compliance checks—they offer opportunities for direct dialogue, relationship building, and raising awareness on key human rights topics, including forced labor prevention, freedom of association, worker grievance mechanisms, and worker empowerment. ASICS provides training to all supply chain CSR members who have direct responsibility to oversee human rights in the supply chain. Through these interactions, ASICS aims to foster a culture of continuous improvement, enhance mutual accountability, and support suppliers in building internal systems that uphold labor rights and ethical working conditions.

[Responsible purchasing practices](#)

ASICS promotes [responsible purchasing practices](#) to mitigate modern slavery risks in its value chain. Focus areas include preventing recruitment fees and improving production planning to minimize excessive overtime.

[Responsible recruitment](#)

Abusive recruitment practices may lead to modern slavery issues, including debt bondage, forced labor, and human trafficking. Exploitation often begins before migration, with agents charging recruitment fees, misleading job seekers, or facilitating trafficking. To prevent and mitigate potential risks, ASICS enforces a zero recruitment fee policy and is a signatory of the [AAFA Commitment to Responsible Recruitment](#), whereby ASICS commits to work with our global supply chain partners to create conditions so that:

- No workers pay for their jobs
- Timely refunds of any fees paid
- Full worker control over travel documents and movement
- Clear communication of employment terms in a language workers understand

ASICS proactively works to prevent labor exploitation. In early 2024, following the release of an investigative report highlighting severe labor abuses involving migrant workers at several Taiwanese textile suppliers, ASICS — though not directly implicated — joined 50 global brands in advocating for stronger protection for migrant worker in Taiwan. Through a joint letter, the group called for the elimination of recruitment fee to prevent debt bondage, improve legal protection and support system for migrant workers, timely reimbursement of fees and costs incurred to obtain or maintain employment, and a simplified employer transfer process to reduce worker vulnerability and exploitation.

[Responsible sourcing](#)

ASICS recognizes that sourcing decisions impact working conditions, including risks of forced labor, excessive overtime, and workplace safety. ASICS' Product Sourcing and Sustainability Departments collaborate closely to ensure ethical practices throughout its value chain. Expanding sourcing to new geographical regions requires approval at an executive level after thorough risk assessment and analysis of the business case by the Sustainability Department. Before engaging with new suppliers, ASICS' procurement teams need to also seek approval from the Sustainability Department, ensuring ASICS partners meet its human rights and environmental standards. As part of this process, all suppliers must certify their compliance with ASICS' Supplier Code of Conduct and undergo an initial sustainability risk assessment as part of the onboarding and screening process. These certifications and assessments are critical components of ASICS' efforts to uphold labor rights and prevent modern slavery. Continuous evaluations are conducted to ensure continued alignment with ASICS' expectations, helping to maintain high labor standards and prevent harmful practices.

As part of its commitment to preventing modern slavery risks, ASICS provides financial stability to its suppliers—and, by extension, to the workers they employ. ASICS maintains a maximum 75-day payment term for footwear factories to reduce the financial pressure that may lead to exploitative labor conditions. ASICS minimizes last-minute order changes, recognizing that sudden shifts in production schedules may result in excessive, involuntary workloads for factory workers. More details on ASICS' sustainable sourcing principles can be found [here](#).

4. Grievance mechanism

A safe and ethical workplace is one where workers feel empowered to speak up without fear of retaliation. In previous years, ASICS recognized clear gaps—particularly for workers in ASICS’ supply chain. In response, ASICS expanded its grievance systems to help ensure all workers’ voices are heard. ASICS’ [Policy on Protected Disclosure](#) (Whistleblowing) and Policy of Engagement ([Supplier Code of Conduct](#)) provide clear guidelines for reporting ethical concerns, labor issues, and violations of ASICS’ standards.

In 2024, ASICS implemented the Worker Empowerment tool, [WOVO](#), developed by Labor Solutions, within its supply chain. It is a web-based grievance mechanism app which allows workers to communicate anonymously with management by submitting questions, suggestions, or reporting issues directly through the platform. It enables workers to participate in surveys, provide feedback on workplace conditions, and access e-learning and educational materials. For employers, WOVO provides human resource tools to gather feedback and manage issues, facilitating direct responses to worker concerns. The platform also offers a dashboard for brands to get aggregated data, understand impacts and be able to offer support. For ASICS, the new tool accelerates its shift from a reactive, audit-based model to a proactive, system-based grievance approach. Rather than relying solely on external audits, ASICS now focuses on equipping suppliers with the tools to build stronger management systems and improve communication between employers and workers. In 2024, WOVO was implemented at Tier 1 and 2 suppliers in regions where identified risks were present.

To date, WOVO has been rolled out in six strategic factories throughout Cambodia, Vietnam and Taiwan, with additional factories under consideration. ASICS does not directly oversee the program. Instead, suppliers are encouraged to take ownership, allowing them to integrate best practices into their human resource management. Participation remains optional, as ASICS promotes learning rather than imposing a one-size-fits-all solution. While initial feedback from suppliers has varied, some suppliers see the value in continuing with WOVO, whilst others prefer to incorporate its learnings into their existing grievance mechanisms.

ASICS continues to promote third party grievance support as part of its broader risk management approach. ILO Better Work is a key partner in improving compliance standards at individual factories in Vietnam, Indonesia and Cambodia. In addition, ASICS fosters worker empowerment through direct engagement between labor unions, the ASICS Human Rights Committee, and factory management. When necessary, ASICS participates in industrial dispute resolution processes to uphold workers’ rights—including freedom of association and collective bargaining, as covered in ASICS’ Policy of Engagement ([Supplier Code of Conduct](#)). Since 2011, ASICS has also been a signatory of the Freedom of Association Protocol, a multi-actor agreement created by Indonesian trade unions, factory owners and global brand-owning companies, including ASICS.

ASICS' next steps

In 2024, ASICS' efforts in ethical sourcing and labor rights were recognized in KnowTheChain's global benchmark for the apparel and footwear sector. ASICS scored 40 out of 100 points, surpassing the industry average of 21, and improved its ranking from 16th in 2021 to 12th in 2023. While this progress reflects meaningful advancements, ASICS acknowledges areas for further improvement in auditing and the implementation and coverage of its newly implemented platforms and digital tools.

In 2025, ASICS aims to transition to a more risk-based compliance model, moving away from the traditional snapshot audit approach. Instead of auditing all factories annually, ASICS will introduce a customized SEDEX risk-based Self-Assessment Questionnaire (SAQ) for its suppliers, rolling it out across all factories in 2025 to reestablish a baseline risk assessment. To validate the accuracy of SAQ responses, ASICS will conduct third-party verification at a minimum of 40% of Tier 1 factories and strategic Tier 2 factories. This process will include cross-checking self-reported data through audits and assessments.

Alongside this, ASICS is leveraging worker-empowered monitoring through the new WOVO tool, currently implemented in selected factories. Rather than mandating supplier participation outright, ASICS aims to demonstrate WOVO's value, working closely with existing participants throughout 2025 to gather insights, share best practices, and assess supplier-driven KPIs for human resource system effectiveness. These findings will be shared at ASICS' 2025 Vendor Summit, fostering industry-wide improvements in ethical labor practices and risk assurance.

To further enhance risk detection, ASICS will be launching a Compliance Observatory Program, which will train internal quality inspectors to recognize forced labor indicators, strengthening real-time oversight within supplier facilities. The company has hired its first on-the-ground CSR specialist in Vietnam, with new hires operational since January 2025, strengthening its localized due diligence efforts. Beyond supporting monitoring and validating supplier improvements, the local specialist plays a critical role in representing ASICS directly in the region enabling more consistent, culturally attuned, and effective engagement with suppliers. This presence enhances relationship-building, facilitates timely issue resolution, and reinforces ASICS' expectations on ethical practices through direct, ongoing dialogue, further aligning with the company's commitment to responsible sourcing and long-term partnerships.

Looking ahead, ASICS continues to intensify its due diligence efforts, particularly in high-risk supply chain segments. This includes specialized forced labor audits, and a broader due diligence framework designed to embed responsible business practices at every level. Through these initiatives, ASICS is reinforcing transparency, worker protections, and ethical sourcing, strengthening its position as a responsible leader in the global apparel and footwear industry.

Doing it together

ASICS actively collaborates with a diverse network of NGOs and industry stakeholders, including the ILO Better Work Programme, American Apparel & Footwear Association (AAFA), Cascale (formerly Sustainable Apparel Coalition – SAC), 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).

To drive meaningful industry improvements, ASICS engages in AAFA's key working groups, such as the Social Responsibility Committee, Forced Labor Working Group, and Brands Traceability Working Group, among others. These collaborations enhance supply chain due diligence, foster best practices, and contribute to shaping responsible sourcing strategies. By leveraging collective expertise, ASICS gains deeper insights into evolving legislation and its practical impact on the industry. Through active partnerships, we co-develop targeted programs that address supply chain risks and adapt to market dynamics. This collaborative approach not only strengthens ASICS' modern slavery and human rights approach but also contributes to the broader sustainability and resilience of the apparel and footwear industry.

This statement was approved by the ASICS Board of Directors on 14 May 2025.

*Signed,
Signature*

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

A handwritten signature in black ink, appearing to read 'Y. Hirota', written in a cursive style.

Footnotes

1 The term modern slavery as used in this statement by the ASICS Group include: forced or compulsory labor (including excessive overtime), child labor, human trafficking, debt bondage, and other human rights infringements of own employees and workers in ASICS' value chain.

2 This statement applies to the ASICS Group, including but not limited to ASICS Oceania Pty. Ltd., ASICS America Corporation and ASICS UK Ltd. Since the ASICS Group takes a globally consistent approach to the aforementioned, this document is set up describing our activities at a Group level, even though not all entities may be subject to the UK Modern Slavery Act (2015), Australian Modern Slavery Act (2018), Canada Modern Slavery Act (2024), Canada Forced Labor Statute, California Transparency in Supply Chains Act (2010), Norway Transparency Act (2023), and the Netherlands Child Labor Due Diligence Law (2023).

3 Forced labor is all work or service which is exacted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily (cited from ILO, Forced Labour Convention, 1930).

4 Human trafficking is defined by the United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime, as "the recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labor or services, slavery or practices similar to slavery, servitude or the removal of organs."

5 The 1956 Convention defines debt bondage as "the status or condition arising from a pledge by a debtor of his personal services or of those of a person under his control as security for a debt, if the value of those services as reasonably assessed is not applied towards the liquidation of the debt or the length and nature of those services are not respectively limited and defined."

6 Customers are excluded from this statement as it falls outside of the scope of modern slavery.

7 The SMETA (SEDEX Members Ethical Trade Audit) four-pillar protocol focuses on the key aspects of responsible business practices. These four pillars cover the main aspects of labor, health and safety, environmental practices and business ethics in a supply chain.