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(Securities Code 7747)  
August 28, 2025

**To Our Shareholders:**

Kenji Miyata  
President & CEO  
**ASAHI INTECC CO., LTD.**  
3-100 Akatsuki-cho, Seto-shi,  
Aichi 489-0071 Japan

**Notice of Convocation of the 49th Annual General Meeting of Shareholders**

ASAHI INTECC CO., LTD. (the “Company”) announces that the 49th Annual General Meeting of Shareholders of the Company will be held for the purposes as described below.

In convening this General Meeting of Shareholders, the Company provides information that constitutes the content of reference materials for the general meeting of shareholders, etc. in electronic format (the “matters subject to measures for providing information in electronic format”), which is posted on the internet. Please access the following websites to confirm the details.

The Company’s website:

<https://ir.asahi-intecc.co.jp/en/ir/stock/meeting.html>

<https://ir.asahi-intecc.co.jp/ja/ir/stock/meeting.html> (in Japanese)

Tokyo Stock Exchange website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

Please enter “ASAHI INTECC” in the “Issue name (company name)” field or the Company’s securities code “7747” in the “Code” field to run a search, and select “Basic information” and then “Documents for public inspection/PR information” to confirm the details in the section of “Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting” under “Filed information available for public inspection.”

Instead of attending this General Meeting of Shareholders in person, you may exercise your voting rights via internet or by mail. Please exercise your voting rights by either of these methods by 5:45 p.m. on Wednesday, September 24, 2025.

**To Our Shareholders,  
Greetings from the President & CEO**

August 2025

I would like to express my sincere gratitude to all our shareholders for your continued support.

As we deliver the Notice of Convocation of the 49th Annual General Meeting of Shareholders of ASAHI INTECC CO., LTD., I would like to take this opportunity to greet you.

About one year has passed since I assumed the position of President & CEO, and I would like to take this opportunity to express my deepest appreciation for your support.

We have formulated a new medium-term management plan, “Building the Future 2030” for the next five years, and set new goals with an aim to reinforce our management foundation as a global company, focusing on enhancement of profitability, as well as aiming to grow our sales sustainably.

We believe that the essential factors for sustainable growth are maintaining our commitment to addressing the needs of doctors and customers with a speed-oriented and diligent approach, as well as our company’s underlying technology- and field-oriented DNA, while leveraging ASAHI INTECC’s unique strengths and delivering distinctive value, creating new value. We will more actively invest in development and human resources for that purpose going forward.

We will continue aiming to enhance corporate value by advancing business development and social contribution.

We ask for your continued understanding and support.

Sincerely,  
Kenji Miyata , President & CEO

- 1. Date and Time:** Thursday, September 25, 2025 at 10:00 a.m.  
**2. Place:** “Main Hall” on the 3rd floor of Nagoya Convention Hall located at Global Gate, 4-60-12 Hiraike-cho, Nakamura-ku, Nagoya-shi, Aichi, Japan

**3. Meeting Agenda:**

- Matters to be reported:**
1. The Business Report, Consolidated Financial Statements for the Company’s 49th Fiscal Year (from July 1, 2024, to June 30, 2025), and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee
  2. Non-consolidated Financial Statements for the Company’s 49th Fiscal Year (from July 1, 2024, to June 30, 2025)

**Matters to be resolved:**

**Proposal 1:** Appropriation of Surplus

**Proposal 2:** Election of Nine (9) Directors (excluding Directors who are Audit and Supervisory Committee Members)

**4. Matters decided upon convocation:**

- (1) Among the matters subject to measures for providing information in electronic format, the system to ensure the properness of business, basic policy on the control of the company, consolidated statement of changes in equity, notes to consolidated financial statements, non-consolidated statement of changes in equity, and notes to non-consolidated financial statements are not included in the documents to be delivered to shareholders who make request for the delivery of hard copies, based on laws and regulations and Article 14 of the Articles of Incorporation of the Company. Accordingly, said documents are part of the documents audited by the Accounting Auditor and the Audit and Supervisory Committee when creating an accounting audit report.
  - (2) If you exercise your voting rights both via internet and in writing, the vote exercised via internet shall be treated as valid.  
Moreover, if you exercise your voting rights multiple times via internet, the vote made last shall be treated as valid.
  - (3) If there is no indication of a vote for or against any proposal on a returned voting rights exercise form, it will be treated as an indication of a vote for the proposal.
- ◎ Any revisions to the matters subject to measures for providing information in electronic format will be provided as detailed before and after the revisions on the websites listed on the preceding page.
- ◎ Souvenirs will not be provided to shareholders attending the General Meeting of Shareholders, in light of fairness, etc., between shareholders who visit the venue and those who have difficulty visiting the venue. The Company thanks you for your understanding.

**5. Instructions for Exercising Voting Rights:** There are three ways to exercise your voting rights as described below:

**Attending the Annual General Meeting of Shareholders**

Present the enclosed voting rights exercise form to the receptionist at the meeting.

**Date and Time: Thursday, September 25, 2025, at 10:00 a.m.**

**(1) Mailing the voting rights exercise form**

Complete the enclosed voting rights exercise form by indicating your vote for or against each of the agenda items and return it.

**Votes to be received by Wednesday, September 24, 2025, at 5:45 p.m.**

**(2) Exercising voting rights via internet**

Review the following Guidance for Exercising Voting Rights via the Internet, and follow the instructions on the screen to vote on the agenda items.

**Votes to be cast by Wednesday, September 24, 2025, at 5:45 p.m.**

Note: The following website is available for use only in the Japanese language and by registered shareholders in Japan.

Inquiries regarding the operation of the voting rights exercise website:

Mitsubishi UFJ Trust and Banking Corporation, Corporate Agency Division

Toll free (within Japan) 0120-173-027 (Hours of operation: 9:00 a.m. to 9:00 p.m., free of charge)

**To Institutional Shareholders:**

Institutional investors that have applied in advance to use the voting rights exercise platform operated by ICJ, Inc. may exercise voting rights via said platform.

### **Guidance for Exercising Voting Rights via the Internet**

If you exercise your voting rights via the internet, please access the voting rights exercise website using a smartphone or personal computer, etc., and exercise your voting rights by following the on-screen instructions.

Exercise deadline: Votes received by Wednesday, September 24, 2025, at 5:45 p.m.

#### Method by scanning the QR Code using a smartphone

You can log into the voting website by scanning the “Login QR Code” without entering the “Login ID” and “Temporary Password.”

1. Scan the QR Code  
With your smartphone, please scan the “Login QR Code” printed on the side slip (right side) of the enclosed voting rights exercise form.
2. Select the method to exercise your voting rights  
The exercise method selection screen appears. Please select a method to exercise your voting rights.
3. Select approval or disapproval for each proposal  
Please select your vote for or against each of the proposals by following the on-screen instructions.

Exercise is completed by following the on-screen instructions.

#### Method by entering Login ID and Temporary Password using a personal computer

Voting rights exercise website: <https://evote.tr.mufig.jp/>  
(QR code is a registered trademark of DENSO WAVE INCORPORATED.)

1. Access the voting rights exercise website  
  
Click “Next screen”
2. Enter the “Login ID” and “Temporary Password” indicated on the side slip (right side) of the enclosed voting rights exercise form, and click “Login”  
  
Click “Login”

From here, please vote for or against the proposals by following the on-screen instructions.

### Information on On-demand Video Distribution (Post-meeting Distribution)

1. Access the following website designated by the Company

Distribution date: Thursday, October 2, 2025 to Saturday, November 1, 2025

Distribution URL: <https://ir.asahi-intecc.co.jp/ja/ir/stock/meeting.html>

Access the URL above and select “The 49th Annual General Meeting of Shareholders On-demand Video Distribution.”

2. Enter the following ID and password to log in when the screen for entering ID and password appears.

ID: “Shareholder number” (8-digit number)

Of the 15-digit number on the voting rights exercise form, the middle 8-digit number is your shareholder number.

Password: “Postal code” (7-digit number, no hyphen)\*

\*If your registered address is outside of Japan, etc. and your postal code is not indicated on the voting rights exercise form, please enter the postal code of the address (within Japan) where you have designated to receive the notification.

3. Please click the play button to view the video.

#### <Notes>

- Viewing of the video is restricted to shareholders who have voting rights as of June 30, 2025. Providing IDs and passwords to third parties is strictly prohibited.
- Filming, recording, storing or posting the distribution on social networking sites, etc. are strictly prohibited.
- Please note that you may not be able to view the video, or a distortion of the video and audio or an interruption of the distribution may occur depending on your devices, the communications environment, and other factors.
- Fees for Internet access and use must be borne by the shareholder.
- Please be aware that, for filming the video for distribution, while we take care to avoid filming the appearance of shareholders attending the meeting, there may be unavoidable circumstances in which they may be filmed.

### Information on Acceptance of Preliminary Questions

Question to be received by: Thursday, September 18, 2025, at 5:00 p.m.

Send to: [shitsumon@asahi-intecc.com](mailto:shitsumon@asahi-intecc.com)

Method for sending: Please include the following items in the text of the e-mail.

“Shareholder number” (8-digit number)

Of the 15-digit number on the voting rights exercise form, the middle 8-digit number is your shareholder number.

“Name or corporate name (if a corporation, please indicate name of department, title, and name of the person sending the question)”

“Description of question”

Among the questions received, the Company will answer questions that are deemed to be of particular interest to shareholders on the day of the General Meeting of Shareholders. We will report the details of the briefing at the meeting by e-mail to shareholders who have sent preliminary questions.

## Proposals and References

### Proposal 1: Appropriation of Surplus

Regarding the distribution of earnings, the Company considers the return of earnings to shareholders to be one of the most important management issues and the payment of stable dividends on a continuing basis to be its basic policy.

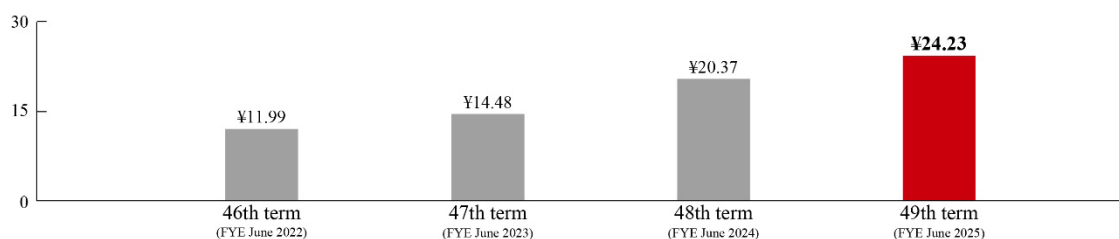
We calculate the amount of dividends based on a long-term perspective and in comprehensive consideration of consolidated financial results for the fiscal year under review, future outlooks, the level of internal reserves, etc., targeting a consolidated dividend payout ratio of 35%. Regarding the year-end dividends for the fiscal year under review, the Company proposes a dividend of ¥24.23 per common share (Dividend payout ratio of 51.6%) to be paid, keeping its initial dividend forecast unchanged, although profit attributable to owners of parent for the fiscal year under review decreased due to recording of extraordinary losses and other factors.

#### Matters regarding year-end dividends

1. Type of dividend property  
Cash
2. Matters regarding allotment of dividend property to shareholders and its total amount  
¥24.23 per common share of the Company  
Total amount: ¥6,534,078,004
3. Effective date of distribution of surplus  
Friday, September 26, 2025

Trends of dividends

	46th term	47th term	48th term	49th term
Dividend	¥11.99	¥14.48	¥20.37	¥24.23



## Proposal 2: Election of Nine (9) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The term of office of all ten (10) Directors (excluding Directors who are Audit and Supervisory Committee Members) will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of nine (9) Directors (excluding Directors who are Audit and Supervisory Committee Members) is proposed.

The candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members) are listed as follows:

No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company, and significant concurrent positions	Number of company shares held	Status of attendance at the Board of Directors
1	Masahiko Miyata (March 15, 1967)  [Reappointment]	<p>November 1994    Joined the Company, General Manager of Planning Office, Supervisory Division</p> <p>December 1995    Director, General Manager of Corporate Planning Department</p> <p>March 1999        Executive Director, Assistant to General Manager of Medical Division and General Manager of Production Engineering Department</p> <p>July 2000          General Manager of Medical Division</p> <p>September 2001   Senior Executive Director</p> <p>September 2003   Director of ASAHI INTECC THAILAND CO., LTD. (current position)</p> <p>March 2004        Executive Vice President and Representative Director</p> <p>March 2006        President &amp; CEO of CompassMed Integration Co., Ltd. (currently ASAHI INTECC J-sales, INC.)</p> <p>August 2006       Director of ASAHI INTECC HANOI CO., LTD. (current position)</p> <p>June 2007          CEO of ASAHI INTECC THAILAND CO., LTD.</p> <p>September 2009   President &amp; CEO</p> <p>                         President &amp; CEO of Filmecc Co., Ltd.</p> <p>July 2016          Director of Filmecc Co., Ltd.</p> <p>April 2023        Representative Director and President of Magnaire Co., Ltd. (current position)</p> <p>September 2024   Chairman and Director (current position)</p> <p>June 2025          Chairman of the Medical Technology Association of Japan (current position)</p> <p>                         Vice Chairman of the Japan Federation of Medical Devices Associations (current position)</p>	5,820,900	13/13 (100%)
<p>[Reason for nomination as candidate for Director]</p> <p>Having served as President &amp; CEO for the period from 2009 to 2024, Mr. Masahiko Miyata drove the Company's group management and appropriately fulfilled the role of enhancing the Company's corporate value with his global management perspective, speedy decision-making, and good relationships built with medical professionals, partners, and other stakeholders. At present, as Chairman and Director, he oversees the Group's entire business and contributes to reinforcing our presence through activities in industrial organizations. He has been renominated as Director in expectation of his further contribution going forward.</p>				



No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company, and significant concurrent positions	Number of company shares held	Status of attendance at the Board of Directors
2	Kenji Miyata (July 16, 1970)  [Reappointment]	<p>April 1993      Joined the Company</p> <p>January 1997    Executive Vice President and Director of ASAHI INTECC THAILAND CO., LTD.</p> <p>July 1997       Director</p> <p>July 2000       Director</p> <p>August 2002    Deputy General Manager of Device Division</p> <p>September 2003   Director</p> <p>July 2006       General Manager of Device Division</p> <p>September 2010   Executive Director</p> <p>July 2011       President &amp; CEO of ASAHI INTECC GMA Co., Ltd.</p> <p>September 2013   President &amp; CEO of Toyoflex Corporation</p> <p>January 2015    Director of ASAHI INTECC THAILAND CO., LTD. (current position)</p> <p>September 2015   Executive Vice President and Director</p> <p>July 2016       General Manager of Quality Assurance Division Chairman and Director of ASAHI INTECC HANOI CO., LTD. (current position)</p> <p>September 2016   Executive Vice President and COO</p> <p>July 2017       Director of TOYOFLEX CEBU CORPORATION (current position)</p> <p>July 2018       Director of FICUS Co., Ltd.</p> <p>July 2020       General Manager of Device Business Division</p> <p>May 2022       Director of walkey Inc. (current position)</p> <p>September 2022   Director of Filmecc Co., Ltd. Director of Nihon Chemical Coat Co., Ltd.</p> <p>January 2023    President &amp; CEO of LAKE R&amp;D Inc.</p> <p>July 2024       General Manager of Production Division</p> <p>September 2024   President &amp; CEO (current position)</p>	5,073,700	13/13 (100%)
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Kenji Miyata is well versed in production technology for stainless steel processing, the source of the Company's technology, as well as restructuring of an acquired company. As Executive Vice President and COO since 2016, and as President &amp; CEO since 2024, he has driven the Company's group management and appropriately fulfilled the role of enhancing the Company's corporate value. He has been renominated as Director in expectation of his further contribution going forward as a leader of the Group.</p>				

No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company, and significant concurrent positions	Number of company shares held	Status of attendance at the Board of Directors
3	Makoto Nishiuchi (August 15, 1964)  [Reappointment]	<p>October 2005      Joined the Company</p> <p>July 2008          Deputy Group Manager of Medical Research and Development Group, Medical Division</p> <p>May 2010          Group Manager of Medical Research and Development Group, Medical Division</p> <p>July 2015          Executive Officer</p> <p>July 2016          Director of ASAHI INTECC USA, INC. (current position)</p> <p>January 2017      Chief Research and Development Officer</p> <p>October 2017      Senior Executive Officer</p> <p>July 2018          Director of RetroVascular Inc. (currently ASAHI Medical Technologies, Inc.) (current position)</p> <p>September 2018   Director</p> <p>July 2019          General Manager of Medical Brand Business Unit of Medical Business Division (current position)</p> <p>July 2022          Chief Digital Officer (current position)</p> <p>July 2024          Deputy General Manager of Medical Business Division</p> <p>September 2024   General Manager of Medical Business Division (current position)</p> <p>Executive Director (current position)</p>	47,100	13/13 (100%)
<p>[Reason for nomination as candidate for Director]</p> <p>Since joining the Company, Mr. Makoto Nishiuchi has consistently been engaged in the Medical Division and contributed to the development of medical devices. With his abundant experience and track record in the R&amp;D and technology-related fields, he currently works as General Manager of Medical Business Division and is appropriately fulfilling the role of enhancing the Company's corporate value. He has been renominated as candidate for Director in expectation of his further contribution going forward.</p>				

No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company, and significant concurrent positions	Number of company shares held	Status of attendance at the Board of Directors
4	Yoshinori Terai (September 13, 1963)  [Reappointment]	<p>October 1998      Joined the Company, Assistant Section Manager of Research and Development Department, Medical Division</p> <p>January 2000      Assistant Section Manager belonging to Medical Division</p> <p>July 2000          General Manager of U.S. Representative Office, Medical Division</p> <p>July 2004          President &amp; CEO of ASAHI INTECC USA, INC. (current position)</p> <p>November 2006    Director of RetroVascular, INC. (currently ASAHI Medical Technologies, Inc.)</p> <p>September 2008   Executive Officer, in charge of Overseas Business</p> <p>July 2009          Overseas Sales Supervisor of Medical Division</p> <p>January 2010      Marketing Supervisor of Medical Division</p> <p>April 2012        Director of ASAHI INTECC SCIENTIFIC (Beijing) Co., Ltd.</p> <p>September 2013   Director (current position)</p> <p>July 2014          Supervisor of Sales and Marketing, Medical Division</p> <p>March 2016        General Manager of Global Business Development Office, Medical Division</p> <p>July 2016          Director of ASAHI INTECC J-sales, INC.</p> <p>July 2019          General Manager of New Business Development Division (current position)</p> <p>Supervisor of Sales and Marketing of Medical Brand Business Unit of Medical Business Division</p> <p>February 2020    Director of ASAHI INTECC CIS LLC</p> <p>Director of ASAHI INTECC EUROPE B.V. (current position)</p> <p>July 2020          Supervisor of Global Sales and Marketing of Medical Brand Business Unit of Medical Business Division</p> <p>Director of ASAHI INTECC Deutschland GmbH (current position)</p> <p>June 2021        President &amp; CEO of Filmecc USA, Inc. (current position)</p> <p>July 2021        President &amp; CEO of Pathways Medical Corporation (current position)</p> <p>Director of Rev. 1 Engineering, Inc. (current position)</p> <p>April 2023        Director of Magnaire Co., Ltd. (current position)</p> <p>December 2023   President &amp; CEO of ASAHI Medical Technologies, Inc. (current position)</p>	161,200	13/13 (100%)
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Yoshinori Terai has been engaged in the Overseas Sales unit for medical devices for many years and has contributed to the Company's global development. Leveraging his broad perspective and extensive network, he currently serves as General Manager of New Business Development Division and is appropriately fulfilling the role of enhancing the Company's corporate value. He has been renominated as Director in expectation of his further contribution going forward.</p>				

No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company, and significant concurrent positions	Number of company shares held	Status of attendance at the Board of Directors
5	Mizuho Ito (September 8, 1973)  [Reappointment]	<p>May 2003      Joined the Company</p> <p>May 2005      Deputy General Manager of Corporate Strategic Office</p> <p>April 2008      Auditor of ASAHI INTECC HANOI CO., LTD.</p> <p>September 2008      General Manager of Corporate Strategic Office (current position)</p> <p>September 2009      Auditor of GMA Co., Ltd.</p> <p>October 2010      Auditor of Filmecc Co., Ltd.</p> <p>April 2012      Auditor of ASAHI INTECC SCIENTIFIC (Beijing) Co., Ltd. (current position)</p> <p>September 2013      Director of Toyoflex Corporation</p> <p>December 2013      Group Manager of Accounting Group, Administration Division</p> <p>July 2015      Executive Officer</p> <p>July 2016      General Manager of Administration Division (current position), Auditor of ASAHI INTECC J-sales, INC. (current position)</p> <p>September 2016      Director and CFO (current position)</p> <p>July 2018      Director of RetroVascular Inc. (currently ASAHI Medical Technologies, Inc.)</p> <p>July 2021      Director of A-Traction Inc. (currently ASAHI SURGICAL ROBOTICS CO., LTD.) (current position)</p> <p>April 2023      Director of Magnaire Co., Ltd. (current position)</p> <p>April 2025      Auditor of Asahi Intecc Medical Device (Nanning) Co., Ltd. (current position)</p>	37,100	13/13 (100%)
<p>[Reason for nomination as candidate for Director]</p> <p>As General Manager of Corporate Strategic Office, Ms. Mizuho Ito has been engaged in finance, accounting, IR, and M&amp;A projects for many years. She is currently serving as General Manager of Administration Division, leading efforts to strengthen the function of the Head Office as head of the Company's Corporate unit, and is appropriately fulfilling the role of enhancing the Company's corporate value. She has been renominated as candidate for Director in expectation of her further contribution going forward.</p>				

No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company, and significant concurrent positions		Number of company shares held	Status of attendance at the Board of Directors
6	Kazuhito Ishihara (June 24, 1961)	February 2018	Joined the Company	2,968	10/10 (100%)
	[Reappointment]	February 2018	Supervisor of Medical Research and Development, Medical Division		
		September 2018	Executive Officer		
		July 2019	Deputy Supervisor of Research and Development of Medical Brand Business Unit of Medical Business Division (current position)		
		September 2019	General Manager of Clinical Development Office of Medical Business Division		
		July 2024	Deputy General Manager of Research Division (current position)		
		September 2024	Director (current position)		
[Reason for nomination as candidate for Director]  Since joining the Company, Mr. Kazuhito Ishihara has consistently been engaged in the Medical Division and contributed to the development of medical devices. With his abundant experience and track record in the R&D and technology-related fields, he works as Deputy Supervisor of Research and Development of the Medical Brand Business Unit of the Medical Business Division, and is appropriately fulfilling the role of enhancing the Company's corporate value. He has been renominated as candidate for Director in expectation of his further contribution going forward.					
7	Shinjiro Otani (September 9, 1975)	November 2002	Joined the Company	16,000	—
	[New appointment]	July 2016	Director of Toyoflex Corporation		
		July 2021	General Manager of President's Office (current position)		
		May 2022	Auditor of walkey Inc. (current position)		
		July 2023	Group Manager of Human Resources Development Group (current position)		
		September 2024	President & CEO of LAKE R&D Inc. (current position)		
		January 2025	Director of FICUS Co., Ltd. (current position)		
[Reason for nomination as candidate for Director]  Since joining the Company, Mr. Shinjiro Otani has been engaged in a wide variety of fields including finance and accounting, overseas factory accounting, production management, management of an acquired subsidiary and personnel management, and, at present, he works as Executive Officer, General Manager of the President's Office and Group Manager of the Human Resources Development Group, and is appropriately fulfilling the role of enhancing the Company's corporate value. He has been newly nominated as candidate for Director in expectation of his further contribution going forward.					

No.	Name (Date of birth)	Career summary, positions and responsibilities in the Company, and significant concurrent positions	Number of company shares held	Status of attendance at the Board of Directors
8	Takahiro Kusakari (March 14, 1979)	July 2007      Joined SBI Real Marketing Co., Ltd. October 2008      Joined Sawakami Asset Management Inc. November 2010      Fund Manager of Sawakami Asset Management Inc. January 2013      Chief Investment Officer of Sawakami Asset Management Inc. June 2015      Director and Chief Investment Officer of Sawakami Asset Management Inc. July 2022      Joined Sawakami Holdings, Inc September 2022      Outside Director of the Company (current position) March 2023      Joined Japan Catalyst, Inc. June 2023      Director and Co-President of Japan Catalyst, Inc. (current position)	600	13/13 (100%)
	[Reappointment] [Outside] [Independent]			
	[Matters regarding independence] The Company has registered Mr. Takahiro Kusakari as Independent Director stipulated in the listing regulations established by the Tokyo Stock Exchange and Nagoya Stock Exchange. If the election of Mr. Kusakari is approved, he will continue to serve as an Independent Director. [Reason for nomination as candidate for Outside Director and Overview of Expected Roles] Mr. Takahiro Kusakari has served as Fund Manager and Chief Investment Officer of an investment trust management firm and has been offering suggestions for improving the Company's corporate value based on his experience in corporate analysis gained through dialogue with countless companies. He will have served as Outside Director for three (3) years at the conclusion of this Annual General Meeting of Shareholders and he has been renominated as candidate for Outside Director in expectation of his contribution to strengthening the supervision of business execution through accurate advice based on his extensive experience in corporate analysis going forward.			
9	Akihiro Taguchi (January 26, 1958)	April 1980      Joined Olympus Optical Co., Ltd. (currently Olympus Corporation) June 2010      Corporate Executive Officer of Olympus Corporation April 2012      Senior Corporate Managing Officer of Olympus Corporation President and Representative Director of Olympus Medical Systems Corp. April 2013      Outside Director of Sony Olympus Medical Solutions Inc. April 2015      Head of Sales & Marketing Group and Business Management Officer of Medical Business of Olympus Corporation June 2015      Director and Senior Corporate Managing Officer of Olympus Corporation April 2019      Executive Officer and COO of Olympus Corporation April 2020      Executive Officer and CTO of Olympus Corporation August 2022      Independent Director of SATORI ELECTRIC CO., LTD. (current position) September 2023      Outside Director of the Company (current position)	300	13/13 (100%)
	[Reappointment] [Outside] [Independent]			
	[Matters regarding independence] The Company has registered Mr. Akihiro Taguchi as Independent Director stipulated in the listing regulations established by the Tokyo Stock Exchange and Nagoya Stock Exchange. If the election of Mr. Taguchi is approved, he will continue to serve as an Independent Director. Transaction amounts between the Company and Olympus Corporation, for which he served as Executive Officer and CTO until March 31, 2022, are less than 1% of consolidated net sales in the consolidated financial statements of the Company. Accordingly, the Company has determined that it is not a "major business partner" within the meaning of the independence criteria stipulated in the Securities Listing Regulations of the Tokyo Stock Exchange. [Reason for nomination as candidate for Outside Director and Overview of Expected Roles] Mr. Akihiro Taguchi has supervised the management of the Company and offered suggestions for improving the Company's corporate value, based on his ample experience and broad insight in the medical industry including serving as President and Representative Director of Olympus Medical Systems Corp. He will have served as Outside Director for two (2) years at the conclusion of this Annual General Meeting of Shareholders and he has been renominated as candidate for Outside Director in expectation of his contribution to strengthening the supervision of business execution through accurate advice based on his extensive experience in corporate management going forward.			

(Notes)

1. There is no special interest between the above candidates for Directors and the Company.
2. Ms. Mizuho Ito's name on the family register is Mizuho Onogi.
3. Messrs. Takahiro Kusakari and Akihiro Taguchi are candidates for Outside Directors.
4. The Company has entered into agreements with Messrs. Takahiro Kusakari and Akihiro Taguchi to limit their liability for damages stipulated in Article 423, Paragraph 1 of the Companies Act pursuant to the provision of Article 427, Paragraph 1 of the said Act. The limit of liability under such agreement shall be the amount prescribed by laws and regulations. If the reelection of Messrs. Kusakari and Taguchi is approved, the Company will continue the agreements under the same terms and conditions.  
The overview of the content of the agreement is as follows.
  - If an Outside Director is liable for any damage to the Company attributable to negligence of his duties, his liability shall be limited to the minimum liability amount specified in Article 425, Paragraph 1 of the Companies Act.
  - The aforementioned liability limitation shall be applied only in cases where such an Outside Director has executed his duties that have caused the liability in good faith and without gross negligence.
5. The Company has concluded a liability insurance contract with an insurance company for directors and officers. The relevant insurance policy covers damages and legal expenses incurred by the insured due to claims for damages arising from acts (including omissions) committed by the insured in connection with his/her duties as an officer of the Company. All insurance premiums are paid by the Company. If this proposal is approved and each candidate assumes the office of Director, he/she will be included as an insured person under the relevant insurance policy. In addition, the Company plans to renew the policy with the same contents at the next renewal.
6. The number of shares held by the above candidates for Directors is as of June 30, 2025.
7. CompassMed Integration Co., Ltd changed its name to ASAHI INTECC J-sales, Inc. in January 2010.
8. GMA Co., Ltd. changed its name to ASAHI INTECC GMA Co., Ltd. from July 2010. The Company acquired ASAHI INTECC GMA Co., Ltd. through an absorption-type merger on October 1, 2013.
9. RetroVascular, Inc. changed its name to ASAHI Medical Technologies, Inc. in December 2018.
10. A-Traction Inc. changed its name to ASAHI SURGICAL ROBOTICS CO., LTD. in August 2021.
11. The Company acquired all shares of LAKE R&D Inc., making it a wholly owned subsidiary on January 5, 2023.
12. The Company acquired Toyoflex Corporation through an absorption-type merger on July 1, 2023.
13. Magnaire Co., Ltd. was established on April 3, 2023 as a joint venture company, in which the Company holds a 60% stake. The Company acquired all shares of Magnaire Co., Ltd., making it a wholly owned subsidiary on June 2, 2023.
14. The Company acquired all shares of Nitta Mold Co., Ltd., making it a wholly owned subsidiary on January 6, 2025.

(Reference) Skill matrix for the Board of Directors after the conclusion of this Annual General Meeting of Shareholders

Name	Position	Independent / Outside Directors	Term of office	Board of Directors	Nomination and Compensation Advisory Committee	Management	R&D / Clinical development	Manufacturing technology	Sales & marketing
Masahiko Miyata	Inside Director		29 years and 9 months	●	●	●	●		●
Kenji Miyata	Inside Director		24 years and 5 months	● (Chairperson)	●	●	●	●	
Makoto Nishiuchi	Inside Director		7 years	●			●		
Yoshinori Terai	Inside Director		12 years	●					●
Mizuho Ito	Inside Director		9 years	●	■ (Observer)				
Kazuhiro Ishihara	Inside Director		1 year	●			●	●	
Shinjiro Otani	Inside Director		—	●	■ (Observer)			●	
Takahiro Kusakari	Outside Director	●	3 years	●	●	●			●
Akihiro Taguchi	Outside Director	●	2 years	●		●	●		●
Ryuji Tomida	Outside Director (Audit and Supervisory Committee Member)	●	7 years	●	● (Chairperson)				
Ryoko Fukaya	Outside Director (Audit and Supervisory Committee Member)	●	3 years	●	●				
Shigeki Moriguchi	Outside Director (Audit and Supervisory Committee Member)	●	1 year	●		●			●



Industry knowledge - medical devices	Industry knowledge - industrial devices	Quality assurance - pharmaceutical affairs	Finance & accounting	Risk management & legal affairs	Personnel management & development	DX / IT	Overseas experience	M&A	Equity market	Sustainability / ESG	Qualification
●						●	●		●		
	●	●		●	●		●		●		
●		●				●					
●							●	●			
			●	●				●	●	●	
●		●									
	●		●		●		●				
									●	●	
●		●					●		●		
				●	●			●			Lawyer
			●	●				●			Certified Public Accountant Certified Tax Accountant
			●	●	●						

Ratio of female Directors on the Board

16.7%

Female: 2 persons

Male: 10 persons

Ratio of Independent Outside Directors on the Board

41.7%

Independent Outside Directors: 5 persons

Inside Directors: 7 persons

Ratio of Independent Outside Directors at the Audit and Supervisory Committee

100%

Independent Outside Directors: 3 persons

Ratio of Independent Outside Directors at the Nomination and Compensation Advisory Committee

60.0%

Independent Outside Directors: 3 persons

Inside Directors: 2 persons



## Attachments

## Business Report

( From July 1, 2024  
to June 30, 2025 )

### 1. Current State of the Corporate Group

#### 1. Business progress and results

The Asahi Intecc Group formulated the following four basic policies in the medium-term management plan “ASAHI Going Beyond 1000” (5-year plan started in July 2021), with its quantitative targets of consolidated net sales of 110.0 billion yen and operating profit margin of 23–25% for the fiscal year ending June 30, 2026.

- 1) Strategic development of the global market and expansion of affected areas and treatment areas
- 2) Creating new businesses in global niche markets
- 3) Develop R&D and production system optimized for global expansion
- 4) Establish management structure for sustainable growth

As a result of advancing its businesses in line with these strategies, the Group successfully achieved net sales and operating profit margin targets of the medium-term management plan in the fiscal year ended June 30, 2025, one year ahead of the original plan.

Our new medium-term management plan is as stated in “Notice concerning Formulation of New Mid-Term Management Plan “Building the Future 2030”” disclosed on August 14, 2025. The Group aims to enhance corporate value by promoting these growth strategies under the plan in a steady manner.

As a result of advancing its businesses in line with the aforementioned strategies, the Group’s performance for the fiscal year ended on June 30, 2025 was as follows.

Net sales amounted to 120,025 million yen (an increase of 11.6% year on year), driven mainly by the strong performance of the Medical Division both domestically and internationally, supported by continued market share expansion and other factors.

Gross profit totaled 81,235 million yen (an increase of 17.6% year on year), due to the increase in net sales and improvement in the gross profit margin resulting from increased productivity, despite external negative factors such as appreciation of the Thai baht.

Operating profit was 30,079 million yen (an increase of 35.9% year on year), despite an increase in selling, general and administrative expenses, such as an increase in sales-related expenses aimed at strengthening sales in the non-cardiovascular field in the U.S. and in new fields in Japan, as well as an increase in R&D expenses.

Ordinary profit was 29,563 million yen (an increase of 34.6% year on year), due to an increase in subsidy income despite an increase in foreign exchange losses.

Profit attributable to owners of parent was 12,737 million yen (a decrease of 19.4% year on year), mainly due to the recording of extraordinary losses including impairment losses.

	Fiscal year under review	Previous fiscal year	Increase (decrease) amount	Increase (decrease) rate
Net sales (Million yen)	120,025	107,547	12,477	11.6%
Operating profit (Million yen)	30,079	22,135	7,943	35.9%
Operating profit margin (%)	25.1	20.6	—	4.5%
Profit attributable to owners of parent (Million yen)	12,737	15,808	(3,070)	(19.4)%

Business results by segment were as follows.

From the beginning of the fiscal year under review, general and administrative expenses for certain consolidated subsidiaries, which were previously included in the Medical Division and Device Division segments, have been reclassified as general and administrative expenses that do not belong to any reportable segment (corporate expenses) due to organizational expansion.

For comparative segment information, the figures for the previous fiscal year have been restated to reflect the new measurement method for segment information.

(1) Medical Division

Development, manufacturing, and sales of minimally invasive treatment products (guide wires and catheters for treatments) mainly used for intravascular treatments

In the Medical Division, net sales remained brisk, increasing mainly due to continued market share expansion across all regions.

In the domestic market, net sales increased thanks to steady performance in the cardiovascular field, along with favorable evaluations and strong performance of peripheral vascular products (imported purchased products) and neurovascular products in the non-cardiovascular field.

In the overseas market, net sales increased in both the cardiovascular and non-cardiovascular fields. In the cardiovascular field, net sales progressed very favorably across all regions, primarily for PCI guide wires and penetration catheters. In the non-cardiovascular field, despite a decline in OEM transactions in the U.S., net sales increased mainly due to the strong performance of neurovascular products in the Chinese market and abdominal vascular products in the U.S. market. As a result, net sales totaled 107,779 million yen (an increase of 12.7% year on year).

Segment profit amounted to 33,445 million yen (an increase of 36.9% year on year).

Net sales composition ratio: 89.8%

Net sales: 107,779 million yen

Year-on-year: Up 12.7%

(2) Device Division

Development and manufacturing of components in the medical device field and industrial device field (including ultra-fine stainless-steel wire ropes), and sales of those products to manufacturers worldwide

In the Device Division, net sales increased due to an increase in medical components, despite a decline in industrial components.

As for medical components, net sales increased mainly due to increasing transactions in cardiovascular inspection catheter components for Asia.

As for industrial components, net sales decreased mainly due to a decrease in leisure-related transactions in the overseas market, while machinery-related and construction-related transactions in the domestic and overseas markets increased.

As a result, net sales totaled 12,245 million yen (an increase of 3.0% year on year).

Segment profit amounted to 4,624 million yen (a decrease of 12.5% year on year), due to a decrease in revenues from intersegment transactions, etc.

Net sales composition ratio: 10.2%

Net sales: 12,245 million yen

Year-on-year: Up 3.0%

## 2. State of assets and income

Item	46th Fiscal Year ended June 30, 2022	47th Fiscal Year ended June 30, 2023	48th Fiscal Year ended June 30, 2024	49th Fiscal Year ended June 30, 2025 (Fiscal year under review)
Net sales (Million yen)	77,748	90,101	107,547	120,025
Operating profit (Million yen)	15,239	18,030	22,135	30,079
Operating profit margin (%)	19.6	20.0	20.6	25.1
Ordinary profit (Million yen)	16,326	17,635	21,968	29,563
Profit attributable to owners of parent (Million yen)	10,857	13,106	15,808	12,737
Basic earnings per share (Yen)	40.01	48.25	58.20	46.92
R&D expenses (Million yen)	8,869	9,723	11,662	12,248
Ratio of net sales to R&D expenses (%)	11.4	10.8	10.8	10.2
Net assets (Million yen)	121,130	134,300	151,961	151,354
Total assets (Million yen)	155,127	172,644	191,614	193,187
ROE (%)	10.2	10.4	11.2	8.4
ROIC (%)	9.1	9.0	10.1	13.1

- (Notes) 1. ROE (return on equity) is calculated based on the following formula:  

$$\text{ROE} = \text{profit attributable to owners of parent} / \text{equity (average of beginning and ending balances)}$$
2. ROIC (return on invested capital) is calculated based on the following formula:  

$$\text{ROIC} = \text{net operating profit after tax} / \text{invested capital (interest-bearing liabilities + shareholders' equity (average of beginning and ending balances))}$$

### 3. Issues to be addressed

#### (1) Management policy

The Asahi Intecc Group's mission is to supply the world with one-and-only technologies and number one products in the fields of medical devices and industrial components as an R&D company so that, based on safety and reliability, we realize dreams and contribute to society as a whole. In particular, in the Group's medical device field business, we develop, manufacture, and sell minimally invasive treatment products that reduce pain by minimizing the size of wounds. We believe that this is a business of great significance that reduces the physical, emotional, and economic burden on patients as well as contributes to curbing medical costs. We aim to grow further as a company highly recognized by society and the market with our commitment to be a company contributing to society.

#### (2) The Company's management strategy over the medium- and long-term

##### 1) Long-term management vision

The Asahi Intecc Group has set forth its vision for 2035; that is, we aim to become "a global niche-leading company capable of offering comprehensive solutions to clinical issues in the minimally invasive treatment field with the mission of contributing to longer, healthier lives."

Our long-term goals are consolidated net sales of 300.0 billion yen and operating profit margin of 30%, to be achieved in the fiscal year ending June 30, 2035.

##### 2) Medium-term management plan

To realize our vision for 2035, we have positioned the period of the new medium-term management plan "Building the Future 2030" (5 fiscal years from the fiscal year ending June 30, 2026 to the fiscal year ending June 30, 2030) as "5 years to re-accelerate growth strategy." During this plan period, which we regard as a period for preparation to achieve consolidated net sales of 300.0 billion yen and operating profit margin of 30% in the fiscal year ending June 30, 2035, 10 years from the present, we will work on the following priority themes with the key policy of building a business portfolio and strengthening profitability. As our new businesses (high value-added treatment devices, etc.) are expected to contribute to revenue at full-scale from the fiscal year ending June 30, 2031 and onward, during the period of the medium term-management plan, our growth will be supported by strengthening profitability of existing businesses.

We aim to enhance corporate value further by promoting the growth strategies based on the medium-term management plan in a steady manner, with goals of consolidated net sales of 180.0 billion yen and operating profit margin of 28% to be achieved in the fiscal year ending June 30, 2030.



Basic policy 1) Build a business portfolio to re-accelerate growth in the global market

- (a) Maintain and reinforce the global niche-leading position in the cardiovascular field
- (b) Enhance the sales strategy and product portfolio with an aim to become a global niche-leading company in the non-cardiovascular field
- (c) Create new businesses and enter the high value-added treatment device field

The Asahi Intecc Group currently supplies its products to 121 countries and territories worldwide. The number of cases of intravascular diseases, for which the Asahi Intecc Group's products are used, is expected to continue increasing across the world, especially in emerging countries. Given this outlook, we intend to reinforce our global revenue base by further enhancing sales and marketing functions in each region.

#### EU

Gradually shifting to direct sales

Strengthening sales to secure high market shares despite headwinds from pharmaceutical affairs law revisions, etc.

In the EU market, we sell in-house brand products via direct sales and through multiple distributors with strong connections with medical institutions, and have secured high market shares mainly in cardiovascular products.

Furthermore, we are gradually shifting to direct sales, having transitioned into direct sales in France from July 2019, in Germany from January 2021, and in Italy from July 2021. As a result, half of our sales in EU are via direct sales.

Launching new products in this region takes more time due to pharmaceutical affairs law revisions and other factors.

However, we will seek to further expand our market share and earnings by strengthening relationships with physicians and reinforcing our sales.

#### China

Strong trend of increasing number of cases

Strengthening sales by leveraging logistics platforms to seize high market shares

In the Chinese market, we are conducting sales primarily of in-house brand products via local distributors through logistics platforms, and have secured high market shares mainly in cardiovascular products. The number of cases is increasing significantly in both the cardiovascular field and the non-cardiovascular field in the Chinese market, and its strong growth and development are particularly expected in the global market.

Although the environment surrounding our business such as bidding systems is changing, we will strive to further increase our market share and earnings by building a cooperative relationship with multiple local distributors through logistics platforms and reinforcing the support system, strengthening relationships with physicians, offering new products, enhancing sales activities, and other measures.

#### Japan

Seizing high market shares in both cardiovascular and non-cardiovascular products

Conducting multifaceted sales activities by leveraging our direct sales system to expand earnings

In the Japanese market, we engage in direct sales of in-house brand products to hospitals and other institutions, and have

secured high market shares in both the cardiovascular field and the non-cardiovascular field. In the cardiovascular field, we aim to keep our high share by further strengthening our relationships with physicians who have a global reach. In the non-cardiovascular field, we will strive to enhance our multifaceted sales capabilities by such initiatives as reinforcing sales of other companies' products by leveraging our direct sales system, in addition to sales of our in-house brand products. In spite of a challenging external environment with reimbursement price declines and other factors, we will continue to strive to expand our market shares and earnings.

#### U.S.

Reinforcing sales by leveraging direct sales system

Enhancing the lineup of peripheral vascular, neurovascular and abdominal vascular products in the non-cardiovascular field to increase earnings

In the U.S. market, we engage in direct sales of in-house brand products in both the cardiovascular field and the non-cardiovascular field.

In addition to continued growth in the cardiovascular field, we are actively launching new products and reinforcing our sales structure and activities so that physicians can fully see our products' competitiveness and clinical value, with positioning the peripheral vascular, neurovascular and abdominal vascular areas in the non-cardiovascular field as our priority market. With these initiatives, we are aiming to expand our market share and earnings.

#### Other regions

Continuously reinforcing sales structures mainly in emerging markets with growth potential

Collaborating with local distributors to secure high market shares

Mainly in emerging markets with growth potential in Asia, the Near and Middle East, Oceania and South America, we sell in-house brand products primarily through local distributors and have secured high market shares in cardiovascular products. We will seek to further increase our market share and earnings in both the cardiovascular field and the non-cardiovascular field through reinforced sales activities such as supporting local distributors.

Net sales composition ratio of the Medical Division for the 49th Fiscal Year (Fiscal year ended June 30, 2025) (%)				
Japan	U.S.	EU	China	Other regions
14.9	21.4	22.4	26.2	15.1

<Expansion of affected areas and treatment areas>

(Niche-leading Number One product strategy)

As for PCI guide wires and penetration catheters, our mainstay product categories in the cardiovascular field, we will continue to enhance our comprehensive product line up in order to solidify our number one position across the field. Furthermore, we will maintain our efforts to expand our products from the cardiovascular field to non-cardiovascular fields such as the fields of medical care for animals and robotics (surgery) in addition to the peripheral vascular, neurovascular, abdominal vascular, and gastrointestinal fields. In the non-cardiovascular field, we will horizontally apply the technology developed in the cardiovascular field and strengthen business partnerships to expand the new product lineup while enhancing our sales system mainly in overseas areas in an effort to acquire market share on a global scale.

(One-and-only product and high value-added product strategy)

We will strive to enter the high value-added treatment product area as part of our expansion of strategic products. We recognize that calcified lesions, for which treatment is thought to be difficult, still have clinical challenges to be addressed in both cardiovascular and non-cardiovascular (peripheral) fields.

The Asahi Intecc Group has contributed to the increase in the ratio of PCI treatments in the CTO field by developing products fit for highly difficult treatments including CTO treatments, mainly in the cardiovascular field.

As an R&D-focused company, we will continue contributing to the spread and development of minimally invasive treatments by developing products with new features using advanced technology to address clinical issues such as calcified lesions, including CTO.

Furthermore, we are aiming to expand our product line-ups including high value-added products mainly in the non-cardiovascular field (neuro), pursuing synergies. To this end, in addition to the development of in-house products, we will take measures such as technological alliances, M&As, and investments as a minority shareholder, as necessary, and also consider introduction of new technologies from external parties and strategic alliances with major partners.

We will strive to enhance our business portfolio and become a global company capable of sustained growth.

Note: chronic total occlusion (CTO)

CTO is a lesion that has been completely obstructed for a long period of time. These lesions used to be treated through surgeries (bypass surgeries), but PCI treatments (catheterization) have now become the mainstream in Japan thanks to our success in the development of PCI guide wires that may be used for CTO.

- Basic policy 2) Build a strong management foundation and strengthen profitability for sustainable growth
- (d) Reinforce R&D and production system optimized for global expansion
  - (e) Initiatives for increasing productivity

To globalize our R&D system, we have developed an R&D structure at ASAHI INTECC USA, INC., our consolidated subsidiary that serves as the base for direct sales in the U.S., capable of creating prototypes and directly reflecting the needs and feedback of physicians who are our end clients. In addition, we will invest more resources into improving our existing products, including the review of product specifications, by further expanding the R&D base of our consolidated subsidiary ASAHI INTECC THAILAND CO., LTD.

In Japan, we engage in product development that maintains close ties with the actual clinical setting at the Global Headquarters and R&D Center (Seto-shi, Aichi), major R&D bases of the Asahi Intecc Group. Furthermore, we will further engage in the expansion of our facilities, including the expansion of the Osaka R&D Center to reinforce our core technology research, the Tokyo R&D Center for R&D of next-generation medical equipment technology, the Shizuoka R&D Center to reinforce our resin technology development, and the Tohoku R&D Center to reinforce our development of high-precision processing technology, shifting our R&D system in Japan to focus on development of products of higher added value while dispersing development functions to manage risks.

Furthermore, the Asahi Intecc Group specializes in R&D and prototyping in Japan while mass production is generally transferred to consolidated subsidiaries overseas, a system that enables integrated production from materials to finished product in overseas factories (ASAHI INTECC THAILAND CO., LTD. [Thailand Factory], ASAHI INTECC HANOI CO., LTD. [Hanoi Factory], and TOYOFLEX CEBU CORPORATION [Cebu Factory]). Within this, we are optimizing production bases across the entire Asahi Intecc Group for the sake of risk management and business continuity plan (BCP) so that in the event of one or more factories ceasing operation due to local factors or otherwise, another factory can cover the majority of that production. In addition to these intentions, we are expanding the Hanoi Factory to establish a system to further increase production.

Going forward, we will continue laying the groundwork for our growth strategies by developing and expanding an R&D and production system optimized for global expansion.

(f) Build a management foundation aligned with business strategies

Under the “Building the Future 2030,” we will implement concrete measures for sustainable value creation centering on business strategies, and, for reinforcing the management foundation which supports such actions, strive to increase our corporate value and shareholder value by driving financial strategy and non-financial strategy.

We will strive to grow net sales, operating profit, and operating profit margin, which are the Group’s key performance indicators for management, by strengthening our financial position through sales growth, productivity enhancement, cost control optimization and others, with the aforementioned measures, etc. taken. We will thus sustainably enhance our cash generation ability as well as capital efficiency.

Furthermore, we will continue to seek further increases in ROE (return on equity) and ROIC (return on invested capital), both of which are our key financial indicators, with targets of exceeding 16.0% for ROE and 16.0% for ROIC in the fiscal year ending June 30, 2030, by implementing our capital policy of considering cost of capital while maintaining financial soundness. We will analyze and monitor progress of these KPIs on an ongoing basis and develop and implement improvement measures to reinforce our initiatives with an awareness of cost of capital.

As for non-financial indicators, we will work on reinforcement of human capital, promotion of DX, optimization of corporate governance, promotion of sustainability, and other initiatives.

(3) Asahi Intecc's sustainability

· *Raison d'Etre*

The Asahi Intecc Group's mission is to supply the world with one-and-only technologies and number one products as an R&D company in the fields of medical devices and industrial components so that, based on safety and reliability, we realize dreams and contribute to society as a whole.

In the medical devices field, we develop, manufacture, and sell minimally invasive treatment products that reduce pain by minimizing the size of wounds, which improves the quality of life (QOL) of patients and contributes to curbing medical costs by enabling them to leave the hospital earlier.

As an R&D company, we always manufacture products at a high level, and this has been made possible because of the numerous unique technologies that we have developed in the process of responding to the advanced needs of our customers. These advanced and unique technologies are backed by the material processing expertise that we have developed over many years of manufacturing ultra-fine stainless-steel wire rope for the industrial components field and our on-site responsiveness which has been a part of our DNA since the founding of Asahi Intecc.

As an R&D company, we will continue to contribute to the world's medical and industrial fields by honing our unique technological expertise.

· *Value creation process*

The main source of our competitiveness comes from the four strengths of (1) technological expertise based on our four core technologies, (2) integrated production system, (3) R&D Structure, and (4) production system optimized for global distribution, which are underpinned by our excellent human resources that pass on the ASAHI DNA.

The starting point of our value creation is our hands-on approach and our prototype responsiveness. We will 1) share an understanding of the people on the ground by diligently listening to the doctors and clients, 2) develop and manufacture high value-added functions by repeating a trial-and-error process to the point where we even reevaluate the material being used, and 3) deliver number one products with one-and-only technologies to the world.

Thus, trying continuously to solve on-site issues creates high-added value and leads to realizing customers' dreams.

Moreover, accumulating new technologies through a field-oriented approach and strengthening technology bases enable us to try to solve new issues. This series of events is what makes up Asahi Intecc's unique value creation process.

One of the products that was developed through this series of processes is the PCI guide wire used for CTO treatment.

Chronic total occlusion, or CTO, is a lesion that has been completely obstructed for a long period of time. Treatments for these types of lesions have traditionally been considered to have a high level of difficulty, which makes minimally invasive PCI treatments difficult, so treatment most commonly lies in the domain of surgery (bypass surgery). However, we started a joint development with doctors in response to a request from a Japanese doctor who was the world's authority on the subject, and in 1995, we were able to develop the world's first high-performance PCI guide wire used for CTO treatments that accurately reflected the advanced techniques and precise sensations of a doctor. Since then, PCI treatment for CTO lesions has become mainstream in Japan, and this trend is now spreading throughout the world.

· *Key sustainability issues*

The demand for minimally invasive treatments that are less burdensome, both physically and economically, is increasing on a global scale due to population aging around the world, especially in developed countries, and economic growth in emerging countries, and mainly in emerging economies the number of catheterization cases are increasing. Under these circumstances, the Asahi Intecc Group aims to improve the quality of life (QOL) of patients all over the world through

our business by solving issues on the ground while advancing our medical devices through our unique technologies. On the other hand, with a rise in the number of large-scale natural disasters and risk events such as pandemic, we will strengthen our risk management measures, starting with our business continuity plans (BCP)\*, and we will also take measures to comply with environmental and human rights, etc., regulations in countries around the world, upon taking a bird's-eye view of our entire supply chain.

In view of the impact that these changes may have on the Asahi Intecc Group's business environment, we have examined key issues regarding sustainability. By addressing these key issues in terms of both growth strategy and the strengthening of the management base, we aim to realize sustainability of society and the Asahi Intecc Group.

Key Issue 1. On-Site Problem-Solving Through Innovation

Key Issue 2. Measures to Reduce Our Environmental Burden

Key Issue 3. Supply Chain Management

Key Issue 4. Supplying Safe and Secure Products

Key Issue 5. Strengthening Global Human Resources

Key Issue 6. Strengthening Risk Management

Key Issue 7. Strengthening Corporate Governance

\* BCP (Business continuity planning): A plan of a company to set out appropriate activities and methods and means for business continuity in emergency such as a natural disaster, a large fire or a terrorist attack, to minimize the damage to business assets and enable the continuation or early restoration of the core business.

#### **4. State of capital investment and financing**

##### **(1) Capital investment**

The total amount of capital investment conducted during the fiscal year under review was 8,447 million yen.

Capital investments included enhancement of production facilities at overseas production subsidiaries (Note 1) and enhancement of R&D facilities at R&D bases (Note 2) in and outside of Japan, which can be broken down to 2,927 million yen for the Medical Division, 4,232 million yen for the Device Division, and 1,288 million yen for the Headquarters (administrative divisions).

Note 1: ASAHI INTECC THAILAND CO., LTD. (Thailand Factory), ASAHI INTECC HANOI CO., LTD. (Hanoi Factory), and TOYOFLEX CEBU CORPORATION (Cebu Factory)

Note 2: Global Headquarters and R&D Center, Osaka R&D Center, Shizuoka R&D Center, Tohoku R&D Center, Tokyo R&D Center, ASAHI INTECC THAILAND CO., LTD. (Thailand Factory), and ASAHI INTECC USA, INC.

##### **(2) Financing**

During the fiscal year under review, the Company procured 8,500 million yen in long-term debt.

#### **5. State of business transfers or successions, mergers or company splits, and acquisitions or disposals of shares**

The Company acquired all shares of Nitta Mold Co., Ltd. on January 6, 2025.

Nitta Mold Co., Ltd. was a non-consolidated subsidiary for the fiscal year ended June 30, 2025, and the Company will make it into a consolidated subsidiary from the fiscal year ending June 30, 2026.



## 6. Description of principal businesses

Business division	Description of business
Medical Division	The Division engages in development, manufacturing, and sales of minimally invasive treatment products (guide wires and catheters for treatments) mainly used for intravascular treatments.
Device Division	The Division engages in development and manufacturing of components in the medical device field and industrial device field (including ultra-fine stainless-steel wire ropes), and sales of those products to manufacturers worldwide.

## 7. State of significant subsidiaries

Company name [Location]	Capital stock	The Company's voting rights ratio (%)	Description of principal businesses
ASAHI INTECC THAILAND CO., LTD. [Pathum Thani, Thailand]	270,000 thousand THB	100.0	Development, manufacturing, and sales of components and other products for medical devices and industrial devices
ASAHI INTECC HANOI CO., LTD. [Hanoi, Vietnam]	39,000 thousand USD	100.0	Manufacturing of medical devices
TOYOFLEX CEBU CORPORATION [Cebu, The Philippines]	664,300 thousand PHP	100.0	Manufacturing of components and other products for medical devices and industrial devices
Filmecc Co., Ltd. [Seto-shi, Aichi]	99 million yen	100.0	Development, manufacturing and sales of medical devices
ASAHI INTECC J-Sales CO., LTD. [Minato-ku, Tokyo]	200 million yen	100.0	Sales of medical devices
ASAHI INTECC USA, INC. [California, U.S.A.]	5 thousand USD	100.0	Development and sales of medical devices
ASAHI INTECC SCIENTIFIC (Beijing) Co., Ltd. [Beijing, China]	5,000 thousand CNY	100.0	Sales of medical devices
ASAHI INTECC EUROPE B.V. [Amsterdam, The Netherlands]	300 thousand EUR	100.0	Sales of medical devices

## 8. State of principal offices and factories, and employees

### (1) State of offices and factories

Asahi Intecc Co., Ltd. and consolidated subsidiaries

#### 1) Japan: Asahi Intecc Co., Ltd.

Eighteen locations including sales offices

Headquarters	Global Headquarters and R&D Center (Seto-shi, Aichi)
	Nagoya Satellite Office (Nakamura-ku, Nagoya-shi, Aichi)
R&D	Seven locations (including two consolidated subsidiaries)
Production	Four locations
Sales	Eleven locations (including two consolidated subsidiaries)
Key subsidiaries	ASAHI INTECC J-Sales CO., LTD. Filmecc Co., Ltd.

#### 2) Europe: Five locations including sales offices

Sales	Five locations (including four consolidated subsidiaries)
Key subsidiaries	ASAHI INTECC EUROPE B.V. (The Netherlands)

#### 3) China: Two locations including sales offices

Sales	Two locations (including one consolidated subsidiary)
Key subsidiaries	ASAHI INTECC SCIENTIFIC (Beijing) Co., Ltd. (China)

#### 4) The U.S.: Seven locations including sales offices

R&D	Five locations (including five consolidated subsidiaries)
Sales	Five locations (including five consolidated subsidiaries)
Key subsidiaries	ASAHI INTECC USA, INC. (U.S.A.)

#### 5) Other regions (e.g., Asia): Eleven locations including sales offices

R&D	One location (including one consolidated subsidiary)
Production	Three locations (including three consolidated subsidiaries)
Sales	Eight locations (including one consolidated subsidiary)
Regions where our locations are	Asia, the Near and Middle East, South America
Key subsidiaries	ASAHI INTECC THAILAND CO., LTD. (Thailand) ASAHI INTECC HANOI CO., LTD. (Vietnam) TOYOFLEX CEBU CORPORATION (The Philippines)

- (Notes)
1. The same location may possess multiple functions.
  2. Non-consolidated subsidiaries' locations are not included in the number of locations.

(2) State of employees

1) State of employees of the corporate group

Business division	Number of employees (persons)	
Medical Division	5,778	(86)
Device Division	3,171	(64)
Headquarters (Administrative divisions)	524	(4)
Total	9,473	(154)

(Notes) 1. Number of employees is the number of people in employment.

2. The figures in parentheses in the number of employees column are the annual average number of temporary employees, which are not included in the preceding figures.

2) State of employees of the Company

Gender	Number of employees (persons)	Increase (decrease) from the end of the previous fiscal year (persons)	Average age (years old)	Average years in employment (years)
Male	820	+61	37.8	7.9
Female	376	+47	35.7	5.8
Total	1,196	+108	37.1	7.2

(Notes) 1. Number of employees is the number of people in employment and does not include those seconded to subsidiaries and associates.

2. In addition to the above, 140 part-time workers (annual average based on 7 hours and 45 minutes per workday) are in employment at the Company.

## 9. Major lenders and borrowings

Outstanding borrowings as of the end of the fiscal year under review were 9,020 million yen. Major lenders and the corresponding outstanding borrowings were as follows:

Major lenders	Outstanding borrowings (Million yen)
Mizuho Bank, Ltd.	4,444
MUFG Bank, Ltd.	2,212
Sumitomo Mitsui Banking Corporation	1,250
The Aichi Bank, Ltd.	519
The Bank of Nagoya, Ltd.	519
Development Bank of Japan Inc.	68

## 2. Shares of the Company

(As of June 30, 2025)

1. **Total number of authorized shares** 800,000,000 shares
2. **Total number of issued shares** 271,633,600 shares (including 1,964,677 treasury shares)
3. **Number of shareholders** 16,153

### 4. Major shareholders (ten largest shareholders)

Name of shareholder	Number of shares held (shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (trust account)	37,821,100	14.02
Bo-en Holdings Co., Ltd.	23,084,032	8.56
Custody Bank of Japan, Ltd. (trust account)	20,099,300	7.45
THE CHASE MANHATTAN BANK, N. A. LONDON	7,774,829	2.88
JP MORGAN CHASE BANK 385632	7,633,190	2.83
Y.K. ICSP	7,200,000	2.66
JPMorgan Securities Japan Co., Ltd.	7,000,753	2.59
STATE STREET BANK AND TRUST COMPANY 505001	6,936,772	2.57
HI-LEX Corporation	5,878,600	2.17
Masahiko Miyata	5,820,900	2.15

(Note) Shareholding ratio is calculated after deducting treasury shares (1,964,677 shares).

Distribution of shares by type of shareholders (%)					
Foreign companies, etc.	Financial institutions	Other companies	Individuals	Financial instruments business operators	Treasury shares
38.61	26.93	19.46	9.74	4.54	0.72

## **5. Other important matters regarding shares**

### **1) Acquisition of treasury shares**

The Company resolved at the Board of Directors' meeting held on May 15, 2025 matters related to the acquisition of treasury shares as follows.

Class of shares to be acquired: Common stock of the Company

Total number of shares to be acquired: 8,800,000 shares (upper limit)

Total share acquisition price: 15,000 million yen (upper limit)

Acquisition period: From May 16, 2025 to October 31, 2025

Acquisition method: Market purchases on the Tokyo Stock Exchange based on a discretionary trading contract

### **2) Cancellation of treasury shares**

The Company resolved at the Board of Directors' meeting held on May 15, 2025 matters related to the cancellation of treasury shares as follows.

Class of shares to be cancelled: Common stock of the Company

Total number of shares to be cancelled: All treasury shares acquired under 1) above

Scheduled cancellation date: November 28, 2025

### 3. Company Officers

#### 1. Names and details of Directors

(As of June 30, 2025)

Position	Name	Responsibilities and significant concurrent positions
Chairman and Director	Masahiko Miyata	Chairman of the Medical Technology Association of Japan Vice Chairman of the Japan Federation of Medical Devices Associations
President & CEO	Kenji Miyata	CEO Chairman and Director of ASAHI INTECC HANOI CO., LTD.
Executive Director	Munehika Matsumoto	General Manager of Research Division
Executive Director	Makoto Nishiuchi	General Manager of Medical Business Division General Manager of Medical Brand Business Unit of Medical Business Division CDO (Chief Digital Officer)
Director	Yoshinori Terai	General Manager of New Business Development Division President & CEO of ASAHI INTECC USA, INC.
Director	Mizuho Ito	CFO General Manager of Administration Division General Manager of Corporate Strategic Office
Director	Kazuhito Ishihara	Deputy Supervisor of Research and Development of Medical Brand Business Unit of Medical Business Division Deputy General Manager of Research Division
Director	Kiyomichi Ito	
Director	Takahiro Kusakari	Director and Co-President of Japan Catalyst, Inc.
Director	Akihiro Taguchi	Independent Director of SATORI ELECTRIC CO., LTD.
Director (Audit and Supervisory Committee Member)	Ryuji Tomida	Lawyer
Director (Audit and Supervisory Committee Member)	Ryoko Fukaya	Certified Public Accountant Certified Tax Accountant
Director (Audit and Supervisory Committee Member)	Shigeki Moriguchi	

- (Notes) 1. Directors Kiyomichi Ito, Takahiro Kusakari and Akihiro Taguchi are Outside Directors, and they are Independent Directors stipulated in the listing regulations established by the Tokyo Stock Exchange and Nagoya Stock Exchange.
2. Directors (Audit and Supervisory Committee Members) Ryuji Tomida, Ryoko Fukaya and Shigeki Moriguchi are Outside Directors (Audit and Supervisory Committee Members), and they are Independent Directors stipulated in the listing rules of the Tokyo Stock Exchange and Nagoya Stock Exchange.
3. Director (Audit and Supervisory Committee Member) Ryoko Fukaya has considerable knowledge of finance and accounting as a certified public accountant and certified tax accountant.
4. The Company has established an administration office of the Audit and Supervisory Committee, consisting of employees of the Internal Audit Office, to support the duties of the Audit and Supervisory Committee, which collects information on a daily basis, such as by attending important meetings and inspecting important documents, and conducts periodic hearings, etc. from operating divisions. In addition, the Audit and Supervisory Committee ensures the effectiveness of audits by combining organizational audits using the Internal Control Systems and audit activities conducted by the Committee itself as needed. Accordingly, the Company does not appoint a Full-Time Audit and Supervisory Committee Member.

## **2. Outline of liability limitation agreements**

The Company and its Directors (excluding executive Directors) have entered into liability limitation agreements to limit the liabilities for damages stipulated in Article 423, Paragraph 1 of the Companies Act to the minimum amount of liabilities specified in Article 425, Paragraph 1 of the said Act, pursuant to the provisions of Article 427, Paragraph 1 of the said Act.

## **3. Outline of the directors and officers liability insurance agreement**

### **(1) Scope of the insured**

Directors and important employees of the Company and officers of its subsidiaries are specified as the insured.

### **(2) Outline of the insurance policy**

The relevant insurance policy covers damages and legal expenses incurred by the insured due to claims for damages arising from acts (including omissions) committed by the insured in connection with his/her duties as a corporate officer. All insurance premiums are paid by the Company. The policy excludes certain cases from its coverage, including criminal acts such as bribery, as well as damages incurred by officers who intentionally performed unlawful acts, so that the properness of the execution of duties by Directors and officers is not hindered.

## **4. Remuneration of Directors**

### **(1) Details of the policy for determining the amounts of remuneration of officers or the method of calculating the amounts, and the method of determining the said policy**

The total amount of remuneration of Directors was determined at the 40th Annual General Meeting of Shareholders held on September 28, 2016 to be no more than 1,000 million yen per year for Directors (excluding Directors who are Audit and Supervisory Committee Members), including 100 million yen per year for Outside Directors, and no more than 40 million yen per year for Directors who are Audit and Supervisory Committee Members. Remuneration of each Director is determined pursuant to the following policy within the limits of this total amount. The number of Directors (excluding Directors who are Audit and Supervisory Committee Members) elected at the 40th Annual General Meeting of Shareholders was nine (including two Outside Directors), and the number of Directors who are Audit and Supervisory Committee Members was three. The Board of Directors of the Company has passed a resolution on the following policy. The Board of Directors of the Company has confirmed that the method of determining the contents of individual remuneration of Directors (excluding Directors who are Audit and Supervisory Committee Members) pertaining to the fiscal year under review, as well as the contents of the determined remuneration, are in line with the following policy.

#### **1) Policy for determining the overall remuneration of Directors (excluding Directors who are Audit and Supervisory Committee Members)**

The Board of Directors determines the total amount of each type of remuneration of Directors (excluding Directors who are Audit and Supervisory Committee Members) within the limits of total amount of remuneration determined by a resolution of the General Meeting of Shareholders, upon receiving reports from the Nomination and Compensation Advisory Committee. The Nomination and Compensation Advisory Committee consists of three or more members who are Directors selected by a resolution of the Board of Directors. A majority of the members are selected from among Independent Outside Directors, and at least one of those Independent Outside

Directors must be a Director who is an Audit and Supervisory Committee Member. The types of remuneration are base remuneration, performance-linked remuneration (Director bonuses commensurate with short-term results), and remuneration for share purchase (linked to improvements in long-term performance).

- 2) Policy on determining the amounts of base remuneration and remuneration for share purchase (linked to improvements in long-term performance), which are components of remuneration of Directors (excluding Directors who are Audit and Supervisory Committee Members)

Amounts to be paid as the base remuneration component and the remuneration for share purchase component (linked to improvements in long-term performance) are determined in consideration of each Director's position, duties, and tenure, as well as the state of the Asahi Intecc Group.

- 3) Policy on determining the amount of performance-linked remuneration (Director bonuses commensurate with short-term results), which is a component of remuneration of Directors (excluding Directors who are Audit and Supervisory Committee Members)

The performance-linked remuneration component (Director bonuses commensurate with short-term results) is paid in consideration of each Director's position, duties, and tenure, only when the consolidated performance of the Company is expected to exceed the sales and profit plan disclosed to the public by a considerable margin, using a portion of the excess as the source of remuneration.

- 4) Policy on determining the timing of remuneration of Directors (excluding Directors who are Audit and Supervisory Committee Members)

The base remuneration component and the remuneration for share purchase component (linked to improvements in long-term performance) are paid monthly. If the performance-linked remuneration component (Director bonuses commensurate with short-term results) is to be paid, the payment is made once a year within three months from the end of a fiscal year.

- 5) Policy on determining the ratio of base remuneration, remuneration for share purchase (linked to improvements in long-term performance), and performance-linked remuneration (Director bonuses commensurate with short-term results), which are components of remuneration of Directors (excluding Directors who are Audit and Supervisory Committee Members), in individual remuneration of Directors

The ratio of remuneration is determined by the Board of Directors (President & CEO who has been delegated the authority as per 6) below) upon receiving reports from the Nomination and Compensation Advisory Committee.

- 6) Policy on determining the contents of individual remuneration of Directors (excluding Directors who are Audit and Supervisory Committee Members)

President & CEO Kenji Miyata, who has been delegated the authority by the Board of Directors, determines the amounts of the base remuneration component, the remuneration for share purchase component (linked to improvements in long-term performance), and the performance-linked remuneration component (Director bonuses commensurate with short-term results) paid to each individual, in compliance with the basic policy passed by a resolution of the Board of Directors upon receiving reports from the Nomination and Compensation Advisory Committee. The reason for the delegation to the President & CEO is because the President & CEO, who is in a position to oversee the business execution of the entire Company and maintain a complete picture of the Company's performance, is best suited to evaluate each Director.



#### 7) Remuneration of Directors who are Audit and Supervisory Committee Members

Remuneration of Directors who are Audit and Supervisory Committee Members is determined by discussion among Directors who are Audit and Supervisory Committee Members, within the limits of total amount of remuneration determined by a resolution of the General Meeting of Shareholders.

#### (2) Amounts of remuneration of Directors

Category	Number of eligible Directors (persons)	Total amount of remuneration (Million yen)			
			Total amount of base remuneration component	Total amount of remuneration for share purchase component	Total amount of performance-linked remuneration component
Directors (excluding Audit and Supervisory Committee Members)	11	417	381	36	-
(of which, Outside Directors)	(3)	(20)	(19)	(1)	(-)
Directors (Audit and Supervisory Committee Members)	4	27	24	2	-
(of which, Outside Directors)	(4)	(27)	(24)	(2)	(-)
Total	15	444	405	38	-

- (Notes) 1. The above amounts include remuneration paid to one Director (excluding Audit and Supervisory Committee Member) and one Director (Audit and Supervisory Committee Member) who retired at the conclusion of the 48th Annual General Meeting of Shareholders held on September 26, 2024 and to one Director (excluding Audit and Supervisory Committee Member) and one Director (Audit and Supervisory Committee Member) who assumed the office at the 48th Annual General Meeting of Shareholders held on September 26, 2024.
2. The remuneration for share purchase component is remuneration linked to improvements in long-term performance.
3. The performance-linked remuneration component is Director bonuses commensurate with short-term results.

## 5. Outside Directors

- (1) Relationships between the Company and companies at which Outside Directors hold significant concurrent positions

Not applicable.

(2) Main activities during the fiscal year under review

Category	Name	State of activities
Director	Kiyomichi Ito	He attended 13 out of 13 meetings of the Board of Directors held during the fiscal year under review, and made remarks that contribute to the enhancement of corporate governance from a professional standpoint based on his past experience in corporate management and extensive knowledge as a professor of business management.
Director	Takahiro Kusakari	He attended 13 out of 13 meetings of the Board of Directors held during the fiscal year under review, and made remarks that contribute to the enhancement of the Company's corporate value based on his past experience as Fund Manager and Chief Investment Officer of an investment trust management firm. In addition, he has served as a member of the Nomination and Compensation Advisory Committee, established for the purpose of ensuring fairness and objectivity in nomination and remuneration of Directors.
Director	Akihiro Taguchi	He attended 13 out of 13 meetings of the Board of Directors held during the fiscal year under review, and made remarks that contribute to the enhancement of the Company's corporate value based on his ample experience in the medical industry.
Director (Audit and Supervisory Committee Member)	Ryuji Tomida	He attended 13 out of 13 meetings of the Board of Directors and 14 out of 14 meetings of the Audit and Supervisory Committee held during the fiscal year under review, and made remarks on legal affairs and risk management primarily from a professional standpoint as a lawyer. In addition, he serves as a member of the Nomination and Compensation Advisory Committee, established for the purpose of ensuring fairness and objectivity in nomination and remuneration of Directors.
Director (Audit and Supervisory Committee Member)	Ryoko Fukaya	She attended 13 out of 13 meetings of the Board of Directors and 14 out of 14 meetings of the Audit and Supervisory Committee held during the fiscal year under review, and made remarks on corporate finance and corporate governance primarily from a professional standpoint, by leveraging various working experiences as a certified public accountant. In addition, she has served as a member of the Nomination and Compensation Advisory Committee, established for the purpose of ensuring fairness and objectivity in nomination and remuneration of Directors.
Director (Audit and Supervisory Committee Member)	Shigeki Moriguchi	After assuming office as Director (Audit & Supervisory Committee Member), he attended 10 out of 10 meetings of the Board of Directors and 11 out of 11 meetings of the Audit and Supervisory Committee held during the fiscal year under review, and made remarks on corporate finance and corporate governance primarily based on his ample experience at financial institutions, think tanks, and consulting firms.

(Note) Director (Audit and Supervisory Committee Member) Shigeki Moriguchi was appointed as Director (Audit and Supervisory Committee Member) at the 48th Annual General Meeting of Shareholders held on September 26, 2024.

#### 4. Accounting Auditor

##### 1. Name of the Accounting Auditor

Deloitte Touche Tohmatsu LLC

##### 2. Amount of remuneration of the Accounting Auditor

1) Amount of remuneration for services stipulated in Article 2, Paragraph 1 of the Certified Public Accountants Act	58 million yen
2) Total amount of monetary and other economic benefits paid by the Company and subsidiaries of the Company	58 million yen

- (Notes) 1. The Company does not clearly separate the amount of remuneration for audits by the Accounting Auditor under the Companies Act from the amount of remuneration for audits by the Accounting Auditor under the Financial Instruments and Exchange Act, and the two cannot be practically separated. Therefore, the amount of remuneration in the above table is the total amount of the two types of remuneration.
2. The Audit and Supervisory Committee of the Company, after receiving explanation on the audit plan (audit policy, audit items, estimated time for audit, etc.) from the Accounting Auditor, examined its details and the amount of estimated remuneration by comparing them with the plan, results, total amount of remuneration, remuneration per hour, etc. for the previous fiscal year and checking with the accounting and other relevant departments for information and opinions, in light of the evaluation of results for the previous fiscal year. As a result of the examination, the Audit and Supervisory Committee has determined that the amount of remuneration is appropriate, and given a consent stipulated in Article 399, Paragraph 1 of the Companies Act.
3. Some of the consolidated subsidiaries of the Company are audited by certified public accountants or audit firms other than the Company's Accounting Auditor.

##### 3. Details of non-audit services

Not applicable.

##### 4. Policy on determining the dismissal or non-reappointment of the Accounting Auditor

If the Accounting Auditor is deemed to fall under any of the items stipulated in Article 340, Paragraph 1 of the Companies Act, the Audit and Supervisory Committee of the Company will dismiss the Accounting Auditor upon unanimous consent of all Audit and Supervisory Committee Members. In this case, an Audit and Supervisory Committee Member selected by the Audit and Supervisory Committee will report on the dismissal of the Accounting Auditor and reasons for the dismissal at the first General Meeting of Shareholders convened after the dismissal.

Moreover, if the Audit and Supervisory Committee deems it necessary for reasons such as the Accounting Auditor having difficulties in executing their duties, the Audit and Supervisory Committee will decide on the contents of a proposal on dismissal or non-reappointment of the Accounting Auditor to be submitted to the General Meeting of Shareholders.

# Consolidated Balance Sheet

(As of June 30, 2025)

(Million yen)

Account	Amount	Account	Amount
<b>Assets</b>		<b>Liabilities</b>	
Current assets	103,359	Current liabilities	27,856
Cash and deposits	54,200	Notes and accounts payable - trade	2,655
Notes and accounts receivable - trade	15,767	Electronically recorded obligations – operating	424
Electronically recorded monetary claims – operating	2,026	Short-term borrowings	2,387
Merchandise and finished goods	9,408	Accounts payable-other	1,805
Work in process	8,785	Income taxes payable	4,789
Raw materials and supplies	6,458	Provision for bonuses	2,868
Other current assets	7,004	Other current liabilities	12,924
Allowance for doubtful accounts	(291)	Non-current liabilities	13,976
Non-current assets	89,827	Long-term borrowings	6,633
Property, plant and equipment	59,082	Deferred tax liabilities	1,929
Buildings and structures	32,523	Provision for retirement benefits for directors (and other officers)	19
Machinery, equipment and vehicles	8,838	Retirement benefit liability	2,943
Land	7,301	Asset retirement obligations	197
Construction in progress	3,758	Lease liabilities	2,078
Other property, plant and equipment	6,661	Other non-current liabilities	174
Intangible assets	5,595	<b>Total liabilities</b>	<b>41,833</b>
Goodwill	110	<b>Net assets</b>	
Other intangible assets	5,485	Shareholders' equity	134,134
Investments and other assets	25,149	Share capital	18,860
Investment securities	19,389	Capital surplus	21,779
Shares of subsidiaries and associates	335	Retained earnings	97,947
Deferred tax assets	1,779	Treasury shares	(4,453)
Other investments and other assets	4,384	Accumulated other comprehensive income	16,424
Allowance for doubtful accounts	(739)	Valuation difference on available-for-sale securities	2,008
		Foreign currency translation adjustment	14,315
		Remeasurements of defined benefit plans	99
		Non-controlling interests	795
		<b>Total net assets</b>	<b>151,354</b>
<b>Total assets</b>	<b>193,187</b>	<b>Total liabilities and net assets</b>	<b>193,187</b>

# Consolidated Statement of Income

( From July 1, 2024  
to June 30, 2025 )

(Million yen)

Account	Amount	
Net sales		120,025
Cost of sales		38,789
Gross profit		81,235
Selling, general and administrative expenses		51,155
Operating profit		30,079
Non-operating income		
Interest income	115	
Dividend income	128	
Subsidy income	918	
Other non-operating income	239	1,401
Non-operating expenses		
Interest expenses	214	
Foreign exchange losses	1,455	
Other non-operating expense	247	1,918
Ordinary profit		29,563
Extraordinary income		
Gain on sale of investment securities	23	
Reversal of allowance for doubtful accounts	100	123
Extraordinary losses		
Impairment losses	9,244	
Loss on valuation of investment securities	1,068	
Loss on valuation of shares of subsidiaries and associates	210	
Provision of allowance for doubtful accounts for subsidiaries and associates	477	
Other extraordinary losses	31	11,031
Profit before income taxes		18,655
Income taxes – current	9,147	
Income taxes – deferred	(3,284)	5,863
Profit		12,792
Profit attributable to non-controlling interests		54
Profit attributable to owners of parent		12,737

# Non-consolidated Balance Sheet

(As of June 30, 2025)

(Million yen)

Account	Amount	Account	Amount
<b>Assets</b>		<b>Liabilities</b>	
Current assets	79,732	Current liabilities	37,925
Cash and deposits	37,180	Notes payable – trade	0
Notes receivable – trade	38	Electronically recorded obligations – operating	424
Electronically recorded monetary claims – operating	209	Accounts payable – trade	7,653
Accounts receivable – trade	20,530	Current portion of long-term borrowings	2,381
Merchandise and finished goods	2,872	Accounts payable-other	2,622
Work in process	210	Accrued expenses	430
Raw materials and supplies	604	Income taxes payable	3,941
Prepaid expenses	501	Advances received	569
Short-term loans receivable from subsidiaries and associates	13,548	Deposits received	18,256
Other current assets	4,177	Provision for bonuses	1,528
Allowance for doubtful accounts	(141)	Other current liabilities	115
Non-current assets	75,583	Non-current liabilities	8,550
Property, plant and equipment	28,267	Long-term borrowings	6,633
Buildings	15,798	Provision for retirement benefits	1,564
Structures	456	Provision for retirement benefits for directors (and other officers)	19
Machinery and equipment	2,524	Asset retirement obligations	180
Vehicles	0	Other non-current liabilities	152
Tools, furniture and fixtures	1,732		
Land	4,932	<b>Total liabilities</b>	<b>46,475</b>
Construction in progress	2,820		
Other non-current assets	2	<b>Net assets</b>	
		Shareholders' equity	106,839
Intangible assets	1,710	Share capital	18,860
Patent right	465	Capital surplus	21,661
Software	1,028	Legal capital surplus	18,753
Other intangible assets	216	Other capital surplus	2,907
Investments and other assets	45,605	Retained earnings	70,770
Investment securities	19,389	Legal retained earnings	39
Shares of subsidiaries and associates	6,503	Other retained earnings	70,730
Investments in capital of subsidiaries and associates	11,902	(Reserve for tax purpose reduction entry)	[560]
Long-term loans receivable from subsidiaries and associates	5,212	(General reserve)	[75]
Deferred tax assets	776	(Retained earnings brought forward)	[70,095]
Other investments and other assets	2,751	Treasury shares	(4,453)
Allowance for doubtful accounts	(930)	Valuation and translation adjustments	2,001
		Valuation difference on available-for-sale securities	2,001
<b>Total assets</b>	<b>155,316</b>	<b>Total net assets</b>	<b>108,840</b>
		<b>Total liabilities and net assets</b>	<b>155,316</b>

# Non-consolidated Statement of Income

( From July 1, 2024  
to June 30, 2025 )

(Million yen)

Account	Amount	
Net sales		86,493
Cost of sales		39,446
Gross profit		47,047
Selling, general and administrative expenses		25,550
Operating profit		21,496
Non-operating income		
Interest income	160	
Dividend income	15,843	
Interest on securities	36	
Other non-operating income	785	16,826
Non-operating expenses		
Interest expenses	258	
Foreign exchange losses	1,181	
Other non-operating expense	198	1,637
Ordinary profit		36,685
Extraordinary income		
Gain on sale of investment securities	23	
Reversal of allowance for doubtful accounts	100	123
Extraordinary losses		
Loss on valuation of investment securities	1,068	
Loss on valuation of shares of subsidiaries and associates	6,560	
Provision of allowance for doubtful accounts for subsidiaries and associates	796	
Other extraordinary losses	31	8,455
Profit before income taxes		28,354
Income taxes – current	6,669	
Income taxes – deferred	23	6,692
Profit		21,662

## The Company's Website

Information disclosed by the Company is available from the following URLs.

Please visit them to learn more about our initiatives as an accompaniment to this Notice of Convocation.

### ► Materials related to shareholders' meetings

Including notices of convocation and notices of resolutions

> Please visit the **"Shareholders' meeting"** page

URL: <https://ir.asahi-intecc.co.jp/en/ir/stock/meeting.html>

### ► IR materials

> Please visit the **"IR Library"** page

URL: <https://ir.asahi-intecc.co.jp/en/ir/irlibrary.html>

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### ► Materials related to financial results

> Please visit the **"Financial Statements"** page

URL: <https://ir.asahi-intecc.co.jp/en/ir/irlibrary/results.html>

### ► Other IR materials

> Please visit the **"Integrated Report"** page

URL: [https://www.asahi-intecc.co.jp/en/esg#integrated\\_report](https://www.asahi-intecc.co.jp/en/esg#integrated_report)

> Please visit the **"Annual Securities Report"** page  
(available only in Japanese)

URL: <https://ir.asahi-intecc.co.jp/en/ir/irlibrary/securities.html>

> Please visit the **"Mid-Term Management Plan"**  
page

URL: <https://ir.asahi-intecc.co.jp/en/ir/irlibrary/plan.html>

> Please visit the **"Financial Results Presentation  
Materials"** page

URL: <https://ir.asahi-intecc.co.jp/en/ir/irlibrary/presentation.html>