

August 13, 2021

To All Concerned Parties,

Company: Asahi Intecc Co., Ltd.  
Representative: Masahiko Miyata, President & CEO  
(Securities code: 7747, First section of Tokyo Stock Exchange and Nagoya Stock Exchange)  
Contact:  
Mizuho Ito, Member of Board & CFO, General Manager of Administration  
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## Notice concerning New Mid-Term Management Plan “ASAHI Going Beyond 1000”

Asahi Intecc Co., Ltd ( “Asahi Intecc”) announces that it has formulated a new medium-term management plan, "ASAHI Going Beyond 1000," for the five-year period from the fiscal year ending June 30, 2022 to the fiscal year ending June 30, 2026.

### 1. Background of Formulation

Although Asahi Intecc Group is still in the midst of its current medium-term management plan, "ASAHI Road to 1000" (fiscal year ending June 30, 2019 to fiscal year ending June 30, 2023), it has newly formulated and renewed its new medium-term management plan, "ASAHI Going Beyond 1000" (fiscal year ending June 30, 2022 to fiscal year ending June 30, 2026). It covers the five-year period from July 2021 with the viewpoint of the next ten years.

This was due to the fact that the impact of the infection with the new coronavirus was unexpected, and the implementation of the M&A strategy of the four companies in July 2021 was with a view to further long-term business expansion beyond 2023. This is also because it was considered necessary to clarify the image of future growth over a further medium- to long-term period beyond the expiration date of the current medium-term management plan.

The strategy itself will remain unchanged from the current medium-term management plan, and there will be no major changes to the strategy.

### 2. Basic policy for achieving goals

We aim to improve the quality of life of patients and doctors through the ultimate pursuit of minimally invasive treatments. We will build a business portfolio for further long-term growth with the goal of exceeding 100 billion yen in consolidated sales revenue in the fiscal year ending June 2026, the final year of the current medium-term management plan.

#### <Basic Policy>

- ① Develop Global Market Strategically and Expand Affected / Treatment Area
- ② Create New Business in Global Niche Market
- ③ Develop R&D and Production System Optimized for Global Expansion
- ④ Establish Management Foundation for Sustainable Growth

Please refer to the attached document, "ASAHI Going Beyond 1000," the new medium-term management plan, for details on priority measures and performance targets.

### 3. Supplementary note

All forward looking statements contained herein, including outlooks is based on the best currently available data; however, risk and uncertainty are involved in these statements. Please note that actual results may differ greatly from plans presented here.



Your dreams. Woven together.

# **New Medium-Term Management Plan “ASAHI Going Beyond 1000”**

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**August 13, 2021**

(Security code:7747 First Section of the Tokyo Stock Exchange.  
First Section of the Nagoya Stock Exchange)



# Long-Term Management Vision

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**Providing worldwide solutions to worldwide problems through “Asahi Technology”-driven innovation:**

**Capturing next-generation market needs in the medical and industrial fields by collaborating with professionals around the globe.**

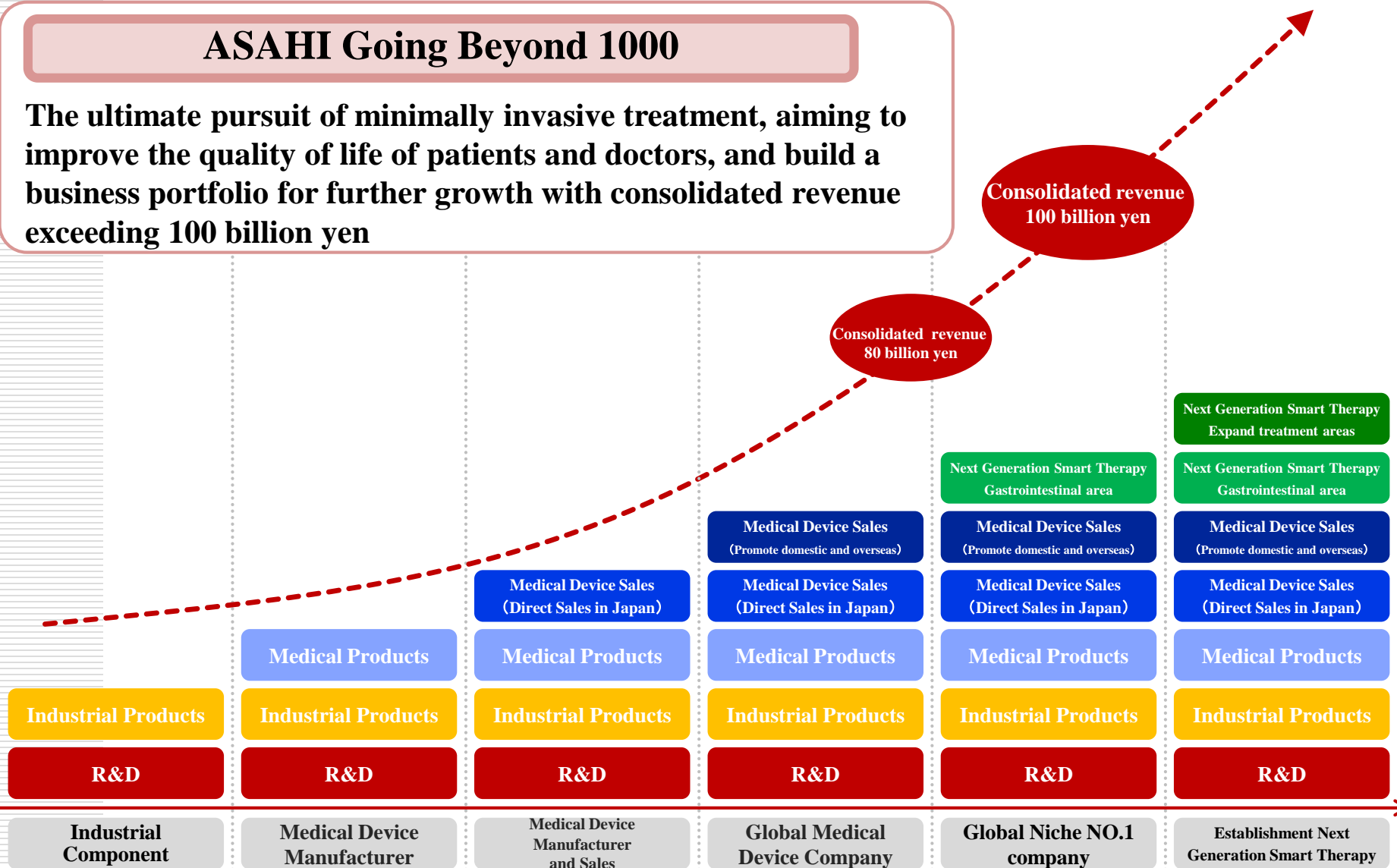
**Aim to become a global niche NO.1 company with unique technologies**



# Aiming to be a Global Niche No. 1 Company

## ASAHI Going Beyond 1000

The ultimate pursuit of minimally invasive treatment, aiming to improve the quality of life of patients and doctors, and build a business portfolio for further growth with consolidated revenue exceeding 100 billion yen





# Background of the Formulation of the New Medium-Term Management Plan “ASAHI Going Beyond 1000”

## (External factors)

That the impact of the decrease in the number of cases on a global scale due to COVID-19 was unexpected.

## (Internal factors)

That the strategic M&A of the four companies in July 2021 exceeded the current medium-term management plan period (~2023) and was intended for long-term expansion.

It was determined that it should be during the period of the current medium-term management plan “ASAHI Road to 1000” and it is necessary to clarify the image of further long-term future growth.



**New medium-term management plan “ASAHI Going Beyond 1000”**

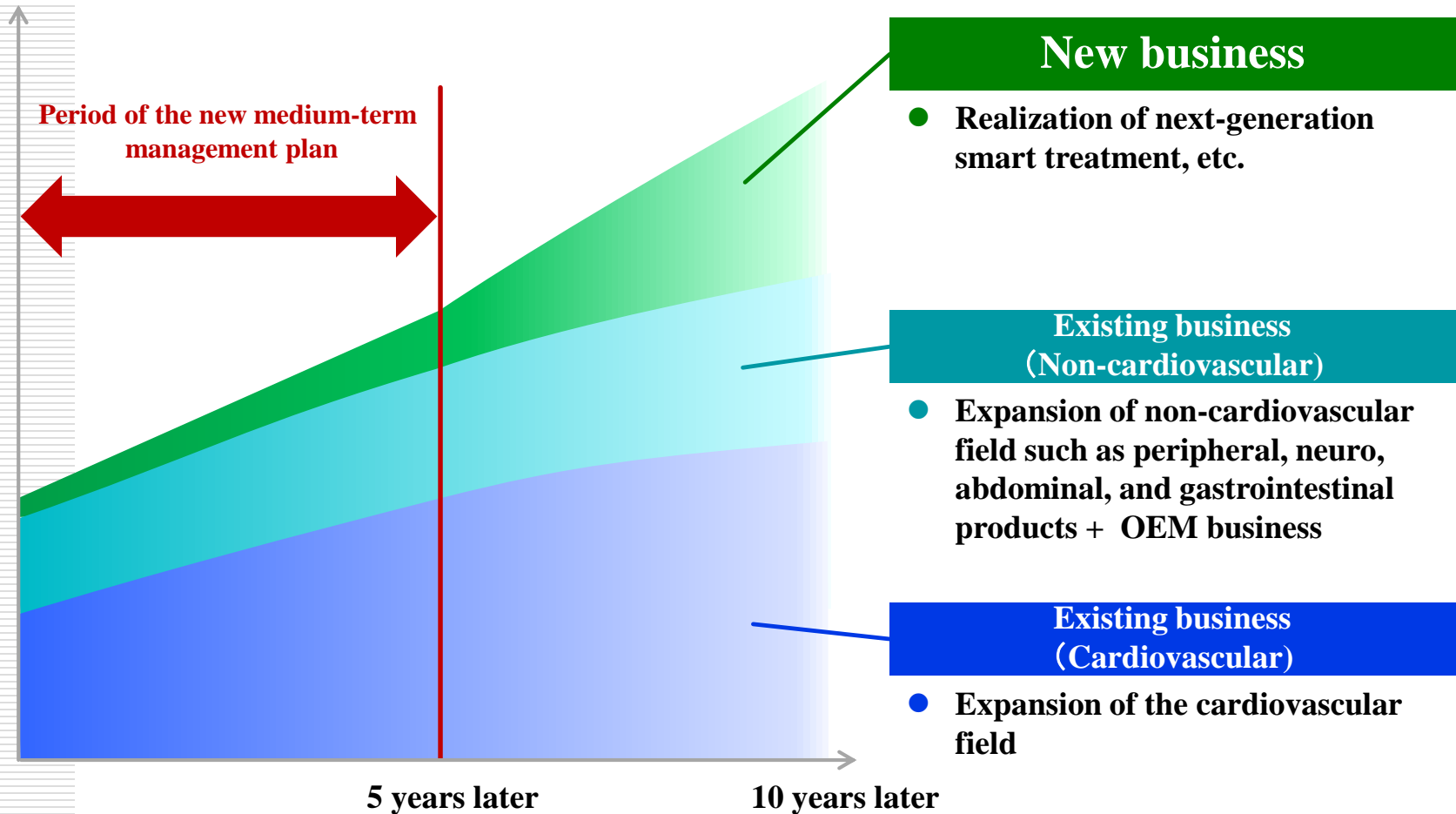
**July 2021~End of June 2026 5-year plan**

**The basic strategic outline will continue**

**By ultimately pursuing minimally invasive treatments, we will aim to improve the QOL of doctors and patients and proceed with building a business portfolio to grow further with consolidated sales exceeding 100 billion yen.**



# Image of Sales Composition that Anticipates 10 Years Ahead



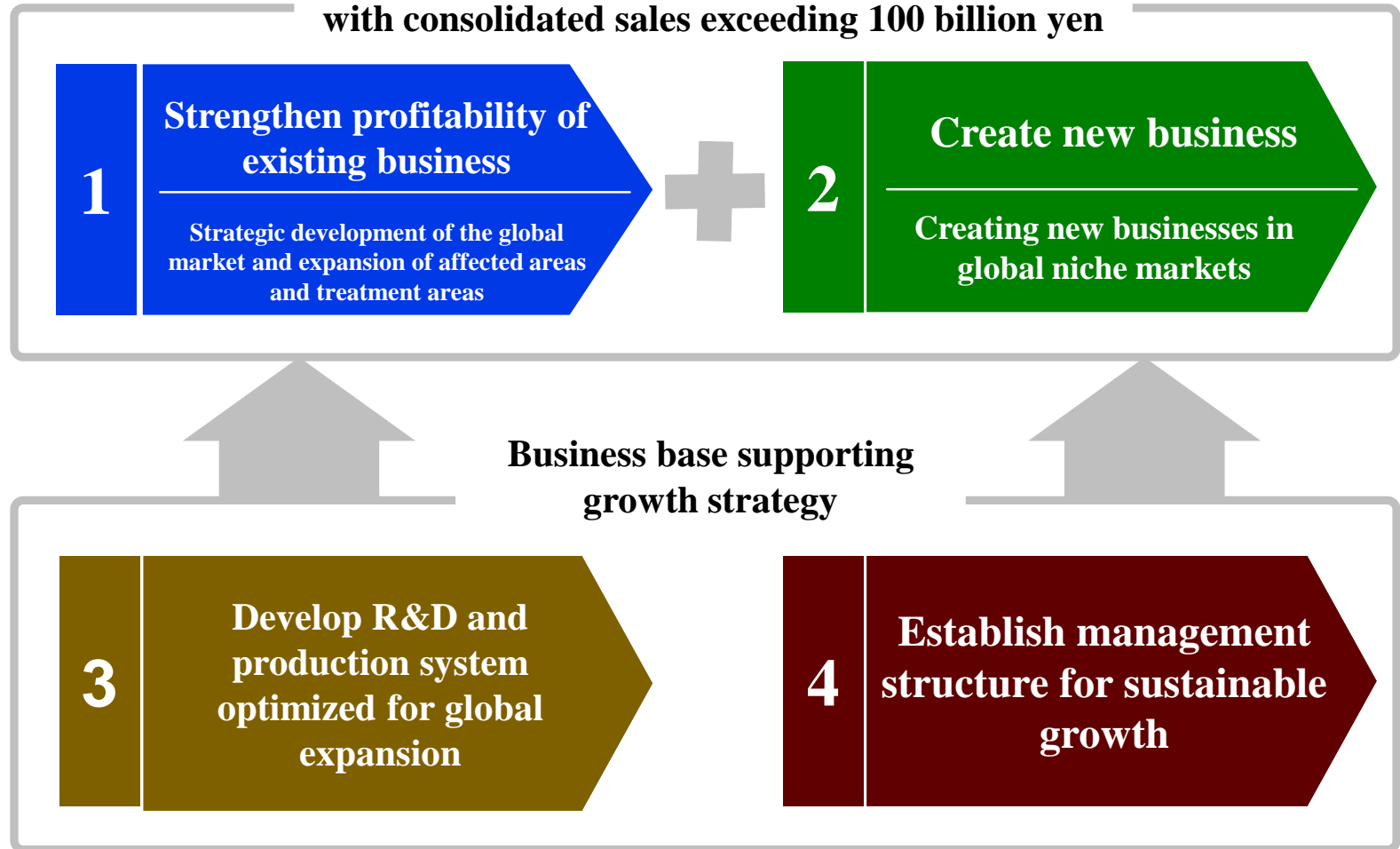
**Promote growth and expansion of three axes (1) Existing business (cardiovascular)  
(2) Existing business (Non-cardiovascular) (3) New business**



# Basic Strategy of the New Medium-Term Management Plan (FYE June 2022 ~ FYE June 2026)

## “ASAHI Going Beyond 1000”

**Building a business portfolio for further growth  
with consolidated sales exceeding 100 billion yen**

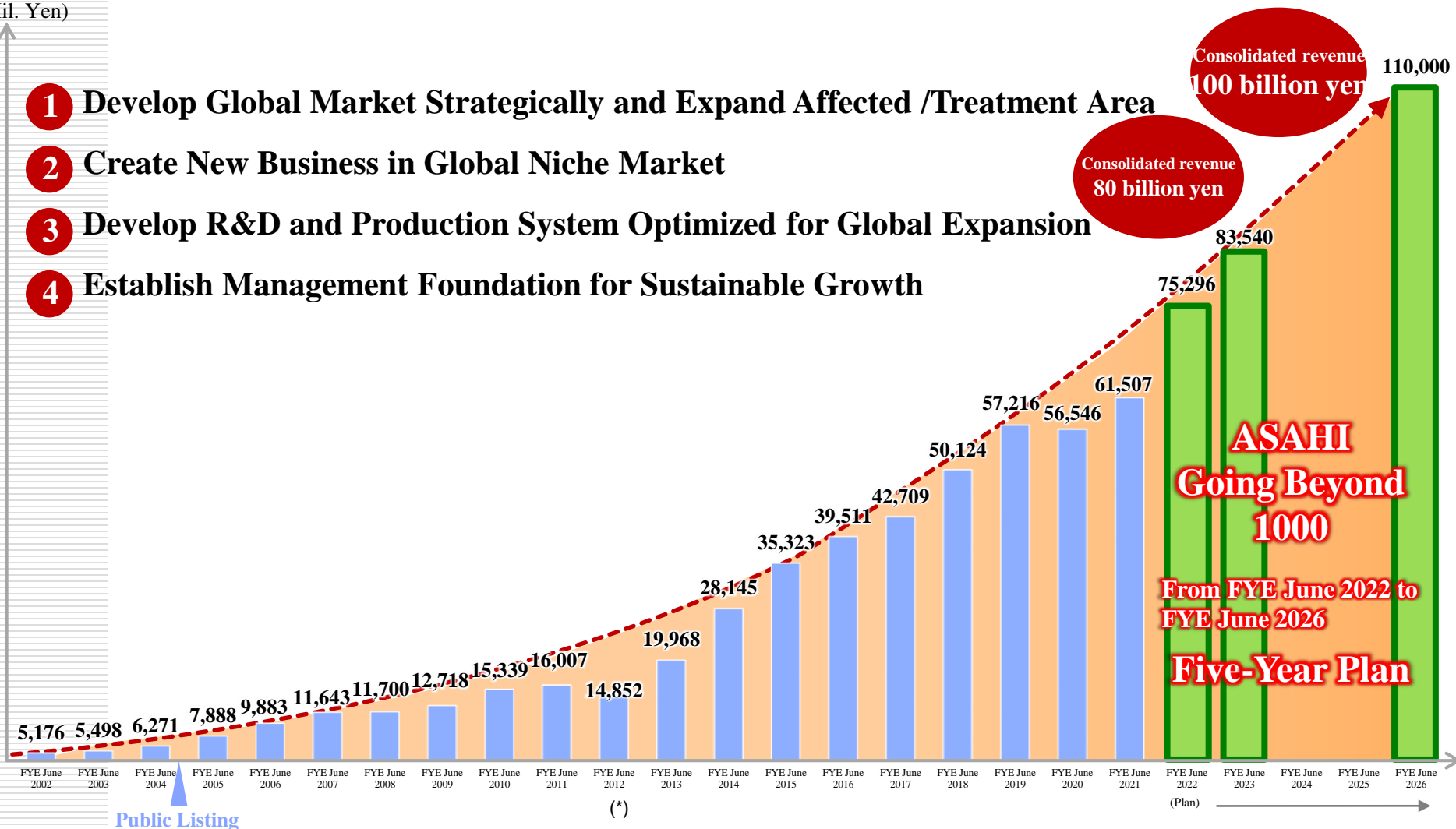




# New Medium-Term Management Plan “ASAHI Going Beyond 1000”

Revenue  
(Mil. Yen)

- ① Develop Global Market Strategically and Expand Affected /Treatment Area
- ② Create New Business in Global Niche Market
- ③ Develop R&D and Production System Optimized for Global Expansion
- ④ Establish Management Foundation for Sustainable Growth



(※) Due to the impact of the Thai flood, revenue and profits temporarily declined.





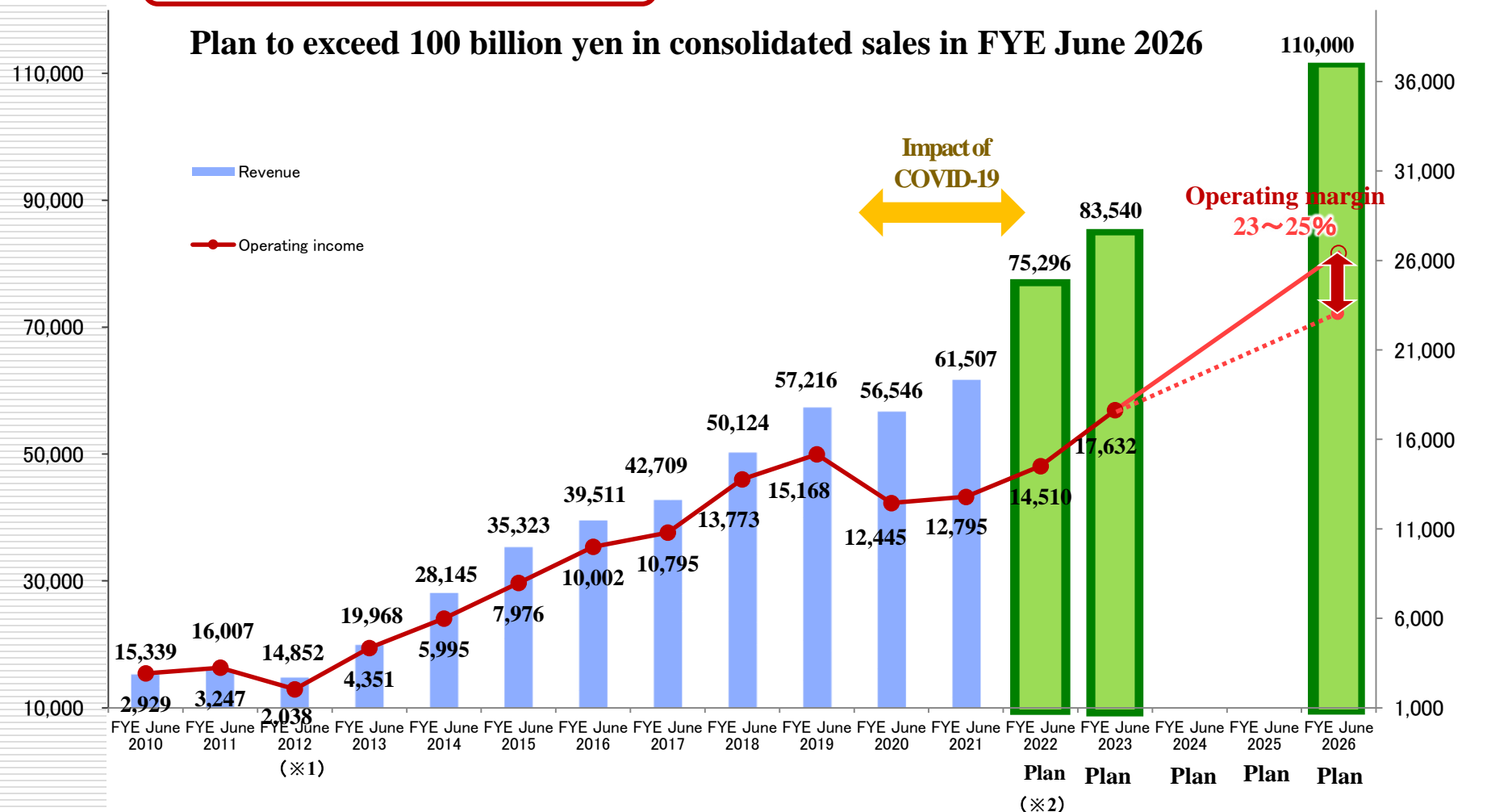
# New Medium-Term Management Plan: Profit Goals to FYE June 2026

Revenue  
(Mil. Yen)

## ASAHI Going Beyond 1000

Operating Income  
(Mil. Yen)

Plan to exceed 100 billion yen in consolidated sales in FYE June 2026



(※1) Due to the impact of the Thai flood, revenue and profits temporarily declined.

(※2) The impact of COVID-19 is planned on the assumption that it will recover, except in some areas.



## **New Medium-Term Management Plan “ASAHI Going Beyond 1000”**

**1**

**Develop Global Market Strategically and  
Expand Affected / Treatment Area**

**2**

**Create New Business in Global Niche Market**

**3**

**Develop R&D and Production System Optimized for  
Global Expansion**

**4**

**Establish Management Foundation for Sustainable Growth**



## New Medium-Term Management Plan “ASAHI Going Beyond 1000”

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**Develop Global Market Strategically and  
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Create New Business in Global Niche Market

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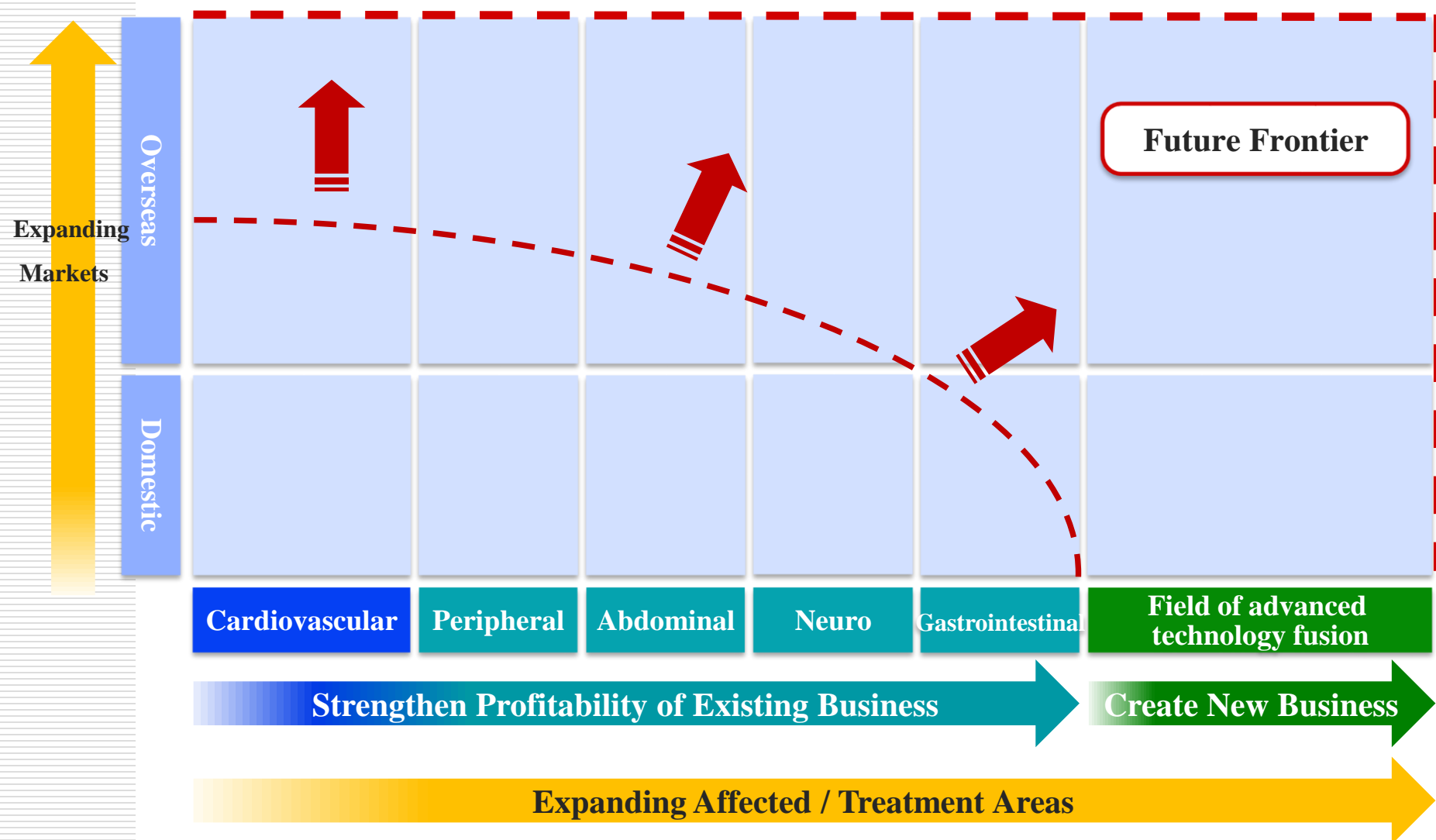
Develop R&D and Production System Optimized for  
Global Expansion

4

Establish Management Foundation for Sustainable Growth



# Strengthen Profitability of Existing Business and Create New Business

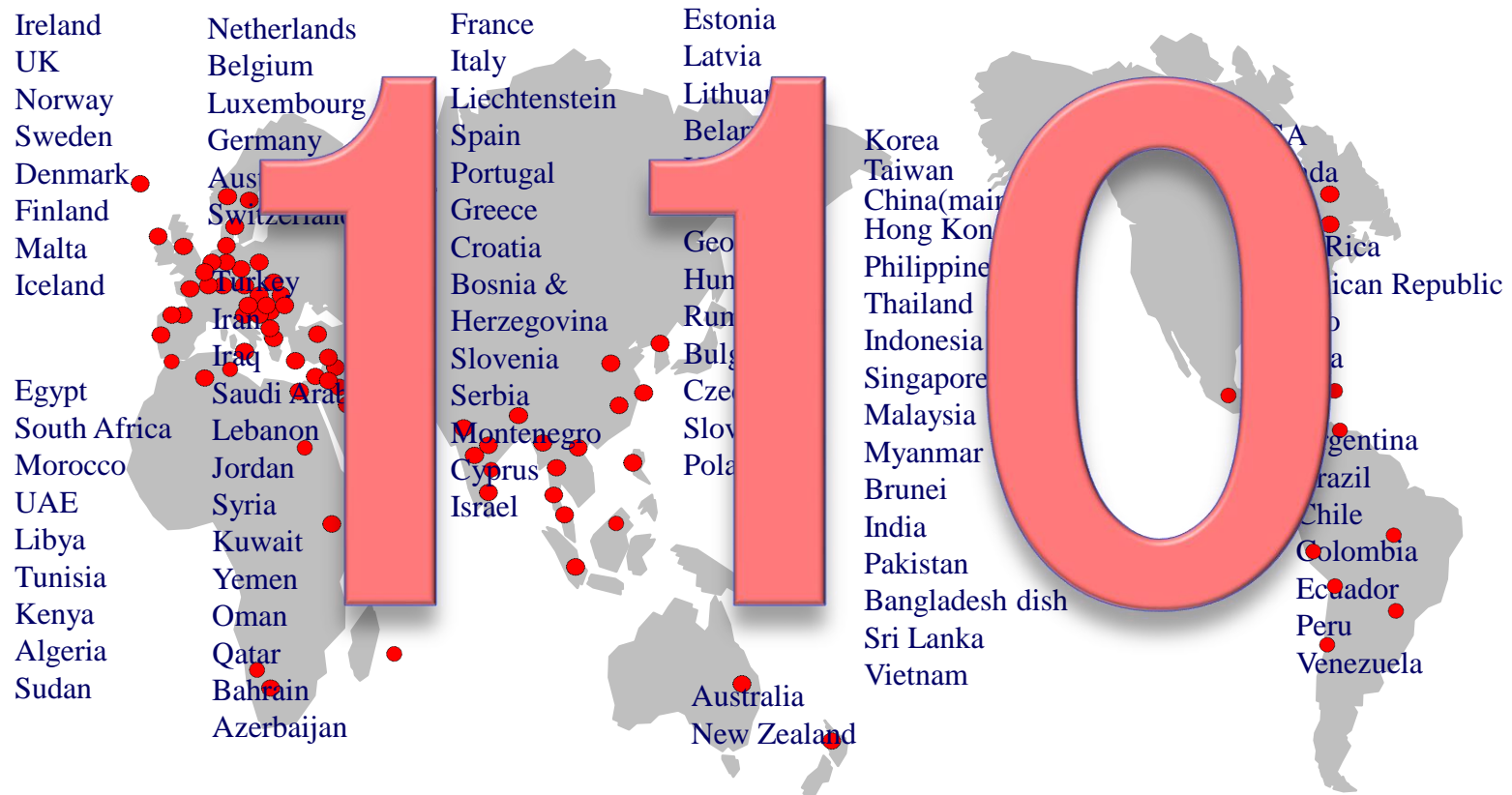




## Increase Profit Base Globally

- **Products (mainly of cardiovascular segment) being sold in over 110 countries and areas**

### Overseas Sales and Distribution Network





# Sales Strategy Matrix by Area

	Medical Treatment Areas					
	Cardiovascular		Peripheral	Abdominal	Neurovascular	
	PTCA-GW	Non-PTCA-GW				
Sales Area	Entire product line-ups were switched to direct sales. Aim to further expand market share by launching new products					
	Japan	Sales destination	Direct Sales (from Jan. 2012)	Direct Sales (from June 30, 2014)		Direct Sales (from July 2013)
	Shifted to direct sales for all products. Aim to increase market share by strengthening sales promotion activities					
	US	Sales destination	Direct Sales (from July 2018)	Direct Sales	Direct Sales (from July 2015 )	Direct Sales (from January 2021)
	Distribution agent changed from Abbott to local distributors in July 2011. Promoting a gradual switch to direct sales					
	EU/ Middle East	Sales destination	Local Dist. → Direct sales for some areas			
	Increase share in cardiovascular products and promote other treatment areas.					
	Asia (inc. China)	Along with market expansion, distributor business to be further emphasized, taking into consideration decentralized distribution.				
	Sales destination	Local Dist.				



# Growth strategies for each region

## ■ Japan

- Maintaining and increasing the No.1 market share in both cardiovascular and Non-cardiovascular mainly on GW
- Started sales of plasma guidewire (cardiovascular system)
- Strengthen development of new products in the gastro-intestinal field
- Started revenue of robotics products (peripheral vascular and surgical fields)
- Decrease revenue of existing businesses (cardiovascular and non-cardiovascular) slightly due to the impact of reimbursement price reduction

## ■ US

- Increase market share of PTCA GW (50% at FYE June 2024)
  - Increase market share in hospitals
  - Strengthen SION series, MINAMO series
- Maintaining and improving the NO.1 position of CTO guide wires
- Sales expansion through the launch of new products in peripheral vascular and neurovascular products
  - Strengthening further of sales structure
- Strengthen OEM business by utilizing Rev1

## ■ Europe

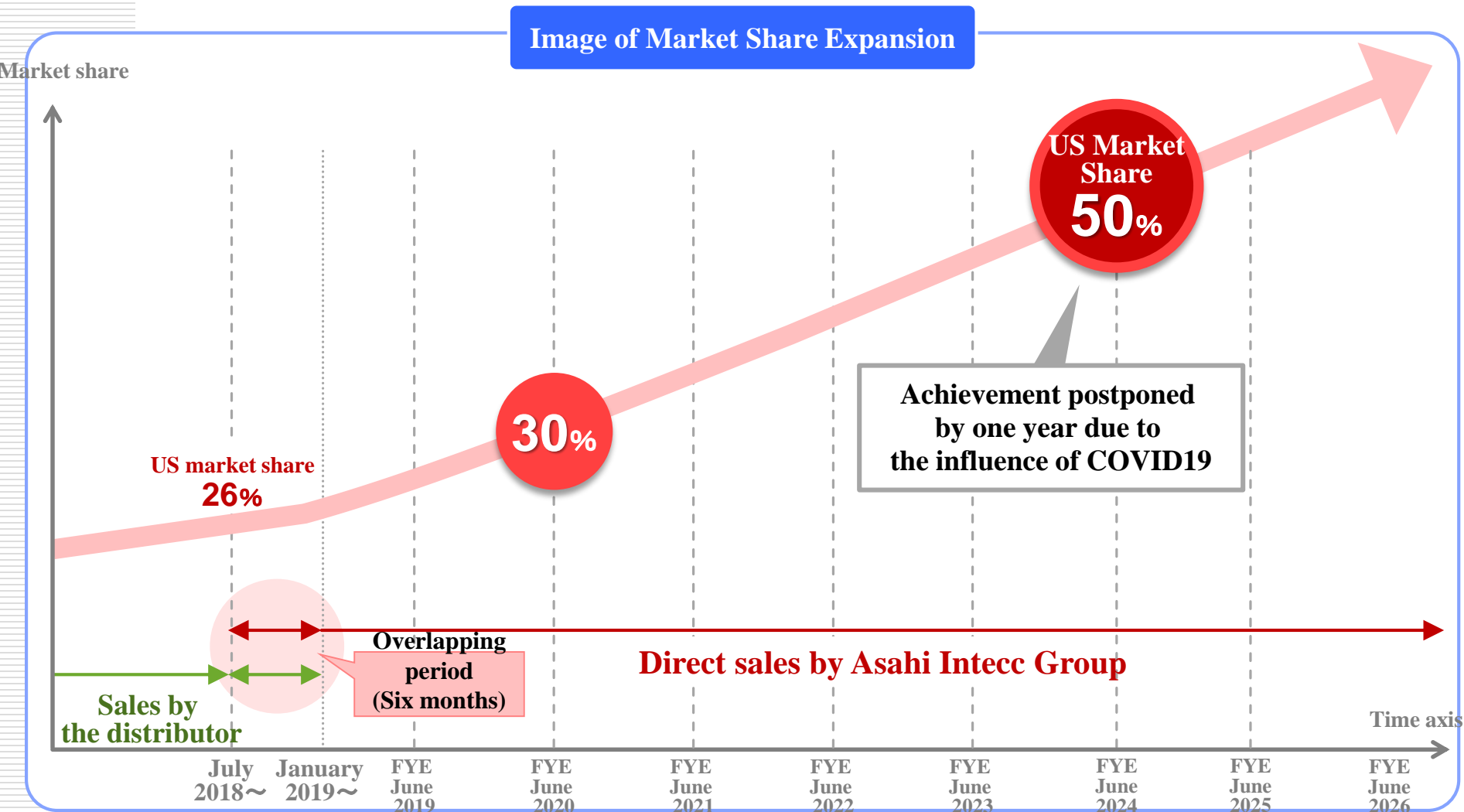
- Increase market share in direct sales regions (France, Germany and Italy)
  - Increase in sales due to consolidation of Kardia S.R.L.
- Step-by-step promotion of direct sales (mainly in West Europe)
- Sales expansion through the launch of new products in the peripheral vascular field
- Risk of delays in pharmaceutical application due to tighter regulations by MDR
  - Increase cost due to structure enhancement

## ■ China

- Expand sales by launching products with a proven global track record (cardiovascular, neurovascular products)
  - New product introduction and sales promotion
  - enhancement of penetration catheter and guiding catheter
- Appropriate response to the centralized bidding system
  - Implement measures based on a comprehensive assessment of product strength, pricing policy, distributor policy, etc.
- For the time being, price decline is absorbed by distributor policy, but there will be a risk of decline in the future



# US : Image of Market Share Expansion by Direct Sales



**Aiming to expand market share with the target of 50% at the end of FYE June 2024**





## Europe: Promoting Direct Sales

**Direct sales in Italy will start in July 2021  
by making the current distributor in Italy a consolidated subsidiary**

### Structure of direct sales

**France**

Neurovascular Product (June, 2014~)  
Peripheral Vascular Product (September, 2018~)  
Cardiovascular Product (July 2019~)

**FRANCE BRANCH**

**Germany**

Neurovascular Product (February, 2016~)  
Cardiovascular Product (January, 2021~)  
Peripheral Vascular Product (January, 2021~)  
Abdominal Vascular Product (January, 2021 ~)

**ASAHI INTECC EUROPE B.V.**  
**ASAHI INTECC**  
**Deutschland GmbH**

**Italy**

Cardiovascular Product (July, 2021~)  
Peripheral Vascular Product (July, 2021~)  
Neurovascular Product (July, 2021~)

**KARDIA S.R.L**

Hospitals,  
etc.



**About 34 % of sales in the European market is sold directly**



# China: Expand Market Share by Brush-up of Multiple Distributor System



## Reformed Sales Channels for Cardiovascular Products (Add New Distributors)

**July, 2016**  
Changed to multiple  
distributor system  
**2 companies**

**January, 2017**  
**3 companies**

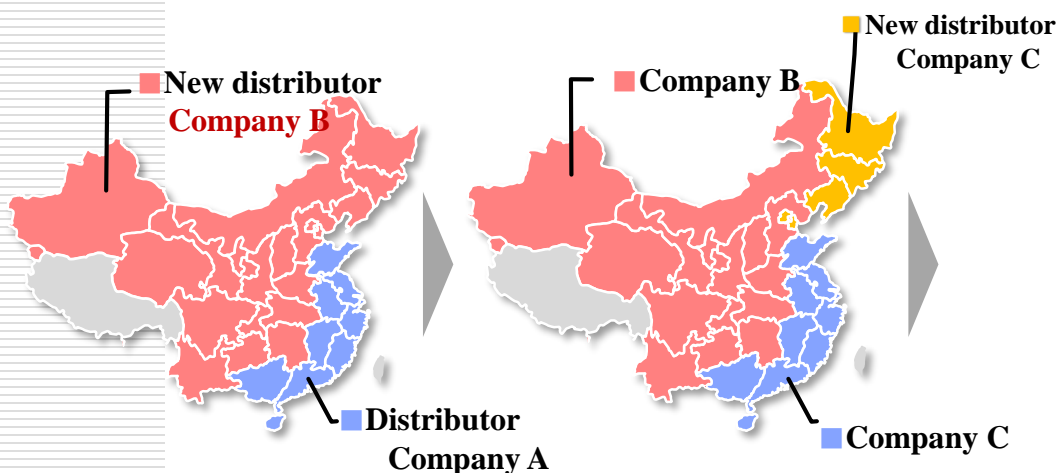
**August, 2017**  
**4 companies**

**December, 2019**

**5 companies**

9 companies including  
affiliated companies

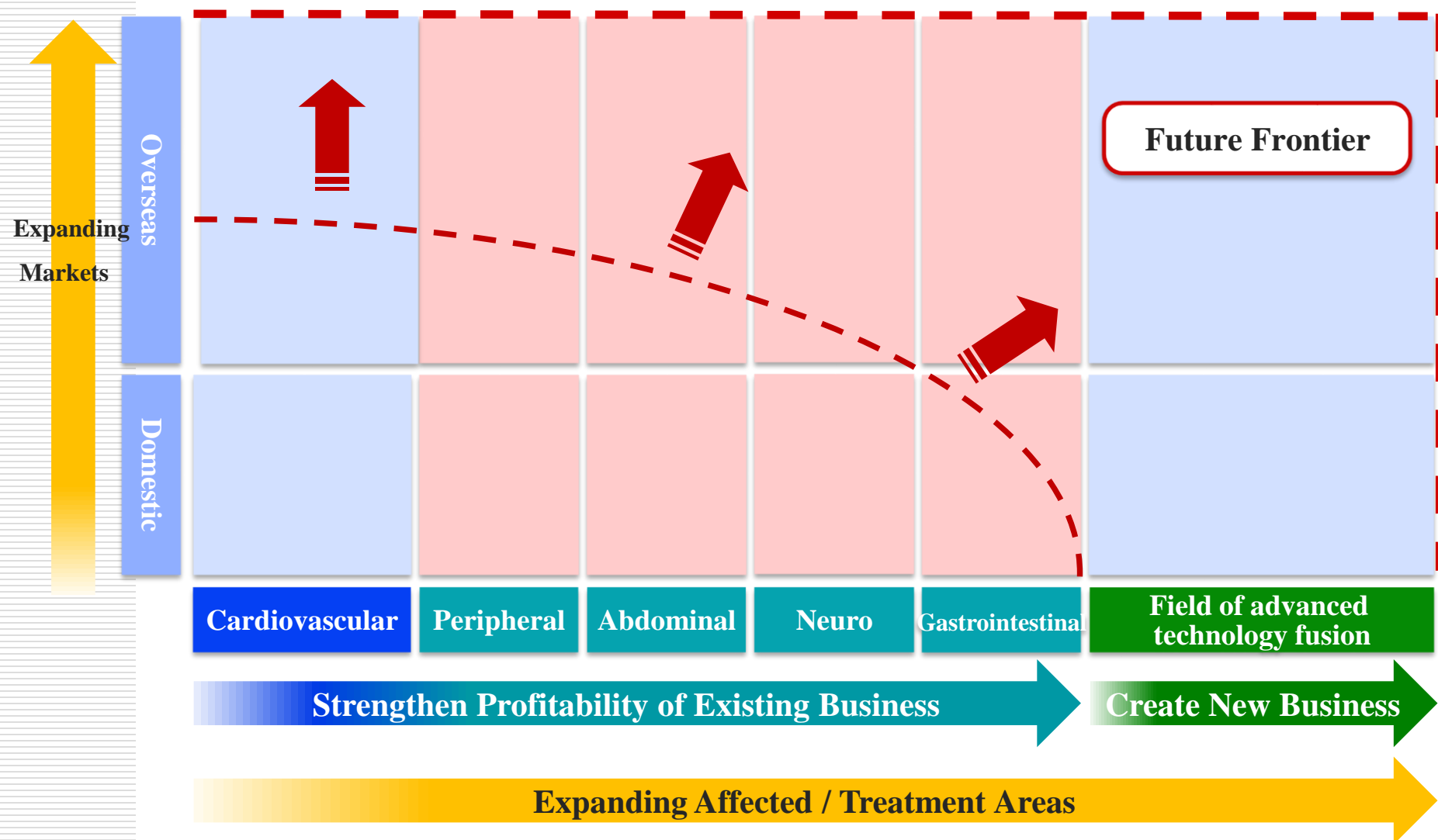
**Promote multiple  
distributor system**



**Expect further market share expansion by utilizing the distributor system**



## Expansion of Existing Business (Non-cardiovascular)

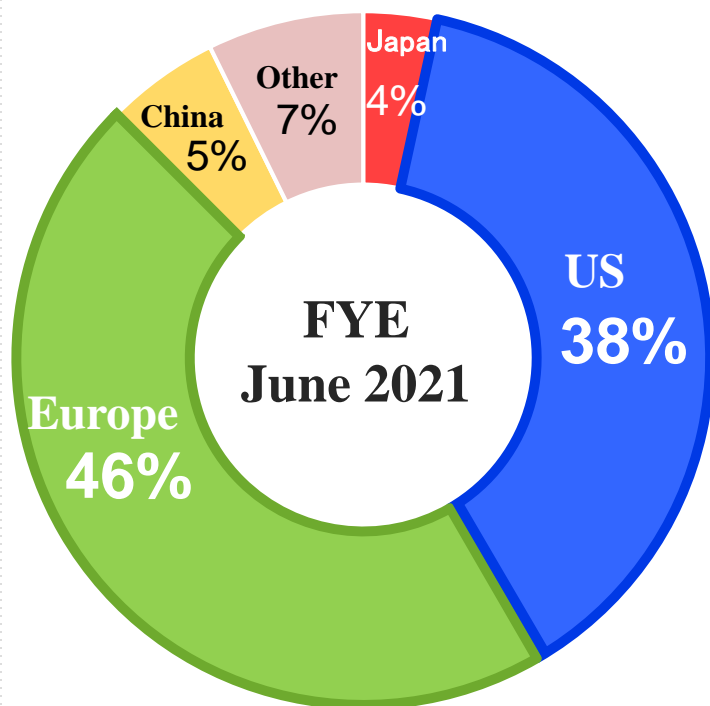




## Enhancement of global expansion for peripheral Vascular Products



### Peripheral vascular ratio of number of cases by region



Data source: Our research

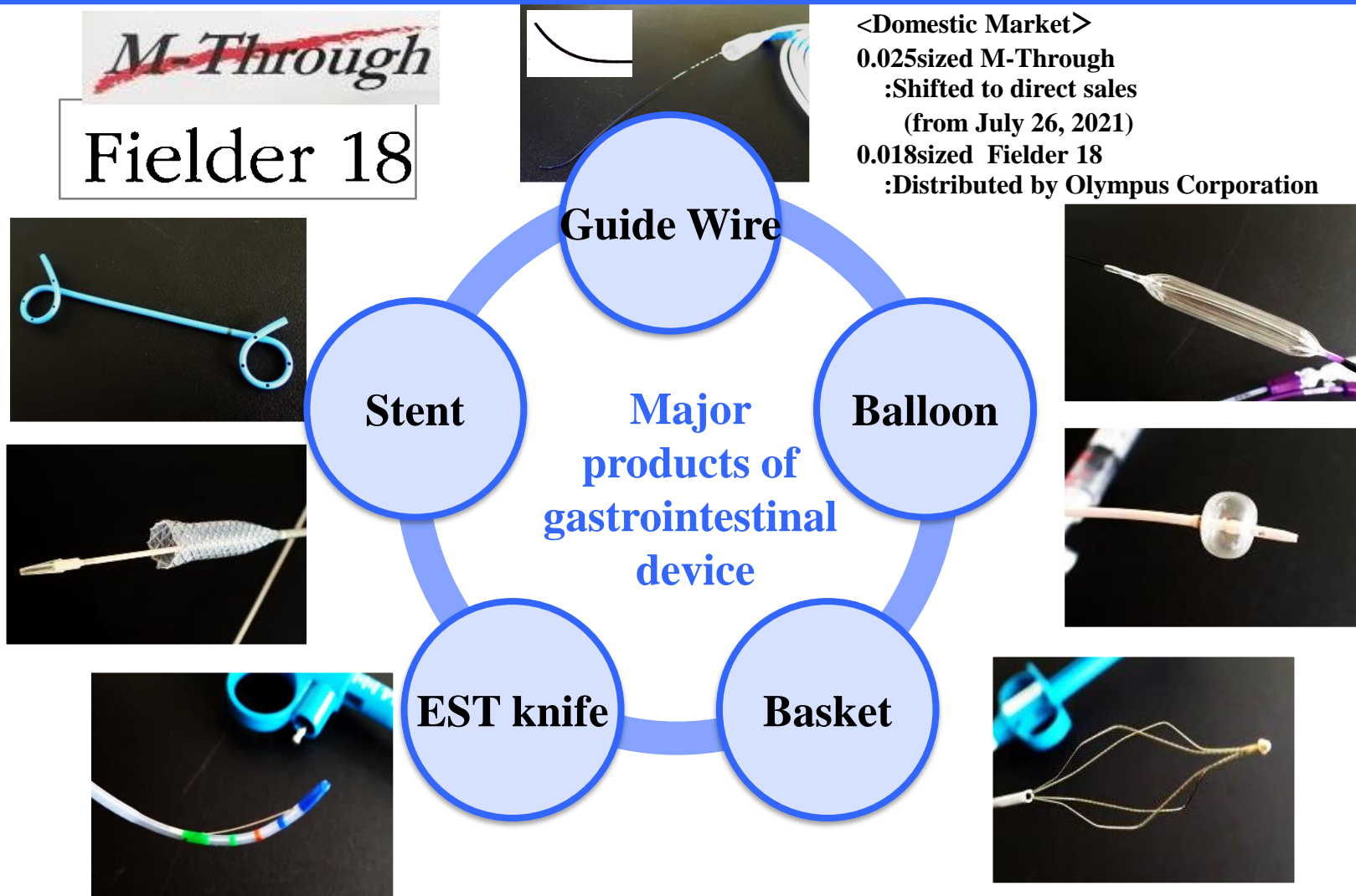
- The peripheral vascular market is the second largest affected area next to cardiovascular market. (Mainly, US and Europe)
- Aim for further sales expansion by introducing new products introduction such as guide wires and penetration catheters etc., starting in Japan and the US, and then expanding globally.

**Enforcement of peripheral vascular products in the US and Europe**

# Development of Gastrointestinal Device



Plans to increase product lineup and expand into overseas as well as Japan

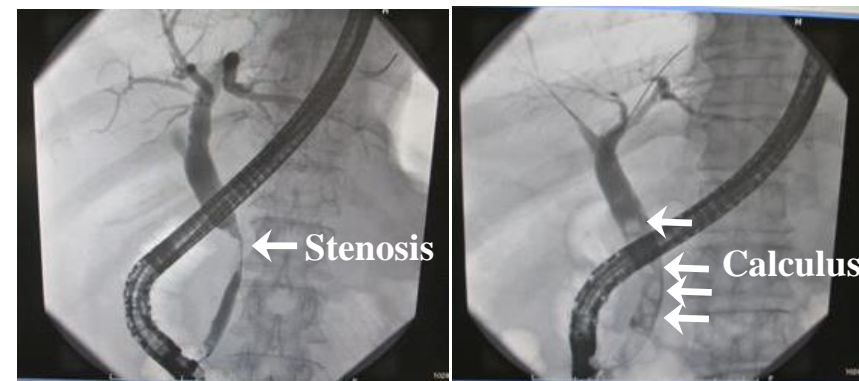


# Gastrointestinal ERCP Treatment

## ERCP:Endoscopic Retrograde Cholangio-Pancreatography

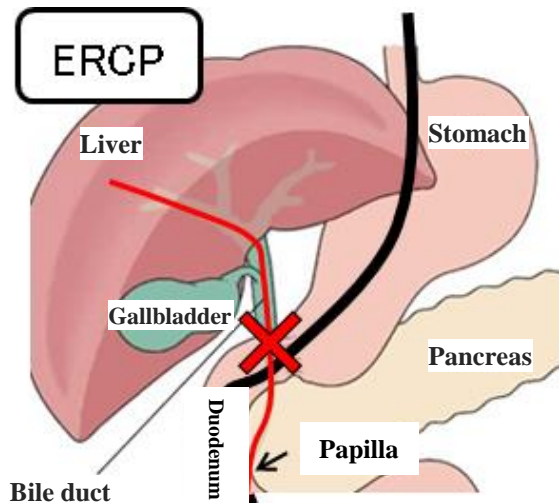
### Lesion of Biliary Duct and Pancreatic Duct

- **Stenosis due to tumor**  
→Dilation, securing of the route is necessary
- **Lithiasis**→Removal of calculus is necessary

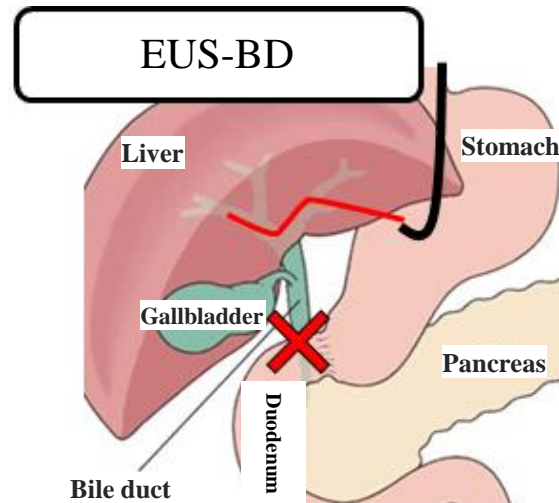


### Treatment method

- **ERCP (Endoscopic)** is the mainstream procedure
- **Implement Interventional-EUS with ultrasonic endoscope when ERCP is not applicable**



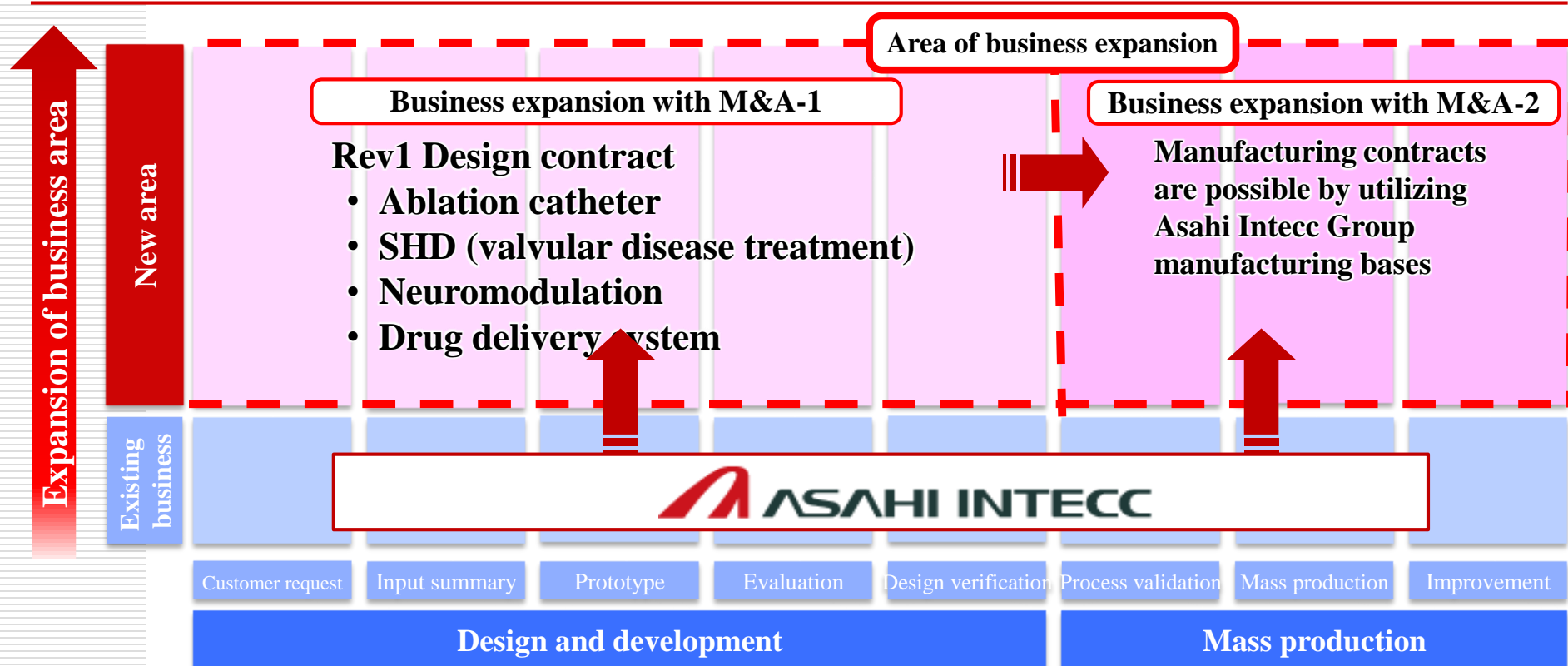
Approach from papilla (gallstone removal / stent placement )



Approach from stomach and duodenum (stent placement)



# Expansion of OEM Business



## Business expansion with M&A

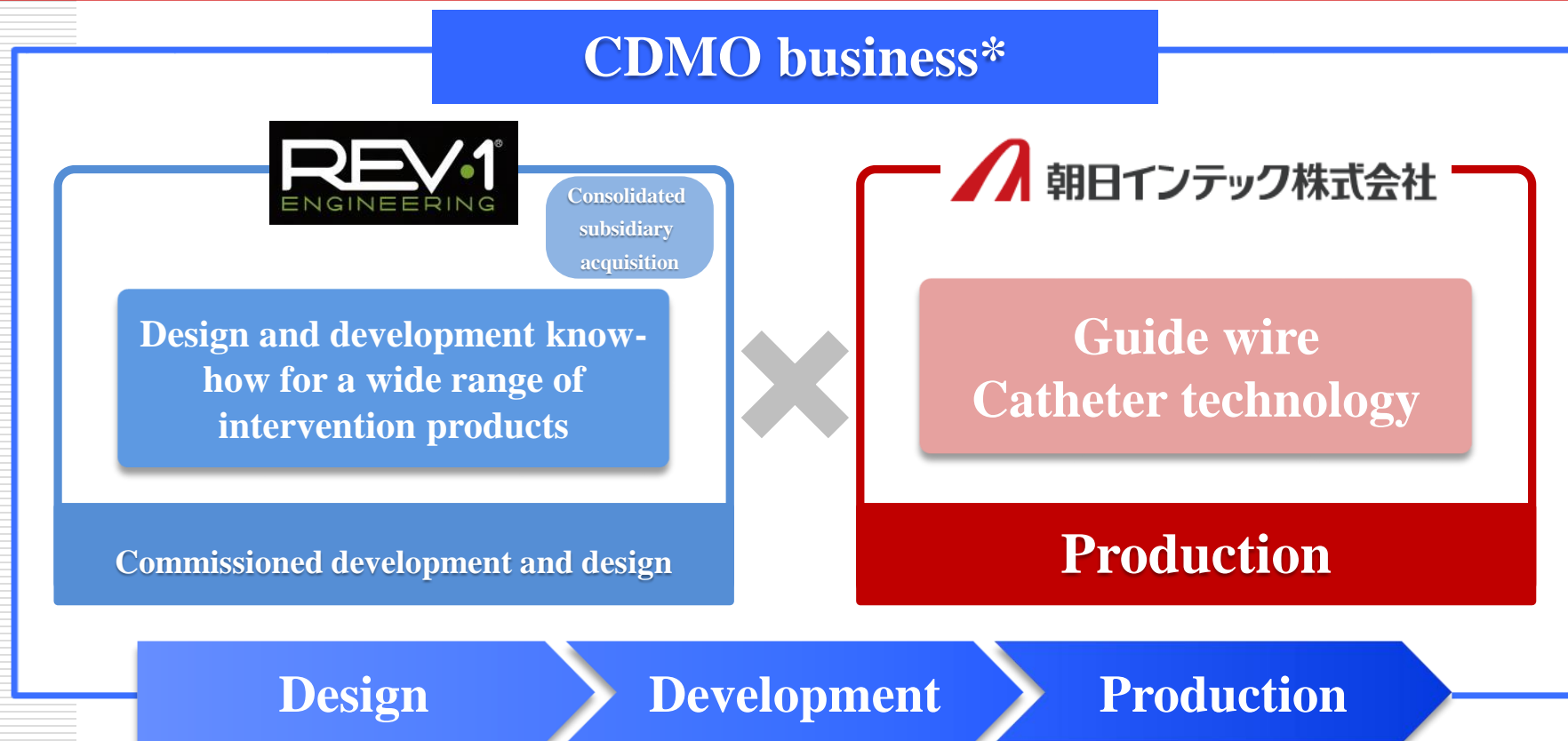
1. By making Rev. 1 a subsidiary, which has a **wide range of design and development know-how of interventional product especially cutting-edge catheters, etc.** it leads to **strengthening the development** of catheters.
2. By utilizing Asahi Intecc Group's manufacturing bases, it will be **possible to contract from design development to manufacturing** about the existing business of Rev. 1 company, whose main business has been mainly design development contracts

**Expect to expand OEM business centering on the US market**





# Entry into CDMO Business Through M&A



## \*CDMO business (Contract Development Manufacturing Organization)

- Medical device development and manufacturing support business. A business where an entrustment is received from a company and comprehensive services (one stop service) from development to production of pharmaceuticals and medical devices are provided.





# Device Business Strategy

## Medical Component

**Business development utilizing the superiority of material processing technology and "ASAHI TECHNOLOGY"**

- **Utilization of medical materials in Rev.1's CDMO business**
- **Market expansion through collaborations with major medical device companies**
- **Product development for new technologies in collaboration with medical device venture companies**



## Industrial Component

**Entry into new business (B to C business) by utilizing our technology**

- **Improving consumer usability using our technology**
- **Wide contribution to the healthcare field as a medical device company**



## New Medium-Term Management Plan “ASAHI Going Beyond 1000”

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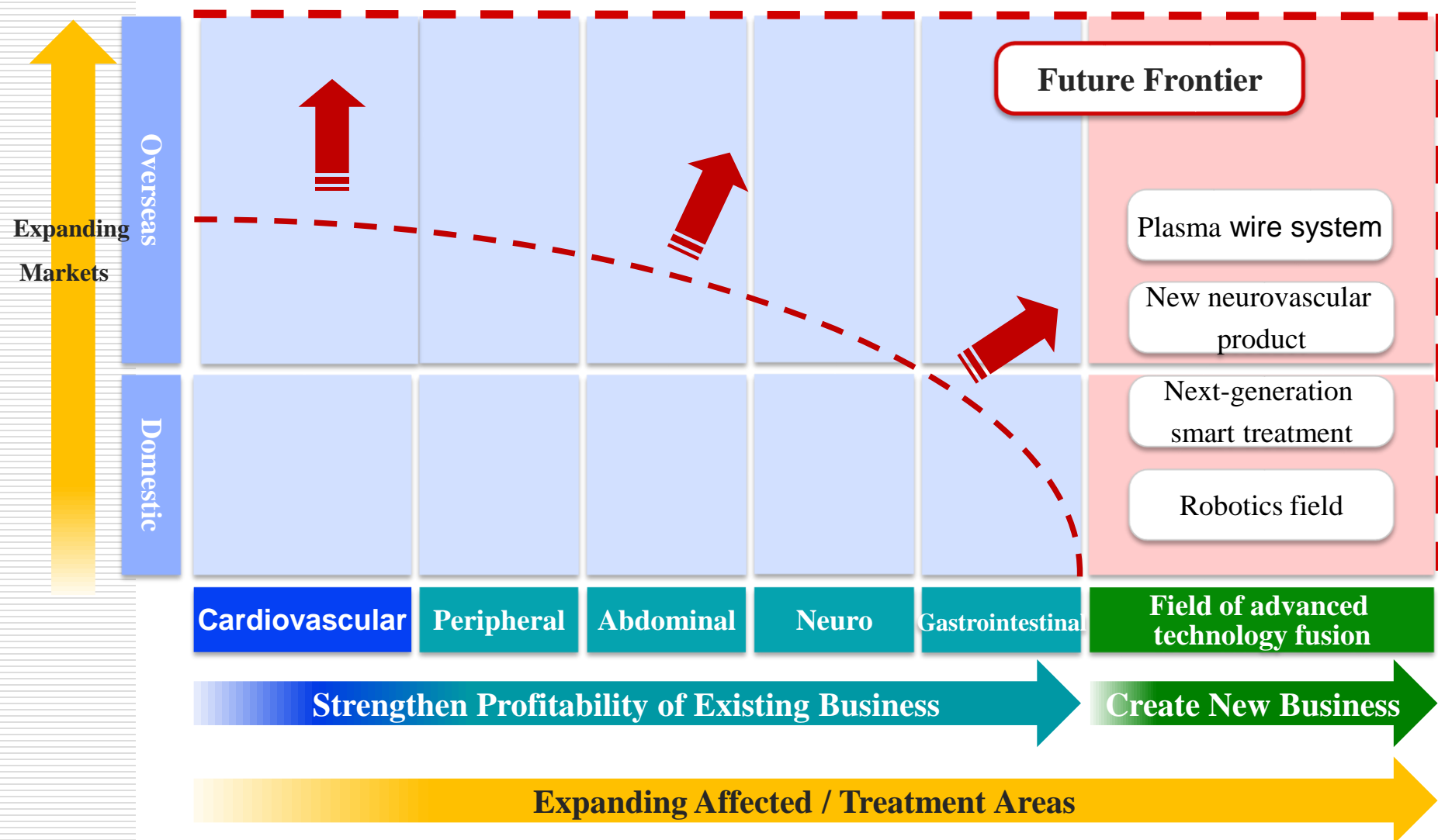
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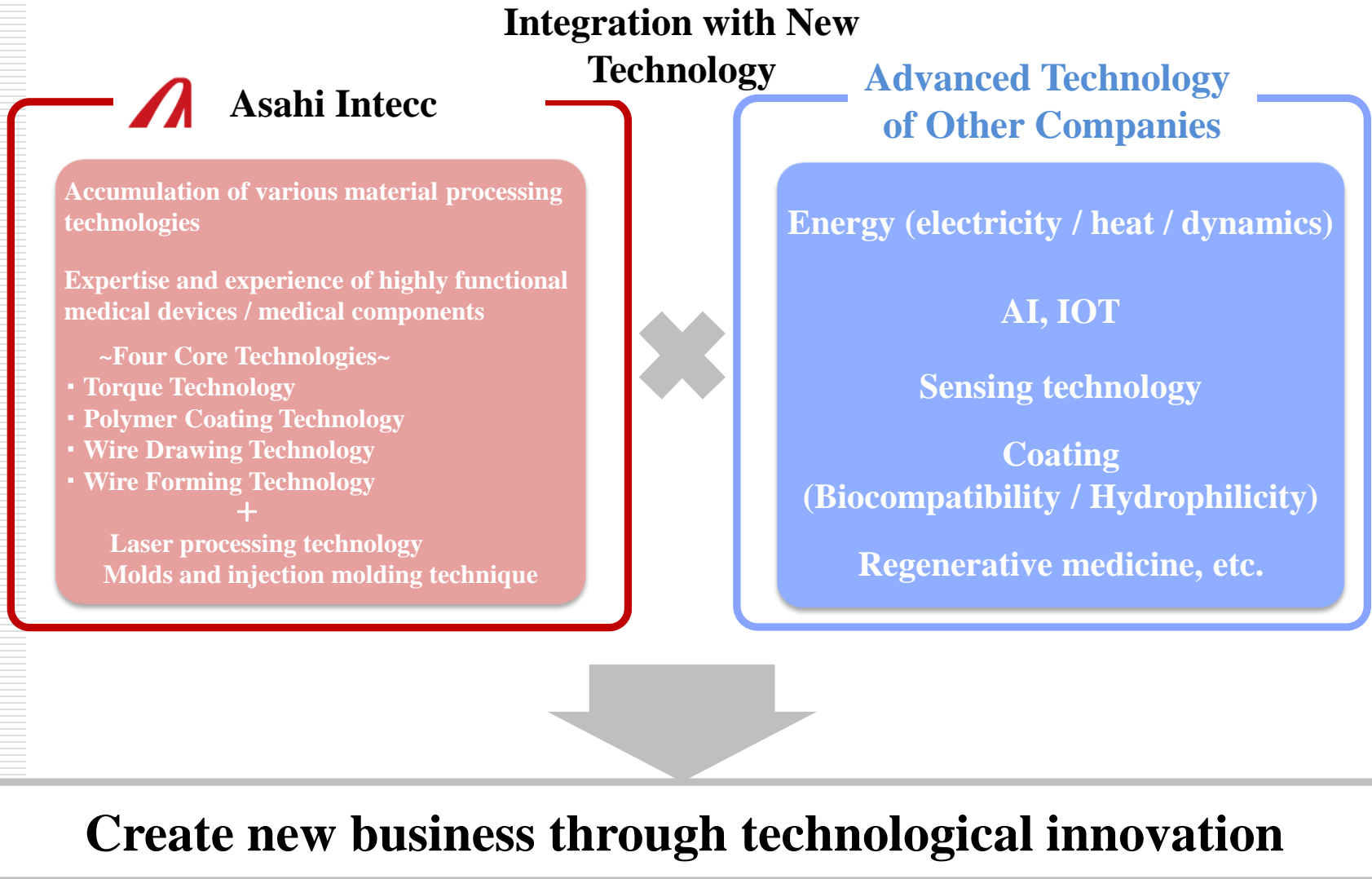


# Create New Business



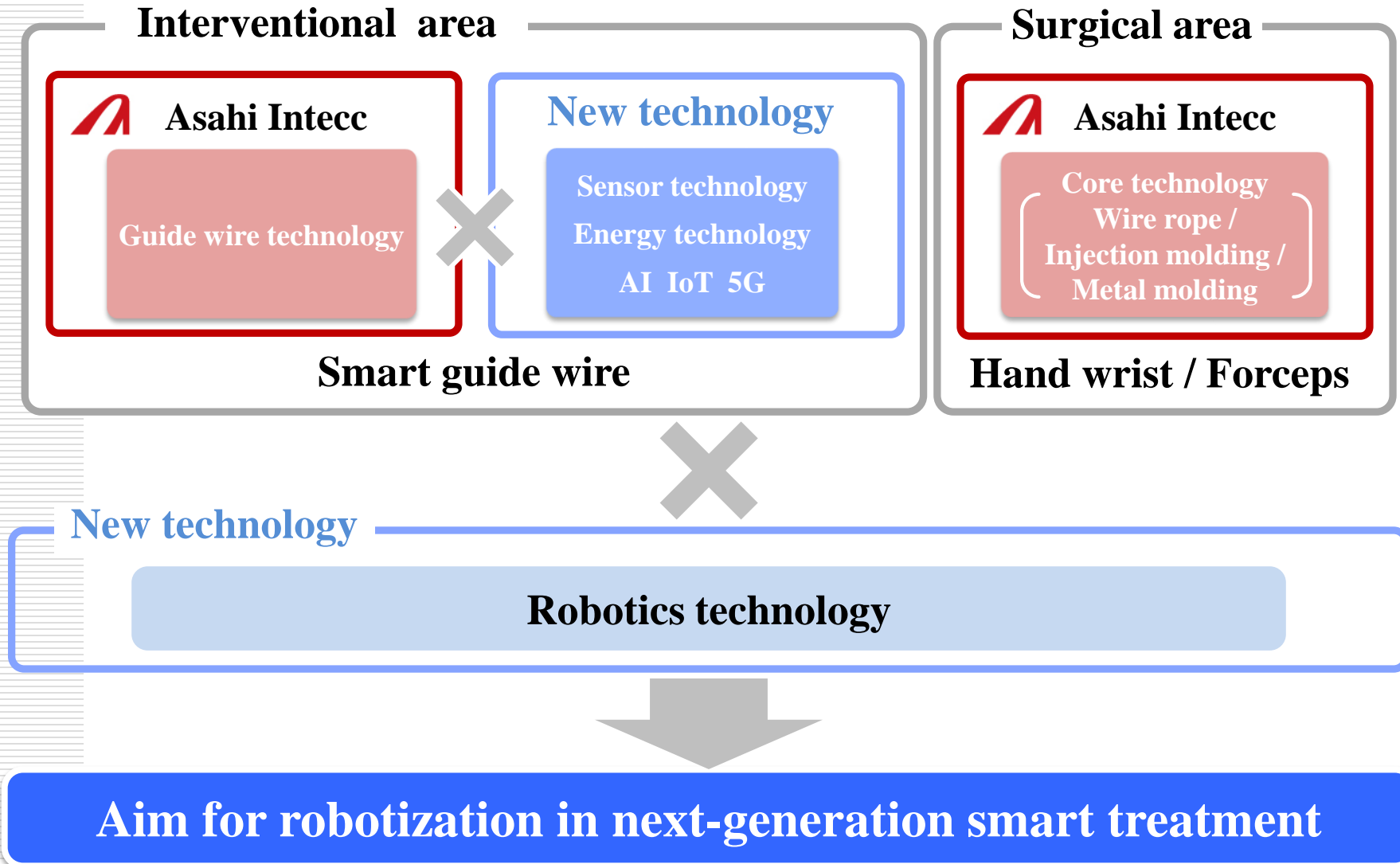


# Exploration of Advanced Technology and Integration with In-house Technology





# Initiatives for Next-Generation Smart Treatment





# Development of Plasma Guide Wires



## Integration with New Technology



**Asahi Intecc**

Accumulation of various material processing technologies

Expertise and experience of highly functional medical devices / medical components



**AMT**

Plasma energy technology

**Potential for realizing innovative medical devices leading to improvement in the CTO area**

**Expected to accelerate transition from surgical operation to PTCA treatment in the CTO area**

**Expected to be used in various fields such as obstruction not only in cardiovascular area but also in **peripheral vascular field** area**



## Development of Plasma Guide wires

# The Future of Plasma Guide wires

**Efficacy and safety of plasma wire has been confirmed through clinical studies**

Issues for widespread dissemination

Improving the operability of plasma wires

Navigation software development for usability improvement



Aiming for commercialization and sales within the period of this mid-term business plan

In addition to the cardiovascular field, we plan to expand into the peripheral vascular field.



# Strengthen development of new products in the field of neurovascular field



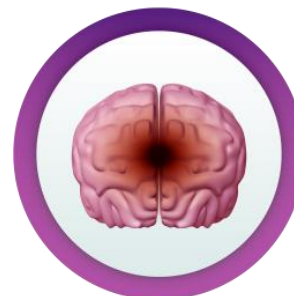
**AVF / AVM**



**Aneurysm**



**Stroke**



● Added to lineup of guide wires

● Microcatheter for AVF

● Support catheter for cerebral aneurysm

● Microcatheter for cerebral aneurysm

● Balloon guide catheter

● Coil for cerebral aneurysm embolization

● Smart guide wire for stroke

● Thrombus recovery device

**Aiming to expand market share by enhancing the product lineup for the treatment of each disease, mainly in Japan and the U.S.**

Existing  
business

New  
business





## Collaborative Development of Stroke Smart Guide Wire Realization of Stroke Smart Guide Wires



By forming a conductive layer of an ultra-thin film on the thin curved surface of the guide wire, it makes it possible to maintain basic performance as a guide wire such as torque, rigidity, and strength

### Integration with new technologies



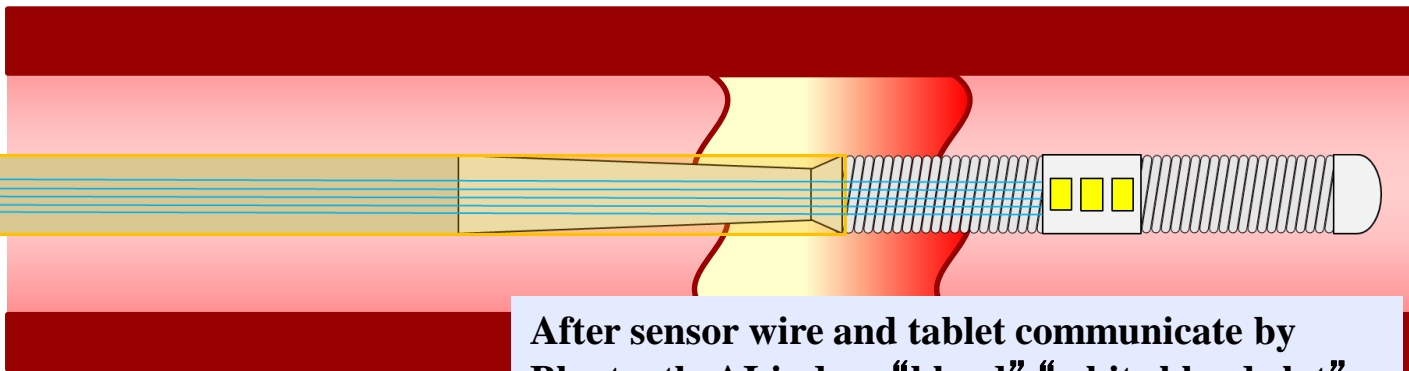
**This will lead to enhanced development of sensor-equipped guide wires and catheters. This can lead to the development of innovative new products.**



## Collaborative Development of Stroke Smart Guide Wires Equipping Identification Sensor of Blood Clot on Wire



Selection of optimal device by discriminating properties of blood clot

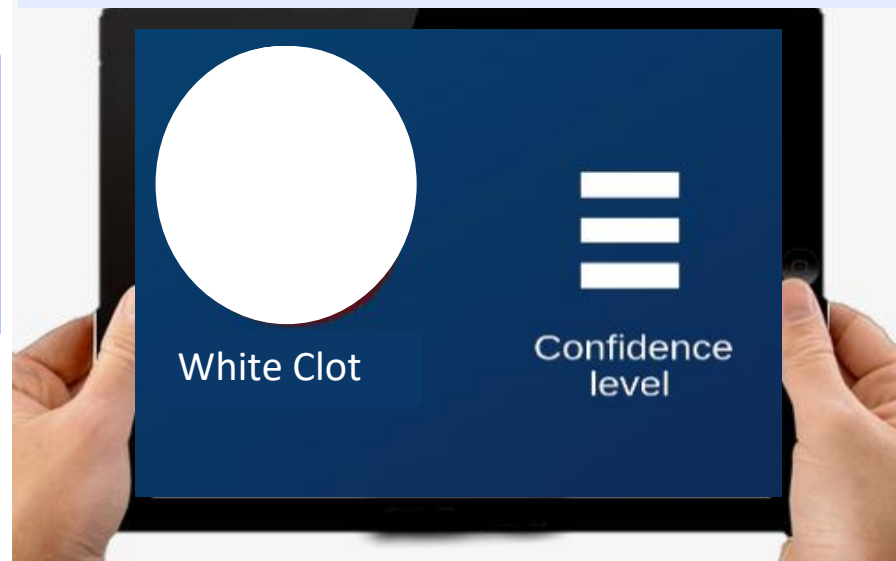


After sensor wire and tablet communicate by Bluetooth, AI judges “blood” “white blood clot” “mixed blood clot” “red blood clot” and displays classification

The appropriate treatment depends on the type of blood clot

- Red blood clot is soft, brittle, and easy to scatter
- White blood clot is hard, sticky and difficult to recover

**Knowing the type of blood clot in advance will enable quick and safe treatment**





## Collaborative Development of Stroke Smart Guide Wires Expansion of Diversity due to Integration of Technologies



Strengthen the development of guide wires and catheters with sensors to promote **the realization of next-generation smart treatment**

### Integration with new technologies

#### New technology

Sensor technology

Energy technology

Electrical control technology, etc.



Guide wire  
/Catheter  
technology



Integrated thin film  
conductor technology

Wholly-owned  
consolidated subsidiary

Realization and expansion of new business areas  
**such as robotics of next-generation smart treatment**



# Challenge to the Robotics Field

## Interventional Area

- **Next-generation medical devices in the field of catheter treatment**
  - **Developed an echo guide system in collaboration with Fuji Co., Ltd.**

## Surgical Area

- **Supply of materials to next-generation surgery support robots**
  - **Strengthen sales of surgical support robot "ANSUR"**
  - **A-Traction Co., Ltd. changed its name to "Asahi Surgical Robotics Co., Ltd."**
- **MIS laparoscopic surgical device**  
(Minimally Invasive Surgery)
  - **Manual robot device utilizing Toyoflex's molding technology**



## Collaborative Development of Echo Guide System



朝日インテック株式会社

Guide wire and catheter  
technology



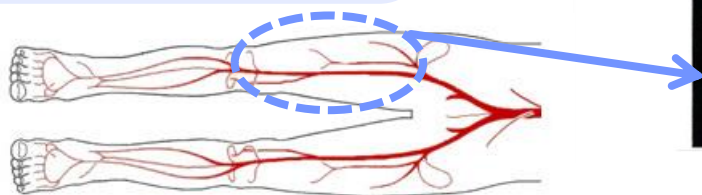
FUJI

Electronic component  
mounting robot technology

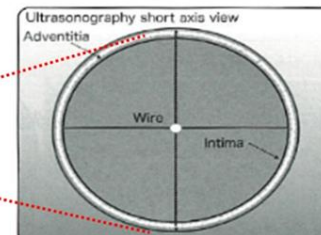
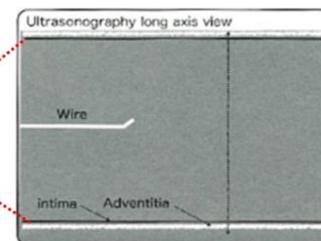
Joint development of next-generation medical devices in the field of  
catheterization

"Echo guide system"

**A system that allows a robot to follow a narrowed part of a blood vessel on behalf of an operator. The doctor can easily pass the guide wire through the center of the blood vessel while looking at the ultrasound image.**



血管外膜  
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血管内膜  
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# Development of Next-generation Surgery Support Robot



Surgery support robot

# ANSUR

*Another surgeon*

- Mainly used in laparoscopic surgery
- Two assistant physicians play a role
- While the surgeon operates the robot himself, the surgery is performed by standing beside the patient in the same way as conventional laparoscopic

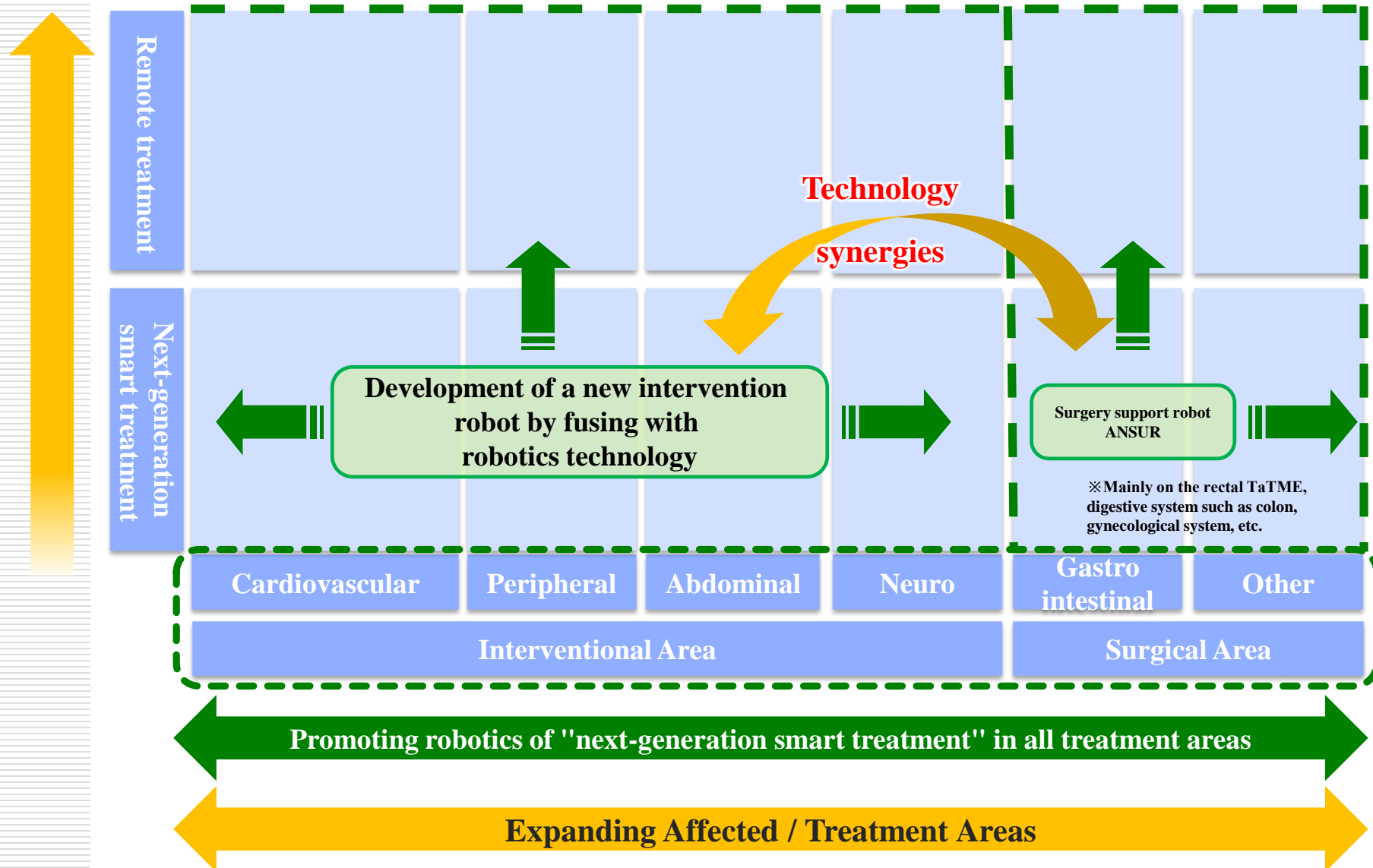
Specializing in assistant functions that support the surgeon, such as securing a field of view and applying traction to organs, with a unique concept different from existing robots



# ANSUR



# Aiming to Establish Next-generation Smart Treatment

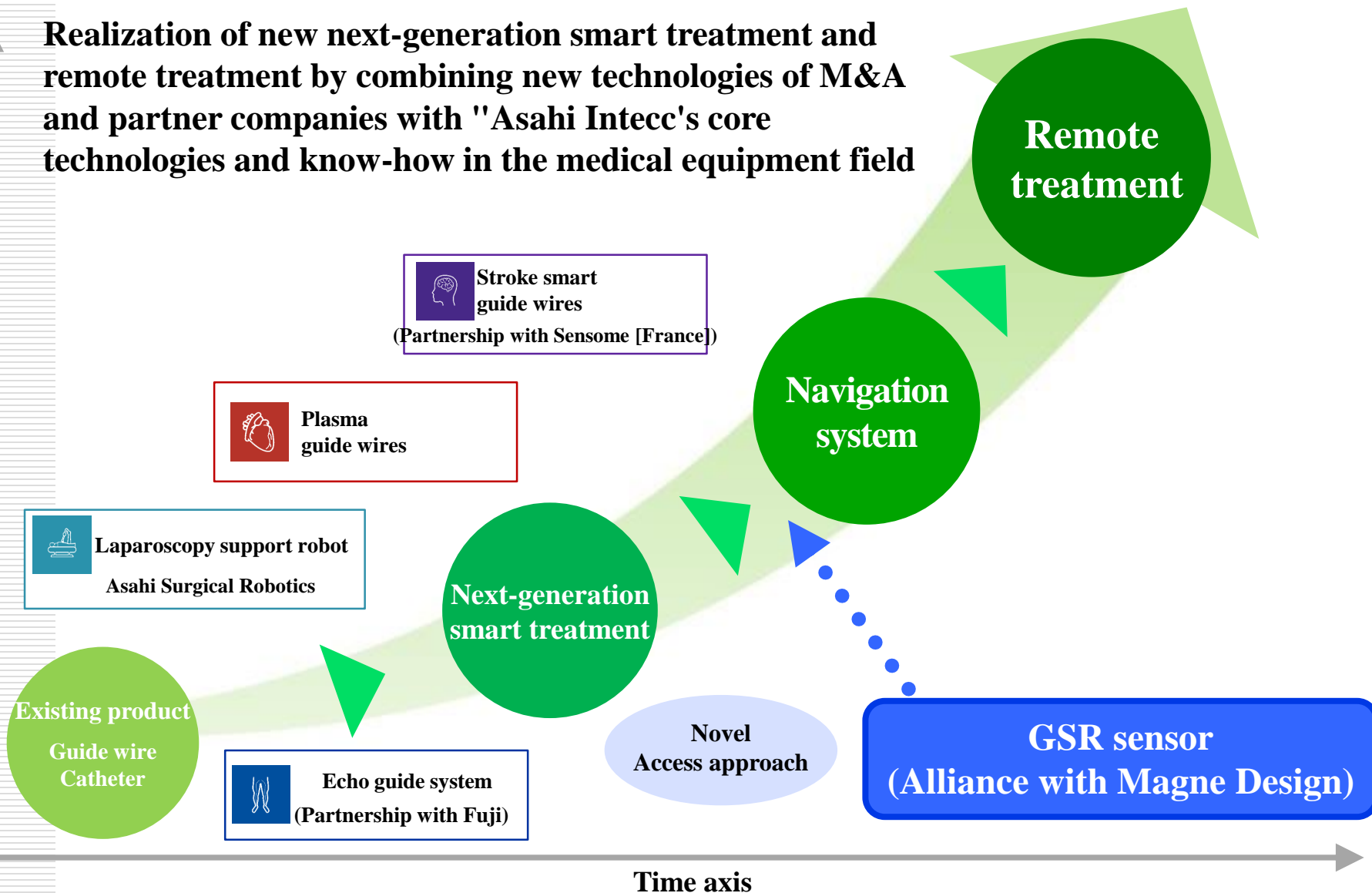




# Toward the realization of remote treatment in the future

Realization of new next-generation smart treatment and remote treatment by combining new technologies of M&A and partner companies with "Asahi Intecc's core technologies and know-how in the medical equipment field"

Advancement of smart robotics technology







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# Development of R&D System Optimized for Global Expansion

Product Development and  
Prototype manufacturing

Global Headquarters and R&D Center



R&D for the US

ASAHI INTECC USA, INC.



R&D of high-precision  
processing techniques

Tohoku R&D Center



State-of-the-art R&D

R&D-type company in the US  
ASAHI Medical Technologies, Inc.  
(Former name : Retro Vascular, Inc.)

Improvement  
development

Production  
Technology  
development

ASAHI INTECC THAILAND CO., LTD.



Material  
Development

Osaka R&D Center



Resin  
Development

Shizuoka R&D Center



Advanced technology  
development

New

Tokyo R&D Center

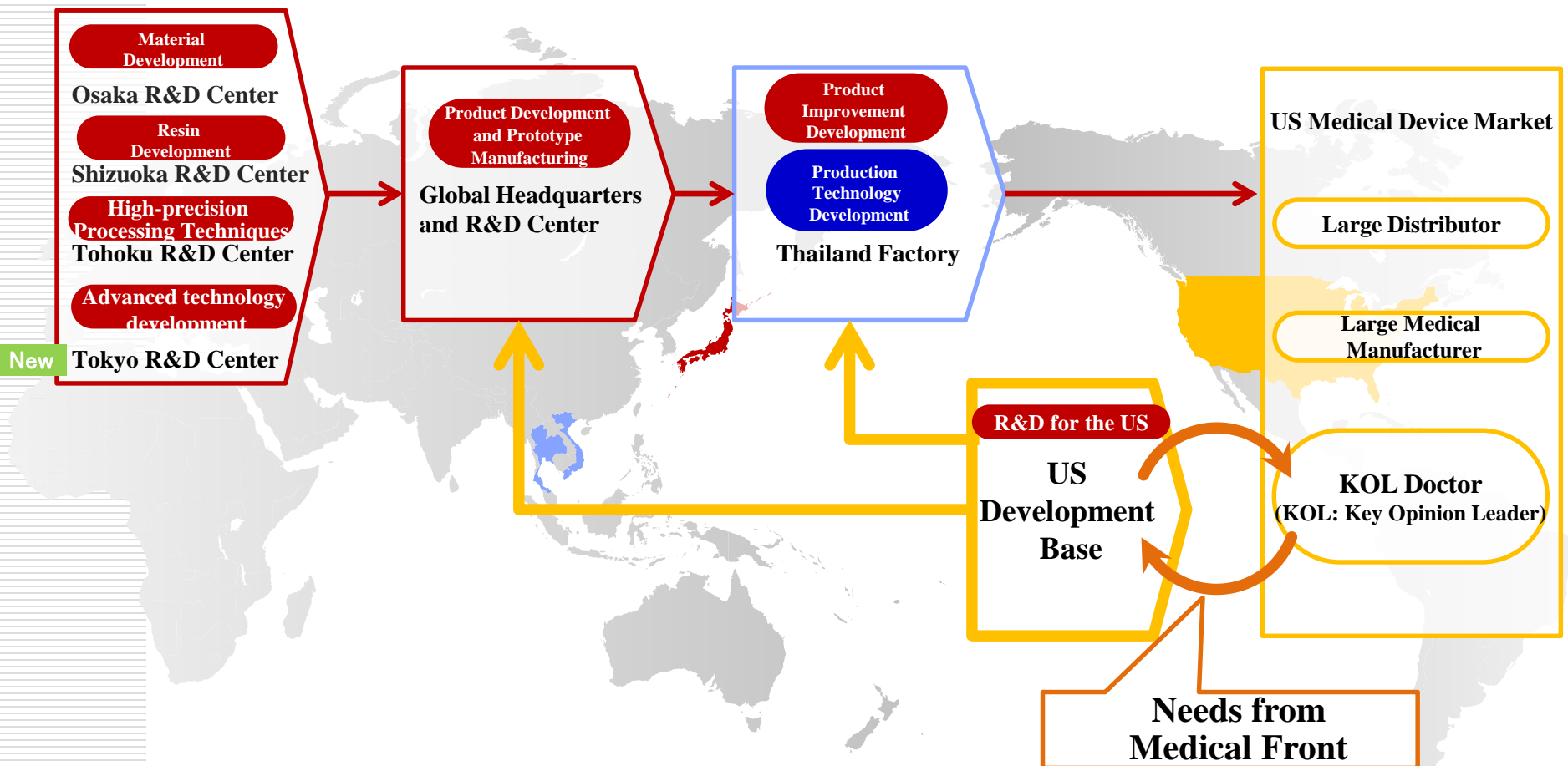


February 2022  
Scheduled to  
start business



# R&D System Encompassing the Entire Process of Product Development

Enhance “practical competence” through globalization of R&D structure, including prototype manufacturing

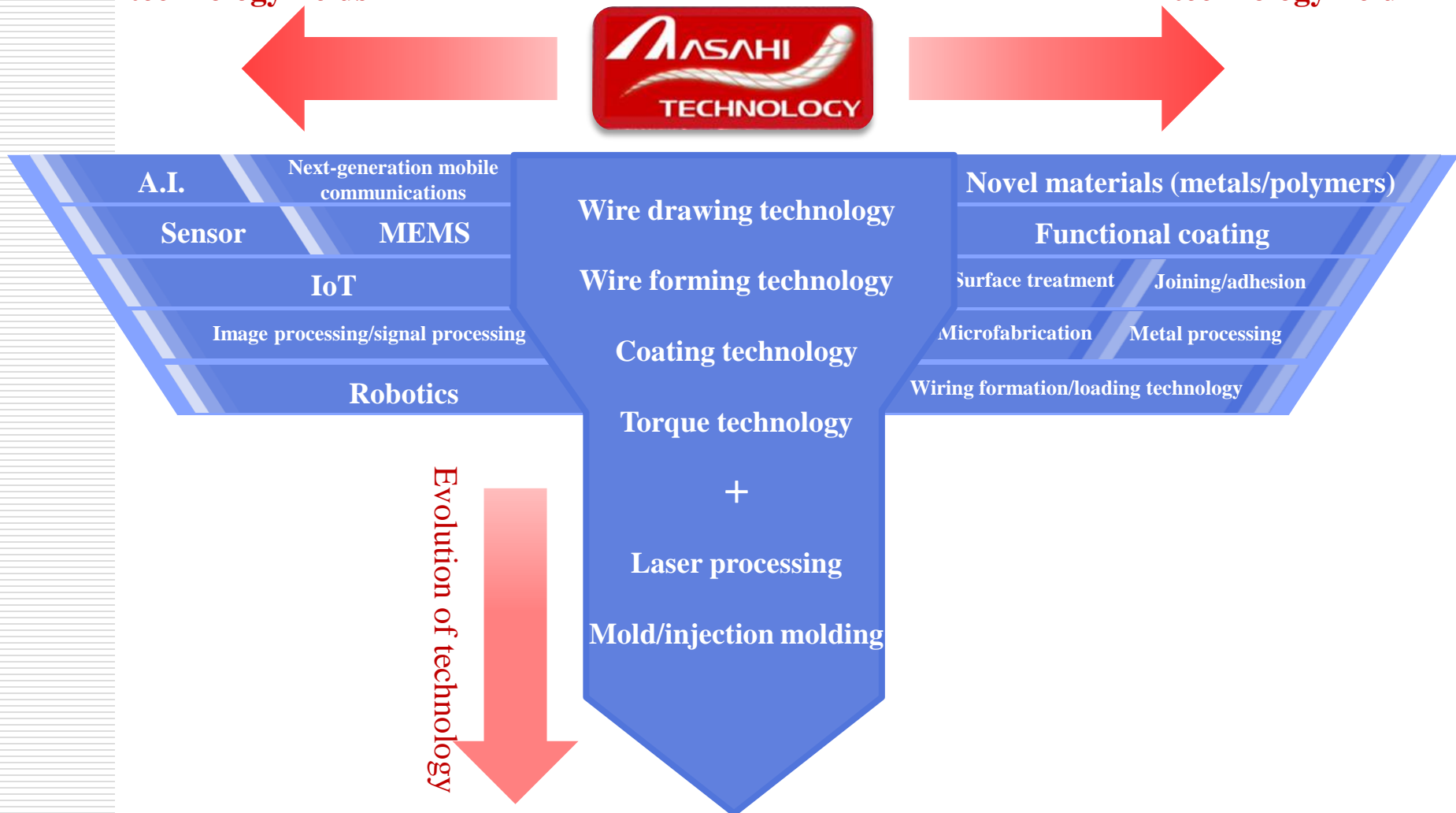




# Evolution and Spread of our Technology

**Expansion of advanced  
technology fields**

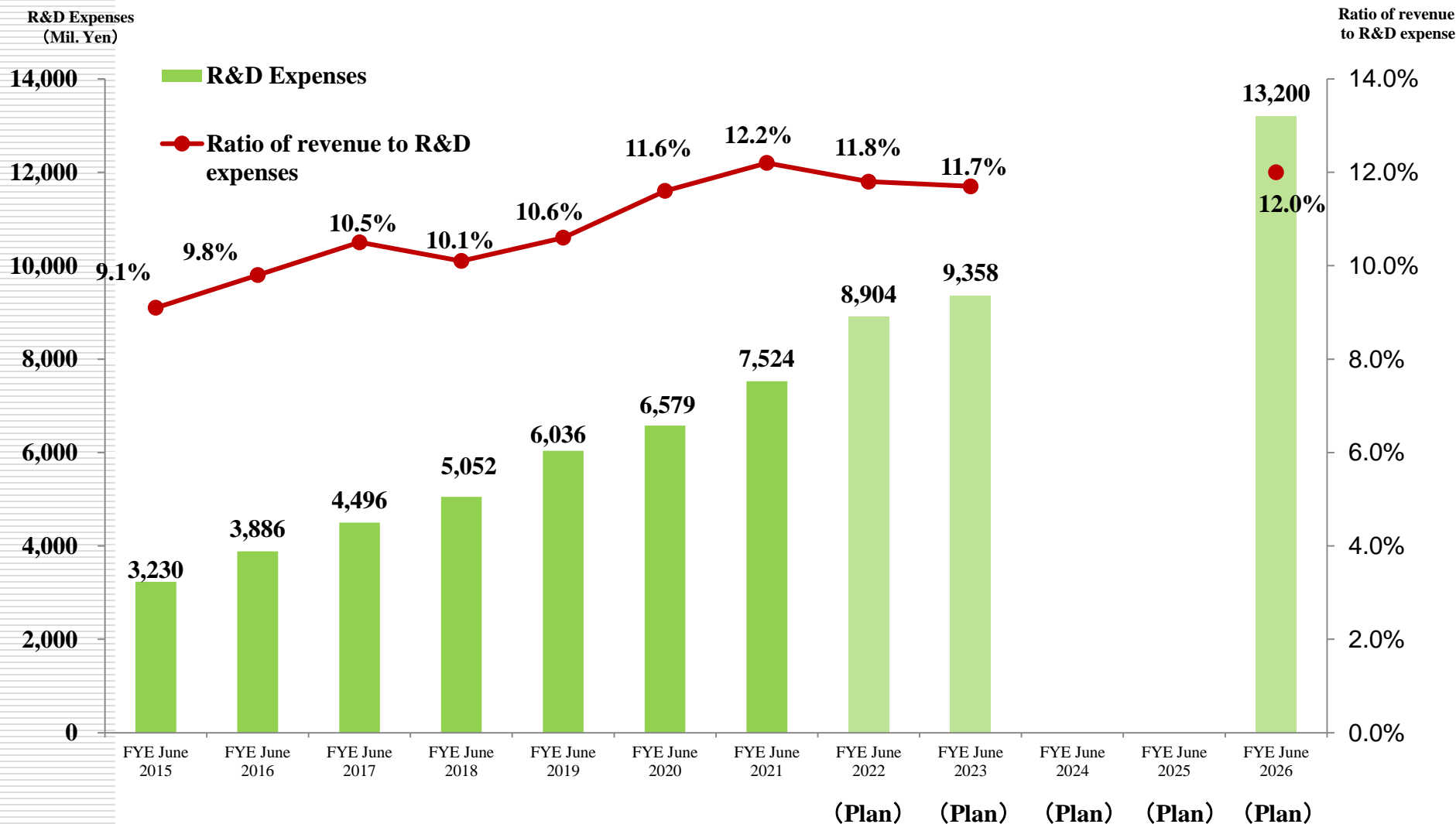
**Expansion of material processing  
technology field**





# R&D Expenses

Continue to invest R&D expenses for further growth with a sales ratio of 12%





# Development of Production System Optimized for Global Expansion

- Reorganization of production bases for the purpose of improving production efficiency and decentralizing for BCP
- In areas where origination is required, consider establishing new production bases that are closely linked to the area, while considering regulations

## Development / Prototyping /Production transfer

### Japan

- Expand prototype line for passing on technology
- Maintain production back-up system in case of emergency although R&D is the main body

< Global Headquarters and R&D Center >

<Tohoku R&D Center>



### Thailand Factory

- Shifted to new development base with roles of “Rolling-up development system” and “Smooth production transfer of development project,” from conventional “Mass production / Trial production factory”



## Mass production / Increase production efficiency

### Hanoi Factory (Vietnam)

- Pursue production efficiency as “Mass production factory”
- Plan to utilize the remaining capacity of the new factory for further mass production



### Cebu Factory (Philippines)

- Pursue production efficiency as “Mass production factory”
- Establish system that can produce medical devices by constructing a new medical factory  
<Medical factory>



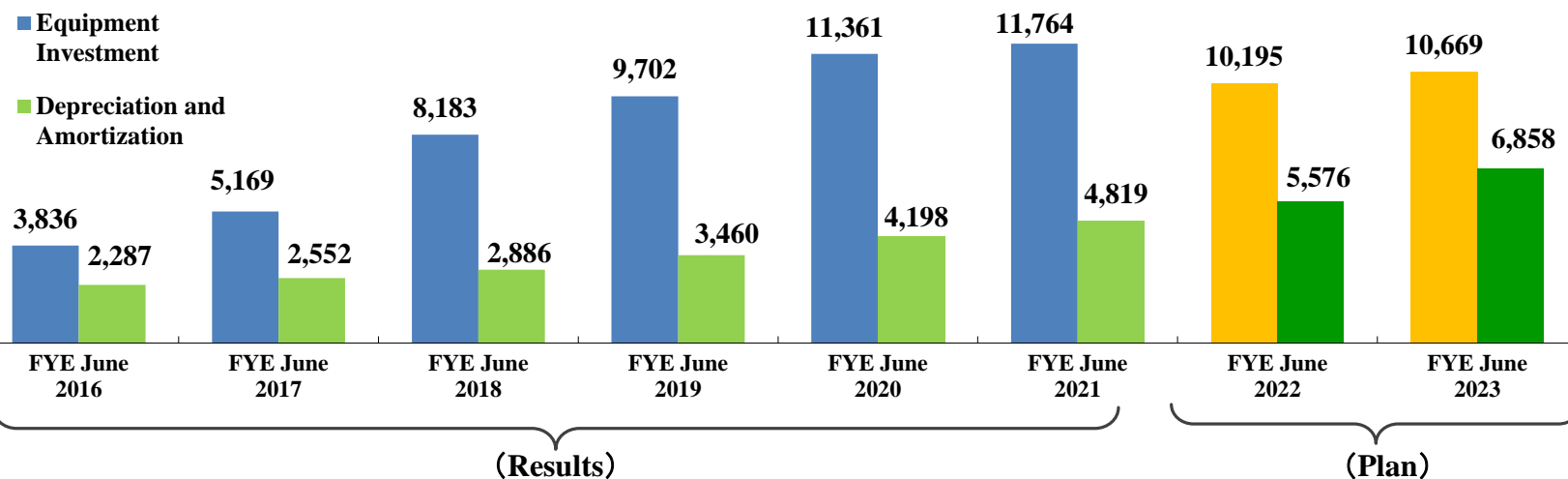


# Results and Plan for Equipment Installation

**Expansion of development bases and overseas factory bases to increase production in the future**

(Mil. Yen)

Main investment matter	FYE June 2019 (Results)	FYE June 2020 (Results)	FYE June 2021 (Results)	FYE June 2022 (Plan)	FYE June 2023 (Plan)
Construction of New Building at Seto factory	2,154		157	81	2,831
Establishment of Tohoku R&D Center	294		249	2,038	
Expansion of Osaka R&D Center			3,710		
Land and Building (New Thai Medical factory)		1,574	258		
Expansion of Thai Medical factory	1,478	267	211	346	
Construction of First Cebu Medical factory	302			636	
Construction of Second Cebu Medical factory	478	961	945	686	
Land and Building(New Cebu Device factory )		881	20		
Introduction of core information system (SAP)(Start operation in July 2021)	507	954	1,125	595	300





# New Medium-Term Management Plan “ASAHI Going Beyond 1000”

1

Develop Global Market Strategically and Expand Affected / Treatment Area

2

Create New Business in Global Niche Market

3

Develop R&D and Production System Optimized for Global Expansion

4

**Establish Management Foundation for Sustainable Growth**



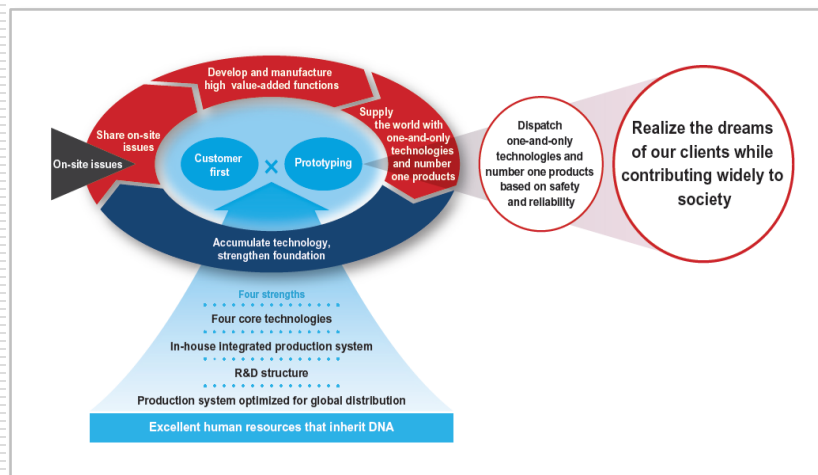
# Sustainability Report

**Aiming to realize sustainability for society and Asahi Intecc Group by tackling important sustainability issues both from the perspective of growth strategies and strengthening the management base.**

## ■ Excerpt from “Sustainability Report 2021”

### Asahi Intecc’s value creation process

Trying continuously to solve on-site issues creates high-added value. Accumulating new technologies through efforts with on-site thinking and strengthening technology bases enable us to try to solve new issues.

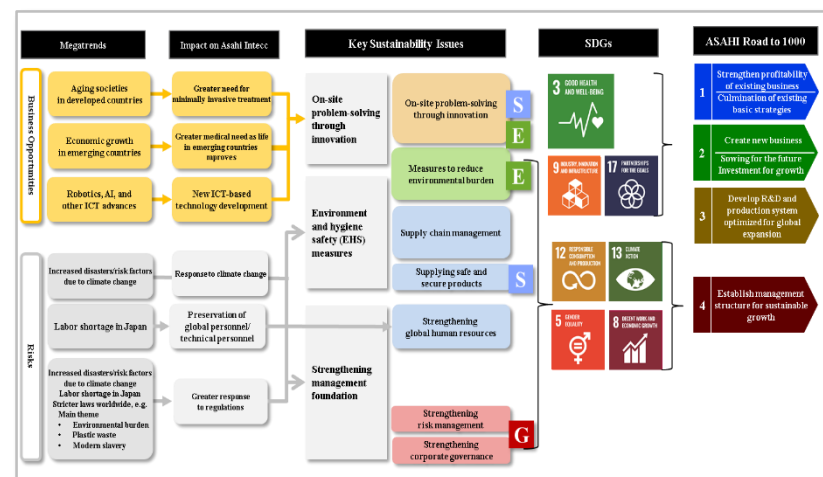


## ► “Sustainability Report 2021”



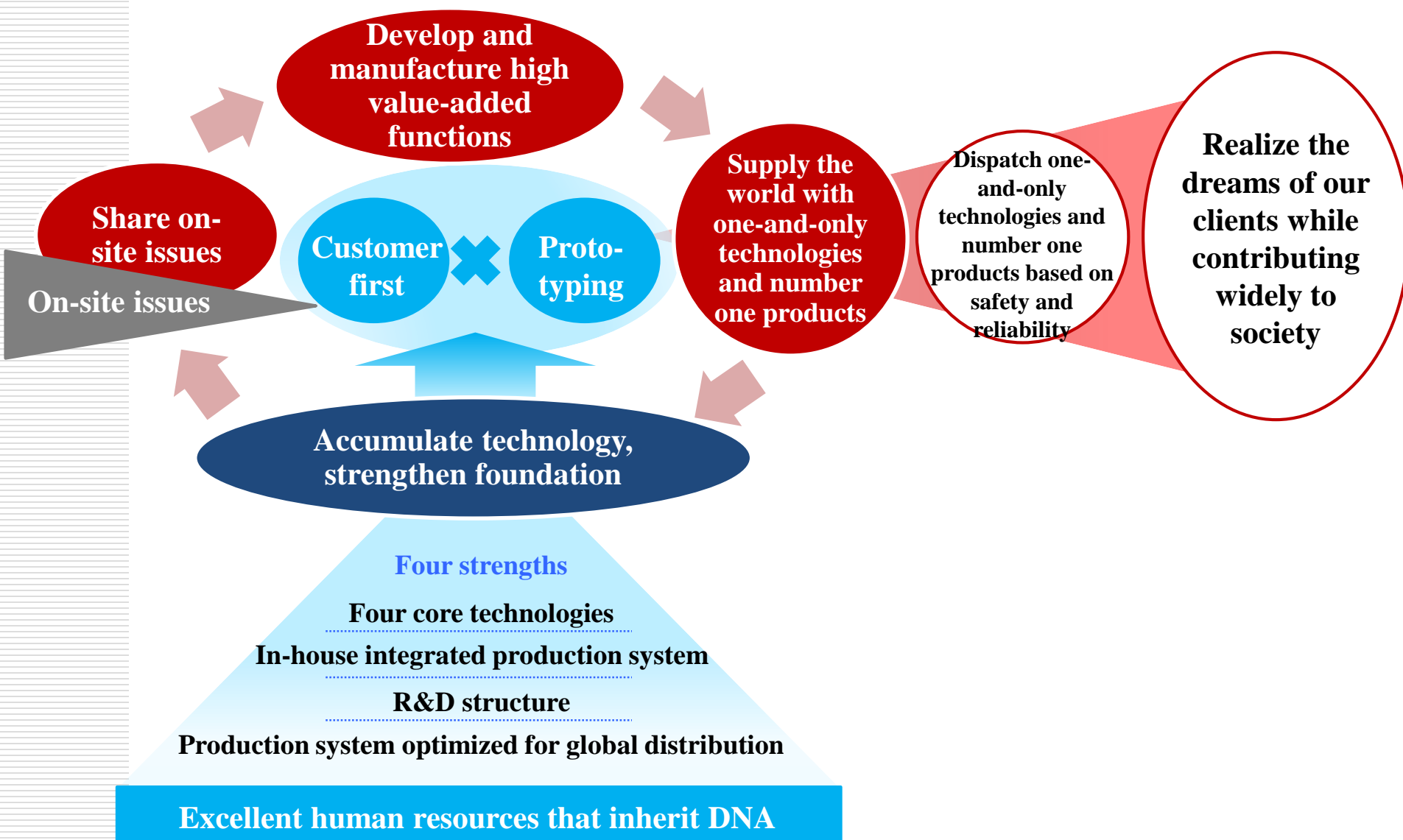
### Key sustainability issues

Addressing changes in the environment and working on both growth strategies and strengthening of the management base.



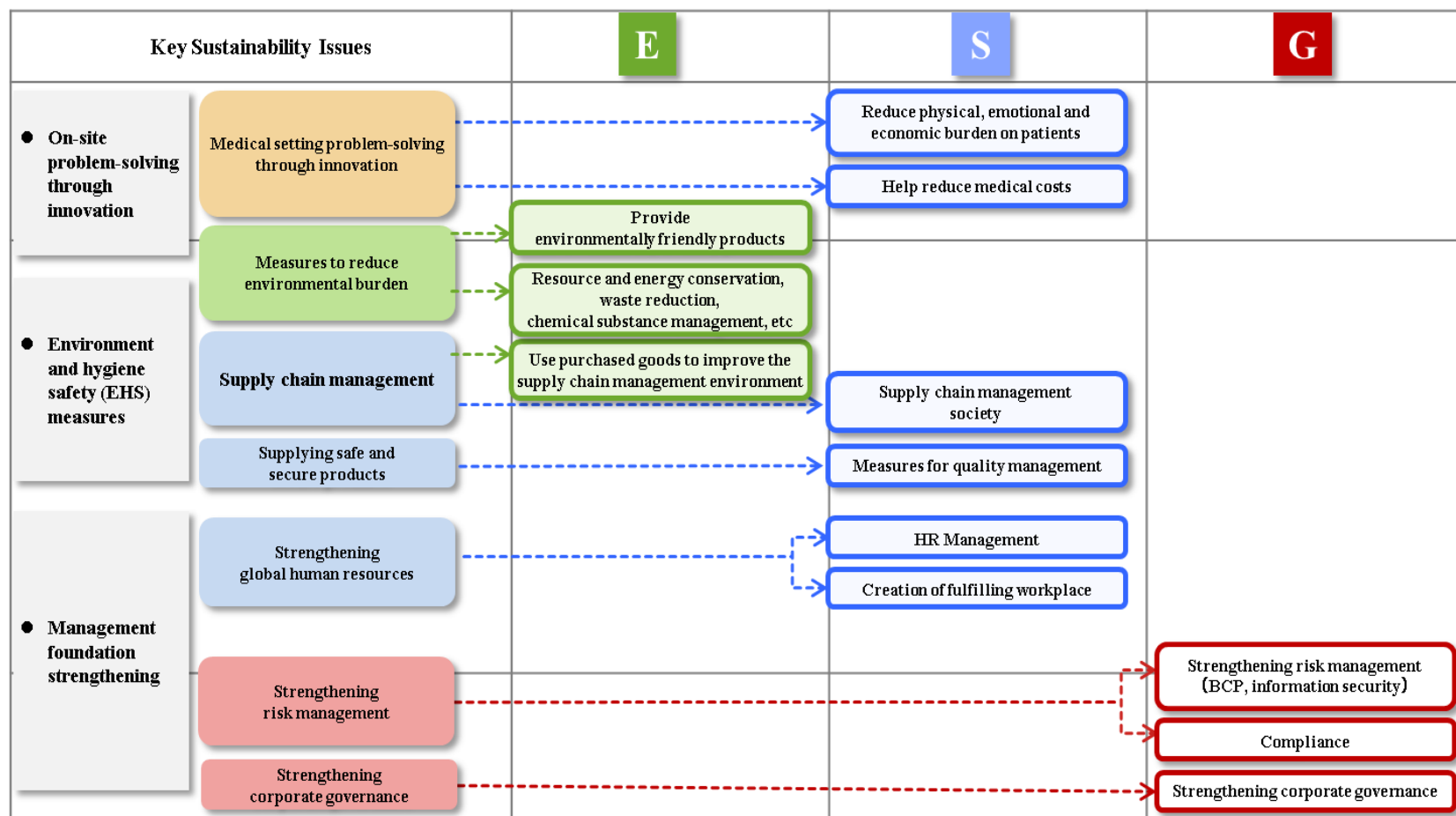


# ESG: Value Creation Process



# Approach to ESG (Environment, Society, Governance)

- In addition to consideration for the environment and society, we will strengthen our human resource management and governance to bolster the management foundation and technology base and establish a system that can secure profitability at a global scale

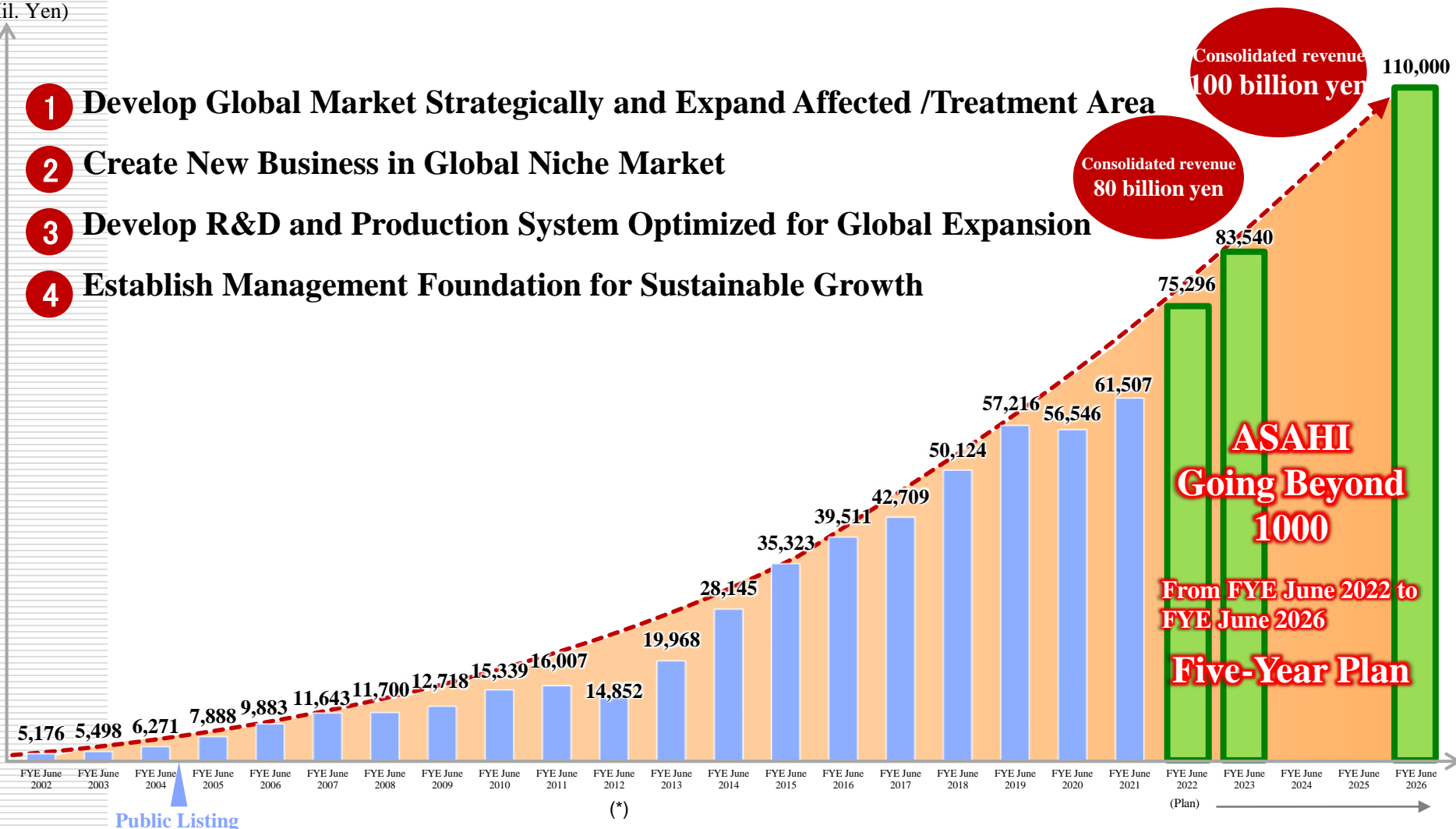




# New Medium-Term Management Plan “ASAHI Going Beyond 1000”

Revenue  
(Mil. Yen)

- 1 Develop Global Market Strategically and Expand Affected /Treatment Area
- 2 Create New Business in Global Niche Market
- 3 Develop R&D and Production System Optimized for Global Expansion
- 4 Establish Management Foundation for Sustainable Growth



(※) Due to the impact of the Thai flood, revenue and profits temporarily declined.



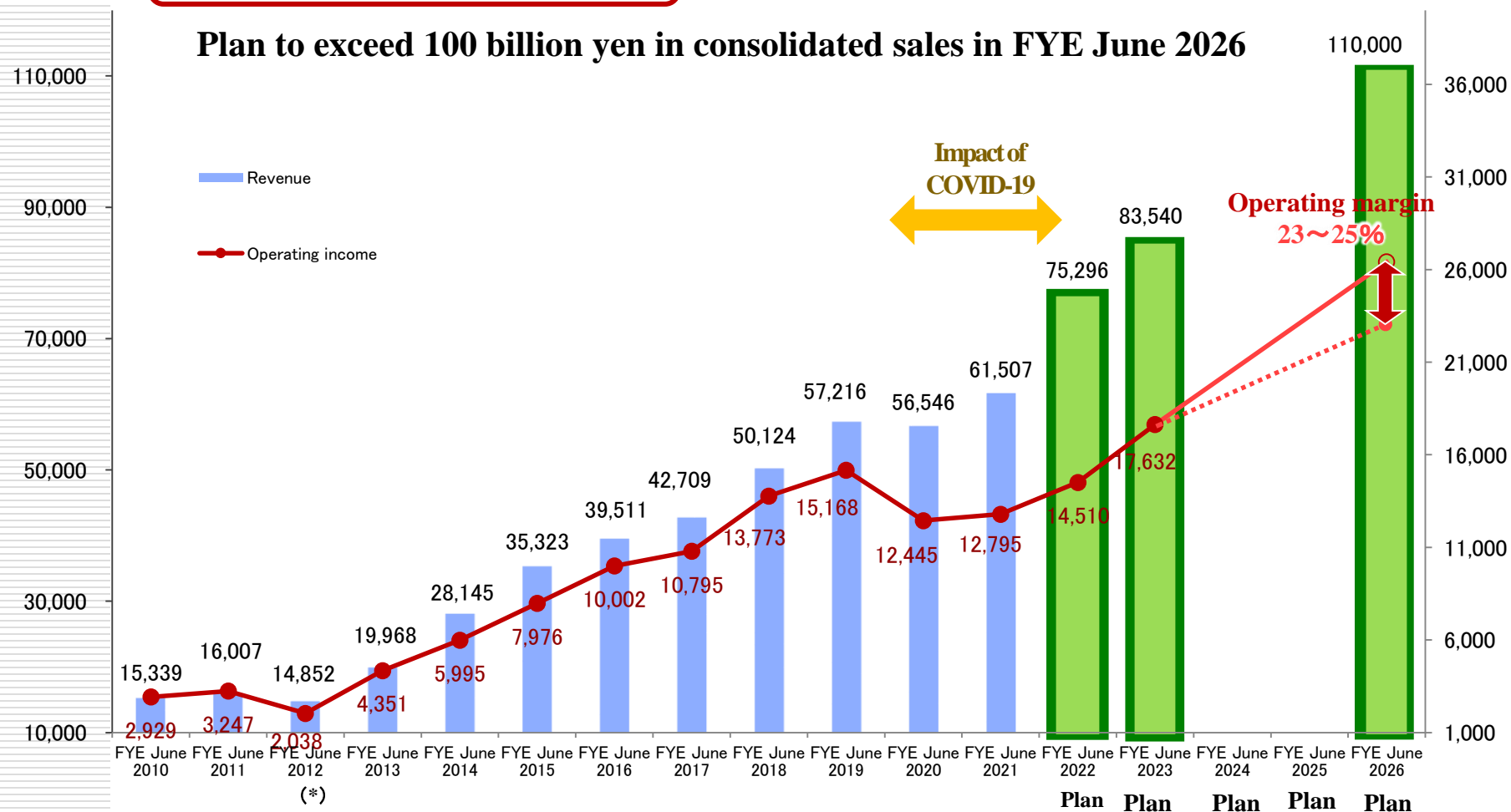
# New Medium-Term Management Plan: Profit Goals to FYE June 2026

Revenue  
(Mil. Yen)

## ASAHI Going Beyond 1000

Operating Income  
(Mil. Yen)

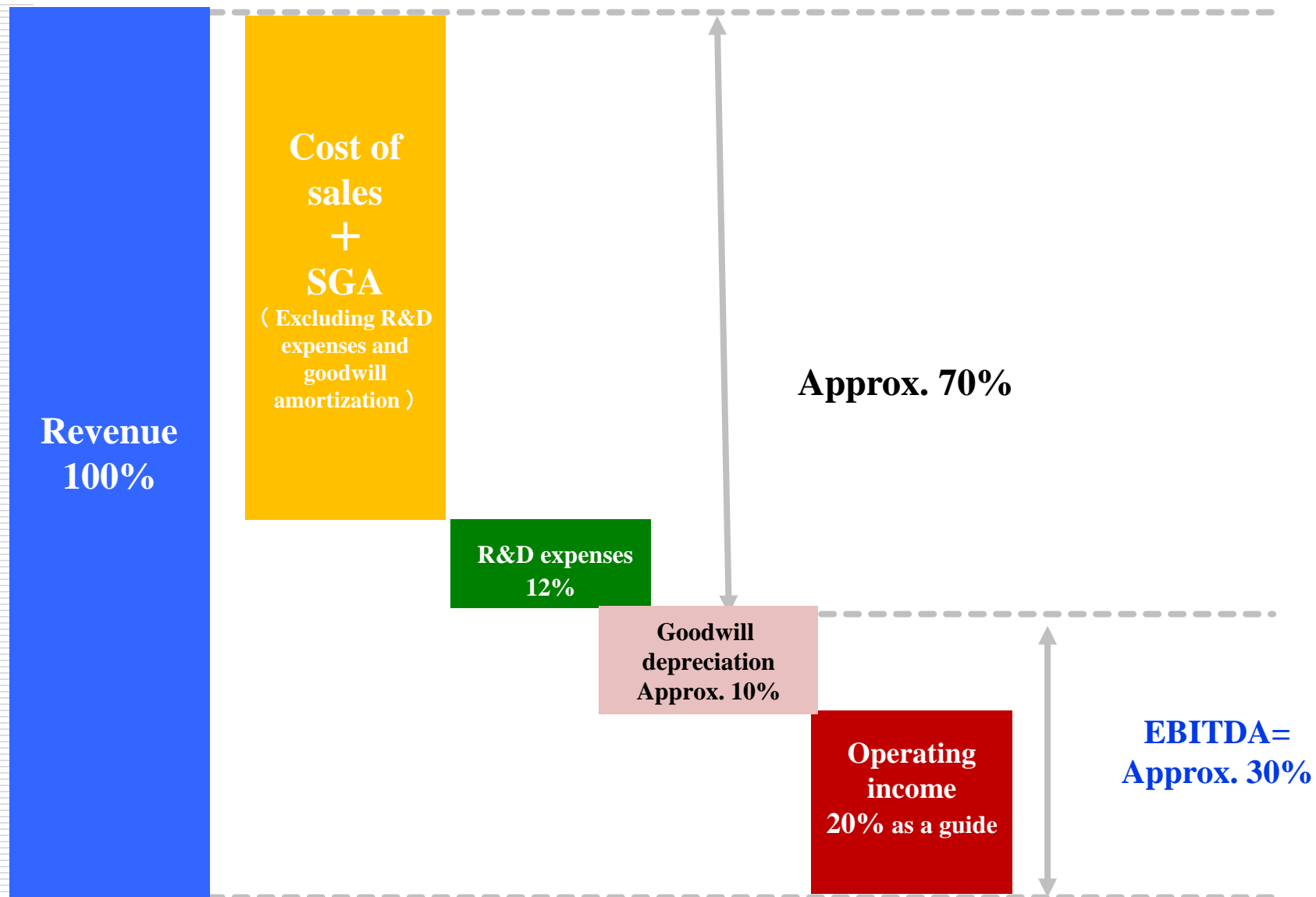
**Plan to exceed 100 billion yen in consolidated sales in FYE June 2026**



(\*) In FYE June 2012, a temporary decrease in revenue and profit occurred due to reduced production. The reason for such was that our main factory of our consolidated subsidiary company, Asahi Intecc Thailand was forced to suspend operations temporarily when flooding hit Thailand at that time.



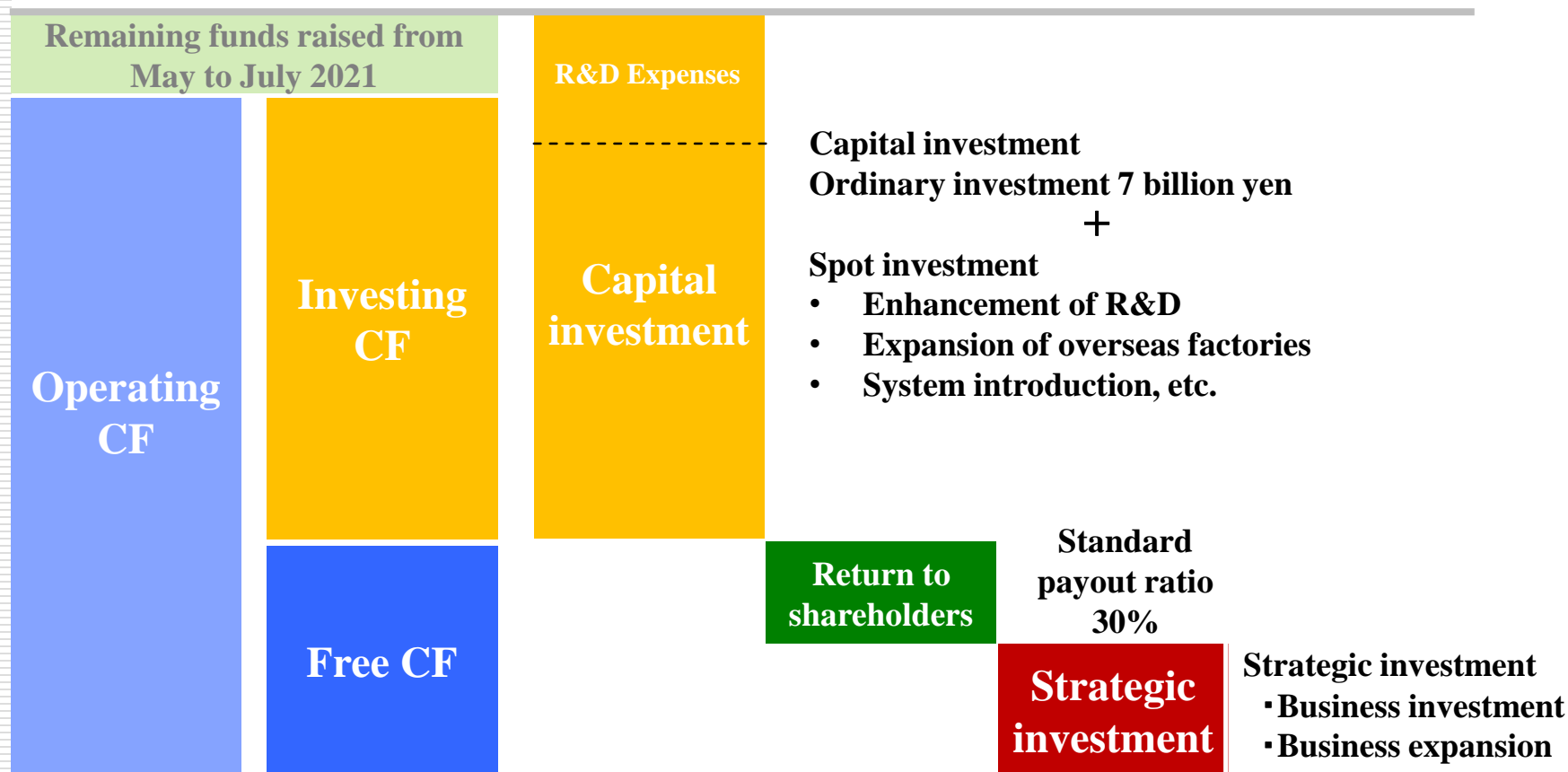
## Basic Idea of Profit-and-Loss Statement





# Capital Allocation

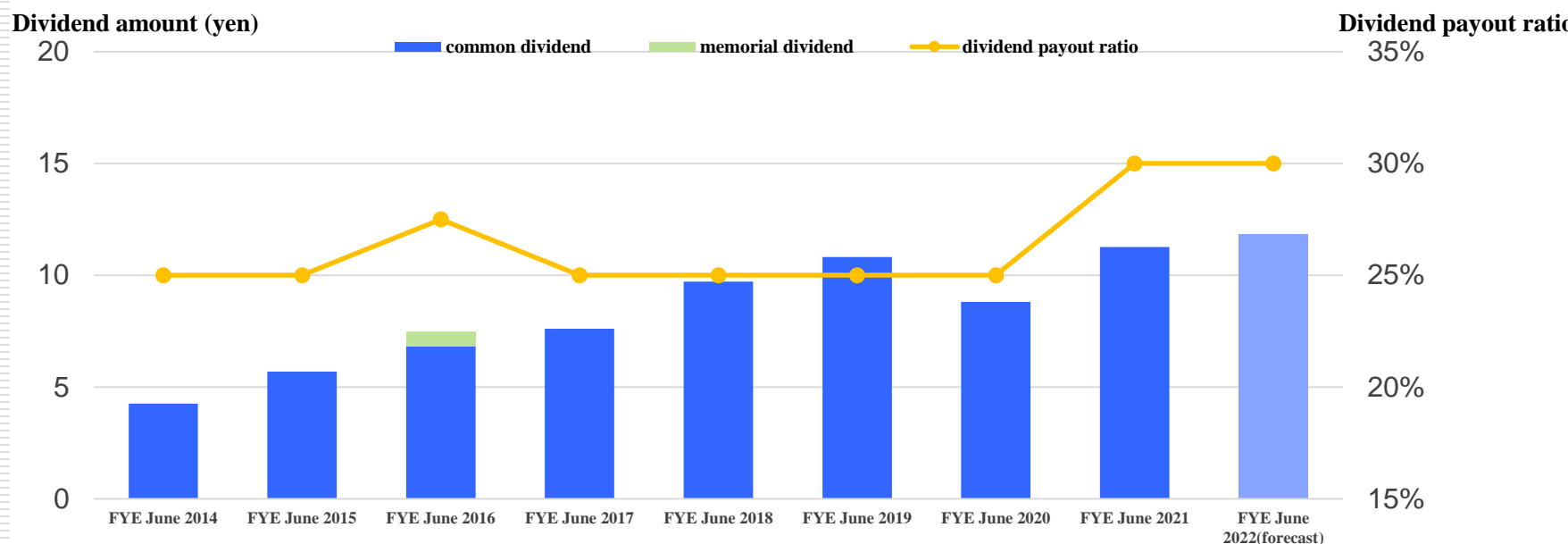
**Part of operating CF will be allocated to strategic investment**





## Partial Change in Shareholder Dividend Policy

- The basic policy of the Company is to pay stable dividends over the long term, while aiming to increase dividends through medium- to long-term profit growth.
- In order further enhance the return of profits to shareholders and expand the shareholder base, revision of the target consolidated dividend payout ratio and **raising of the consolidated dividend payout ratio from 25% to 30%** from the dividend of surplus for the current fiscal year.
- During the period of the medium-term management plan, the company will make a decision with an aimed consolidated dividend payout ratio of approximately 30%, taking into consideration business performance and outlook, level of internal reserves, etc.



\*Regarding the period from 14/6 to 19/6

A stock split at a ratio of 2 shares per share was performed on January 1, 2014, 2 shares per share on August 1, 2015, 2 shares per share on January 1, 2018, and 2 shares per share on 2019/7/1. Thus, from June 2014 to June 2019, retroactive adjustments in consideration of the impact of the stock split were implemented.





## Caution Regarding Information Presented

**All forward looking statements contained herein, including revenue forecasts, outlooks, and strategic plans, are based on the best currently available data; however, risk and uncertainty are involved in these statements. Please note that actual results may differ greatly from plans presented here.**

### **【 IR contact 】**

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