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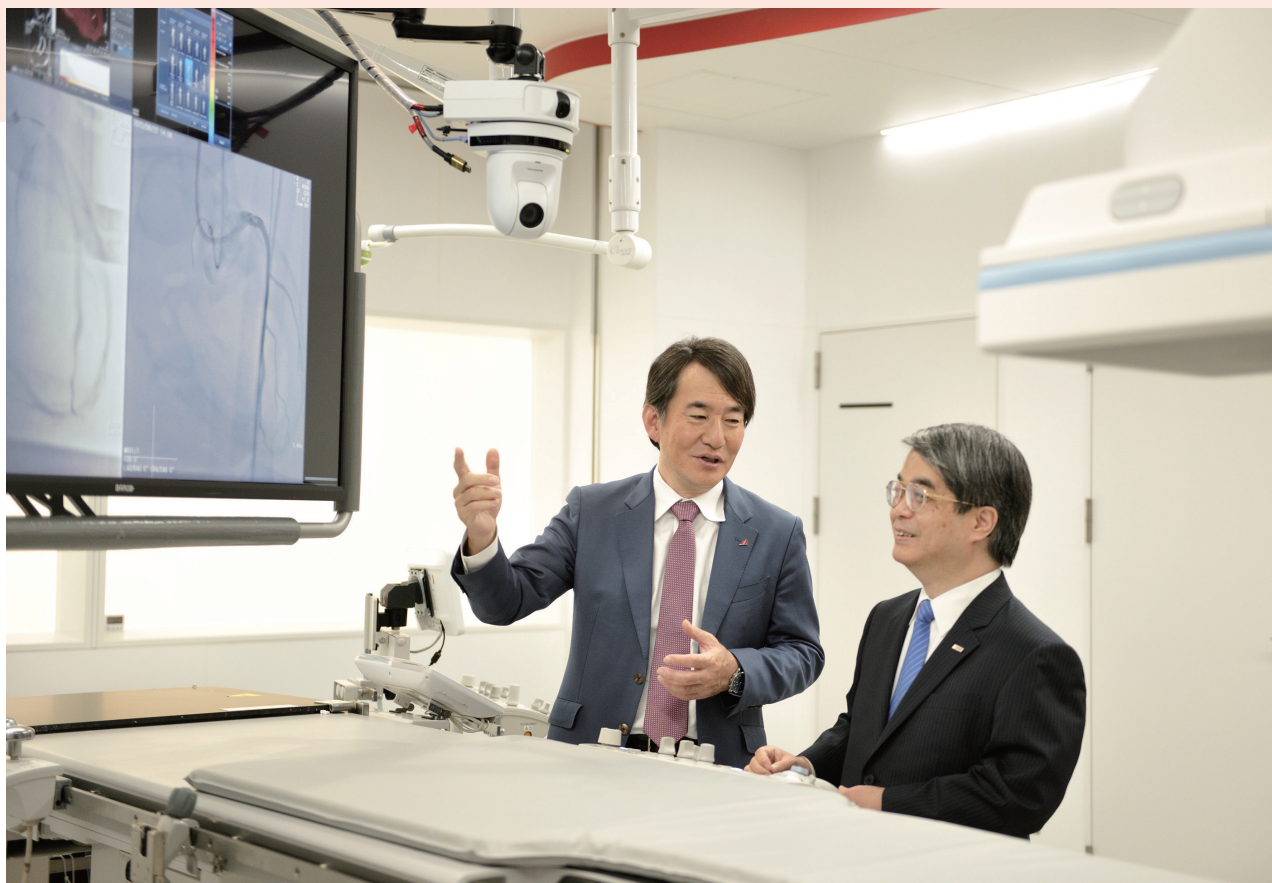
President and Investor Dialogue

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I Message from the President 1-1

I President and Investor Dialogue 1-2

- Story of joining Asahi Intecc and progress since listing
- Sowing seeds and laying the foundation for the next growth
- Initiatives to achieve sustainable growth



Simulation Room in Global Headquarters and R&D Center

Message from the President

1-1

We will promote sustainable management that will ensure successful results over the medium to long term and enhance the sustainability of our business.

Thank you for reading our Asahi Intecc Group Integrated Report 2023. I am Masahiko Miyata, President & CEO of Asahi Intecc Co., Ltd.

It is almost 30 years since our company entered the medical device business.

I joined Asahi Intecc in 1994 when our company, whose main business was industrial equipment, entered the medical device field in earnest.

Since 2009, I have been at the helm of management as President & CEO. However, it has not been a smooth road for me to manage the business of our company to this day, owing to the flooding of our main plant in Thailand in 2011, the COVID-19 pandemic in 2020, and changes in the business environment such as increased M&A activity by competitors and the reform of the healthcare system.

Amid this situation, our company has steadily expanded its global business by directly marketing its products in Japan, the United States and Europe. No matter what the circumstances, we have been able to steadily progress toward growth step by step by overcoming each challenge with our employees under the strong belief that with our technology, we will create products that can save the lives of as many patients as possible and deliver them around the world.



Global Headquarters and R&D Center

Message from the President

1-1



GHQ Studio, Global Headquarters and R&D Center

We are currently operating our business in line with the Medium-Term Management Plan "ASAHI Going Beyond 1000." We are pursuing "ambidextrous management" in order to achieve sustainable growth by deepening existing business and creating new business. We have continued to make forward-looking investments even during the COVID-19 pandemic.

And I have taken leadership in strengthening initiatives related to next-generation smart treatments with the aim of creating new business, particularly smart guide wires, navigation systems, and remote treatment.

During the COVID-19 pandemic, Web conferencing, non-face-to-face medical care, and digital transformation (DX) spread throughout the world, which enabled rapid dissemination of new technologies and behaviors that

were expected to be realized in the distant future. Like these changes, I feel that the transformation in our medical device industry is going much faster than we originally thought.

In times of rapid change, we believe that adapting to change and making decisions with a sense of speed are extremely important.

I am strongly committed and determined to make steady progress with a sense of speed toward the realization of the future we envision, especially in the creation of new areas for new medical innovations.

As we move forward with these challenges, we will continue to strive to meet the needs of our client physicians and customers with speed and good faith, and our company's underlying technology- and field-oriented DNA will not change. We will continue to contribute to society by taking advantage of the unique characteristics of Asahi Intecc and building a strong position as the "Global Niche Top" company by delivering our unique value to our stakeholders.

Business is not operated solely by and for the sake of companies. I believe that companies have the responsibility to fulfill their duties and meet expectations from society from the environmental, social and economic perspectives. To this end, as a member of society, Asahi Intecc will address environmental and social issues head-on, while at the same time implementing sustainable management that enhances

business sustainability by steadily achieving good performance in economic activities over the medium to long term.

As a conclusion to the President's message, I promise the following:

1. We will pursue our Medium-Term Management Plan "ASAHI Going Beyond 1000."
2. Looking ahead to our company's long-term growth, we will vigorously promote the launch of new business aimed at realizing next-generation smart treatments.
3. As a driving force for growth, we will create continuous technological innovation by combining existing and new technologies.
4. We will promote sustainability initiatives at the company-wide level from both the top down and the bottom up.
5. We will fulfill our responsibilities to our stakeholders and engage in dialogue with them.

Asahi Intecc's long-term vision, growth strategy, corporate culture, and management structure were discussed in the President and Investor Dialogue (page 13) of this Integrated Report. I would appreciate it if you could read it.

President & CEO, Asahi Intecc Co., Ltd.