

03 Long-Term Management Vision and Medium-Term Management Plan



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3-1 Long-Term Management Vision

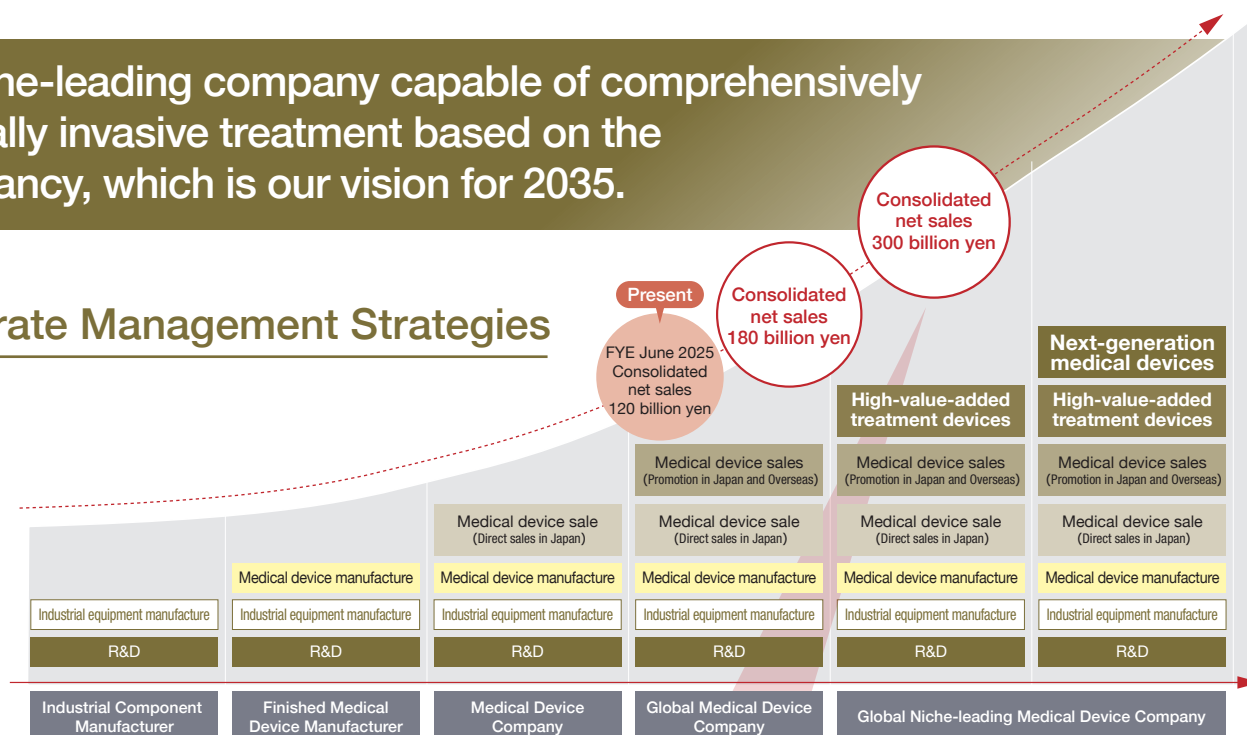
We aim to become a global niche-leading company capable of comprehensively solving clinical issues in minimally invasive treatment based on the extension of healthy life expectancy, which is our vision for 2035.

Medium- and Long-Term Corporate Management Strategies

Asahi Intecc Group aims to become a global niche-leading company capable of comprehensively solving clinical issues in minimally invasive treatment with the mission of contributing to the extension of healthy life expectancy in our vision for 2035.

Based on our ability to appropriately capture and materialize issues in medical practice, we will aim to maintain a top global market share for our mainstay guide wire products in the cardiovascular field and establish a top global market share also in the non-cardiovascular field. In addition, we will seek synergies by establishing a lineup that solves treatment issues such as calcified lesions and expanding our product range, including high-value-added products, through in-house development or M&As.

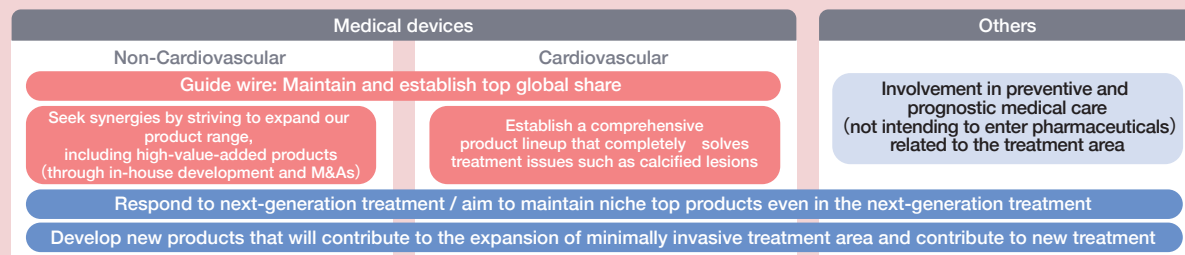
Our long-term goal is to achieve consolidated net sales of 300 billion yen and an operating profit margin of 30% in FYE June 2035.



Our vision for 2035

Contribution to extension of healthy life expectancy

Aiming to become a global niche-leading company capable of comprehensively solving clinical issues in minimally invasive treatment



Capability of accurately capturing and materializing issues in medical practice while keeping up with changes in KOL doctors

Aiming to become a company with net sales of 300 billion yen and an operating profit margin of 30%

3-2

Overview of Medium-Term Management Plan

Positioning the new Medium-Term Management Plan "Building the Future 2030" allocating five years to accelerate our growth strategy, we aim to achieve sustainable growth and improve profitability.

Overview of Medium-Term Management Plan "Building the Future 2030"

In order to realize our vision for 2035, we have positioned the five fiscal periods from FYE June 2026 to FYE June 2030 in our new Medium-Term Management Plan "Building the Future 2030" as the "five years to accelerate our growth strategy." As a preparatory period for achieving consolidated net sales of 300 billion yen and an operating profit margin of 30% in FYE June 2035, ten years from now, we will work on the priority themes shown in the lower right corner, based on our basic policy of building a business portfolio and strengthening profitability. Since new businesses (such as high-value-added treatment devices) are expected to make a full-scale contribution to net sales from FYE 2031 onward, we will support growth by strengthening the profitability of existing businesses during the period of the relevant Medium-Term Management Plan.

By steadily advancing our growth strategy based on the Medium-Term Management Plan, we aim to expand our corporate value through the achievement of consolidated net sales of 180 billion yen and an operating profit margin of 28% by FYE June 2030.

Positioning of the new Medium-Term Management Plan "Building the Future 2030"

Basic Policy

- Build a business portfolio for further growth with consolidated net sales exceeding 180 billion yen
- Strengthen profitability



New Medium-Term Management Plan "Building the Future 2030" Basic Policy

Building the Future 2030 ~ Unlocking Sustainable Growth ~

Numerical target for FYE June 2030

Net sales **180** billion yen / Operating profit **50.4** billion yen / Operating profit margin **28.0%**

Priority theme 1

Building a business portfolio to re-accelerate growth in global markets

- ① Maintain and strengthen global niche-leading position in the cardiovascular field
- ② Strengthen the sales strategy and product portfolio aiming to get the global niche-leading position in the non-cardiovascular field
- ③ Create new business and enter into high-value-added treatment devices

Priority theme 2

Build a strong management foundation for sustainable growth and strengthen profitability

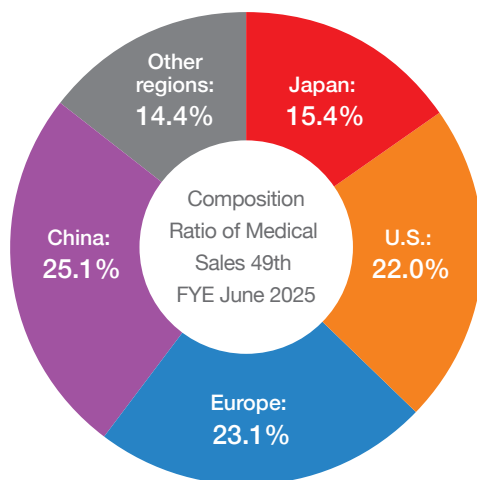
- ① Strengthen R&D and production system optimized for global expansion
- ② Efforts to improve productivity
- ③ Build a management foundation linked to business strategy

3-3

Priority Theme 1 ①② Building a Business Portfolio to Re-accelerate Growth in Global Markets

In the cardiovascular field, we will maintain and strengthen our global niche-leading position. We will strengthen our sales strategy and product portfolio with the aim of getting a global niche-leading position in the non-cardiovascular field.

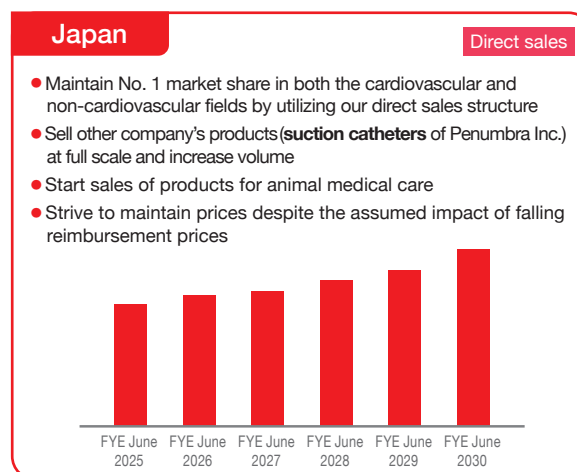
Develop Global Market Strategically



Asahi Intecc Group currently sells products to more than 121 countries and regions around the world. The number of cases of intravascular diseases for which our Group products are used is expected to continue to grow on a global scale, particularly in emerging countries. Amid this backdrop, we will strengthen our earnings base on a global scale by further enhancing our sales and marketing functions in each region.

Actively launch new products despite the impact of falling medical device reimbursement prices / Start selling robotics products

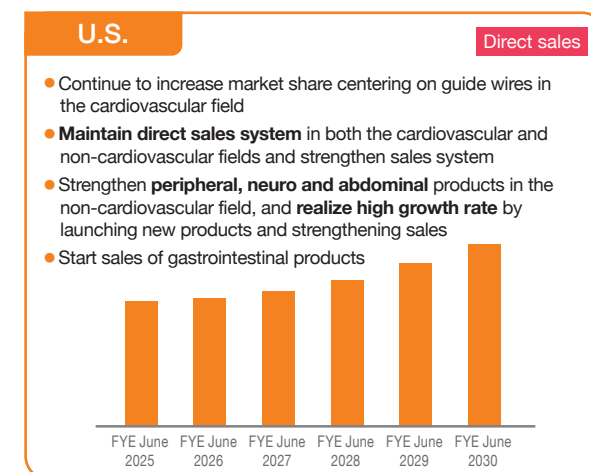
In Japan, we sell our own brand products directly to hospitals and other institutions, and we have a high share in both cardiovascular and non-cardiovascular products. In the non-cardiovascular field, we sell other companies' products through our direct sales system as well as strengthen our own brand products in the gastrointestinal field.



- Maintain No. 1 market share in both the cardiovascular and non-cardiovascular fields by utilizing our direct sales structure
- Sell other company's products (suction catheters of Penumbra Inc.) at full scale and increase volume
- Start sales of products for animal medical care
- Strive to maintain prices despite the assumed impact of falling reimbursement prices

Reinforce sales by leveraging the direct sales system
Enhance products mainly in the peripheral vascular field to increase earnings

We sell our own brand products directly in the U.S. market. In addition to expanding our business in the cardiovascular field, we have positioned peripheral vascular systems and neurovascular systems in the non-cardiovascular field as priority markets, and will actively launch new products and further enhance our marketing and sales functions to enable us to grasp market trends more quickly in close contact with physicians who are end customers in order to further promote sales and expand our market share. Through these strategies, we will strive to further increase earnings.



- Continue to increase market share centering on guide wires in the cardiovascular field
- **Maintain direct sales system** in both the cardiovascular and non-cardiovascular fields and strengthen sales system
- Strengthen **peripheral, neuro and abdominal** products in the non-cardiovascular field, and **realize high growth rate** by launching new products and strengthening sales
- Start sales of gastrointestinal products

3-3 Priority Theme 1 ①② Building a Business Portfolio to Re-accelerate Growth in Global Markets

Gradually shift to direct sales Gain high market share through direct sales and community-based distributors

In the European market, we sell our own brand products directly and through several community-based distributors, and we have a high share mainly in cardiovascular products. In some regions of the European market, we are gradually shifting to direct marketing — in France in July 2019, in Germany in January 2021, and in Italy in July 2021. Going forward, we will strive to further increase earnings by expanding our market share.

Number of cases tending to rise after the COVID-19 pandemic Seek to expand share in the booming Chinese market

In the Chinese market, we mainly sell our own brand products through local distributors, and we have a high share mainly in cardiovascular products. The number of cases in both cardiovascular and non-cardiovascular fields is increasing steadily, and the China market is expected to experience particularly high growth and development in the global market. Despite the ongoing changes in the business environment, including the introduction of a bidding system, we will continue to strive to further expand earnings in light of market conditions by introducing new products, enhancing marketing and sales activities, and strengthening the backup system closely linked to local distributors.

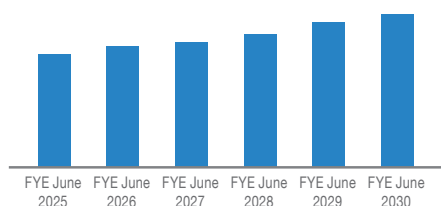
Continue to strengthen sales, focusing on emerging markets with growth potential

Focusing on emerging countries with growth potential in Asia, the Middle East, Oceania, South America, and other regions, we sell our own branded products, mainly through locally based community distributors, and have a high market share in cardiovascular products. We aim to further expand earnings in both the cardiovascular and non-cardiovascular fields.

Europe

Direct sales + Sales through distributors

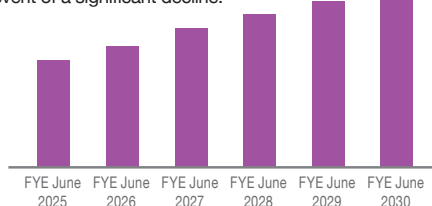
- Increase market share centered on the cardiovascular field by utilizing our direct sales system (France, Germany, Italy) and sales system through distributors
- Risk of delay in new product launches resulting from tighter regulations by MDR



China

Sales through distributors

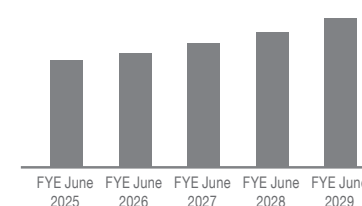
- Maintain continued **high growth through high market growth and increased market share** by utilizing logistics platforms
- Appropriate response to the centralized bidding system
 - ...Implement measures based on a comprehensive assessment of product strength, pricing policy, distributor policy, etc.
 - ...For the time being, price declines are absorbed by distributor policy, but there will be a risk of declines in the future in the event of a significant decline.



Other regions

Sales through distributors

- Continue to strengthen sales by leveraging the sales network of distributors
- Maintain and expand high market share of cardiovascular-products
- Continue to Increase market share of non-cardiovascular products

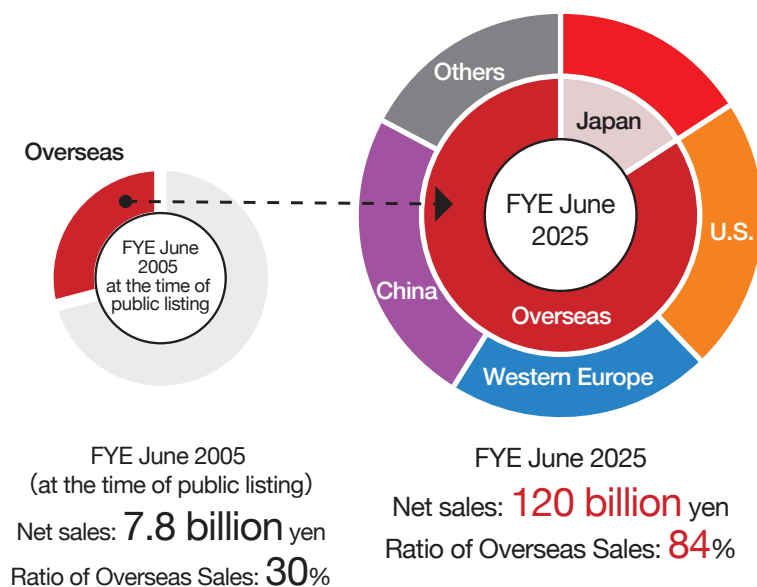


3-3 Priority Theme 1 ①② Building a Business Portfolio to Re-accelerate Growth in Global Markets

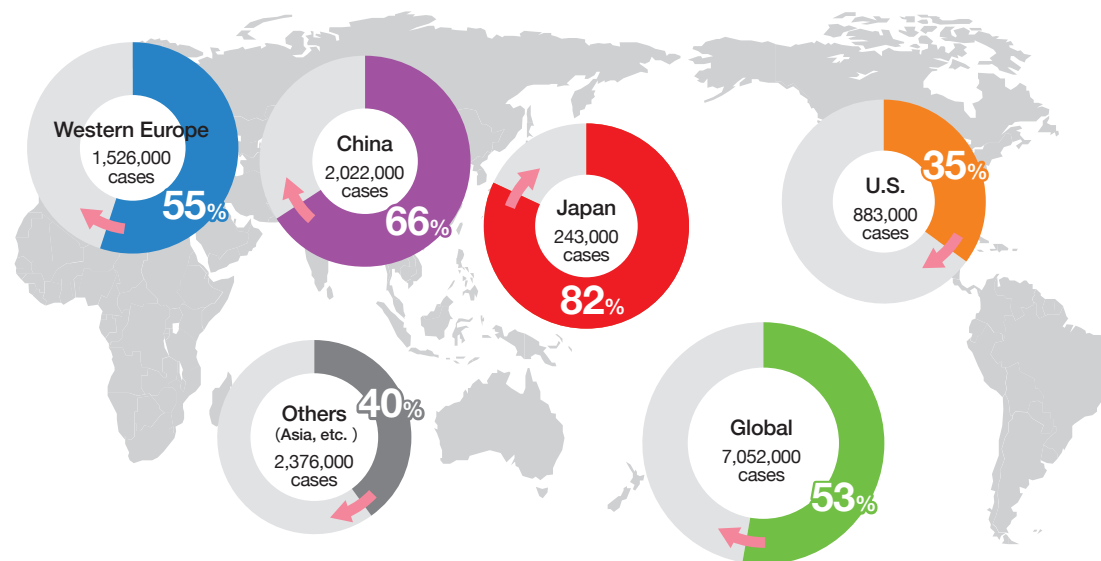
Holding a top market share for mainstay PCI guide wires with our outstanding development capabilities and manufacturing technology in the medical device field. We aim at sustainable growth in a market which continues to expand on a global scale, owing to the spread of minimally invasive treatments.

Markets surrounding catheterization are growing, which continues to expand significantly, primarily in emerging countries, owing to the spread of minimally invasive treatments. Asahi Intecc aims to achieve sustainable growth on a global scale by responding appropriately to such trends of the times and securing a stable supply of high-quality products essential for medical care.

Change over ten-year period



Market Share of Mainstay Product PCI Guide Wires



(FYE June 2025, Source: Asahi Intecc)

We have achieved the number one market share in all regions, including Japan, the United States, Western Europe and China, and continue to expand our market share. This shows that doctors have high confidence in our products.

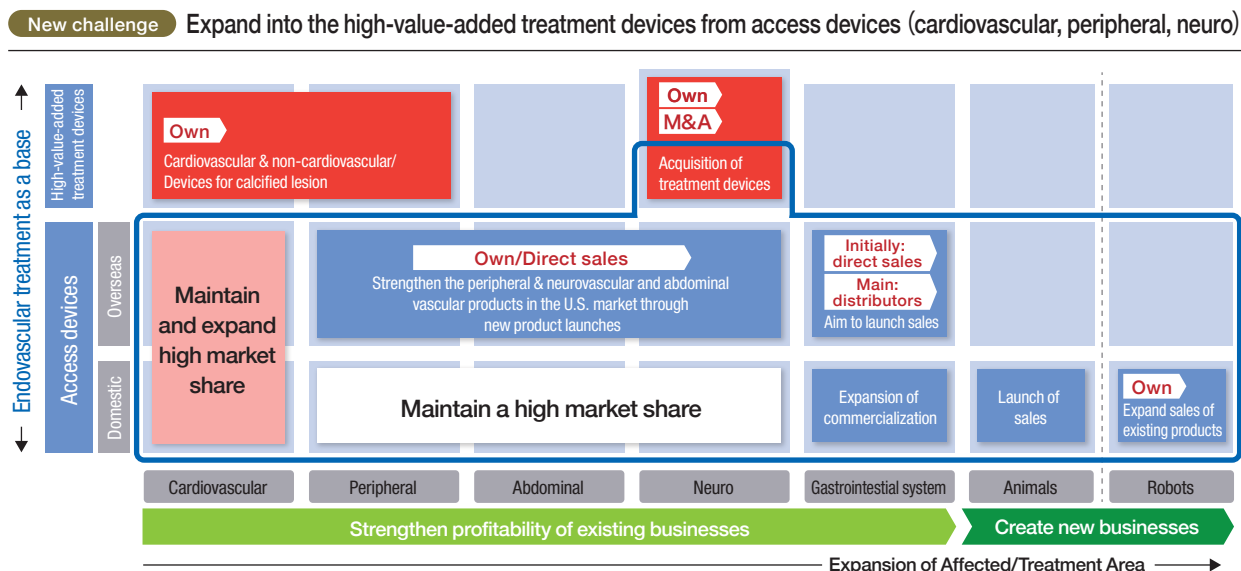
3-3 Priority Theme 1 ①② Building a Business Portfolio to Re-accelerate Growth in Global Markets

① Maintain and strengthen global niche-leading position in the cardiovascular field

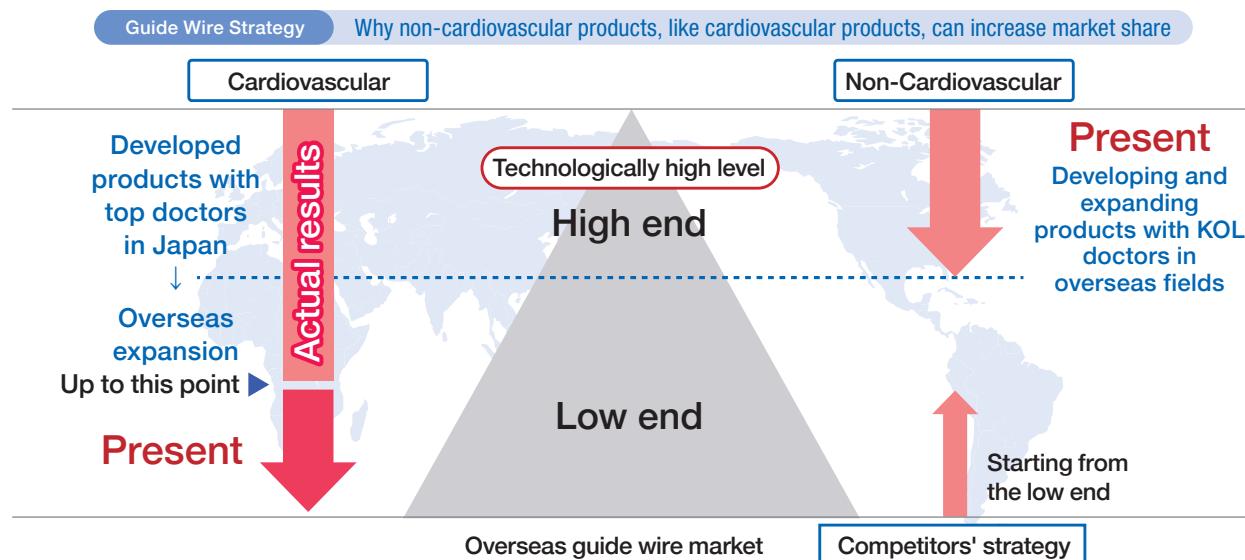
As for PCI guide wires and penetration catheters, our mainstay products in the cardiovascular field, we will solidify our "Number One" position through continued expansion of the comprehensive product lineup.

② Strengthen the sales strategy and product portfolio to get a global niche-leading position in the non-cardiovascular field

Going forward, we will continue to take measures to strengthen product deployment not only in the cardiovascular field, but also in the non-cardiovascular field such as peripheral blood vessels, cerebral blood vessels, gastrointestinal system, as well as the animal medical care and robotics(surgery). In the non-cardiovascular field, we will expand new products by laterally applying the technologies cultivated in the cardiovascular field. At the same time, we will strengthen our sales system, especially overseas, to gain market share on a global scale.



Strategy for expansion into non-cardiovascular field

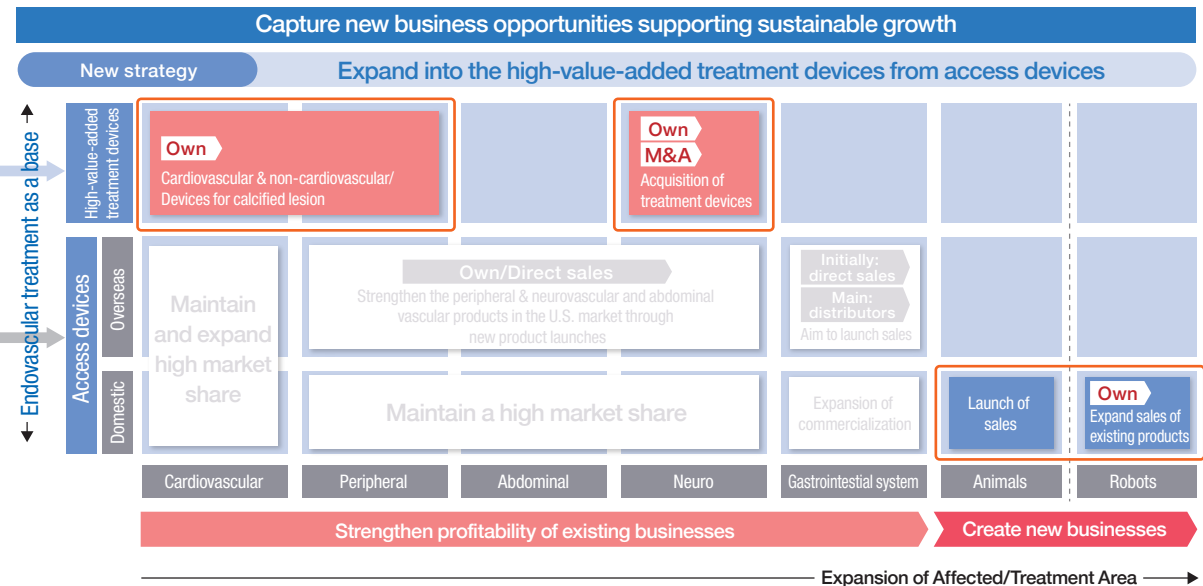
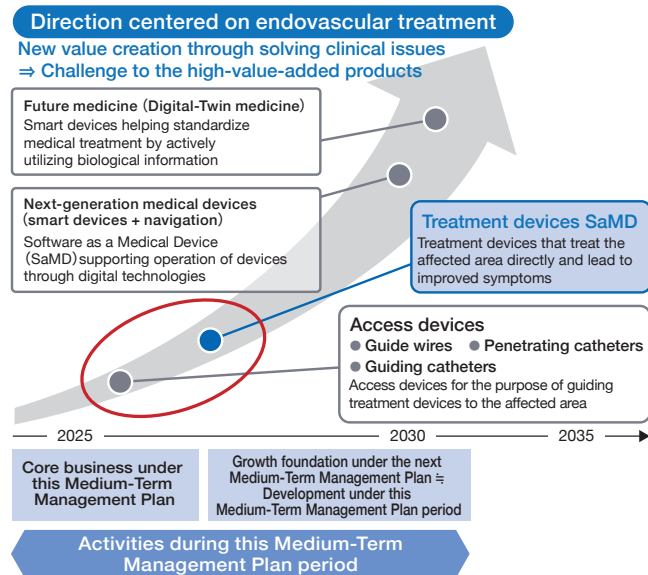


Priority theme 1③ Challenging Treatment Devices in addition to Access Devices

Aiming to become a global niche-leading company capable of comprehensively solving clinical issues in minimally invasive treatment, we will take on the challenge of providing high-value-added products such as treatment devices that directly treat affected areas and lead to improved symptoms.

From access devices to treatment devices (cardiovascular, peripheral, neuro)

Positioning of high-value-added devices and new business areas in the strategy map



To treatment devices in
addition to access devices

In order to realize contributions to the extension of healthy life expectancy in our vision for 2035, Asahi Intecc Group aims to become a global niche-leading company that can comprehensively solve clinical issues in minimally invasive treatment and take on challenges of providing high-value-added

products.

In addition to the access devices centered on guide wires that have been provided in the non-cardiovascular and cardiovascular fields, we will seek synergies by striving to expand our product range, including high-value-added products such as treatment devices. We will also establish a comprehensive lineup to completely solve treatment issues such as calcified lesions.

We will respond to next-generation treatment and aim to

maintain niche top products even in the next generation of treatment.

We will develop new products that contribute to the expansion of minimally invasive treatment areas, contributing to new treatment.

In this way, we will equip ourselves with the capability of accurately ascertaining challenges in medical practice and embodying them by keeping up with changes in KOL doctors.

3-4 Priority theme 1③ Challenging Treatment Devices in addition to Access Devices

As a new field, we will work to enter into high-value-added treatment devices.

Creation of New Businesses and Entry into High-Value-Added Treatment Devices

As part of our expansion of strategic products, we aim to expand into the field of high-value-added treatment products.

Total solutions for calcified lesion treatment

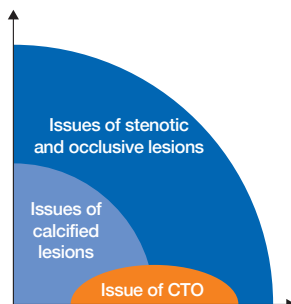
Regarding calcified lesions that are currently considered difficult to treat, we recognize that clinical challenges remain in both the cardiovascular and non-cardiovascular fields (peripheral).

Our Group has developed products capable of treating CTO lesions and others centered on the cardiovascular field that are considered to be difficult to treat, and have contributed to expanding the PCI treatment choices in the CTO field.

As an R&D-oriented company, we will continue to develop products that retain new functions using advanced technologies and contribute to the spread and development of minimally invasive treatments for clinical issues such as

Relationship to CTO devices

- Calcification comes with CTO, but it also exists in cases other than CTO.
- Tackling calcification may lead to solving issues in the CTO treatment.



calcified lesions, including CTO lesions.

Strengthening neurovascular products

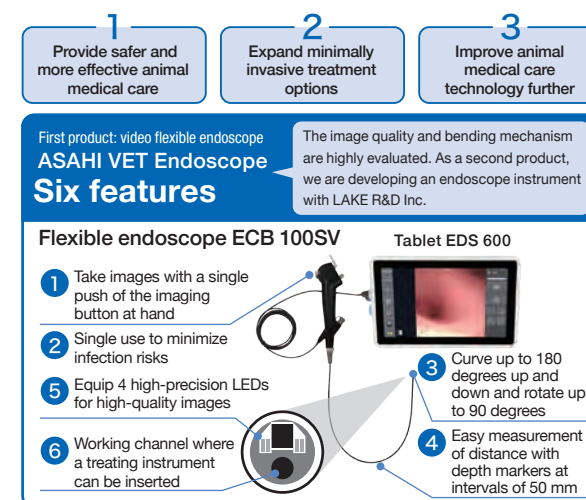
We will seek synergies by striving to expand our product range, including high-value-added products, mainly in the non-cardiovascular field (neurovascular). In addition to the development of our own products, we will make full use of technological alliances, M&As, and minority investments where necessary. We will be also more active in introducing new technologies from outside and promoting strategic alliance with leading partners.

Expand into the market of medical devices for companion animals

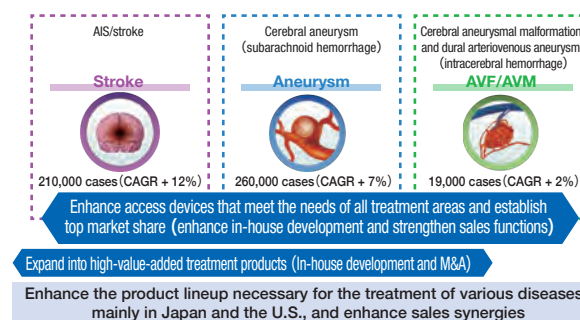
We have launched the companion animal medical device business. We will take on the challenge of developing new

products for animals by leveraging the technologies cultivated in medical devices for humans. Animal medical care plays an important role in protecting the health and lives of animals, and its need continues to grow. In order to protect the health of the precious members of families, the same as for humans, we make contributions by listening to the voices of people and working with Japanese veterinarians to find solutions. Please take a look at our dedicated website, which launched at the end of April 2025, for the latest information that is useful to doctors involved in animal medical care for their medical treatment and prescriptions.

The future aims for medical devices for companion animals



Development of new products in the cerebrovascular field

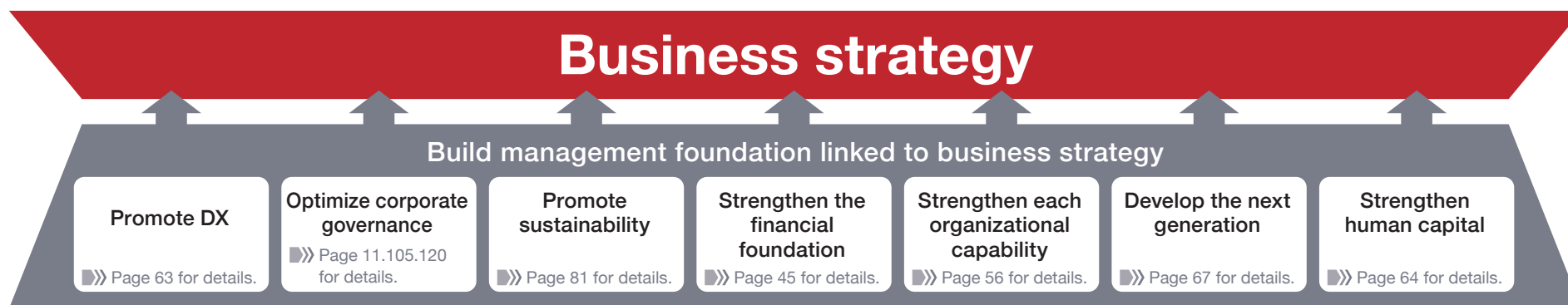


3-5

Priority theme 2: Build a Strong Management Foundation for Sustainable Growth and Strengthen Profitability

Toward building a strong management foundation for sustainable growth and strengthening profitability, we will work on

- ① strengthening the R&D and production system optimized for global expansion,
- ② improving productivity and ③ building a management foundation linked to business strategy.



① Strengthen the R&D and production system optimized for global expansion

② Efforts to improve productivity

We will expand the functions of our Thailand factory to focus on higher-value-added development regarding R&D systems and domestic development bases. »» Page 60 for details. Regarding production systems and productivity improvement, we are building a global production system capable of meeting future net sales of 200 billion yen. We will work to further improve production efficiency through such measures as the transfers from our factories in Thailand and Hanoi to our Cebu factory. »» Page 62 for details.

③ Build management foundation linked to business strategy

In Building the Future 2030, we will implement concrete measures for the creation of sustained values centered on business strategies. At the same time, we will promote the financial strategy and non-financial strategy to strengthen the management foundation that supports the business strategies so that the corporate value and shareholder value will be enhanced.

The details of the financial strategy are explained in Chapter 4 Financial Strategy. As for the non-financial strategy, we will work on strengthening human capital, promoting DX, optimizing corporate governance, and promoting sustainability, etc. We strategically promote the non-financial strategy by establishing a system to promote sustainability initiatives and formulating basic

policies for each of the key sustainability issues.

Currently, company-wide initiatives are promoted centered on these seven key issues. Our approaches and initiatives related to sustainability are disclosed in the Integrated Report and on our website as needed.

In order to achieve continuous stable growth and expand corporate value, we believe that it is necessary to speed up decision-making and increase the transparency of management. As such, management has placed the enhancement of corporate governance as a priority issue and is working to improve corporate governance by focusing on the development of internal control systems, complying with laws, regulations, and the Articles of Incorporation, strengthening risk management, ensuring the timely and fair disclosure of information, and enhancing the executive officer system.