AS ONE CORPORATION

Supplementary Materials on the Acquisition of Own Shares and Tender Offer for Own Shares

AS ONE CORPORATION

TSE Prime (7476)
August 7, 2026

Tender offer overview

Background of the tender offer	✓ Mitigating share price impact from potential large-block sales by a major shareholder. ✓ Reduced cash outflow through discounted share acquisition. ✓ Implementation of shareholder returns in line with the capital allocation policy set forth in Medium-Term Management Plan FY2025-FY2027. Aiming to enhance ROE and EPS.

Offeror / Target company	AS ONE CORPORATION
Tender offer period	From August 10, 2026 to September 7, 2026 (20 business days)
Settlement date	October 6, 2026
Tender offer price	¥2,151 per share
Discount	10.00% discount to the closing price of ¥2,390 on August 6, 2026, the business day prior to the board resolution date
Purchased shares / Max. offer amount	2.75 million shares（3.86% of issued and outstanding shares (excluding treasury stock)）/ ¥5,915 million
Contracted shares / Amount	2.50 million shares（3.51% of issued and outstanding shares (excluding treasury stock)）/ ¥5,378 million
Tendering shareholder	Iuchi Seieido Co., Ltd.

※ Percentage of issued and outstanding shares (excluding treasury stock) as of June 30, 2026

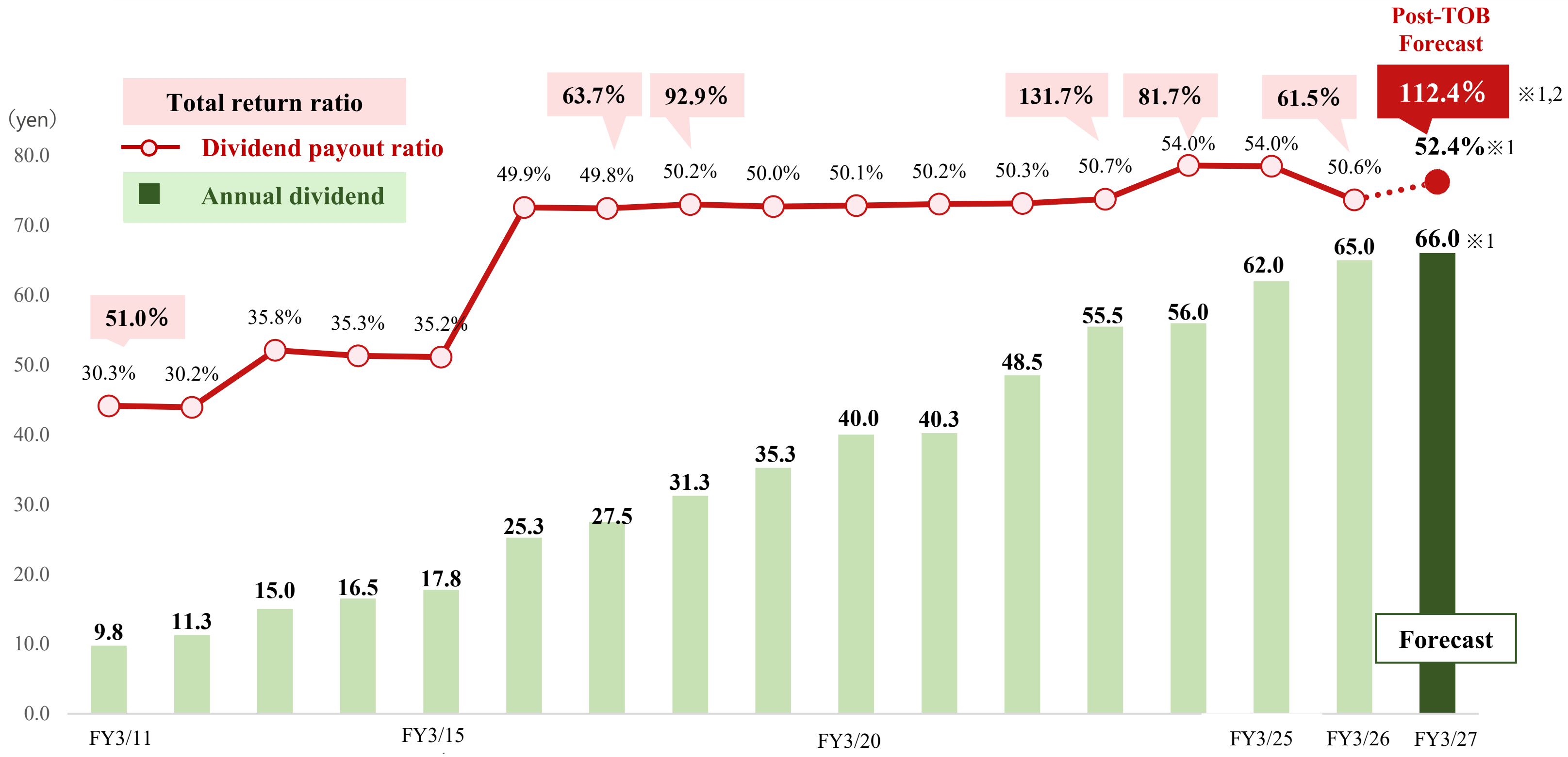
Positioning as a shareholder return measure

✓ Accelerated execution of shareholder return policy outlined Medium-Term Management Plan FY2025-FY2027 through the implementation of the tender offer.

✓ A total return ratio of 112.4% is expected for FY3/2027, based on forecast net income.

（※ Based on the FY3/2027 net income and dividend forecasts announced on May 13, 2026, assuming the purchase of 2.5 million shares under executed tender agreements.）

Medium-Term Management Plan FY2025-FY2027 Shareholder return policy	
■ Total return ratio	60～75% (Cumulative total)
■ Annual dividend	50%+ payment ratio and continued increases



■ Track record of share repurchases

Purchase period	Total purchase amount
FY3/2011	¥515 million
FY3/2017	¥585 million
FY3/2018	¥1,999 million
FY3/2023	¥6,570 million
FY3/2024	¥2,076 million
FY3/2026	¥1,000 million
FY3/2027	**¥5,378 million** ※2

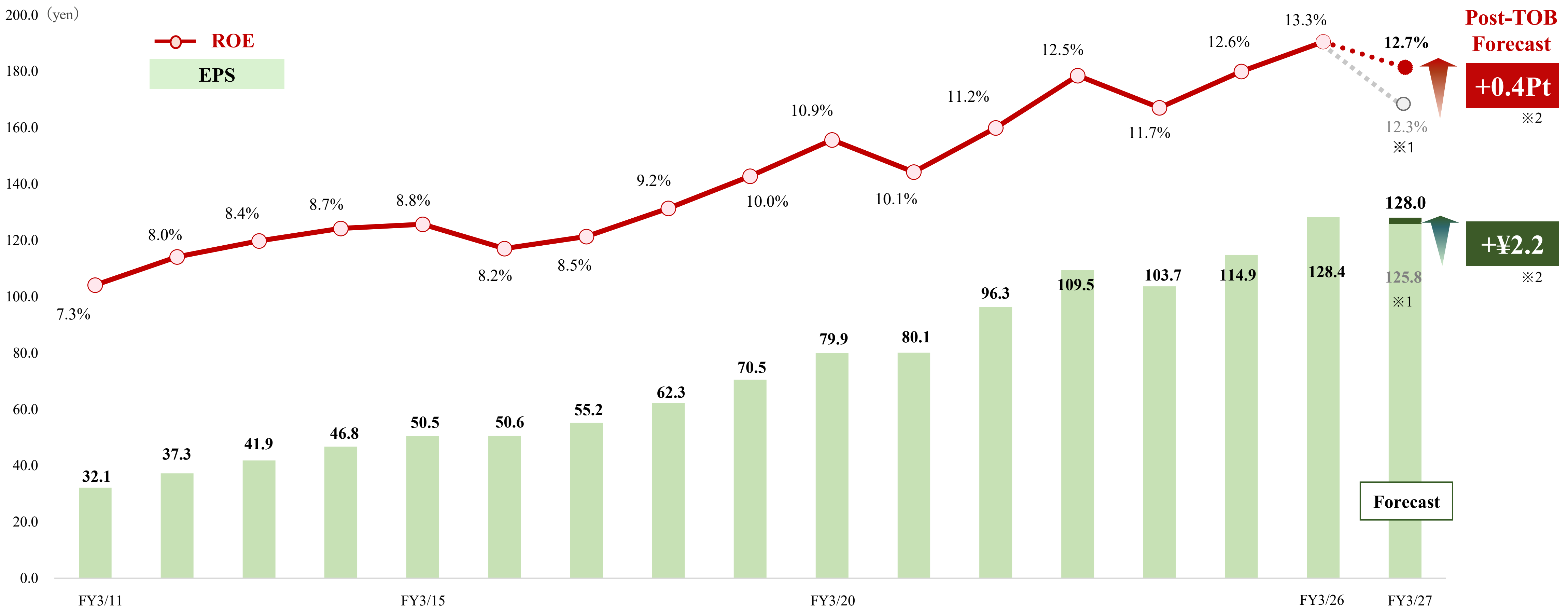
(※ The dividend amounts are presented on a retroactively adjusted basis, taking stock splits into account.)

※1：Calculated by the company based on the FY3/2027 earnings and dividend forecasts announced on May 13, 2026. ※2：Assuming the purchase of 2.5 million shares pursuant to the tender offer agreement.

Expected impact on financial metrics

- ✓ Enhance ROE and EPS through the implementation of the tender offer.
- ✓ Estimated FY3/2027 impact: ROE +0.4Pt, EPS +¥2.2

（※ Based on the FY3/2027 net income and dividend forecasts announced on May 13, 2026, assuming the purchase of 2.5 million shares under executed tender agreements.）



※1：Calculated by the company based on the FY3/2027 earnings and dividend forecasts announced on May 13, 2026.
※2：Assuming the purchase of 2.5 million shares pursuant to the tender offer agreement.

- While we take the utmost care with this material, we assume no responsibility in the event of any errors in the information posted, or for any data tampering by third parties, regardless of the cause.
- This material is not intended to solicit investment. When actually making an investment, please refrain from making investment decisions based entirely on the information in this material; investment decisions should be made at your own discretion.
-

Contact Information

Corporate Planning Department, Public and Investor relations Group

+81-6-6447-8821

asone_ir@so.as-1.co.jp

- **Please view the business model and medium-term management plan via the links below.**

Business Model July 31,2026　　Medium-Term Management Plan FY2025-27