Introduction **What MANI Values** Is our quality "the Best in the World"? Our focus on being "the Best in the World" is the origin of MANI, and has continued since our foundation. The pursuit of products that are beneficial to patients and doctors arises from our very DNA. Only the "the Best in the World" can truly benefit patients. 勝山 1150

Can we deliver the best quality throughout the world?

The future MANI is working to create is a world where people can live healthily and happily.

Today, we live in a world of complex issues, from the health problems associated with a super-aging society to environmental issues and economic disparity that raise obstacles to access to medical care.

Our mission at MANI is to ensure that everyone in the world has access to "good treatment" with "good products."

Corporate Philosophy

Contributing to the welfare of people worldwide through development, production and distribution of products beneficial to patients and doctors.

Company Credo

Ardent, tenacious and persistent efforts with a scientific mind

Basic Management Policy

Assurance of future profits with law-abiding spirits and creative technologies.

The Best Quality in the World, to the World

Policy

Company Credo

Policy for Compilation of the Integrated Report

Basic approach

This report mainly covers the results of MANI, INC. and the Group companies (nine consolidated subsidiaries) in the fiscal year ended August 31, 2023 (from September 1, 2022 to August 31, 2023). It also includes some information directly before and after this period.

Matters for attention concerning future forecasts

Any statements in the contents of the "MANI, INC. Integrated Report 2023" that are not historical facts are forward-looking statements based on the forecasts and plans concerning the future of MANI, INC.

These forward-looking statements include risks, uncertainties, and other factors, and the actual results and performance, etc., may vary from these forward-looking statements.

• Date of issue: May 2024

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Foundation for "The Best Quality in the World" -ESG at MANI-

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Basic Business Policy

The Future MANI is Striving For

Contributing to the world welfare by providing healthy lifestyles.

Our Passion and Commitment: The Best Quality in the World As a manufacturer of medical devices, MANI is aiming to contribute to the welfare of all stakeholders by balancing our business activities with the needs of a sustainable society, with awareness of the importance of all life and the environment.

Business activities that reduce environmental burdens

- Product life cycle management that balances environment and quality
- Introduce renewable energy





Ensure occupational safety & health, and promoting health

- Implementation of health and productivity management
- Foster a culture that enables mutual awareness of safety



Contribute to our bases' communities and to society

- · Collaborate with the local industry, academia, and government
- A shelter for the locals
- Clean exhaust and drainage





MANI SUSTAINABILITY

A working environment where a diverse group of people can succeed

- Understanding that goes beyond nationalities, races and ethnicities • Promote a work-life balance
- Select a flexible work style







Solve social issues through business activities

- The best quality in the world that considers sustainability
- Sales of products throughout the





Governance

- Procurement that considers safety & health, the environment and
- Continue being a Company with Nominating and Other Committees
- · Compliance with laws



P. 37 MANI Sustainability



The Social Issues MANI Recognizes, and the Value We Provide

The Future Medical Issues MANI Recognizes

Increases in disease incidence rates with the progression of an aging society

The incidence rates of various diseases are forecast to increase due to the effect of an aging society. For example, the number of surgical procedures on the eye is expected to increase worldwide, particularly for cataracts which is likely to account for the highest ratio of eye surgery.

Changing needs in medical care brought about by economic growth

Raising the quality of oral hygiene is said to be the most important key when it comes to health and sanitation in developing and emerging countries. As the economies of these countries continue to grow, the importance of oral and dental care, such as treatment for tooth decay, is expected to further increase.

Expansion of social loss, and QOL

There is a growing number of people in the world who are suffering substantial social loss because they cannot access high-quality medical care. This social issue will lead to a decline in people's quality of life (QOL), and it is expected to also negatively impact socio-economic activity.

The Strengths of MANI and the Value We Provide

01

The best quality in the world, using our proprietary microfabrication technologies

MANI's proprietary microfabrication technologies, which we have built up over many years, enjoy a high level of trust in the medical field worldwide.

E.g.) Development of very fine surgical suture needles

Development of ophthalmic knives with superior sharpness

02

Development of products that are ease of use for doctors, and lessen the burden on patients

One of MANI's strengths is product development that puts the needs of doctors and patients first. The development of various micro-medical equipment that focuses on the fine sensations in the fingers of doctors is continuing to advance in the field of minimally invasive medical care, which helps lessen the burden on patients.

E.g.) • Lineup of various customized products

Over 10,000 types of surgical suture needles and over 1,500 types of dental products

Helping to reduce treatment times and lessen the burden on patients

03

Track record of reliable supply to medical fields worldwide

Since our foundation in 1956, MANI has continued to supply high-quality products to various medical fields around the world.

Our mission is to deliver MANI products throughout the world, based on the foundation of strong trust our customers and sales partners have in the quality of MANI products.

Contributing to the welfare of people worldwide

through development, production and distribution of products beneficial to patients and doctors.

Integrated Report 2023 MANI



7

MANI's Value Creation Story

MANI has been leveraging the management capital we have accumulated over many years to provide high-quality products based on our strengths in three areas: "Off-Limits Management," "Manufacturing Strategy," and "DNA of Aiming to Be the Best in the World." We will continue to build on these strengths and provide high added value MANI products throughout the world, as we aim to contribute to the welfare of our stakeholders including doctors and patients, society, employees, and shareholders, and of people worldwide.

Business Model Changes in management capital and Output Outcome Our values and aims the social environment **Management Capital That Supports Growth** [Corporate Philosophy] P.3 Value drivers Improve "Contributing to the welfare of people worldwide" **Human Capital** the speed of new products Abundant human resources **Business segment** Contributing to the welfare of people worldwide through Number of employees 3,685 (Consolidated) development **Eyeless Needle** development, production and distribution of products Employee average length of service 15 years (Non-consolidated) Global **Surgical** beneficial to patients and doctors. Value chain Ratio of foreign national employees Around 90% (Consolidated) Development . Corporate culture nigh-quality, **Doctors & Patients** The spirit of "ardent, tenacious and persistent efforts with a scientific mind" low-cost Medical instruments that will benefit patients anufacturing Off-Limits **Technology Capital** Improvement of the quality of life (QOL) of patients Management High-quality medical instruments that will Accumulated creative technologies **Ⅲ P. 23-24** benefit doctors Microfabrication technologies (laser microfabrication technology, etc.), Metal material rovide products technologies (MANI hard-fiber stainless steel, etc.) **Essence of Value Creation** that meet the 486 Number of patents owned Society Investment in research and development customers Community-based medical & Ratio of R&D expenses to net sales 8.9% **DNA of Aiming** Manufacturing healthcare including overseas to Be the Best in Strategy **Manufacturing Capital** Contribution to local communities the World Differentiation THE BEST Proprietary production technologies and quality assurance system QUALITY IN THE **Employees** Global **VORLD, TO THE** Overseas production system centered in Vietnam Workplace environment that is Quality assurance WORLD comfortable and rewarding **Social Capital Dental** Opportunities to develop and grow Business relations skills and capabilities Worldwide customer base, networks with KOL Cultivate new doctors (Note), partner with local communities **Shareholders Financial Capital** Stable and continuous shareholder Very sound financial foundation returns High profitability, strong equity capital Investment for sustainable growth **Build up strengths** Medium-Term Management Plan Key Measures № P. 25-36 **Key Measures Required for** Personnel P. 42-44 ∭P. 29 ____P. 31 ____P. 33 Collaborating Global **Smart Changes in the Social Environment Factory** with KOLs around the world marketing development MANI Sustainability

Create new pipelines

(Note) KOL doctors: Influential doctors in medical and dental fields who are viewed as key opinion leaders

Carbon neutrality

• Utilization of diverse human resources

• Green supply chain that considers the environment

History

Founded in

Global expansion Sales regions

Over

Global expansion Overseas sales ratio*

83.0%

Ophthalmic knives Global market share

Approx. 30%

Ophthalmic knives Domestic market share

No.1



Introduction

MANI Outlook

MANI contributes to the welfare of people around the world by providing safe and high-quality medical equipment, which are produced using our microfabrication technologies, to the medical field in over 120 countries around the world. In particular, we have a high market share both domestically and globally for ophthalmic knives that are used in cataract surgeries.

Countries and regions with sales results MANI MEDICAL GERMANY GmbH (MMG) MANI VIENTIANE SOLE CO., LTD. (MVC) es base MANI MEDICAL INDIA PRIVATE LIMITED (MMI) MANI YANGON LTD. (MYL) MANI MEDICAL DEVICE MALAYSIA SDN. BHD. (MMM) (MANI HANOI CO., LTD. (MHC) MANI MEDICAL HANOI CO., LTD (MMH)

MANI Medical Beijing Co., Ltd. (MMB) Headquarters Utsunomiya, Tochigi ¥1.8 billion (7.7%)North America ¥2.0 billion Consolidated net sales ¥24.4 billion

Europe

¥5.3 billion

(21.8%)

Sales growth rate (Compound Annual Growth Rate)

12.5%

ROE*

Dividend payout ratio*

¥4.1 billion

(17.0%)

¥11.0 billion

(45.2%)

57.9%

Total number of eyeless needles (Approx. 16 years from 2007 to 2023)

Dental product types

Over 1,500 types CAGR +10.1% (FY2013 to FY2023)

*FY2023 results

Business Segments and Main Products

MANI is developing its business globally centering on the three business segments of Surgical, Eyeless Needle, and Dental.

One of our strengths is our ability to maintain high profitability in all segments, as we build a lineup of distinctive products while specializing in niche markets.

Surgical



- Ophthalmic knives, staplers for suturing the skin's surface, etc.
- Competitive advantage: superior sharpness, microfabrication technologies that cater to miniaturization and increased precision of surgical procedures



Ophthalmic knives



Skin stapler

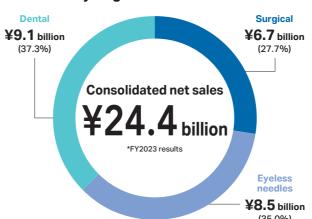
Eyeless Needle



- Surgical suture needles, needles for surgical sutures (OEM production)
- Competitive advantage: superior sharpness, in-house developed materials that are rust-resistant and difficult to break, fine laser processing technologies and drill processing technologies



Net sales by segment



Operating income margin by segment (FY2023 results)

Surgical

31.3%

Eyeless needles

33.4%

Dental

24.7%

Dental



- Dental instruments, dental restoration materials
- Competitive advantage: superior durability, lineup of various products, people-friendly by avoiding use of hazardous substances and materials



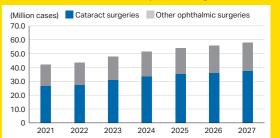


Trends in the health care field where MANI's products are sold

Aging society and cataracts

Cataracts are a disease in which the clouding of the crystalline lens (the eye's lens) causes gradual vision loss. Cataracts mostly occur as people age, and as the aging of society progresses in advanced nations such as Japan, Europe and North America, the number of cataract patients is increasing worldwide.

Actual and forecast of number of ophthalmic surgeries worldwide

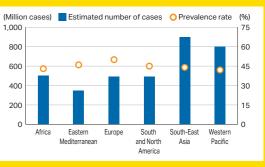


Compiled by MANI, INC. based on the Market Scope "2022 Ophthalmic

Economic growth and oral hygiene

According to a WHO report, the estimated number of cases and prevalence rate of oral diseases in Asia (South East Asia and other regions) is high on a global basis. The importance of oral and dental care is presumed to be on the rise in emerging countries with continual economic growth.

Estimated number of cases and prevalence rate of major oral diseases by region (excluding lip and oral cancer)



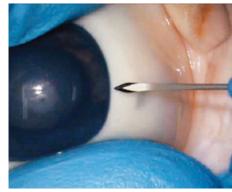
Compiled by MANI, INC. based on the WHO "Global oral health status report: Towards universal health coverage for oral health by 2030"

Examples of use in the medical field

Case

Cataract surgeries × Ophthalmic knives

Our ophthalmic knives with superior sharpness are used in cataract surgery worldwide, helping to shorten surgical times and lessen the burden on patients.

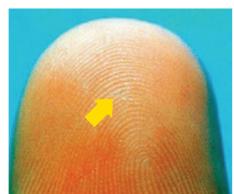


Testing the sharpness of an ophthalmic knife using a pig's eye

Case

Cardiovascular surgery × **Eyeless needles**

Our eyeless needles that have high resistance to breakage and precision are used in cardiovascular surgery and other procedures that require a doctor's delicate senses and fine touch (MANI is the only manufacturer in the world that is able to mass produce an eyeless needle with a diameter of 140 microns or less).



Suture needle that is about as thin as a strand of human hair

Case **Dental treatment × Various dental products**

A wide variety of dental products are used to meet the various needs of dental treatment, from treatment for tooth decay (cutting teeth and treating nerves) to restoration for improving the functionality and esthetic properties of teeth.



Dia-bur used for grinding teeth

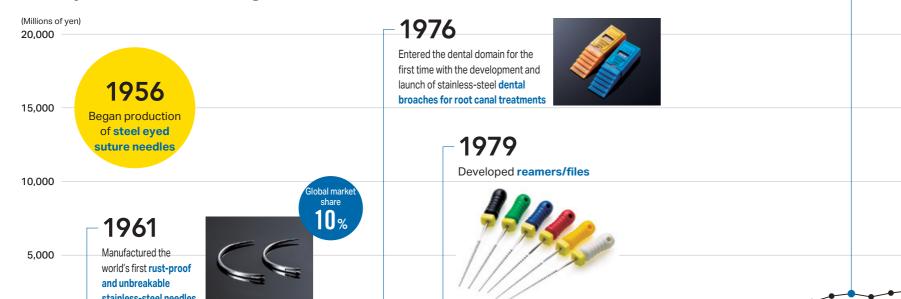
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History of MANI Introduction

Since our foundation, MANI has pursued the creation of products that are beneficial to patients and doctors. We have grown by evolving our business models and expanding globally in the domains of medical and dental instruments that require microfabrication technologies. We will continue to strive for sustainable growth through business expansion that is fine-tuned to meet the needs of society and changes in the business environment.

History of MANI and Change in Consolidated Net Sales



1993 Launched sales of skin staplers, and continued active

product development in fields other than stainless wire



2020 Started sales of endodontic rotary instruments using highly flexible nickel titanium. Able to minimize root canal shaping during treatment, and support minimally-invasive treatment

2015

Began supplying composite resin with the acquisition of GDF (currently MMG). Able to shorten dental treatment time by achieving both functional aspects and MANI NANO esthetic properties

(Note) GDF: Gesellschaft für Dentale Forschung und Innovationen GmbH

1998 Successfully developed ophthalmic knives, which became one of our major products in the ophthalmic field. Achieved superior sharpness using our proprietary wire processing technology

MANI's ophthalmic knives selected as a GNT product in the METI Certified Global Niche Top Companies Selection 100 List (2020)

Launched vitreous forceps for treating internal ocular diseases as a new product in the ophthalmic domain. Our specialty, microfabrication technology, was used to achieved this product's high rigidity and high

precision

2023

2020 (Year)

Business Expansion and Evolution of Governance

1970



1960

1956: Stable used at the time of founding



1959: Established MATSUTAN SEISAKUSYO CO., LTD.



MATSUTANI SFISAKUSYO



1980

1996: Changed company name to MANI, INC.



1990

Strengthened of governance from an early stage (2004)





2000

2006: Relocated Headquarters from Takanezawa Factory to Kiyohara Factory



2010

Received the 2008 **Porter Prize**

Transferred to being a Company with Committees (currently a Company with Nominating and Other Committees)

2012: Established MANI Medical Beijing Co., Ltd. in Beijing, China

Retirement of the founding family from management (2020) Announcement of the Medium-Term Management Plan (2021) Formulation of MANI Sustainability (2021)

The Founder Masao Matsutani proposed the Quality First Policy Set up the corporate philosophy system (1986)

Registration of stock with the Japan Securities Dealers Association (JSDA) (June 2001) Listing on the Second Section of the Tokyo Stock Exchange (September 2011) Listing on the First Section of the Tokyo Stock Exchange (September 2012) Transfer to Prime Market of the Tokyo Stock Exchange (April 2022)

Awards and External Evaluation

Received the 2008 **Porter Prize**

https://www.porterprize.org/ pastwinner/2008/12/02111040.html

Selected for the METI Certified Global Niche Top Companies Selection 100 List

https://www.meti.go.jp/policy/mono_info_ service/mono/gnt100/index.html



Received the METI Minister's Award for Corporate Governance of the Year 2023 by the Japan Association of Corporate Directors

https://www.jacd.jp/news/cgoy/240111_ 2024-1.html



Tochigi SDGs Promotion Company

https://www.pref.tochigi.lg.jp/f01/work/ shoukougyou/sesaku/tochigisdgs2023.html



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