

Introduction

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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.

Kanji Matsutani (Second President)



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.

Basic Business Policy

The Best Quality in the World, to the World

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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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.



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



Solve social issues through business activities

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



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



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



Governance

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



P. 37 MANI Sustainability

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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.

- E.g.) • Shipping MANI products to **over 120 countries**

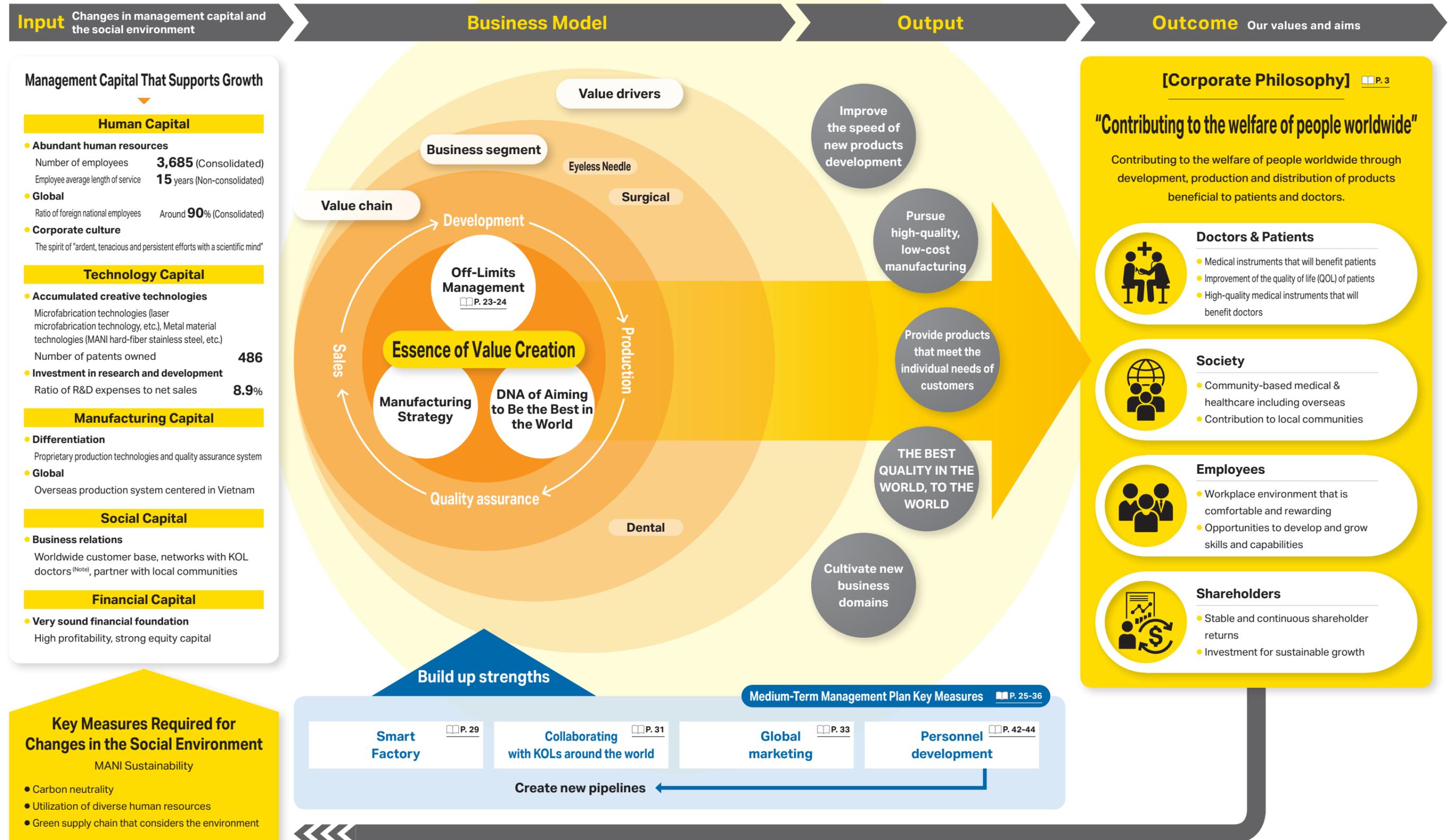
Contributing to the welfare of people worldwide

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

5

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.





History

Founded in
1956



**Global expansion
Sales regions**

Over
120 countries

**Global expansion
Overseas sales ratio***

83.0%

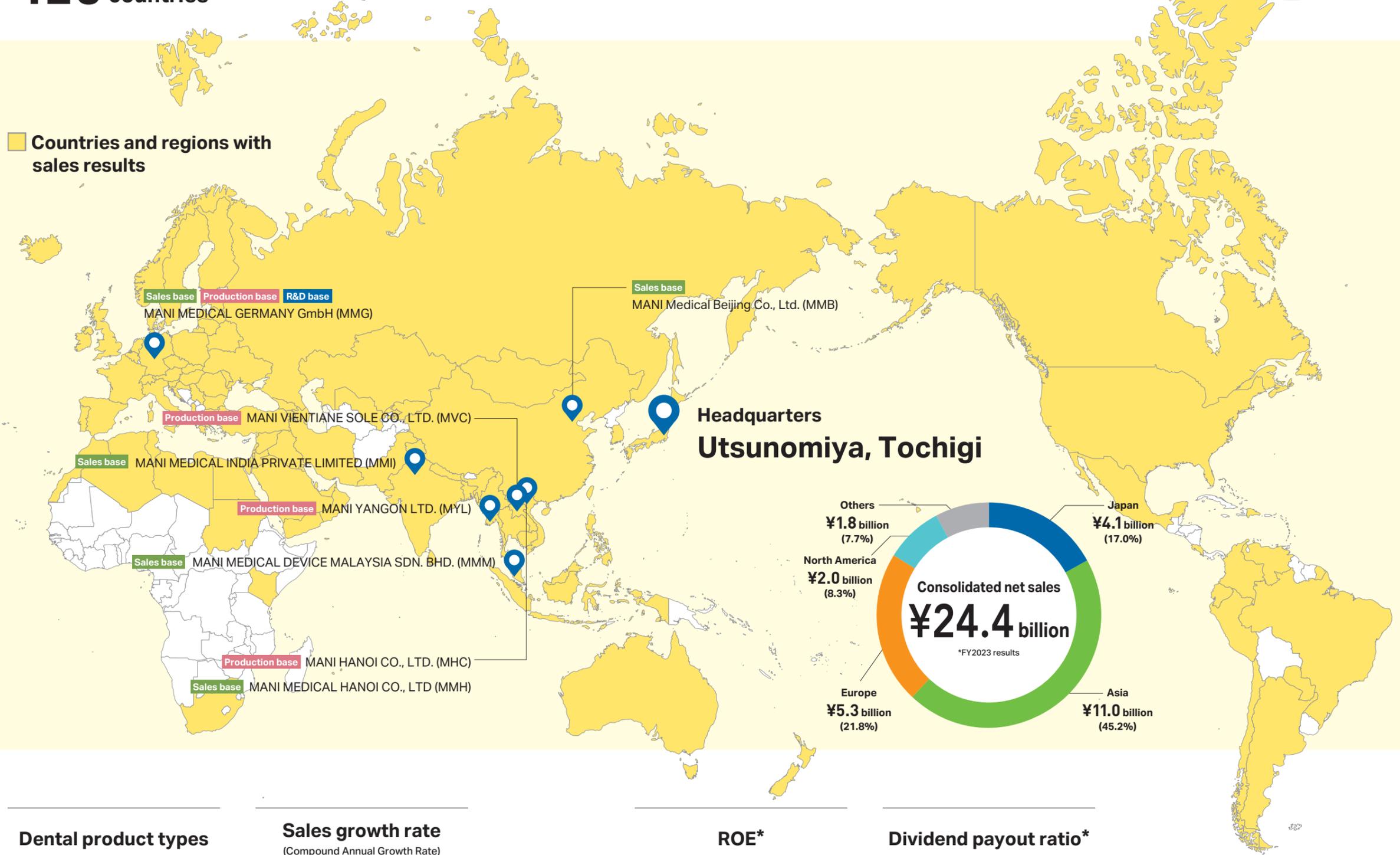
**Ophthalmic knives
Global market share**

Approx. **30%**

**Ophthalmic knives
Domestic market share**

No.1

Countries and regions with sales results

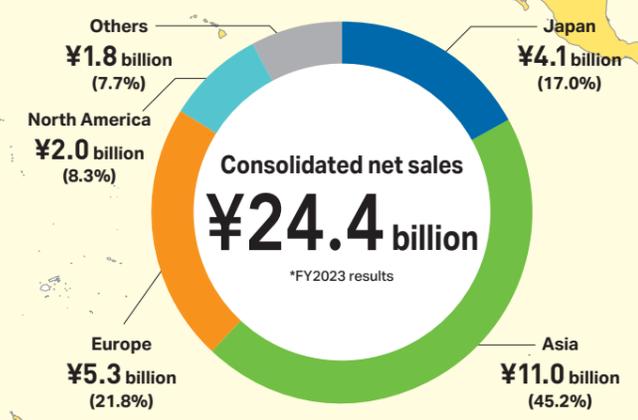


Introduction

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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.



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

2.4 billion needles shipped
(internal estimate)

Dental product types

Over **1,500** types

Sales growth rate
(Compound Annual Growth Rate)

CAGR +10.1%
(FY2013 to FY2023)

ROE*

12.5%

Dividend payout ratio*

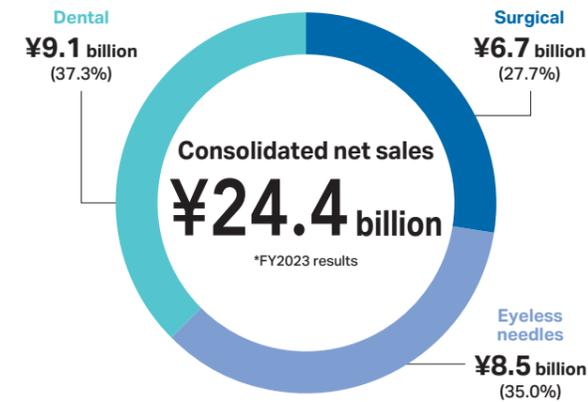
57.9%

7 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.

Net sales by segment



Operating income margin by segment (FY2023 results)

Surgical	31.3%
Eyeless needles	33.4%
Dental	24.7%

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



Eyed needles

Eyeless needles

Dental

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



Dental root canal treatment instruments (reamers and files)

Dental rotary cutting instruments (dia-burs)

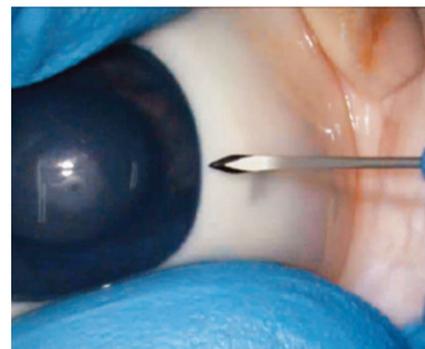
Dental restoration materials

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.

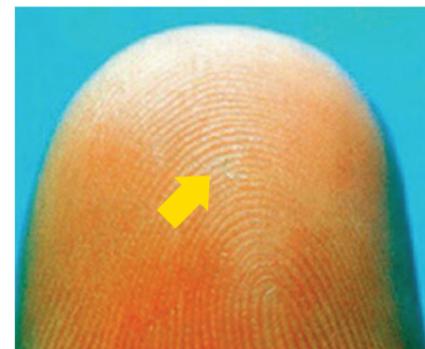


Testing the sharpness of an ophthalmic knife using a pig's eye

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

P. 35 Feature 1

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

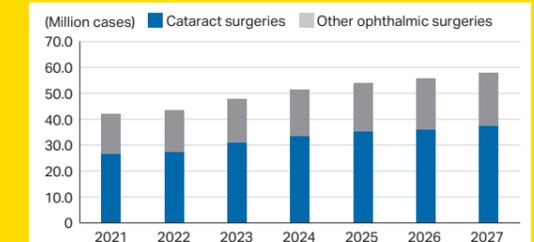
TOPIC

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

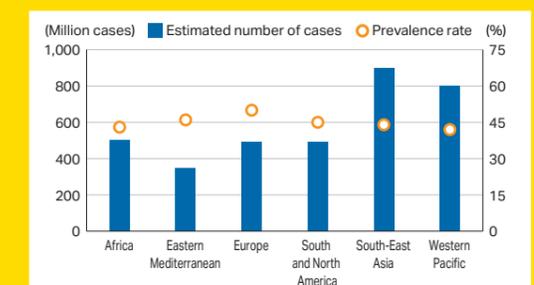


Compiled by MANI, INC. based on the Market Scope "2022 Ophthalmic Surgical Instruments Market Report"

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)

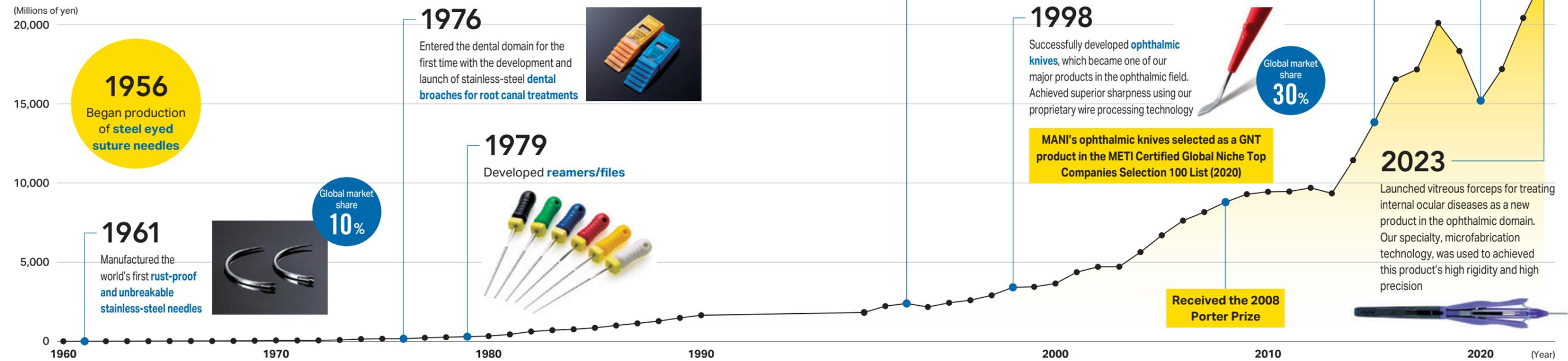


Compiled by MANI, INC. based on the WHO "Global oral health status report: Towards universal health coverage for oral health by 2030"

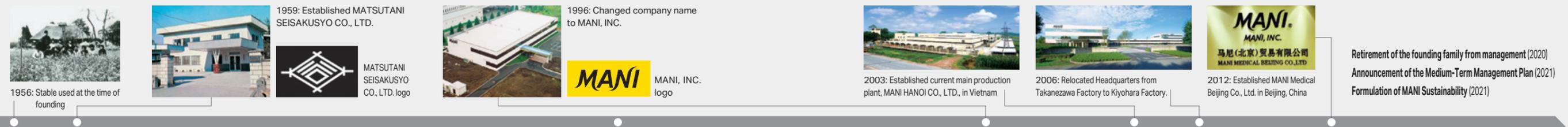
Introduction **8** History of MANI

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



Business Expansion and Evolution of Governance



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

<p>Received the 2008 Porter Prize</p> <p>https://www.porterprize.org/pastwinner/2008/12/02111040.html</p>	<p>Selected for the METI Certified Global Niche Top Companies Selection 100 List</p> <p>https://www.meti.go.jp/policy/mono_info_service/mono/gnt100/index.html</p>	<p>Corporate Governance of the Year</p> <p>Received the METI Minister's Award for Corporate Governance of the Year 2023 by the Japan Association of Corporate Directors</p> <p>https://www.jacd.jp/news/cgoy/240111_2024-1.html</p>	<p>Tochigi SDGs Promotion Company</p> <p>https://www.pref.tochigi.lg.jp/f01/work/shoukouyou/sesaku/tochigisdgs2023.html</p>	<p>Eruboshi Certification (Level 3 certification)</p> <p>https://jsite.mhlw.go.jp/tochigi-roudoukyoku/newpage_00881.html</p>
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