

FY2025

Financial Results & Forecasts

MANI, INC.

THE BEST QUALITY IN THE WORLD, TO THE WORLD

October 8, 2025

Voluntary Recall of “MANI DIA-BURS” in China

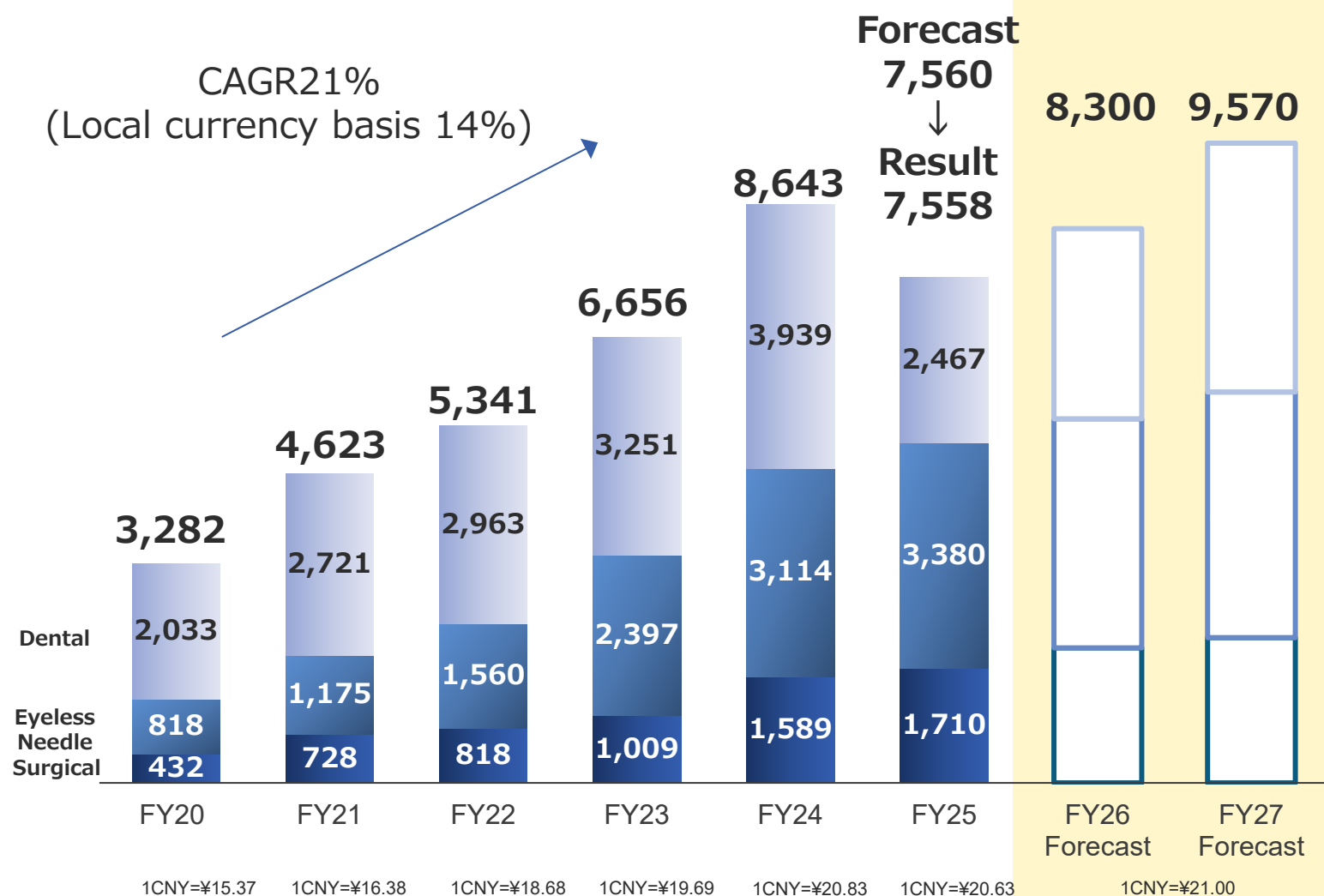
- We have discovered that the product registration information submitted to the Chinese regulatory authorities contained inaccuracies. **The voluntary recall began in March 2025 and was mostly completed by August 2025.**
- We applied for regulatory modification of the corrected products in March 2025. The approval process is progressing ahead of the initial schedule (originally expected by March 2026), and sales of all dia-burs are anticipated to resume from FY26 2Q (between December and February).

Impact on Business Performance (¥ million)

	FY25 Full-Year Forecast (As of FY2025 Q3)	FY25 Full-Year Results
Quantity recalled (units)	3.75 million	4.20 million
Sales reduction (YoY)	(1,520)	(1,481)
Decrease in new orders	(1,190)	(1,100)
Returned amount	(330)	(381)
Impact on profit	(1,200)	(1,192)

Business in China: Outlook

(¥ million)



● Sales outlook for dia-burs :

- FY25 results: approx. 50% of the pre-recall level.
- Recovery target: over 90% of the pre-recall level by FY27.

● FY25 Performance Highlights :

- Surgical and Eyeless Needle segments achieved solid sales growth
 - Surgical: YoY +7.6%
 - Eyeless Needle: YoY +8.5%
- Dental products excluding dia-burs remained flat.

● Forecasts for FY26 and beyond :

- Recovery to growth trajectory (CAGR over 8%)
- Respond to China's localization trend
 - Impact of GPO on the Eyeless Needle segment: expand sales through partnerships with suture manufacturers
 - Launch domestic production in China (mass production from FY28)

FY2025 Financial Results

Consolidated Financial Results

(¥ million)

- **Higher revenue but lower income due to the temporary voluntary recall of dia-burs in China**
 - Surgical and Eyeless Needle segments maintained their growth, contributing to increased revenue and profit
 - Asset reevaluation:
 - ① Impairment of non-current assets at Germany MMG (¥1,190 million recorded in extraordinary loss)
 - ② Inventory disposal of long-stagnant products (¥98 million recorded in cost of sales)

	FY24 Results (A)	FY25 Results (B)	Changes in Amount (C=B-A)	Changes in % (C/A)	FY25 Revised Forecasts (D)	Forecast Progress Rate (B/D)
Net sales	28,513	29,968	+1,454	+5.1%	29,600	101.2%
Cost of sales [%]	10,616 (37.2%)	10,650 (35.5%)	+33	+0.3%	10,800 (36.5%)	98.6%
SG&A expenses [%]	9,505 (33.3%)	11,124 (37.1%)	+1,619	+17.0%	10,900 (36.8%)	102.1%
Operating income [%]	8,392 (29.4%)	8,193 (27.3%)	(198)	(2.4%)	7,900 (26.7%)	103.7%
Ordinary income	8,464	8,271	(192)	(2.3%)	7,800	106.0%
Net income	6,286	4,643	(1,643)	(26.1%)	5,450	85.2%

Operating Income to Profit Before Income Taxes (Details)

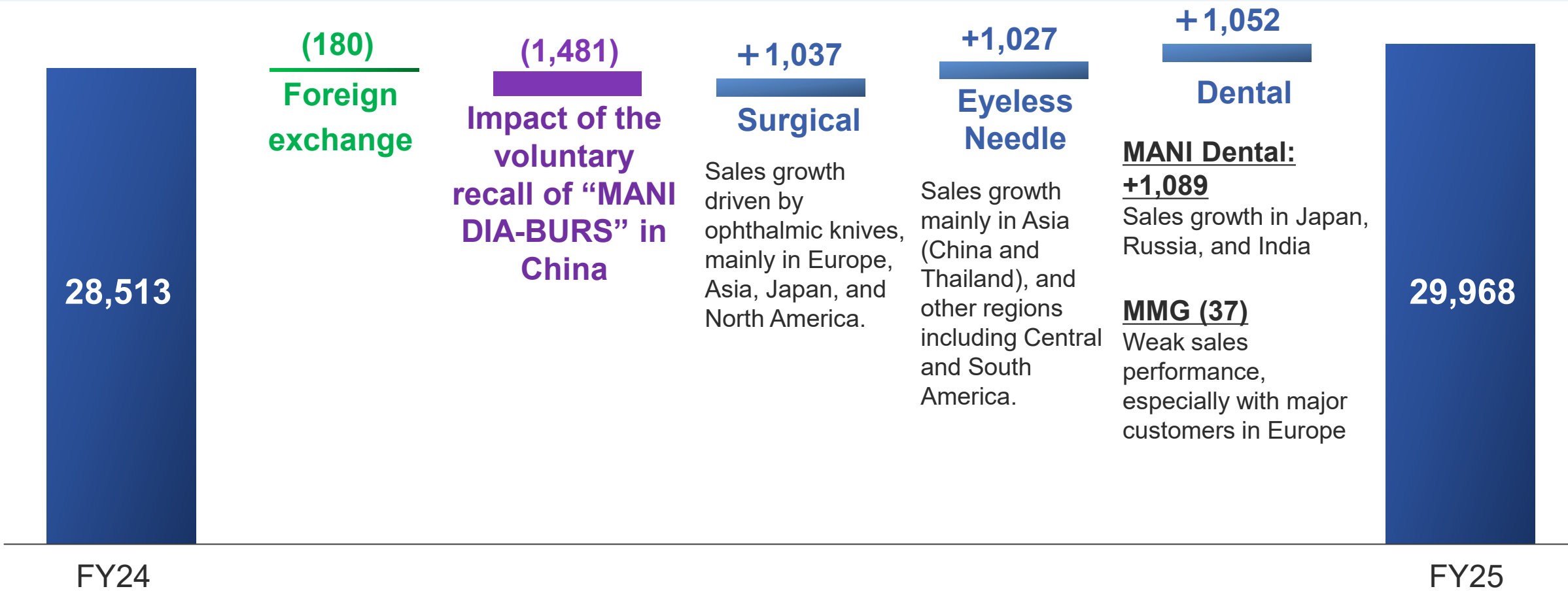
(¥ million)

	FY24 Results	FY25 Results	YoY	Notes
Operating income	8,392	8,193	(199)	
Non-operating income	309	402	+93	
<i>Foreign exchange gains</i>	-	71	+71	
<i>Interest income</i>	206	240	+34	
Non-operating expenses	237	324	+87	
<i>Foreign exchange losses</i>	164	-	(164)	
<i>Depreciation</i>	-	222	+222	Increase in depreciation related to Hanaoka Factory (Smart Factory) before operation
Ordinary income	8,464	8,271	(193)	
Extraordinary income	31	28	(3)	
Extraordinary losses	71	1,212	+1,141	Impairment of non-current assets at MMG (¥1,190 million)
Profit before income taxes	8,424	7,087	(1,337)	

Net Sales Status by Segment

(¥ million)

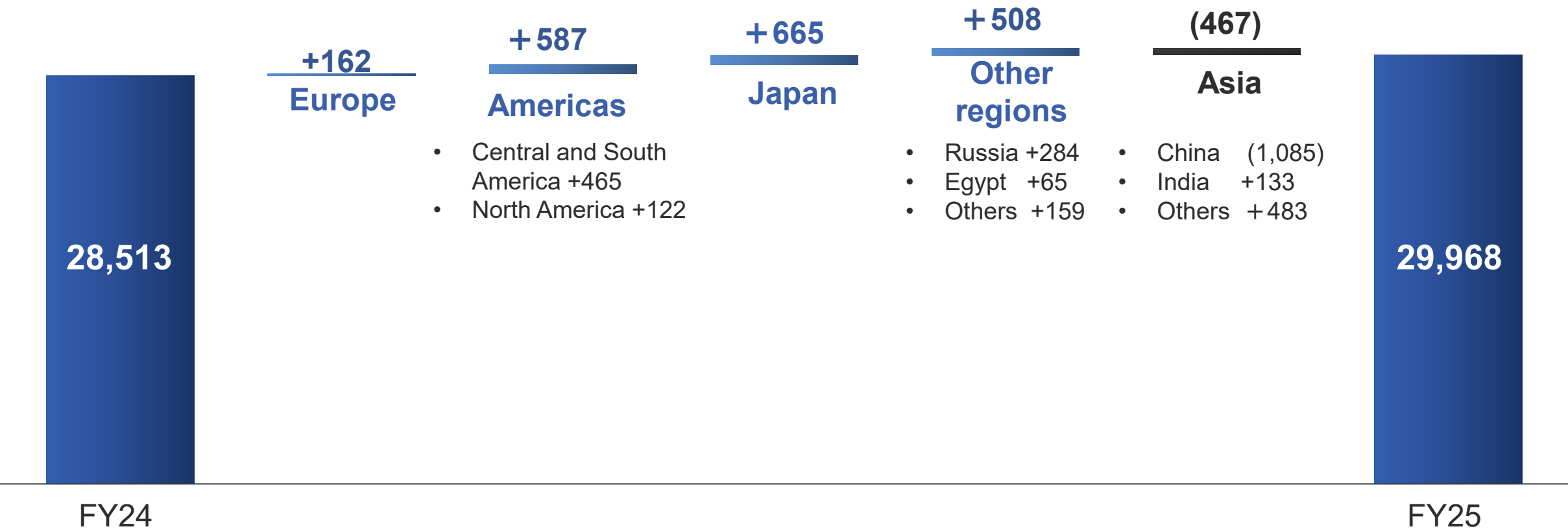
- Increase in sales YoY +1,454 million [+5.1%]
 - Excluding the impact of the voluntary recall of dia-burs in China and MMG’s performance, all segments saw revenue growth.



Net Sales Status by Region

(¥ million)

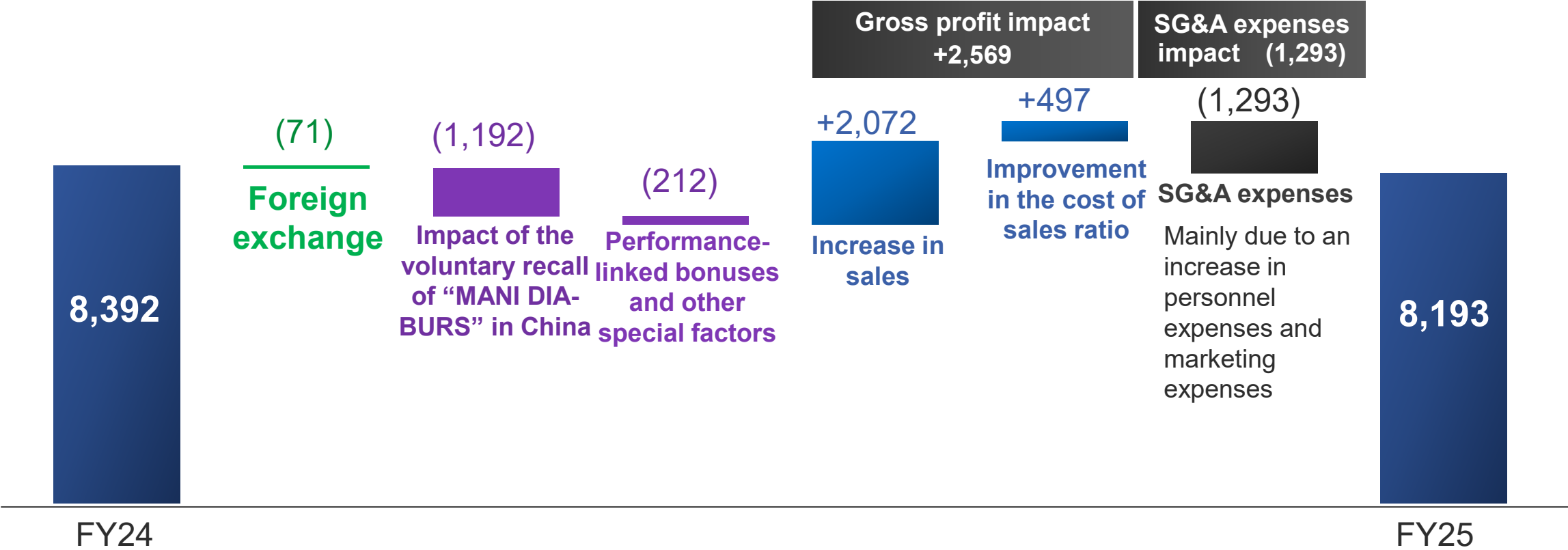
- Sales grew across all global regions, excluding China
 - In Japan, sales were driven by strengthened sales and marketing efforts in the Dental segment.
 - In Central and South America, and Russia, growth was led by Eyeless Needle and Dental segments, while in North America, the Surgical segment led the sales growth.



Operating Income Status

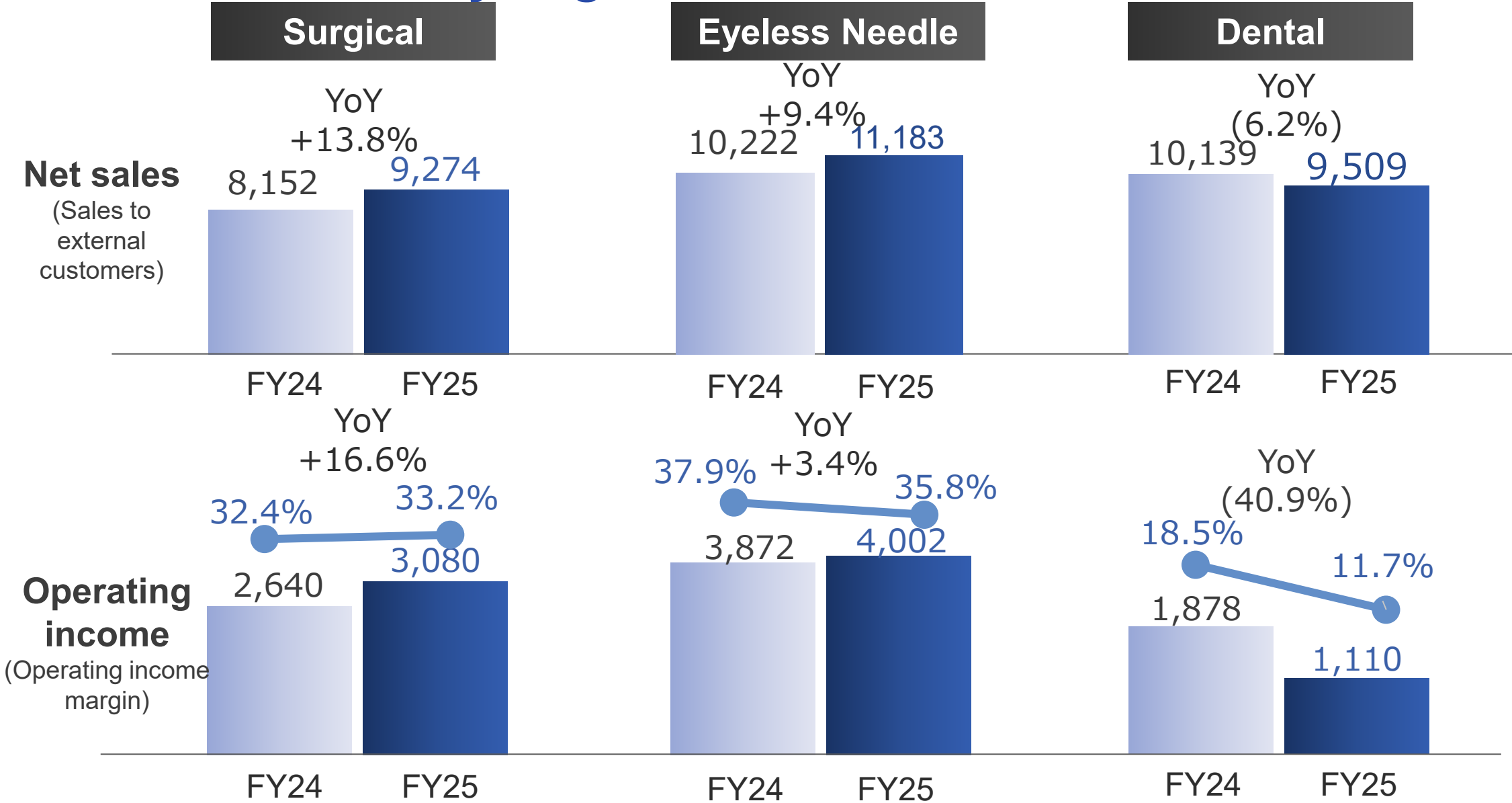
(¥ million)

- **Operating income declined YoY (¥198 million) [(2.4%)]**
 - Decline mainly due to temporary factors: voluntary recall of dia-burs in China and performance-linked bonuses from the previous fiscal year.
 - Excluding the factors above, SG&A expenses were mostly in line with the plan. Personnel expenses increased with the addition of 29 employees in Japan (432 employees as of the end of FY25).
 - Cost improvements, including cost reductions at the Vietnam Factory, led to better-than-expected results.



Financial Results by Segment

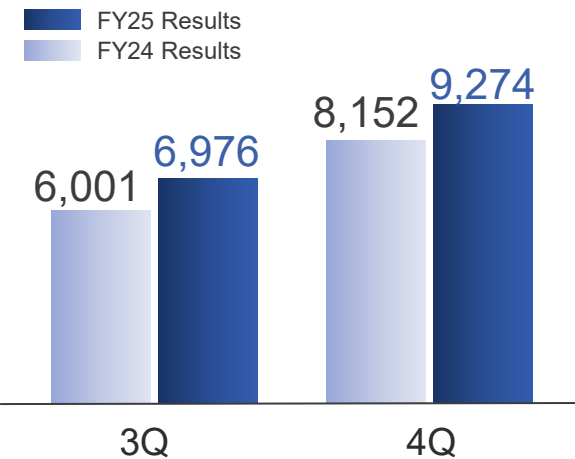
(¥ million)



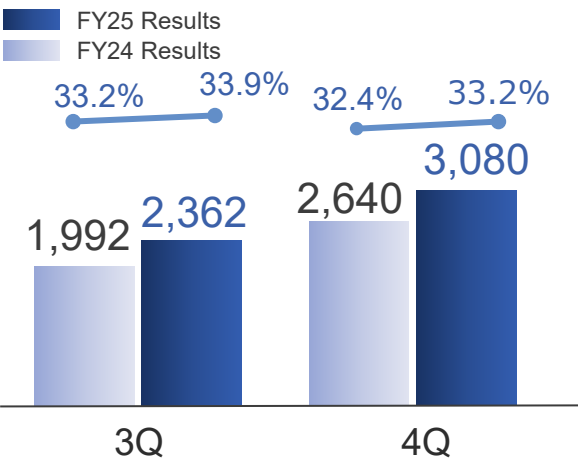
Surgical Segment – Results Analysis

(¥ million)

Net sales



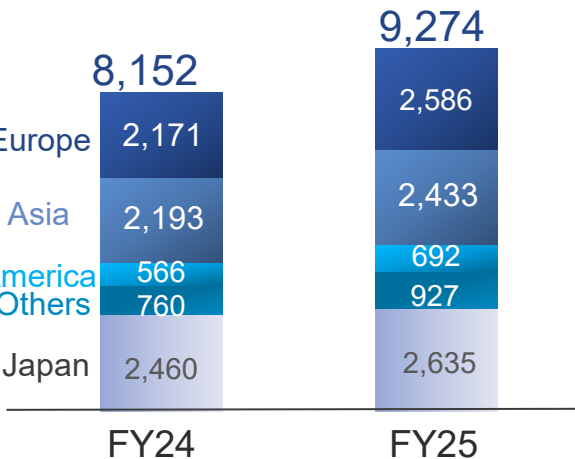
Operating income / %



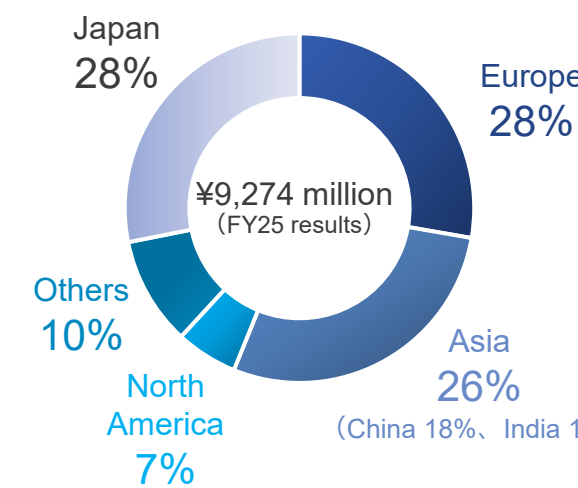
Overview of Business Results

- **4Q Highlights:**
 - Strong sales in North America due to the partnership with MST
 - Decline in China due to the impact of private hospital cases
- **Full-Year Highlights:**
 - Sales growth: +13.8% YoY
 - Sales growth was driven by ophthalmic knives, particularly in Europe, Asia (mainly China), Japan, and North America
 - Profitability improved due to price optimization and cost reductions

Sales by region



Sales ratio by region



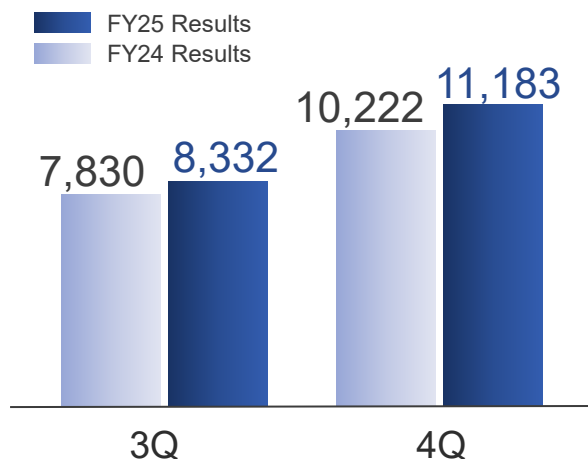
Future Key Measures

- **United States:** Alliance with MST will serve as a core pillar of future overseas growth strategy
- **China:** By establishing a production base in China (FY28), we will strengthen our response to domestic production.
- **Europe:** Expand success in high-share regions (Germany, UK, etc.) to other markets
- **Asia:** Focus on marketing in Southeast Asia (Indonesia, Malaysia)

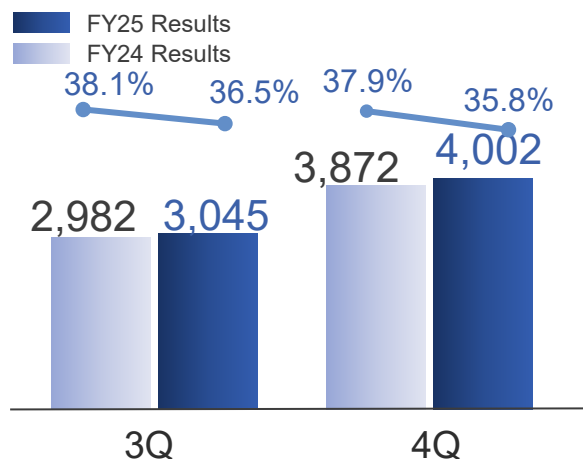
Eyeless Needle Segment – Results Analysis

(¥ million)

Net sales



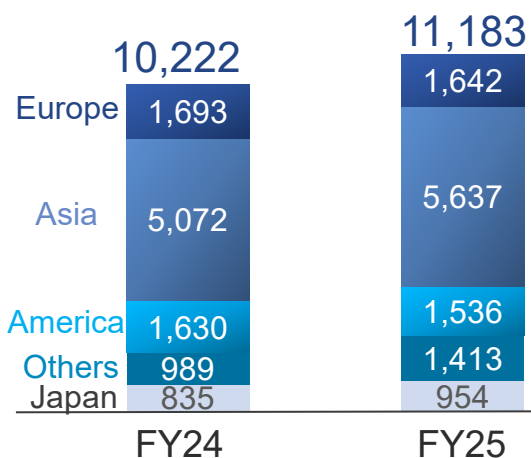
Operating income / %



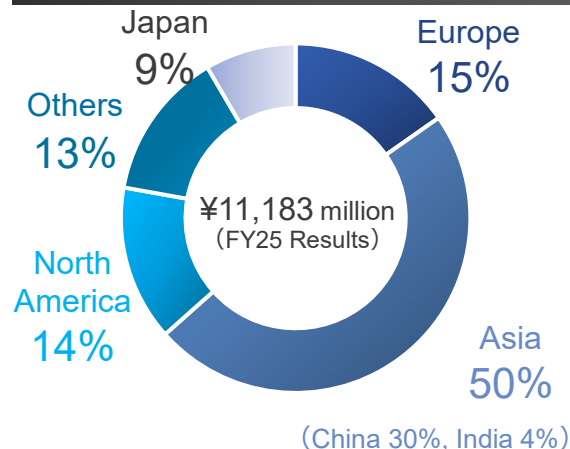
Overview of Business Results

- **4Q Highlights:**
 - In China, sales increased due to large GPO orders from customers, while North America and Europe experienced a slowdown due to inventory adjustments
- **Full-Year Highlights:**
 - Sales growth: +9.4% YoY
 - China achieved growth driven by strategic partnerships and positive contributions from GPO
 - Although gross profit margin improved, operating income margin deteriorated due to higher SG&A expenses

Sales by region



Sales ratio by region



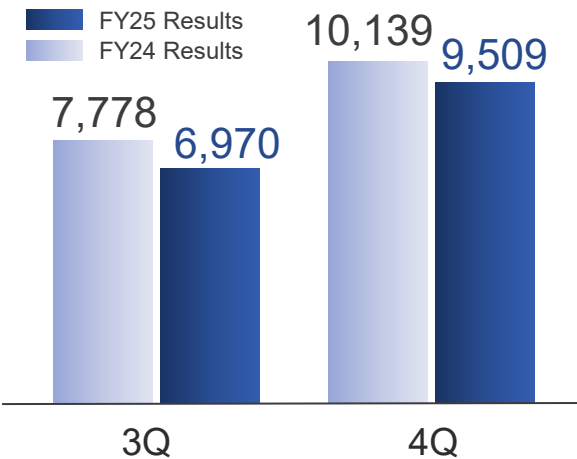
Future Key Measures

- Expand sales by taking advantage of our special needles' product superiority (e.g. micro-surgery needles, black needles)
- Countermeasures against emerging market competitors
 - Sales expansion through acquisition of new customers
 - Achieve fundamental reduction of manufacturing costs

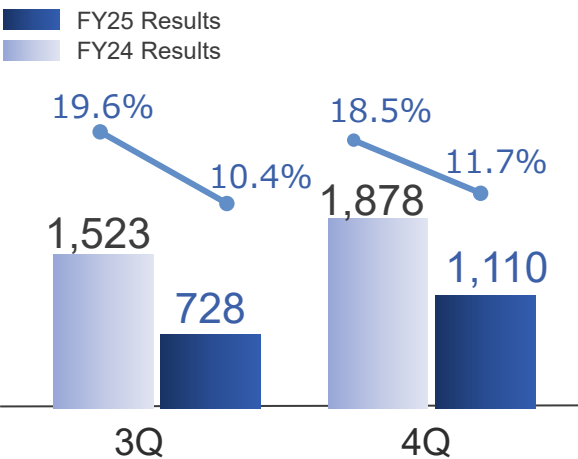
Dental Segment – Results Analysis

(¥ million)

Net sales



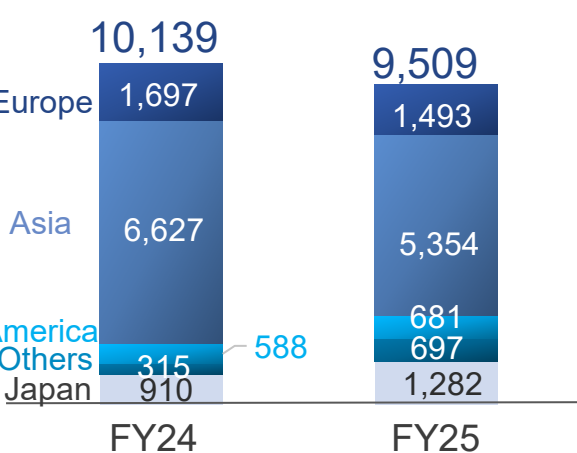
Operating income / %



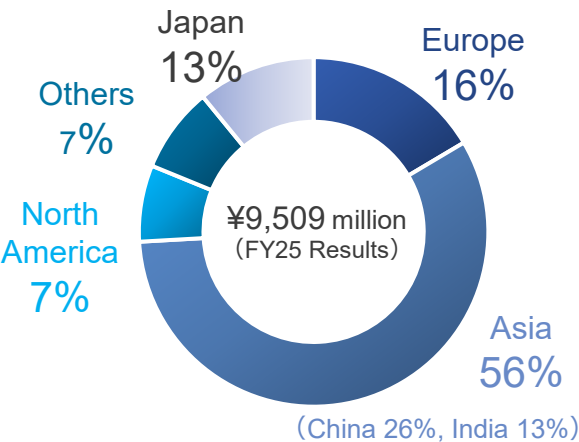
Overview of Business Results

- **4Q Highlights:**
 - Japan performed strongly, due to enhanced marketing efforts
- **Full-Year Highlights:**
 - Sales growth: (6.2)YoY
 - Significant decline in revenue due to the voluntary recall of dia-burs in China
 - Other regions (Russia and Japan) showed growth of +20% YoY
- **MMG is undergoing structural reforms for profitability**
 - FY25: Sales are ¥1.9 billion, Profit is (¥320 million)
 - Decline in orders from major customers ⇒ Need to deepen engagement with Tier 2 customers
 - Non-current asset impairment recorded in FY25
- JIZAI shipped 340,000 units cumulatively in FY25 (+56% YoY), achieving the initial plan.

Sales by region



Sales ratio by region



Future Key Measures

- Recovery from the voluntary recall of dia-burs in China (resumption of sales from FY26 2Q)
- Promote turnaround of MMG
- Continue expansion of the JIZAI series and development of JIZAI-2

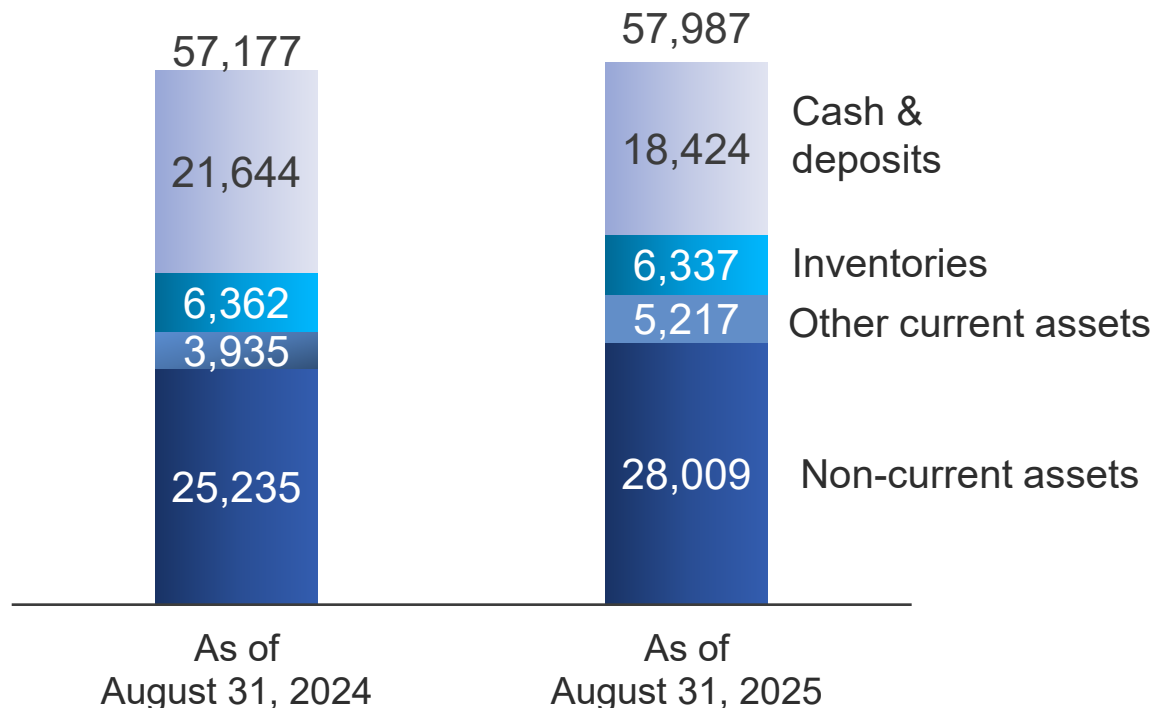
Balance Sheet Status

(¥ million)

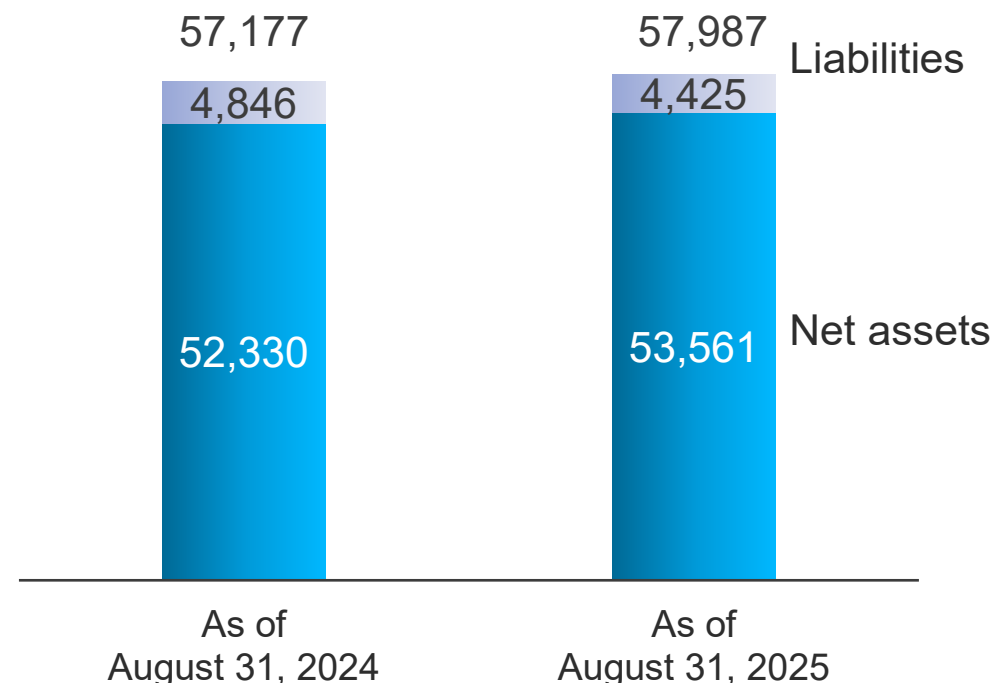
• Maintained strong equity capital

- Cash & deposits decreased due to investments related to the Hanaoka Factory
- Non-current assets +¥2,774 million: While an impairment loss occurred at Germany MMG, there was an increase in buildings and structures at the Hanaoka Plant
- Net assets +¥1,231 million: Due to an increase in retained earnings and foreign currency translation adjustments

Assets



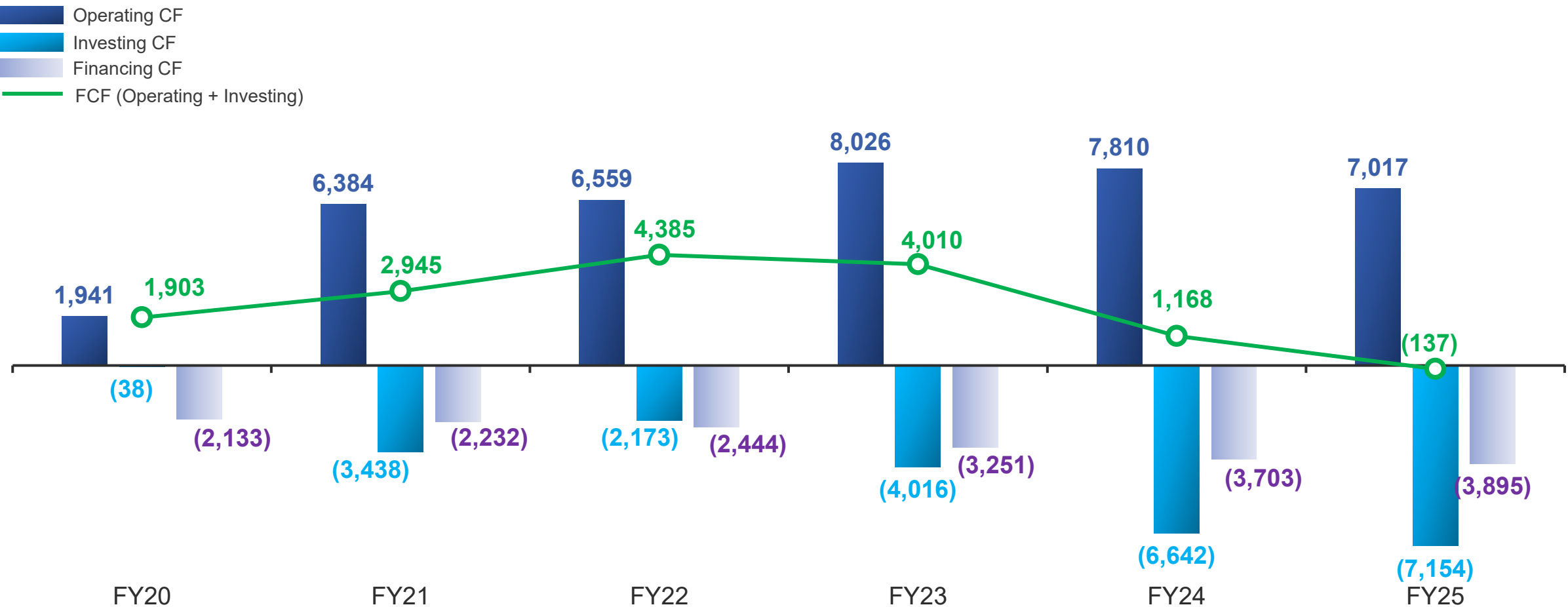
Liabilities and Net Assets



Cash Flow Status

(¥ million)

Investments related to the Smart Factory have been largely completed in FY25 (August) with the completion of the Hanaoka Factory



FY2026 Financial Forecasts

Consolidated Financial Forecasts (FY2026)

(¥ million)

- **Recovery from the voluntary recall of dia-burs in China:** Full-lineup sales to resume from FY26 2Q
- **First year of the new mid-term plan:** Aiming for FY29 targets of ¥45 billion in sales and 32% operating income margin, with a focus on growth strategies and business reinforcement.
- **Strategic initiatives:** Business investments (e.g., U.S. operations, new product development) and strengthening the management foundation (e.g., regulatory affairs, SCM, BPR/DX)

	FY25 Results	FY26 Forecasts	Changes in Amount (C=B-A)	Changes in % (C/A)
Net sales	29,968	32,800	2,832	+9.4%
Cost of sales [%]	10,650 [35.5%]	11,400 [34.8%]	750	+7.0% [(0.7%)]
SG&A expenses [%]	11,124 [37.1%]	12,200 [37.2%]	1,076	+9.7% [+0.1%]
Operating income [%]	8,193 [27.3%]	9,200 [28.0%]	1,007	+12.3% [+0.7%]
Ordinary income	8,271	8,950	679	+8.2%
Net income	4,643	6,450	1,807	+38.9%

FY26 Forecasts

1USD=¥143.00

1EUR=¥161.00

1CNY=¥20.00

1INR=¥1.70

FY25 Results

1USD=¥148.91

1EUR=¥163.62

1CNY=¥20.63

1INR=¥1.74

Financial Forecasts by Segments (FY2026)

(¥ million)

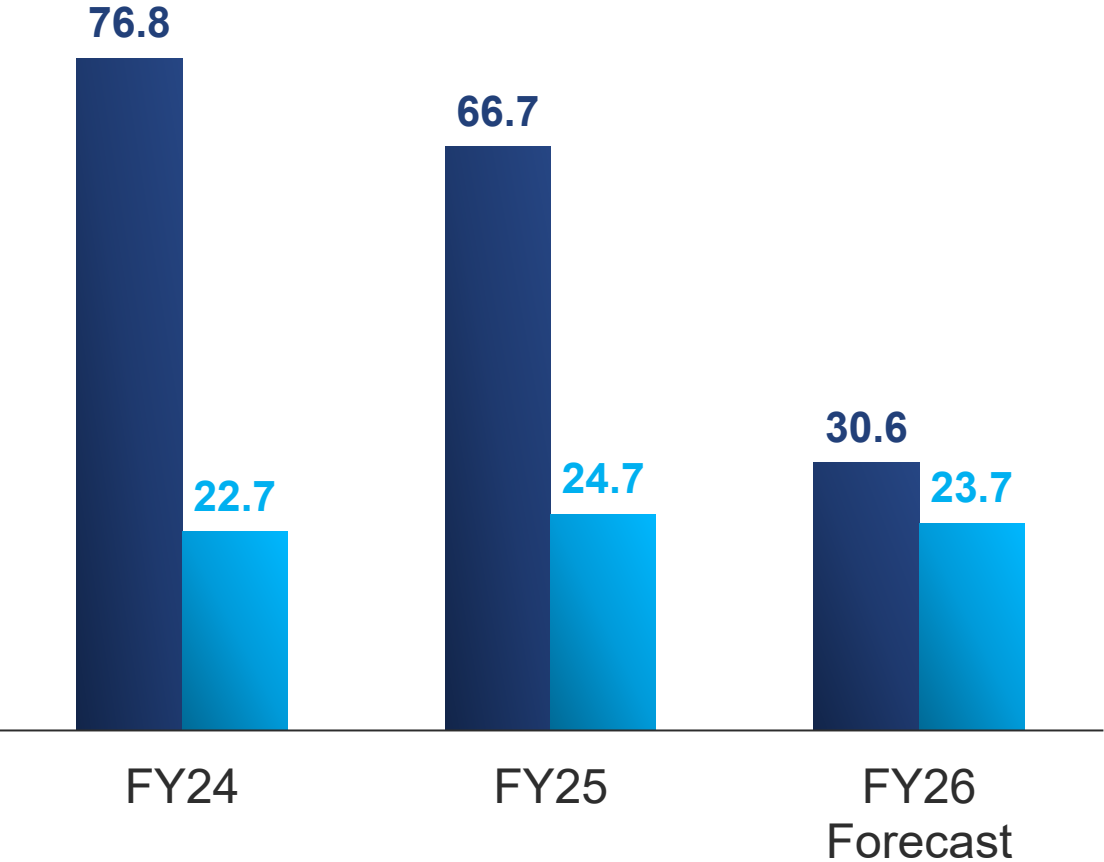
	Items	FY25 Results	FY26 Forecasts	Changes in Amount	Changes in %
Surgical Products	Net sales	9,274	10,150	+876	+9.4%
	Operating income	3,080	3,350	+270	+8.8%
	Operating income margin	33.2%	33.0%	-	(0.2%)
Eyeless Needle Products	Net sales	11,183	11,600	+417	+3.7%
	Operating income	4,002	4,150	+148	+3.7%
	Operating income margin	35.8%	35.8%	-	0.0%
Dental Products	Net sales	9,509	11,050	+1,541	+16.2%
	Operating income	1,110	1,700	+590	+53.1%
	Operating income margin	11.7%	15.4%	-	+3.7%

CAPEX and R&D Investment Forecast (FY2026)

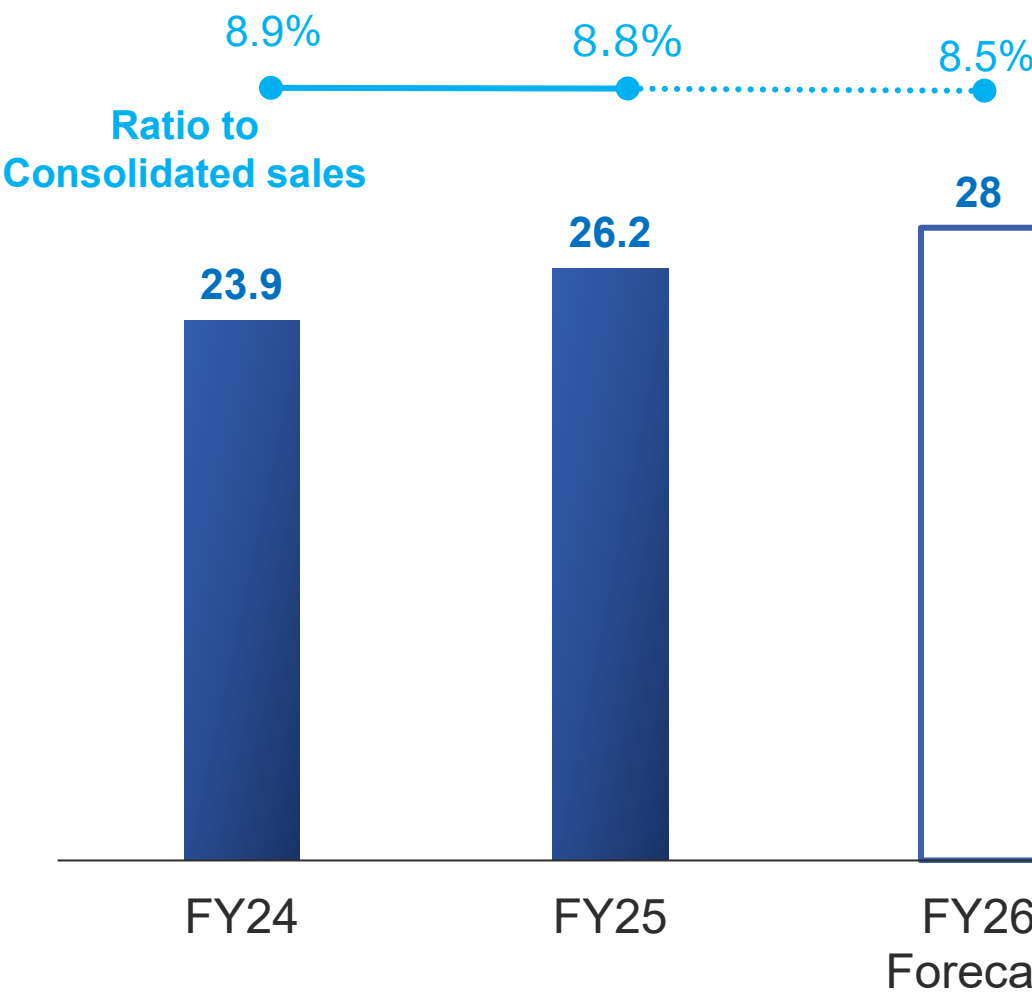
(¥ 100 million)

CAPEX and Depreciation

■ Capital investment (cash-out basis)
■ Depreciation



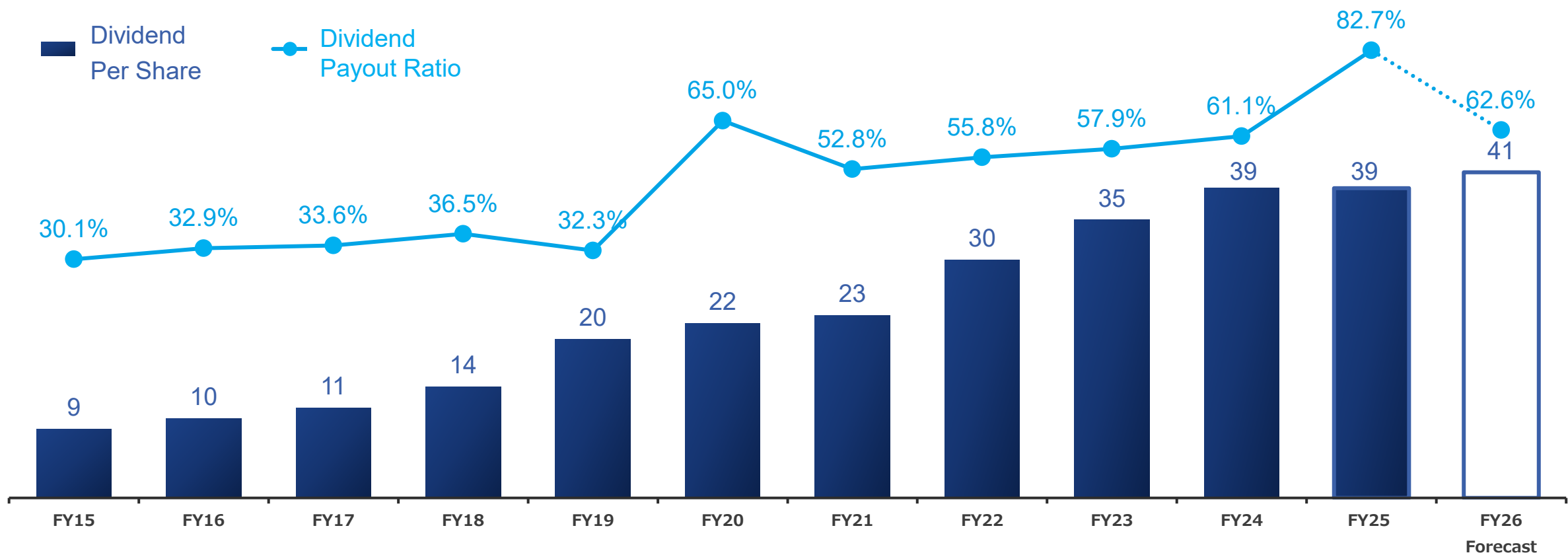
R&D Expense



Dividends Forecast (FY2026)

(Unit: ¥)

- No change from the FY25 dividend forecast. Steady dividend increases will be executed based on the financial management policy set in the FY29 mid-term plan.
 - FY2025 Year-end dividend: decided to pay ¥23 (Annual dividend: ¥39 per share)
 - FY2026 Annual dividend forecast is ¥41 per share (interim dividend: ¥17, year-end dividend: ¥24)



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This presentation contains forward-looking statements that were prepared based on available information and rational judgements by MANI, Inc. Readers are asked not to rely completely on the performance forecasts and understand that results may differ from such forecasts due to a variety of risks and uncertainties.

《Inquiry》

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Appendix

Exchange Rate (Average Rate for the Period)

	FY24				FY25				FY26
	1Q (3M)	2Q (6M)	3Q (9M)	4Q (12M)	1Q (3M)	2Q (6M)	3Q (9M)	4Q (12M)	Full year
USD/JPY	149.10	147.92	149.66	150.78	149.03	151.57	149.77	148.91	143.00
EUR/JPY	159.30	159.38	161.40	162.94	161.99	161.25	161.51	163.62	161.00
CNY/JPY	20.47	20.45	20.68	20.84	20.88	21.00	20.71	20.63	20.00
INR/JPY	1.79	1.78	1.80	1.81	1.77	1.78	1.76	1.74	1.70

Segment Results (Details)

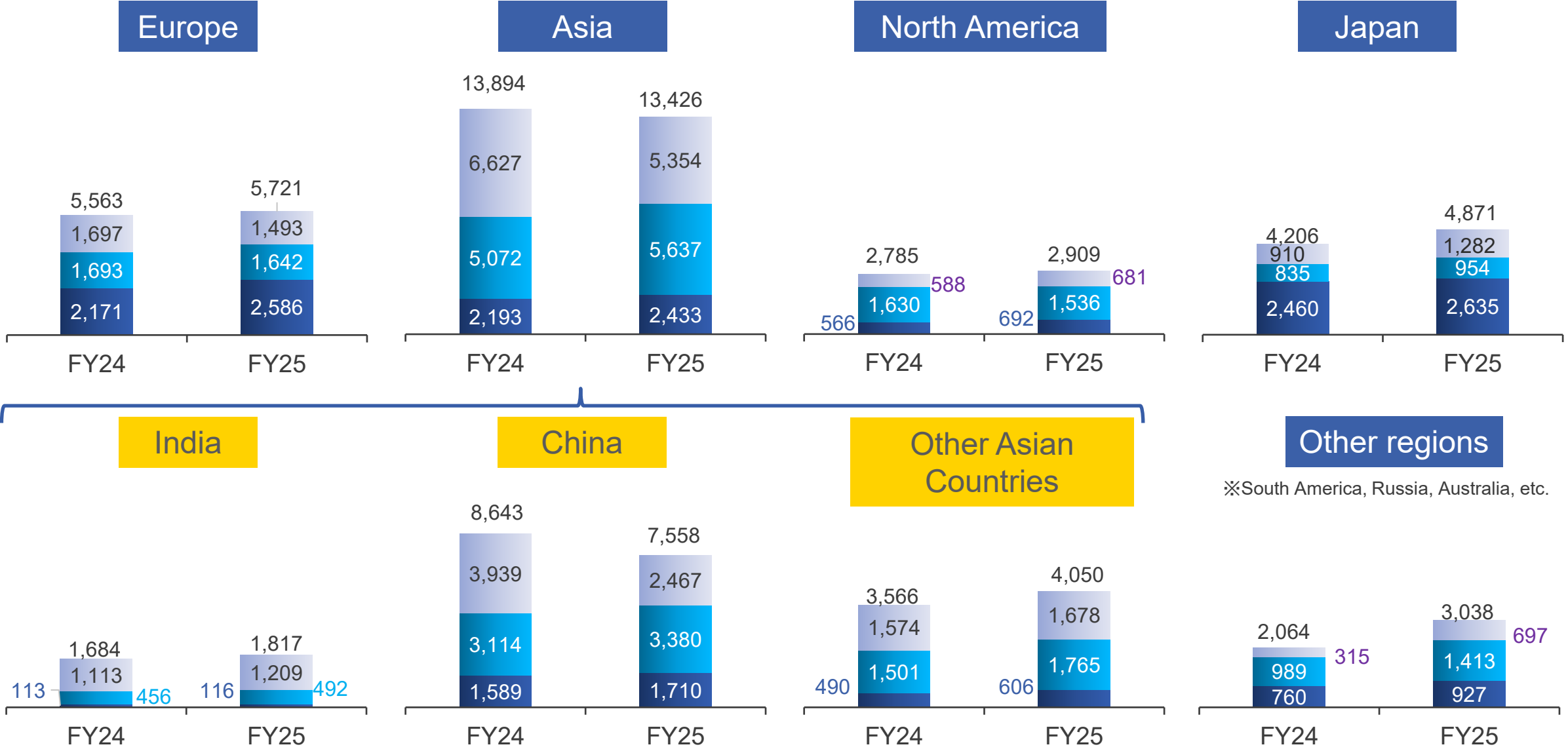
(¥ million)

	Item	FY24 Results	FY25 Results	Changes in Amount
Surgical Products	Net sales	8,152	9,274	+1,122
	Operating income	2,640	3,080	+439
	Operating income margin	32.4%	33.2%	-
Eyeless Needle Products	Net sales	10,222	11,183	+961
	Operating income	3,872	4,002	+129
	Operating income margin	37.9%	35.8%	-
Dental Products	Net sales	10,139	9,509	(629)
	Operating income	1,878	1,110	(768)
	Operating income margin	18.5%	11.7%	-

Sales Status by Regions (Details)

■ Dental
■ Eyeless Needle
■ Surgical

(¥ million)



Product Segments

Surgical

- Surgical instruments, such as ophthalmic knives and skin staplers
- Competitive advantages:
 - Superior sharpness and microfabrication technology that adapts to surgical miniaturization and precision
 - Contribution to shortening operation time, reducing the burden on the human body, and preventing postoperative complications



Ophthalmic Knives
(used for cataract surgery)



Skin stapler

Eyeless Needle

- Surgical suture needles, needles for surgical sutures (OEM production)
- Competitive advantages
 - The accumulation of our microfabrication technology and our original material development
 - High penetrability and resistance to breakage
 - Wide variety of needles to meet customer needs (Diverse lineup of 10,000 types of needles)



Eyeless Needle



Eyed Needle

Dental

- Dental instruments, dental restoration materials
- Competitive advantages :
 - Dental endodontic instruments' excellent durability and centering ability towards root canal
 - Dental restorative materials that do not contain environmental hormones and are easy for dentists to use
 - Dia-burs and reamers/files have high market shares (Top market share in Asia)



Dental Endodontic Instruments
(Reamers/Files)



Dental Rotary and Cutting Instruments
(Dia-burs)

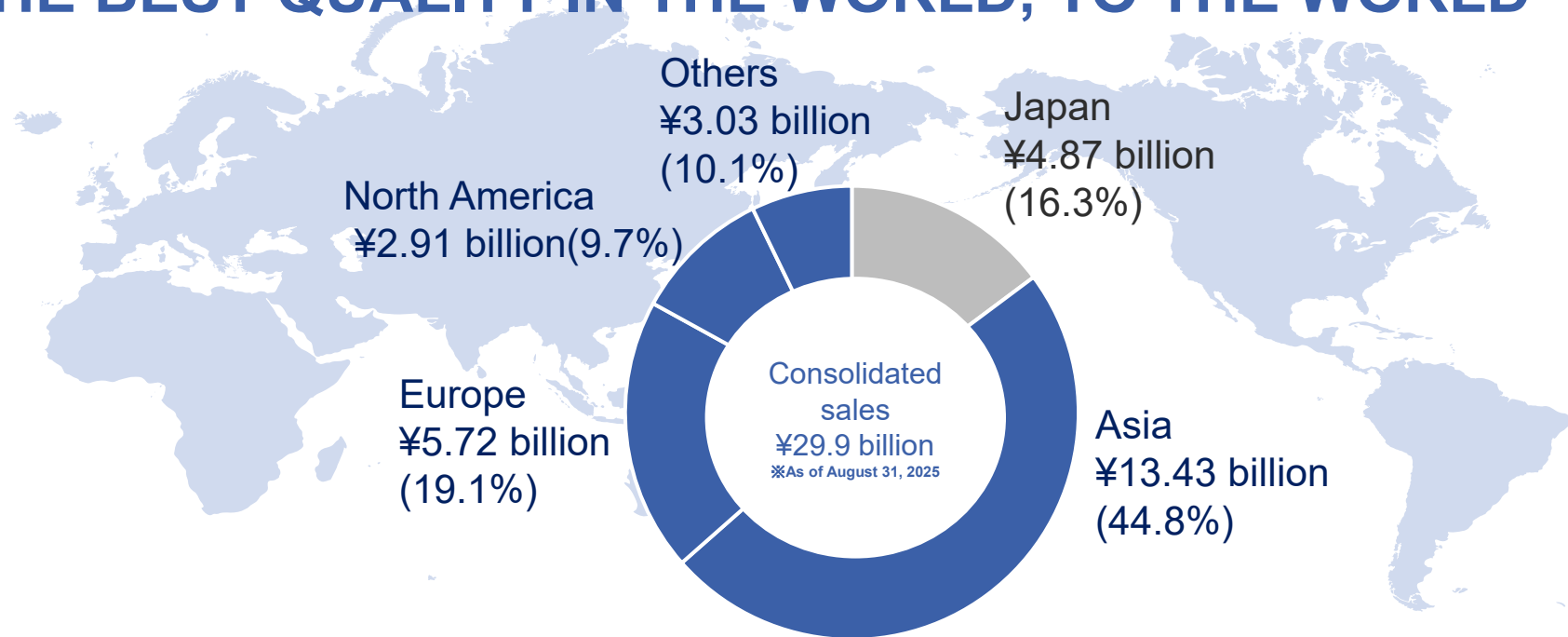


Dental Restoration Material

Company Overview

Company Name	MANI, INC.	Representative	CEO Masaya Watanabe
Stock code	7730	Employees	432 (consolidated: 4,140) (as of August 31, 2025)
Established	1956	Capital	¥1,087 million (as of August 31, 2025)
Head Office	8-3 Kiyohara Industrial Park, Utsunomiya, Tochigi		

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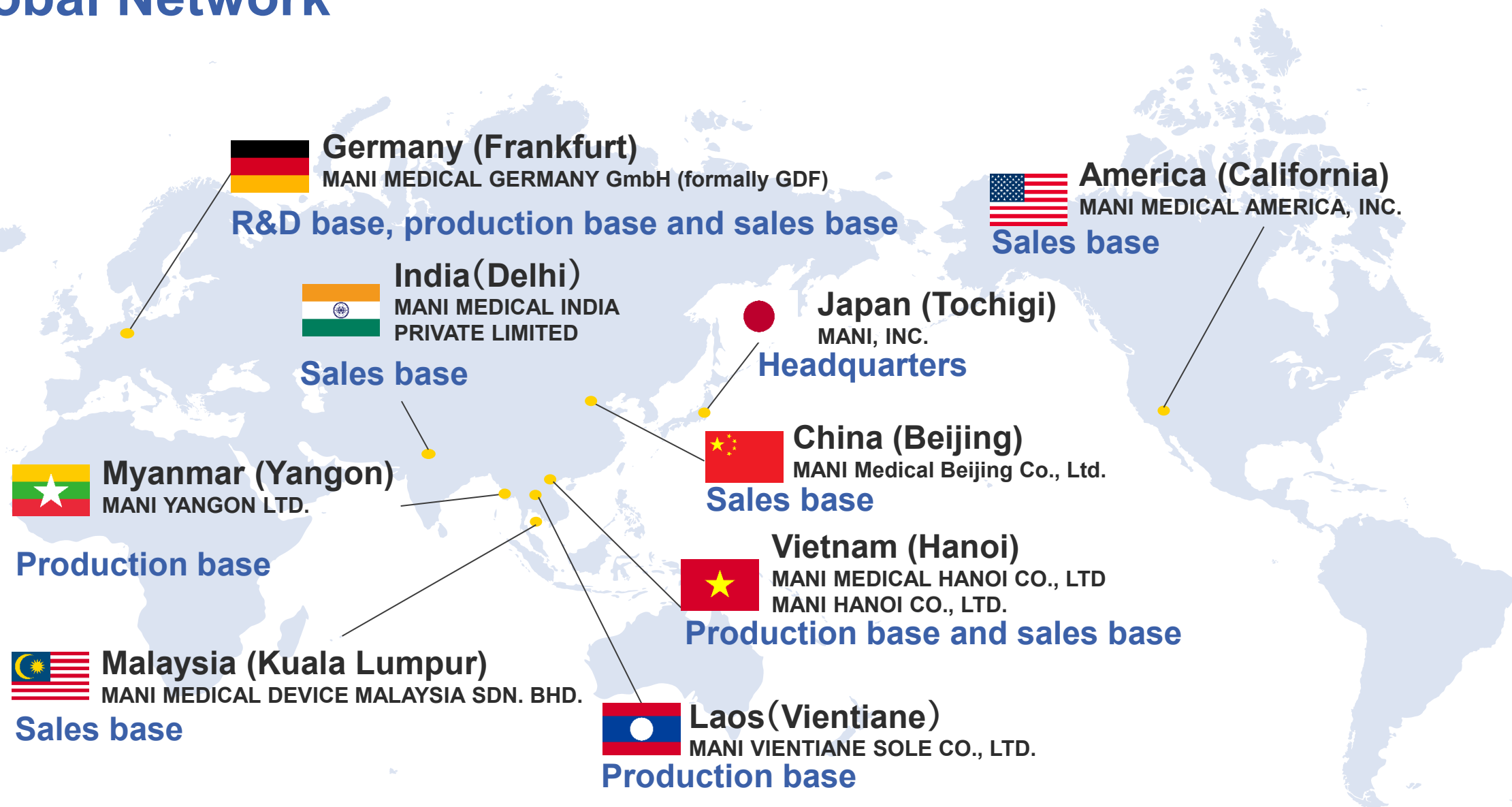


Sales region
Over **120** countries/regions

Overseas sales ratio
83.7%

Ophthalmic knives
global share
approx. **30%**

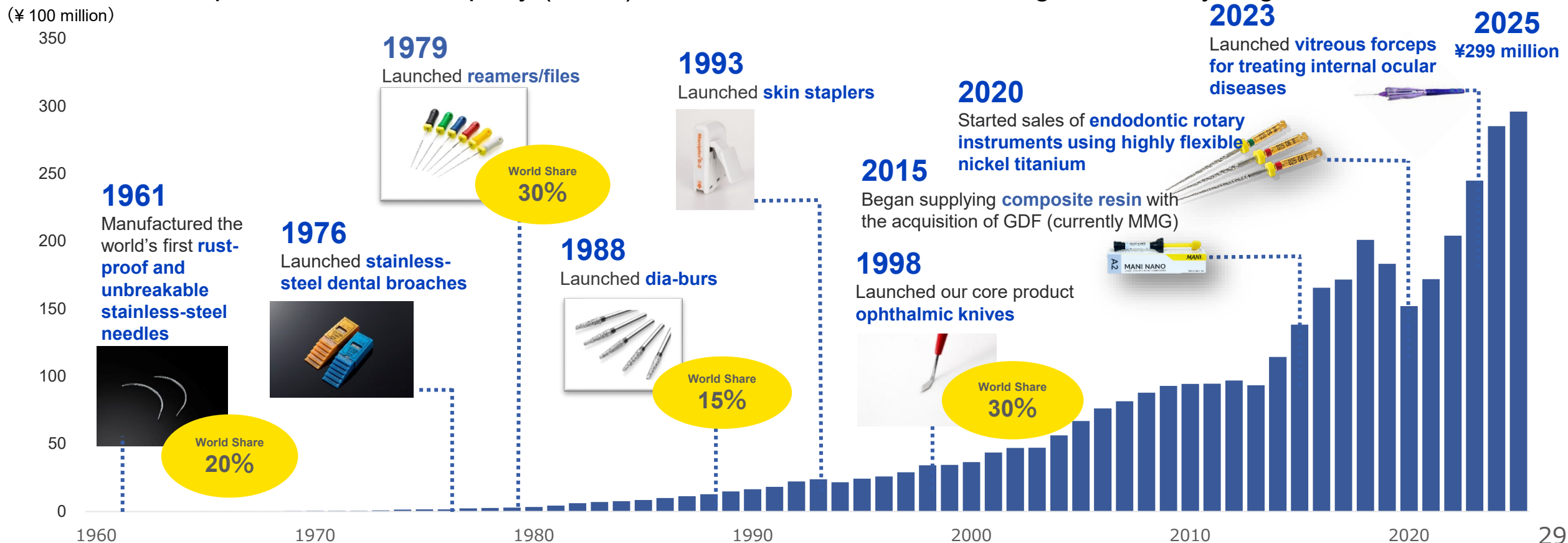
Global Network



History

Since our foundation, MANI has consistently worked on the development, production, and sales of consumer healthcare products and expanding business

- **1996:** Established production base in Vietnam
- **2010 onward:** Established overseas sales bases (Vietnam ⇒ China ⇒ India ⇒ Malaysia ⇒ USA)
- **2015:** Acquired German company (MMG) in the dental field, also seeking business synergies



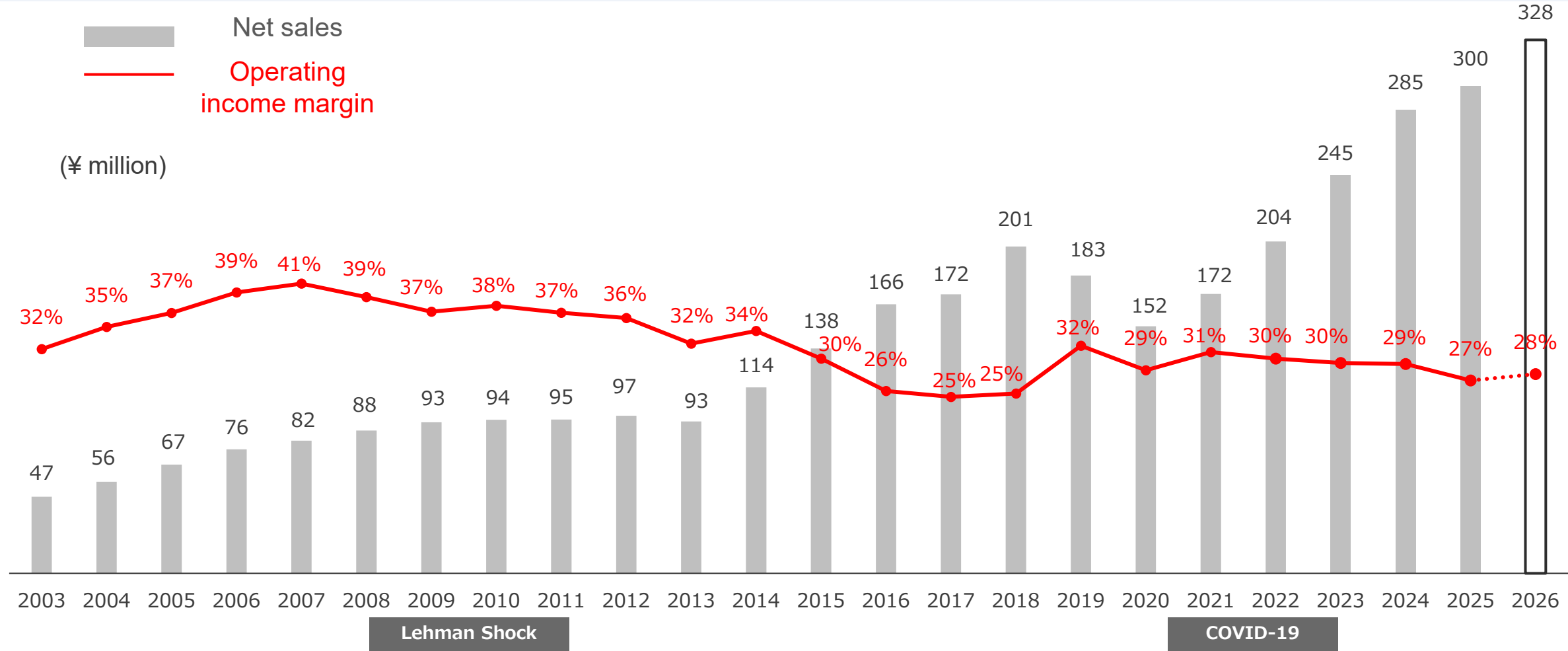
Strategy Planning Criteria “Off-Limits” Management

- ① We only deal in medical devices
- ② We only aim for the best quality in the world
- ③ We only deal in products with a long product life
- ④ We only enter niche markets

(annual global market of around ¥500 billion or less)

Achieving Long-Term Growth (1)

- Achieve both sales growth and high profit margins
- Business model that has resilience in the recession period (high income margin even in the event of the Lehman shock and COVID-19 shock)



Achieving Long-Term Growth (2)



(Note) This graph was on data from "Speeda"



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世界一の品質を世界のすみずみへ