

**MANI, INC.**

**Medium-term Management Plan**

**April, 8th, 2021**

**THE BEST QUALITY IN THE WORLD, TO THE WORLD**

Contribute to the world welfare through development, production and distribution of the products beneficial to patients and doctors.



- Business model innovation

- R&D with KOLs in the world

- Expand global market shares through community-based sales

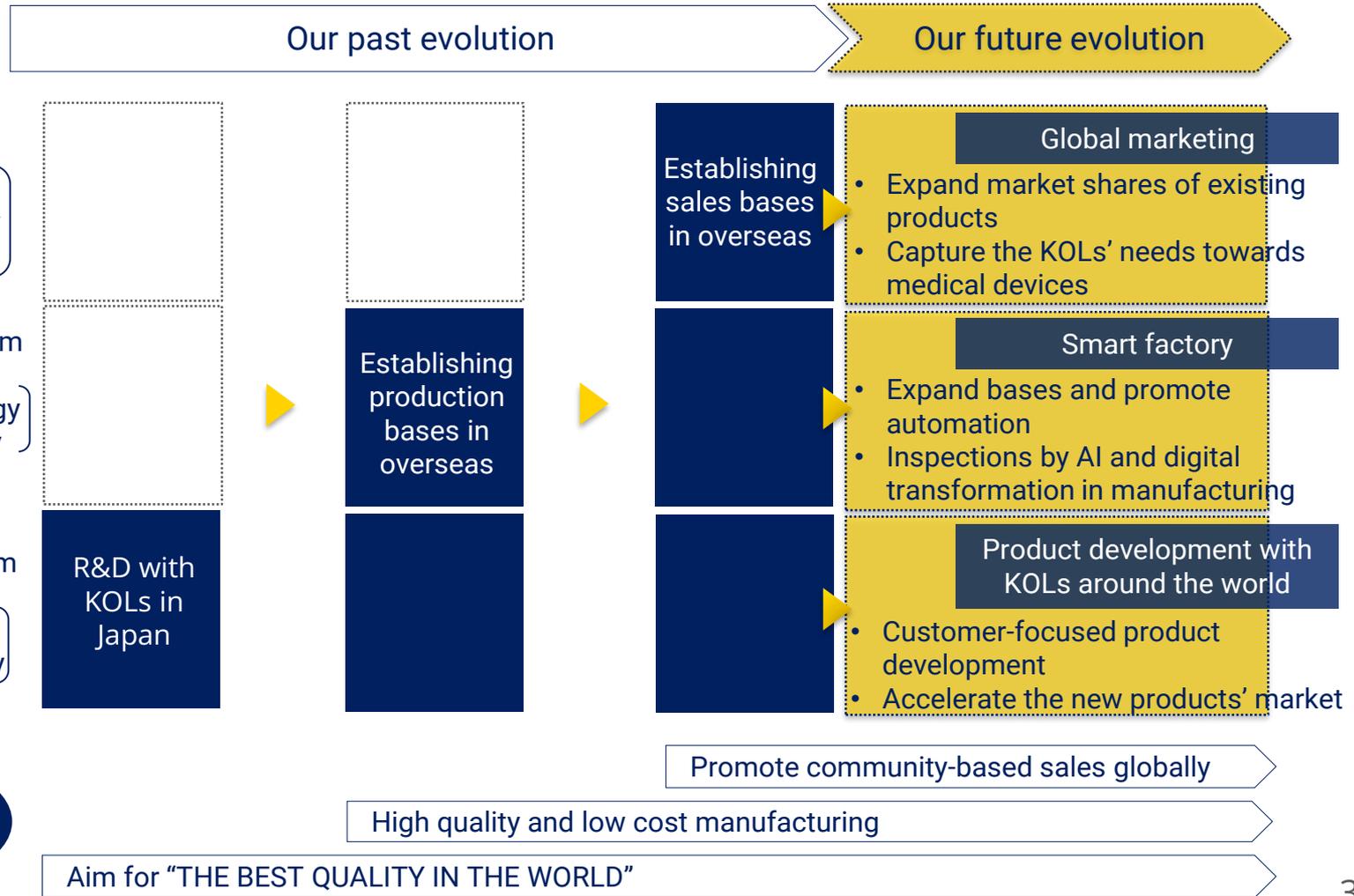
- Global production system: High quality and low cost production

- Introduce a new personnel system: Abolish seniority elements and shift to a performance-based personnel system

- Promote sustainability

# Business model innovation: MANI's evolution

- Deliver the world's best quality throughout the world → Realization of our philosophy
- From “a niche company specialized in R&D” to “a true global company”



# Business model innovation: MANI's evolution



While expanding sales with our existing products,  
We aim to have a true customer-focused global marketing activities,  
and to have a **new product development system** which will create a  
new primary source of revenue.



## R&D model reformation

Former model

New model

Japanese doctors are committed to their tools

Dental

Doctors in Japan

Surgical

Eyeless needle



Pursuing each product's quality

Capture the global medical needs

Doctors in North America

Doctors in Japan

Doctors in Europe

Doctors in Asia

Responding to various doctors' needs in the world

- Quantitative quality: Microfabrication, penetrability, sharpness, usability
- R&D focused on Japanese doctors' needs

- Thorough customer-focused production
- R&D based on doctors and surgeries globally

# Key products: “Instruments for dental root canal”

## Root canal treatment

A dental treatment that removes the infected pulp, cleans and fills the inside of the root canal with tooth fillings to prevent recurrence of further infection.

## Dental root canal instrument (NiTi rotary file)

A rotary file made of NiTi (Nickel Titanium) that has high flexibility for following bent root canals.

NiTi rotary file



## Quality that we pursue

- Followability towards bent root canals
- Reduces unintended pull-ins

Pursue the product quality that dentists demand for with our original cross-sectional shape and heat treatment.



# Key products: “Dental restoration material”

## Aesthetic dental treatment

A comprehensive dental treatment that aims to create a beautiful and natural appearance of the teeth and mouth from an aesthetic and functional perspective.  
For this treatment, patients are seeking for a beautiful and healthy mouth that suits their age.

## Dental restoration materials

An aesthetic seeking, time-saving product that can cover up multiple crown colors.



## Quality that we pursue

- Pursue aesthetics based on crown restoration.
- Shorten the burdening treatment time for both dentists and patients.

Pursue products that will meet the demands of both dentists and patients with the co-development of MANI and GDF.

# Key products: “Tools for vitreous and glaucoma surgeries”

**MANI**®

## Vitreous surgery

A surgery that directly treats the inside of an eyeball from a minute hole.  
Ex). Retinal detachment, macular hole, proliferative diabetic retinopathy, etc....

## Tools for vitreous surgery

### •Trocar

A port that allows other ophthalmic instruments to be inserted inside the eyeball

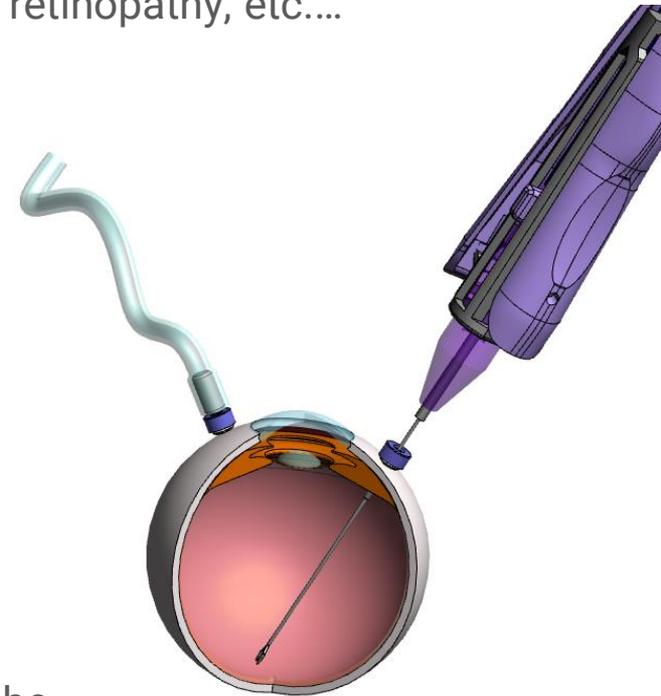
### •Vitreous tweezer

A tool that is used to directly treat the affected area, and will function as the doctor's hand inside the eyeball

## Quality that we pursue

- A stable and accurate product that enables a treatment to be performed intendedly under a microscope
- Development of ultra-microfabricated tools in anticipation for future medical techniques

Pursuing to develop non-stressful instruments with our ultra precision machining technology towards metal processing.



※Image of a vitreous surgery

# Expand global market share



- **Surgical and dental products:** promote community-based sales activities by establishing new sales bases in Europe and Southeast Asia
- **Eyeless needle products:** expand business by fusing our microfabrication technology and local needs

## Europe

Enhance our sales by distribution maintenance and marketing enhancement  
Establish a new sales base

Expand surgical and dental market shares in large markets in Europe

## North America

Start a full-scale market investigation  
Explore for advanced medical needs

Select a core product, and seek a way to expand the market share

Enhance  
global marketing

## Asia

Capture local medical needs in Asian bases  
Establish a new sales base in Southeast Asia

- Sales of dental instruments will expand in Southeast Asia due to distribution and marketing enhancement
- Expand market shares of dental restoration materials and ophthalmic knives in China and India

## Japan

Capture an overwhelming amount of share

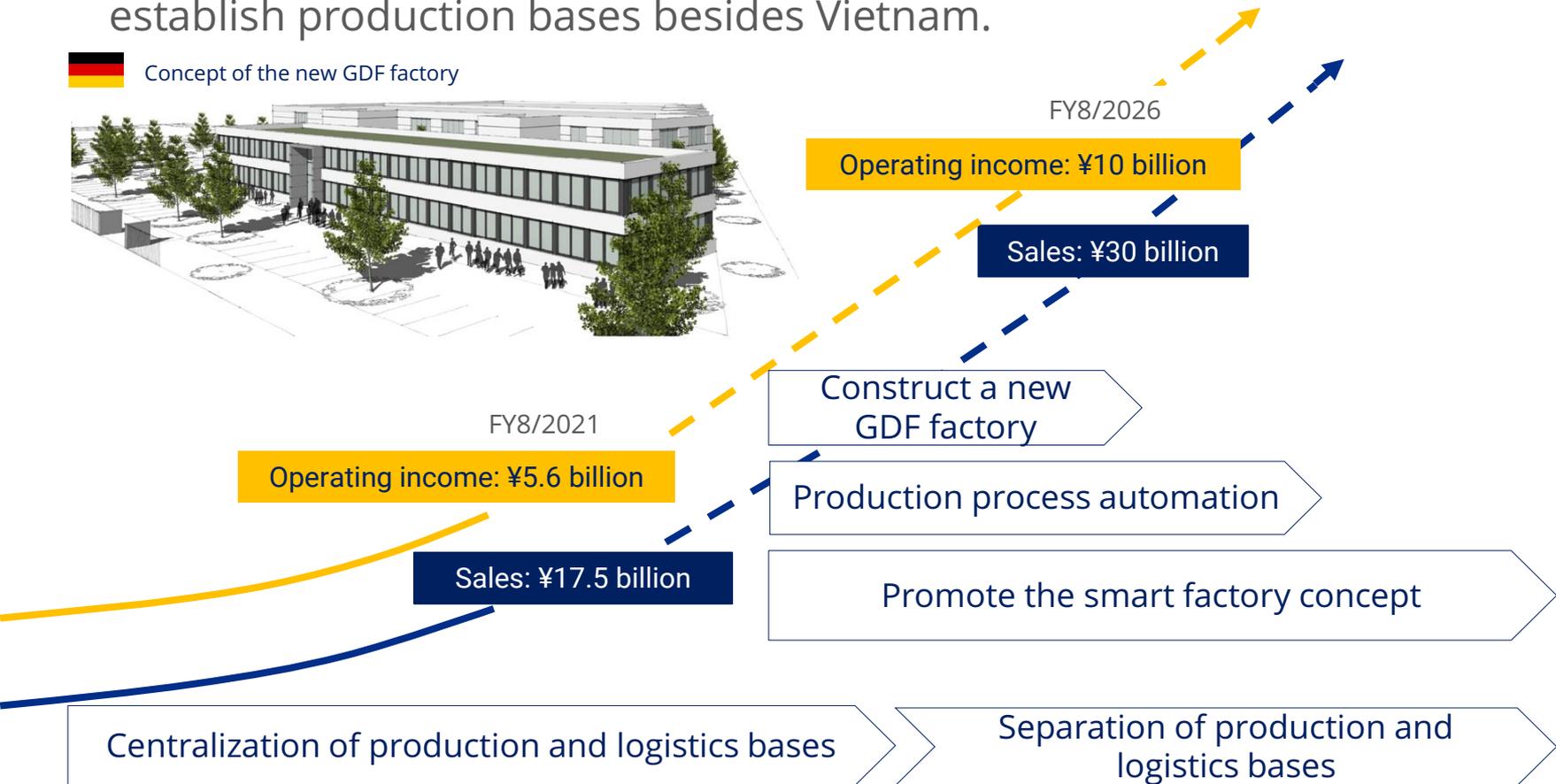
- Expand ophthalmic products' sales by launching new products
- Expand market shares of NiTi files

# Global production system

- GDF will construct a new factory in 2023, and set up a system to increase our production capacity for dental restoration materials.
- The production base in Vietnam will break away from labor-intensive work by promoting automation.
- From the perspective of business continuity on a long-term basis, we aim to establish production bases besides Vietnam.



Concept of the new GDF factory



Realize sustainable growth for MANI Group



Encourage employees' self-improvement



## Challenge

Those who are motivated and capable are able to challenge larger tasks, regardless of their gender, age, religion, nationality, race or ethnics.

## Career

Employees of MANI Group are able to select a career that can apply to their own life styles and work values.

## Common foundation

Creating a foundation for a global personnel system.



## Key Actions

- Promote energy efficient activities to achieve carbon neutralization
- Develop a working environment that allows a diverse of people to work under our philosophy
- Establish a green supply chain evaluation system that considers the environment



## The basic concept

- Realize a more innovative value creation together with our foreign employees at our founding land in Takanezawa.
- The new R&D center will become the new core of our group.
- Our business will develop by valuing coexistence with the local community, and by complying with cultural assimilation and diversity.

Image of the concept



# Financial targets



- Operating income will continuously realize a 2 digit growth (more than 10%)
- A stable dividend increase will continue

		FY8/2021 Forecast	FY8/2026 Target	FY8/2031 Target
<b>Profitability</b>	Operating income	¥5.6 billion	¥10 billion	¥15 billion
	ROE	10%	12%	16%
<b>Growth</b>	Sales	¥17.5 billion	¥30 billion	¥50 billion
<b>Shareholder return</b>	Dividend per share	¥23 ※	Stable dividend increase	Stable dividend increase

※Calculated based on the number shares at the time of the end of February, 2021



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