July 11, 2024

Company Name: MANI, INC.
Representative: Masahiko Saito
Director, President & Representative Executive Officer
Security Code: 7730, Prime Market of TSE
Inquiries: Naohisa Hashimoto
Managing Executive Officer, CFO
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Notice Regarding Change of President and Representative Executive Officer

MANI, INC. announces today that the Company resolved to change its President and Representative Executive Officer at the Board of Directors Meeting.

The matter will be formally decided at the 65th Annual General Meeting of Shareholders and the Board of Directors' meeting to be held on November 25, 2024.

1. Details of the change

Name	New title	Current title
Masahiko Saito	Chairman of the Board of Executive Officers	Director, President and Representative Executive Officer
Masaya Watanabe	Director, President and Representative Executive Officer	Outside Director, Chairperson of the Board of Directors

Supplement:

- Masahiko Saito, the current President and Representative Executive Officer, will step down from his position as Director but will assume the new role of Chairman of the Board of Executive Officers without representative authority. He will continue to be involved in business operations, including new product development, the Smart Factory construction, and human resource development while supporting the new President and Representative Executive Officer.
- As of July 11, 2024, Yosuke Mitsusada, an outside director, has been appointed as the new Chairman of the Board of Directors. For further details, please refer to the timely disclosure document "Notice Regarding Change of Chairperson of the Board of Directors " that was released today.

2. Scheduled date of appointment

November 25, 2024

3. Purpose and reason for the change

Our Group aims to contribute to the well-being of people around the world by providing unique medical instruments broadly to the world. Since our founding, we have achieved steady, long-term growth by expanding the market share of existing products and launching new products. Alongside this growth, we have realized a high operating profit margin of over 30% through our unique product strategy and the shift of production to Southeast Asia, thereby building a solid financial foundation.

To achieve further grow of our Group and enhance corporate value, the medium-term management plan

announced in April 2021 aims not only to achieve performance targets but also to dramatically evolve and transform the platforms in our development, manufacturing, and sales functions, thereby "reforming our business model." We are committed to realize our "Corporate Philosophy," which is to literally deliver "The Best Quality in the World, to the World," and strongly promote efforts to evolve from "an aggregate of development-based companies." to "a true global company."

Although our current performance is progressing smoothly, considering the changes in the business environment surrounding our Group over the next 5 to 10 years, we recognize the need for a bold "management platform reform" to drastically reform the platforms in our development, manufacturing, and sales functions[1], and to accelerate each initiative. This means strengthening and reforming our organizational structure and business operations.

Based on this concept, while advancing the transformation of our corporate culture internally, it is essential to breathe new life into the executive team to ensure agile and effective execution. Recently, in addition to actively recruiting managerial-level personnel, who are indispensable to MANI, we have welcomed individuals with abundant management experience and achievements from other companies as Executive Officers (Senior Managing Executive Officer, Managing Executive Officer).

In light of the above, MANI strongly desires a new President and Representative Executive Officer who excels in both high-quality manufacturing and the healthcare industry, which are our strengths. This individual must possess strong leadership and communication skills to guide the management team and the entire company and to vigorously promote the "platform reform."

In our current medium-term management plan ending in August 2026, we are making steady progress in terms of sales, operating income, ROE, and other performance indicators. On the other hand, several initiatives related to transforming into "a true global company" and changing our corporate culture require review and reinforcement. The next medium-term management plan, which is currently being formulated for post-2026, is expected to elevate MANI to a new higher growth stage. Given that MANI's value creation process has a long cycle, it is crucial to strategically and comprehensively strengthen our business foundation and develop our growth strategy over a certain period. Therefore, we have decided to appoint a new President and Representative Executive Officer at this time to ensure and accelerate our transformation under the new leadership, which we believe will enhance our corporate value.

(References)

1. Please refer to page 6 for the Medium-term Management Plan announced in April 2021 and the overview chart of each platform (Overview chart with additions regarding management platform reform). The Development, Manufacturing, and Sales platforms in the text are as follows.
   - Development platform: Product strategy, Technology strategy
   - Manufacturing platform: Manufacturing strategy, Technology strategy
   - Sales platform: Regional strategy, Customer strategy, Product strategy

4. Requirements for the new President and Representative Executive Officer and the review process by the Nominating Committee

As a result of discussions by the Nominating Committee and the Board of Directors, we have fully understood both the strengths that our Group has built since our founding and the points we need to revise. Based on this understanding, we have assumed that it is essential that we work together as a unified company under strong leadership to steadily advance growth and transformation. The requirements for the next top management, which is the core of our management platform, are as follows.

① Clarify the vision, goals, and path for business growth and corporate value enhancement, communicate them to employees, and implement them.
② Build a leadership team that aims for a major leap forward, conduct global business operations with a sense of unity, and lead smooth business operations as the top management.
③ Strengthen human capital and organizational capabilities, as well as demonstrating leadership to create a new organization and corporate culture for growth by increasing employee engagement through the creation of a vibrant workplace and realizing the full potential of the organization.
④ Recognize the respective roles as Directors and Executive Officers and work together to enhance business value and strengthen governance under a moderate tension and cooperative relationship based on a sense of trust, while building good relationships with various stakeholders.

For the nomination of the new President and Representative Executive Officer, the Nominating Committee compared the pool of internal candidates and the final pool of candidates from the most recent external search for top management. The Nominating Committee examined the above requirements for Masaya Watanabe based on his discussions and exchanges of opinions with directors and executive officers as Chairperson of the Board of Directors and Chairperson of the Strategy Committee, based on his understanding of the business after serving as a director for one year and nine months.

As a result, the Nominating Committee determined that Masaya Watabe meets the above requirements for the next top management, and that he has "strong leadership," "management experience in a global company," and "experience in team building" as characteristics. In the end, the Nominating Committee decided to nominate Masaya Watanabe as a candidate for the next President and Representative Executive Officer, and the Board of Directors resolved this nomination after its proposal.

5. Masaya Watanabe, the new President and Representative Executive Officer, and the new executive team

Masaya Watanabe began his career at Hitachi, Ltd. in the development of large computers. Since 2012, he has been involved in business management and operations at leading Japanese companies and has played a role in corporate reforms. He has served as Vice President and Executive Officer, CSO and CIO of Information & Telecommunication Systems Company, Hitachi, Ltd., Chairperson of Hitachi Consulting, Inc. (U.S.), President of Health Care Company, Hitachi, Ltd., and General Manager of Smart Transformation Project Initiative Division of Hitachi, Ltd. Since 2015, he has also been involved in a wide range of activities in the medical device and healthcare industry in Japan through public positions in industry associations and

as a government commissioner.

With his broad knowledge background, he was appointed as an outside director of MANI in 2022 and is committed to contributing to the sustainable growth of the Company as a global company from the standpoint of an outside director. In 2023, he was appointed Chairperson of the Board of Directors and Chairperson of the Strategy Committee and is in the process of streamlining the Board of Directors, engaging in full-fledged exchanges of opinions and discussions with the executive side, and solidifying his vision for the future growth of the Company while gaining a deep understanding of the essence of our business. Therefore, we believe that he is the person who can form a strong management team and boldly promote a bold "management platform reform" and development, production, and sales platforms based on such reform.

Masahiko Saito, who will assume the position of Chairperson of the Board of Executives, has made the greatest contribution by developing ophthalmic knives, the mainstay of our product line that drives our business performance. He made the most of his career in product development at the Company, in other words he conducted "manufacturing that pursues the best quality in the world," and has been active in new product development and human resource development. In addition, he will support the new President and Representative Executive Officer by playing a role in strengthening the foundations of value creation of our Group, such as leading the Smart Factory Plan.

Message from Masaya Watanabe



I am very excited to accept the responsibility of being appointed as the new President and Representative Executive Officer. I have been participating in the Company's management as an outside director since November 2022. Since its founding in 1956, MANI has pursued the creation of products that benefit patients and doctors and has grown by developing its business globally with outstanding microfabrication technology as a source of competitiveness. Despite the limited management resources of a medium-sized company, the Company’s sustained growth and high profitability have been achieved by focusing on three "sticking points" (sticking to product strategy, sticking to the "Best in the World," and sticking to governance) that are absolutely unbeatable, as well as by working "Ardent, tenacious and persistent efforts with a scientific mind.” I am proud MANI is a company that contributes to society and is valued by the capital market, and I would like to express my respect and appreciation for the efforts of our founding family, management team and employees who have contributed to this Company.

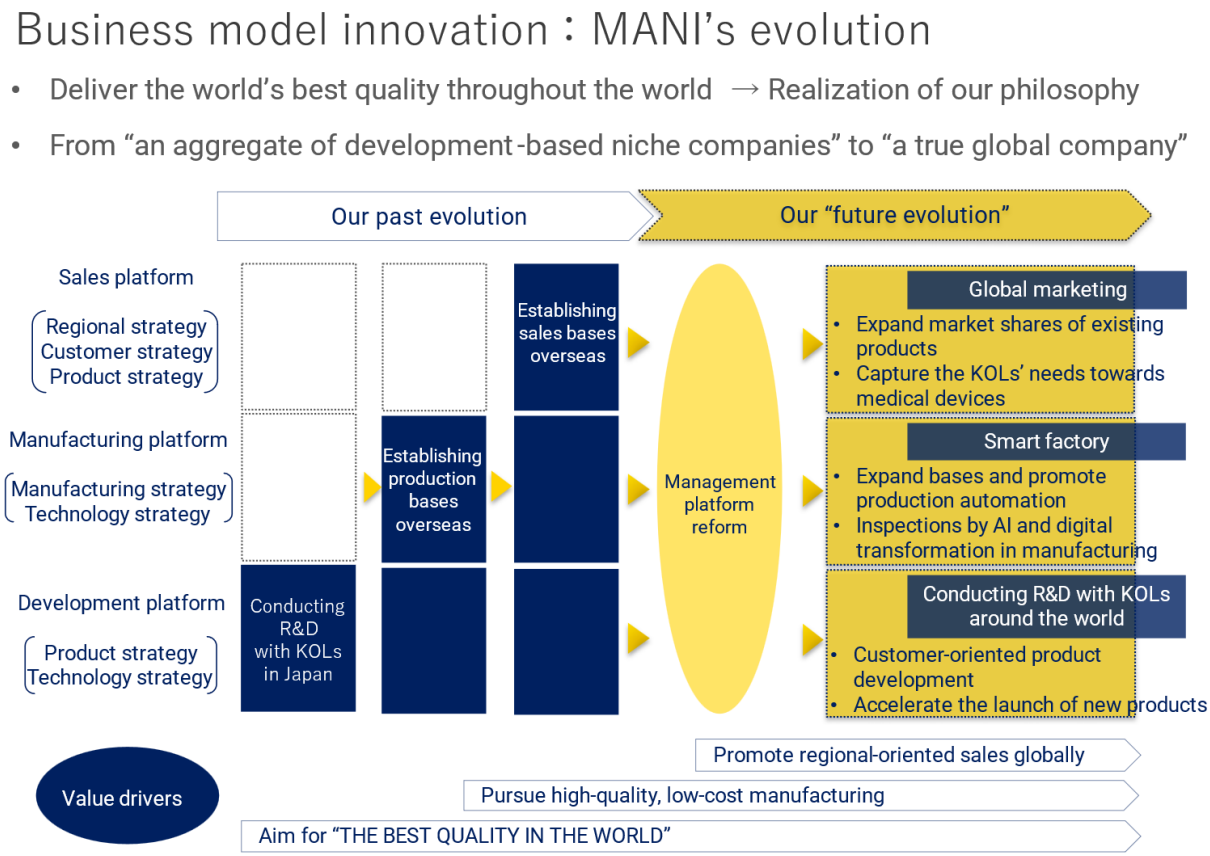
For the Company to achieve sustainable corporate growth, it is important not to be content with the current results, but to continue to take on new challenges by making changes from ordinary times. In the five-year medium-term management plan starting from FY2021, MANI is transforming its business model from "an aggregate of development-based companies.” We will accomplish this first, and at the same time, we will aim for further growth based on the recognition that the time has come for us to realize our full potential and make a great leap forward after 2026. We are determined to meet everyone’s expectations by making MANI an attractive company for all stakeholders and evolving into a "true global company.

Profile of Masaya Watanabe

Date of birth	Brief history, position and responsibilities		Number of the Company's shares owned
January 31, 1958	Apr. 1982	Joined Hitachi, Ltd.	100
	Apr. 2007	General Manager of Enterprise Server Division of Hitachi, Ltd.	
	Mar. 2009	Director and Chief Strategist of Hitachi Global Storage Technologies, Inc. (U.S.)	
	Apr. 2012	Vice President and Executive Officer, CSO and CIO of Information & Telecommunication Systems Company, Hitachi, Ltd.	
	Apr. 2014	Vice President and Executive Officer of Hitachi, Ltd. Chairman of Hitachi Information & Telecommunication Systems Global Holding Corp. Chairman of Hitachi Consulting, Inc. (U.S.)	
	Apr. 2015	Vice President and Executive Officer of Hitachi, Ltd President of Health Care Company, Hitachi, Ltd.	
	Jun. 2017	Chairman of The Japan Federation of Medical Devices Associations	
	Apr. 2019	Vice President and Executive Officer, Chief Information Security Officer, and General Manager of Smart Transformation Project Initiative Division of Hitachi, Ltd.	
	Jun. 2020	Director, Executive Vice President and Representative Executive Officer, Chief Operating Officer, Chief Officer of Miraca Holdings Co., Ltd. (currently H.U. Group Holdings, Inc.)	
	Jun. 2021	Supreme advisor of H.U. Group Holdings, Inc.	
	Nov. 2022	Outside Director of MANI, INC. (present)	
	Jan. 2023	Outside Director of CROSS SYNC, INC. (present)	
	Aug. 2023	Member of Japan Agency for Medical Research and Development (present)	
	Nov. 2023	Chairperson of the Board of Directors of MANI, INC.	
	Jan. 2024	Visiting Professor of Health Care Data Science Course, Graduate School of Medicine, Ehime University (present)	

Reference

Overview of the Medium-Term Management Plan and Each Platform Announced in April 2021(Overview chart with additions regarding management platform reform)



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