

Presentation Material

for 2nd quarter ended Jun. 30, 2024

Aug. 23, 2024

NAKANISHI INC.

Disclaimer

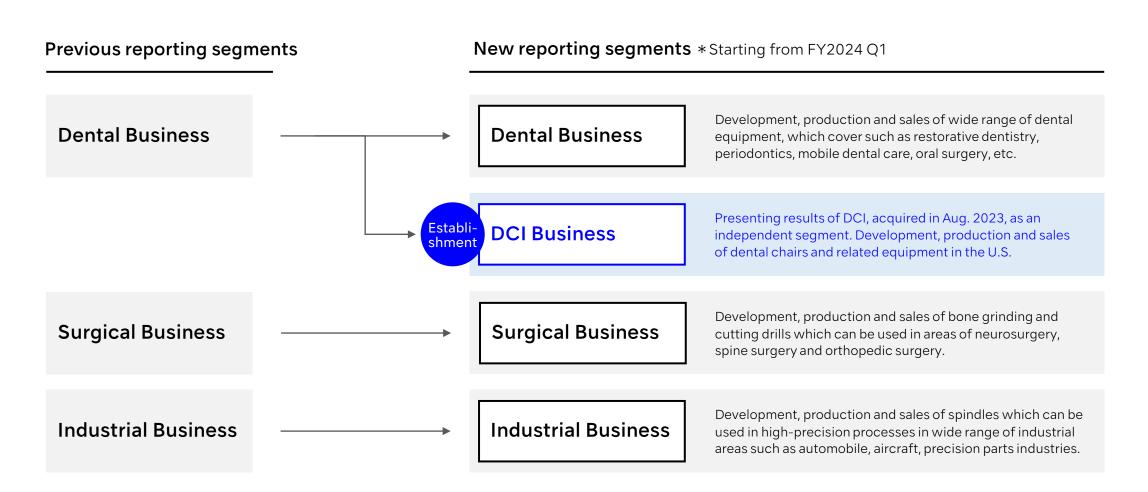
The information presented in these materials contains forward-looking statements about future business performance. These statements by definition involve risks and uncertainties and are not intended to guarantee future performance. Actual results in the future may differ from expectations and the projections presented in these materials due to changes in the global economy and fluctuations in foreign currency exchange rates and so on.



Change in reporting segments

Key change

Presenting results of DCI, acquired in Aug. 2023, as an independent segment.





Product lineup

Dental Business



Handpiece



implant motor



Oral hygiene system



Clinical micro motor



DCI Business



Dental chair



Dental Parts (H.P. Cart)



Dental Parts (Syringe)

Surgical Business



Console



Slim motor



Attachment



Bur

Industrial Business



Controller&Spindle



Spindle



Network interface module



Ultrasonic Cutter



Consolidated financial result for FY2024 Q2



Performance highlights of FY2024 Q2

onsolidated net sales was increased by 36% (vs. 2023Q2) due to the depreciation of the yen and the effects of acquisitions. Sales increased in Dental, DCI and Surgical segments, while decreased significantly in Industrial segment.

BITDA was increased by double-digit, reaching over 11 billion yen, mainly boosted by FOREX and M&A.

he full-year financial forecasts has been revised upward considering actual results for the first half and the current exchange rates, although the business environment is assumed to remain challenging until the end of the fiscal year.

* Retrospective adjustment was made for the results for 2023Q2 following the completion of the PPA of acquired company (JAEGER).



Consolidated P/L



	FY2024Q2	FY2023Q2	YoY comparison	
	Actual	Actual	Amount	Ratio
Net sales	38,557	28,259	+10,297	+36.4%
Gross Profit	22,863	17,793	+5,070	+28.5%
Ratio to net sales	59.3%	63.0%	-3.7pt	_
EBITDA *	11,051	9,379	+1,672	+17.8%
Margin	28.7%	33.2%	-4.5pt	_
Operating Profit	8,287	8,038	+248	+3.1%
Ratio to net sales	21.5%	28.4%	-7.0pt	_
Ordinary profit	10,522	11,039	-517	-4.7%
Ratio to net sales	27.3%	39.1%	-11.8pt	_
Profit attributable to owners of parent	7,026	7,972	-945	-11.9%
Ratio to net sales	18.2%	28.2%	-10.0pt	_
EPS (JPY)	82.88	93.74	-	_
* EBITDA = Operating profit + Depreciation + Amortiza	tion			
Currency rate - Against the US dollar (JPY)	152.31	135.99	+16.32	_
- Against the EURO (JPY)	164.83	147.01	+17.82	_

[•] Forex impact: Net sales +3,209M of JPY (vs FY2023Q2 Actual), +3,147M of JPY (vs FY2024 Forecast)



Reference data: Consolidated P/L excluding DCI and Refine



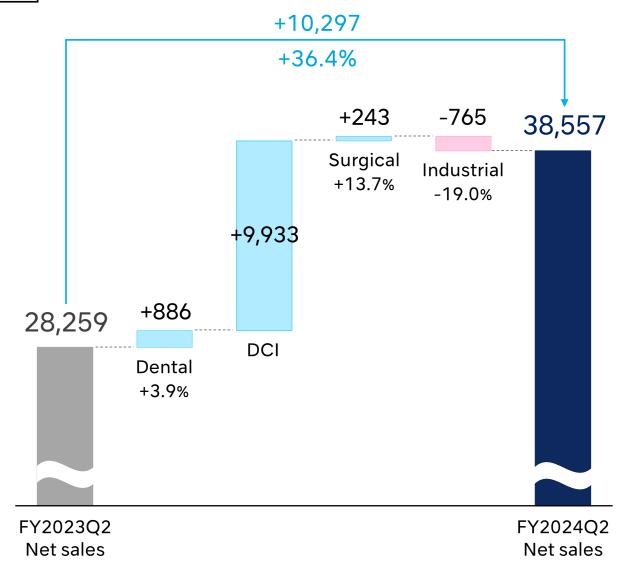
	Reference data excluding DCI and REFINE	Reference data excluding DCI and REFINE	YoY cor	mparison
	FY2024Q2 Actual	FY2023Q2 Actual	Amount	Ratio
Net sales	27,796	28,259	-462	-1.6%
Gross profit	18,543	17,793	+750	+4.2%
Ratio to net sales	66.7%	63.0%	+3.7pt	_
EBITDA *	9,444	9,379	+64	+0.7%
Margin	34.0%	33.2%	+0.8pt	_
Operating profit	8,001	8,038	-37	-0.5%
Ratio to net sales	28.8%	28.4%	+0.3pt	_
Ordinary profit	10,212	11,039	-826	-7.5%
Ratio to net sales	36.7%	39.1%	-2.3pt	_
Profit attributable to owners of parent	7,069	7,972	-902	-11.3%
Ratio to net sales	25.4%	28.2%	-2.8pt	_
EPS (JPY)	83.38	93.74	_	_
* EBITDA = Operating profit + Depreciation + Amortiza	tion			
Currency rate - Against the US dollar (JPY)	152.31	135.99	+16.32	-
- Against the EURO (JPY)	164.83	147.01	+17.82	-

[•] Forex impact: Net sales +2,083M of JPY (vs FY2023Q2 Actual), +1,938M of JPY (vs FY2024 Forecast)



Change in net sales by business segment





	FY2023Q2 Actual	FY2024Q2 Actual	Change
Dental	22,448	23,335	+3.9%
DCI	-	9,933	-
Surgical	1,779	2,022	+13.7%
Industrial	4,031	3,266	-19.0%
Total	28,259	38,557	+36.4%
Forex impact		+2,083M of J	PY (+7.4%)
M&A effect (D	CI and Refine)	+10,760M of J	PY (+38.1%)
Deference			

Reference:

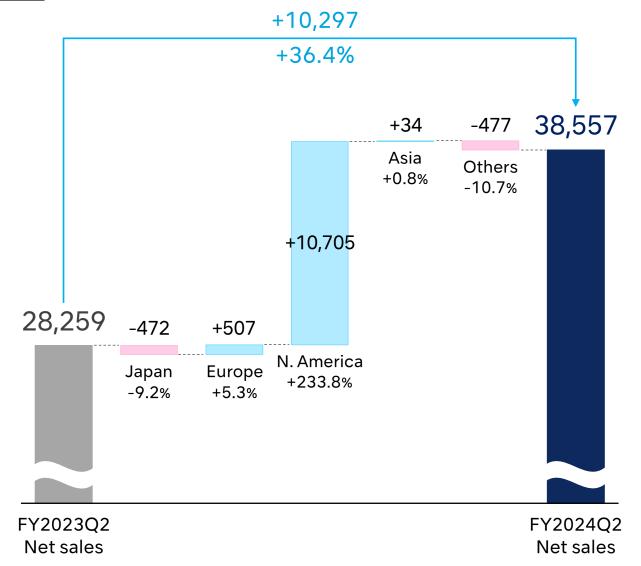
DCI's net sales in FY2023Q2

7,751M of JPY (unaudited) (1USD=133.26JPY)



Change in net sales by region



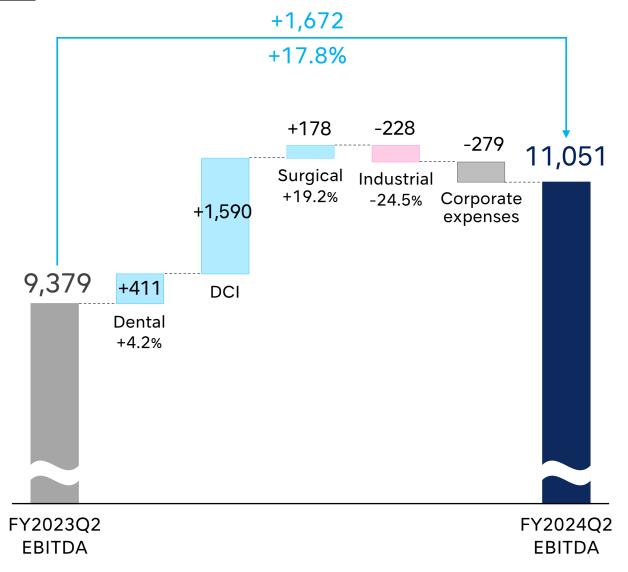


	FY2023Q2 Actual	FY2024Q2 Actual	Change
Japan	5,120	4,648	-9.2%
Europe	9,596	10,103	+5.3%
N. America	4,578	15,284	+233.8%
Asia	4,483	4,517	+0.8%
Others	4,480	4,002	-10.7%
Total	28,259	38,557	+36.4%
Forex impact		+2,083M of J	PY (+7.4%)
M&A effect (D	CI and Refine)	+10,760M of J	PY (+38.1%)



Change in EBITDA by business segment





	FY2023Q2 Actual	FY2024Q2 Actual	Change
Dental	9,825	10,237	+4.2%
DCI *	-5	1,585	-
Surgical	928	1,106	+19.2%
Industrial	931	703	-24.5%
Corporate expenses	-2,301	-2,581	-
Total	9,379	11,051	+17.8%
Forex impact		+453M of 3	JPY (+4.8%)
M&A effect (D	OCI and Refine)	+1,578M of .	JPY (+16.8%)

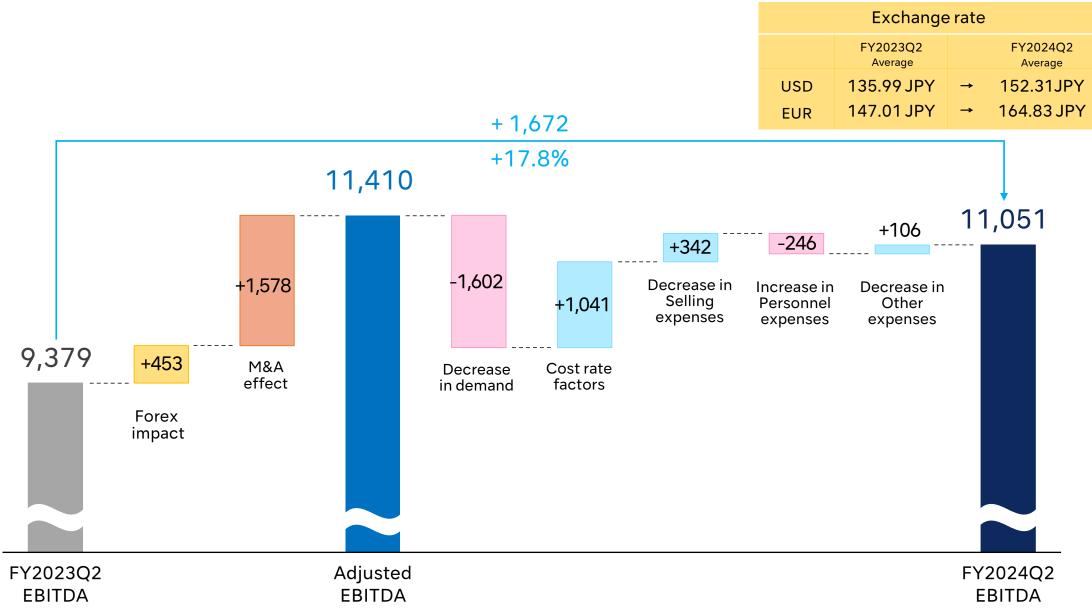
Reference:

- * DCI's EBITDA in FY2023Q2
- 1,190M of JPY (unaudited) (1USD=133.26PY)
- $\star\,\text{DCI}'s\,\text{EBITDA}$ in FY2023Q2 includes the profit and loss of NAH, an intermediate holding company.



Change in EBITDA

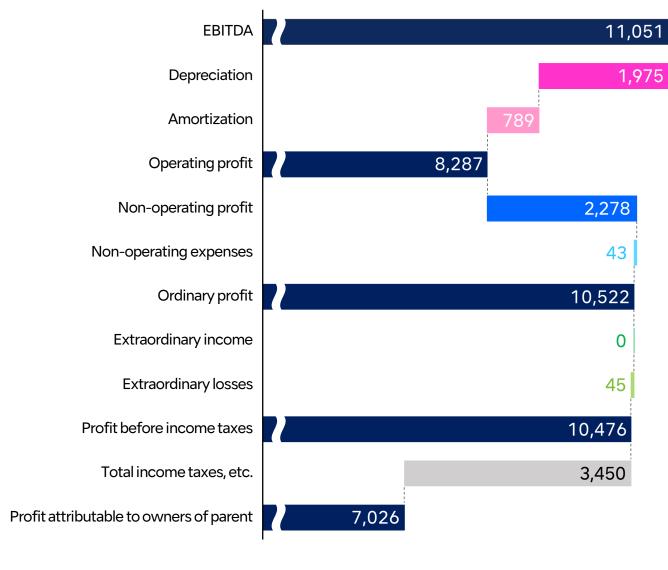






Other income / Expense, Taxes





Non-operating profit	Interest incomeForeign exchange gainMiscellaneous income	281 1,563 204
Non-operating expenses	· Interest expenses · Miscellaneous losses	23 17
Extraordinary losses	Loss on retirement of non-current assetsExpense on scrapping fixed assets	19 23



Consolidated balance sheet

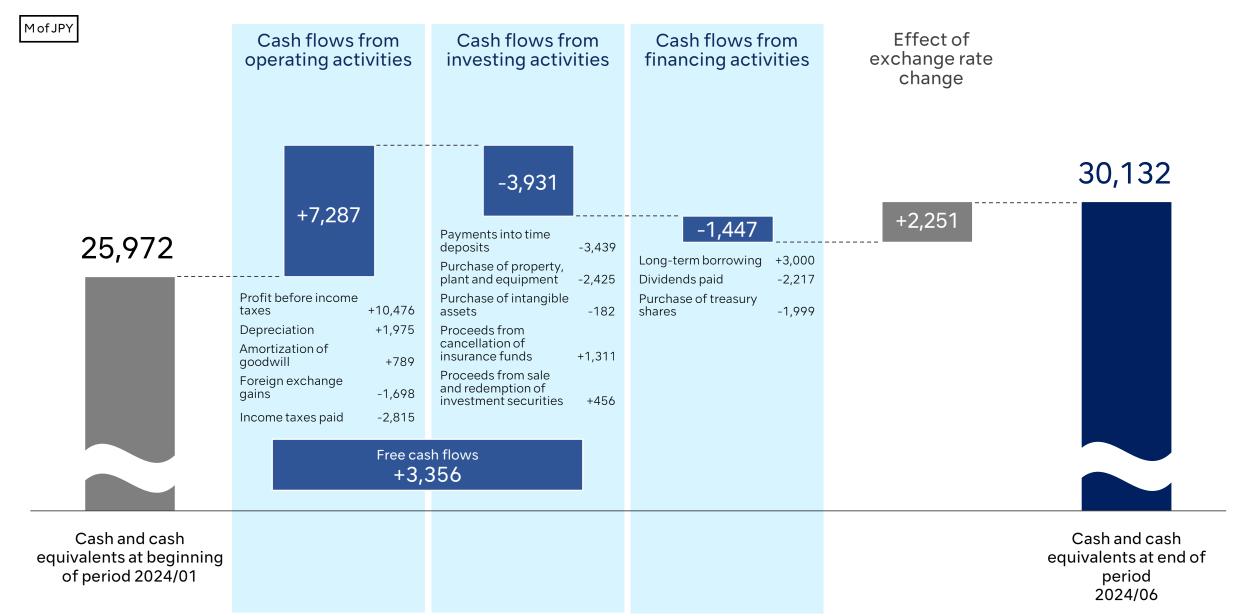


	As of Jun. 30, 2024	As of Dec. 31, 2023	Change	Notes
Total assets	156,758	140,768	+15,989	 Buildings and structures +4,836 Construction in progress -3,136
- Cash and deposits	- 39,324	31,718	+7,606	, •
- Inventories	- 26,265	24,016	+2,249	 Merchandise and finished goods Work in process Raw materials and supplies +553
- Goodwill	- 23,352	21,378	+1,973	
Liabilities	32,722	27,603	+5,118	· Accounts payable - trade +536 · Current liabilities - other +503
- Loans payable	- 14,489	11,668	+2,821	· Current portion of long-term borrowings +1,001 · Long-term borrowings +1,768
Net assets	124,035	113,164	+10,870	 Treasury shares -866 Foreign currency translation adjustment +7,574
- Retained earnings	- 117,119	112,310	+4,808	
Return on equity	11.9%	22.4%	-10.5pt	
Return on assets	14.1%	14.2%	-0.1pt	

	FY2024Q2 Actual	FY2023Q2 Actual	Change	Notes	
Capital investments	2,458	3,113	-654	M1 factoryMachinery and equipment	1,085 536
Depreciation expenses	1,975	1,239	+735		



Consolidated statements of cash flows



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Upward revision of consolidated financial forecast for FY2024



Revision of consolidated financial forecast for FY2024

Y of JPY	Revised forecast for FY2024	Previous forecast for FY2024	vs. Prev	ious Fcst	FY2023 Actual	YoY cor	nparison
	announced on Aug. 9	announced on Feb. 13	Amount	Ratio		Amount	Ratio
Net sales	75,208	74,432	+776	+1.0%	59,692	+15,516	+26.0%
Gross Profit	43,669	41,324	+2,345	+5.7%	36,092	+7,577	+21.0%
Ratio to net sales	58.1%	55.5%	+2.5pt	_	60.5%	-2.4pt	_
EBITDA*	19,013	17,770	+1,242	+7.0%	17,743	+1,270	+7.2%
Margin	25.3%	23.9%	+1.4pt	_	29.7%	-4.4pt	_
Operating Profit	13,427	12,652	+775	+6.1%	14,251	-824	-5.8%
Ratio to net sales	17.9%	17.0%	+0.9pt	_	23.9%	-6.0pt	_
Ordinary Profit	14,635	13,088	+1,547	+11.8%	17,193	-2,557	-14.9%
Ratio to net sales	19.5%	17.6%	+1.9pt		28.8%	-9.3pt	
Profit attributable to owners of parent	9,652	8,894	+758	+8.5%	22,799	-13,147	-57.7%
Ratio to net sales	12.8%	11.9%	+0.9pt	_	38.2%	-25.4pt	_
EPS (JPY)	113.85	104.28	_	_	267.62	_	_
* EBITDA = Operating profit + Depreci	ation + Amortization						
Assumed Currency rate (Annual average	e) Revised forecast	Previous forecast	change	_			
- Against the US dollar (JPY)	146.00	135.00	+11.00	Assumed exchange rate for 2nd-half 1USD = 140.00JPY 1EUR = 155.00JPY			
- Against the EURO (JPY)	159.00	150.00	+9.00	Forex sensitivity USD 216 M of JPY(Annual net sales) EUR 93 M of JPY(Annual net sales)			



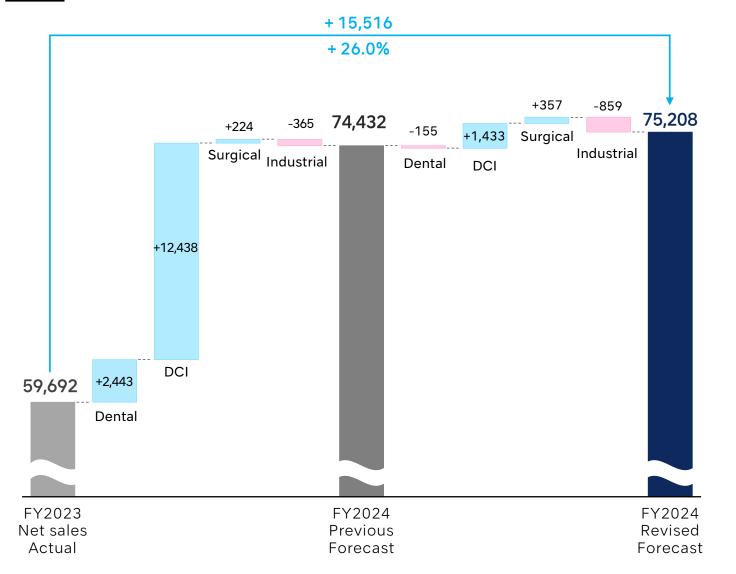
Reference date: Revision of consolidated financial forecast for FY2024 excluding DCI and Refine

MofJPY	Revised forecast excluding DCI and REFINE	Previous forecast excluding DCI and REFINE	vs. Prev	FY2023 Actual evious Fcst excluding DCI and YoY REFINE		YoY cor	Y comparison	
	announced on Aug. 9	announced on Feb. 13	Amount	Ratio		Amount	Ratio	
Net sales	55,225	55,648	-422	-0.8%	55,335	-110	-0.2%	
Gross Profit	35,944	34,405	+1,539	+4.5%	34,979	+964	+2.8%	
Ratio to net sales	65.1%	61.8%	+3.3pt		63.2%	+1.9pt		
EBITDA*	17,105	16,428	+676	+4.1%	17,754	-649	-3.7%	
Margin	31.0%	29.5%	+1.5pt	_	32.1%	-1.1pt	_	
Operating Profit	14,180	13,523	+657	+4.9%	14,948	-768	-5.1%	
Ratio to net sales	25.7%	24.3%	+1.4pt	_	27.0%	-1.3pt	_	
Ordinary Profit	15,370	13,971	+1,398	+10.0%	18,082	-2,712	-15.0%	
Ratio to net sales	27.8%	25.1%	+2.7pt	_	32.7%	-4.8pt	_	
Profit attributable to owners of parent	10,633	9,893	+739	+7.5%	12,180	-1,547	-12.7%	
Ratio to net sales	19.3%	17.8%	+1.5pt	_	22.0%	-2.8pt	_	
EPS (JPY)	125.42	115.99	_	_	142.97	_	_	
* EBITDA = Operating profit + Deprecia	ation + Amortization							
Assumed Currency rate (Annual average) Revised forecast	Previous forecast	change					
- Against the US dollar (JPY)	146.00	135.00	+11.00	Assum	ned exchange rate for 2nd-h	alf 1USD = 140.00 1EUR = 155.00		
- Against the EURO (JPY)	159.00	150.00	+9.00	Forex sensitivity USD 216 M of JPY(Annual net sales) EUR 93 M of JPY(Annual net sales)				



Change in net sales by business segment





	FY2023 Actual	Previous forecast Feb. 13	Revised forecast Aug. 9	Change
Dental	44,366	46,809	46,654	+5.2%
DCI	3,974	16,412	17,846	-
Surgical	(OctDec.) 3,770	(JanDec.) 3,994	(JanDec.) 4,352	+15.4%
Industrial	7,581	7,215	6,355	-16.2%
Total	59,692	74,432	75,208	+26.0%

Forex impact (YoY comparison) +2,137 M of JPY (+3.6%)

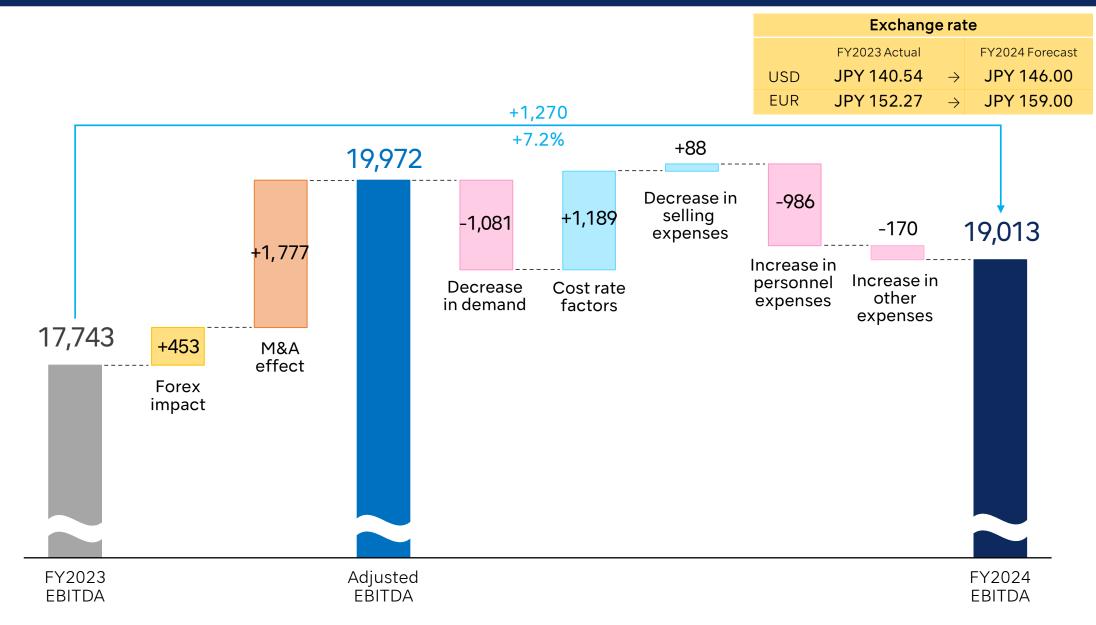
M&A effect (YoY comparison) +14,937 M of JPY (+25.0%)

*DCI's results were included and presented under Dental business segment in FY2023, but in this slide, it is separated and presented individually based on business segment as of FY2024.



Change in EBITDA







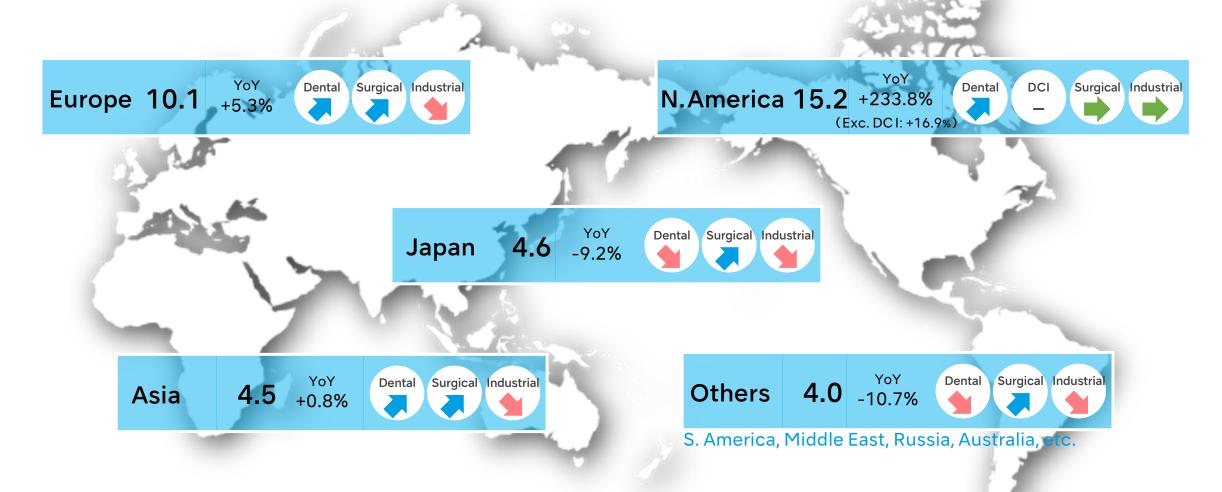
Overviews of Each Segment and Future Initiatives



Global trend of net sales

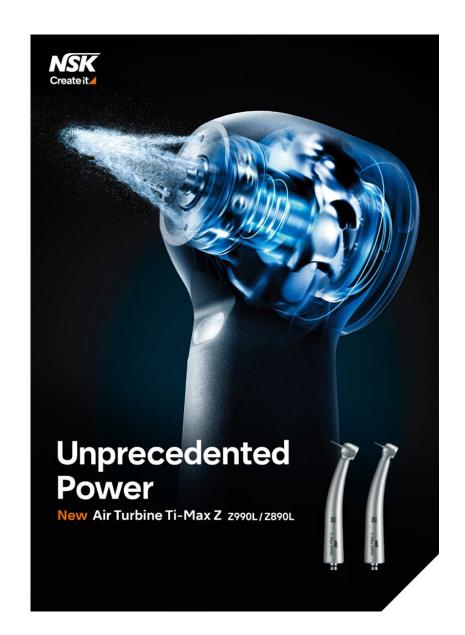
BofJPY

Sales grew significantly in North America.
Achieved double-digit sales growth excluding DCI acquisition effect.



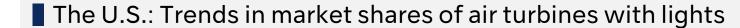


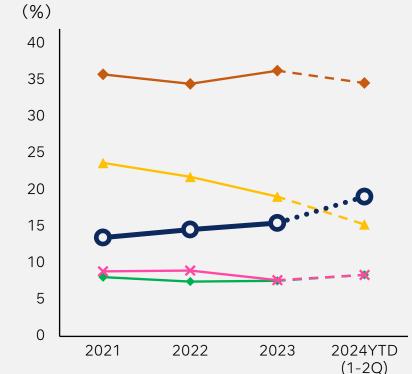
Expansion of U.S. market share through new product introduction



Dental hand piece (Air turbine)

Ti-Max Z990L / Z890L





Company A 36.3% (2023 all), 34.6% (2024 YTD)

NAKANISHI

15.5% (2023 all), **19.1**% (2024 YTD)

Company B 19.1% (2023 all), 15.3% (2024 YTD) Company C

7.6% (2023 all), 8.4% (2024YTD)

Company D

7.7% (2023 all), 8.4% (2024YTD)

* Created by NAKANISHI based on data from SDM Northcoast

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Ultrasonic equipment for oral surgery

VarioSurg4







Started shipping to Europe in May 2024

Features high grinding power while reducing power consumption

Seamless connectivity with various equipment using built-in Bluetooth

- ▶ Unit that is smaller and lighter is equipped with a high-brightness LED handpiece
- ▶ Features a color LCD panel for excellent visibility and ease of operation
- ▶ System-level connectivity with equipment for oral surgery, "Surgic Pro2" Provides a seamless operating environment (added value) for oral surgeons

Scheduled for sequential release in each global market



New factory "M1"

M 1

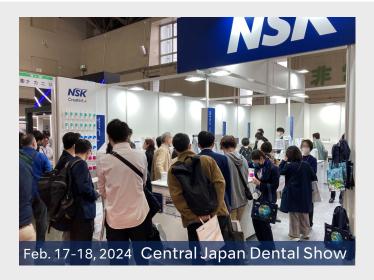
1st section: Operation started at Assembly factory

2nd section: Warehouse & service center is scheduled to start operation in April 2025



Dental business outline 1/3

Japan



Overview of 1st half





Measure for 2nd half





- Sales recovered to a level similar to the previous FY from March onward with the glut in distribution inventory being resolved.
- OEM sales declined due to a push-back in special demand from FY2023.
- Aim to recover sales through deepening cooperative ties with dealers and promotional measures.
- OEM will continue to be impacted by the decrease in special demand.

Europe



Overview of 1st half

Actual Sales



Measure for 2nd half

Sales forecast



 Although sales of OEM business decreased significantly due to termination of large contract, sales in Europe overall grew due to solid sales of local subsidiary.

Sales remained flat as FY2023 in Germany and the U.K., increased in France and Nordic countries.

 Aim to secure sales at a level similar to the previous FY through sales expansion of ultrasonic equipment for oral surgery (new product) and implant motors.



Dental business outline 2/3

North America



Overview of 1st half





Measure for 2nd half

Measure for





YoY

- Expanded market share due to continued strong sales of handpieces, including new products.
- OEM sales recovered with the progress in optimizing distribution inventory, contributing to an increase in sales.
- Aim to expand sales with competitive handpieces at the core to further expand market share.
- OEM sales are expected to become strong.

Asia



Overview of 1st half





China:

2nd half

Aim to steadily capture demand while monitoring bidding trends. Increased sales due to new consolidation with REFINE.

Korea:

Sluggish sales expected due to weak market conditions.

Southeast Asia:

Weak demand is expected to continue.

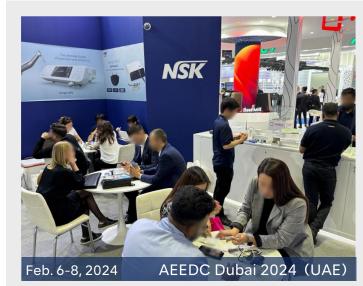
• China: With the significant impact of economic deterioration and anti-corruption policies, sales remained flat. Sales increased due to new consolidation with REFINE.

Korea: Strong sales in both own products and OEM.

Southeast Asia: Sales declined due to weak demand.



Dental business outline 3/3





Others

Overview of 1st half





Measure for 2nd half



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Middle East Sales declined due to deteriorating market conditions in addition to the significant impact of loss of large-scale government bidding contracts, etc. Uncertain future with heightened geopolitical risks. Sales activities will continue somberly.

South America

 Sales declined due to deteriorating market conditions in addition to glut in distribution inventory. Aim for optimal inventory levels while continuing to enhance the business promotion structure.

Russia

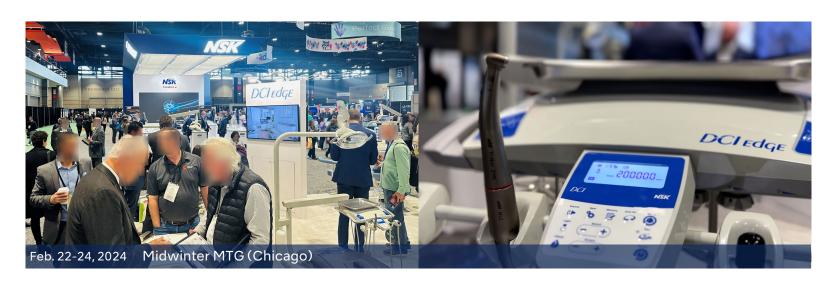
 Sales declined due to push-back in sales growth in the previous FY and excess inventory not being resolved. Although the future is uncertain, steadily acquire continued sustained demand.

Australia

 Double-digit sales growth due to steadily acquiring government projects, etc. Although demand is weak, sales will be supported by expanding sales with handpieces at the core.



DCI business outline





Whereas the U.S. dental chair market has shrunk compared to the previous FY, it is on a recovery trend.

Although the number of DCI dental chairs sold has declined compared to the previous FY, the number sold in Q2 (Apr. to Jun.) has recovered to similar year-on-year levels.

Increased sales at DCI when measured in local currency.

Number of dental chairs sold in the U.S. Jan.-Jun. 2024 cumulative (YoY)

Overall market: -13%

DCI: -4%



Surgical business outline

Overview of 1st half

Surgical case volumes remain steady, with sales growth in global markets. Increased production of disposables contributed to an increase in sales.

Actual sales YoY	7	Japan	Sales increased by capturing demand of strong demand for disposables. The number of console installations continued to grow steadily.
Actual sales YoY	7	Europe	Although market conditions are difficult as many hospitals face financial hardship, sales grew with steady acquisitions of inquiries.
Actual sales YoY	>	N. America	While fierce market competitiveness remains, increased sales with successful promotional activities. Also focused on expanding collaborative business.
Actual sales YoY	7	Asia	Sales in Asia, including China, were strong. Completed delivery of large-scale projects in India and Indonesia.

Measure for 2nd half

To maximize expanding business opportunities due to competitors announcing their withdrawal, develop proactive sales activities.

Sales forecast 7	Japan	Continue promotional activities, while exploring customer needs and collaboration models through exhibitions and other events.
Sales forecast YoY	Europe	While the outlook for demand looks to remain weak for the time being, sales will be supported by promotional campaigns.
Sales forecast YoY	N. America	Expand collaborative business with surgical support robot manufacturers, and aim to expand capture business opportunities due to competitors withdrawing.
Sales forecast YoY	Asia	Steadily capture sustained demand for disposables. Approach Korea, where demand is recovering.



Surgical business topics

Strengthen customer contact point through exhibitions, conferences and hands-on seminars both in Japan and overseas.



Apr. 17-19, 2024 Medtec Japan 2024 at Tokyo Big Sight

"Primado2" product group



Industrial business outline

Overview of 1st half

Sluggish sales due to decline in global demand. Continued with proposal activities to discover needs.

Actual sales YoY	7	Japan	Sales declined due to difficult market conditions. As a result of focusing on proposal activities, orders have rebound slightly.
Actual sales YoY	7	Europe	Capital investment projects declined with the strong impact of the rise in interest rates. Sales declined in both Nakanishi and JAEGER products.
Actual sales YoY	7	N. America	Trend of stagnation in capital investment projects due to rising interest rates. Sales declined as the inventory adjustment phase is taking longer than expected.
Actual sales YoY	7	Asia	Sales declined due to stagnation in capital investment willingness and decline in large projects. Sales to China recovered slightly at the end of the first half.

Measure for 2nd half

Although there are signs of recovery in demand, sales will not rebound until the next FY onward. Will somberly promote automation and labor-saving proposals.

Sales forecast YoY	Japan	Aim to steadily acquire inquiries as there are signs of recovery in capital investment.
Sales forecast YoY	Europe	Aim to expand the sales coverage area and acquire projects by promoting the establishment of new dealers.
Sales forecast 7	N. America	Difficult market conditions are expected for the time being. Aim to optimize inventory before demand recovers.
Sales forecast YoY	Asia	Continue sales activities while focusing on capital investment trends in China. Aim to steadily capture demand.

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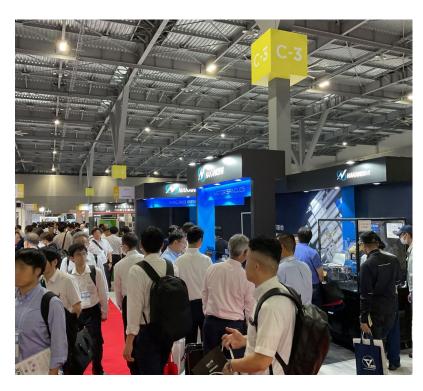
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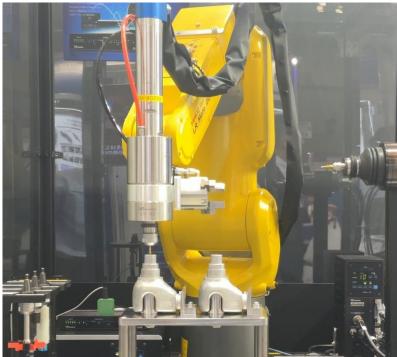


Mechanical Components & Technology Expo

Jun. 6-21, 2024 at Tokyo Big Sight

Stimulate demand with automating application by robot + spindle







Next Mid Term Management Plan

Dental, Surgical and Industrial Businesses steadily grew in the global market under the current Mid Term Management Plan.

Mid Term Management Plan (2020-2025)

NV 2025+

Basic policies and priority measures

- 1. Strategic expansion of the dental business in the global market
- 2. Development of new businesses to respond to needs in a rapidly aging society
- 3. Building a management base for speedy development and by far the strongest cost competitiveness

Performance targets

Net sales

55.0 B JPY

Operation profit

16.5 B JPY

Operating margin

30%

>11%

ROE

Total payout ratio >50%

Cash and Marketable Securities to Monthly sales ratio <12months



We plan to announce the next Mid Term Management Plan in Feb. 2025.

Establish Mid Term Management Plan as Nakanishi Group including DCI, Refine and Jaeger to ensure sustainable growth.



Selected as constituent of JPX-Nikkei Index 400

Continuing from the last fiscal year, again selected as a constituent of the "JPX-Nikkei Index 400", which is an index jointly created by Tokyo Stock Exchange, Inc. and Nikkei Inc., for FY2024 (Aug. 30, 2024 to Aug. 28, 2025).

"JPX-Nikkei Index 400"

An index of companies with high appeal for investors, which meet requirements of global investment standards, such as efficient use of capital and investor-focused management perspectives.

https://www.jpx.co.jp/markets/indices/jpx-nikkei400/index.html



Sustainability Report



We have issued "Sustainability Report 2024". Please refer to our ESG initiatives.

https://www.nakanishi-inc.jp/ir/



