

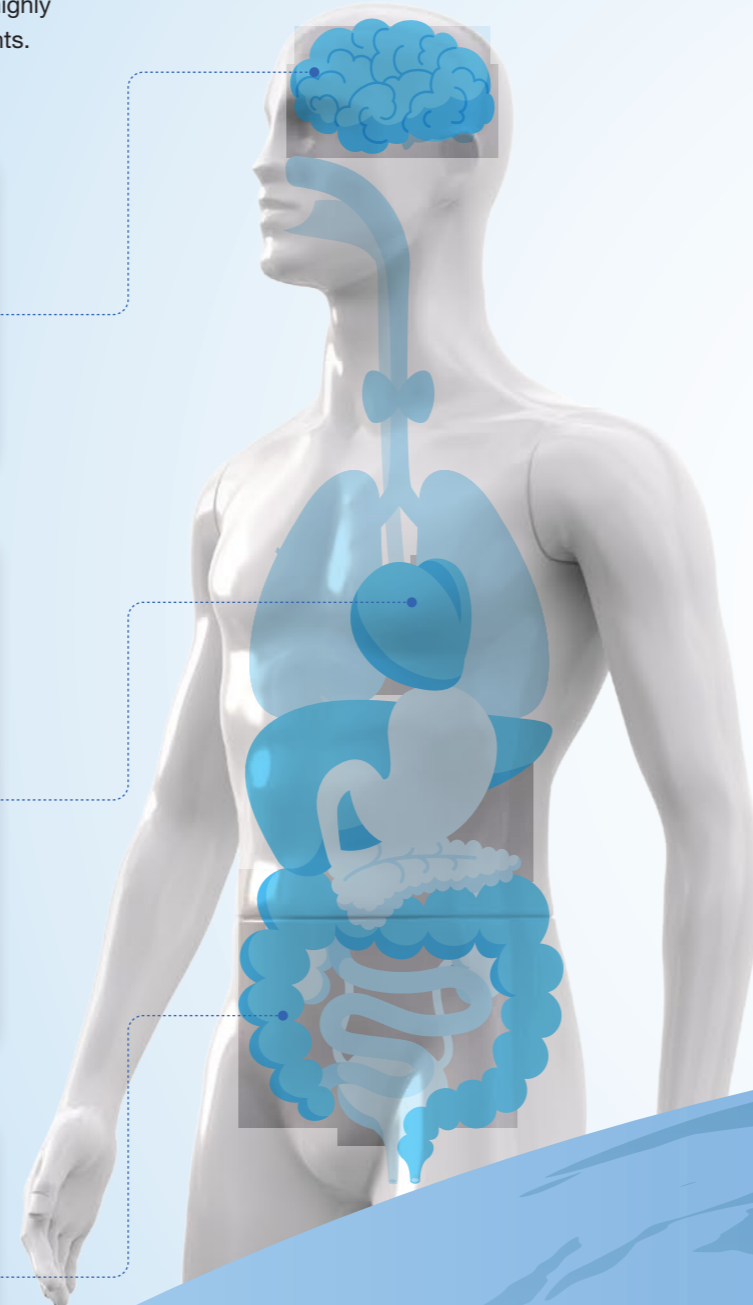
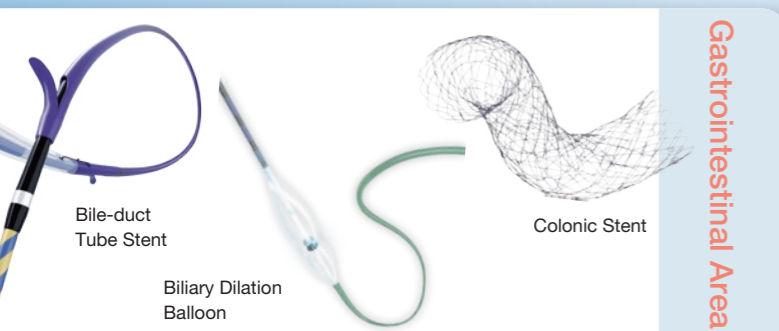
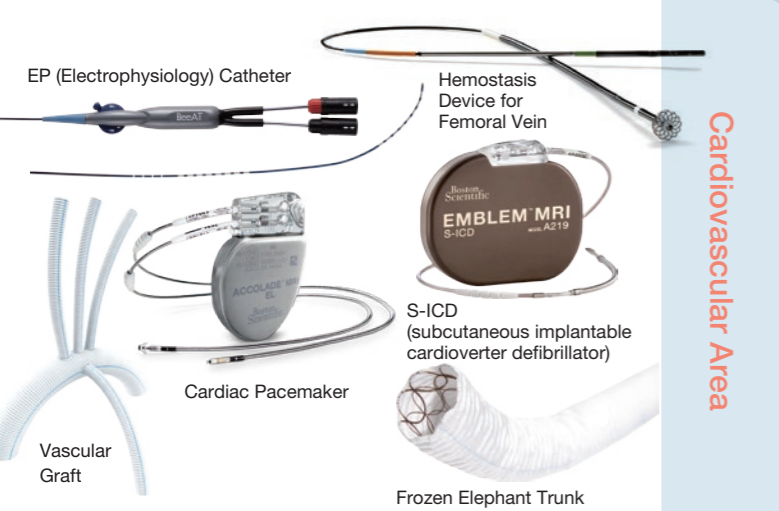
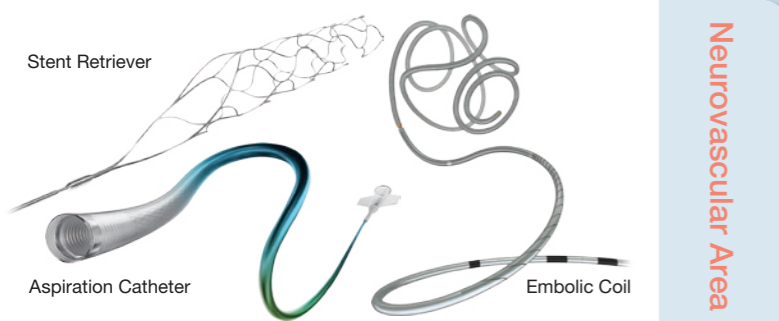
Our Business

We provide medical devices to cater to the needs of the physicians by utilizing our hybrid business model; a manufacturer and a distributor.

Main Products

We provide medical devices with a focus on the cardiovascular space. Most of the medical devices that we handle are classified as “highly controlled medical devices”^{*} that are critical to the lives of patients.

^{*} Designated by the Minister of Health, Labour and Welfare as devices requiring appropriate management because of the risk of serious effects on human life and health in the event of side effects or impairment of function.



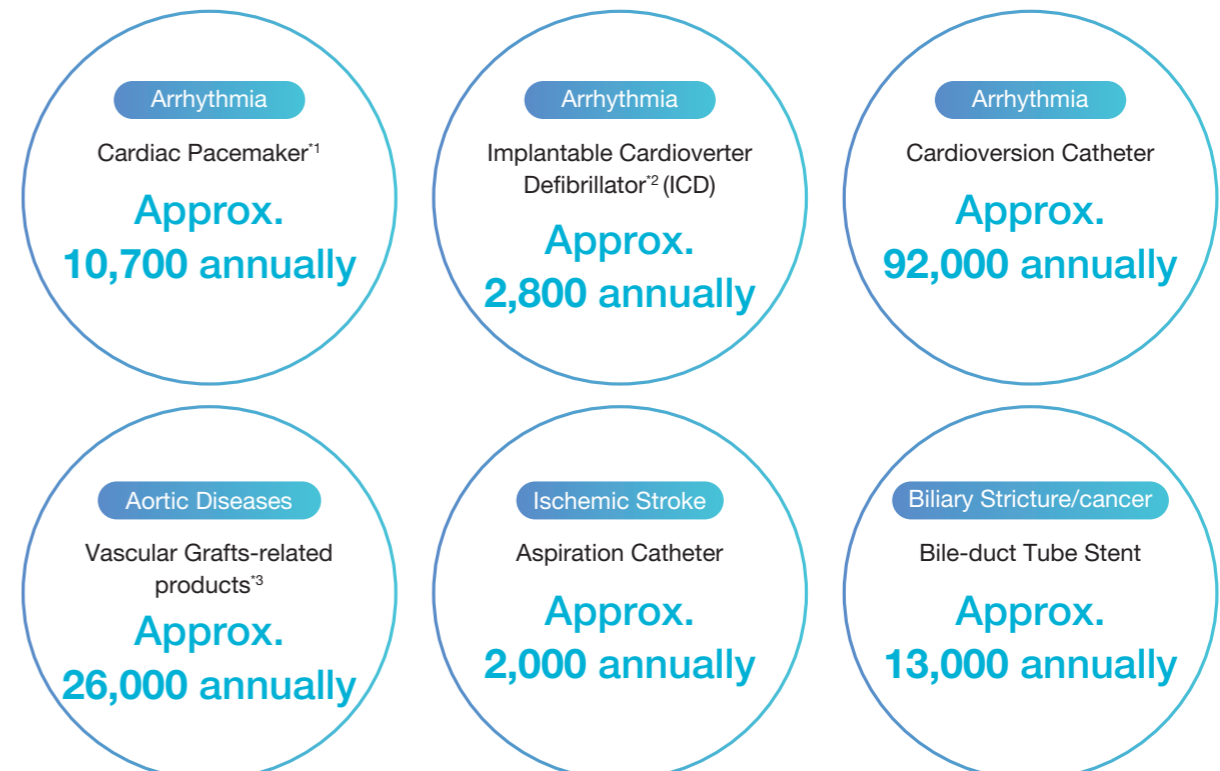
Putting Patients' Comfort First

JLL has handled medical devices used at the forefront of acute-phase medicine for more than 40 years as a specialist in the cardiovascular area (arrhythmia, aortic diseases). In recent years, we have also been working to expand our business areas, entering neurovascular and gastrointestinal areas.

... for patient comfort. This is a sentiment that JLL has always valued in doing business.



Number of Patients Affected by Our Products



^{*1} Includes CRT-P ^{*2} Includes CRT-D ^{*3} Includes Frozen Elephant Trunk and abdominal stent graft

At a Glance

FY3/2025

By strategically combining our own products with third-party products, we are able to secure a top-class level of profitability in the industry. We are steadily achieving business growth by expanding our business areas and the continuous introduction of competitive products. We have successfully shared high returns with our shareholders by pursuing effective capital management.

Net Sales ¥ **56.6** billion

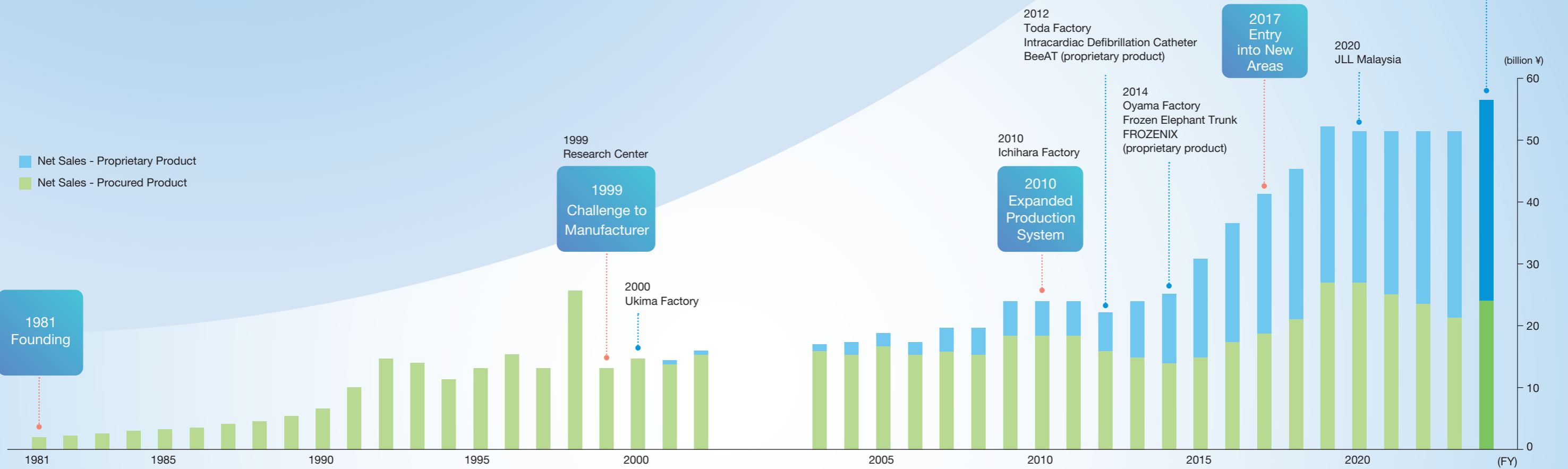
Operating Margin
21.8%

ROIC
13.7%

JLL's History

By consistently striving to maximize the value we deliver to the medical field, we have realized growth through the expansion of our business domains.

Net Sales
¥56.6 billion
 Proprietary Sales Mix
57.4%
 FY3/2025



Business Areas

1981 Founding

Japan Lifeline was founded as a trading company involved in the import and sale of Cardiac Pacemakers manufactured overseas. The Company grew as pacemaker use became more popular and established its position as a medical device trading company by expanding the number of third-party products that it carried for cardiovascular applications.

Expanded Procured Products

- 1981 Cardiac Pacemaker
- 1989 PTCA Balloon Catheter
- 1990 Prosthetic Heart Valve
- 1991 Vascular Grafts
- 1995 Launch of EP Catheter
- 1998 PTCA Stent



1999~ Expanded to Manufacturing

After introducing world's best medical devices to Japanese market for a few decades, we heard needs of the local physicians. Henceforth JLL took on the challenge to expand its business to manufacturing in order to provide the devices that are best suitable for the local market.



- 1999 Established Research Center
- 2000 Established Ukima Factory
- 2001 Released PTCA Guide Wire
- 2003 Released Ablation Catheter
- 2004 Released EP (Electrophysiology) Catheter

2010~ Expanded Production System

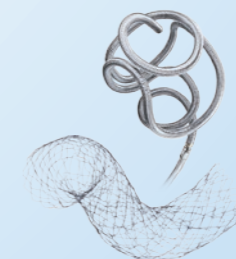
As to respond to the growing market needs on JLL in-house products, we added four factories: three in Japan and one in Malaysia. Our factory in Malaysia is expected to play an important role in our global business expansion.



- 2010 Established Ichihara Factory
- 2012 Established Toda Factory
- 2014 Established Oyama Factory
- 2020 Established JLL Malaysia

2017~ Entry into New Areas

JLL entered the gastrointestinal field in 2017 by developing products utilizing the unique technologies that we have cultivated as a manufacturer, then expanded to the neurovascular field in 2022 by introducing overseas products.



- Gastrointestinal Area**
- 2017 Released Colonic Stent
- 2019 Released RF Needle for Liver Cancer Treatment
- 2021 Released Gastro-Duodenal Stent
- 2022 Released Bile-duct Tube Stent
- Neurovascular Area**
- 2022 Released Embolic Coil
- 2023 Released Aspiration Catheter
- 2024 Released Stent Retriever

▶ A Once-in-Three-Decades Wave of Change

I would like to extend my sincere gratitude to all our stakeholders, including our shareholders and investors, for your continued support.

In 2024, Japan Lifeline experienced an unprecedented wave of change in our core business area of arrhythmia treatment. Pulsed field ablation (PFA), a new therapy pioneered by other companies, rapidly gained adoption in atrial fibrillation ablation procedures. Unlike conventional radiofrequency ablation, PFA selectively ablates abnormal myocardial tissue using pulsed electric fields, dramatically reducing the risk of complications to surrounding tissue. It also streamlines the procedure, reducing the number of catheters used per case and shortening procedure time to about two-thirds (a one-third reduction). Within less than a year, PFA had been adopted in more than half of atrial fibrillation ablation procedures. Given that radiofrequency ablation first received insurance reimbursement in Japan in 1994, this represents the most significant game-changing shift in thirty years. For our company, this development has had a far greater impact than COVID-19. While the pandemic was a temporary phenomenon, PFA marks a structural and irreversible turning point.

This technological innovation is already having a multifaceted impact on our product portfolio. For some of our flagship diagnostic catheters—such as Esophageal Temperature Monitoring Catheters—demand is decreasing, as they are no longer required under PFA procedures. As a result, we expect a substantial decline in revenue in FY3/2026. On the other hand, since PFA also shortens procedure times, increased turnover in catheter laboratories will allow more cases to be performed, creating a positive effect. In the short term, we expect these positive factors to outweigh the negatives. However, over the longer horizon, it is clear that if we fall significantly behind in PFA, we risk losing competitiveness in our core EP/Ablation business. Against this backdrop, in February 2025 we entered into a strategic partnership with U.S.-based CardioFocus, Inc. to jointly develop and globally commercialize a new PFA device. By combining CardioFocus’s clinical expertise and

device technology in PFA with our advanced catheter shaft capabilities, we are confident that we can deliver highly competitive PFA products that resonate in the market. Our first milestone is expected in 2027, with the launch of OEM product supply for overseas markets.

In this era of rapid change, it has become more important than ever for us to anticipate shifts and take proactive steps based on the product life cycle. Beyond PFA, we must operate on the premise that paradigm shifts will inevitably occur, and address them not only as risks but also as opportunities. Catheters used in arrhythmia treatment face intense development competition, and their typical product life cycle is around five to ten years. Our Intracardiac Defibrillation Catheter, BeeAT, which accounts for roughly one-quarter of our revenue, maintained its unique position in the market for ten years after its launch. Even now, thirteen years later, it continues to be a core revenue driver, holding a 95% market share. While protecting the share of such a cornerstone product is certainly important, that alone is not enough to keep pace with the times. The expectation that BeeAT will remain relevant in the era of PFA is good news, but new changes will continue to emerge alongside it. Within the company, we constantly ask ourselves: “Are our existing products aligned with new trends?” “What improvements can we make to anticipate market needs?” “As a leading company in



Keisuke Suzuki
President and CEO

CEO Message

Launching Full-Scale Global Expansion

The global trend of pulsed field ablation (PFA) has now reached Japan, bringing a seismic shift in arrhythmia treatment.

We are now being tested on whether we can truly evolve from a *domestic medical device company* into a *global MedTech company*.

We will compete by delivering the unique value that only Japan Lifeline can offer, and we are determined to see this transformation through.



CEO Message

arrhythmia treatment, what new value propositions should we bring to the market?”

In response to these questions, new challenges are already underway. At our full-year financial results briefing in May 2025, we announced the latest updates to our Medium- to Long-Term Strategy, including entry into Structural Heart Disease as our third new business domain following Neurovascular and Gastrointestinal. We will be entering the Transcatheter Aortic Valve Replacement (TAVR) field, which represents a potential market of more than ¥100.0 billion in Japan alone. We also outlined our policy to expand our overseas business and to place greater emphasis on OEM operations.

Traditionally, our product portfolio has focused on therapeutic devices for acute cardiac conditions. Going forward, in addition to expanding into new clinical domains, we will also broaden our perspective across the entire medical value chain—from prevention to post-operative care—delivering new solutions wherever medical challenges exist. With a medium- to long-term perspective, we will explore new business opportunities centered on products that generate synergies across our portfolio, solutions that transcend conventional concepts of medical devices, and collaborations with strategic partners who possess outstanding technologies.

While products and services evolve with the times, our foundation remains unchanged: putting patient benefit first. What I value most about the medical device business is that when we create genuine value, we can tangibly feel our contribution to society. This, above all, is the greatest appeal of the medical device business and the driving force behind my work.

► Renewed Determination to Become a Global Medtech Company

While diversifying our portfolio through new businesses, we are also expanding our presence from Japan to overseas markets. If we remain strong only domestically, without proving ourselves in overseas markets, future profit growth will inevitably plateau at just a few percentage points per year. Moreover, the structural

challenges facing Japanese society—including inflation, social security reform, and population decline—make it extremely difficult to achieve long-term growth from Japan alone. Fortunately, we have a proven track record and strong capabilities in developing proprietary products that dominate the domestic market. Extending these successes into other countries is a straightforward strategy with significant potential.

One of the questions we are most frequently asked by investors in this context is, “Why don’t you expand your high-share domestic products overseas?” It has been frustrating not to be able to provide a clear answer. The reality is that while overseas expansion has been positioned as a long-term priority, our current overseas sales ratio remains at only about 2%, showing that we are still mid-journey. The primary reason, I believe, is that our core products are niche innovations born out of Japan’s unique medical practices. For example, procedures using our core product, the Intracardiac Defibrillation Catheter “BeeAT,” have achieved a 90% penetration rate in Japan, yet Japan remains the only country where they are routinely practiced. BeeAT enables low-energy defibrillation from inside the heart, reducing patient burden while allowing physicians to safely and swiftly terminate atrial fibrillation. However, in most countries, defibrillation is generally performed externally, so the first challenge is to change this prevailing perception. We must communicate the significance of the product from the ground up, encourage its adoption in real-world clinical practice, and build recognition of its intrinsic value until it is firmly established as a routine procedure. This is not something that can be accomplished overnight. At Japan Lifeline, we call this challenge the “barrier to exporting medical procedures.” Once this barrier is overcome, however, we envision a future where an overseas sales ratio of 30% is within reach.

We believe that expanding safe and patient-friendly procedures like BeeAT globally is a social mission that we, as a domestic pioneer, must fulfill. The same applies to the Frozen Elephant Trunk (FET), another core product in the cardiovascular field. Positioning and promoting these as “optimal, cutting-edge treatments from Japan” will be key to overcoming the barrier to exporting medical procedures. To achieve this, it is essential to gain the cooperation of domestic physicians who serve as key opinion leaders and have them act

as ambassadors in local medical settings. We also recognize that there are areas where sufficient evidence has not yet been built to demonstrate the superiority of treatments using our products, and we are committed to addressing this promptly and thoroughly. In addition, we will work to raise awareness through presentations at international academic conferences and other opportunities.

As part of strengthening the business foundation, we are also rapidly preparing for full-scale entry into the European and U.S. markets. In manufacturing and quality management, we are building a documentation management system that can withstand scrutiny by the U.S. Food and Drug Administration (FDA). We are also pursuing market development with a new sense of urgency, and tangible results are already beginning to emerge.

► Expectations for the Next-Generation Management Team

As the company returns to a growth trajectory, driving major transformation means that our management structure itself must also evolve. In June of this year, Tatsuya Murase was promoted internally to serve as Vice President & COO. This marks an important step toward rejuvenating our management structure and positioning the company to ride the next wave of significant growth. In addition, as an incentive to achieve our financial targets, we introduced stock options granted for consideration for directors and operating officers, further aligning our interests with those of the capital markets. These options are structured to be exercisable upon achieving the FY3/2028 sales target of ¥70.0 billion, and we are united as a company in our efforts to deliver on our medium-term performance goals.

As a business leader, I consider myself a realist, and since our founding I have operated with the mindset that “every year is a year of survival.” My management style could be described as one that emphasizes the steady accumulation of tangible results. Driven by a determination never to let the company falter, I have prioritized reliable outcomes, even when faced with major decisions and investments at critical

junctures. At the same time, I recognize that in the next phase of accelerated growth, a younger mindset will be essential. To accelerate investment and pursue transformational change through initiatives such as M&A, approaches and philosophies different from my own will naturally be required. In other words, we need next-generation leaders who can envision a bold future and work backward from that vision. By rejuvenating our management structure, I believe we will begin to see a new form of the company—one capable of driving sustainable growth as a truly global MedTech company.

Whichever approach one may take, the core responsibility of a leader does not change: to make decisions and move the organization forward. I often tell the next generation of executives, “It is natural to wrestle with an issue, but you must not hesitate.” Even with difficult choices, when the time comes to decide there are only two options: an affirmative “yes”



CEO Message

or an affirmative “no.” Once the decision is made, it is vital to communicate a simple and clear message to both internal and external stakeholders. At present, I believe our strength as a founder-led company lies in our speed and clarity of direction. How we can preserve these strengths into the future is a challenging question, but one that I reflect on and work toward every day. I believe that even without relying on the founder’s unifying force, we can embed the founder’s DNA—in other words, the unique character of Japan Lifeline—into the company by designing the right organizational mechanisms.



▶ To All Our Stakeholders

Our company now stands at an important turning point. For five years, our performance remained flat due to the impact of COVID-19 and the re-shaping of our business portfolio. It was against this backdrop that we formulated our current medium-term management plan. In FY3/2025, the second year of the plan, we achieved double-digit growth in both revenue and profit, finally entering a full-fledged growth phase. I believe this represents a strong start, made possible by steadily executing the three key initiatives set out in the plan: “Expansion into New Therapeutic Areas,” “Continuous Introduction of Competitive Products,” and “Strengthening Management with a Focus on Capital Efficiency.” Furthermore, as new initiatives emerged, in May 2025 we announced an upward revision to our FY3/2028 targets, the final year of the plan. The main reasons include the revised growth outlook for atrial fibrillation cases, our entry into Structural Heart Disease, and the anticipated expansion of global sales and our OEM business. While options to accelerate future growth, such as M&A in existing businesses, are always on our radar, they have not been factored into this revision. We firmly believe that these new medium-term targets are achievable through organic growth alone.

I am paying particular attention to FY3/2028, which I expect to be a major milestone for our company. This is because milestones for multiple initiatives converge in this period, and we anticipate it will mark a major inflection point in our growth trajectory. Examples include our full-scale entry into the Structural Heart Disease area, the commencement of exports of OEM-contracted PFA products, and the launch of a Flow Divert-er in the Neurovascular area. Each of these represents a strategic initiative with significant potential to drive future growth. We are leaving no stone unturned in our preparations to ensure their reliable execution on schedule.

The waves of change are significant and the challenges formidable, but we stand on a solid and unshakable foundation of technological capabilities and strong, enduring trust with the medical community. Together with our shareholders, investors, healthcare professionals, and all of our stakeholders, we will move forward with determination into the next stage of growth.

I would like to take this opportunity to express my appreciation for your continued support and guidance.

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