

Message from the Representative Executive Officer



Our management and all employees will continue working together to achieve Our Purpose of “Making people’s lives healthier, safer and more fulfilling.”

I would like to express my sincere gratitude to all our stakeholders for your continued understanding and support.

Since the changes to our management, I am carrying out the duties of the CEO at the present time, and am leading the company in the execution of our strategy and continued delivery of essential products and services to patients worldwide, fully embodying Our Purpose of “making people’s lives healthier, safer and more fulfilling.” In addition, we are continuing to foster a workplace environment in which our employees are conscious of their social responsibilities and where they can work with pride.

Currently, we are diligently implementing our comprehensive remediation and quality transformation program *Elevate* to effectively address the findings detailed in the U.S. Food and Drug Administration (FDA) warning letters, establishing top-tier quality capabilities in the industry. To achieve this vision of becoming a truly global MedTech company, we refreshed Our Core Values to include “Patient Focus” in February 2024. This aligns with our commitment to prioritize patient safety and to emphasize a greater focus on patients more generally.

Guided by Our Purpose, our employees, the executive team, and our Directors are all working to achieve the same goals, prioritizing patient safety and accelerating our transformation to become a company that is valued by all stakeholders in all aspects, including innovation, products, solutions, people and contributions to society. By continuing to deliver innovative medical value that only we can provide, we aim to achieve sustainable growth and enhance corporate value. I am deeply grateful for your unwavering support.