

CASSONA HEALTHCARE QUARTERLY

SEPTEMBER 2025 Vol. 1

Making a Difference in Healthcare Solutions in Africa

CASSONA HEALTHCARE QUARTERLY



(A Cassona USA Company)

Making a Difference in
Healthcare Solutions in Africa

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Coming soon in November 2025

A message from our CEO

Cassona is celebrating its third anniversary in West Africa with momentum and purpose. We are marking this milestone with the launch of a quarterly magazine dedicated to highlighting not only the healthcare challenges faced by the continent, particularly in West Africa, but also practical, sustainable and financially viable solutions to address them.

The dire state of healthcare in Sub-Saharan Africa is not a hidden truth—we live it daily. It has been extensively documented by foreign missions and international observers, yet meaningful action remains scarce.

Occasionally, well-publicized donations of a machine or two are made—token gestures that, while appreciated, barely scratch the surface of the systemic healthcare issues we face.

As Cassona enters its fourth year in West Africa—starting from our roots in Ghana and now expanding into Nigeria—I want to reflect on what we have achieved and where we are headed. Between January 2023 and July 2025, we have installed over 130 medical diagnostic imaging equipment in Ghana. Since our Nigerian launch on May 15, 2025, we have completed two significant installations: a digital X-ray machine in Kano and a 32-slice CT Scanner in Abuja. Many of these projects included credit facilities or placement arrangements, ensuring access despite financial constraints.



We have also prioritized rapid, reliable local technical support, delivering a response time of under 48 hours for any equipment issue-resolving all cases to our clients' satisfaction. Our commitment extends to regular training for radiographers, sonographers, and radiologists on the innovative features of our advanced equipment. These initiatives have already positioned Cassona as a serious player in the healthcare market. But this is only the beginning.

Our services have expanded. We are preparing to operate our first diagnostic imaging center in Accra, Ghana, and are transforming our training program into a full-fledged training academy at each of our major centers—Accra, Abuja, and Lagos. Our engineering and technical support teams are growing to ensure our partners never experience prolonged downtime, addressing a long-standing challenge in Africa where technical service has been monopolized by long-distance equipment sellers.

Looking ahead to 2026, we are embarking on a new chapter—constructing turnkey hospitals under a BOOT (Build, Own, Operate, Transfer) model, with a maximum completion timeline of 12 months. This is a bold contrast to the three or more years often required for such projects in the region, a delay largely driven by financing gaps we are determined to close.

I firmly believe that transforming healthcare in West Africa requires genuine collaboration between the public and private sectors. Around the world, governments cannot singlehandedly fund and manage an efficient healthcare system, and Africa is no exception. The private sector's drive for efficiency, combined with public commitment, can deliver results neither could achieve alone.

Our progress would not be possible without the trust of our customers and patients. Therefore, we take our responsibility to give back seriously - donating equipment to healthcare-focused educational institutions, providing free training for practicing professionals and students, supporting the return of African healthcare-provider diaspora, and offering programs to assist expectant mothers who cannot afford vital medical checkups.

Through this magazine, my goal is to keep these issues at the forefront, share practical solutions, and—most importantly—hear from you how we can strengthen the most critical infrastructure of all: our healthcare system.

A handwritten signature in black ink, appearing to read 'John Chigbu', with a large, stylized loop at the end of the signature.

Good reading,

John Chigbu, Esq.

Chairman & CEO, Cassona Healthcare Group



Editor's Note

Welcome to the very first issue of Cassona Healthcare Quarterly.

It is with deep pride and genuine excitement that I write to you as Editor of this new publication. For us, this magazine is more than just pages of updates and information—it's a way to share our journey, celebrate innovation, and talk about our vision for healthcare in Sub-Saharan Africa. Most importantly, it's also a way to hear from you—our readers, our partners, and our communities.

This launch feels especially meaningful because it arrives at the same time as another milestone: Cassona's third anniversary in West Africa. Three years ago, we set foot in Accra, Ghana, with a simple but powerful goal—to bring world-class diagnostic imaging and dedicated technical support closer to the people who need it most. Since then, we've spent three years listening, learning, building trust, and walking alongside healthcare providers and patients as partners in strengthening the region's healthcare systems.

From our roots in California, where we first began supplying PPE during the Covid-19 crisis, Cassona has grown into something much bigger. Today, in the field of medical imaging, our mission remains the same: to serve with heart and with excellence. Whether it's MRI, CT, X-Ray, or Ultrasound, our promise is not just about technology—it's about standing beside the doctors, nurses, and technicians who use it every day, making sure they have the training, support, and reliability they deserve.

Expanding from Ghana into Nigeria has been a natural step in that journey. It brings us closer to those we serve, allows us to better understand the unique challenges of each community, and helps us respond more quickly and thoughtfully.

That same spirit is at the heart of this magazine. Here, you'll find more than products or announcements. You'll find insights into healthcare trends, stories of people and places where our work has made a difference, and reflections on the partnerships and training that are helping professionals across the region do their work with confidence.

As we celebrate both the launch of this magazine and our three-year anniversary in West Africa, I want to pause to say thank you. To our customers in Ghana and Nigeria—you welcomed us with open arms. To our incredible Cassona team on the ground—your dedication inspires me every day. And to our partners—your trust and collaboration have made this journey possible. You are not just part of our story; you are our story.

This is just the beginning. Cassona Healthcare Quarterly is our promise to keep connecting, keep sharing, and keep growing together. We hope policymakers, healthcare workers, and everyday readers alike will find something in these pages that inspires you. And we warmly invite you to add your voice—through your stories, your ideas, and the issues you want to see highlighted here.

Here's to three years of shared success, to the first of many issues, and to a future where healthcare in our region continues to thrive—with all of us building it, together.

With gratitude,

A handwritten signature in black ink, consisting of stylized Chinese characters: 蔡伟珍.

Weizhen Cai,
Editor

Table of Content

03

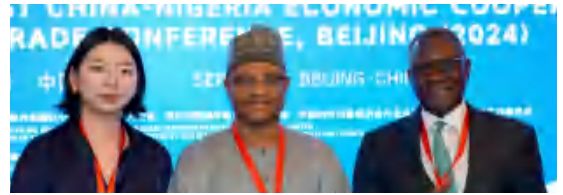


Our Products & Services

13

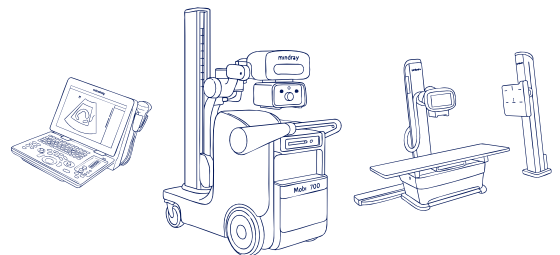


Our Most Valuable Asset Goes Home Every Day: Our Recruitment Efforts



Why Africa as a destination for Cassona ?

09



Our Product Partners

Neusoft Medical Systems
Featured Innovative Product

Mindray
Featured Innovative Product

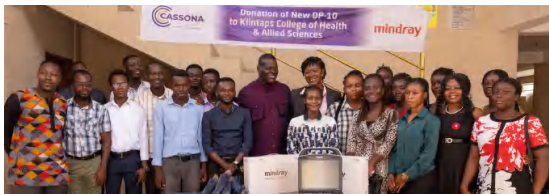
Perlove Medical

24



CassonaCare Construction Services and Ongoing Construction Projects

33



Corporate Responsibility: A Moral Imperative

30



When Supply Chains Fail, People Die

39

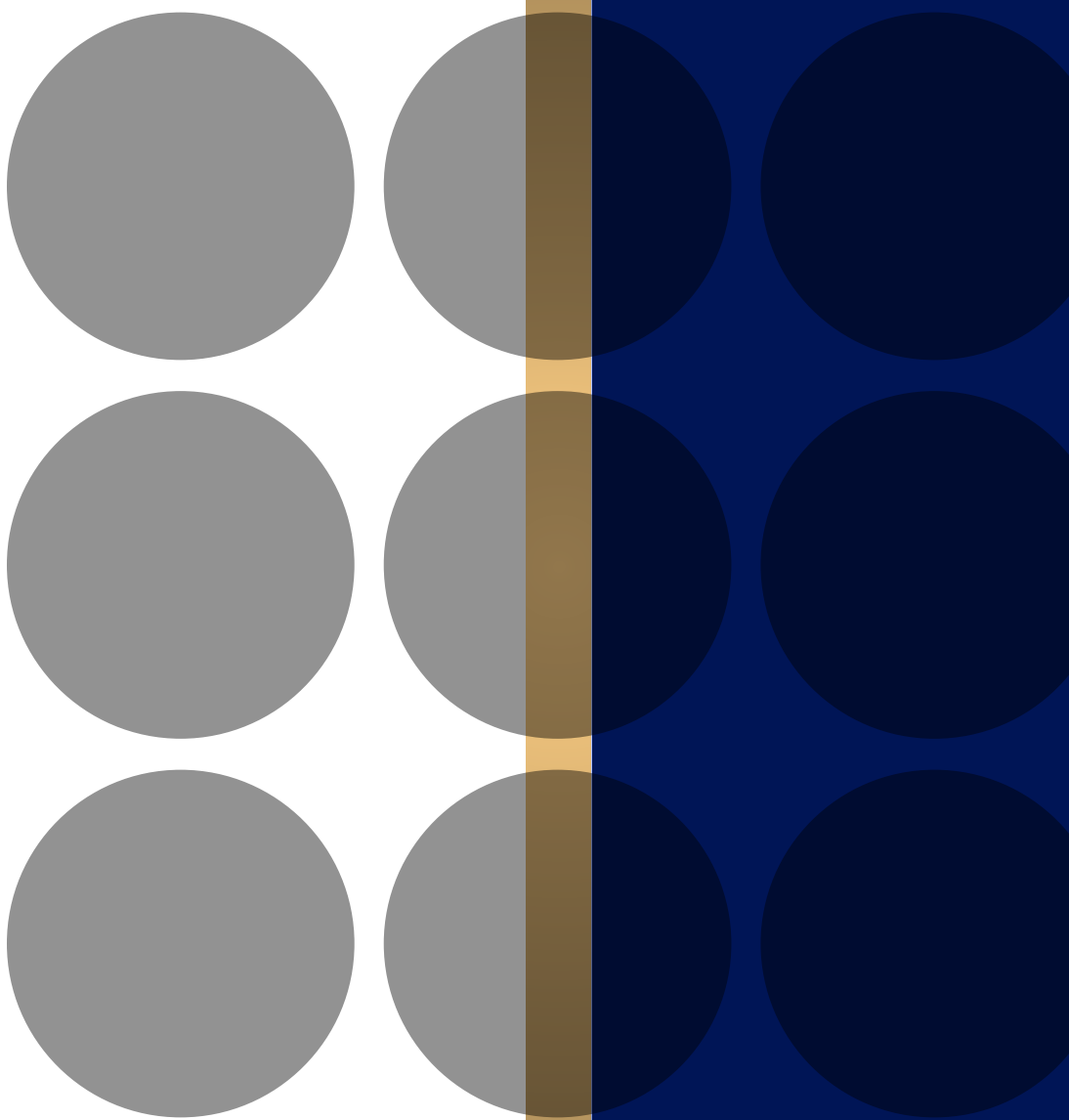


Table of Content

About Us	01 - 02
Why Africa as a destination for Cassona ? State of Healthcare	03 - 06
Our Products & Services	09 - 12
Our Product Partners Neusoft Medical Systems Featured Innovative Product Mindray Featured Innovative Product Perlove Medical	13 - 23
Cassona's West African Footprint to date and what lies ahead	25 - 32
Our Most Valuable Asset Goes Home Every Day: Our Recruitment Efforts	26 - 32
When supply chains fail, people die	33 - 34
Corporate Responsibility: A Moral Imperative	37 - 49

About Us

Cassona USA Inc. (DBA Cassona International) is a U.S.-based company founded in San Francisco, California in 2013. The company began as a consulting firm dedicated to renewable energy, advising governments and private entities seeking funding from the United States for green energy initiatives.

In 2020, the onset of the Covid-19 pandemic prompted Cassona to pivot from project financing to healthcare. During this period, the company imported and distributed PPE products across the United States to help combat the crisis. This entry into healthcare highlighted a deeper, systemic challenge: the critical shortage of medical diagnostic imaging equipment in Sub-Saharan Africa. The region remains among the lowest in meeting the World Health Organization's recommended minimum standards for diagnostic imaging infrastructure, severely limiting the ability to detect and treat illnesses early.

To address this gap, Cassona, in consultation with the U.S. Department of Commerce, established a wholly owned subsidiary in 2022 to invest in affordable diagnostic imaging solutions in West Africa, beginning with Ghana. Since launching operations in Ghana on August 25, 2022, the company has successfully installed more than 130 imaging systems across the country. Alongside these installations, Cassona has delivered more than 300 timely technical support responses—typically within 48 hours—ensuring reliability and continuity of service. Building on this success, Cassona expanded its footprint to Nigeria in May 2025, launching Cassona Global Imaging Ltd. Nigeria in Abuja, the Federal Capital Territory.



From its inception, Cassona's mission has been clear: to empower healthcare providers in resource-constrained environments with affordable diagnostic imaging equipment, reliable technical support, professional training, and access to financing. This integrated approach has enabled hospitals and clinics to improve their diagnostic capabilities while ensuring sustainability through local capacity-building.

In 2025, Cassona reorganized its regional operations under Cassona Healthcare Group, a holding company designed to oversee the company's growing lines of business. This restructuring reflects Cassona's broader ambition to provide end-to-end healthcare infrastructure solutions across the ECOWAS and Sahel regions. Under the new framework, Cassona has established:

- Cassona Global Imaging – Dedicated to medical equipment distribution and servicing.
- CassonaCare – Focused on the construction and operation of hospitals and diagnostic centers.
- Cassona HealthEdge Academy – A training and certification institution for radiologists, radiographers, and sonographers, developed in collaboration with leading medical schools in Ghana and Nigeria.

This vertically integrated structure ensures a comprehensive, sustainable approach to healthcare delivery. With an untapped regional market of over 430 million people, a median age of just 18 years, and a rapidly expanding middle class, Cassona is well-positioned to become a transformative leader in revolutionizing healthcare access and quality across Sub-Saharan Africa.



Why Africa as a Destination for Cassona?

The founders of Cassona share a conviction that Africa—particularly Sub-Saharan Africa—remains severely underserved in healthcare due to historical and systemic neglect. They believe that healthcare and education form the foundation upon which all other development depends, making them indispensable for building human capital and attracting sustainable foreign direct investment. Guided by this belief, Cassona’s mission is to stand at the forefront of delivering this most essential infrastructure.

Nigeria, Africa’s largest economy, has a GDP of over US\$430 billion and a population of approximately 230 million people, one of the fastest-growing, globally. With a median age of just 18 years, Nigeria’s population is overwhelmingly young and projected to more than double by 2050. This demographic shift will place enormous strain on the healthcare system, while ensuring decades of continued demand for maternal and child health services, preventive care, and medical education.

Despite macroeconomic challenges such as low growth and high inflation, Nigeria continues to attract foreign investment thanks to its vast natural resources, especially oil and gas. Yet, much of this investment has focused on resource extraction, not on the critical infrastructure needed to improve health, education, and human capital development. Multinational corporations often build parallel systems—housing, healthcare, and services—for expatriate staff, leaving the broader population without access to these amenities.



Healthcare in Sub-Saharan Africa: Nigeria Focus

“Critical infrastructure” typically includes energy, transportation, telecommunications, education, and healthcare. In Nigeria and across Sub-Saharan Africa, healthcare and education stand out as the most urgent priorities. Persistently high disease burdens, elevated maternal and infant mortality rates, low life expectancy, and a shortage of skilled manpower continue to hinder economic and social progress. For example, malaria—long eradicated in most developed countries—remains endemic in Nigeria and Ghana.

According to Nigeria’s Federal Ministry of Health (MoH), there are nearly 40,000 hospitals and clinics, about 70% of which are government-run. Yet access to quality care remains extremely limited. In 2014, Nigeria reported just 134,000 hospital beds, or 0.8 beds per 1,000 people, far below the African average. Although bed capacity has grown at a compound annual growth rate (CAGR) of 3.8% since 2009, this barely keeps pace with population growth, leading to no real improvement in healthcare access.



Medical Independence for Nigeria

The state of medical imaging equipment is even more critical. It is estimated that 60% of X-ray machines are non-functional, many being 10–20 years old. Ultrasound machines are almost entirely absent from primary healthcare centers. Advanced equipment such as CT scanners, MRIs, and Cath labs are extremely rare—with fewer than 30 working CT scanners across the entire country of nearly 240 million people. By comparison, Australia and New Zealand, with a combined population under 30 million, operate over 1,700 CT scanners.

The World Health Organization (WHO) recommends at least one X-ray unit and one ultrasound machine per 50,000 people—or 20 units per 1 million—to meet 90% of basic imaging needs. For Nigeria, this translates to a minimum requirement of:

- **4,800 X-ray units**
- **4,800 ultrasound machines**

Yet Cassona's on-the-ground feasibility study confirms that the actual number of functional imaging units is dramatically below these benchmarks. The hospital bed gap is equally staggering. Based on global standards, Nigeria would require at least 1.5 million hospital beds, compared to the 386,000 beds identified in a 2022 Dutch study—underscoring the massive infrastructure deficit.

Mission Driven Investors, Cassona

Medical diagnostic imaging is essential for detecting cancer, tumors, maternal health conditions, trauma, and organ function. Delivering these services requires not only equipment but also trained personnel—radiologists, biomedical engineers, radiation technologists, and supporting staff. Without both, misdiagnosis and delayed treatment remain common, leading to preventable deaths.

For mission-driven investors like Cassona, Sub-Saharan Africa's healthcare sector presents a rare opportunity: a market where the need is urgent, the impact is transformative, and sustainable investment can deliver both strong returns and measurable social outcomes.



▲ His Excellency, Mohammed Umaru Bago, Governor of Niger state

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▲ Ms. Leni Chigbu (Far Left), His Excellency, Uba Sani, Governor of Kaduna State (Middle), Mr. John Chigbu (Far Right)

Cassona Partner



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Ecobank Health Finance

Working Capital, exclusive loan options, and strategic networking connections for hospitals, pharmacies, clinics, and labs.

Speak to your Relationship Manager today.

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A BETTER WAY

TO A HEALTHIER GHANA

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Upgrade your medical facility with advanced diagnostic tools and cutting-edge technology with our bespoke health financing solution

Speak to your Relationship Manager today.

Contact Ecobank via 0800 00 3225 toll-free or businessassist@ecobank.com for more details.

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BANKING**

**A BETTER WAY
A BETTER AFRICA**

Our Products & Services

Diagnostic Imaging Equipment

Cassona supplies a comprehensive range of diagnostic imaging equipment, including:

1. Ultrasound systems
2. Mammography machines
3. X-ray machines
4. CT scanners
5. MRI scanners
6. PET-CT systems
7. Catheterization labs (Cath Labs)

Our mission is to make these technologies affordable and accessible to sub-Saharan African healthcare providers, many of whom operate under severe financial constraints. Unlike West African's experience with prohibitively expensive equipment from certain OEMs, Cassona has deliberately partnered with multinational manufacturers such as Neusoft Medical Systems and Mindray, whose products are recognized globally for their innovation, quality, and suitability for African healthcare environments.





Our mission is to make these technologies affordable and accessible to sub-Saharan African healthcare providers



Affordability Through Strategic Partnerships

Cassona's affordability advantage lies in leveraging OEMs that benefit from abundant scientific expertise, cutting-edge innovation, and strategic support from our financial partners. While manufacturers in the EU and U.S. face high labor costs, China's large pool of highly skilled, competitively priced manpower enables lower-cost production without compromising quality. Although many OEMs also contract manufacture in China, their Africa pricing remains high due to brand dominance. Cassona bridges this gap by bringing world-class equipment to African healthcare-providers at significantly reduced costs.



Technical Support & Maintenance

Beyond supply, Cassona delivers robust local technical support and maintenance services, often directly delegated by our OEM partners. Our engineers are certified across installation, troubleshooting, preventive maintenance, and repairs. This localized model ensures uptime, supports warranty commitments (two years for parts, three years for labor), and eliminates reliance on costly foreign engineers for minor repairs—a key reason why much imaging equipment in Africa falls into disuse.

Training & Capacity Building



Cassona also invests in training healthcare professionals—radiologists, radiographers, sonographers, and biomedical engineers—on modern imaging technologies. Our **Cassona HealthEdge Academy** grew out of rising demand for structured training programs and now offers mobile, hands-on training, as well as courses through our proprietary training center in Accra. Plans are underway to expand to Lagos and Abuja to serve Southern and Northern Nigeria, respectively. Our OEM partners further support this initiative by seconding their Application Specialists to Cassona for training sessions.

Healthcare Infrastructure Development

Expanding beyond equipment supply, Cassona has introduced two new service lines:

- Diagnostic Imaging Centers – Proprietary, professionally managed centers that offer superior customer experience and help reduce outbound medical tourism.

- Hospital Development (BOOT Model) – Design, construction, and operation of hospitals and diagnostic centers under a Build-Own-Operate-Transfer structure. Leveraging our distributor advantage, Cassona provides turnkey facilities—constructed, equipped, and operational within 12 months, compared to the prolonged timelines (3+ years) often seen in the region. These projects are staffed by seasoned local and international professionals skilled in healthcare design, specification, and management.

Power Solutions & Reliability

Recognizing that unreliable power supply remains one of the greatest risks to equipment performance in sub-Saharan Africa, Cassona bundles auxiliary power solutions—such as uninterrupted power supply (UPS) systems—for energy-intensive equipment including CT scanners, MRI, PET-CT, Cath Labs, and Digital X-rays. This ensures round-the-clock operation, protects against power surges, and preserves the longevity of critical imaging equipment.

Neusoft Medical Systems Company Overview

Neusoft Medical Systems is a global leader in medical technology, recognized for driving innovation and advancing healthcare through state-of-the-art solutions. Established in 1998 as a subsidiary of Neusoft Corporation, the company achieved a groundbreaking milestone by becoming the first in China to develop and manufacture a CT scanner. This achievement not only elevated Neusoft Medical Systems but also marked a significant leap forward for China's medical equipment industry, demonstrating the nation's growing expertise in high-tech healthcare solutions.

Since then, Neusoft Medical has continuously expanded its portfolio to include a full range of medical imaging systems—spanning MRI, X-ray, and ultrasound technologies—designed to enhance patient care and improve healthcare efficiency worldwide. Today, with more than 400 CT scanners installed across Africa and a global presence that continues to grow, Neusoft Medical remains committed to making advanced medical technology both accessible and affordable for communities around the world.





NeuAngio 43C



NeuCare Mammo DR HD



NeuAngio-CT



NeuAngio 33F



NeuViz Glory

NeuViz ACE 128

NeuViz ACE UP

NeuViz ACE/SP

och+

Featured Innovative Product

Innovation Highlights

At the forefront of a new wave of technological revolution, Neusoft Medical Systems is rapidly integrating artificial intelligence and the metaverse into the future of healthcare. Our AI technology now covers the entire imaging process, ensuring high-quality and efficient image acquisition. Intelligent software is needed when diagnosing minor, major, and chronic diseases. During surgeries, virtual interaction and advanced visualization enhance precision. In research, we collaborate with top hospitals and experts in China to build specialized disease databases using our AI data processing platform, facilitating the fusion of medicine and engineering and promoting the translation of research into practice. Neusoft Medical is committed to making AI ubiquitous, ensuring that quality medical resources reach everyone, everywhere.

Focusing on four key areas of innovation, we've launched a "one-stop" imaging platform service. This comprehensive solution encompasses everything from imaging and screening to emergency care, diagnosis, treatment, follow-up, and research, providing a patient-centered approach to intelligent imaging. These four key areas are intelligence, intelligent diagnostics, data value realization, and integrated specialties.

On the equipment side, our AI technology ensures full-process coverage for efficient image acquisition. At the scanning station, you can explore our intelligent scanning capabilities, including automated positioning, field of view (FOV) adjustments, image optimization, quality control, critical alerts, and automated output. Our MRI machines offer rapid imaging, reducing scan times to one-tenth of traditional methods while producing up to thirteen sequences in a single scan, significantly enhancing efficiency. Our CT systems provide combined CTA and CTP scans, generating two types of images at once. In diagnostics, our imaging workstations feature over 60 advanced applications, such as assessments for

cerebral hemorrhage and evaluations of ischemic penumbra and core infarction areas, effectively extending the treatment window for patients. In treatment, we offer DSA equipment with 3D imaging support for interventional thrombolysis, along with features for locating brain functional areas during hematoma puncture and planning surgical pathways.



For rehabilitation, we provide post-operative assessments based on brain mapping and MR fiber tract imaging to evaluate prognosis, utilizing virtual reality technology to assist with exercise rehabilitation and recovery evaluations.

In research, we partner with leading hospitals and experts in China to establish specialized disease databases for conditions like stroke, furthering the integration of medicine and engineering and promoting the practical application of research.

In our medical metaverse, you can wear VR headsets to enter a virtual operating room, experiencing firsthand how virtual reality technology is used in remote consultations, imaging education, and doctor-patient communication. The realistic colored images on display are derived from actual patient data collected by Neusoft Medical Systems' 512-slice CT and generated using our workstation's natural body rendering technology. This advanced rendering technique, inspired by the film industry's ray tracing technology, accurately presents medical data for a more realistic anatomical representation.

Neusoft Medical Systems believes that the future of healthcare will be deeply intertwined with artificial intelligence. These advances will make AI an essential part of surgical guidance, digital operating rooms, and simulation-based training.

Neusoft Medical Systems



Intelligence is Everywhere

Innovation Highlights

Creating New Solution for One-stop Emergency and First Aid

The cutting-edge NeuAngio-CT is the world's first high-end Angio-CT one-stop multimodality comprehensive interventional diagnosis and treatment solution to improve the efficiency of surgical operations with preoperative planning, intraoperative guidance, and postoperative evaluation of interventional surgeries all completed in just one stop.

At the same time, medical risks experienced by patients during transportation such as infections and unstable vital signs are effectively eliminated. An integrated diagnosis and treatment model supported by the one-stop TRO solution and one-stop stroke solution, the product offers great advantages in the construction of emergency facilities such as chest pain centers, stroke centers, and trauma centers.

One-stop Stroke Solution

Neusoft Medical can provide a one-stop stroke solution:

1 time injection + 1 time scan = CTP+CTA+CPT, to provide doctors with the best solution for timely surgical treatment.

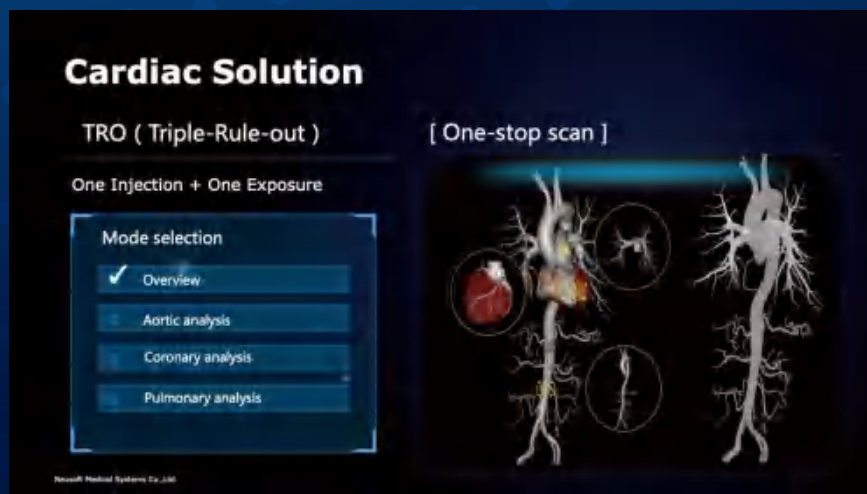


NeuAngio-CT is a hybrid interventional suite with Fusion that seamlessly integrates Angio and CT images. It is configured with 512 slices sliding CT scanner and high end ceiling-mounted Angiography which enables you to perform challenging multi-modality procedures and streamline workflows. The NeuViz Epoch Plus enables a whole scanning procedure of the brain (CTP+CTA+CPT) within 60 seconds. There is no need to transfer patients between the Emergency Department and Radiology Department.

One-stop Cardiac Solution

The CT scanner can complete TRO procedures in one minute analyzing aorta, coronary and pulmonary without controlling heartbeat rhythms because of its 16cm width detector and fast scanning speed.

The coronary swing function of angiography can make it easier and faster by only one time exposure and contrast injection to see five to six different positions of coronary angiography images.



One-stop Trauma Solution

NeuAngio-CT solution allows CT scanner and interventional treatment to be performed in one place without the need to transport patients. This combination allows fast diagnosis and treatment and is recognized as a suitable life - saving measure during the "golden hour" which is essential in saving the life of trauma patients.





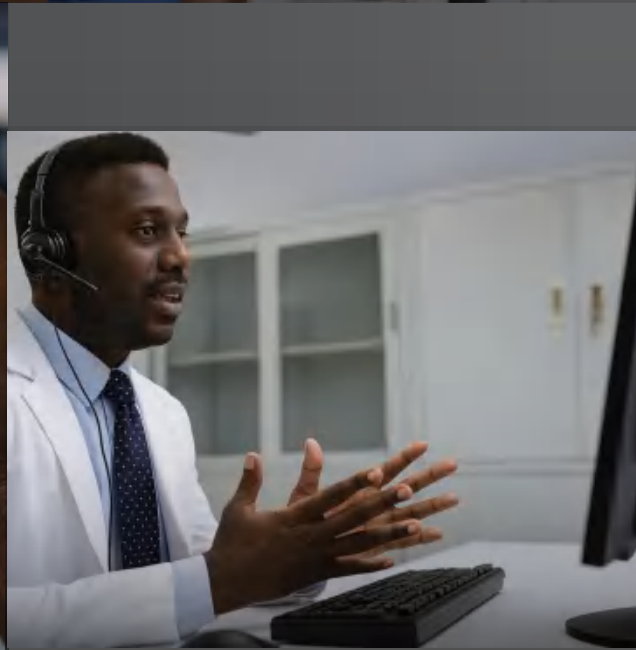
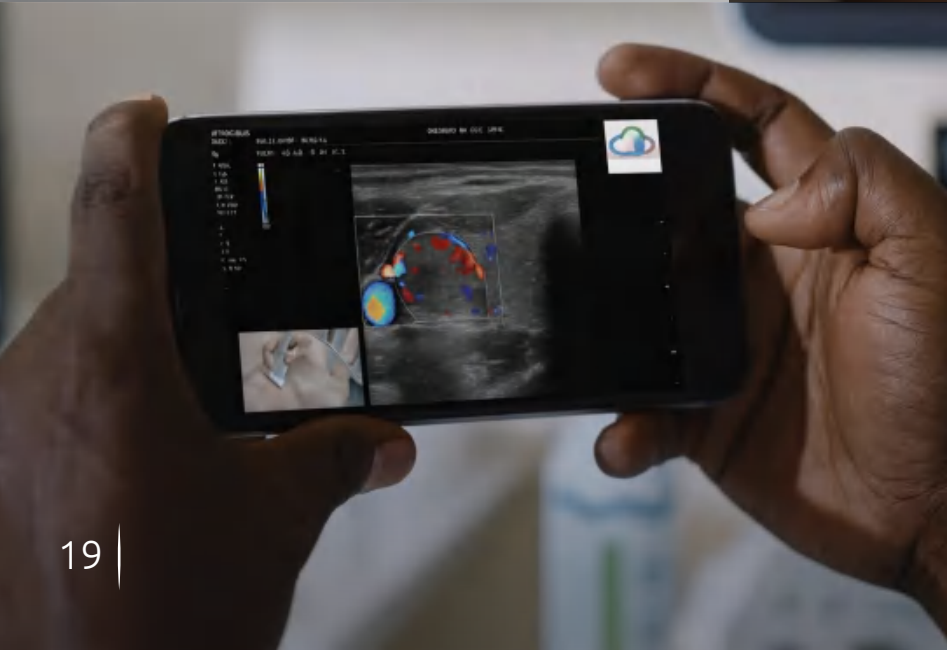
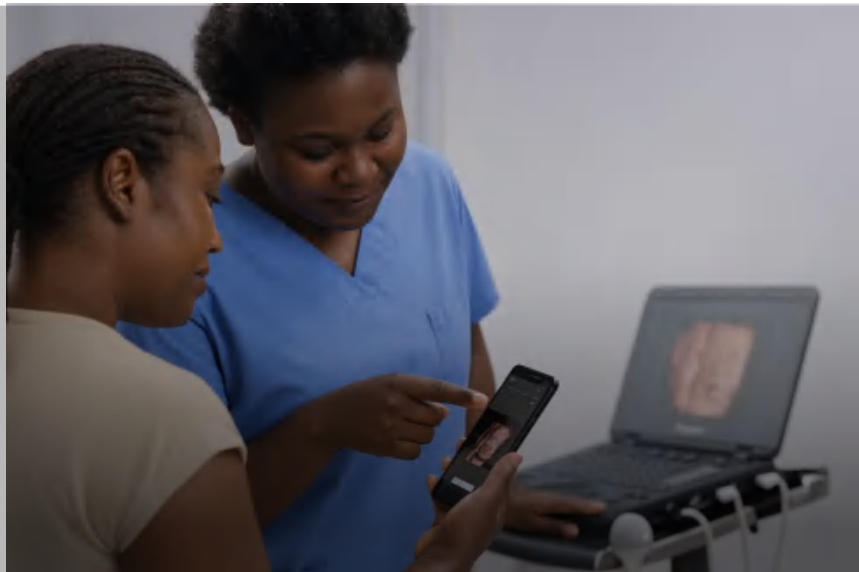
healthcare within reach

Mindray Imaging Company Overview

Mindray Imaging is a global leader in the design and manufacture of innovative medical imaging systems. Known for its cutting-edge technology, the company develops solutions that enhance diagnostic accuracy, improve patient outcomes, and optimize clinical workflows.

Its comprehensive product portfolio includes advanced ultrasound, radiography, and digital imaging systems, tailored to meet the diverse needs of healthcare professionals across multiple medical specialties.

Guided by a strong commitment to quality, innovation, and affordability, Mindray Imaging continues to set new benchmarks in the medical imaging industry—making high-performance diagnostic tools more accessible to healthcare providers worldwide



DR System



MobiEye 700 Series



DigiEye 330 Series



DigiEye 680 Series



DigiEye 350 Series



Ultrasound



Z50 Series



M6 Series



TE Air Family



Z60 Series



MX3 Series



Resona I9 Series



Consona N7 Series



Consona N6 Series



TE Air e5M

Innovation Untethered

By integrating multiple applications, TE Air e5M caters to whole-body scanning and adapts to various clinical scenarios. Beyond its versatility, TE Air e5M also provides a range of smart functions and tutorial tools to boost confidence and efficiency.

- Omni head for whole-body scanning
- iTouch+ automatically adjusts the setting to optimize image quality
- iScanHelper built-in tutorial tool
- Remote Help integrates Mico+ for remote collaboration

Featured Innovative Product

With its portability, ease of use, and high efficiency, handheld ultrasound system allows for rapid diagnosis and treatment and helps to improve patient outcomes.

By integrating multiple applications, TE Air e5M caters to whole-body scanning and adapts to various clinical scenarios. Its wireless design enables high-quality ultrasound exams anytime and anywhere. Beyond its versatility, TE Air e5M also provides a range of smart functions and tutorial tools to boost confidence and efficiency.



Whole-body scanning with confidence

- 20+ dedicated presets: Abdomen, Small Organ, Vascular, Obstetrics, Gynecology, FAST, and more

Favorites at the top:
Frequently used presets are displayed at the top of the list to streamline your search

Various scanning modes:
B-mode, M-mode, Color Doppler, Power Doppler, and PW Doppler



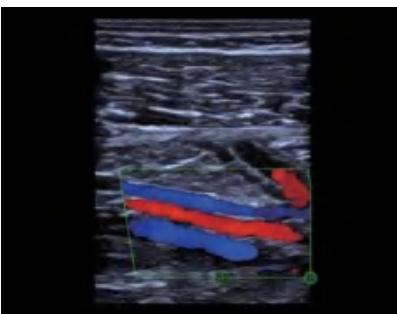
Liver



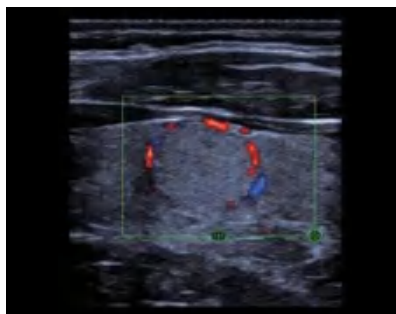
Kidney



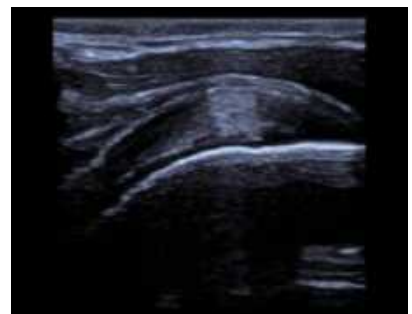
Fetus



Blood vessel



Thyroid



MSK

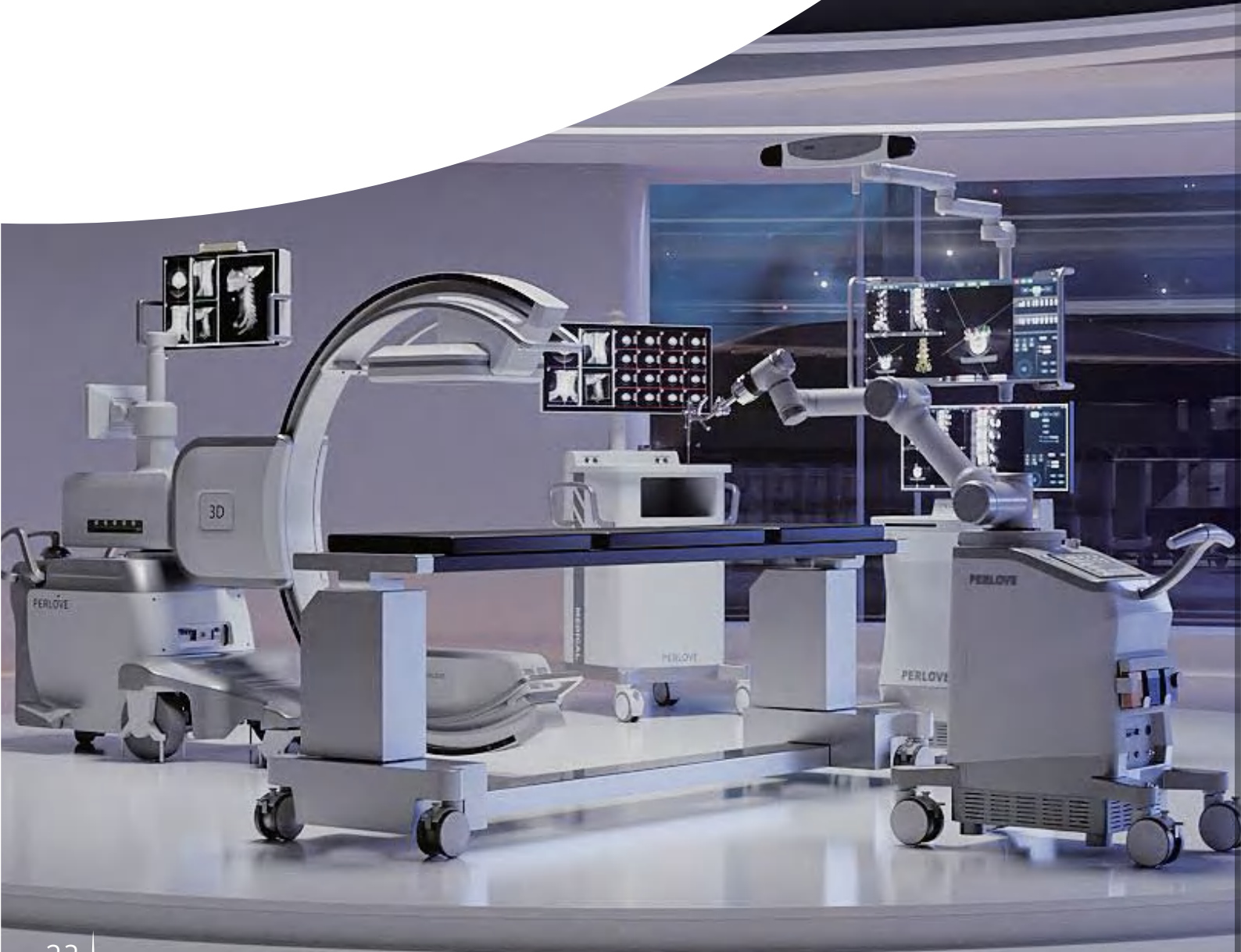


PERLOVE
MEDICAL

Integrated solution for spine surgery

Digital Intraoperative 3D C-arm
+
Spine Surgical Navigation and Positioning System

The combination of digital intraoperative 3D C-arm and spine surgical navigation and positioning system developed and produced by Perlove Medical can assist surgeons in preoperative planning of spine surgeries and precise screw placement during surgery, improving surgeons' ability to evaluate and treat spine surgeries.







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Our West African Footprint & Projects in Progress

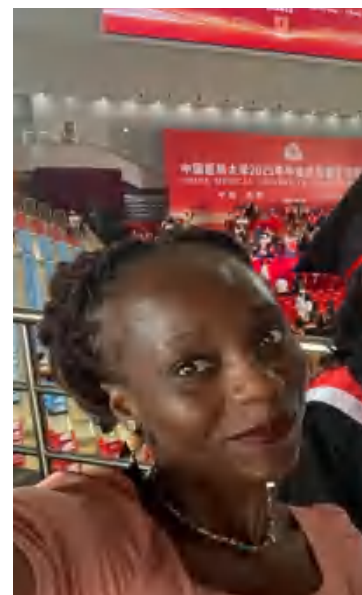
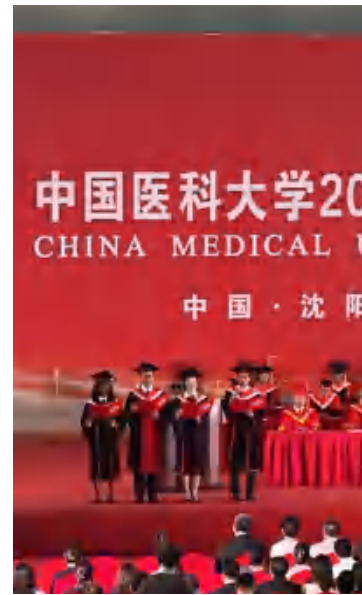
Cassona's West African operations are built on a multi-layered approach designed for scalability, reliability, and long-term impact across Sub-Saharan Africa. As a vertically integrated company, Cassona enjoys a competitive edge by controlling key elements of the value chain. The following components define our operational strategy:

Regional Hubs

Our first regional hub was established in Ghana, serving as both a pilot and proof-of-concept site, as well as the location for our initial equipment deployments. After nearly three years in Ghana, we expanded into Nigeria—an emerging primary market with abundant natural resources, skilled human capital, and a rapidly growing middle class that surpasses its neighbors in scale.

Our OEM partners currently operate a spare parts hub in Nairobi, Kenya, ensuring faster delivery of critical components to Sub-Saharan markets such as Ghana and Nigeria. In response to Cassona's expansion, both Neusoft and Mindray plan to establish additional spare parts hubs in Nigeria, recognizing the market's strategic importance.

Looking ahead, Cassona, in collaboration with its OEMs, intends to expand further into the ECOWAS and Sahel regions, leveraging Nigeria and Ghana as primary supply bases. Each regional hub is responsible for localized sales, installation, training, and technical support.



▲ Dr. Abibatu Alima (2nd),
Ms. Leni Chigbu,
Dr. Ishmael Sesay (Right),

Local Technical Teams

We are building decentralized teams of biomedical engineers, application specialists, and installation technicians. Currently, we employ 12 trained professionals in Ghana and are replicating this model across other regions, including Nigeria.

Our strategy emphasizes hiring and training local talent to ensure sustainability and responsiveness. To supplement local expertise, we have launched initiatives to recruit recent West African graduates in medicine, bioengineering, and radiology from China and the U.S. For example, during her June 2025 trip to Shenyang, China (the home base of Neusoft), our COO recruited four recent medical school graduates of West African origin. This initiative promotes cross-pollination of ideas and best practices between locally trained teams and internationally trained professionals. We plan to continue this approach until we reach sufficient capacity to support rapid expansion.



Dr. Chinwe Oluchi-Amaka Ibeh,
Clinical Medicine,
Obstetrics and Gynecology,
Class of 2025,
China Medical University



Dr. Zuhura Cherono Kibet,
Clinical Medicine,
Class of 2025,
China Medical University

Left), Clinical Medicine, Class of 2025, China Medical University,
COO of Cassona **Middle**),
Clinical Medicine, Class of 2025, China Medical University

Training Programs

Cassona has established universities for students with local teaching hospitals and international institutions to deliver:

- Radiology and radiography training
- Biomedical engineering workshops
- Continuing education for technicians

We firmly believe that achieving true medical independence in Africa requires empowering African professionals rather than relying on expatriates. By investing in local expertise, Cassona ensures delivery of first-class hospital management services and technical support for imaging equipment.

Abuja

Accra



Accra Technical University, Accra



Kwame Nkrumah University of Science and Technology, Kumasi

Tamale



a



Kumasi



Bolganga



Logistics and Installation

Our logistics coordination hub, based in Tema, Ghana, and Lagos, Nigeria, manages the importation of imaging equipment, warehouse operations, and dispatch of installation teams. This center also ensures continuous availability of spare parts.

Every sale includes a comprehensive installation and commissioning plan, overseen by our Chief Engineer, to guarantee seamless deployment and integration of equipment.

Power Infrastructure

To address Africa's persistent power supply challenges, we pair all installations with auxiliary power solutions, including inverter/UPS battery backup systems. Optional hybrid and generator-based failover options are also available. These measures ensure uninterrupted diagnostic capabilities in all client facilities.



**Cassona Global Imaging
Experience Centre**

Labone,
Accra

CassonaCare Construction Services and Ongoing Projects

Cassona offers turnkey diagnostic center and hospital construction services under the Cassona brand. These include:

- Architectural design
- Equipment planning and installation
- Project management
- Staffing support

These projects are delivered in collaboration with our design and construction partner overseas, as well as local biomedical engineers and architects specialized in hospital construction.

To enhance efficiency and customer experience, Cassona is developing a soon-to-be-launched digital B2B platform. Features will include:

- Quotation generation
- Equipment and financing selection
- Service request logging
- Maintenance tracking

This platform will ensure that our clients' equipment remains fully operational and supported around the clock.



**Cassona Care
150-bed Hospital**

Nigeria

CassonaCare
Medical Centre

*Kumasi,
Ghana*



Value-Added Resellers (VAR) and Sub-Distributors

Cassona leverages a value-added reseller (VAR) model to expand market reach efficiently. This reduces the need for a large in-house salesforce while providing VARs with flexible engagement options:

- Commission model: VARs introduce buyers and earn a percentage of Cassona's profit once sales close.
- Reseller model: VARs purchase Cassona's equipment at a discount (common in bulk government tenders) and resell to their clients, capturing the margin.

This approach enables broader market penetration, prevents destructive competition, and ensures end-users receive the same benefits as direct Cassona clients: technical support, training, reliable power backup, and affordable products.



▲ Ms. Leni Chigbu, COO of Cassona Global Imaging in the Sub Dealer Conference 2025

When Supply Chains Fail, People Die



Africa's health systems cannot survive on emergency fixes—resilient logistics must come first.

- By Dr. Darius Osei

When we think of healthcare, we picture doctors saving lives in operating theatres or nurses working tirelessly in emergency rooms. But many lives are decided long before a patient sees a doctor. They are saved—or lost—in the often invisible corridors of supply chains.

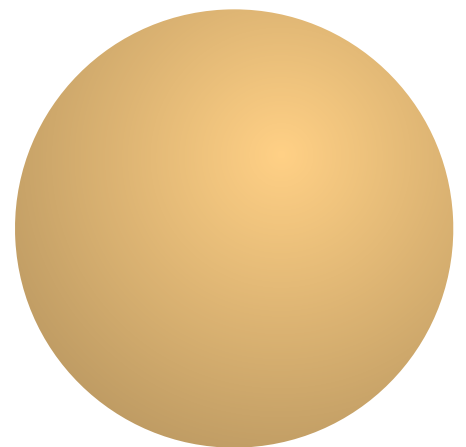
The COVID-19 pandemic made this truth unavoidable. In Ghana, Nigeria, and across Africa, we saw hospitals without PPEs, testing kits stranded at ports, and oxygen running out in districts that had otherwise held the line. These failures were not about willpower. They exposed the absence of a modern, coordinated, data-driven logistics backbone.

The consequences were devastating. Maternal care was delayed. Immunisation campaigns stalled when cold chains broke down. Patients far removed from the pandemic's epicentre still paid the price. Weak supply chains cost lives.

From Crisis Mode to National Priority

As donor fatigue deepens and inflation erodes already stretched budgets, African countries can no longer afford to treat health logistics as an afterthought. Supply chains must be elevated to a national priority—not just during crises, but every day.

It is time we chose life—by choosing logistics.



From Crisis Mode to National Priority

That means moving away from last-minute procurement toward resilient, predictive systems. At the centre of this transformation must be data. Modern logistics is about visibility, traceability, and coordination. With real-time inventory tracking and predictive forecasting, life-saving supplies can stay one step ahead of demand. Doctors and nurses should not be forced to rely on guesswork or last-minute requests.

The Private Sector's Role

Governments cannot solve this alone. Encouragingly, new local private-sector players are stepping in with solutions built for Africa's realities.

A strong example is Cassona International, a Ghana- and Nigeria-based healthcare logistics company. Its model is straightforward but transformative: partner with certified global manufacturers to supply affordable imaging equipment—MRI, CT, ultrasound, and X-ray machines—while ensuring sustainability through local maintenance, UPS backup, and biomedical engineering training.

This approach doesn't just deliver machines; it keeps them running. Across the region, hospitals are filled with idle equipment sidelined by minor faults or missing parts. Cassona's investment in regional warehousing, just-in-time delivery, and local training addresses this chronic challenge. It reduces risk for hospitals and

and empowers them to provide care reliably.

In my own career, I have seen how a single delay in diagnostics can irreversibly alter outcomes. A patient cannot wait hours for a functioning ultrasound, nor can lives depend on bureaucratic procurement pipelines. Logistics must be designed to serve patients, not systems.

Why Supply Chains Matter

A strong logistics backbone is more than an operational fix. It is a strategic lifeline:

- **Access:** Ensures medicines and equipment are available where and when needed, especially in emergencies.
- **Cost Efficiency:** Cuts waste, optimises scarce resources, and lowers delivery costs.
- **Better Care:** Prevents shortages from blocking healthcare workers from doing their jobs.
- **Emergency Response:** Enables rapid mobilisation during epidemics and disasters.
- **System Strengthening:** Builds a steady, reliable foundation for long-term healthcare delivery.

Choosing Life Through Logistics

For too long, supply chains have been treated as back-office operations. They are not. They are frontline structures that determine whether people live or die. If we digitise our health systems, decentralise storage, and decolonise procurement, we can finally deliver on the promise of Universal Health Coverage—not just on paper, but in everyday practice. Because supply chains are not merely technical structures. They are moral ones. When they fail, people die. When they work, people live.

It is time we chose life—by choosing logistics.



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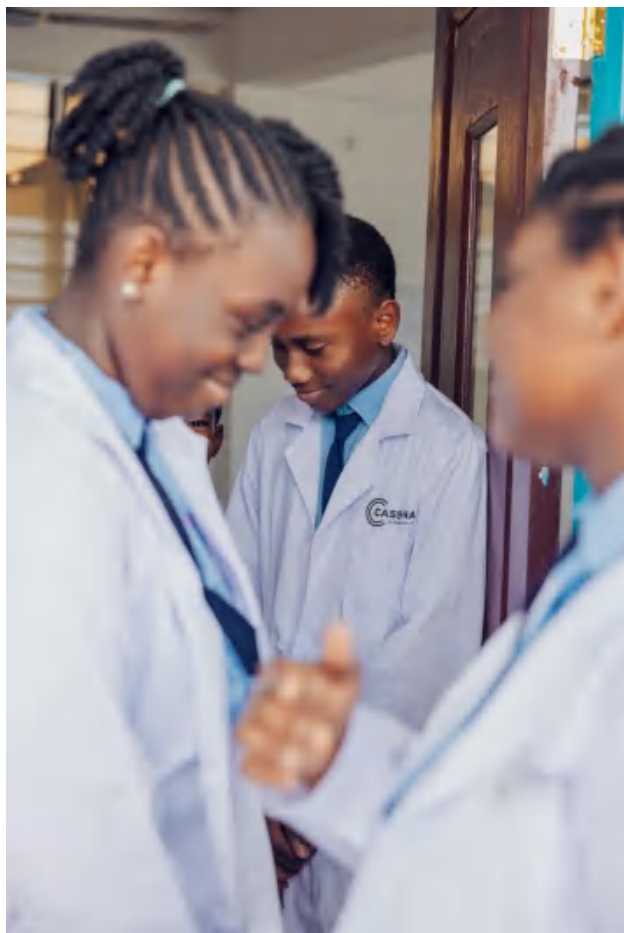
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Klintaps College of Health & Allied Sciences
March 14th 2024



At Cassona, we believe corporate responsibility is not a choice, but a moral imperative. Businesses do not exist in isolation; they are part of the communities in which they operate and therefore owe those communities a duty of care. While the law may not mandate it—and should not—true responsibility lies in doing what is right even when enforcement is absent.

Beyond Charity: Conduct and Care

Corporate giving is often seen as the hallmark of responsibility, but it is only part of the picture. Responsibility also extends to conduct—ensuring that no corporate action harms the community. Environmental pollution, for example, is not simply a regulatory issue; it is a moral one. True responsibility demands that corporations act in ways that safeguard people and the environment, beyond legal compliance.

Cassona's Commitment

In healthcare, the stakes are even higher. Our products and services can heal—but if mismanaged, they can harm. That is why Cassona goes beyond minimal requirements. When installing equipment such as X-rays, we ensure shielding, wall thickness, and protective coverings meet or exceed standards, regardless of weak enforcement. For us, this is not just compliance—it is conscience.

Mercy Gambo Foundation

When we established our operations in West Africa, we also founded the Mercy Gambo Foundation, named in memory of my late mother, whose passing revealed to me Africa's deep gaps in healthcare infrastructure. From the start, the Foundation became a vehicle for action, not just words.

Disaster relief: After devastating floods in Weija, Ghana, we provided truckloads of food to displaced families.



▲ Kumasi Ramadan donation | March 22nd 2025



▲ Kinderkids International School | December 3rd 2024

Healthcare partnerships: We partnered with the Private Healthcare Facilities Association of Ghana (PHCFAoG), sponsoring their programs since 2022 and offering discounted healthcare tools to members in good standing.

Training and education: We launched free training programs for students and professionals,

equipping them to operate modern, AI-enabled medical equipment—often absent in local schools. We also donate modern tools, such as ultrasound machines, to medical schools so students can train with relevant technology.

Community support: From donating a science laboratory to a middle school in Accra to offering free mammograms for indigent women, and food and toys to congregations during festive seasons, we invest in the future of science education and community well-being.

At our new Diagnostic Center in Labone, we now welcome medical students for clinical training and internships, bridging the gap between education and real-world practice.

The Power of Goodwill

These initiatives are not only moral imperatives but also seeds of goodwill. I learned this lesson early as an oil and gas lawyer. I once urged my employer to drill boreholes for nearby villages where women walked miles for clean water. The response was: “That is not what we do.” That short-sightedness left an impression on me. Today, I have chosen a different path—one that recognizes that true corporate success is inseparable from human well-being.

A Call to Fellow Corporations

No amount of marketing can generate the goodwill that comes from genuine care for the less fortunate. Giving - whether through charity, infrastructure, training, or responsible conduct - is not charity alone; it is the lifeblood of a society that thrives. A community starved of compassion will wither. But one nourished by responsibility and kindness will flourish, and so will the businesses within it.



Let Us Hear from You

The Cassona Healthcare Quarterly is dedicated to sharing ideas, innovations, and proven approaches to strengthening healthcare in West Africa. We welcome contributions from practitioners, vendors, policymakers, and thought leaders across the healthcare ecosystem.

Our goal is to amplify the challenges we face, exchange insights, and work together toward practical solutions. As the proverb reminds us, a single tree does not make a forest. By joining forces, we can drive the kind of transformative change that will bring our homeland closer to true medical independence.

Our editorial team will review all submissions, acknowledge every contribution, and select the most relevant pieces to feature in future editions of Cassona Healthcare Quarterly.

Submission Guidelines

- Articles should include the author's (or institution's) short bio.
- Please provide a clear title for your piece.
- Articles should not exceed 1,000 words. (Exceptionally relevant longer pieces may be featured as special articles, without this word limit.)

How to Submit

Please send your contributions to:

Editor, Cassona Healthcare Quarterly

Email: Marketing@CassonaInternational.com

We look forward to hearing from you and working together to shape the future of healthcare in West Africa.



Weizhen Cai,
Editor



(A Cassona USA Company)