

Consolidated Financial Highlights for the Third Quarter of FY2025 ending March 31, 2026

**Consolidated Financial Results for FY2025 3Q
Forecast for FY2025**

Toward Enhancing Corporate Value over the Medium- to Long-term

NIHON KOHDEN CORPORATION

(Securities Code: 6849)

February 5, 2026

Fighting Disease with Electronics



1) Executive Summary

FY2025 3Q YTD

Increased sales / Decreased income YoY

Overall sales +3.5%; Domestic sales -0.9%, Overseas sales +11.3%, Operating income -16.5%

■ Sales:

Domestic sales decreased mainly in the public hospital market, as capital expenditure in medical institutions was more cautious than expected in 3Q. Sales of AEDs also decreased due to inventory adjustment at distributors

Overseas sales achieved double-digit growth thanks to favorable sales in North America, Europe, and Asia & Other. Sales also increased favorably on a local currency basis excluding the impact of the consolidation of Ad-Tech

■ **Operating income** decreased as domestic sales decreased and SG&A expenses increased due to wage increases and R&D investment

■ **Net income** Extra payments for early retirements of ¥2.4 bn were recorded as extraordinary losses

FY2025 Forecast

■ **Sales:** Revised downward by ¥5 bn to ¥235 bn

Domestic sales are revised downward by ¥5 bn. Aiming to secure 4Q sales at the same level as FY24 4Q by focusing on consumables and services business as well as delivery and installation of IT system solutions toward the end of the fiscal year

Overseas sales are reaffirmed on a yen basis and revised downward on a local currency basis in North America / Asia & Other

■ **Operating income** is revised downward by ¥4 bn to ¥20 bn, reflecting lower-than-expected sales and gross margin.

Aiming to secure gross margin of 52% or more by focusing on selling in-house products as well as restraining the increase of SG&A expenses in 4Q

2) Consolidated Operating Results for the 3rd Quarter of FY2025

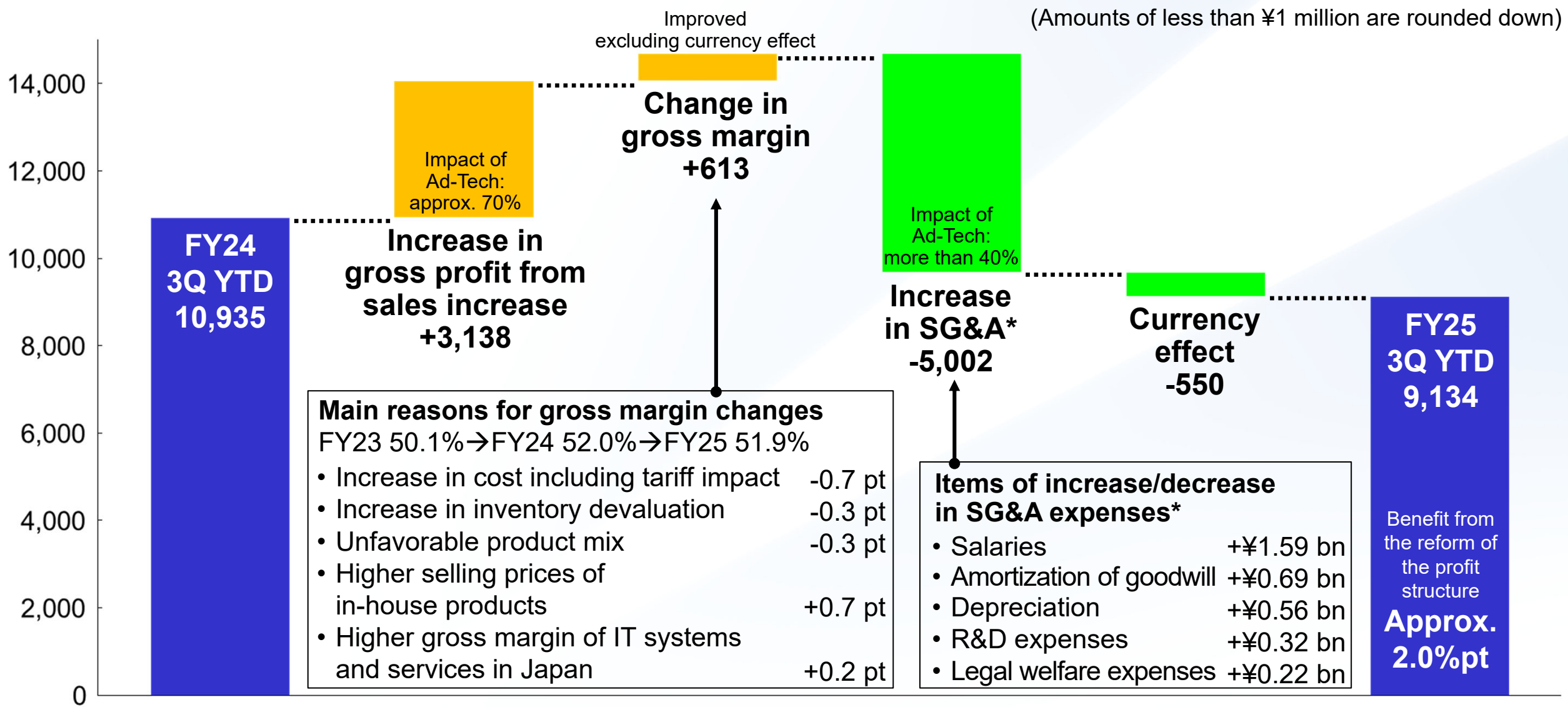
(Amounts of less than ¥1 million are rounded down)

	FY2024 3Q YTD	FY2025 3Q YTD	YoY (%)		FY2024 3Q	FY2025 3Q	YoY (%)
Net sales	158,476	164,013	3.5		55,692	55,892	0.4
Domestic sales	101,153	100,192	- 0.9		34,909	33,312	- 4.6
Overseas sales	57,323	63,820	11.3	+13% on a local currency basis (+7% on a local currency basis excluding impact of consolidation of Ad-Tech)	20,782	22,580	8.7
Gross profit (Gross margin)	82,431 52.0%	85,086 51.9%	3.2		30,525 54.8%	28,287 50.6%	- 7.3
SG&A expenses (SG&A ratio)	71,496 45.1%	75,952 46.3%	6.2		24,704 44.3%	25,895 46.3%	4.8
Operating income (Operating margin)	10,935 6.9%	9,134 5.6%	- 16.5		5,820 10.5%	2,392 4.3%	- 58.9
Ordinary income	13,506	11,882	- 12.0	Foreign exchange gains: ¥2.0 bn → ¥2.4 bn	11,366	5,150	- 54.7
Income attributable to owners of parent	8,137	6,408	- 21.2	Extraordinary losses: Extra payments for early retirements ¥2.4 bn	7,674	1,884	- 75.4

Average exchange rate (yen)
1 USD/1 EUR 152.0/164.7 148.6/170.9

149.4/162.0 152.2/178.1

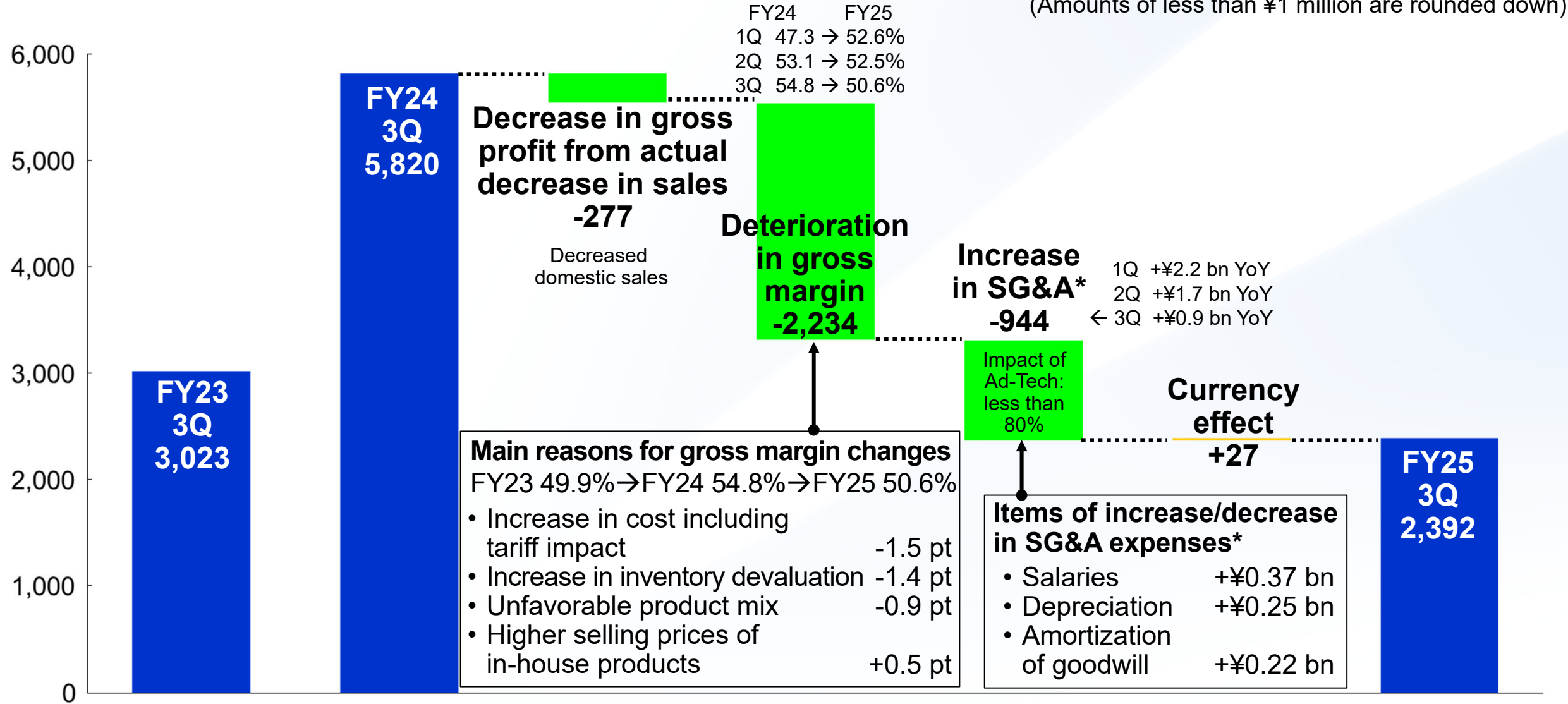
3.1) Breakdown of Operating Income for FY2025 3Q YTD



*Increase in SG&A indicates the amount as a factor of increase/decrease of operating income excluding the currency effect.
Items of increase/decrease in SG&A expenses indicate major components of increased/decreased SG&A expenses on a yen basis.

3.2) Breakdown of Operating Income for FY2025 3Q

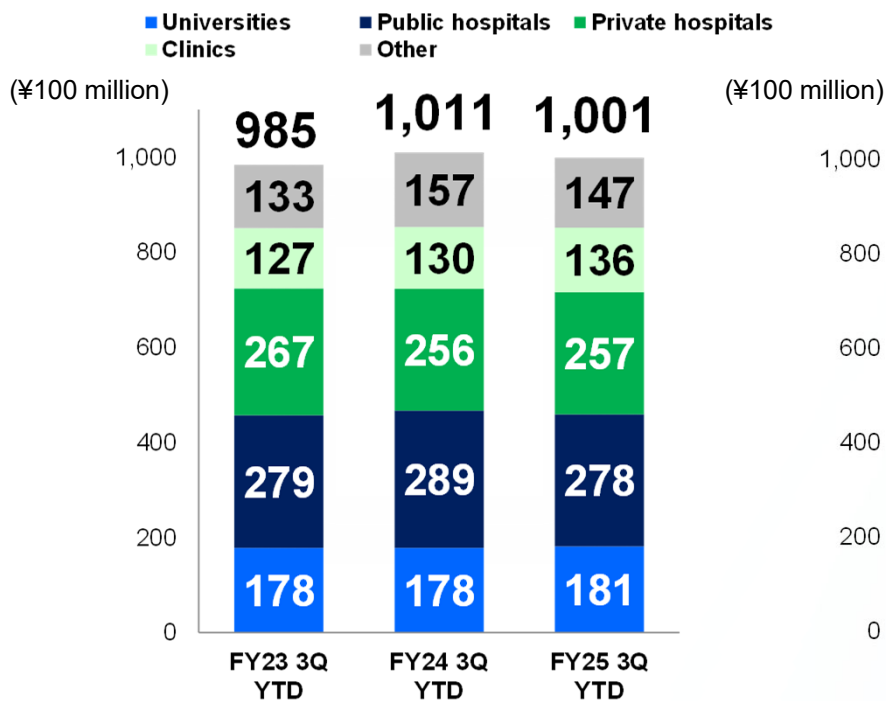
(Amounts of less than ¥1 million are rounded down)



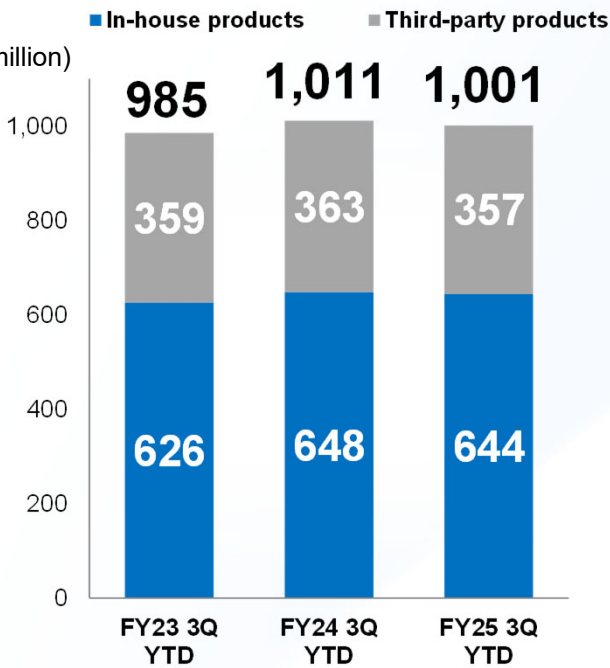
*Increase in SG&A indicates the amount as a factor of increase/decrease of operating income excluding the currency effect.
Items of increase/decrease in SG&A expenses indicate major components of increased/decreased SG&A expenses on a yen basis.

4) Domestic Sales

Sales by market



Sales of in-house/ third-party products



Sales by product category

(Sales, millions of yen)

	FY2024 3Q YTD	FY2025 3Q YTD	YoY (%)
Physiological Measuring Equipment	25,383	26,123	2.9
Patient Monitors	32,087	30,695	- 4.3
Treatment Equipment	22,375	21,239	- 5.1
Other Medical Equipment	21,306	22,134	3.9
Total sales	101,153	100,192	- 0.9
(Reference)			
Medical Devices	38,735	35,757	- 7.7
Consumables and Services	62,417	64,435	3.2

- [Markets]** Sales in the public hospital market decreased. Sales of AEDs in the PAD market decreased due to inventory adjustment at distributors. Sales in the university, private hospital, and clinic markets increased.
- [Products]**

In-house/third-party products: Sales of locally purchased products and ablation catheters decreased. Sales of in-house medical devices decreased, while sales of in-house consumables and services increased.

Physiological Measuring Equipment: Sales of polygraphs for cath lab increased favorably. Sales of neurology products and diagnostic information systems also increased. Sales of ECGs decreased.

Patient Monitors: Sales of telemetry systems and transmitters decreased compared to the strong growth in FY24 3Q YTD. Sales of bedside monitors increased.

Treatment Equipment: Sales of ablation catheters, ventilators, and AEDs decreased.

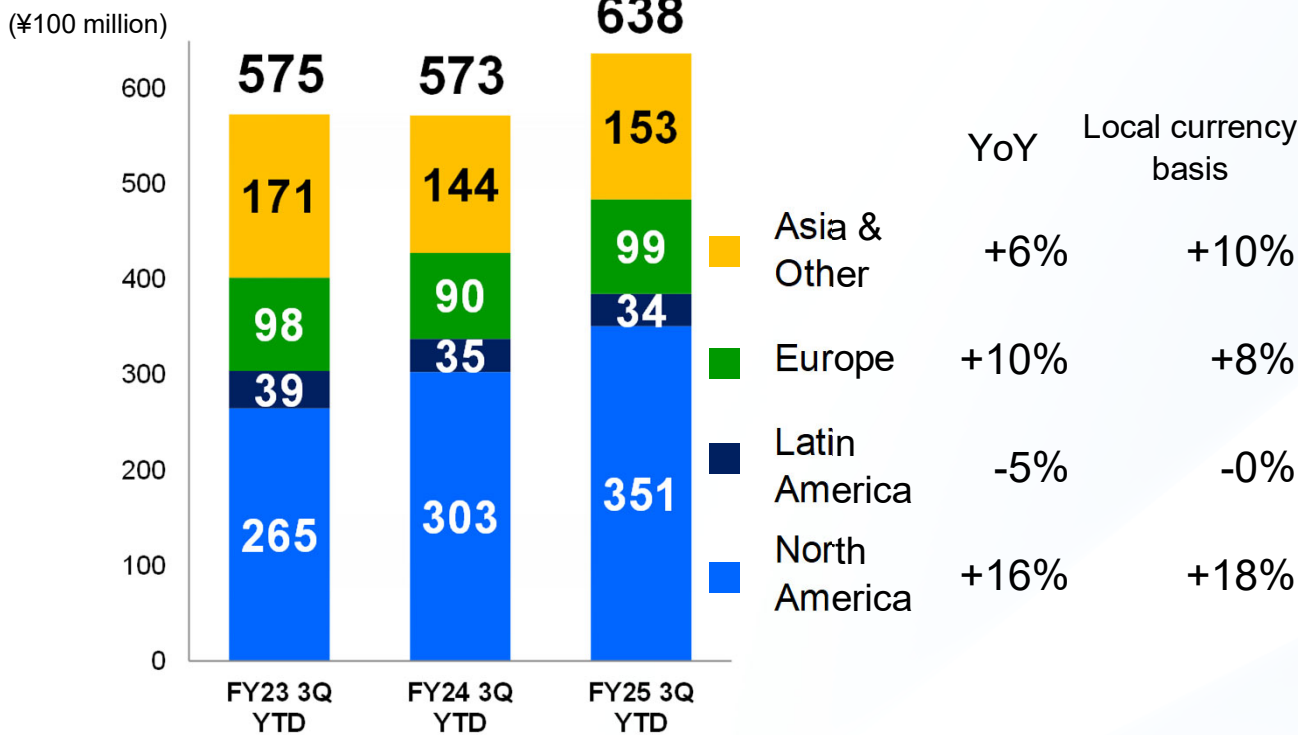
Other Medical Equipment: Sales of installation and maintenance services for medical devices, and hematology instruments and reagents increased favorably. Sales of locally purchased products decreased.

5) Overseas Sales

Overseas sales: YoY +11%

(on a local currency basis: +13%,
on a local currency basis excluding consolidation of Ad-Tech: +7%)

Sales by region



Overseas sales ratio

FY2024 3Q YTD	FY2025 3Q YTD
36.2%	38.9%

Sales by product category

(Sales, millions of yen)

	FY2024 3Q YTD	FY2025 3Q YTD	YoY (%)	Local currency basis (%)
Physiological Measuring Equipment	7,569	12,443	64.4	67
Patient Monitors	28,491	26,848	- 5.8	- 4
Treatment Equipment	15,162	18,762	23.7	26
Other Medical Equipment	6,099	5,766	- 5.5	- 3
Total sales	57,323	63,820	11.3	13

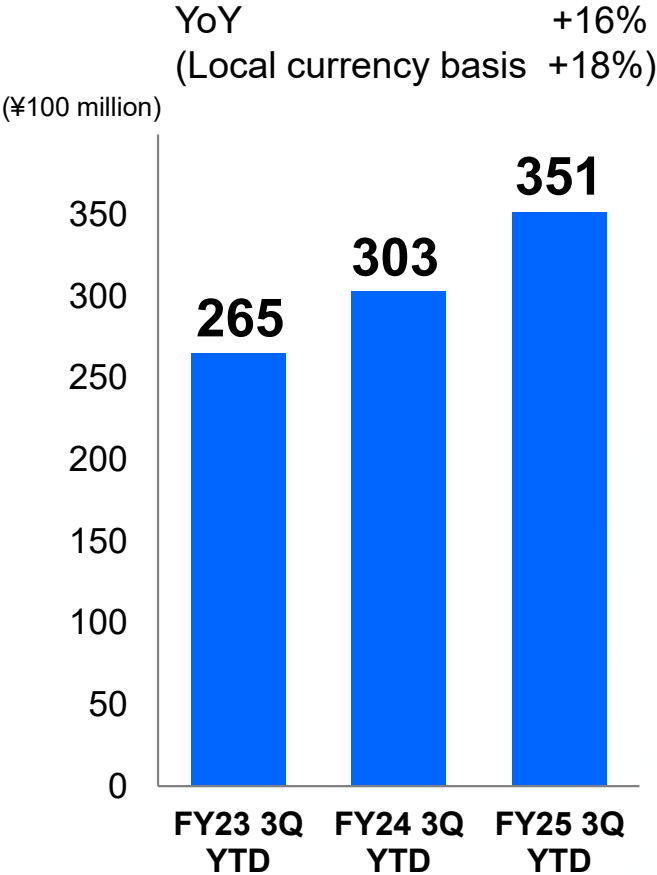
(Reference)

Medical Devices	38,311	39,919	4.2	7
Consumables and Services	19,012	23,901	25.7	26

- [Region]** Sales achieved double-digit growth thanks to favorable sales in North America, Europe, and Asia & Other. Sales also increased on a local currency basis excluding the impact of the consolidation of Ad-Tech.
- [Products]** Sales of Physiological Measuring Equipment increased significantly driven by neurology products including Ad-Tech. Sales of Treatment Equipment also increased significantly driven by strong sales of ventilators and double-digit growth of AEDs. Sales of Patient Monitors decreased compared to the strong growth in FY24 3Q YTD mainly in North America and Europe, while sales in Asia & Other achieved double-digit growth.

5.1) Sales in North America

- Double-digit growth on yen basis / local currency basis, High-single-digit growth on local currency basis excluding impact of consolidation of Ad-Tech
- Strong growth of Physiological Measuring Equipment and Treatment Equipment, Decline in sales of Patient Monitors compared to double-digit growth in FY24 3Q YTD

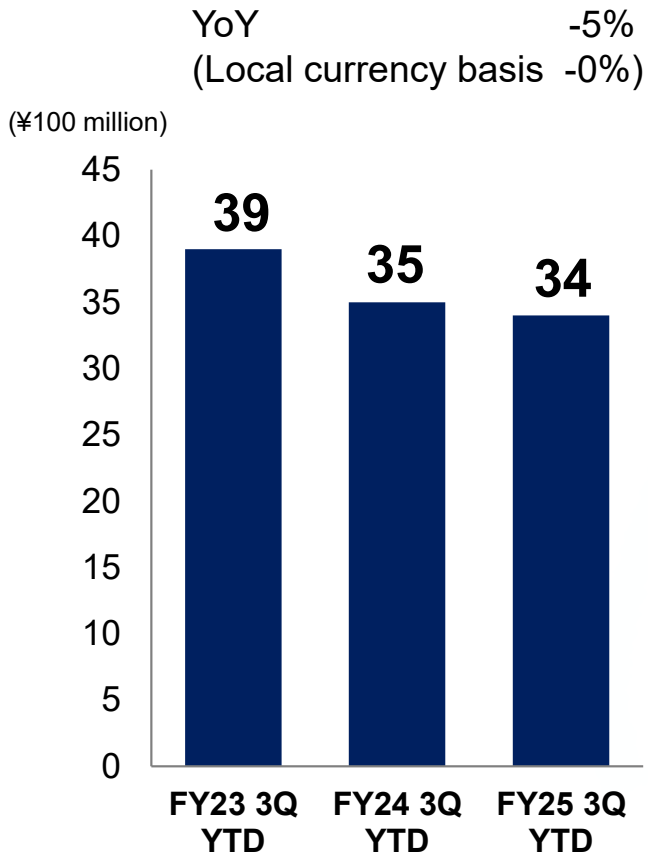


[Product Category] * YoY on a local currency basis

- **Physiological Measuring Equipment:** over 100% growth
Double-digit growth on local currency basis excluding impact of consolidation of Ad-Tech. Strong growth of home sleep recorders
- **Patient Monitors:** high-single-digit decline
Decline in 1H/3Q compared to double-digit growth in FY24 1H/3Q due to cautious stance in decision-making process for business negotiations. Favorable growth of consumables such as sensors
- **Treatment Equipment:** high-30% growth
Strong growth of ventilators and AEDs: Strong growth of mask-type / intubated type ventilators, Expanded market share of AEDs

5.2) Sales in Latin America

- **FY25 3Q YTD: Decreased mainly in Mexico**
- **FY25 3Q: Double-digit growth on yen basis / local currency basis thanks to large orders in Paraguay**

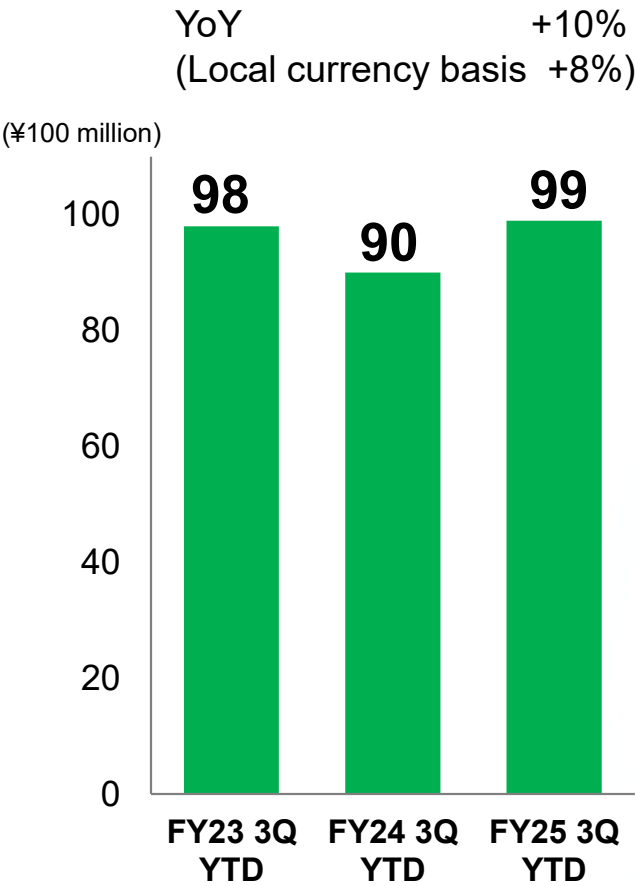


[Product Category] * YoY on a local currency basis

- **Physiological Measuring Equipment:** mid-teen decline
Decline in sales of neurology products. Favorable growth of ECGs
- **Patient Monitors:** mid-teen decline
Decline mainly in Mexico
- **Treatment Equipment:** low-20% growth
Significant growth of ventilators thanks to large orders in Paraguay.
Double-digit growth of AEDs
- **Other Medical Equipment:** mid-single-digit growth
Growth of maintenance services for medical devices in Mexico

5.3) Sales in Europe

- **FY25 3Q YTD: Increased favorably, especially in Italy, Turkey, and the Netherland**

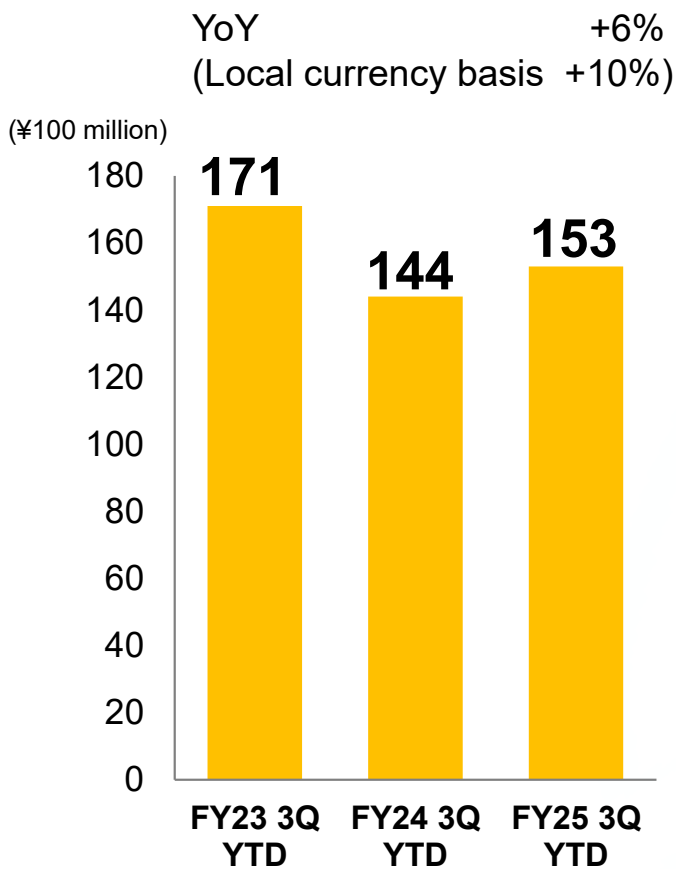


[Product Category] * YoY on a local currency basis

- **Physiological Measuring Equipment:** mid-20% growth
Favorable growth of neurology products on local currency basis excluding impact of consolidation of Ad-Tech
- **Patient Monitors:** mid-single-digit decline
Decline mainly in Germany
- **Treatment Equipment:** high-20% growth
Strong growth of ventilators and defibrillators. Double-digit growth of AEDs
- **Other Medical Equipment:** high-teen decline
Decline in sales of hematology instruments and reagents

5.4) Sales in Asia & Other

- **FY25 3Q YTD:** Increased favorably, especially in Southeast Asia such as Thailand, Vietnam, and the Middle East & Africa such as Morocco, South Africa
- **FY25 3Q:** Decreased due to taking time to comply with laws and regulations



[Product Category] * YoY on a local currency basis

- **Physiological Measuring Equipment:** low-teen growth
Favorable growth of neurology products and ECGs
- **Patient Monitors:** low-20% growth
Received large orders in Morocco.
Favorable growth in Southeast Asia and India
- **Treatment Equipment:** high-single-digit growth
Favorable growth of defibrillators. Steady growth of AEDs
- **Other Medical Equipment:** mid-single-digit decline
Decline in sales of hematology instruments. Favorable growth of reagents

(Ref.) Sales / Gross Margin by Product Category

(Sales, millions of yen)

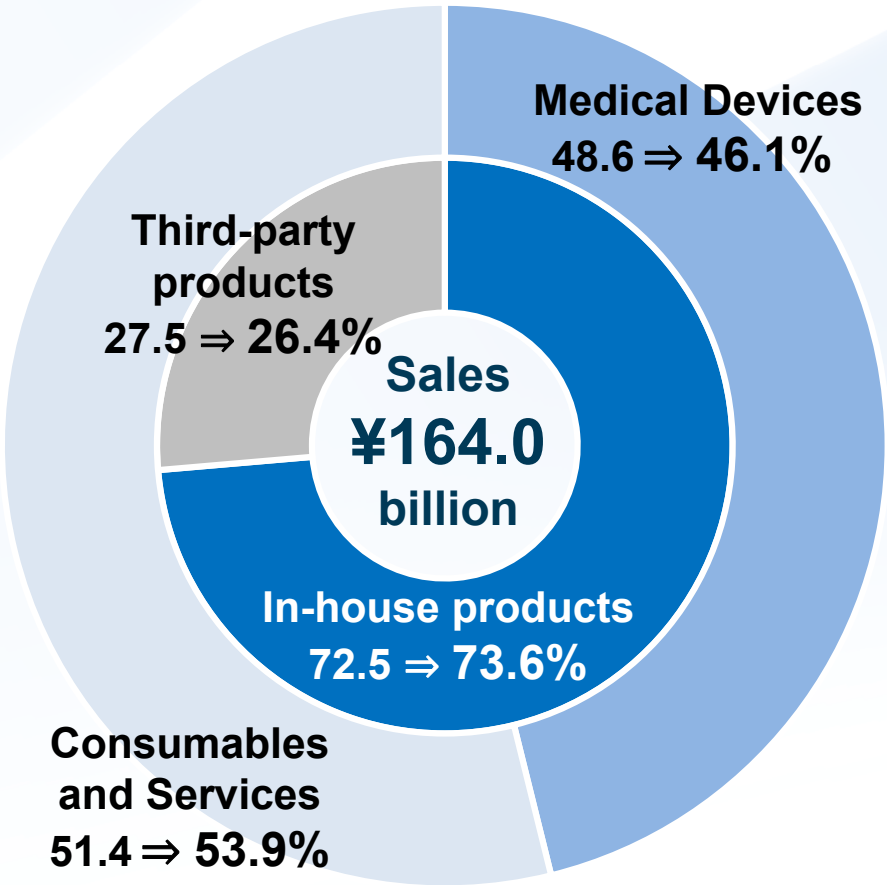
	FY2024 3Q YTD	FY2025 3Q YTD	YoY (%)
Physiological Measuring Equipment	32,953 (41%)	38,566 (44%)	17.0
Patient Monitors	60,579 (65%)	57,543 (64%)	- 5.0
Treatment Equipment	37,538 (44%)	40,001 (44%)	6.6
Other Medical Equipment	27,405 (47%)	27,901 (48%)	1.8
Total sales	158,476 (52%)	164,013 (52%)	3.5

(Reference)

Medical Devices	77,046 (54%)	75,677 (53%)	- 1.8
Consumables and Services	81,430 (50%)	88,336 (51%)	8.5

*The figures in parentheses in the table are gross margins.

Sales composition
by product category
(FY2024 3Q YTD ⇒ FY2025 3Q YTD)



(Ref.) Breakdown of Sales by Product Category

(Billions of yen)

Physiological Measuring Equipment	FY2024 3Q YTD	FY2025 3Q YTD
Neurology Products	7.4	11.6
ECGs (Electrocardiographs)	4.5	4.4
Polygraphs for Cath Lab	13.1	14.1
Diagnostic Information Systems	3.5	3.7
Other Physiological Measuring Equipment *	4.1	4.7

*Includes products of other companies.

Treatment Equipment	FY2024 3Q YTD	FY2025 3Q YTD
Defibrillators (for Hospital and Ambulance)	5.8	6.0
AEDs (Automated External Defibrillator)	17.1	18.1
Pacemakers / ICDs	1.8	1.9
Ventilators	6.4	8.1
Other Treatment Equipment	6.2	5.6

Patient Monitors	FY2024 3Q YTD	FY2025 3Q YTD
Patient Monitors	60.5	57.5
Clinical Information Systems	2.9	3.0

Other Medical Equipment	FY2024 3Q YTD	FY2025 3Q YTD
Hematology Instruments	9.5	9.4
Imaging Systems and Others *	17.8	18.4

*Includes consumables, installation and maintenance services which are not part of other categories.

6) Financial Position

(Amounts of less than ¥1 million are rounded down)

	FY2024	FY2025 3Q YTD	Change
Current assets	183,085	170,128	- 12,957
Inventories	56,174	62,033	5,858
Property, plant & equipment	29,270	31,798	2,527
Intangible assets	27,653	25,526	- 2,127
Investments & other assets	18,266	19,309	1,042
Total assets	258,276	246,762	- 11,513

	FY2024	FY2025 3Q YTD	Change
Current liabilities	72,296	46,717	- 25,579
Interest-bearing debt	26,030	50	- 25,980
Non-current liabilities	4,685	27,511	22,826
Interest-bearing debt	—	22,950	22,950
Net assets	181,294	172,534	- 8,760
Total liabilities & net assets	258,276	246,762	- 11,513

Inventory turnover (months)	6.2	6.7
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Equity ratio	69.5%	69.9%
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- [Reasons for decrease of current assets]
 - Notes and accounts receivable decreased by ¥13.7 bn.
 - Inventories increased by ¥5.8 bn.
Inventories of finished goods temporarily increased by ¥4.3 bn in preparation for starting operation of PLM/MES* systems and new plant in Tsurugashima.

- [Reasons for decrease of current liabilities]
 - Interest-bearing debt (short-term borrowings) decreased by ¥25.9 bn.
- [Reasons for increase of non-current liabilities]
 - Interest-bearing debt (long-term borrowings) increased by ¥22.9 bn.

*PLM: Product Life-cycle Management, MES: Manufacturing Execution System

7) Cash Flows

(Amounts of less than ¥1 million are rounded down)

(Billions of yen)

	FY2024 3Q YTD	FY2025 3Q YTD	Change
I . Net cash flows from operating activities	6,291	12,477	6,185
II . Net cash flows from investing activities	- 23,233	- 6,472	16,760
Free cash flows	- 16,941	6,004	22,945
III . Net cash flows from financing activities	4,585	- 7,038	- 11,624
Effect of exchange rate change on cash and cash equivalents	536	1,062	526
Net increase (decrease) in cash and cash equivalents	- 11,818	28	11,847
Cash and cash equivalents at end of period	38,058	43,089	5,030

	FY24 3Q YTD	FY25 3Q YTD	Change
Income before income taxes	13.2	9.8	-3.3
Decrease (increase) in accounts receivable	10.0	15.4	+5.4
Income taxes paid	-9.6	-7.5	+2.0

	FY24 3Q YTD	FY25 3Q YTD	Change
Purchase of property, plant and equipment	-3.5	-4.6	-1.1
Purchase of shares of subsidiaries resulting in change in scope of consolidation	-18.8	—	+18.8

	FY24 3Q YTD	FY25 3Q YTD	Change
Net increase (decrease) in short-term borrowings	25.2	-25.9	-51.2
Proceeds from long-term borrowings	—	25.5	+25.5
Decrease (increase) in deposits paid	-7.6	7.2	+14.9
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	—	-7.4	-7.4

8) Capital Investment and R&D Expenses

(Amounts of less than ¥1 million are rounded down)

	FY2024 3Q YTD	FY2025 3Q YTD	Change	FY2024 Actual	FY2025	
					Original forecast announced May 13	Revised forecast announced Nov 10
Capital investment	4,984	5,853	868	9,519	9,400	9,400
Depreciation	2,959	3,393	434	4,067	4,900	5,000
R&D expenses	4,948	5,271	322	6,826	7,200	7,400

● FY2025 capital investment plan

Molds for new products, measuring equipment and jigs, products for demonstration, and production equipment

Introduction of PLM/MES* systems

Capital Investments: approx. ¥3.0 bn < FY2022: ¥0.3 bn, FY2023: ¥0.5 bn, FY2024: ¥0.9 bn
FY2025: ¥0.8 bn, FY2026~: ¥0.5 bn

PLM: Started operation in Sep. 2025
MES: Started operation in Nov. 2025

Establishment of new plant in Tsurugashima City

Total investments: approx. ¥11 bn < FY2022: ¥2.3 bn (Acquisition of the site)
~FY2024: ¥4.1 bn, FY2025: ¥3.2 bn
(Building and facilities)
FY2026~ : ¥1.4 bn (Facilities)

Construction: Started in July 2024
Completed in Oct. 2025
Operation: Planned to start in Mar. 2026

*PLM: Product Life-cycle Management, MES: Manufacturing Execution System

9) Forecast for FY2025

(Amounts of less than ¥1 million are rounded down)

	FY2024	FY2025		Revised forecast announced Feb 5	YoY (%)
	Actual	Original forecast announced May 13	Revised forecast announced Nov 10		
Net sales	225,424	240,000	240,000	235,000	4.2
Domestic sales	145,237	149,800	149,400	144,400	- 0.6
Overseas sales	80,187	90,200	90,600	90,600	13.0
Gross profit (Gross margin)	117,157 52.0%	126,000 52.5%	126,100 52.5%	122,100 52.0%	4.2
SG&A expenses (SG&A ratio)	96,444 42.8%	102,000 42.5%	102,100 42.5%	102,100 43.4%	5.9
Operating income (Operating margin)	20,713 9.2%	24,000 10.0%	24,000 10.0%	20,000 8.5%	- 3.4
Ordinary income	20,373	24,000	24,000	22,000	8.0
Income attributable to owners of parent	14,098	15,000	12,500	12,500	- 11.3
Overseas sales ratio	35.6%	37.6%	37.8%	38.6%	

+14% on a local currency basis
+8% on a local currency basis excluding
impact of consolidation of Ad-Tech

Average exchange rate (yen)

1 USD/1 EUR

152.4/163.5

140/156

146/167

150/174

*The assumed exchange rates for FY25 4Q are 154 yen to the U.S. dollar and 184 yen to the euro.

10) Reasons for Revisions

Net sales
[down ¥5 bn from
previous forecast]

**Domestic
sales**
[down ¥5 bn]

- Revised downward by ¥5 bn, ¥0.8 bn YoY decline
 - Hospital / clinic market: Greater-than-expected restrictions and delays in budgets
Revised downward by ¥3.9 bn to ¥0.2 bn growth from ¥4.1 bn growth
 - AED: Inventory adjustment at distributors *FY24: 63,800 units → FY25: 58,100 units
Revised downward by ¥1.1 bn to ¥1.0 bn decline from ¥0.1 bn growth
- 4Q: Aiming to secure sales at the same level as FY24 4Q
by focusing on consumables and services business as well as delivery and
installation of IT system solutions toward the end of the fiscal year

**Overseas
sales**
[unchanged]

- Making every effort for shipping, delivery, and installation by the end of the
fiscal year, while decision-making process for business negotiations for patient
monitors has become more cautious in North America and it also takes time to
comply with laws and regulations mainly in Asia & Other

Operating income
[down ¥4 bn]
Ordinary income
[down ¥2 bn]
Net income
[unchanged]

- Revised downward reflecting lower-than-expected sales and gross margin.
Reaffirmed SG&A expenses
- 4Q: Aiming at sales/income growth by securing gross margin of 52% or more and
restraining the increase of SG&A expenses through focusing on selling in-house products
and implementing the reform of the profit structure

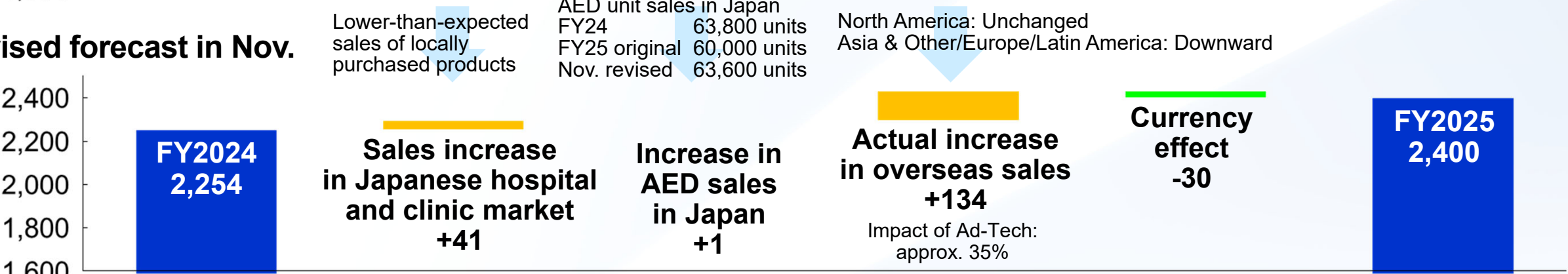
(Ref.) Analysis of FY2025 Sales Forecast

(¥100 million)

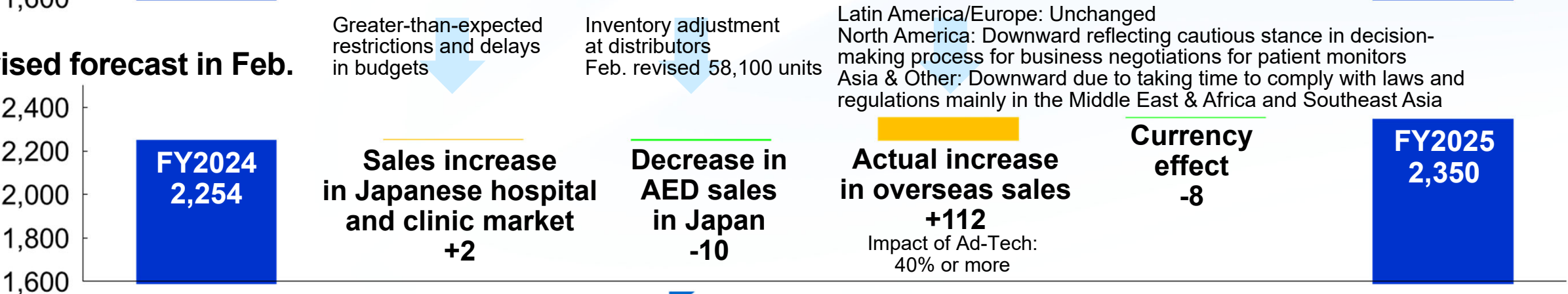
Original forecast



Revised forecast in Nov.



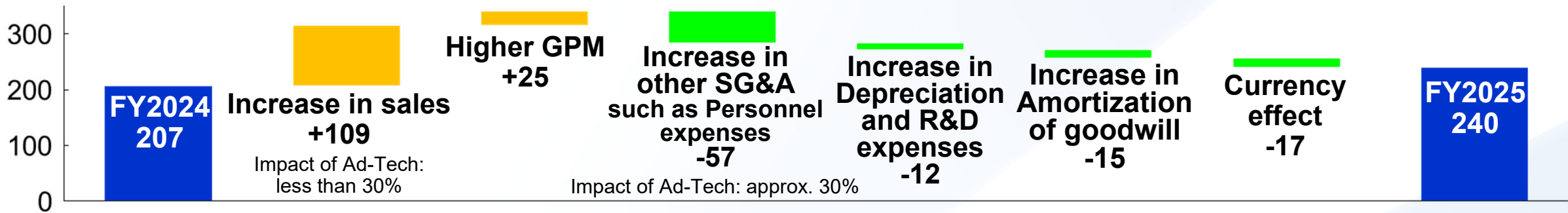
Revised forecast in Feb.



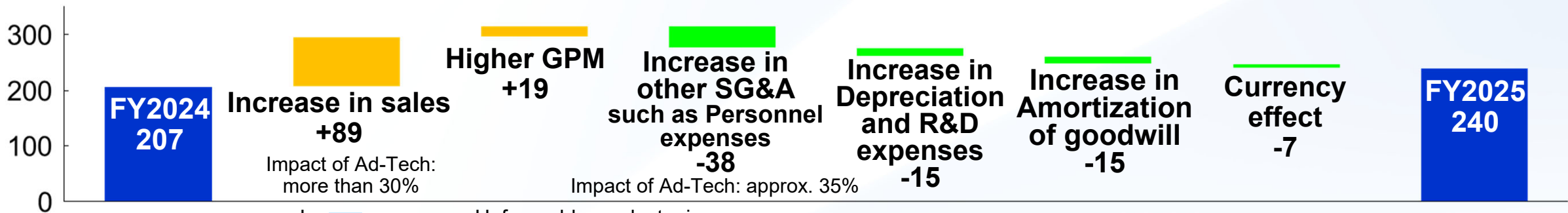
(Ref.) Analysis of FY2025 Operating Income Forecast

(¥100 million)

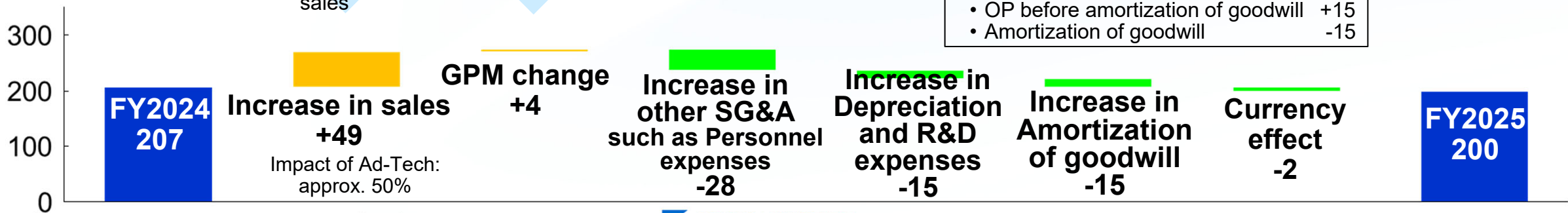
Original forecast



Revised forecast in Nov.



Revised forecast in Feb.



(Ref.) Consolidated Forecast for FY2025 by Region/Product Category

Effect of Exchange Rates

Overseas sales by region (Amounts of less than ¥1 million are rounded down)

	FY2024	FY2025			YoY (%)
	Actual	Original forecast announced May 13	Revised forecast announced Nov 10	Revised forecast announced Feb 5	
North America	41,900	47,500	49,500	49,500	18.1
Latin America	5,388	5,900	5,700	5,700	5.8
Europe	12,554	13,400	13,200	13,200	5.1
Asia & Other	20,344	23,400	22,200	22,200	9.1
Total	80,187	90,200	90,600	90,600	13.0

Sales by product category

	FY2024	FY2025				YoY (%)
	Actual	Original forecast announced May 13	Revised forecast announced Nov 10	Revised forecast announced Feb 5	Composition ratio (%)	
Physiological Measuring Equipment	46,874	53,200	54,600	54,100	23.0	15.4
Patient Monitors	84,965	89,000	86,600	85,600	36.4	0.7
Treatment Equipment	53,184	56,600	58,100	55,300	23.5	4.0
Other Medical Equipment	40,400	41,200	40,700	40,000	17.1	- 1.0
Total	225,424	240,000	240,000	235,000	100.0	4.2

(Reference)

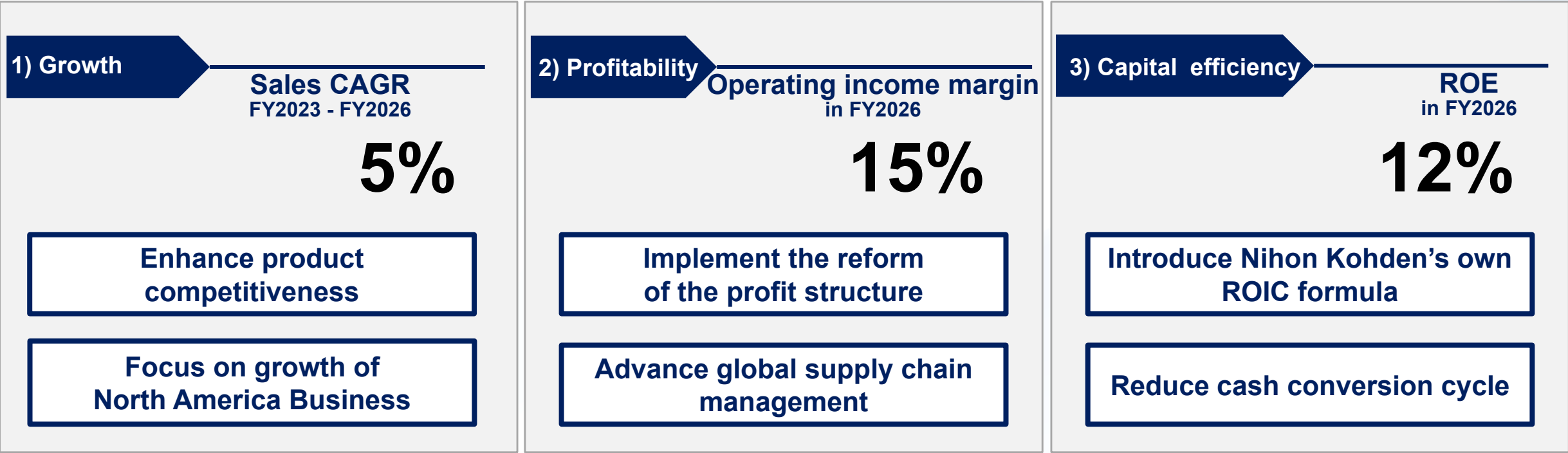
Medical Devices	113,304	120,800	117,600	114,700	48.8	1.2
Consumables and Services	112,119	119,200	122,400	120,300	51.2	7.3

Estimated Exchange Rate Fluctuations for Full Fiscal Year

	Sales	Operating Income
US Dollar	0.42 bn yen	0.11 bn yen
EURO	0.06 bn yen	0.02 bn yen

Toward Enhancing Corporate Value over the Medium- to Long-term

Implement the reform of the profit structure and make investments in growth areas, and accelerate our transformation into a global MedTech company



Market
growth rate
Approx. 1~2%

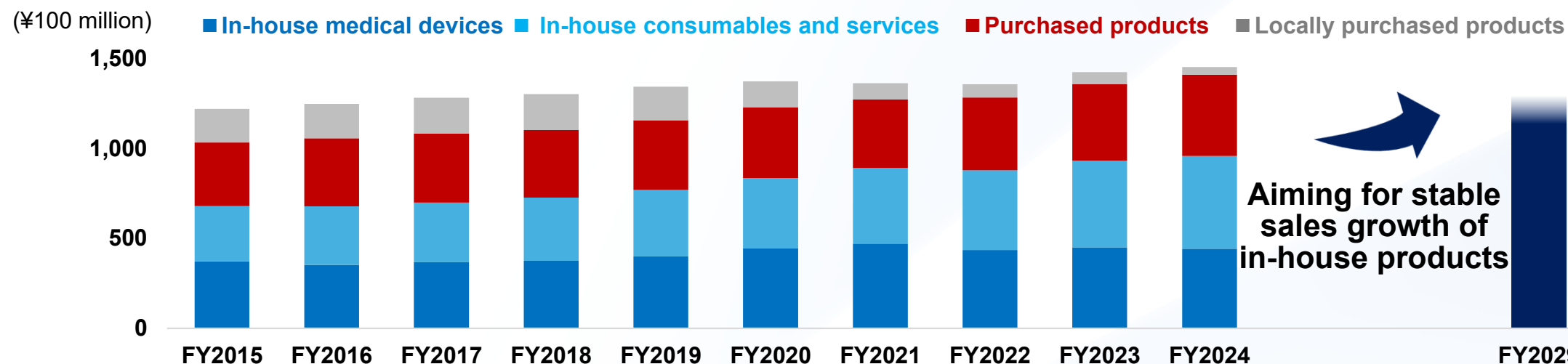
Phase II
sales target
CAGR 3%

FY2015 - FY2024
10-year sales
CAGR
+1.8%

In-house products +3.5%
Medical devices +1.8%
Consumables & services +5.3%
(Ratio of consumables and services: 54%, FY24)

**Purchased
products
+2.5%**

**Locally
purchased
products
-14%**



Medical devices

- Maintaining and expanding higher market share of each product by capturing replacement demand steadily

Consumables and services

- Improving CX* and medical safety by promoting genuine consumables and expanding maintenance services plans



ITS + DHS

- Promoting medical DX* and contributing to improving quality and economy of medical care
- Planned to consolidate DOWELL, Co., Ltd. as a subsidiary (as of Feb. 2026)

[Transfer of operations for Abbott products] Completed approx.15% as of Dec. 31, 2025 and planned to complete approx.65% as of Mar. 31, 2026

Growth

Focus on higher growth in North America

Market
growth rate
mid-single digit

Phase II
sales target
CAGR 11%

FY2015 - FY2024
10-year sales
CAGR
+10%

**Treatment
Equipment
+13%**

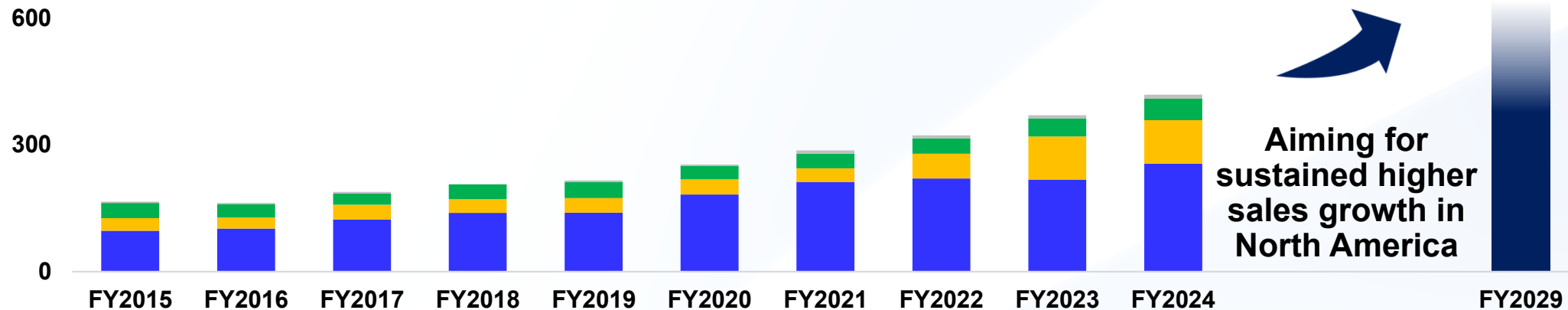
**Patient Monitors
+10%**

**Physiological
Measuring
Equipment*
+3%**

* Consolidated Ad-Tech in FY2025

(¥100 million)

■ **Physiological Measuring Equipment** ■ **Patient Monitors** ■ **Treatment Equipment** ■ **Other Medical Equipment**



**Aiming for
sustained higher
sales growth in
North America**

Physiological Measuring Equipment

- Creating synergies b/w Neurology & Ad-Tech products with high market share
- Increasing demand for home sleep recorders



Ventilators

- Signing new contracts with major IDNs/GPOs*
- Expanding market share



Patient Monitors

- Achieving differentiation by enhancing DHS products
- Expanding market share
- Proposals to facilities that have installed our ventilators

Operating income is expected to be recorded in existing business excluding Ad-Tech

Implement the reform of the profit structure

FY2026
Target

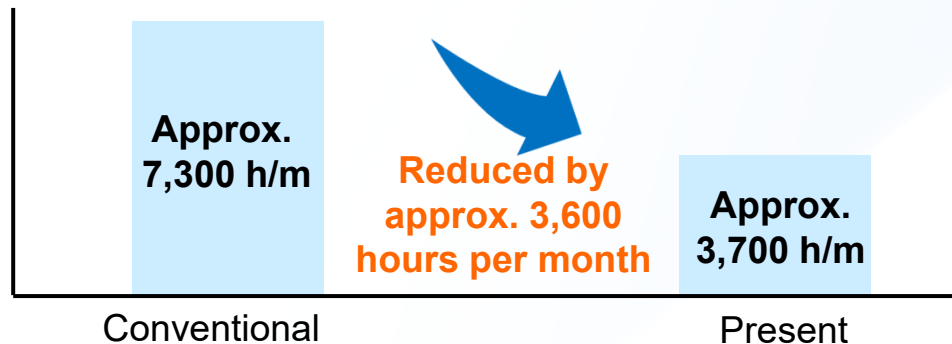
**OPM
improvement
5%pt**

- ✓ 80 bps improvement in FY2024, Expected 250 bps (YoY +170 bps) in FY2025
 - ✓ Completed development of most of the measures and current estimates suggest 70% of the target is expected to be realized by the end of FY2026
- Further accelerate implementation of measures in three key areas to improve profitability

Improve personnel
productivity

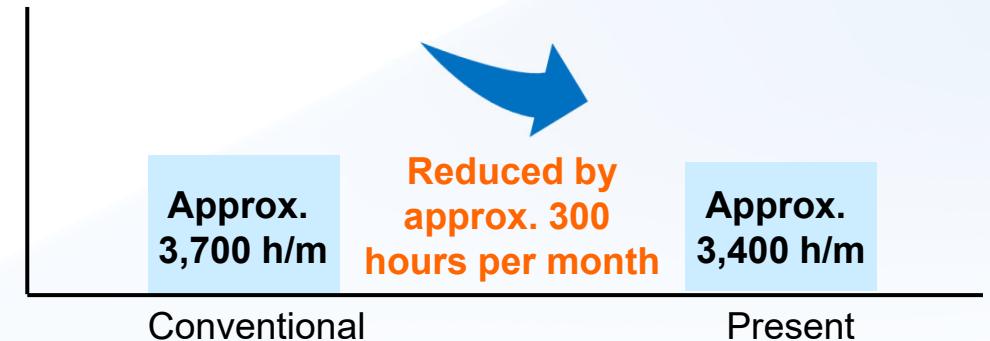
Streamlining translation of technical documents for licensing applications in each country

- ✓ Developed in-house generative AI translation tools to improve business workflows



Streamlining international logistics operations

- ✓ Introduced trade business cloud service to visualize logistics



Reducing other
expenses

Relocation or consolidation of domestic offices

- Tokorozawa Office
- Domestic Offices (Sales & Logistics)

5 floors

4 floors

80 offices

77 offices

Reducing
¥0.2
bn/year





Reducing IT costs

- Optimizing contracts for servers and telecom carriers
- Reducing internal IT system development costs
- Reviewing cloud usage fees

Reducing
¥0.1-0.2
bn/year

Capital Policy

Make investments for future business expansion and enhance shareholder returns as well as securing a sound financial foundation.

<div>1) Investment necessary for future business expansion</div> <div>Phase II : R&D investments Apx. ¥23.5 bil Capital investments Apx. ¥25.0 bil Growth investments M&A ¥30 bil or more</div>	<div><div><div><div>R&D Investments</div><div></div></div><div><div>Capital Investments</div><div></div></div><div><div>M&A and Alliance</div><div></div></div><div><div>Human Resource development</div><div></div></div></div><div><div>Dividends</div><div>Increase dividends in a stable manner in line with growth in business performance</div><div>Full-year dividends forecasts: 32 yen in FY2025 (Consolidated dividend payout ratio: 41.8%)</div></div><div><div>Share buybacks</div><div>Consider in a flexible manner, taking into account comprehensively our future business deployment, investment plans, retained earnings, and stock price level</div><div>Share buybacks: ¥5.0 bn (~Mar. 2026) out of ¥1.1 bn (~Dec. 2025)</div></div><div><div>Target: Consolidated Total Return Ratio of 35% or more</div><div>Number of treasury stock: 8,571k shares including ESOP (5.0% as of Dec. 2025)</div></div></div>
<div>2) Enhancement of shareholder returns</div> <div>Phase II : ¥28 bil or more</div> <div><div>* We consider additional shareholder returns depending on the progress of future investment plans.</div></div>	
<div>3) Sound financial foundation</div>	<div>Maintain a strong financial foundation to ensure a stable supply of medical equipment</div>

Disclaimer:

The contents of this document are based on the Company's best judgments at the time it was prepared and do not constitute a guarantee or promise that the Company will achieve its numerical targets or implement the measures described therein.

Information on products (including products under development) in this document is not intended to make any advertisement or promotion.

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