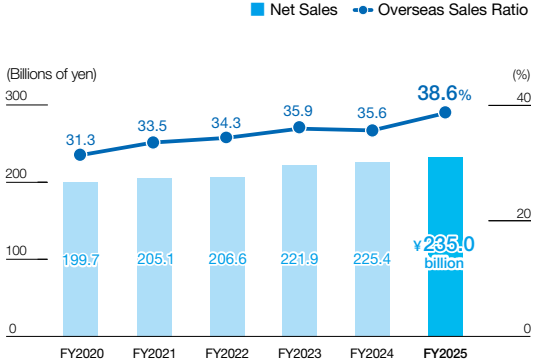
Financial/Non-financial Summary

Long-term Vision	April 2010 to March 2020 The CHANGE 2020							April 2021 to March 2030 BEACON 2030				
Medium-term Business Plan (Millions of yen unless otherwise stated)		April 2013 Strong Growth 2017			April 2017 TRANSFORM 2020			April 2021 to March 2024 BEACON 2030 Phase I			April 2024 to March 2027 BEACON 2030 Phase II	
Fiscal year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Business results												
Net sales	160,803	165,522	166,285	174,249	178,799	185,007	199,727	205,129	206,603	221,986	225,424	235,099
Operating income	15,921	16,438	13,585	14,517	15,044	15,503	27,094	30,992	21,120	19,591	20,713	18,745
Income attributable to owners of parent*1	11,142	10,516	9,149	9,154	11,191	9,854	18,243	23,435	17,110	17,026	14,098	14,513
Financial position												
Current assets*2	118,389	112,929	119,235	120,687	132,211	129,020	156,140	171,875	172,500	184,333	183,085	177,808
Current liabilities*2	45,654	42,901	45,006	44,601	48,346	40,319	50,608	50,804	46,568	49,901	72,296	49,428
Total assets*2	146,755	144,270	152,806	157,910	169,717	167,786	193,030	210,201	216,728	233,233	258,276	256,538
Net assets	99,304	97,671	103,887	109,355	116,087	121,774	138,986	156,381	167,604	181,082	181,294	179,824
Cash flows												
Cash flows from operating activities	12,505	10,765	11,356	10,843	9,819	9,217	13,945	25,699	(2,513)	15,607	15,286	21,055
Cash flows from investing activities	(4,689)	(7,802)	(6,344)	(3,346)	(3,258)	(4,607)	(2,946)	(4,303)	(7,647)	(5,208)	(25,138)	(8,285)
Free cash flow	7,815	2,962	5,011	7,497	6,561	4,609	10,999	21,396	(10,161)	10,398	(9,852)	12,770
Cash flows from financing activities	(3,267)	(9,488)	(3,517)	(4,628)	(3,074)	(3,054)	(3,007)	(7,300)	(7,485)	(6,968)	2,550	(11,599)
Cash and cash equivalents	34,113	27,283	28,560	31,285	34,697	35,913	44,356	60,095	43,988	49,877	43,061	45,637
Per share information												
Net income (Yen)*3	126.83	120.12	106.81	106.92	131.43	115.72	214.21	276.51	203.28	101.23	84.88	89.25
Dividends (Yen)*4	70.0	35.0	35.0	35.0	35.0	35.0	55.0	67.0	61.0	61.0	31.0	32.0
Other												
R&D expenses	5,745	5,910	6,466	7,226	7,243	6,731	6,357	5,711	6,200	6,996	6,826	7,453
Number of employees (Persons)	4,616	4,776	4,934	5,031	5,169	5,357	5,531	5,639	5,751	5,891	6,114	6,116
Number of shares issued at end of year (Thousands of shares)*5	45,765	89,730	89,730	89,730	88,730	88,730	88,730	88,730	88,230	88,230	170,961	170,961
Common Stock Price (fiscal year-end) (Yen)*6	3,275	2,798	2,489	2,961	3,290	4,060	3,230	2,951	3,590	4,004	2,003	1,455
Price Book Value Ratio (times)	2.90	2.45	2.05	2.31	2.41	2.84	1.98	1.59	1.80	1.86	1.82	1.30
Key performance indicators												
ROE (%)	11.9	10.7	9.1	8.6	9.9	8.3	14.0	15.9	10.6	9.8	7.8	8.1
Operating margin (%)	9.9	9.9	8.2	8.3	8.4	8.4	13.6	15.1	10.2	8.8	9.2	8.0
Dividend payout ratio (%)	27.6	29.1	32.8	32.7	26.6	30.2	25.7	24.2	30.0	30.1	36.2	35.9

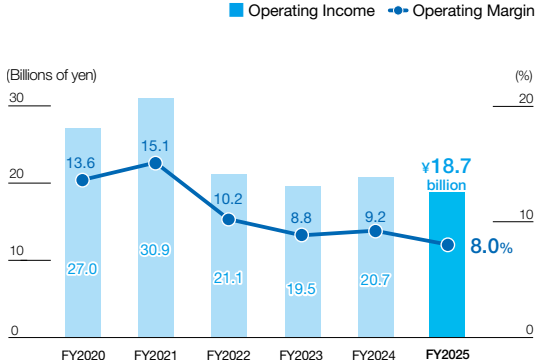
*1 The figures for FY2014 represent net income.
*2 Since the beginning of FY2018 ended March 31, 2019, the Company has applied the partial amendments to the Accounting Standard for Tax Effect Accounting (ASBJ No. 28, February 16, 2018). These accounting standards apply to FY2017 figures retrospectively.
*3 Effective April 1, 2015, and July 1, 2024, each share of common stock was split into two shares. The Company calculates net income per share on the assumption that the stock splits were conducted at the beginning of FY2014 and FY2023.
*4 Effective April 1, 2015, and July 1, 2024, each share of common stock was split into two shares. The figures represent dividends per share based on the number of shares before the said stock splits.
*5 Effective April 1, 2015, and July 1, 2024, each share of common stock was split into two shares.
*6 Stock price at the end of FY2014 is ex-stock split. Stock price at the end of FY2023 calculated on the assumption that the stock split was implemented at the beginning of FY2023 is ¥2,002.

Financial/Non-financial Summary

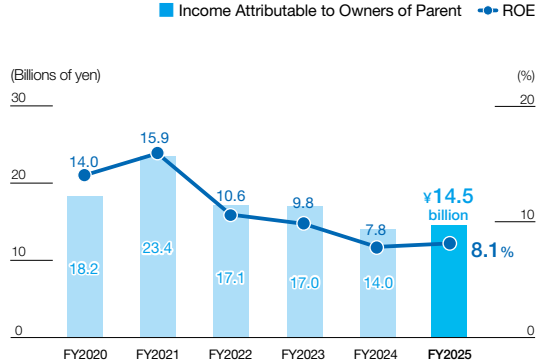
Net Sales/Overseas Sales Ratio



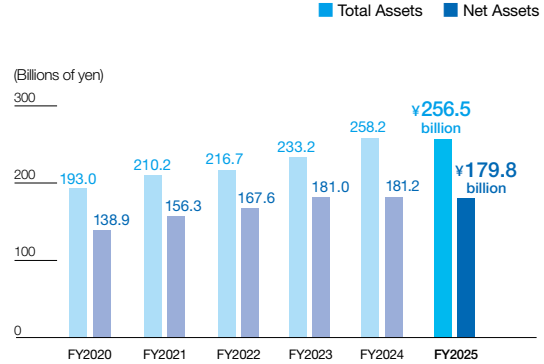
Operating Income/Operating Margin



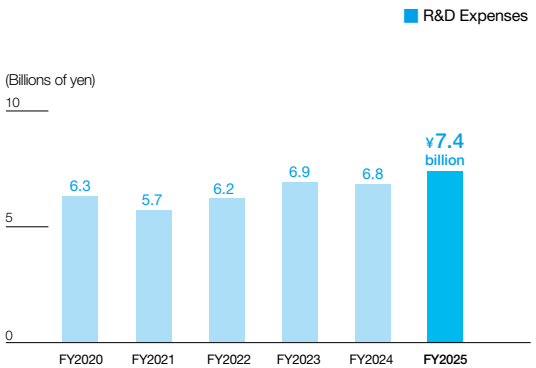
Income Attributable to Owners of Parent/ROE



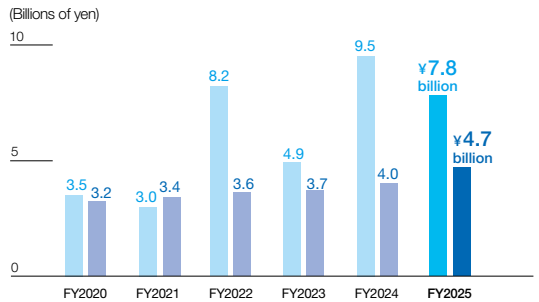
Total Assets/Net Assets



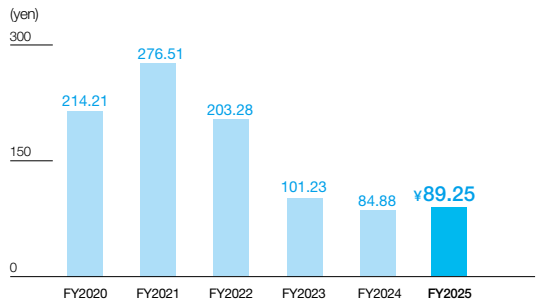
R&D Expenses



Capital Investment/Depreciation

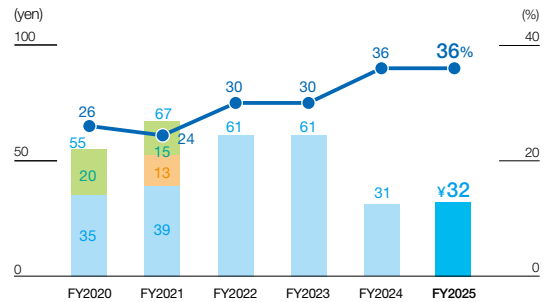


Net Income per Share*



* Effective July 1, 2024, each share of common stock was split into two shares. Net income per share is calculated on the assumption that the stock split was implemented at the beginning of FY2023.

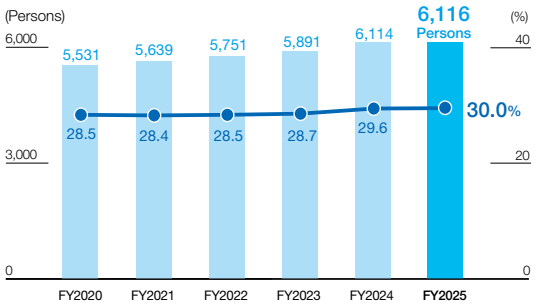
Dividends per Share*/Payout Ratio (consolidated)



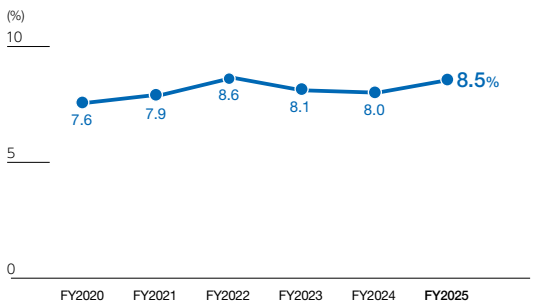
* Effective July 1, 2024, each share of common stock was split into two shares. For FY2023 and earlier, the actual dividend amounts before the stock split is shown.

Financial/Non-financial Summary

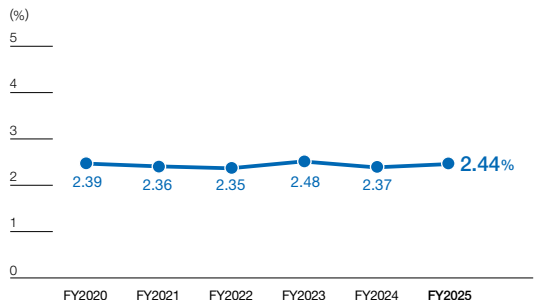
Number of Employees (Consolidated)/ Percentage of Employees Working outside Japan



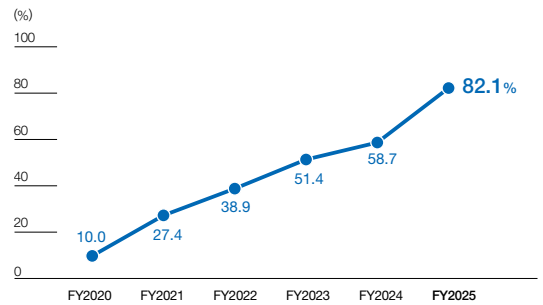
Percentage of Female Managers*1



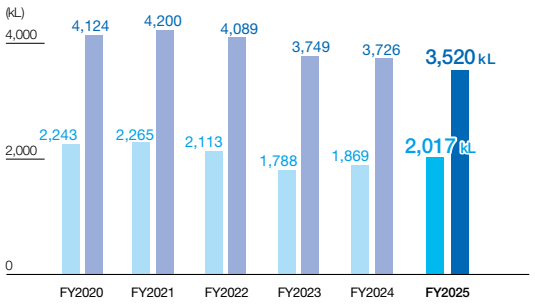
Employment Rate of Persons with Disabilities*1



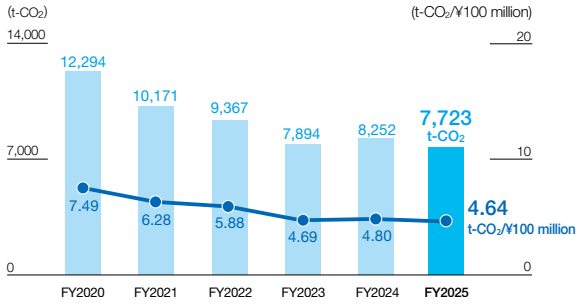
Percentage of Male Employees Taking Childcare Leave*1



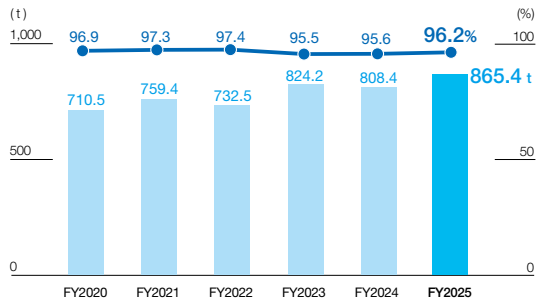
Total Energy Consumption (Barrels of Oil Equivalent (BOE))*2



Volume of Greenhouse Gas Emissions/ CO_2 Emissions per Unit of Sales*2



Total Waste Emissions/ In-House Recycling Rate*3



*1 The figures for each fiscal year are the totals for the parent company and domestic sales branches.
*2 The figures for total energy consumption and volume of greenhouse gas emissions/CO_2 emissions per unit of sales are the combined totals for the scope of ISO 14001 certification, including the parent company, and the domestic sales branches.
*3 The total waste emissions/in-house recycling rate for FY2020 are combined totals for the scope of ISO 14001 certification, including the parent company, and the Eastern Japan Logistics Center.

Business Report

Overview by Product Category (Consolidated)

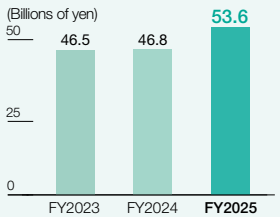
Physiological Measuring Equipment

Sales ¥53.6 billion | % change YoY +14.4%

This category includes electroencephalographs (EEG), evoked potential and electromyogram measuring systems, electrocardiographs (ECG), polygraphs for cath lab, diagnostic information systems, related consumables such as recording paper, electrodes and EP catheters, and maintenance services.



Electroencephalograph EEG-1290



Japan: Sales of diagnostic information systems achieved double-digit growth and sales of neurology products increased favorably. Sales of ECGs and polygraphs for cath lab decreased.

International: Sales of neurology products including Ad-Tech increased significantly. Sales of ECGs also increased.

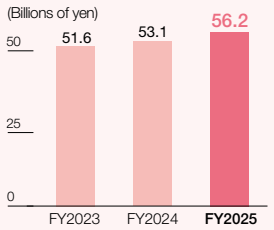
Treatment Equipment

Sales ¥56.2 billion | % change YoY +5.8%

This category includes defibrillators, AEDs (Automated External Defibrillators), ventilators, pacemakers, anesthesia machines, cochlear implants, automated chest compression devices, related consumables such as AED pads, batteries, and ablation catheters, and maintenance services.

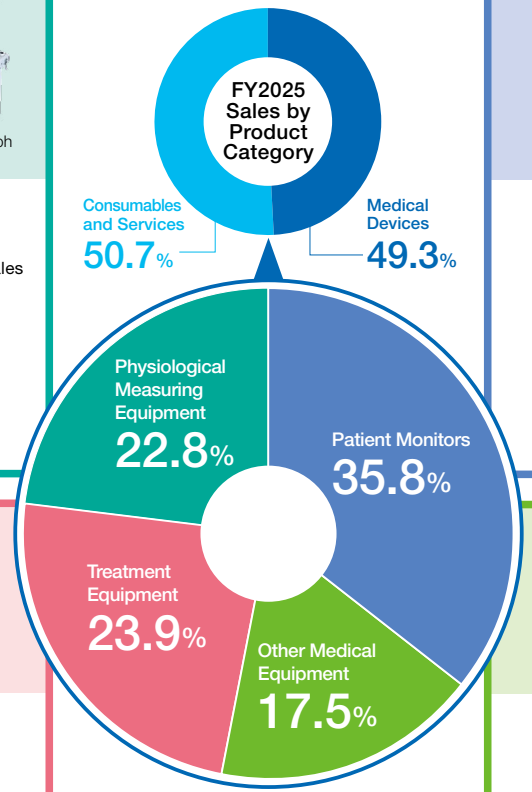


Ventilator NKV-440



Japan: Sales of Abbott's ablation catheters decreased. Sales of AEDs and defibrillators also decreased. Sales of ventilators increased favorably.

International: Sales of ventilators increased significantly in North America, Europe, and Latin America, in addition to favorable sales in Asia & Other. Sales of defibrillators achieved double-digit growth and sales of AEDs also increased favorably.



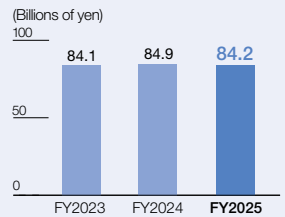
Patient Monitors

Sales ¥84.2 billion | % change YoY -0.8%



Telemetry System WEP-1600

This category includes patient monitors such as central monitors, bedside monitors, wireless monitors, remote access software and other equipment, clinical information systems, related consumables such as electrodes and sensors, and maintenance services.



Japan: Sales of telemetry systems and transmitters decreased. Sales of clinical information systems achieved double-digit growth and sales of bedside monitors also increased.

International: Sales in North America and Europe decreased compared to the strong growth in FY2024, while sales in Asia & Other achieved double-digit growth.

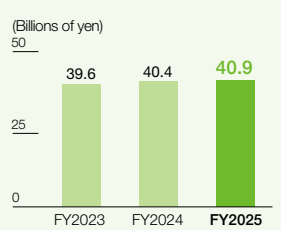
Other Medical Equipment

Sales ¥40.9 billion | % change YoY +1.3%



Automated Hematology Analyzer MEK-9200

This category includes hematology analyzers, clinical chemistry analyzers, ultrasound diagnostic equipment and others, consumables such as test reagents, and installation and maintenance services.



Japan: Sales of installation and maintenance services for medical devices increased favorably and sales of hematology instruments and reagents also increased. Sales of locally purchased products decreased.

International: Sales of hematology instruments and reagents decreased mainly in Europe and Asia & Other.

* The Company discontinued providing cochlear implants in March 2026. The Company also decided to discontinue providing Abbott products such as EP catheters, pacemakers, and ablation catheters by December 31, 2026.

Management's Discussion and Analysis

Business Environment

In FY2025, the global economic outlook remained uncertain due to escalating protectionism and fragmentation as well as prolonged uncertainty caused by geopolitical risks and policy trends in each country. In Japan, business sentiment in medical institutions declined and the proportion of operating deficits increased due to price and wage inflation, while each medical institution strove to implement task shifting and improve its operational efficiency. Internationally, overall demand for medical equipment remained steady, while there was uncertainty regarding proposed budget cuts to public health insurance in the U.S. and the effects of the economic slowdown in China. Medical institutions both in Japan and internationally have been promoting medical digital transformation, which includes data health, telemedicine, and utilization of AI and ICT, because they need to urgently improve the quality and efficiency of their medical care.

Review of Operations

Nihon Kohden implemented its Three-year Business Plan, BEACON 2030 Phase II. The Company aims to achieve targets for three indicators: growth, profitability, and capital efficiency, by implementing six key measures including "Enhance product competitiveness," "Focus on growth of North America Business," and "Implement the reform of the profit structure." In Japan, the Company launched an affordable model of fully automatic AEDs, a mid-range ventilator, and transmitters, as well as SEEG electrodes*1 developed by Ad-Tech. The Company also introduced on-site alarm analytics software, and admission and discharge management software as part of its line-up of DHS (digital health solution) products that utilize data obtained from medical devices in Japan. In addition, the Company started to provide a locally developed alarm solution in the U.S. After reviewing its business portfolio, the Company decided to discontinue providing Abbott products by December 31, 2026. To strengthen its business structure, the Company established Nihon Kohden Advanced Technology Center, India as one of its R&D subsidiaries in September 2025 and Nihon Kohden Arabia RHQ LLC, one of its sales subsidiaries, started operations in Saudi Arabia in January 2026. In Japan, the Company started operation of the PLM system in September 2025 and the MES system*2 in November 2025, and the Tsurugashima Production Center also started operations in March 2026. In addition, the Company consolidated DOWELL Co., Ltd. as one of its subsidiaries in February 2026. As a result, overall sales increased 4.3% over FY2024 to ¥235.0 billion.

*1 SEEG (stereo-electroencephalography) records and analyzes electroencephalograms three-dimensionally by inserting multiple thin electrodes into the deep brain to localize the focus of epilepsy.
*2 PLM: Product Life-cycle Management, MES: Manufacturing Execution System.

Sales by Region

■ Japan

Nihon Kohden concentrated on enhancing sales activities which match each market; the acute care hospital market, the small and mid-sized hospital market, and the clinic market. The Company also focused on its consumables and services business as well as strengthening its marketing and service capabilities, creating customer value which contributed to improving medical safety, patient outcomes, and operating efficiency. Domestic sales decreased due to restraining sales of locally purchased products and lower sales of Abbott products. Sales of AEDs decreased in the PAD (public access defibrillation) market mainly due to inventory adjustment at distributors. Sales in the public hospital market also decreased, while sales in the university, private hospital, and clinic markets increased. Sales of Treatment Equipment and Patient Monitors decreased, while sales of Physiological Measuring Equipment and Other Medical Equipment increased. As a result, domestic sales decreased 0.6% over FY2024 to ¥144.4 billion.

Management's Discussion and Analysis

■ International

Overseas sales achieved double-digit growth, because sales in all regions increased favorably. Overseas sales also increased favorably on a comparable basis excluding the currency effect and the impact of the consolidation of Ad-Tech. Sales in North America showed double-digit growth, posting a significant increase in sales of neurology products including Ad-Tech as well as favorable sales of ventilators and AEDs. Sales of Patient Monitors decreased compared to the strong growth in FY2024, while sales in the fourth quarter achieved double-digit growth. Sales in Latin America increased both on a yen basis and on a comparable basis, as sales in the fourth quarter achieved double-digit growth. Sales increased mainly in Paraguay and Peru. Sales in Europe increased favorably, especially in Turkey, the U.K., and Italy. Sales in Asia & Other increased favorably, especially in Southeast Asia, India, and the Middle East & Africa. Sales of Physiological Measuring Equipment and Treatment Equipment increased significantly. Sales of Patient Monitors and Other Medical Equipment decreased. As a result, international sales increased 13.1% over FY2024 to ¥90.6 billion.

Operating Results by Reportable Segments

Japan	Sales decreased 0.9% to ¥145.1 billion and segment income decreased 35.7% to ¥14.0 billion in FY2025.
North America	Sales increased 19.4% to ¥53.6 billion and segment income was ¥2.8 billion in FY2025 (Segment loss of ¥0.9 billion in FY2024).
Rest of World	Sales increased 6.9% to ¥36.3 billion and segment income increased 20.4% to ¥2.2 billion in FY2025.
Segment Income	Total segment income excluding the unrealized gains on inventories and amortization of goodwill and intangible assets decreased 16.0% to ¥19.2 billion in FY2025.

* The amounts are aggregated by region, based on the location of the Company or its consolidated subsidiaries.

Cost of Sales, SG&A Expenses, Operating Income, and Income Attributable to Owners of Parent

Cost of sales increased 4.7% over FY2024 to ¥113.3 billion. The gross margin decreased by 0.2 percentage points to 51.8% due to higher costs and increased inventory devaluation, and the gross profit on sales increased by 3.9% over FY2024 to ¥121.7 billion. SG&A expenses increased 6.8% over FY2024 to ¥102.9 billion due to wage increases and R&D investments as well as higher depreciation caused by M&A and capital investments. The ratio of SG&A expenses rose 1.0 percentage points to 43.8% due to sales falling short of forecasts, wage increases, R&D investments, and higher depreciation. R&D expenses increased ¥0.6 billion year on year to ¥7.4 billion. The ratio of R&D expenses to sales increased 0.2 percentage points to 3.2%. As a result, operating income decreased 9.5% to ¥18.7 billion. Ordinary income increased 10.7% to ¥22.5 billion, reflecting foreign exchange gains compared to losses in FY2024. Income attributable to owners of parent increased 2.9% to ¥14.5 billion, as extra payments for early retirements were recorded as extraordinary losses.

Management's Discussion and Analysis

Assets, Liabilities, and Equity

■ Assets

Total assets at the end of FY2025 decreased by ¥1.7 billion compared with the end of the previous fiscal year. Current assets decreased by ¥5.2 billion compared with the end of the previous fiscal year. This was mainly due to a decrease in securities, notes receivable and accounts receivable. Fixed assets increased by ¥3.5 billion compared with the end of the previous fiscal year. This was mainly due to an increase in buildings and structures as the Tsurugashima Production Center started operations.

■ Liabilities and Equity

Total liabilities decreased by ¥0.2 billion compared with the end of the previous fiscal year. This was mainly due to a decrease in accrued income taxes and a decrease in short-term borrowings and an increase in long-term borrowings resulting from the refinancing of borrowings. Total net assets decreased by ¥1.4 billion compared with the end of the previous fiscal year. This was mainly due to a decrease in capital surplus and non-controlling interests resulting from the additional acquisition of shares of NeuroAdvanced Corp., as well as the acquisition of own shares. Equity ratio increased by 0.6 percentage points to 70.1%.

■ Cash Flows

Funds obtained as a result of operating activities increased by ¥5.7 billion year-on-year to ¥21.0 billion. This is mainly due to income before income taxes of ¥19.9 billion, depreciation and amortization of ¥4.7 billion, a decrease in notes and accounts receivables of ¥3.3 billion, and income taxes paid of ¥7.6 billion. Funds used in investing activities decreased by ¥16.8 billion year-on-year to ¥8.2 billion. This is mainly due to the purchase of property, plant and equipment of ¥5.7 billion, the purchase of intangible assets of ¥2.1 billion, and the purchase of shares of subsidiaries resulting in a change in the scope of consolidation of ¥0.5 billion. Funds used as a result of financing activities amounted to ¥11.5 billion (income of ¥2.5 billion in the previous fiscal year). This is mainly due to a decrease in short-term loans resulting from the refinancing of borrowings of ¥25.9 billion, as well as proceeds from long-term borrowings of ¥25.5 billion, purchase of treasury shares of ¥6.6 billion, and cash dividends paid of ¥5.2 billion. Cash and cash equivalents at the end of FY2025 increased by ¥2.5 billion to ¥45.6 billion compared with the end of the previous fiscal year.

■ ROE

ROE in FY2025 was 8.1%, below the target of 12%, but improved from 7.8% in FY2024. This was due to an increase in financial leverage resulting from the use of liabilities, despite a decline in the net profit margin.