Initiatives to Enhance the Value of Human Capital

We believe that each employee's ability to maximize their potential and fully demonstrate their capabilities leads to sustainable personal and organizational growth. We will foster an organizational culture in which diverse human resources can play an active role.

Message from Operating Officer



Kei Tagawa
Operating Officer,
General Manager of Human Resources Development Operations,
Senior Manager of Human Resources Department

Under our Management Philosophy, "we contribute to the world by fighting disease and improving health with advanced technology, and create a fulfilling life for our employees," Nihon Kohden is committed to realizing a sustainable society and enhancing corporate value over the medium to long term. The source of this value creation is our human capital represented by each and every employee.
The environment surrounding healthcare is becoming increasingly uncertain due to rapid technological innovation, more sophisticated regulatory and quality requirements, and increasingly diverse social issues. In such an era, a company's competitiveness depends on human resources who can respond to change, think independently, and act with expertise and a strong sense of ethics. To address this, we have identified "Foster a corporate culture of pride in contributing to healthcare" as one of our material issues. Guided by the Core Values, which serve as the common values for employees worldwide, we have promoted human resource development, Diversity, Equity and Inclusion (DE&I), health management, and working style reforms to build a workplace where employees can take on new challenges with confidence and continue to grow. We believe it is essential that these initiatives become firmly embedded as part of our corporate culture through changes in each employee's mindset and behavior, enabling our human resources to perform at their best and enhancing corporate value over the medium to long term. As a General Manager of the Human Resources Development Operations, I believe it is my mission to align our talent strategy with our management and business strategies and to continue building an environment that enables every employee to maximize their potential.
Going forward, I will continue to advance these efforts from the human resources perspective so that every employee can experience the satisfaction of contributing to healthcare and society through their own personal growth.

Basic Approach to Human Resource Development

In an ever-changing medical environment, Nihon Kohden strives to become the beacon that lights the path forward to the future of people and healthcare around the world through creating new values with the philosophy we have upheld since our founding. With strong passion in our hearts, Nihon Kohden aims at realizing our Long-term Vision for 2030. Human resources are essential for realizing our Long-term Vision and the source of value creation for Nihon Kohden. We seek individuals who share Nihon Kohden's Management Philosophy and Long-term Vision, and embody its Core Values (Integrity, Humbleness, Diversity, Initiative, Customer Centric, Goal Oriented, Creativity). We will also endeavor to create an environment that fosters employees with high ethical standards, ambition, curiosity, and empathy who can autonomously and continuously grow and undertake the challenges of new value creation.
The Core Values Awards, launched in FY2023 to instill the Core Values among employees and provide opportunities to relate the Values to individual tasks, have been held three times to date. Through the awards, we solicited episodes embodying the Core Values in business operations, and these stories revealed activities conscious of these Core Values across a wide range of functions, including customer service, product development, and production sites.
To realize our Long-term Vision, we have identified "Foster a corporate culture of pride in contributing to healthcare" as one of our material issues for sustainability in the Three-year Business Plan, BEACON 2030 Phase II. We set a target of over 49 cumulative learning and education hours per person*1 for three years in Japan. The result in FY2025 was 19.1 hours per person. A total of 520 people*2 attended leadership training in FY2025.

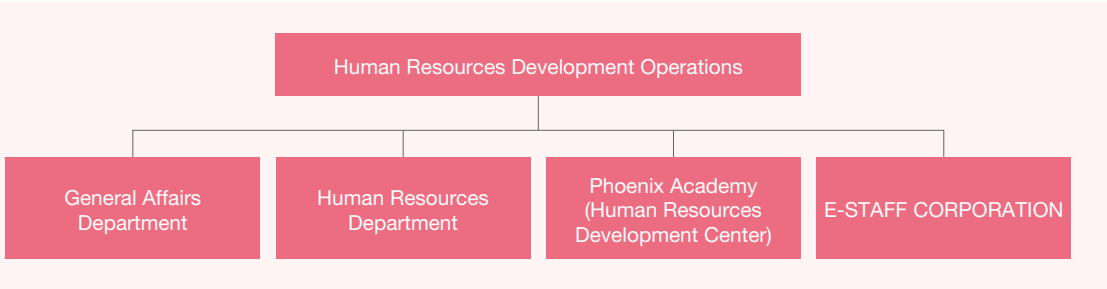
*1 Learning and education hours in training programs organized by the Phoenix Academy (Human Resources Development Center), aimed at acquiring the knowledge and skills required for each level of employees, such as new hires and managers. Not including learning and education hours in training held by the R&D, sales, and service departments.
*2 The total number of participants in various training programs designed for senior managers, managers, and assistant managers, as well as the Management Position Challenge Training, the G4 Challenge Training, and the Management Position Upskilling Program.

Initiatives to Enhance the Value of Human Capital

Human Resource Management System

The Human Resources Development Operations comprises the General Affairs Department, the Human Resources Department, the Phoenix Academy (Human Resources Development Center), and E-STAFF CORPORATION. The Human Resources Department is responsible for formulating and implementing comprehensive talent strategies, and it develops and implements specific initiatives for Diversity, Equity and Inclusion (DE&I). The Phoenix Academy (Human Resources Development Center) handles the dissemination of the Core Values, including overall employee education. To promote health management of employees, the General Affairs Department, the Human Resources Department, and E-STAFF CORPORATION work in collaboration across organizational boundaries.

Structure of Human Resource Management Promotion System



For further details, please refer to our website.
Human Resource Development

■ Targets and Results for Ensuring Diversity in Core Human Resources

	Current status (As of March 31, 2026)	Target	Achievement period
The ratio of female managers*1	8.5%	12% or more	March 2028
The ratio of male employees taking childcare leave*1	82.1%	70% or more	March 2028
Appointment of female directors, management operating officers, and operating officers*2	2 female directors, 2 female operating officers	4 persons or more	Maintain the current status
The ratio of female directors, management operating officers, and operating officers*2	14.8% *4	30% or more	End of June 2030
The ratio of foreign nationals in CxO*3 or higher positions at overseas subsidiaries	51.6%	50% or more	Maintain the current status
The ratio of mid-career hires in management positions*1	47.3%	40% or more	Maintain the current status

*1 Employees at the parent company.
*2 Directors, management operating officers, and operating officers at the parent company.
*3 C-suite such as CEO, COO, CTO, CFO.
*4 As of June 30, 2026.

■ Differences in Wages between Male and Female Workers

Ratio of Women's Wages to Men's Wages in FY2025

Total workers	71.1%
Permanent employees	73.7%
Part-time and fixed-term contract employees	46.0%

* Parent company only. The figure is calculated in accordance with the provisions of the "Act on the Promotion of Women's Active Engagement in Professional Life" (Act No. 64 of 2015).

There are no gender differences in the Company's wage structure or system. However, there are differences between men and women in terms of job classifications and management ratios, resulting in differences in wages. In order to realize the Company's goal of "becoming an organization where each individual can maximize their potential and fully demonstrate his/her full potential," we will work on measures to promote DE&I, such as increasing the ratio of female managers.

Initiatives to Enhance the Value of Human Capital

International Training Program

The International Training Program aims to provide employees with the knowledge, experience, and adaptability needed to succeed in global settings. Through the program, we provide opportunities for long-term study at overseas language schools, practical training at overseas sites, research institutions, or companies, and study at overseas universities or research institutions. In FY2025, one employee participated in long-term language study or on-the-job training at overseas offices for approx. nine months. As of March 2026, 29 foreign employees work at offices in Japan, and 46 Japanese employees* work at overseas offices. We will continue to expand and enhance this program to develop a greater number of globally capable personnel with advanced skills.

* Excluding Japanese employees hired locally.

Voice

Experiencing Nihon Kohden's contribution to global healthcare through the International Training Program

I participated in this program because I believe that, for Nihon Kohden to achieve its transformation into a truly global company, employees in technical functions, including those involved in research and development like myself, must have a clear understanding of global markets and the realities of clinical practice around the world. During the field training component of the program, I spent five months visiting six countries, primarily developing nations in Southeast Asia. Working alongside members of our overseas subsidiaries, I visited hospitals across Asia and interviewed local healthcare professionals to better understand the unique medical issues in developing countries. Witnessing firsthand the dedication of healthcare professionals who strive every day for their patients despite unstable infrastructure with frequent power outages and limited budgets that restrict access to medical equipment gave me the opportunity to think deeply about what is needed to deliver our technologies more effectively to healthcare settings in developing countries.
Drawing on the experience I gained through this program, I hope to contribute to the advancement of global healthcare by pursuing technologies that are not only suited to developed markets but also beneficial to healthcare settings in developing countries.



Yuto Hinata
CR Team,
R&D Center CR Development Department,
Technology Development Division

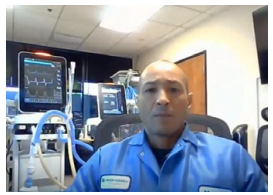
■ Spread of Management Philosophy and Core Values at Overseas Subsidiaries

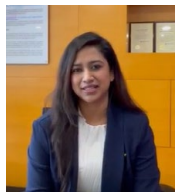
Nihon Kohden believes that it is important for employees of the Nihon Kohden Group with different cultural and linguistic backgrounds around the world to act in accordance with common goals and the Core Values. In 2019, the Company started an education program on its Management Philosophy using common educational materials across the Group. By systematically learning about the history of the Company's foundation and Management Philosophy, employees deepen their understanding of the Company and their work. In addition, Nihon Kohden has developed measures to promote the understanding and implementation of the Core Values in each country since 2021, aiming to embed Nihon Kohden's DNA.
The Global HR meeting has also been held at least once a year, bringing together human resources and education managers from each Nihon Kohden Group company to share measures for spreading the Management Philosophy and the Core Values, as well as initiatives to develop human resources, foster corporate culture, and improve employee engagement. In addition, Nihon Kohden promotes various measures that put understanding into practice, including the Core Values Promotion Project, discussions on the Core Values with the participation of all employees, the release of videos of episodes in which overseas employees embody the Core Values, and employee recognition through the Core Values Award. Going forward, we will continue to embed the Management Philosophy and the Core Values across the Group in a systematic manner.

For further details, please refer to our website.

Core Values







Videos sharing episodes that embody the Core Values

■ Core Values



Initiatives to Enhance the Value of Human Capital

Diversity, Equity and Inclusion (DE&I) Promotion

Policy for Diversity Promotion Activities

By respecting diversity and creating a workplace environment in which each individual can demonstrate his/her full potential, we seek to improve job fulfillment, create new value, invigorate the organization, and enhance corporate value.

Nihon Kohden has established Diversity as one of its Core Values and promotes Diversity, Equity and Inclusion (DE&I) to realize its Long-term Vision, BEACON 2030. We will develop the new potential of our teams by leveraging diversity based on empathy and trust. We respect the individuality of each person and strive to create a workplace environment where a diverse range of people can work with vigor and enthusiasm, regardless of age, disability, nationality, race, gender, sexual orientation, gender identity, gender expression, other diverse attributes, values, or work styles.



■ **Promotion of Women's Participation and Career Advancement**

To create a workplace environment in which women can play an active role, Nihon Kohden has formulated and implemented an action plan in accordance with Act on the Promotion of Women's Active Engagement in Professional Life. Nihon Kohden has also promoted initiatives to realize a comfortable and fulfilling work environment for not just women but all employees of Nihon Kohden, so that each employee can demonstrate their abilities to the fullest. We obtained the Women's Participation Promotion Act certification mark known as Eruboshi from the Minister of Health, Labour and Welfare in 2021.

In FY2025, we reassessed the progress of our initiatives to date and identified key issues, and formulated a new integrated action plan based on the Act on the Promotion of Women's Active Engagement in Professional Life and the Act on Advancement of Measures to Support Raising Next-Generation Children. Under this action plan, we aim to achieve a ratio of at least 12% female managers and a childcare leave utilization rate of at least 70% among male employees by the end of FY2027.

In FY2025, the ratio of female managers in all managerial positions was 8.5%, an increase of 0.5 percentage points from the previous fiscal year. The ratio of female executives was 14.8% (two female outside directors and two female operating officers as of June 30, 2026).

To encourage male employees to take childcare leave, we have prepared and distributed a guidebook for male employees to help them balance childcare and work and offered individual consultation upon request. Moreover, partial wage support is provided for the first month after the start of childcare leave from FY2022 to alleviate financial concerns during childcare leave. As a result of these continued efforts and the resulting changes in employee awareness, the ratio of male employees taking childcare leave in FY2025 was 82.1%, an increase of 23.4 percentage points from the previous fiscal year. Additionally, we have introduced a spousal maternity leave system as a company-specific program to support male employees' participation in childcare, and the combined utilization rate of this system and childcare leave was 102.8%. Going forward, in addition to these initiatives, we will further promote the use of childcare leave by introducing measures such as a trial childcare leave support allowance, while continuing to develop an environment where any employee who wishes to take childcare leave can do so more easily, regardless of their workplace or job category.

Initiatives to Enhance the Value of Human Capital

■ Women's Activity Promotion Program

To achieve a 12% or more ratio of female managers, we have continued to implement the Women's Activity Promotion Program since FY2022. In FY2025, separate training programs were conducted for young female employees and female employees in leadership roles. The program for young female employees, attended by 22 participants, was designed to support their efforts to balance work and personal life while building their own unique careers and enhancing their leadership capabilities. For employees in leadership roles, a total of nine dialogue sessions were held with experienced female managers serving as role models, providing opportunities for participants to reflect on their future career development, including opportunities for promotion to managerial positions. A total of 20 employees participated in these sessions. We also provided training programs to supervisors of participants in both groups to encourage active involvement in supporting the career development of their team members.

■ Networking Events

The Beacon Terrace, an employee networking initiative led by volunteer female employees, was launched in FY2021 and has been held continuously since then, with many employees participating. In FY2025, building on ideas generated through previous networking sessions, we focused on the psychological burden experienced by patients and their families during the use of medical devices and engaged in in-depth discussions on the usability and design of our products. Employees with parenting experience shared their observations of situations in which children, especially infants, were frightened by medical devices or removed them because of discomfort. Based on these experiences, a proposal was made to improve the design of the SpO_2 probe, with the aim of reducing patients' anxiety and easing the burden on healthcare professionals.
These ideas, which originated from employees' perspective as parents, were compiled into product improvement proposals and presented to the development and product planning teams.

■ Mentor System

Since FY2015, Nihon Kohden has implemented a mentoring program, originally designed for newly appointed managers and mid-career female employees. Mentors with extensive knowledge and professional experience provide support for participants' career development and growth opportunities. The program aims to broaden participants' perspectives and strengthen their internal networks through dialogue with mentors, cultivate personal qualities, sound judgment, and leadership skills, and support the development of a stronger sense of purpose and goals. Since FY2021, the program has been expanded to include male employees, and in FY2025, 11 employees from locations in Japan and overseas participated in the program.

■ LGBTQ Support Initiatives

Nihon Kohden promotes initiatives aimed at fostering greater understanding and awareness, with the goal of creating an inclusive and supportive workplace environment where all employees can work with confidence and peace of mind. In FY2025, we conducted a four-month awareness initiative through our internal newsletter for all employees, covering topics such as basic understanding of LGBTQ issues, global and Japanese trends, and the prevention of SOGI harassment. Going forward, we will continue to promote understanding through initiatives such as training programs and ongoing information sharing.

For further details, please refer to our website.
DE&I (Diversity, Equity & Inclusion) Promotion

Initiatives to Enhance the Value of Human Capital

Improving Employee Engagement (Working Style Reforms and Career Support)

To realize one of the material issues for sustainability identified in the Three-year Business Plan, "Foster a corporate culture of pride in contributing to healthcare," Nihon Kohden is working to enhance employee engagement. Based on the results of the Employee Satisfaction Survey conducted since FY2021, we are focusing on improving the "workplace environment" and enhancing "career support."

■ Initiatives to Improve the Workplace Environment and Work-life Balance

To improve the workplace environment, Nihon Kohden is working to enhance operational efficiency and promote flexible work styles. Aiming to maximize results without relying on long working hours and to achieve a better work-life balance, we are engaged in work style reform initiatives. As part of these efforts, we have implemented systems such as the Flextime System and Teleworking System to support flexible working arrangements. In FY2025, the annual paid leave usage rate was 56.7% (11.7 days taken per employee). In addition to statutory paid leave, Nihon Kohden offers its unique paid leave programs, such as the Accumulated Paid Leave Program and the Special Paid Leave Program. In FY2025, the number of non-mandated paid leave days taken per employee was 1.7 days.

■ Support Systems and Initiatives for Childcare and Family Caregiving

Nihon Kohden regularly reviews its existing systems related to working arrangements, including the Childcare/Nursing Care Leave System, the Short-time Work System, the Shift-hour Work System, the Teleworking System, and the Flextime System, as appropriate. Regarding teleworking, the default arrangement is working from home. However, in cases such as caregiving, the Company allows teleworking from locations other than home as an exception, demonstrating flexibility in response to individual needs. As part of our financial support for employees taking childcare leave, the Company has provided partial wage subsidies for the first month of childcare leave, offering financial support to help employees balance work and childcare responsibilities. In FY2025, we advanced discussions not only on support for employees taking childcare leave but also on support for their teams and workplaces. As a trial initiative launched in April 2026, we introduced a Childcare Leave Workplace Support Allowance for workplaces where an employee takes childcare leave for 30 days or longer. This initiative aims to establish a framework for the planned handover of responsibilities during childcare leave and reduce the workload of other team members, thereby creating an environment in which employees feel more comfortable requesting childcare leave and can devote themselves to childcare with peace of mind.

To support employees in balancing work and family caregiving, we newly prepared a guidebook outlining the Company's support systems in FY2025 and made it available on the intranet. We also conducted a company-wide survey to better understand employees' caregiving situations and followed up with individual interviews and consultations for the 31 employees who requested individual consultations.

■ Career Support Initiatives

In order to improve "Employee satisfaction" and "Develop human resources who can succeed globally," Nihon Kohden launched a career support program called "NK Career Support" in FY2023. As part of this initiative, we have developed resources to help employees plan their careers, including the NK Career Path and the NK Job Encyclopedia. In FY2025, we introduced Career Month, an annual initiative held from July through September to encourage employees to reflect on and actively consider their careers. During the Career Month, we expanded age-specific career development training programs, held roundtable discussions with employees who have global work experience, and provided individual career counseling through an external professional organization. A total of 425 employees participated in the counseling sessions.

We will continue to enhance training programs and systems that support employees' self-directed career development of each employee, encouraging them to proactively shape their career paths and envision their own growth. The Company strives to create an environment where employees can work with a sense of fulfillment and vitality.



Image of NK Job Encyclopedia

Initiatives to Enhance the Value of Human Capital

■ Launching the Management Position Challenge Training and G4 (Leader) Challenge Training

In FY2023, Nihon Kohden launched the Management Position (Manager) Challenge Training for employees who have not yet been appointed to management roles, designed to support the acquisition of competencies required for the advancement. In FY2024, we launched the G4 (Leader) Challenge Training for employees who are candidates for leaders, with the aim of enhancing their abilities to help participants deliver results on the front lines of the workplace.
Through these training programs, employees have the opportunity to learn and grow before assuming new roles, contributing to the development of a strong middle management base and the Company's sustainable growth. Moving forward, we will continue to provide talent development programs that support employees' self-fulfillment and long-term organizational success.
(Total number of participants until FY2025: 374 in Management Position (Manager) Challenge Training, 204 in G4 (Leader) Challenge Training)

For further details, please refer to our website.
Reforming Working Styles

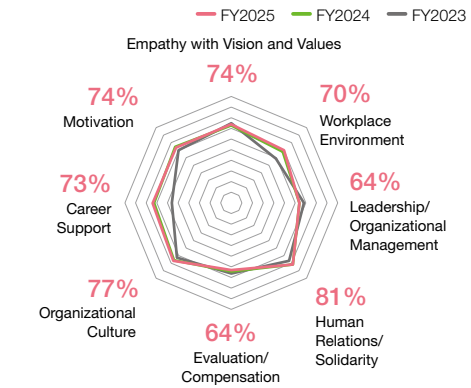
Employee Well-being

■ Employee Satisfaction Survey

Nihon Kohden has set employee satisfaction as a KPI in order to "foster a corporate culture of pride in contributing to healthcare," which is one of its material issues for sustainability. In FY2025, an employee satisfaction survey was conducted for approx. 4,500 employees of the Nihon Kohden Group in Japan. The survey consisted of 48 items across eight categories, and the ratio of positive responses was calculated for each category. The survey results and employee feedback will be shared with executives and management, and will be reflected in both company-wide measures and specific departmental initiatives.
In FY2025, under the Leadership/Organizational Management category, we began introducing executives in the Company Newsletter, sharing their backgrounds, leadership philosophies, and perspectives. This initiative has helped foster employees' understanding of and affinity with the management team, contributing to more active organizational communication. Under the Performance Evaluation/ Compensation category, we reviewed the operation of the personnel evaluation system for the Domestic Sales and Area Service Departments and standardized the evaluation items and criteria. This has promoted the standardization of goal setting and improved the objectivity and transparency of evaluations, thereby advancing a more credible and widely accepted evaluation process. Going forward, we will establish and implement Goal-Setting Guidelines for employees in the sales administration and planning & administrative functions. By improving the appropriateness of goal setting and the quality of evaluations, we aim to enhance overall organizational performance.
Overseas, we have also conducted employee satisfaction surveys using the same framework as in Japan since FY2024. In FY2025, the survey covered approximately 780 employees across 20 Group companies, confirming high satisfaction levels across all eight categories.
Going forward, Nihon Kohden will continue to enhance the cycle of identifying issues based on employee satisfaction survey results, implementing improvement measures, and evaluating their effectiveness. At the same time, through integrated implementation across domestic and overseas Group companies, we will strive to further improve employee satisfaction and strengthen organizational capabilities.

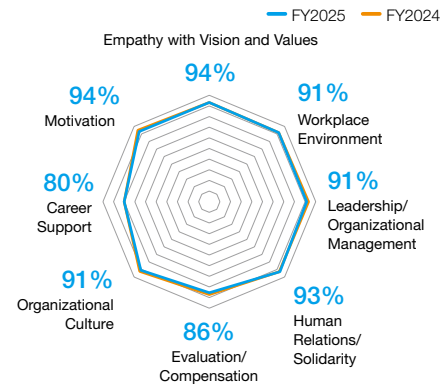
■ The Ratio of Positive Respondents

(All employees of the Nihon Kohden Group in Japan)



■ The Ratio of Positive Respondents

(Employees from 20 overseas subsidiaries)



Initiatives to Enhance the Value of Human Capital

Health Management of Employees

■ Concept

The Nihon Kohden Group aims to address social issues through the implementation of its Management Philosophy. To this end, we believe that the health of each employee, which forms the foundation of our management, is essential. In our Long-term Vision, we aim to "create a better future for people and healthcare by solving global medical issues." To ensure that each employee takes pride in their contribution to healthcare and continuously tackles global medical issues, we will actively participate in health management initiatives and embody the Long-term Vision ourselves. By demonstrating our commitment to society, we will implement our Management Philosophy and foster a culture of health.

The Nihon Kohden Group Health Management Declaration

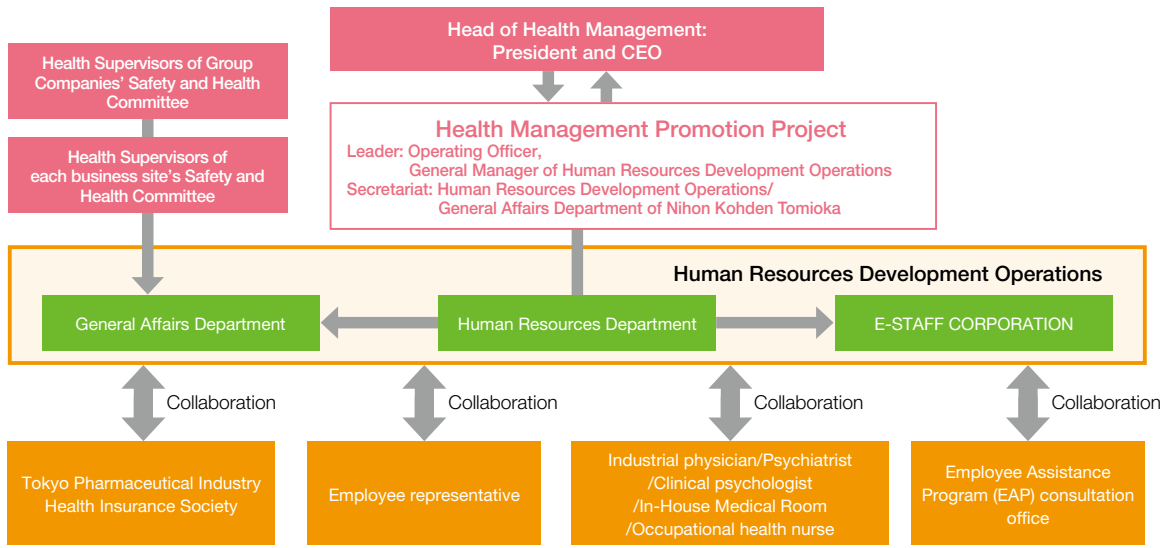
The Nihon Kohden Group, under the Management Philosophy that we contribute to the world by fighting disease and improving health with advanced technology, and create a fulfilling life for our employees, aims to create a better future for people and healthcare by solving global medical issues in its Long-term Vision, BEACON 2030. In order to address medical, environmental and social issues through the promotion of sustainability, the health and well-being of each and every employee, which is the source of our business activities and value creation, is of utmost importance. We are committed to practicing health management and fostering a culture of health so that each employee can take pride in contributing to healthcare and create a better future for people and healthcare.

Hirokazu Ogino
Representative Director
President and Chief Executive Officer
Nihon Kohden Corporation

■ Establishment of Health Management Promotion Project

Nihon Kohden recognizes the promotion of employee health as one of its key management issues and implements health initiatives based on its annual goals and plans. Under the Health Management Promotion System, led by the President and the executives responsible for human resources, the Company launched the Health Management Promotion Project in 2024 to drive cross-organizational activities.
In collaboration with industrial physicians/nursing professionals, occupational health staff such as counselors, and the Health Insurance Society, Nihon Kohden provides personalized health management services tailored to the needs of each employee. At the same time, the Company promotes organization-wide health initiatives such as the prevention of lifestyle-related diseases, reduction of smoking rates, reducing presenteeism, and the provision of health seminars.

Health Management Promotion System



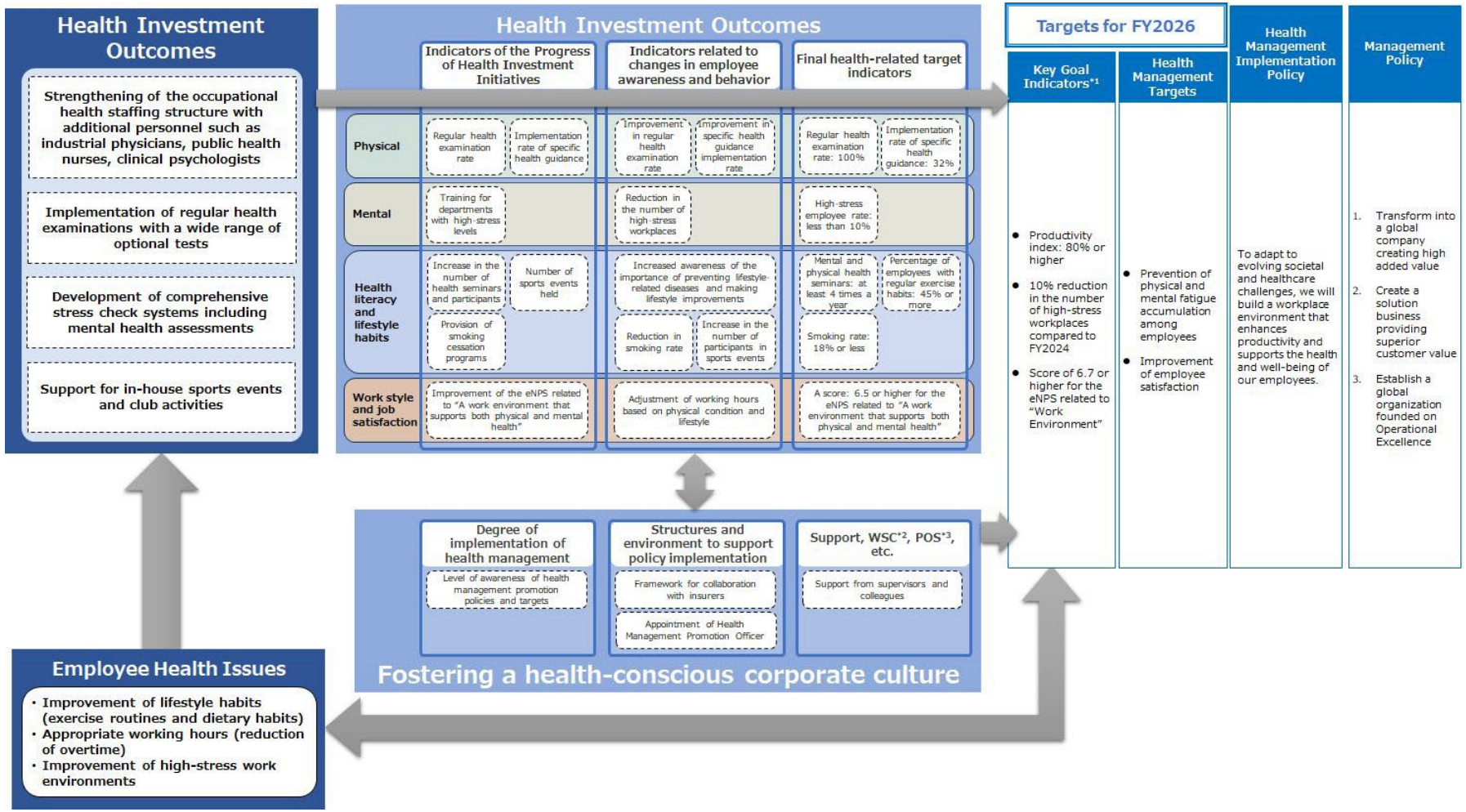
Initiatives to Enhance the Value of Human Capital

■ Nihon Kohden Group Health Management Strategy Map

Nihon Kohden facilitates employee health management by identifying health-related issues among its workforce and planning and implementing initiatives to address them. These initiatives are closely aligned with our management policies. We have developed the following Health Management Strategy Map that illustrates the flow from health issues to health investments and their outcomes.
This strategy map helps visualize our efforts to support the health and well-being of each employee and facilitates continuous improvement through the PDCA cycle. We aim to enhance corporate value by integrating health management into our overall business strategy.

For further details, please refer to our website.

Nihon Kohden Group Health Management Strategy Map



*1 Key Goal Indicator: A metric that measures the achievement level of a company's ultimate goals. In health management, it is used as a performance indicator to show how employees' health and engagement contribute to corporate performance.
*2 WSC (Workplace Social Capital): An index that evaluates interpersonal relationships such as trust and mutual support in the workplace.
*3 POS (Perceived Organizational Support): An index that measures the degree of organizational support perceived by employees, such as the quality of the relationship between employees and the company.

Initiatives to Enhance the Value of Human Capital

■ Physical Health

Introduction of health support payment

For employees of domestic Group companies, Nihon Kohden provides access to a structured support system that enables early detection of potential health risks, including regular health examinations and an on-site medical clinic staffed by an industrial physician. To further promote the health of employees and their families, we have increased the partial coverage of expenses for optional tests during annual health examinations (health support payment*) since FY2021, and extended eligibility to temporary employees and coverage to family health examinations for dependents.

* Examples of tests covered by health support payment: Various cancer examinations, stomach examinations, osteoporosis examinations, hepatitis virus examinations, abdominal ultrasound examinations, brain examinations, dental examinations, comprehensive medical examinations, smoking cessation outpatient services, etc.

Initiatives to promote non-smoking efforts

In April 2019, Nihon Kohden joined the Consortium of Companies Promoting Non-Smoking Efforts, which was established by companies based in Tokyo, and has been implementing non-smoking promotion activities. In November 2024, we began providing smoking cessation guidance through a commissioned physician (respiratory specialist) at the medical office of Nishi-Ochiai Office. Employees at remote locations also receive this service online. Through the approx. three-month smoking cessation program, the number of employees who successfully quit smoking has increased. According to the internal survey in August 2025, the employee smoking rate was 17.8%, a decrease of 0.5 percentage points from the previous survey.
Our non-smoking initiatives are designed not only to protect the health of our employees and their families, but also to respond to the social demand for stronger measures against secondhand smoke. We will continue contributing to a healthier society through initiatives such as financial assistance for outpatient visits to smoking cessation clinics.

Health seminar initiatives

In FY2025, three health seminars were conducted by in-house public health nurses. Based on employees' requests, the seminars covered "Sleep Strategies for Business Professionals," "Women's Health Screenings: Understanding the Options and Choosing What's Right for You," and "Maintaining Mental and Physical Well-being Without Overextending Yourself: Self-Care Habits You Can Start Today." They were attended by many employees from various age groups and genders. These seminars provided an opportunity to deepen their understanding of health management for themselves, their colleagues, and their families, contributing to greater health awareness across the workplace.

■ Mental Health

Support for mental health

In collaboration with industrial physicians specializing in mental health, Nihon Kohden works on the prevention and early detection of mental health issues through stress management tests (stress checks), supporting both self-care and line care. In FY2025, we conducted line-care training for workplaces identified as having particularly high health risks among high-stress workplaces. In addition, we conducted self-care training as part of our health seminars, strengthening our support system from both organizational and individual perspectives. Mental health education is also provided for new managers and new employees. For employees experiencing mental health issues, the Company provides continuous follow-up support, including consultations with industrial physicians upon returning to work, participation in a rehabilitation work program, and regular follow-up meetings with industrial physicians. Furthermore, we provide a system that allows employees to consult with an in-house counselor who is a clinical psychologist at any time, promoting the creation of a safe and comfortable working environment.

For further details, please refer to our website.
Health Management of Employees

Effect of Health Management

Nihon Kohden continuously monitors indicators such as stress checks, health examination attendance rates, smoking rates, and employee satisfaction to quantitatively assess the progress of its health management initiatives toward achieving the targets for the final health-related indicators on the Health Management Strategy Map. Through these indicators, we evaluate the effectiveness of our initiatives and drive further improvements.

For further details, please refer to our website.
Effect of Health Management