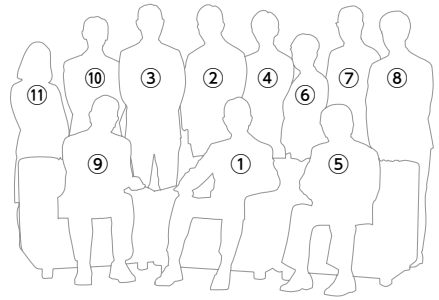
Board of Directors





① **Hirokazu Ogino**
Representative Director,
President and Chief Executive Officer

② **Eiichi Tanaka**
Corporate Director,
Executive Operating Officer,
Chief Operating Officer

③ **Yasuhiro Yoshitake**
Corporate Director,
Executive Operating Officer,
Chief Strategy Officer,
Chief Regional Officer - International

④ **Kazuhiro Kato**
Corporate Director,
Senior Operating Officer,
Chief Administrative Officer,
General Manager of Corporate Administration Operations,
Chief Compliance Officer

⑤ **Shigeru Kawatsuhara**
Outside Director

⑥ **Sumie Morita**
Outside Director

⑦ **Danny Risberg**
Outside Director

⑧ **Mamoru Morita**
Outside Director

⑨ **Shigeru Hirata**
Corporate Director,
Full-time Audit & Supervisory Committee Member

⑩ **Kazuo Shimizu**
Outside Director,
Audit & Supervisory Committee Member

⑪ **Ikumi Sato**
Outside Director,
Audit & Supervisory Committee Member

Board of Directors



Hirokazu Ogino

Representative Director
President and Chief Executive Officer

Served as Director for 13 years
Attendance at Board Meetings 16/16 (100%)

Date of birth: May 28, 1970
Apr. 1995 Joined the Company
Apr. 2007 President of Nihon Kohden Europe GmbH
Apr. 2011 General Manager of Marketing Strategy Department
Jun. 2011 Operating Officer
Jun. 2012 Corporate Director
Apr. 2013 General Manager of International Operations
Jun. 2013 Senior Operating Officer
Oct. 2013 CEO of Nihon Kohden America, Inc.
Jun. 2015 Representative Director, President and COO
Jun. 2017 Representative Director, President and Chief Executive Officer (current position)



Eiichi Tanaka

Corporate Director
Executive Operating Officer,
Chief Operating Officer

Served as Director for 8 years
Attendance at Board Meetings 16/16 (100%)

Date of birth: July 15, 1962
Apr. 1985 Joined the Company
Apr. 2002 General Manager of Marketing & Business Development Department
Oct. 2003 President of Nihon Kohden America, Inc.
Apr. 2008 General Manager of General Affairs and Human Resources Department
Jun. 2008 Operating Officer
Apr. 2011 General Manager of Accessories & Consumables Business Operations
Apr. 2013 Corporate Director & Senior Operating Officer of Nihon Kohden Tomioka Corporation
Apr. 2014 President of Nihon Kohden Tomioka Corporation
Apr. 2017 General Manager of Import Business Operations
Jun. 2017 Corporate Director (current position)
Apr. 2019 General Manager of Corporate Strategy Division
Apr. 2020 General Manager of US Operations
Apr. 2022 Senior Operating Officer
Jan. 2024 President of Nihon Kohden North America, Inc.
Apr. 2024 Chief Regional Officer - North America, General Manager of North America Business Operations
Apr. 2025 Executive Operating Officer, Chief Operating Officer (current position)



Yasuhiro Yoshitake

Corporate Director
Executive Operating Officer,
Chief Strategy Officer,
Chief Regional Officer - International

Served as Director for 8 years
Attendance at Board Meetings 16/16 (100%)

Date of birth: March 20, 1966
Apr. 1988 Joined the Company
Oct. 2003 President of Nihon Kohden Europe GmbH
Apr. 2007 General Manager of Sales Promotion Division, International Operations
Apr. 2008 Managing Director of Nihon Kohden Trading (Shanghai) Co., Ltd.
Apr. 2011 General Manager of China Operations
Jun. 2011 Operating Officer
Apr. 2013 General Manager of Asia and Middle East Operations
Apr. 2015 General Manager of International Business Operations
Jun. 2017 Corporate Director (current position)
Feb. 2019 President and CEO of Nihon Kohden America, Inc.
Apr. 2022 Senior Operating Officer
Apr. 2024 Chief Regional Officer - International (current position)
Apr. 2025 Executive Operating Officer, Chief Strategy Officer (current position)



Kazuhiro Kato

New

Corporate Director
Senior Operating Officer,
Chief Administrative Officer,
General Manager of Corporate Administration Operations,
Chief Compliance Officer

Date of birth: November 26, 1965
Apr. 1989 Joined Saitama Bank Ltd.
Apr. 2019 Operating Officer, in charge of Internal Audit, Saitama Resona Bank Limited
Apr. 2021 Senior Operating Officer, in charge of Internal Audit, Saitama Resona Bank Limited
Apr. 2022 Corporate Director (serving as an Audit & Supervisory Committee Member) of Saitama Resona Bank Limited
Mar. 2024 Retired as Corporate Director (serving as an Audit & Supervisory Committee Member) of Saitama Resona Bank Limited
Apr. 2024 Joined the Company
In charge of Internal Auditing Department
Apr. 2025 Senior Operating Officer, Chief Administrative Officer, General Manager of Corporate Administration Operations, Chief Compliance Officer (current position)
Jun. 2025 Corporate Director (current position)

Board of Directors



Shigeru Kawatsuhara

Outside Director | Independent Director

Served as Director for 9 years
Attendance at Board Meetings 16/16 (100%)
Attendance at Audit & Supervisory Committee Meetings 7/7 (100%)

Date of birth: February 14, 1952
Apr. 1975 Joined Toko, Inc.
Apr. 2002 Senior Manager of Sales Department 1, Sales Operations, Toko, Inc.
Apr. 2004 General Manager of Sales Center, Toko, Inc.
Jun. 2005 Corporate Director and General Manager of Sales Center, Toko, Inc.
Apr. 2008 President of Toko, Inc.
May 2014 Chairman of Toko, Inc.
Mar. 2015 Senior Advisor of Toko, Inc.
Apr. 2016 Part-time Advisor of Toko, Inc.
Jun. 2016 Outside Director (Audit & Supervisory Committee Member) of the Company
Jun. 2024 Outside Director of the Company (current position)



Sumie Morita

Outside Director | Independent Director

Served as Director for 1 year
Attendance at Board Meetings 11/11 (100%)

Date of birth: May 8, 1960
Apr. 1983 Joined Fujitsu Limited
Jul. 2005 Project Manager of SEI CMMI L3 Certification Project Promotion Department, Communications Division, Fujitsu Limited
Sep.2006 General Manager of Next Generation Network BT21CN Project Promotion Department, Fujitsu Limited
Oct. 2008 Project General Manager of Network Product Global Product Planning Department, Fujitsu Limited
Oct. 2010 General Manager of Department of Network Product Software Development for Transmission Device for North America, Fujitsu Limited
Apr. 2014 Chief Research Officer of Manufacturing Technology Laboratory of Fujitsu Laboratories Ltd.
Nov. 2015 Chief Research Officer of Software Research Laboratory of Fujitsu Laboratories Ltd.
Senior Director of Common Software Technology Department, Fujitsu Limited
Jan. 2018 Joined Fujitsu General Limited, Chief Manager of Air Conditioning System Development Department
Apr. 2019 Corporate Executive of Fujitsu General Limited (in charge of Air Conditioning System Development)
Apr. 2022 Professor at Department of Information and Computer Science, Faculty of Systems Science and Technology, Akita Prefectural University (current position)
Mar. 2023 Outside Director of Sumitomo Heavy Industries, Ltd. (current position)
Jun. 2024 Outside Director of the Company (current position)
Jun. 2025 Outside Director of Bunka Shutter Co., Ltd. (current position)



Danny Risberg

Outside Director | Independent Director

Served as Director for 1 year
Attendance at Board Meetings 11/11 (100%)

Date of birth: November 20, 1962
Jul. 1995 Established Suruga Inc.
Aug. 1996 Established Metran America Inc.
Jul. 1999 Joined Respironics Inc., as Director APAC responsible for overseeing Asia-Pacific and International Division
Apr. 2005 Joined Fuji Respironics Co. Ltd., President and CEO, with responsibility for overseeing Asia-Pacific and International Division
May 2009 Executive Officer of the Healthcare Business Division and COO of Philips Electronics Japan, Ltd.
Jan. 2010 President and CEO, Chairman and CEO of Philips Electronics Japan, Ltd
Apr. 2010 Chairman of Medical Devices and IVD Committee at the European Business Council in Japan
Jun. 2010 Director of Japan Medical Imaging and Radiological Systems Industries Association
Jun. 2012 Vice Chairman of Japan Medical Imaging and Radiological Systems Industries Association
Feb. 2014 Chairman of the European Business Council in Japan
Mar. 2017 Chairman and Director of Philips Electronics Japan, Ltd
Mar. 2018 Retired as Chairman and Director of Philips Japan, Ltd
May 2018 Deputy Co-Chair of EU-Japan Business Round Table
Sep.2018 President and Representative Director of Baxter Limited
Oct. 2018 Director of American Medical Devices and Diagnostics Manufacturers' Association
Dec.2022 Retired as President and Representative Director of Baxter Limited
Jun. 2024 Outside Director of the Company (current position)



Mamoru Morita

New | Outside Director | Independent Director

Date of birth: April 12, 1959
Apr. 1983 Joined Hitachi, Ltd.
Apr. 2015 General Manager of Strategy Planning Division of Hitachi, Ltd.
Apr. 2016 Vice President and Executive Officer, General Manager of Strategy Planning Division of Hitachi, Ltd.
Apr. 2020 Senior Vice President and Executive Officer, CSO, General Manager of Strategy Planning Division, General Manager of Future Investment Division of Hitachi, Ltd.
Apr. 2022 Senior Vice President and Executive Officer, CSO, General Manager of Strategy Planning Division of Hitachi, Ltd.
Apr. 2024 Executive Advisor of Hitachi, Ltd.
Apr. 2025 Strategic Expert, Nuclear Energy Business Unit of Hitachi, Ltd. (current position)
Jun. 2025 Outside Director of the Company (current position)

Board of Directors



Shigeru Hirata

Corporate Director (Full-time Audit & Supervisory Committee Member)

Served as Director for 4 years
Attendance at Board Meetings 16/16 (100%)
Attendance at Audit & Supervisory Committee Meetings 19/19 (100%)

Date of birth: May 12, 1961
Apr. 1985 Joined the Company
Apr. 2011 General Manager of General Affairs & Human Resources Department
Jun. 2011 Operating Officer
Apr. 2014 General Manager of Human Resources Department
Apr. 2016 General Manager of Finance Department
Apr. 2020 Deputy General Manager of Global Corporate Administration Operations and General Manager of Finance Department
Jun. 2021 Corporate Director (Full-time Audit & Supervisory Committee Member) (current position)



Kazuo Shimizu

Outside Director | Independent Director

Audit & Supervisory Committee Member

Served as Director for 5 years
Attendance at Board Meetings 16/16 (100%)
Attendance at Audit & Supervisory Committee Meetings 19/19 (100%)

Date of birth: May 16, 1959
Apr. 1983 Joined Nippon Yusen Kabushiki Kaisha
Oct. 1989 Joined Asahi Audit Corporation (currently KPMG AZSA LLC)
Oct. 1992 Joined Shimizu Susumu Certified Tax Accountant Office
Mar. 1993 Registered as a certified public accountant
May 1994 Registered as a certified tax accountant
Jan. 2003 Joined Ernst & Young Shinnihon Tax (currently Ernst & Young Tax Co.)
Sep.2013 Joined Shimizu Accounting Office, Representative Partner of Ryoh-koh Audit Corporation (current position)
Jun. 2020 Outside Director (Audit & Supervisory Committee Member) of the Company (current position)



Ikumi Sato

Outside Director | Independent Director

Audit & Supervisory Committee Member

Served as Director for 1 year
Attendance at Board Meetings 11/11 (100%)
Attendance at Audit & Supervisory Committee Meetings 12/12 (100%)

Date of birth: December 25, 1963
Apr. 1990 Joined Aizawa Kenji Law Office, Registered as an attorney (Tokyo Bar Association)
Mar. 1992 Cancelled registration in Tokyo Bar Association for travel to the U.S.
Sep.1995 Joined Miki & Yoshida Law and Patent Office, Registered as an attorney, State of New York, USA, Re-registered as an attorney (Daini Tokyo Bar Association)
Jan. 2011 Joined Sanders & Dempsey L.L.P. (currently Squire Patton Boggs (US) L.L.P.) (Tokyo Office)
Mar. 2013 Joined Yabuki Law Offices
Apr. 2017 Deputy Chair of Daini Tokyo Bar Association
Apr. 2018 Executive Governor of Japan Federation of Bar Associations
Apr. 2019 Member of Information Disclosure and Personal Information Protection Commission, the Ministry of Internal Affairs and Communications (current position)
Jun. 2019 Director of Japan Aerobic Federation (current position)
Outside Audit & Supervisory Board Member of DAI-DAN CO., LTD.
Jan. 2021 Joined Nozomi Sogo Attorneys at Law (current position)
Apr. 2021 Executive Governor of Japan Attorneys National Pension Fund
Councilor to Asset Management Committee of National Pension Fund Association
Jun. 2021 Outside Director of DAI-DAN CO., LTD. (current position)
Jun. 2022 Outside Audit & Supervisory Board Member of TAIYO HOLDINGS CO., LTD.
Jun. 2024 Outside Director (Audit & Supervisory Committee Member) of TAIYO HOLDINGS CO., LTD. (current position)
Outside Director (Audit & Supervisory Committee Member) of the Company (current position)

Board of Directors

Director Skills Matrix

The Board of Directors consists of eleven members including six independent outside directors with expertise. Directors utilize their knowledge, experience, and abilities to make decisions and supervise the execution of business in order to realize the Long-term Vision and the Three-year Business Plan.
In addition to the expertise and experience of each director, all directors are engaged in management from the perspective of sustainability. The Company continues its efforts to further strengthen sustainability.

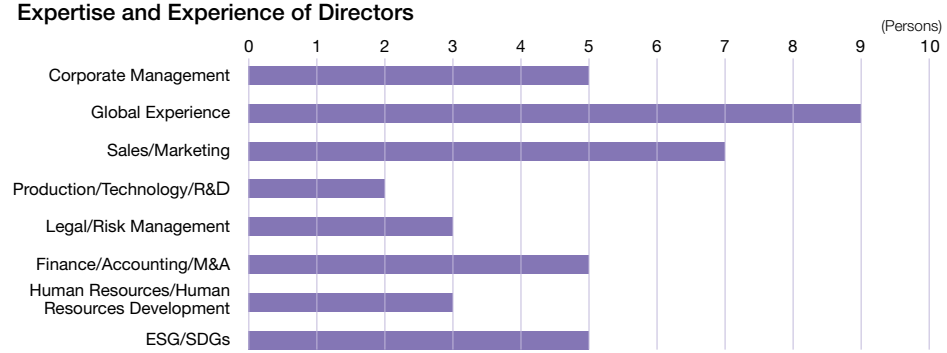
As of June 26, 2025

Name	Gender	Position	Outside	Age	Term of Office	Corporate Management	Global Experience	Sales/ Marketing	Production/ Technology/ R&D	Legal/Risk Management	Finance/ Accounting/ M&A	Human Resources/ Human Resources Development	ESG/ SDGs
Hirokazu Ogino	Male	Representative Director, President and Chief Executive Officer (CEO)		55	13 years	●	●	●			●		●
Eiichi Tanaka	Male	Corporate Director, Executive Operating Officer, Chief Operating Officer (COO)		62	8 years	●	●	●	●			●	
Yasuhiro Yoshitake	Male	Corporate Director, Executive Operating Officer, Chief Strategy Officer (CSO), Chief Regional Officer - International (CRO-I)		59	8 years	●	●	●					
Kazuhiro Kato	Male	Corporate Director, Senior Operating Officer, Chief Administrative Officer (CAO)		59	—		●	●		●	●		●
Shigeru Kawatsuhara	Male	Outside Director, Nomination & Remuneration Committee Member	Outside Director	73	9 years	●	●	●					
Sumie Morita	Female	Outside Director	Outside Director	65	1 year		●		●				●
Danny Risberg	Male	Outside Director	Outside Director	62	1 year	●	●	●					
Mamoru Morita	Male	Outside Director	Outside Director	66	—		●				●		●
Shigeru Hirata	Male	Corporate Director, Full-time Audit & Supervisory Committee Member		64	4 years			●			●	●	
Kazuo Shimizu	Male	Outside Director, Audit & Supervisory Committee Member, Nomination & Remuneration Committee Member	Outside Director	66	5 years					●	●		
Ikumi Sato	Female	Outside Director, Audit & Supervisory Committee Member, Nomination & Remuneration Committee Member	Outside Director	61	1 year		●			●		●	●

Definition of Skills Matrix

Skills	Definition of Skills
Corporate Management	Experience as president or equivalent at other companies or group subsidiaries
Global Experience	Global business experience including overseas assignments
Sales/Marketing	Business experience and management experience in sales and marketing
Production/Technology/R&D	Business experience, management experience and possession of expertise in production, technology, and R&D
Legal/Risk Management	Business experience in legal and risk management, Attorney
Finance/Accounting/M&A	Business experience in finance, accounting, and M&A, Certified Public Accountant, CFO experience
Human Resources/Human Resources Development	Business experience, management experience, and possession of expertise in human resources and human resources development
ESG/SDGs	Business experience, management experience, and possession of expertise in sustainability including ESG and SDGs

Expertise and Experience of Directors



Messages from Outside Directors

The following are messages from the six outside directors and the overview of meetings of outside directors to exchange opinions.



Pursuing sound and sustainable management even in a climate of increasing uncertainty

Shigeru Kawatsuhara
Outside Director

The external environment has been undergoing drastic changes not seen in recent years, such as Russia's invasion to Ukraine, the economic slowdown in China, the tensions in the Middle East, the frequent occurrence of extreme weather events, and, more recently, the so-called "Trump shock."
Meanwhile, Nihon Kohden has continued to advance the reform of the profit structure, a project that includes self-initiated measures, to build a structure that is less susceptible to changes in the external environment. We have also been proactively pursuing business expansion through M&A, including the consolidation of Ad-Tech Medical Instrument Corporation in the U.S. as a subsidiary.
We recognize that we are now entering the most critical and challenging time in achieving our Three-year Business Plan. With this awareness, I will continue to devote myself even more sincerely than before to providing supervision and recommendations as an outside director, so that the Company can achieve sound and sustainable growth.



Building an ecosystem for a global company creating high added value

Sumie Morita
Outside Director
Professor at Department of Information and Computer Science,
Faculty of Systems Science and Technology,
Akita Prefectural University

In line with the three transformations set to realize our Long-term Vision, which aims for an operating income margin of 15% and an overseas sales ratio of 45%, we started the Three-year Business Plan, BEACON 2030 Phase II, in FY2024. I particularly believe that the first step toward transforming into a global company creating high added value is the ability to create new business models. In today's Japan, where individual companies are limited in their ability to solve issues independently, building a co-creative healthcare platform and a global co-creation network will enhance our competitiveness. In addition, to promote the establishment of such an organization, Operational Excellence in a Center of Excellence (COE) is essential as the foundation, and the combined use of classical approaches such as Lean Six Sigma* and modern approaches utilizing data and AI is also crucial.
I will continue to envision future scenarios for our global company creating high added value and, while taking the global situation into account, contribute through supervision to building an ecosystem for realizing co-creative healthcare.

* Lean Six Sigma: a methodology to improve operational efficiency and quality, integrating Lean, which focuses on eliminating waste, and Six Sigma, which uses statistical methods to reduce variation and provide consistent quality.

Messages from Outside Directors



A year of insight: toward further growth

Danny Risberg
Outside Director

Upon completing my first year as a member of the Nihon Kohden Board of Directors, I feel very positive about our shared mission and values. Over the past year, I have gained a deeper understanding of the people, operations, and strengths that have brought us to where we are today.
Despite the global challenges facing businesses and society, I remain confident in the potential that lies ahead. To realize this potential, I believe we must continue to focus on executing our strategy, uphold our commitment to operational excellence, and stay open to change and growth.
Our path forward is about refining what has made us successful while embracing what we aspire to become - a company that consistently delivers on its commitments, serves patients and society with integrity, and stands out as a truly exceptional organization.
I am motivated to keep working together with passion and purpose, striving not only to meet but to exceed our goals and expectations.



Generating cash through growth investment

Mamoru Morita
Outside Director
Strategic Expert, Nuclear Energy Business Unit, Hitachi, Ltd.

I am honored to have been appointed as an outside director of Nihon Kohden, a company fighting disease and improving health with advanced technology. I hold in high regard the Company's history of contributing to society and creating corporate value through innovation centered on technology.
To further accelerate the enhancement of corporate value, I believe that generating cash through strategic investment is essential. Amid the current significant fluctuations in geopolitical risks and economic environments, global growth investment and the resulting cash generation are challenging. However, drawing on my experience in planning and executing strategies to generate cash through sales and profit growth, I will contribute to enhancing corporate value.
I will strive to connect the Company's founding belief "curing disease is something that transcends politics and national borders, and we will never have any regret putting all our energy into this goal" to the creation of corporate value and to increase Nihon Kohden's value with all stakeholders, primarily our shareholders.

Messages from Outside Directors



Turning changes in the external environment into opportunities for growth through a flexible mindset

Kazuo Shimizu

Outside Director (Audit & Supervisory Committee Member)
Representative Partner of Ryoh-koh Audit Corporation

In FY2024, in addition to proactive M&A, Nihon Kohden carried out capital investments, including the construction of a new plant in Tsurugashima and the introduction of PLM/MES* systems. By region, profitability in North America Business Operations, which are one of its issues, has shown signs of improvement, and future growth is anticipated. We are also shifting toward our Digital Health Solutions (DHS) Business that solves medical issues through digital technologies and innovation.
We are allocating funds to growth areas as set in our Three-year Business Plan, while also working to enhance profitability by improving personnel productivity and optimizing the supply chain.
At the same time, the impacts of rising nationalism in various countries, particularly in the U.S., are unpredictable. We therefore need to have a mindset that identifies such risks and turns them into opportunities for growth. I also believe that it is important to revise our targets flexibly in response to changes in the environment.
As an outside director serving as an Audit & Supervisory Committee member, I will continue to supervise the execution by the management team from an investor's perspective, without being biased toward a short-term vision.

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



Enhancing global-standard governance toward becoming a global company

Ikumi Sato

Outside Director (Audit & Supervisory Committee Member)
Attorney, Nozomi Sogo Attorneys at Law

For over half a century, Nihon Kohden has continued to provide various medical devices to people fighting disease as a leading company in medical electronics. To continue delivering quality medical devices to even more people than ever, the Company is now growing into a global company.
We recognize that in order for the Company to achieve sustainable growth and improve corporate value, it is essential to promptly and lawfully comply with a wide range of stringent standards and legal systems in each country, and to enhance our corporate governance structure of global standards.
As one of the outside directors serving as an Audit & Supervisory Committee member, I will continue to strive to maintain the enhanced discussions within the Company's Board of Directors and Audit & Supervisory Committee and the effectiveness of these bodies. At the same time, I will take various opportunities to confirm that the management team's decisions at the Company are contributing to the enhancement of corporate value.

Messages from Outside Directors

Meetings of Outside Directors to Exchange Opinions

■ Overview

Nihon Kohden has been holding regular meetings for outside directors to exchange opinions and build a common understanding since FY2016.

Aims	With a membership composed entirely of independent outside directors, these meetings are held on a regular basis and are designed to exchange opinions and build common understanding from an independent and objective standpoint. The meetings aim at encouraging outside directors to engage in lively discussions at the Board Meetings.
Members	Six independent outside directors, including two members of the Audit & Supervisory Committee
Dates for Meetings	In FY2024, two meetings were held in May 2024 and February 2025.
Agenda	May The results of the evaluation of the effectiveness of the Board of Directors Feb. Update on the progress in improving the Board's effectiveness

■ Content of Meetings

Regarding the main agenda item, the results of the evaluation of the effectiveness of the Board of Directors, the board members exchanged their opinions on the following topics.

FY2024

- Clarification of the background and numerical basis of the agendas necessary for decision-making
- Appropriate allocation of reporting and discussion time based on the importance of each agenda item
- Simplification of meeting materials and streamlining of report content

In addition, since FY2021, we have held free discussions, to exchange opinions without setting limits on themes. Two discussions were held in FY2024, and discussions are also scheduled to be held two to three times in FY2025. The meetings are very meaningful as they allow outside directors to freely debate and share each other's recognition on various topics such as the Long-term Vision, Nihon Kohden's risks, and Nihon Kohden's initiatives in overseas business.

