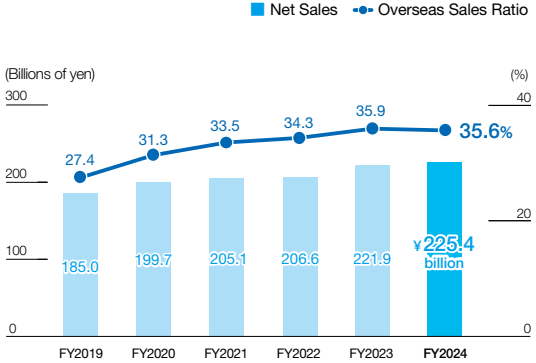
Financial/Non Financial Summary

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	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Business results												
Net sales	153,194	160,803	165,522	166,285	174,249	178,799	185,007	199,727	205,129	206,603	221,986	225,424
Operating income	17,547	15,921	16,438	13,585	14,517	15,044	15,503	27,094	30,992	21,120	19,591	20,713
Income attributable to owners of parent*1	12,346	11,142	10,516	9,149	9,154	11,191	9,854	18,243	23,435	17,110	17,026	14,098
Financial position												
Current assets*2	106,515	118,389	112,929	119,235	120,687	132,211	129,020	156,140	171,875	172,500	184,333	183,085
Current liabilities*2	41,248	45,654	42,901	45,006	44,601	48,346	40,319	50,608	50,804	46,568	49,901	72,296
Total assets*2	130,917	146,755	144,270	152,806	157,910	169,717	167,786	193,030	210,201	216,728	233,233	258,276
Net assets	88,512	99,304	97,671	103,887	109,355	116,087	121,774	138,986	156,381	167,604	181,082	181,294
Cash flows												
Cash flows from operating activities	9,383	12,505	10,765	11,356	10,843	9,819	9,217	13,945	25,699	(2,513)	15,607	15,286
Cash flows from investing activities	(4,421)	(4,689)	(7,802)	(6,344)	(3,346)	(3,258)	(4,607)	(2,946)	(4,303)	(7,647)	(5,208)	(25,138)
Free cash flow	4,962	7,815	2,962	5,011	7,497	6,561	4,609	10,999	21,396	(10,161)	10,398	(9,852)
Cash flows from financing activities	(3,436)	(3,267)	(9,488)	(3,517)	(4,628)	(3,074)	(3,054)	(3,007)	(7,300)	(7,485)	(6,968)	2,550
Cash and cash equivalents	28,808	34,113	27,283	28,560	31,285	34,697	35,913	44,356	60,095	43,988	49,877	43,061
Per share information												
Net income (Yen)*3	281.03	126.83	120.12	106.81	106.92	131.43	115.72	214.21	276.51	203.28	101.23	84.88
Dividends (Yen)*4	70.0	70.0	35.0	35.0	35.0	35.0	35.0	55.0	67.0	61.0	61.0	31.0
Other												
R&D costs	7,108	5,745	5,910	6,466	7,226	7,243	6,731	6,357	5,711	6,200	6,996	6,826
Number of employees (Persons)	4,495	4,616	4,776	4,934	5,031	5,169	5,357	5,531	5,639	5,751	5,891	6,114
Number of shares issued at end of year (Thousands of shares)*5	45,765	45,765	89,730	89,730	89,730	88,730	88,730	88,730	88,730	88,230	88,230	170,961
Common Stock Price (fiscal year-end) (Yen)*6	4,115	3,275	2,798	2,489	2,961	3,290	4,060	3,230	2,951	3,590	4,004	2,003
Price Book Value Ratio (times)	2.04	2.90	2.45	2.05	2.31	2.41	2.84	1.98	1.59	1.80	1.86	1.82
Key performance indicators												
ROE (%)	15.0	11.9	10.7	9.1	8.6	9.9	8.3	14.0	15.9	10.6	9.8	7.8
Operating income margin (%)	11.5	9.9	9.9	8.2	8.3	8.4	8.4	13.6	15.1	10.2	8.8	9.2
Dividend payout ratio (%)	24.9	27.6	29.1	32.8	32.7	26.6	30.2	25.7	24.2	30.0	30.1	36.2

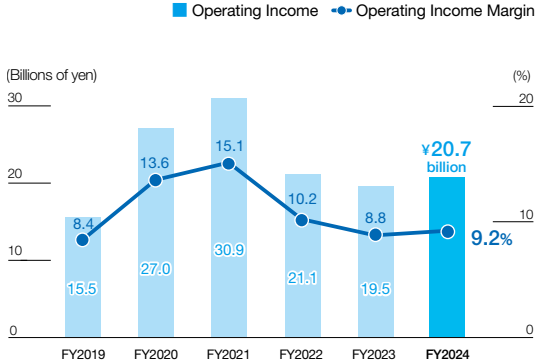
*1 The figures for FY2014 or earlier periods represent net income.
*2 Since the beginning of FY2018 ended March 31, 2019, the Company has applied the partial amendments to the Accounting Standard for Tax Effect Accounting (ASBJ No. 28, February 16, 2018). These accounting standards apply to FY2017 figures 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

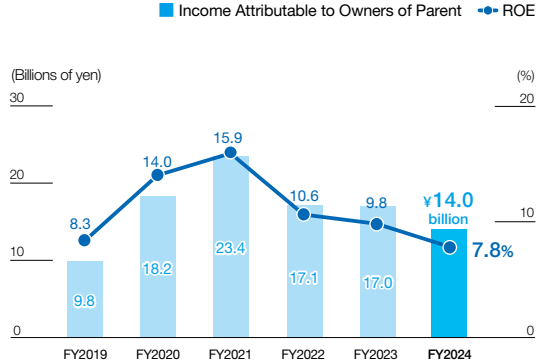
Net Sales/Overseas Sales Ratio



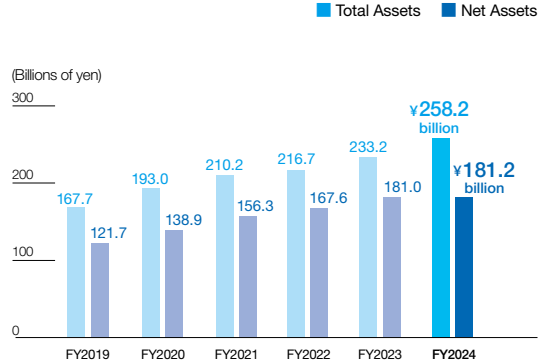
Operating Income/Operating Income Margin



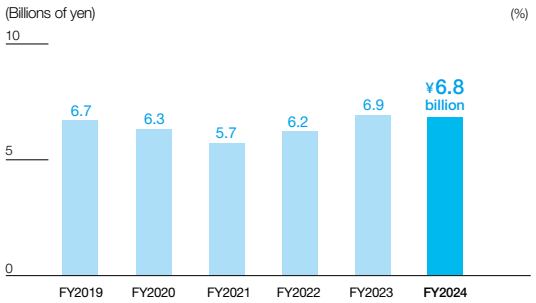
Income Attributable to Owners of Parent/ROE



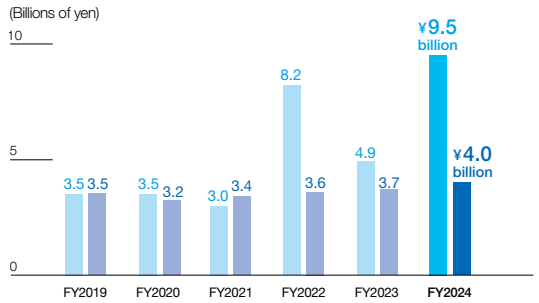
Total Assets/Net Assets



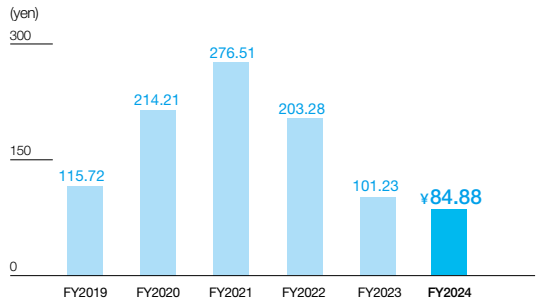
R&D Costs



Capital Investment/Depreciation

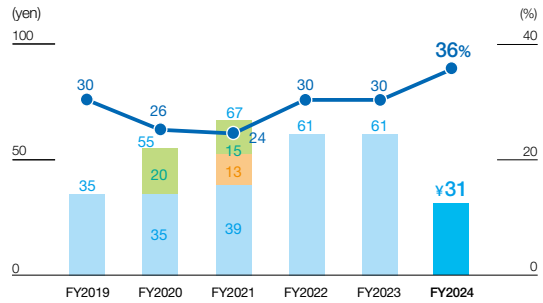


Net Income per Share*



* 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.

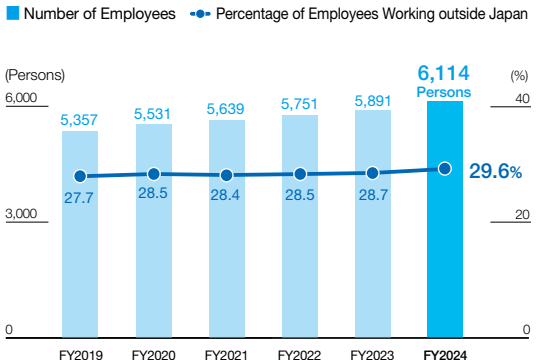
Dividends per Share*/Payout Ratio (consolidated)



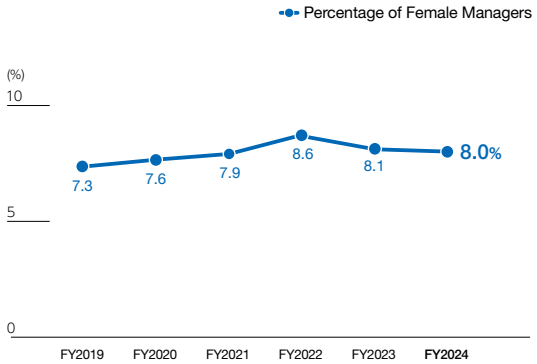
* Effective July 1, 2024, each share of common stock was split into two shares. For FY2023 and earlier, the actual dividend amounts before the stock split is shown.

Financial/Non Financial Summary

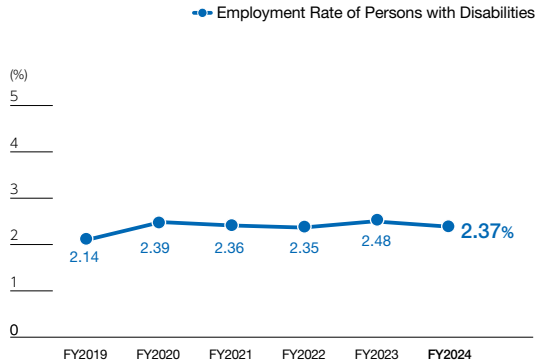
Number of Employees (Consolidated)/ Percentage of Employees Working outside Japan



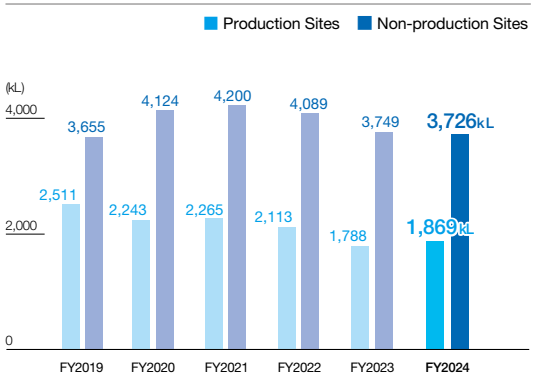
Percentage of Female Managers*1



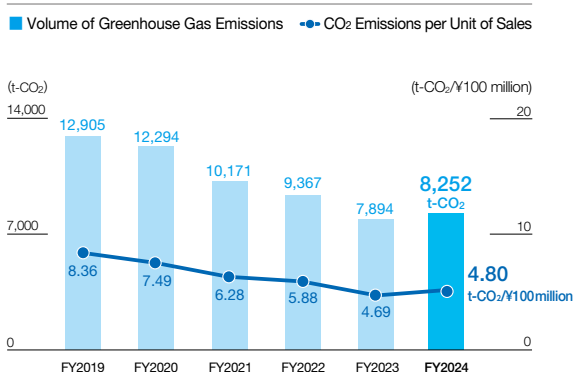
Employment Rate of Persons with Disabilities*1



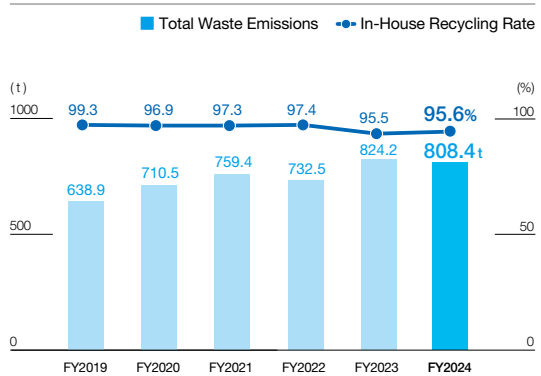
Total Energy Consumption (Barrels of Oil Equivalent (BOE))*2



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



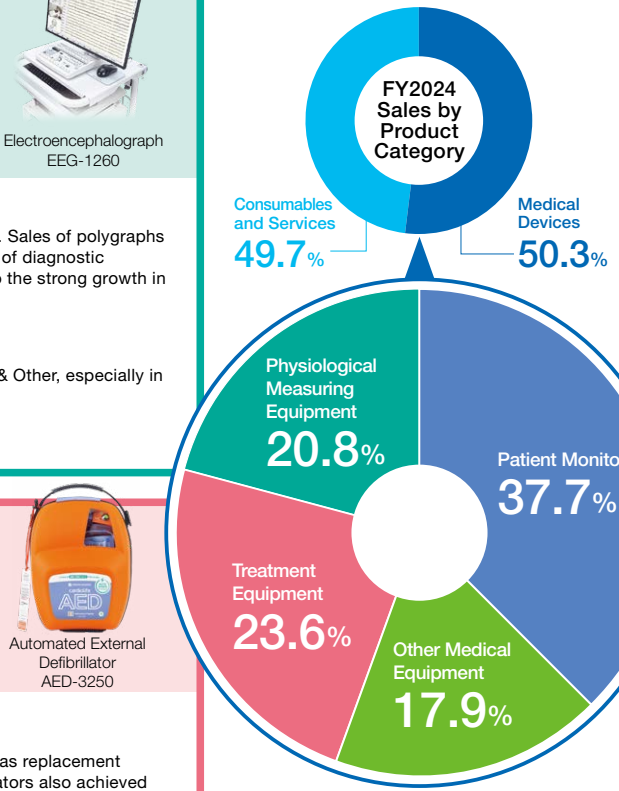
Total Waste Emissions/ In-House Recycling Rate*3



*1 The percentage of female managers and the employment rate of persons with disabilities are figures for the parent company.
*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)

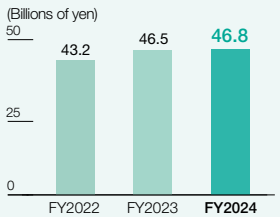


Physiological Measuring Equipment

Sales ¥46.8 billion | % change YoY +0.8%

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-1260



Japan Sales of EEGs achieved double-digit growth. Sales of polygraphs for cath lab and ECGs also increased. Sales of diagnostic information systems decreased compared to the strong growth in FY2023.

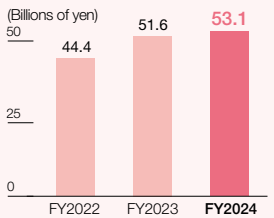
International Sales of EEGs and ECGs decreased in Asia & Other, especially in China.

Treatment Equipment

Sales ¥53.1 billion | % change YoY +2.9%

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.

Automated External Defibrillator AED-3250



Japan Sales of AEDs showed double-digit growth, as replacement demand for AEDs recovered. Sales of ventilators also achieved double-digit growth driven by a mask-type ventilator.

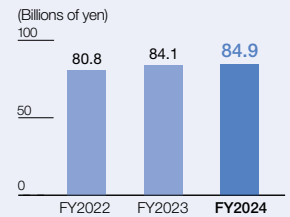
International Sales of Defibtech AEDs decreased due to inventory adjustment at distributors as well as the impact from the change in the fiscal term. Sales of ventilators increased significantly in North America in addition to favorable sales in Asia & Other and Latin America.

Patient Monitors

Sales ¥84.9 billion | % change YoY +1.0%


Bedside Monitor BSM-5700

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 clinical information systems decreased compared to the strong growth in FY2023, while sales of consumables such as sensors increased.

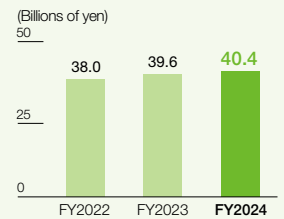
International Sales in North America achieved double-digit growth and sales in Europe also increased. Sales in Asia & Other and Latin America decreased.

Other Medical Equipment

Sales ¥40.4 billion | % change YoY +1.8%


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 locally purchased products decreased, while sales of hematology instruments and reagents, and maintenance services for medical devices increased favorably.

International Sales of hematology instruments and reagents achieved double-digit growth in Europe and Latin America.

Management's Discussion and Analysis

Business Environment

In FY2024, the global economic outlook remained uncertain due to higher geopolitical risks, while tight monetary policy eased in the U.S. and Europe. In Japan, each medical institution strove to implement task shifting and improve its operational efficiency, as work style reforms for medical staff took effect in April 2024 and medical treatment fees were revised in June 2024. However, business sentiment in medical institutions declined due to price and wage inflation. Internationally, hospital capital expenditure in China was still cautious due to the impacts of the anticorruption campaign and economic slowdown. In the U.S., hospital finance showed a trend of improvement as the number of testing and surgical procedures increased. Medical institutions both in Japan and internationally have promoted 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 medical care.

Review of Operations

Nihon Kohden implemented its Three-year Business Plan, BEACON 2030 Phase II, which started from FY2024. 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." The Company launched a series of its new high-value-added products and services such as mid- to low-end bedside monitors and defibrillators for hospitals both in Japan and internationally, as well as dashboard software for monitoring patient condition and clinical assistant service for small and mid-sized hospitals in Japan. The Company also started to provide a locally developed remote ICU solution in the U.S. The Company strengthened its overseas business structure through establishing Nihon Kohden Vietnam Company Limited in May 2024, starting full operation of a new reagent factory in India in September 2024, and acquiring 71.4% shares of a parent company of Ad-Tech Medical Instrument Corporation in November 2024. As a result, overall sales increased 1.5% over FY2023 to ¥225.4 billion.

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. As a result of these initiatives, domestic sales increased. Sales of AEDs increased favorably in the PAD (public access defibrillation) market. Sales in the university and clinic markets increased, while sales in the public hospital market remained flat. Sales in the private hospital market decreased compared to the strong growth due to large orders in FY2023. Sales of Treatment Equipment achieved double-digit growth and sales of Physiological Measuring Equipment also increased. Sales of Patient Monitors and Other Medical Equipment decreased. As a result, domestic sales increased 2.0% over FY2023 to ¥145.2 billion.

■ International

Overseas sales increased on a yen basis due to the currency effect. Sales on a local currency basis decreased due to lower sales in Asia & Other and Latin America, as well as the impact of a change in the fiscal term of Defibtech, LLC according to the reorganization of subsidiaries in the U.S. in FY2023. In North America, sales of patient monitors, ventilators, and neurology products achieved double-digit growth, while sales of AEDs decreased. Sales in Latin America decreased mainly in Costa Rica and Columbia compared to the strong performance in FY2023, while sales in Brazil increased favorably. Sales in Europe decreased, mainly in the U.K. and the Netherlands, although sales in Germany and Italy increased. Sales in Asia & Other decreased, mainly in China. Sales in the Middle East & Africa also decreased compared to the strong growth due to large orders in Morocco in FY2023. Sales of Other Medical Equipment increased favorably and sales of Patient Monitors also increased. Sales of Treatment Equipment and Physiological Measuring Equipment decreased. As a result, international sales increased 0.7% over FY2023 to ¥80.1 billion.

* In the previous year, Defibtech, LLC changed its fiscal term from end on December 31 to end on March 31, according to the reorganization of U.S. subsidiaries. In FY2023 ended March 31, 2024, Nihon Kohden consolidated the fifteen months of Defibtech's operating results from January 1, 2023 to March 31, 2024.

Management's Discussion and Analysis

Operating Results by Reporting Segments

Japan	Sales increased 1.8% to ¥146.5 billion and segment income increased 6.4% to ¥21.9 billion in FY2024.
North America	Sales increased 6.9% to ¥44.8 billion and segment loss was ¥0.9 billion in FY2024 (segment loss of ¥2.2 billion in FY2023).
Rest of World	Sales decreased 5.7% to ¥33.9 billion and segment income decreased 19.1% to ¥1.8 billion in FY2024.

Cost of Sales, SGA Expenses, Operating Income, and Income Attributable to Owners of Parent

Cost of sales decreased 2.1% over FY2023 to ¥108.2 billion. The gross profit margin increased by 1.8 percentage points to 52.0% due to a decrease in inventory devaluation, higher selling prices, and favorable product mix, and the gross profit on sales increased by 5.2% over FY2023 to ¥117.1 billion. SGA expenses increased 5.1% over FY2023 to ¥96.4 billion due to strengthening of human resources, wage increases. The ratio of SGA expenses rose 1.4 percentage points to 42.8% due to missing actual overseas sales forecasts, negative currency effect, and wage increases. R&D costs decreased ¥0.17 billion year on year to ¥6.8 billion. The ratio of R&D costs to sales decreased 0.2 percentage points to 3.0%. As a result, operating income increased 5.7% to ¥20.7 billion. Ordinary income decreased 20.4% to ¥20.3 billion reflecting foreign exchange losses compared to gains in FY2023. Income attributable to owners of parent decreased 17.2% to ¥14.0 billion, as gains on sale of investment securities and losses on devaluation of investment securities were recorded as extraordinary income and extraordinary losses, respectively.

Assets, Liabilities, and Equity

■ Assets

Total assets at the end of FY2024 increased by ¥25.0 billion compared to the end of the previous fiscal year. Current assets decreased by ¥1.2 billion compared with the end of the previous fiscal year. This was mainly due to a decrease in inventory. Fixed assets increased by ¥26.2 billion compared with the end of the previous fiscal year. This was mainly due to an increase in goodwill and other intangible assets resulting from the acquisition of NeuroAdvanced Corp., as well as an increase in construction in progress for the construction of a new plant in Tsurugashima, while investment securities decreased due to the sale of shares.

■ Liabilities and Equity

Total liabilities increased by ¥24.8 billion compared to the end of the previous fiscal year. This was mainly due to a decrease in accrued income taxes and an increase in short-term loans to acquire shares of NeuroAdvanced Corp. Total net assets increased by ¥0.2 billion compared to the end of the previous fiscal year. This was mainly due to an increase in retained earnings, acquisition of treasury shares, etc. Equity ratio decreased by 8.1 percentage points to 69.5%.

■ Cash Flows

Funds provided by operating activities decreased by ¥0.3 billion year-on-year to ¥15.2 billion. This is mainly due to income before income taxes of ¥21.5 billion, a decrease in inventories of ¥2.4 billion, a decrease in notes and accounts receivables of ¥0.7 billion, and a decrease in notes and accounts payables of ¥0.2 billion. Funds used in investing activities increased by ¥19.9 billion year-on-year to ¥25.1 billion. This is mainly due to the purchase of property, plant and equipment of ¥7.1 billion, the purchase of intangible assets of ¥1.5 billion, and the purchase of shares of subsidiaries resulting in a change in the scope of consolidation of ¥18.8 billion (payment of consideration for the acquisition of shares of ¥15.9 billion, repayment of loans of the new consolidated subsidiary resulting from acquisition of ¥3.2 billion, and an increase in cash and cash equivalents of the new consolidated subsidiary of ¥0.3 billion). Funds used in financing activities amounted to ¥2.5 billion (expenditure of ¥6.9 billion in the previous year). This is mainly due to an increase in short-term loans of ¥25.3 billion, purchase of treasury shares of ¥10.0 billion, and cash dividends paid of ¥5.1 billion. Cash and cash equivalents at the end of FY2024 decreased by ¥6.8 billion to ¥43.0 billion compared with the end of the previous fiscal year.

■ ROE

ROE in FY2024 was 7.8%, below the target of 12%. This was due to a decrease in ordinary income caused by foreign exchange losses and a decline in the net profit margin due to reduced extraordinary income.