Three-year Business Plan, BEACON 2030 Phase II

Faced with a rapidly changing global situation and a difficult business environment, in BEACON 2030 Phase II, Nihon Kohden implements the reform of the profit structure, makes investments in growth areas, and establishes collaborations between new business models and existing businesses.

3 Indicators and 6 Key Measures

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

1 Growth

Sales CAGR FY2023 - FY2026 **5%**

- Enhance product competitiveness
- Focus on growth of North America Business

2 Profitability

Operating income margin in FY2026 **15%**

- Implement the reform of the profit structure
- Advance global supply chain management

3 Capital efficiency

ROE in FY2026 **12%**

- Introduce Nihon Kohden's own ROIC formula
- Reduce cash conversion cycle

Practice of Sustainability Management — Medical issues | Environmental issues | Social issues

For further details, please refer to our website.

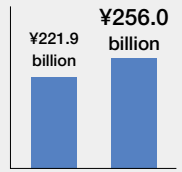
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FY2026 Targets

Net Sales	¥256.0 bil
Domestic Sales	¥157.0 bil
Overseas Sales (Overseas Sales Ratio)	¥99.0 bil (38.7%)
Gross Profit Margin	53%
Operating Income (Operating Income Margin)	¥38.5 bil (15%)
Income Attributable to Owners of Parent	¥25.0 bil
ROIC	12%
ROE	12%

Sales targets by region and product category for FY2026 ending March 2027

Sales targets



FY2023-26 CAGR **5%**

Breakdown of sales by region/product category and growth drivers

		FY2023-26 CAGR	
Region	Japan	¥157.0 billion	3 % Sustains stable growth
	North America	¥50.0 billion	11 % Positioned as a growth driver
	Latin America	¥6.0 billion	0 %
	Europe	¥14.0 billion	2 %
	Asia & Other	¥29.0 billion	7 %
Product category	Physiological Measuring Equipment	¥53.0 billion	4 %
	Patient Monitors	¥98.0 billion	5 % Focusing on as core business
	Treatment Equipment	¥63.0 billion	7 % Expanding ventilator business
	Other Medical Equipment	¥42.0 billion	2 %
	Consumables and Services		Mid-single digit
	Solutions		Mid-single digit

* Exchange rate assumptions: ¥140 to the U.S. dollar, ¥150 to the euro.