


Vision towards 2030 for the Future

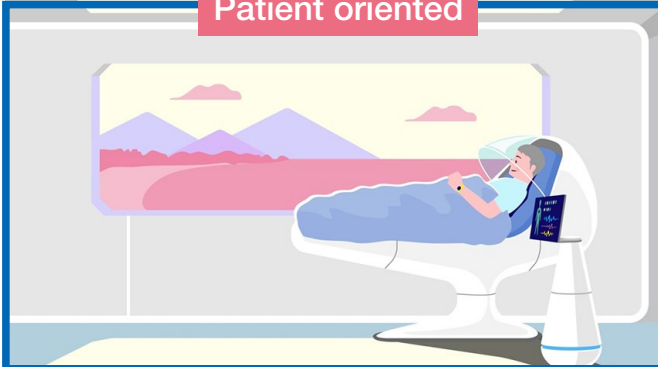
Nihon Kohden will combine our original technologies and clinical expertise with advanced technology in collaboration with global partners, to create valuable solutions that help solve issues in clinical sites.

Intelligent



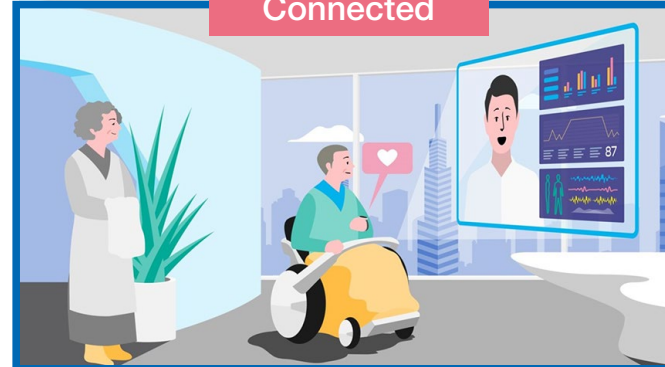
Can we eliminate human error in operating rooms with advances in technology?

Patient oriented



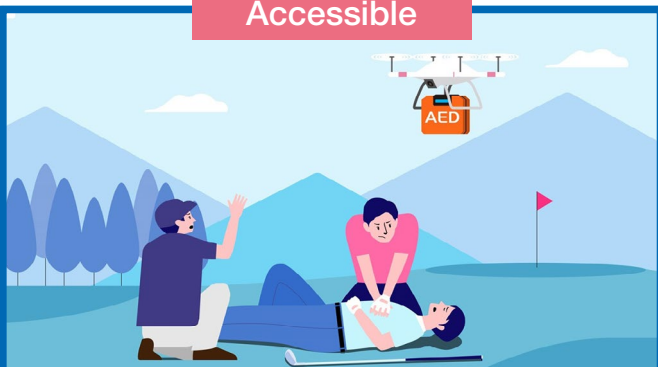
How do we design ICUs where patients can recover in peace and with dignity?

Connected



Can we connect medicine and life, so that people can enjoy their time wherever they desire?

Accessible



How do we bridge the final distance between AEDs and people to save every life possible?



Optimized



How can we create a medical system with both quality and efficiency so that patients, families, and healthcare professionals all thrive?

Corporate Value Creation Model

Through its business activities based on its Management Philosophy, Nihon Kohden is working to address social issues and offer value to society as well as attain sustainable development and enhance the corporate value of the Group.

Realization of the Company's Management Philosophy

Long-Term Vision
 Illuminating Medicine for Humanity

| | |
|------------------|----------------------|
| Operating margin | Overseas sales ratio |
| 15% | 45% |

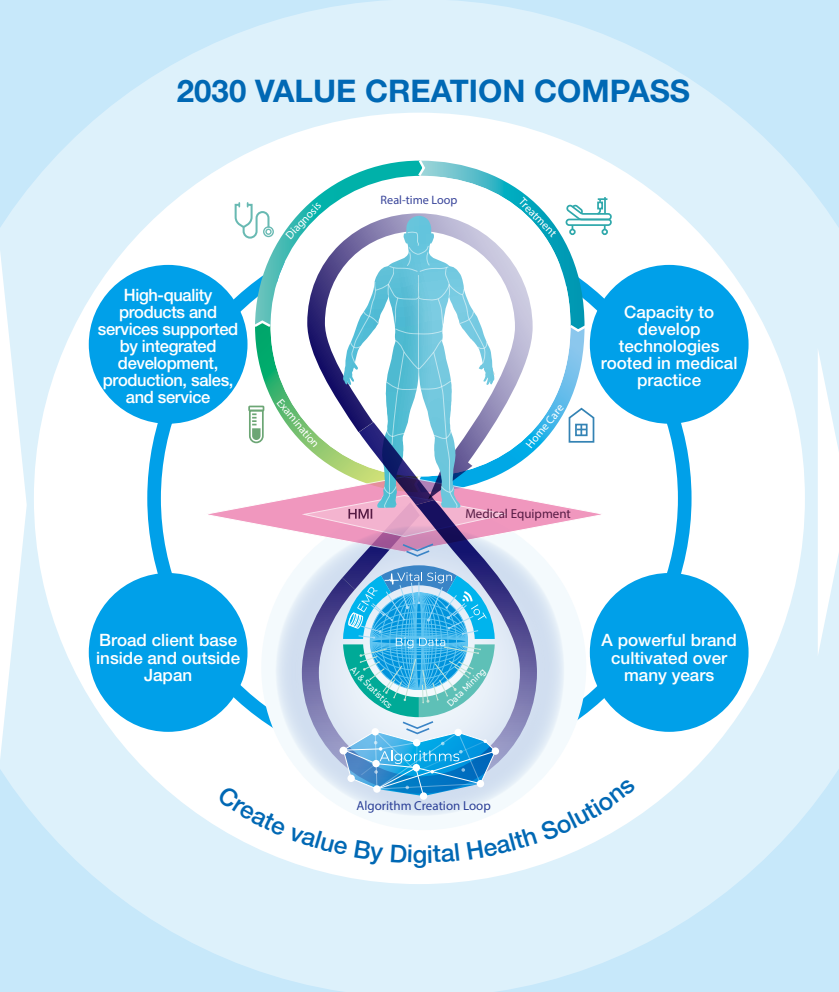
- ### Social and Medical Issues Addressed by Nihon Kohden
- Social Issues**
 - Demographic changes
 - Changes in structure of diseases
 - Climate change/Natural disasters
 - Medical Issues**
 - Increases in medical expenses
 - Ensuring quality of medical care
 - Trends in Medical Device Industry**
 - Accelerating digitalization
 - Changes in logistics environment
 - Response to new work-styles
 - Tighten laws/regulations

INPUT

Main Investment Capital

Financial Capital

- Sound financial structure
 - Current ratio **338%** (FY2021)
- Human Capital
 - Diverse employees
 - Number of employees **5,639**
 - Of which, Overseas 1,603 people (As of March 31, 2022)
- Intellectual Capital
 - Proactive R&D investment
 - R&D costs **¥5.7 billion** (FY2021)
 - Innovative technological development capabilities
 - Number of new products released **8 items** (FY2021)
- Manufacturing Capital/
Social Capital
 - Number of bases in Japan and overseas
 - In Japan **116** sales offices
 - Overseas **25** group companies
 - Areas in which products deployed
 - Over **120** countries (As of March 31, 2022)
- Natural Capital
 - CO₂ Emissions per unit of sales **6.59** t-CO₂/¥100 million (FY2021)
 - Recycling rate **97.3%** (FY2021)



OUTPUT

Targets of the Three-year Business Plan

FY2023 ending March 2024

| | |
|--|----------------------------|
| Sales | ¥197 billion |
| Domestic Sales | ¥134 billion |
| Overseas Sales (Overseas Sales Ratio) | ¥63 billion (32.0%) |
| Operating income (Operating income margin) | ¥20 billion (10.2%) |
| Net income | ¥13.8 billion |
| ROE | 10% |

Results in FY2021

| | | | |
|--|--------------------------------|--------------------------------|--|
| Physiological Measuring Equipment | Net Sales ¥39.6 billion | Composition ratio 19.3% | ECG-3350 Electrocardiograph |
| Patient Monitors | Net Sales ¥84.8 billion | Composition ratio 41.4% | CNS-2101 Central monitor |
| Treatment Equipment | Net Sales ¥43.3 billion | Composition ratio 21.2% | AED-3250 Automated External Defibrillator |
| Other Medical Equipment | Net Sales ¥37.1 billion | Composition ratio 18.1% | MEK-1305 Automated hematology and ESR analyzer |

OUTCOME

Creating social value

Financial Capital

- Investment funds for sustainable growth
- Return to shareholders

Human Capital

- Job creation
- Fostering a corporate culture in which employees take pride in contribution to healthcare and to our mission

Intellectual Capital

- Technology such as AI and green technology, that is the source of value co-creation

Social Capital

- Improving quality of life (QOL) for patients
- Improving resuscitation rates by expanding access to AEDs

Natural Capital

- Realizing a carbon-free society

Production Capital

- Value chain which pursues the highest level of quality in the world