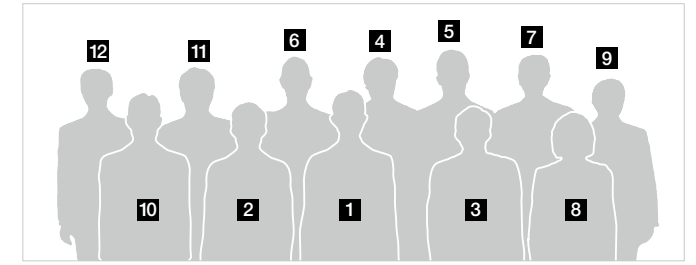


Management Team



To prevent the infection of COVID-19, we process the image which was taken while keeping a social distancing from each other.

1 Hirokazu Ogino

Representative Director
President and CEO

Served as Director for 10 years
Attendance at Board Meetings 22/22 (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 and Operating Officer
Apr. 2013 General Manager of International Operations
Jun. 2013 Corporate Director and Senior Operating Officer
Oct. 2013 CEO of Nihon Kohden America, Inc.
Jun. 2015 Representative Director, President and COO
Jun. 2017 Representative Director, President and CEO
(current position)

2 Takashi Tamura

Representative Director
Executive Operating Officer,
In Charge of Domestic Business Operations

Served as Director for 14 years
Attendance at Board Meetings 22/22 (100%)
Date of birth March 22, 1959
Apr. 1983 Joined the Company
Apr. 2003 President of Nihon Kohden Kansai Corporation
Apr. 2007 General Manager of Sales Operations
Jun. 2007 Operating Officer
Jun. 2008 Corporate Director and Operating Officer
Apr. 2011 General Manager of International Operations
Apr. 2013 General Manager of Service Business Division
Apr. 2014 General Manager of Customer Service Operations
Jun. 2015 Corporate Director and Senior Operating Officer
Apr. 2016 General Manager of Sales Operations
Jun. 2017 Representative Director and Executive Operating
Officer (current position)

3 Tadashi Hasegawa

Corporate Director
Executive Operating Officer,
General Manager of Global Corporate Administration Operations, Chief Compliance Officer

Served as Director for 7 years
Attendance at Board Meetings 22/22 (100%)
Date of birth June 17, 1959
Apr. 1983 Joined The Saitama Bank Ltd.
Jun. 2009 Operating Officer of Saitama Resona Bank Limited
Jun. 2011 Senior Operating Officer of Saitama Resona Bank Limited
Jun. 2013 Corporate Director and Senior Operating Officer of
Saitama Resona Bank Limited
Mar. 2014 Retired as Corporate Director and Senior Operating Officer of
Saitama Resona Bank Limited
Apr. 2014 Joined the Company
Jun. 2014 Operating Officer and Responsible for Internal Auditing Department
Jun. 2015 Corporate Director and Senior Operating Officer
Apr. 2017 Chief Compliance Officer (current position)
Apr. 2020 General Manager of Global Corporate Administration Operations
(current position)
Apr. 2022 Corporate Director and Executive Operating Officer (current position)

4 Fumio Hirose

Corporate Director
Senior Operating Officer,
General Manager of Business Strategy Operations

Served as Director for 7 years
Attendance at Board Meetings 22/22 (100%)
Date of birth March 2, 1960
Apr. 1982 Joined the Company
Apr. 2003 President of Nihon Kohden Chushikoku Corporation
Apr. 2006 Chief Manager of Global Marketing Operations
Apr. 2009 General Manager of Corporate Planning Department
Jun. 2009 Operating Officer
Apr. 2013 General Manager of Ventilator & Anesthesia Device
Business Operations
Jun. 2015 Corporate Director and Operating Officer
Jun. 2017 Corporate Director and Senior Operating Officer
(current position)
Apr. 2018 General Manager of IVD Business Operations
Apr. 2020 General Manager of Business Strategy Operations
(current position)

5 Eiichi Tanaka**Corporate Director**

Senior Operating Officer, General Manager of US Operations

Served as Director for 5 years

Attendance at Board Meetings 22/22 (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 OperationsApr. 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 and Operating Officer

Apr. 2019 General Manager of Corporate Strategy Division

Apr. 2020 General Manager of US Operations (current position)

Apr. 2022 Corporate Director and Senior Operating Officer
(current position)**9 Hidemitsu Sasaya**

Newly appointed Director Outside Director Independent Director

Date of birth May 24, 1953

Apr. 1977 Joined the Ministry of Agriculture and Forestry
(currently the Ministry of Agriculture, Forestry and
Fisheries)

Jul. 2005 Councillor, the Ministry of the Environment

Aug. 2006 Minister's Secretariat, the Ministry of Agriculture,
Forestry and Fisheries

Jul. 2007 Director-General of the Kanto Regional Forest Office

Mar. 2008 Retired the Ministry of Agriculture, Forestry and Fisheries

May 2008 Joined ITO EN, LTD.

Jul. 2010 Corporate Director of ITO EN, LTD.

Jul. 2014 Managing Executive Officer of ITO EN, LTD.

Dec. 2018 Representative Director of Office Sasaya Co., Ltd.
(current position)

Apr. 2019 Retired as Advisor of ITO EN, LTD.

Apr. 2019 Visiting Professor at the Graduate School of Information
& Communication (currently the Graduate School of
Social Design)Apr. 2020 Professor at Platform for Arts and Science,
Chiba University of Commerce (current position)

Jun. 2022 Outside Director of the Company (current position)

6 Yasuhiro Yoshitake**Corporate Director**Senior Operating Officer,
General Manager of International Business Operations

Served as Director for 5 years

Attendance at Board Meetings 22/22 (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 OperationsApr. 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 (current position)

Jun. 2017 Corporate Director and Operating Officer

Feb. 2019 President and CEO of Nihon Kohden America, Inc.

Apr. 2022 Corporate Director and Senior Operating Officer
(current position)**10 Shigeru Hirata****Corporate Director**

(Full-time Audit & Supervisory Committee Member)

Served as Director for 1 year

Attendance at Board Meetings 15/15 (100%)

Attendance at Audit & Supervisory Committee Meetings 14/14 (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

Apr. 2021 Operating Officer in charge of Internal Auditing

Jun. 2021 Corporate Director (Full-time Audit & Supervisory
Committee Member) (current position)**7 Hiroyuki Satake**

Newly appointed Director

Corporate DirectorSenior Operating Officer, General Manager of Technology Development Operations,
General Manager of Strategic Technology Operations

Date of birth April 22, 1958

Apr. 1984 Joined the Company

Apr. 2009 General Manager of Engineering Department 2 of
Biomedical Instrument Technology CenterApr. 2014 General Manager of Engineering Department 2 of
Biomedical Instrument Business Operations

Oct. 2016 CTO of Defibtech, LLC

Apr. 2017 General Manager of Biomedical Instrument Business
Operations

Jun. 2017 Operating Officer

Apr. 2020 Senior Operating Officer, General Manager of
Technology Development Operations
(current position)Apr. 2022 General Manager of Strategic Technology Operations
(current position)

Jun. 2022 Corporate Director (current position)

11 Shigeru Kawatsuhara

Outside Director Independent Director

Audit & Supervisory Committee Member

Served as Director for 6 years

Attendance at Board Meetings 22/22 (100%)

Attendance at Audit & Supervisory Committee Meetings 23/23 (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 (current position)**8 Kanako Muraoka**

Outside Director Independent Director

Served as Director for 2 years

Attendance at Board Meetings 22/22 (100%)

Date of birth April 26, 1965

Apr. 1988 Joined Mitsubishi Corporation

Apr. 1993 Registered as an attorney (Daini Tokyo Bar
Association), Joined Anderson & Mōri (currently
Anderson Mōri & Tomotsune)Oct. 1999 Joined Mori Sogo
(currently Mori Hamada & Matsumoto)

Apr. 2020 Joined Kowa Law Office (to present)

Jun. 2020 Outside Director of the Company (current position)

Mar. 2021 Outside Director of FUJIYA CO., LTD.
(current position)**12 Kazuo Shimizu**

Outside Director Independent Director

Audit & Supervisory Committee Member

Served as Director for 2 years

Attendance at Board Meetings 22/22 (100%)

Attendance at Audit & Supervisory Committee Meetings 23/23 (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 (to present)

Representative Partner of Ryoh-koh Audit Corporation
(current position)Jun. 2020 Outside Director (Audit & Supervisory Committee
Member) of the Company (current position)

Message from Outside Directors

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



A year of strengthening our global foundation.

Kanako Muraoka

Outside Director
Kowa Law Office

This is my third year as an outside director of the Company. Although it has been difficult to meet as many people within the Company as I would like, due to the COVID-19 pandemic which occurred since I took up the post, I have learned about Nihon Kohden in depth through meetings of the Board of Directors, the Nomination & Remuneration Committee, the Investigation Committee and the Committee for Implementation and Management of Recurrence Prevention Measures for the compliance matter, the Compliance Committee, the Management Council and other opportunities, and I have often used my knowledge as an attorney during these two years. I would like to thank all those who responded. Although I will not attend the Management Council, which I had participated as necessary, from this fiscal year, I will continue to monitor governance and compliance as an outside director, and I hope to support Nihon Kohden in its efforts to strengthen its global foundation in this year.



I will contribute to corporate management as a sustainability expert in the era of the Great Reset.

Hidemitsu Sasaya

Outside Director
Representative Director of Office Sasaya Co., Ltd.
Professor at Platform for Arts and Science, Chiba University of Commerce

Times are changing rapidly, with the COVID-19 pandemic, worsening climate change, and the Ukraine crisis. A “Great Reset” (a major transformation) is required for a new future.

As a paradigm shift is underway, we can say that all companies are entering a new phase of survival competition.

In this context, it is necessary to accurately respond to ESG and SDGs, including supply chain management and compliance with business and human rights, as well as to seek opportunities and avoid various risks as a company. For that reason, I will use my knowledge and experience as a sustainability expert so that the Company can meet the demands of a wide range of stakeholders, including investors.

Message from Outside Directors



I will supervise the management and provide appropriate advice to ensure that the Company responds speedily and flexibly to the difficult issues that remain unsolved and steadily achieves its Long-term Vision and Three-year Business Plan.

Shigeru Kawatsuhara

Outside Director (Audit & Supervisory Committee Member)



I will oversee Nihon Kohden's efforts to address social issues and contribute to the further enhancement of economic and social value of the Company.

Kazuo Shimizu

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

We have been a Prime Market member since April 2022, having met the following criteria: market capitalization (liquidity), high level of governance, constructive dialogue with investors, and commitment to sustainable growth and medium- to long-term growth in corporate value. There is a wide variety of other criteria by which companies are evaluated, including sustainability, compliance, TCFD, and the environment. However, these are issues that we take for granted, and we believe that our mission is to respond speedily and flexibly to the many difficult issues, such as post-COVID-19, the Ukraine crisis, and difficulties in procuring parts. We also believe that it is most important to steadily achieve our Long-term Vision and Three-year Business Plan. As an outside director, I will work sincerely to supervise the management and provide appropriate advice to achieve these goals.

In the fiscal year ended March 2022, Nihon Kohden achieved record highs in sales and profits by enhancing customer value propositions under the advent of the digital society and the pandemic. I would like to commend all employees for their tremendous efforts and achievements. With regard to internal controls in Japan, after vigorous discussions, the Company has established a system and structure to prevent the recurrence of misconduct. As a member of the Audit & Supervisory Committee, I will continue to monitor the effective implementation of the various measures that have been established and the establishment and propagation of management controls on a global basis. In addition, we have expressed the support for the TCFD's recommendation to disclose information on climate change, and we have worked on green transformation. I will oversee the Board of Directors to address these social issues and contribute to the further enhancement of the Company's economic and social value.

Message 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	Four independent outside directors, including two members of the Audit & Supervisory Committee
Dates for Meetings	Bi-annual meetings scheduled for around May and November, with additional meetings when required
Agenda	<p>May Evaluation of the effectiveness of the Board of Directors</p> <p>Nov. Update on the progress in improving the Board's effectiveness and the Company's business operations</p>

■Meetings Held

FY2016	<p>May The results of the evaluation of the effectiveness of the Board of Directors</p> <p>Nov. Update on the progress in improving the Board's effectiveness Lecture on the healthcare industry, the Ministry of Health, Labor, and Welfare policies, and Nihon Kohden's strategy</p> <p>Feb. Lecture on Nihon Kohden products and the competitive environment</p>
FY2017	<p>Jun. The results of the evaluation of the effectiveness of the Board of Directors</p> <p>Nov. Update on the progress in improving the Board's effectiveness Report on activities of the Marketing Strategy Department</p>
FY2018	<p>May The results of the evaluation of the effectiveness of the Board of Directors</p> <p>Dec. Update on the progress in improving the Board's effectiveness Report on the Patient Monitoring Business</p>
FY2019	<p>Jun. The results of the evaluation of the effectiveness of the Board of Directors Report on the progress in creating next Long-term Vision and Three-year Business Plan</p> <p>Dec. Update on the progress in improving the Board's effectiveness Report on the Ventilator and Anesthesia Business</p>
FY2020	<p>May The results of the evaluation of the effectiveness of the Board of Directors</p> <p>Dec. Update on the progress in improving the Board's effectiveness Report on the IT Solutions Business</p>
FY2021	<p>May The results of the evaluation of the effectiveness of the Board of Directors</p> <p>Jul. Discuss freely</p> <p>Dec. Update on the progress in improving the Board's effectiveness Report on the production structure of the Group Discuss freely</p>
FY2022	<p>May Update on the progress in improving the Board's effectiveness Discuss freely</p> <p>Jul. Discuss freely</p>

■Content of Meetings

To date, we have held a total of sixteen meetings and active discussion took place in each meeting. In FY2021, the meetings were again held online due to the COVID-19 pandemic. They exchanged their opinions on the importance of securing sufficient deliberation time at the Board of Directors and the fostering of successors for the Chief Executive Officer and other executives, to enhance the effectiveness of the Board of Directors.

In addition, since FY2021, we have held free discussions, to exchange opinions without setting limits on themes. The meetings are very meaningful as they allow outside directors to freely debate and share each other's recognition on various topics such as Nihon Kohden's corporate culture, the internationalization of human resources, and the effectiveness of the Corporate Governance Code.

