

**Summary of Management Policy Announced by President Yoshihiko Sano of Nipro Corporation,  
Delivered at the New Year's Management Meeting on January 13, 2018**

At the Nipro's New Year's Management meeting held on January 13, 2018, Yoshihiko Sano, President of Nipro Corporation, announced the 2018 Nipro Group Management Policy in a speech delivered to Nipro executives, as summarized below.



[Theme]

Towards achieving consolidated sales of 500 billion yen by FY2020 and one trillion yen by FY2030

[Summary]

Last year, the established international order began to crumble, triggered by the inward-looking policies of the U.S.

Even in such a global situation, the Nipro Group remains committed to the targets of consolidated sales of 500 billion yen by FY2020 and one trillion yen by FY2030. To lay the groundwork to achieve these goals, we will do our utmost to offer products that satisfy users.

■ Priority Issues for 2018

1. Developing and commercializing new products
2. Enhancing overseas technical sales competencies to receive more repeat orders
3. Pushing ahead with measures to make overseas factories operating in the red turn a profit
4. Laying the foundation for overseas sales of vascular products (establishing an overseas sales channel and creating a unit capable of technical sales)
5. Launching a cellular therapy product business
6. Achieving zero defects, stable quality and cost reduction
7. Improving manufacturing productivity and increasing sales in the pharmaceutical business with a focus on both own-brand generic medicine manufacturing and OEM (contract manufacturing)
8. Establishing and strengthening a sales unit that systematizes therapy information and therapy operations (“systematization sales unit”)

9. Increasing cooperation among ten divisions according to product to improve product competitiveness
10. Promoting role sharing between ten divisions and other organizations in the Group to improve Group-wide efficiency