

## New Year's Message from President Sano of Nipro Corporation

Delivered January 5, 2021

At the New Year's morning assembly held on January 5(Tue), 2021, Sano Yoshihiko, president of Nipro Corporation, delivered his new years' message for 2021, summarized below:

[Theme]

Laying a foundation this year to achieve consolidated sales of JPY 1 trillion by FY2030

[Summary]

Last year, due to the raging spread of COVID-19, the world situation changed completely. Although the development of vaccines offered a ray of hope, COVID-19 has continued to spread across the world, and it will still take much time to make the COVID-19 pandemic a thing of the past.

This year is an important year for Nipro as it marks the first year of the 10-year management plan, which aims to achieve consolidated sales of JPY 1 trillion by FY2030.

The Nipro Group will strive as one to establish a foundation during this one-year period in order to achieve an annual growth rate of at least 8% for the next 10 years.

### ■ 5 Guiding Principles for 2021

1. Preserve a corporate culture that provides opportunities to motivated people.
2. Place top priority on making decisions from an end-user perspective.
3. Adhere to the *sanpo-yoshi* principle, which seeks to benefit three parties: users, society and the company.
4. Ensure that all employees share information on each step of the PDCA cycle and implement the cycle with enthusiasm.
5. Become a company where the heads of organizations understand the gap between theory and reality and coach subordinates so that they can properly understand it.

### ■ 10 Major Implementation Items for 2021

1. Reinforce production facilities to increase production capacity, and expand the purchasing of COVID-19-related products.
2. Ensure thorough implementation of COVID-19 prevention measures.
3. Enhance product competitiveness and strengthen production capacity and sales capability.
4. Develop a system to improve the accuracy of payment-by-results rates.

5. Strengthen the remote sales system.
  6. Implement the matrix organizational structure.
  7. Ensure stable production and supply of products that meet user needs.
  8. Expand the range of vascular products and launch them in the global market.
  9. Expand the hemodialysis clinic business and establish training centers overseas.
  10. Promote the commercialization of newly developed products.
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