

## New Year's Message from President Sano of NIPRO Corporation (Delivered January 5, 2022)

At the New Year's morning assembly held on Wednesday, January 5, 2022, Sano Yoshihiko—president of NIPRO Corporation—delivered his New Year's greeting for 2022, summarized below.

**[Theme] Achieving sustainable growth and development with the “ONE NIPRO” spirit**  
**[Summary]**

The COVID-19 pandemic is still raging, and the new, highly transmissible Omicron variant is spreading rapidly throughout the world.

In addition to striving to ensure a stable supply of products while taking measures to prevent infection, we will also reinforce our environmental initiatives, including reducing CO<sub>2</sub> emissions.



<Rendering>

In the spring of 2023, we will relocate our head office to the Northern Osaka Health and Biomedical Innovation Town (also known as NohBIT and KENTO, Settsu City, Osaka) to enable closer collaboration with business sites and to strengthen R&D and head office functions.

This year is the last year before we move to the new location, so let's work hard together with the “ONE NIPRO” spirit and steadily accomplish the necessary goals for us to achieve sustainable growth and development of the NIPRO Group.

■ Guiding Principles for 2022

1. Preserve a corporate culture that provides opportunities to motivated people.
2. Place top priority on making decisions with the end users' viewpoints in mind.
3. Adhere to the *Sanpo-yoshi* concept, the “Good for Everyone” concept that includes the user, society, and NIPRO.
4. Ensure that all employees share information at each step of the PDCA cycle and implement the cycle with enthusiasm.
5. Become a company where the organization management heads understand the gap between theory and reality and coach subordinates so that they can properly understand it.
6. Ensure thorough implementation of COVID-19 prevention measures.

■ Major Implementation Items for 2022

1. Expand production facilities to increase production, and strengthen production and purchasing capacity for 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 remote sales and presentation capability.
  6. Implement matrix organization management.
  7. Expand production facilities and strengthen raw material procurement capability to ensure a 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 to increase sales of dialysis-related products.
  10. Promote the commercialization of newly developed products to achieve consolidated sales of 1 trillion yen by FY2030.
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