

New Year's Message from Sano Yoshihiko,
President of NIPRO CORPORATION (January 5, 2023)

During the morning address on Thursday, January 5, 2023, NIPRO CORPORATION
President Sano Yoshihiko delivered his 2023 New Year's message.

[Theme] Striving for sustainable growth and development through high-profit corporate operation

[Summary]

As countries increasingly prioritize economic activity over countermeasures against the novel coronavirus, the world economy is showing increased signs of recovery.

Looking back over the last year, however, we see a variety of issues in addition to the pandemic, including Russia's prolonged invasion of Ukraine—which has led to increased shortages—and rising global interest rates, resulting in skyrocketing logistics and raw material costs. Japan's weak yen has also caused a sharp increase in the price of imports, leading to higher costs for various items. Nevertheless, global demand for medical products has continued to grow, and NIPRO is dedicated to overcoming today's various challenges by increasing production through its sales and logistics efforts.

Under the company's philosophy of "ONE NIPRO" and its corporate creed of "Willingness," the NIPRO Group will continue doing everything necessary to ensure profitability while also promoting sustainable growth and development throughout the Group.

■ **10 goals for achieving 1 trillion yen in consolidated net sales by 2030**

1. Increase production, sales, technical, and organizational management capabilities
 2. Achieve fully automated production and inspection of all products
 3. Develop automated sales planning software and automated production and inventory management software
 4. Develop products with lasting demand from users
 5. Comply with all relevant laws, regulations, and public rules
 6. Improve the accuracy of performance-based allocation based on corporate performance
 7. Reduce costs by optimizing cost transfers
 8. Further the standardization and efficiency of operations and improve safety performance in the medical treatment front line through the systematization of medical care
 9. Further strengthen in-house sustainability initiatives
 10. Expand NIPRO's product areas (e.g., treatment, testing, hygiene)
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