



**Instruction for New Employees from President Sano  
at Induction Ceremony on April 3, 2023**

Sano Yoshihiko, president and representative director, of NIPRO CORPORATION  
—delivered following instructions for new employees at the induction ceremony held on  
Monday, April 3, 2023.

**[Theme] Incorporating a considerate and strong spirit of self-denial and unwavering dedication to work while also considering the patient's perspective and maintaining an intensive mind to outperform our competitors**



**[Summary]**

This year, I am pleased to be holding the induction ceremony amidst a sense of calm thanks to a decline in the number of cases of novel coronavirus around the world. Despite this lull, the medical treatment front line continues to bear a heavy toll in the face of the pandemic, and we must remain vigilant against the spread of droplet-based and aerosol-based infections even as we adjust to life with the coronavirus.

I would like now to take a moment to talk about NIPRO Group's corporate creed of "Willingness." To have willingness means to never fear failure and always keep trying until we succeed. And to promote willingness, I ask everyone to never say or do anything that might discourage or diminish the willingness of others, and to always be considerate.

The medical treatment front line is an extremely demanding place. Yet even in the face of such demands, medical professionals always take consideration for their patients and do their absolute best, all with a smile on their faces. To support such hardworking individuals, NIPRO Group's goal for the future is to plan, develop, produce, and sell useful products while providing sufficient information on product safety. This is why we ask everyone to experience the medical treatment front line for themselves to better understand the patient's perspective. Undoubtedly, there will be difficult and trying times ahead. But so long as we always consider the patient's perspective, the tasks required of us will become clear. Our goal should be achievements that will be appreciated by both medical professionals and patients, and we can then turn that appreciation into a willingness and energy for success. Doing so not only provides recognition of our value to society but also allows us to be confident in our own achievements.

The number of people employed around the world by NIPRO Group is now at more than 38,000. Of that number, slightly fewer than 30,000 are overseas employees. In this way, NIPRO Group is truly a global

enterprise, and we must all act accordingly. As such, it is essential that we understand the nature of the medical treatments our products are used for, and we must also understand the cultures and histories of the countries we do business in, while also always keeping the users' viewpoints in mind. I encourage everyone to learn new languages, improve your communication skills, and understand the histories and cultures of each country to become more active in today's global society.

It goes without saying that instability is still rampant around the world. Even as countries and institutes around the world strive to improve their economic, cultural, political, and diplomatic capabilities, NIPRO Group must continue to improve its product competitiveness and to develop globally under a policy of local production for local consumption, all while giving special consideration to the circumstances of the countries in which we do business.

I ask everyone to take the initiative to incorporate a considerate and strong spirit of self-denial and unwavering dedication to work while also considering the patients' perspective and maintaining an intensive mind to outperform our competitors.

I look forward to seeing everyone incorporate these ideas as soon as possible with as soon as possible.

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