

**Summary of the 2024 NIPRO Group Management Policy from
President Sano of NIPRO CORPORATION (Delivered January 13, 2024)**

At NIPRO New Year's Administration Meeting 2024 held on January 13, 2024, Yoshihiko Sano, President of NIPRO CORPORATION, announced the 2024 NIPRO Group Management Policy.

[Theme] In the spirit of Florence Nightingale and under the concept of “Local production for local consumption” and the Sanpo-yoshi concept of “Good for Everyone”

[Summary]

On behalf of NIPRO, I would like to offer my deepest condolences to everyone who lost loved ones and friends in the Noto Peninsula Earthquake on January 1, 2024, and my deepest sympathies to everyone else affected by the ongoing disaster. We at NIPRO wish for the good health and the fastest possible relief and recovery of everyone in areas affected by this tragic event.

Economic divisions are deepening across the world, with the idea of power being a major factor. Even amidst this instability, however, the NIPRO Group remains dedicated to global development while utilizing the idea of “Willingness” in the spirit of Florence Nightingale and under the concept of “Local production for local consumption” while adopting the Sanpo-yoshi concept of “Good for Everyone”. Toward that end, NIPRO will promote greater operational efficiency by utilizing a unified vertical organization management system and a committee-like horizontal organization management system, and new product development based on needs and seeds.

NIPRO is committed to utilizing the “ONE NIPRO” spirit and its sense of “Willingness” to do what needs to be done and to achieving sustainable growth while keeping the users’ viewpoints in mind.

■Priority Policies

1. Maintain a Group-wide operating profit ratio of at least 5% with a medium-term goal of a 9% operating profit ratio and an ultimate goal of 1 trillion yen in consolidated net sales in FY 2030.
2. Prioritize operating profit over sales, crisis management over operating profit, and compliance over crisis management in developing businesses.
3. Maintain a corporate culture that provides opportunities to individuals exhibiting “Willingness”.
4. Adhere to Sanpo-yoshi, the “Good for Everyone” concept that includes the user, society, and NIPRO, while fostering a culture of decision-making that gives greater consideration to users’ viewpoints than our competitors do and offers greater consideration for users’ viewpoints than users themselves recognize.
5. Ensure a company-wide willingness toward the PDCA cycle and share information at all stages.

■Items to Enhance

1. Increase NIPRO’s global market share of dialyzer products while expanding operation of NIPRO dialysis centers.
2. Strengthen NIPRO’s vascular products business.
3. Strengthen crisis management capabilities to ensure stable production, quality, and supply.
4. Be more proactive in promoting sustainability.