



April 5, 2024

NIPRO CORPORATION

Instruction for New Employees from President Sano
at Induction Ceremony on April 1, 2024

Sano Yoshihiko, president and representative director, of NIPRO CORPORATION
—delivered following instructions for new employees at the induction ceremony held on
Monday, April 1, 2024.

Focusing on the Viewpoints of Users and Patients, and Playing a More Active Global Role



[Summary]With trade wars and indiscriminate invasions upsetting the global balance of power, our commitment to keeping the peace across the world requires a stronger will and more forceful actions than ever before. Even amidst these troubling times, the NIPRO Group remains dedicated to increasing the competitiveness of its products and to furthering its global expansion based on the Sanpo-yoshi concept of “Good for Everyone” and the concept of “Local production for local consumption.” We also remain hopeful that our contributions to the medical treatment front line will help inspire an increased call for peace.

I would now like to take a moment to talk about the NIPRO Group’s corporate creed of “Willingness.” Willingness is the driving force behind every aspect of life; individuals who adopt a sense of willingness are rewarded with various opportunities, and those without willingness are left empty-handed. I urge everyone to embrace NIPRO’s core value of “Willingness” while instituting the PDCA Cycle, 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 professionals who use our products work in more demanding and stricter settings than we do. Our job is to support those medical professionals by planning, developing, producing, selling, and ensuring a stable supply of the products they need as well as relevant information about those products. This does not mean our job will not have difficulties and strife. But it is during those times that we should visit the medical front line and cultivate our ability to see things from the viewpoints of the users and the patients themselves. By doing so, I am confident that we will recognize society’s need for our services, helping each of us to become more confident and more dedicated to adopting a sense of willingness. I hope everyone will have the opportunity to do so as soon as possible.

Currently, the number of people employed around the world by the NIPRO Group is more than 38,000. Of that number, about a quarter—some 9,900 individuals—are in Japan, and the roughly 28,200 remaining three-quarters are overseas. And to help the NIPRO Group achieve its goal of 1 trillion yen in sales by FY 2030, I hope that everyone recognizes that they are part of a truly global company and that they take the time to understand the history and cultures of each country and learn to converse in English and continue developing their communication skills so that they can play a more active role in today's global society.
