

**Summary of the 2025 NIPRO Group Management Policy from  
President Sano of NIPRO CORPORATION (Delivered January 11, 2025)**

At NIPRO New Year's Administration Meeting 2025 held on January 11, 2025, Yoshihiko Sano, President of NIPRO CORPORATION, announced the 2025 NIPRO Group Management Policy.

**[Theme]** Contributing to the happiness of people around the world through the medical field by improving product competitiveness while keeping the user's viewpoint in mind

**[Summary]**

Even as wars continue to rage in some parts of the world, on the economic front, we are seeing a breakdown in the principles of a free economy with an increasing number of countries adopting controlled economies and high tariffs. On top of this, countries are becoming increasingly fragmented, leading to growing instability across the globe.

At the NIPRO Group, we remain dedicated to the user's viewpoint, and not only will we strive to improve our current products but also take on new challenges to develop world-first products and work to bring those products to market. We are also intent on continuing our research into the development of new theories.

In keeping with the spirit of Florence Nightingale under the concept of "Local production for local consumption" and the Sanpo-yoshi concept of "Good for Everyone," NIPRO is dedicated to contributing to the happiness of people around the world through the medical field by further developing our business with a global perspective.

**■ Ten Priority Policies**

1. Increase sales prices per unit toward an operating profit ratio of 6%.
2. Adopt improvements toward increased product competitiveness and expand product lineups while promoting fully automated production and inspection of all products.
3. Promote digital transformation in administration, logistics, and production to increase efficiency, boost productivity, and expand labor savings.
4. Give due preference to specialists and ensure results are allocated appropriately.
5. Maintain a corporate culture that provides opportunities to motivated individuals (those with a willingness).
6. Implement thorough crisis management measures in preparation for both natural and man-made disasters.
7. Reliably share information from the PDCA Cycle.
8. Adhere to the Sanpo-yoshi concept based on the idea of "Good for everyone" (three parties: the company, users, and society).
9. Emphasize the concept of local production for local consumption.
10. Prioritize compliance, followed by crisis management, fully automated production and inspection of all products, operating profit, and finally sales.

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■ **Five Enhancement Items**

1. Ensure a stable supply of dialysis products, especially dialyzers.
2. Improve productivity and global sales of vascular products.
3. Strive for profitability for products running deficits.
4. Promote marketization of developed products.
5. Adopt improvements toward increased product competitiveness and expand product lineups while increasing technical sales performance.

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

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