

Instruction for New Employees from President Sano
at Induction Ceremony on April 1, 2025

Sano Yoshihiko, president and representative director, of NIPRO CORPORATION
—delivered following instructions for new employees at the induction ceremony held on
Monday, April 1, 2025.

Becoming Globally Active with Willingness and Without Fear of Failure



Welcome and congratulations, new NIPRO employees!

Today, the global situation remains unstable, and in terms of economics, many countries are turning toward inward-looking policies, including imposing tariffs. Even amidst these global challenges, however, the NIPRO Group remains committed to global development based on the Sanpo-yoshi concept of “Good for Everyone” and the concept of local production for local consumption.

As you join the NIPRO family today, I want you to know that many people are genuinely looking forward to your success. They are countless medical professionals and patients around the world. These individuals are hoping for improvements in treatments, and to meet their expectations, we must continuously strive to enhance NIPRO’s technologies. I look forward to seeing all of you quickly becoming active members of the NIPRO Group and contributing to meeting the needs of medical professionals—our users—while also improving the competitiveness of our products. To that end, I ask everyone to always keep these two phrases in mind: “The patient’s viewpoint” and “Product competitiveness.” Keeping the patient’s viewpoint in mind requires an understanding of the medical front lines and the realities of the treatments performed there. At the NIPRO Group, we prioritize the needs of the medical front line above sales targets. With that always in mind, I ask you all to use your instinct and intellect to recognize what it is that patients need.

On another note, at NIPRO, our corporate creed is “Willingness.” Willingness is the driving force behind everything, and those who embrace it will be rewarded with various opportunities. While keeping the PDCA Cycle always in mind, I ask everyone to actively strive for willingness without fear of failure. Only by learning from our failures can we achieve success. It is also important to promote willingness in others as well. Always strive to speak and act in ways that instill willingness in those around you.

Today, the NIPRO Group is present in 61 countries and employs approximately 39,000 people around the world. As a member of such a global corporation, I hope that you all will come to cherish the cultures and histories of the countries in which we do business. I also hope that you will work to improve your English conversation and communication skills to become globally active NIPRO members. Above all, I ask everyone to work their hardest toward completing the tasks they are assigned and to cultivate a competitive mindset while always keeping the patient’s viewpoint in mind.

I sincerely hope that all of you will quickly become a powerful presence in the company and successfully meet the expectations of the range of people that use our products.

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.

This news release is meant to provide information on NIPRO's corporate activities and an overview of our initiatives to not only the press but also our many stakeholders, including shareholders and investors in a fair and timely manner. The information about NIPRO products and services included in this release is not intended for use in attracting customers or as medical advice.