

Instruction for New Employees from President Yamazaki **at Induction Ceremony 2026**

With the Spirit of *WA-gokoro* in Our Hearts - Toward a New NIPRO, Toward a New Future



Congratulations on joining our company.

I am truly delighted that, among so many companies, you have chosen the NIPRO and decided to take your first step with us. As you begin this new chapter in your lives, you may feel not only excitement but also some anxiety. However, I can say with confidence: you have chosen a good company. And as President, I will continue to make every effort to ensure that NIPRO remains worthy of those words.

NIPRO has long cherished three core values.

First, **Willingness**: to create value - for society, for patients, and for ourselves - through genuine commitment.

Second, **Sanpo-yoshi**: conducting business so that our company (NIPRO), our users, and society all grow and prosper together.

Third, **Users' viewpoints**: continuously considering what is truly needed in medical settings and delivering those needs to society in tangible form.

Based on these values, we aspire to become “a truly global, comprehensive healthcare company with a spirit of *WA-gokoro*.”

WA-gokoro refers to the Japanese spirit of respect for others and harmony. Even as we expand our business worldwide, we will never lose this spirit and will continue to place the highest priority on quality, safety, and stable supply. Furthermore, by realizing innovative treatment methods that have never existed before, and by providing products and services that reduce the burden on healthcare professionals, we aim to deliver the “New Normal in Healthcare” as solutions to challenges faced in medical settings, contributing to the improvement of healthcare quality worldwide.

NIPRO is a company that offers opportunities to those who take on challenges with willingness, regardless of age or experience. I myself joined NIPRO 35 years ago. Driven by a strong desire to bring NIPRO's products to the world, I devoted myself to my work, and in my third year, I was given the opportunity to work overseas. I hope all of you will take ownership of your work, understand its meaning with *Hara-ochi*. Discover what you want to pursue, seize opportunities proactively, refine your skills, and grow into individuals who can thrive on the global stage.

Today, NIPRO is in a period of transformation, with one-stop solutions as a key pillar of our growth strategy. We aim to create value that only NIPRO can deliver, receive that value as profit, reinvest it in technological innovation, and generate even greater value - continuously driving this cycle forward. Through this process, we seek to evolve into an indispensable company that supports medical care as a vital part of social infrastructure. Your personal growth drives this cycle, strengthens the company, and expands your opportunities for success. I ask you to take the initiative and keep this cycle moving forward with willingness.

In addition, what is essential in our work is the presence of colleagues. By consistently demonstrating sincerity and building relationships based on trust, we gain the strength to overcome difficulties. I hope that through your work at NIPRO, you will meet many colleagues and grow together with them.

Society's values are now undergoing major change, and labor relations are evolving into a new form in which companies and employees stand on equal footing and strive to elevate one another. Together with all of you who are joining us today, I would like to create a new NIPRO and a new future.

Let us take on challenges together - with willingness and with "*WA-gokoro*" in our hearts.

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.

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