



3-9-3 Honjo-nishi, Kita-ku, Osaka
NIPRO CORPORATION
(Code Number: 8086)

New Year's Message from President Sano of Nipro Corporation
Delivered January 5, 2017

At the New Year's morning assembly held on January 5(Thu), 2017 Yoshihiko Sano, president of Nipro Corporation, delivered his new years' message for 2017, summarized below:

(Summary)

**Having Factories All Over the World and
Providing Jobs to People in Different Countries**

Last year was a turbulent year with many countries around the world switching to inward-looking policies, unable to strike a good balance between the trend of globalization and efforts to ensure their national interests.

I would like to take this opportunity to consider how Nipro can continue to develop and survive in this global situation.

The Nipro Group has a broad product lineup, ranging from medical equipment, pharmaceuticals, and pharma packaging, to vascular devices, medical electronic equipment, medical electronic systems, and regenerative medicine-related products. If the Nipro Group is to survive and achieve further development in the years ahead, it must plan, develop, and provide consistent-quality and low-priced products that match user needs in each country. Put another way, we need to have factories in many countries of the world and provide jobs to the people of those countries. To that end, we will pursue the following goals at each factory, so that we will be able to incorporate our efforts to produce and consume locally into the ongoing globalization trend.

- Each factory will produce at least one item as its mother factory.
- Each factory will seek to eliminate defects and find ways to further reduce costs.
- Each factory will establish a product planning and development unit dedicated to identifying user needs in each country.
- Each factory will work in partnership with the relevant product technology development unit and manufacturing product development unit of the Nipro Group.