

**Summary of Management Policy Announced by President Yoshihiko Sano of Nipro Corporation,
Delivered at the New Year's Management Meeting on January 12, 2019**

At the Nipro's New Year's Management meeting held on January 12, 2019, Yoshihiko Sano, President of Nipro Corporation, announced the 2019 Nipro Group Management Policy in a speech delivered to Nipro executives, as summarized below.



[Theme]

Promote global expansion of our business based on the idea of local production for local consumption, aiming to achieve the world's top-class product competitiveness and market share from a user-needs perspective even in today's turbulent times

[Summary]

The global situation is becoming tenser due to the deterioration of China-U.S. relations and the inward-looking policies of several major countries. However, the Nipro Group will promote further global expansion of its business based on the idea of local production for local consumption, aiming to achieve the world's top-class product competitiveness and market share by responding to user needs.

■ Five philosophies for 2019

1. Preserve our corporate culture, which provides opportunities to motivated employees.
2. Place top priority on making judgments from an end-user perspective.
3. Manage the company so that all employees can implement the PDCA cycle with enthusiasm.
4. Promote development and commercialization of new products through establishment of an in-house venture system.
5. Cultivate a mindset focused on contributing to the company, users, and society to attain self-realization.

■ Seven enhancement items for 2019

1. Strengthen our business in the field of regenerative medicine, which has become the fourth pillar of our business, in addition to medical device, pharmaceuticals, and pharma packaging businesses.
2. Introduce and improve a holdings system, enhance cooperation with business divisions at the head office, and expand our global sales network.
3. Make overseas factories profitable by strengthening cooperation between the factories and the marketing division.
4. Establish an in-house venture system.
5. Aim to achieve the world's top share by improving the quality of every product and lineup and by systemizing to strengthen product competitiveness.
6. Reinforce production facilities to increase our production capacity.
7. Unify the management core system throughout the Nipro Group, utilizing a matrix organization , expanding culture of “One Nipro” and efficiency of management.