

Overview of the Seventh Mid-Term Business Plan

(FY2018 - FY2020)

Nippon Piston Ring Co., Ltd.
**(Excerpts from the content of
results briefing held on June 7, 2018)**

【Basic Policy】

Improve corporate value through

“manufacturing that adapts well to change”

～Establish the foundation for Nippon Piston Ring

to prosper for 100 years, through marketing and innovation～

【Main Initiatives】

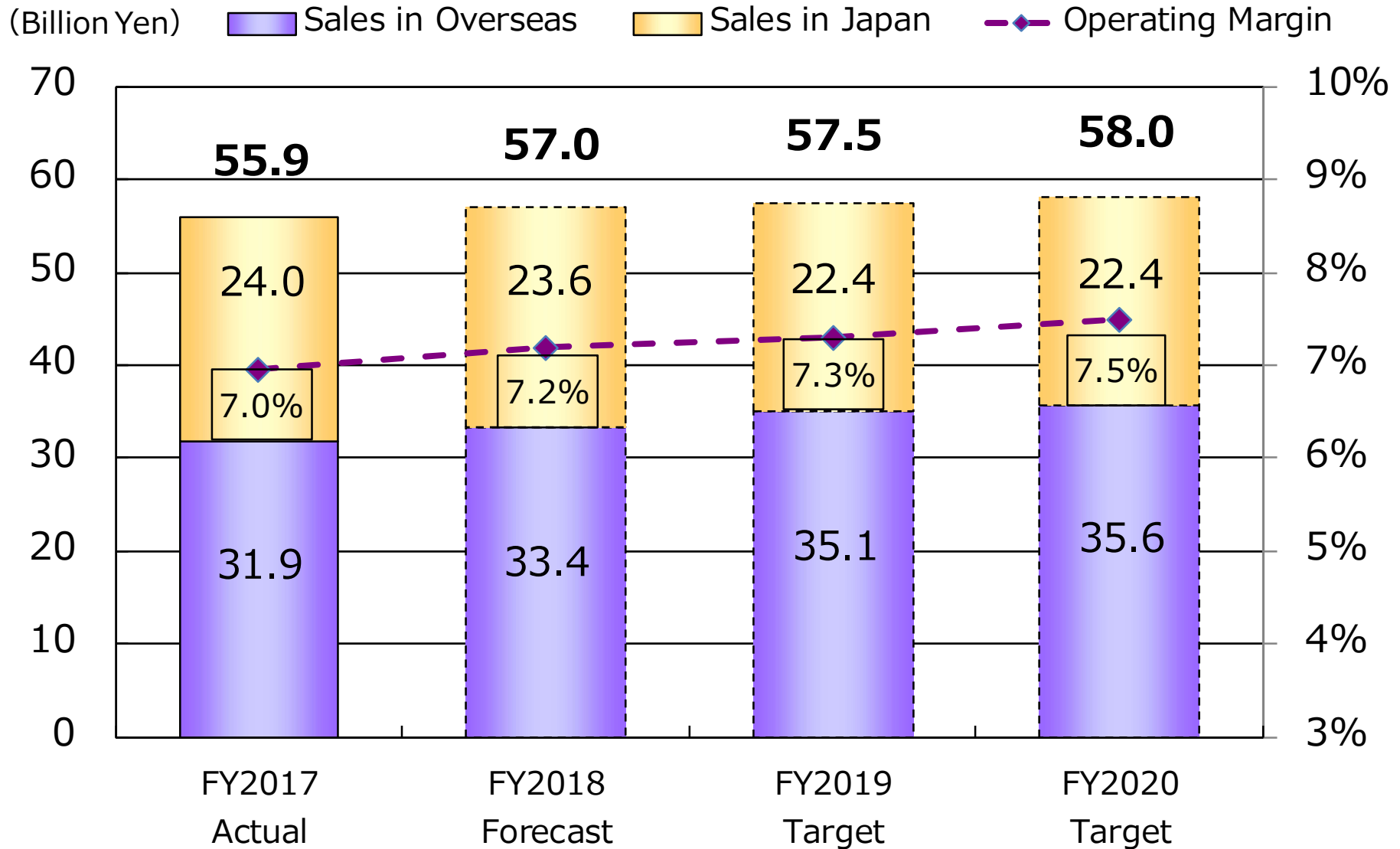
- (1) Increase sales that is oriented to making and using technical proposals, both domestically and abroad
- (2) Strive for innovative manufacturing
- (3) Strengthen new product development
- (4) Strive for the world's highest quality,
by strengthening human resources development
- (5) Continue to promote Corporate Social Responsibility activities

【Target Value in FY2020】

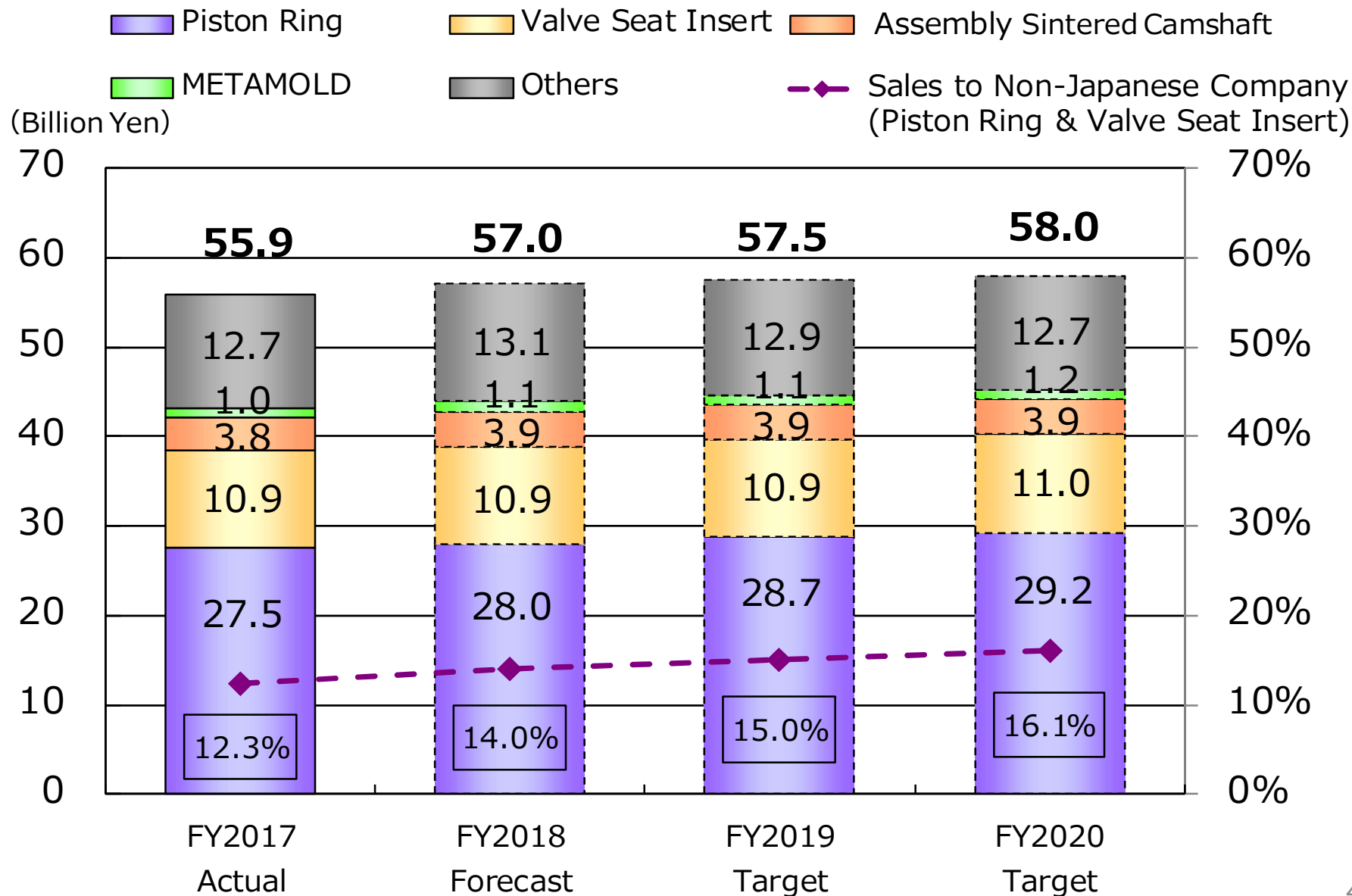
Net Sales: 58.0 billion yen or more

Operating Margin: 7.5% or more

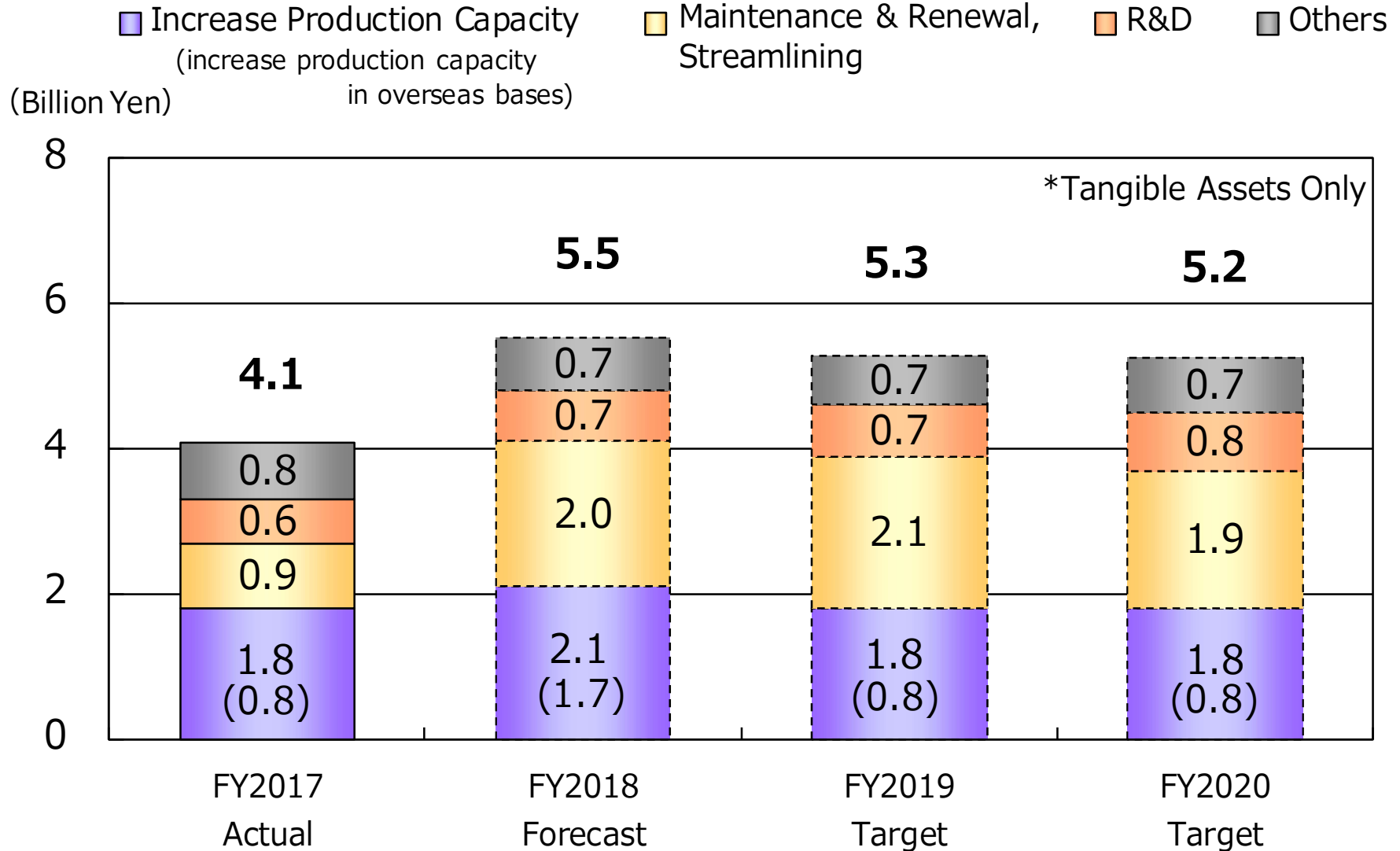
Net Sales and Operating Profit Ratio



Sales by Product



Capital Investment



NOTE:

The future forecasts and strategies included in this document are subject to change depending upon the changes of external environments, internal environments and other conditions.

Nippon Piston Ring Co., Ltd.
Corporate Planning Department