

# **Progress of the Seventh Mid-Term Business Plan**

---

**(FY2018 - FY2020)**

**Nippon Piston Ring Co., Ltd.**  
**(Excerpts from the content of  
results briefing held on June 5, 2019)**

## 【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】

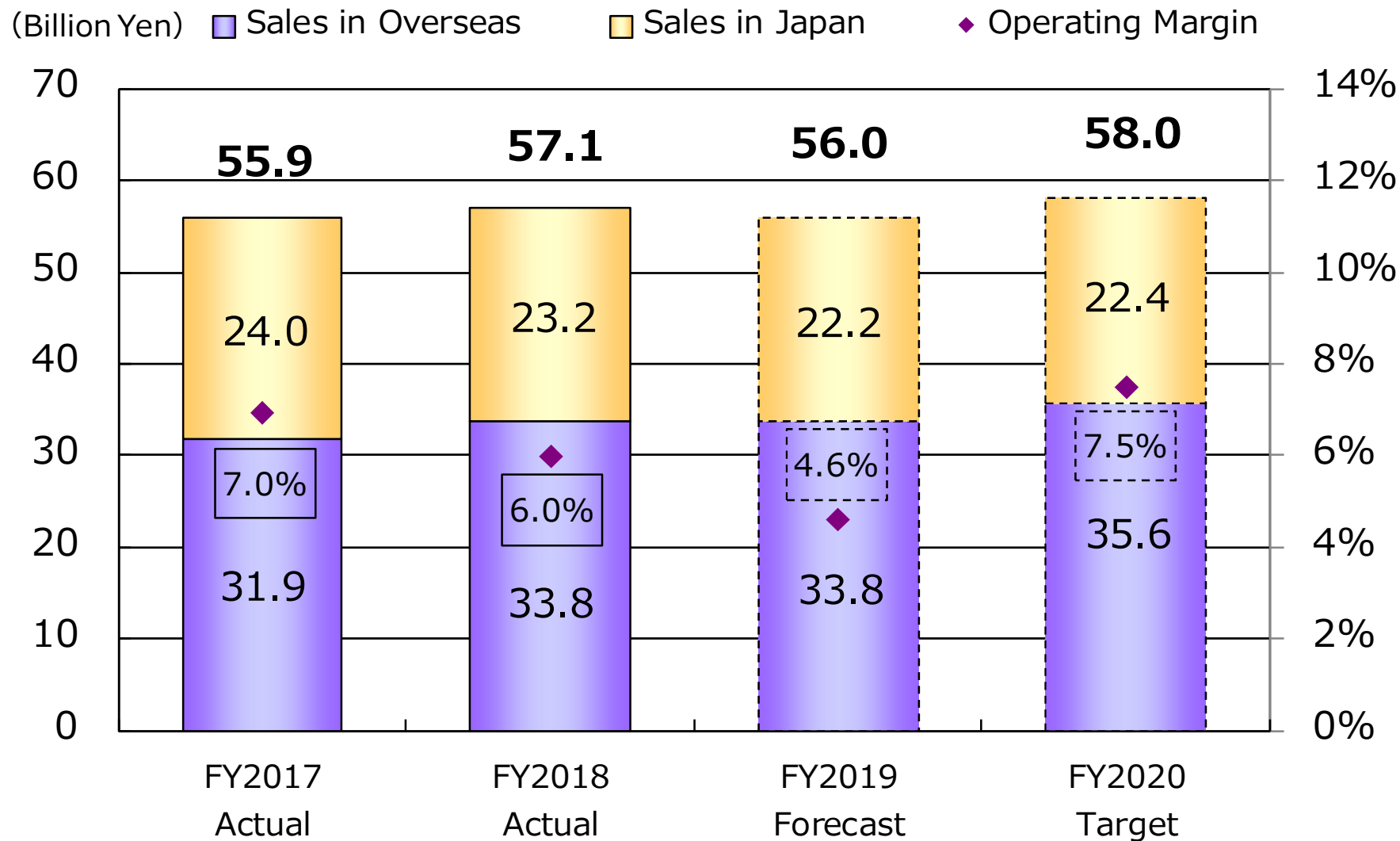
- (1) Increase sales that is oriented to making and using technical proposals, both domestically and abroad
- (2) Strive for innovative manufacturing
- (3) Strengthen new product development
- (4) Strive for the world’s highest quality,  
by strengthening human resources development
- (5) Continue to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

## 【Target Value in FY2020】

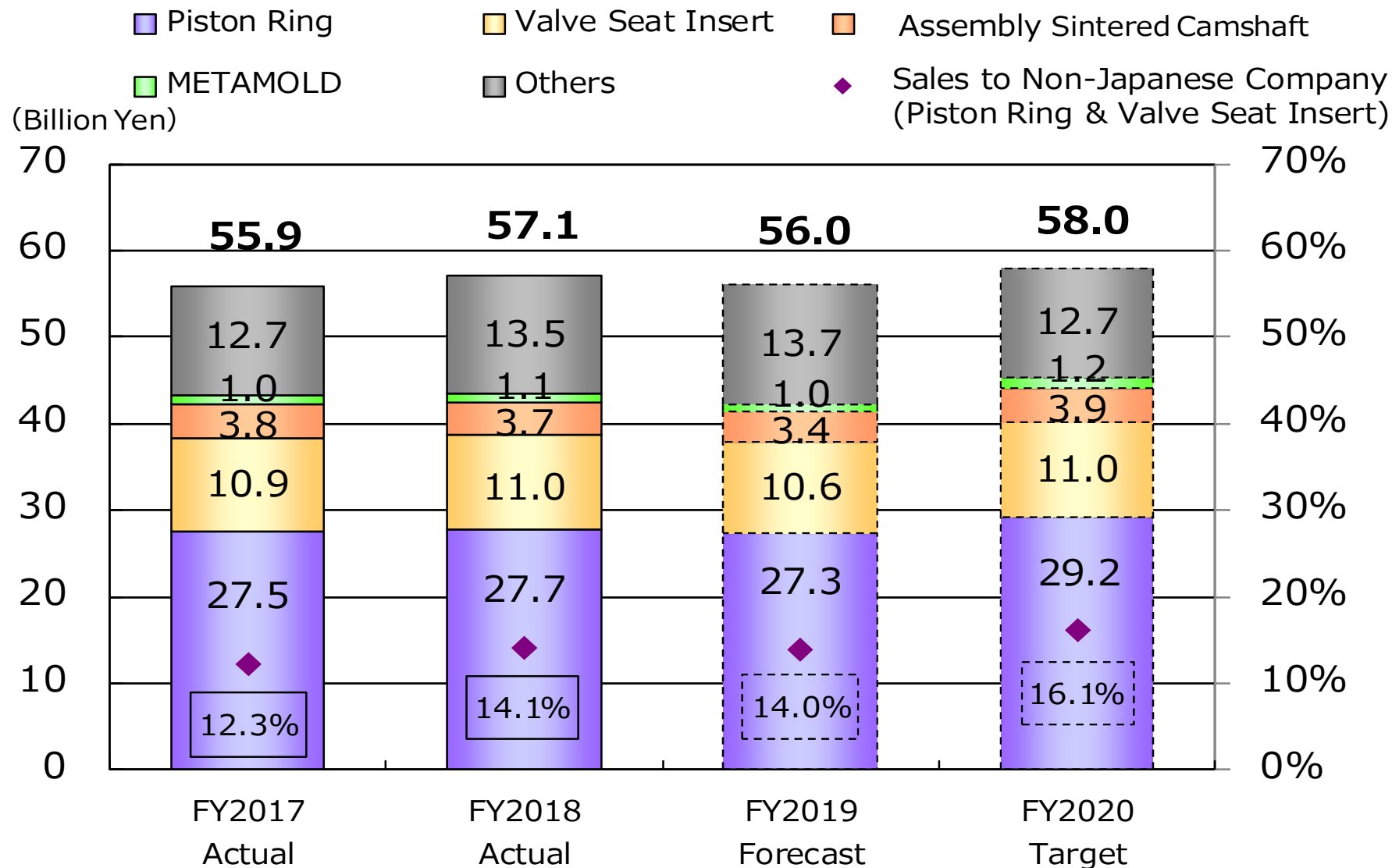
Net Sales: 58.0 billion yen or more

Operating Margin: 7.5% or more

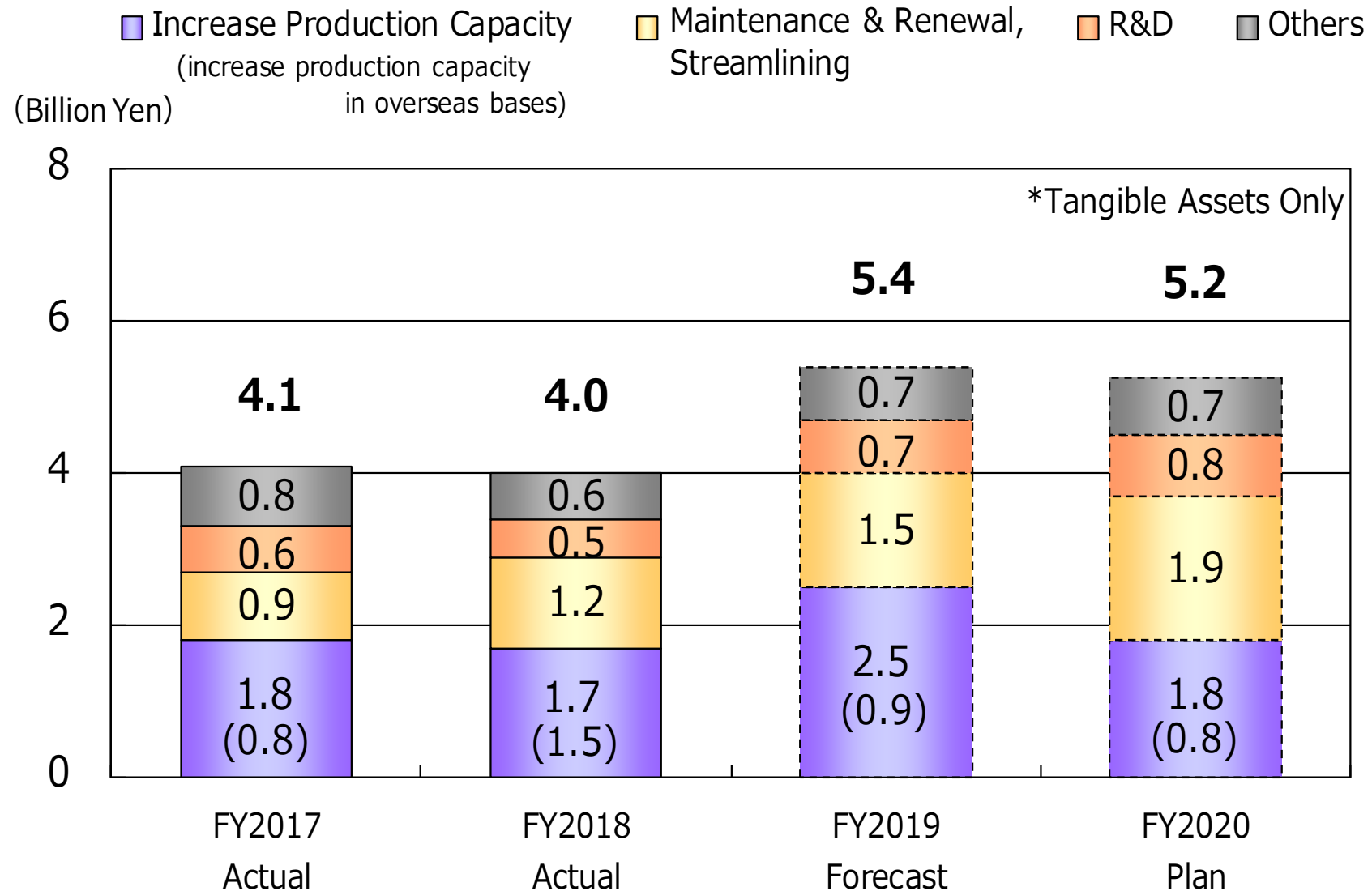
## Net Sales and Operating Margin



## Sales by Product



## Capital Investment



**NOTE:**

The forecast and future prospects included in this document are based on information available at the present time, and may differ from actual results due to various factors.

Nippon Piston Ring Co., Ltd.  
Corporate Planning Department