The Mid-term Management Plan (2013-2015) has been launched. We will promote "healthy business growth," based on a comfortable and safe workplace.

1. Action Plan

Proactively take on new challenges and achieve continuous innovation to revive our growth potential

Healthy business growth Get back on the growth track

- Continuous growth of existing businesses
- Pursuit of new businesses

Further globalization

Strengthen emerging market development efforts

- · Enter the market on our own
- Enter through M&A and external collaboration

Qualitative improvement

Simultaneously pursue business growth (integrate both efforts)

- Reform corporate culture
- Develop management infrastructure

Human resources growth

Develop "Nitto Persons"

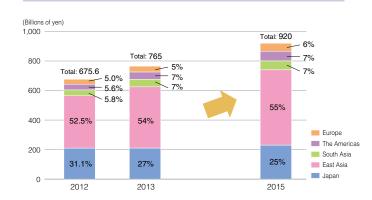
 Company management by "Nitto Persons", regardless of gender or nationality, who have Nitto DNA

2. Performance Plan

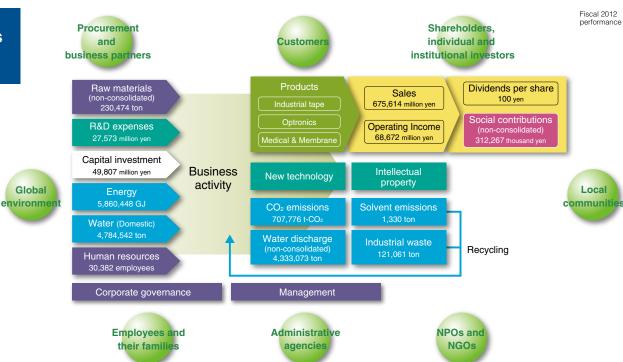


*Assuming an exchange rate of USD/JPY = 95 in fiscal 2013 and 2015

3. Sales budgets by area



Business Model



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