Contents

1. Review of FY2010
2. Nitto’s Situation Concerning the Great East Japan Earthquake
4. In conclusion
1. Review of FY2010
## FY09 and FY10 Results

(Consolidated ; Billions of yen)

<table>
<thead>
<tr>
<th></th>
<th>FY09 (Ended Mar. 31, 2010) (A)</th>
<th>FY10 (Ended Mar. 31, 2011) (B)</th>
<th>Comparison (B) vs (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>601.8</td>
<td>638.5</td>
<td>6.1%</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>56.0</td>
<td>85.2</td>
<td>52.0%</td>
</tr>
<tr>
<td><strong>Ordinary Income</strong></td>
<td>58.8</td>
<td>85.1</td>
<td>44.7%</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>37.5</td>
<td>55.7</td>
<td>48.4%</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>9.3%</td>
<td>13.3%</td>
<td>4.0p</td>
</tr>
<tr>
<td><strong>ROA</strong></td>
<td>6.4%</td>
<td>8.7%</td>
<td>2.3p</td>
</tr>
</tbody>
</table>

*Based on net income*
Almost achieved announced value (640bln.¥) although affected by the Great East Japan Earthquake

Effect of decrease by the earthquake : 1.5bln.¥
Review of FY2010 Result: Operating Income

Slightly lower than announced value (87Bln.¥) due to the suspension of damaged factory by the quake, seasonal drop of utilization and selling price down although weaker yen than assumed exchange rate.
2. Nitto’s Situation Concerning the Great East Japan Earthquake

Our deepest condolences go out to people who have suffered from this unprecedented calamity. We sincerely hope for a swift recovery of affected regions.
Japan’s Nuclear Crisis: Our Sites Not Impacted

None of our plants are located at the region impacted by the radiation leaks.

The numbers inside < > indicate distance between the plant and the Fukushima nuclear power plant.

<table>
<thead>
<tr>
<th>Distance</th>
<th>Plant Name</th>
<th>Location</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;780 km</td>
<td>Onomichi Plant, Hiroshima Pref.</td>
<td>Optical products</td>
<td></td>
</tr>
<tr>
<td>&lt;526 km</td>
<td>Shiga Plant, Shiga Pref.</td>
<td>Membrane products</td>
<td></td>
</tr>
<tr>
<td>&lt;582 km</td>
<td>Headquarters, Osaka Pref.</td>
<td>Medical products</td>
<td></td>
</tr>
<tr>
<td>&lt;502 km</td>
<td>Kameyama Plant, Mie Pref.</td>
<td>Printed circuits products</td>
<td></td>
</tr>
<tr>
<td>&lt;439 km</td>
<td>Toyohashi Plant, Aichi Pref.</td>
<td>Tape products</td>
<td></td>
</tr>
<tr>
<td>&lt;205 km</td>
<td>Kanto Plant, Saitama Pref.</td>
<td>Tape products</td>
<td></td>
</tr>
</tbody>
</table>

The Fukushima Daiichi Nuclear Power Plant
Our Policy Dealing with Radioactive Substances

Safety is our Top Priority.

We do not provide our customers with any items contaminated with radioactive substances.

We do not put our employees in danger.
Our Response to Japan’s Nuclear Crisis

(1) None of the raw materials we use for our products are from the region restricted by the Japanese government.

(2) We launched our self-imposed restriction on the region 30 – 80 km from the Fukushima nuclear power plant. All materials manufactured or stored in the region are to go through the radiation-level check we voluntarily conduct with survey meters.

- Region restricted by the Japanese government (30km radius from the Fukushima nuclear plant)
- Region under our self-imposed restriction (30 – 80km radius)
- Fukushima nuclear power plant
**Impact of the Earthquake & its Implication to us**

**Our new resolve after the disaster**

- Contribute to Japan’s recovery by our products
- By reallocating our production sites, put up the structure which can supply our products in any case

<table>
<thead>
<tr>
<th>Impact of the earthquake</th>
<th>Implication to Nitto</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quake immense damage</td>
<td>Response to the recovery demand</td>
</tr>
<tr>
<td>Shredded supply chain</td>
<td>Reallocation of production sites</td>
</tr>
<tr>
<td>Communication devices without interruption</td>
<td>Establish new biz. model for optical films</td>
</tr>
<tr>
<td>Shortage of electricity &amp; increase energy cost</td>
<td>Response to the materials of touch screen</td>
</tr>
<tr>
<td>More rapid shift to alternative energy sources</td>
<td>Expansion of the needs of G·C·F</td>
</tr>
<tr>
<td>Fresh start to create congenial environment &amp; better living conditions</td>
<td>Acceleration of the strategy to create ample biz. opportunities</td>
</tr>
</tbody>
</table>

Accelerate the existing strategy
Nitto has the possibility to contribute to the recovery demand under the wide range of time.

**Response to immediate demand**
- Building, Housing etc.
- Electronics, Automobile etc.

**Response to mid-and-long term demand**
- Environment
  - New Energy
  - Medical
- Relief, Safety & Health etc.

**Advanced relief, safety & health etc.**

**Response to recovery demand** under the wide range of time

- Sensitivity information & imaginative ideas are essential
- Green, Clean and Fine
- 2Basic
Globalization in the 2nd Stage

As the strategy of “ample biz. opportunities”, promoting globalization to enlarge core business and to generate new business.

Number of group company: 108 (as of Mar 31, 2011)

<table>
<thead>
<tr>
<th>Region</th>
<th>Number</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>13</td>
<td>CY10: Funded in Turkey</td>
</tr>
<tr>
<td>America</td>
<td>24</td>
<td>CY10: Funded in Turkey</td>
</tr>
<tr>
<td>South Asia</td>
<td>17</td>
<td>CY11: M&amp;A of nucleic acid drugs manufactures</td>
</tr>
<tr>
<td>East Asia</td>
<td>8</td>
<td>CY09: Funded in India</td>
</tr>
<tr>
<td>China</td>
<td>25</td>
<td>CY10: Funded Nitoms Korea</td>
</tr>
<tr>
<td>Japan</td>
<td>21</td>
<td>CY08: Funded pharmaceutical consulting in Shanghai</td>
</tr>
</tbody>
</table>
Response to Emerging Countries

Charge into emerging countries by establishing 13 companies since 2005

- **Europe**: 2 companies
  - Turkey

- **East Asia**: 6 companies
  - China
  - South Asia: 2 companies
    - India
    - Vietnam

- **America**: 3 companies
  - Mexico
Accelerate “Creation of Ample Biz. Opportunities” Strategy

Strive for the strengthening & evolution of our core businesses and the launch of new businesses, in the "green, clean & fine + 2-basic" domains.

Standing out in the market with our optimum product & service at the frontline

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Initiatives</th>
<th>Targets for FY2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen &amp; Evolve of Core Businesses</td>
<td>Strengthening Sanshin activities</td>
<td>With the GAM*, grasp changes in the market needs &amp; expand Sanshin targets both in terms of monetary volumes &amp; project-count*</td>
</tr>
<tr>
<td></td>
<td>Pursue market opportunities in emerging countries</td>
<td>Capture the domestic demand biz. &amp; achieve the Area Niche Top(ANT)</td>
</tr>
<tr>
<td>Launch New Businesses</td>
<td>Device &amp; implement a new setup for creating new biz.</td>
<td>• Utilize the “New Opportunity Fund”  • Boost collaboration with external entities  • Promote M&amp;A</td>
</tr>
</tbody>
</table>

(*) GAM: Global Account Management
Driving Two Niche Top Strategies

Tap into ANTs to drive growth in each region at the 2nd Stage of Nitto’s Globalization

<table>
<thead>
<tr>
<th>1st Stage</th>
<th>2nd Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Globalization</strong></td>
<td><strong>Achieve niche top from the local viewpoint of each region</strong></td>
</tr>
<tr>
<td>“Worldwide perspective” perceived from Japanese window</td>
<td></td>
</tr>
</tbody>
</table>

**Products**

- Create GNTs
- Create ANTs

**Products & Service**

- Provide on-site supply

<table>
<thead>
<tr>
<th>Target Markets</th>
<th>Global Niche Tops (GNT)</th>
<th>Area Niche Tops (ANT)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Globalization</strong></td>
<td>Globally integrated market</td>
<td>Growth areas and markets in each region</td>
</tr>
<tr>
<td><strong>Differentiation</strong></td>
<td>Through technologies and functions</td>
<td>Based on situations that may vary by region</td>
</tr>
</tbody>
</table>

- Intellectual properties, standardization, supply methods, etc.
(Industrial Tape) Expand Functions of Overseas Production

By expanding and strengthening the functions of overseas production, manufacture the products to meet the requested on-site quality & price.

Classification by function
(63 overseas companies belonging to Industrial Tape segment)

- Improve Functions
  - Full scale local production
  - Local R&D capability
  - Local procurement

Manufacture double sided tape in China & Malaysia
Establish technical service center in China
(Medical) What is the “Drug Delivery System”?

Advance our basic technology (controlled-release, drug-targeting, controlled-absorption etc.) of DDS & contribute to improve the patients' quality of life

(DDS : Selectively deliver a specifically needed amount of drugs to a target disease-affected body part, at a specifically needed time)

Domains the DDS technology can be leveraged

<table>
<thead>
<tr>
<th>Controllability</th>
<th>Dermis</th>
<th>Oral drugs</th>
<th>Trans-darmal</th>
<th>Transdarmal vaccines</th>
<th>Trans-mucous membrane</th>
<th>Injections</th>
<th>Nucleic acid drugs</th>
<th>Anti-cancer drugs</th>
<th>Hydro-gels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>mucous membrane</td>
<td>Inside the body</td>
<td>Injection</td>
<td>Implant</td>
<td>Controllability: Drugs are selectively delivered to the disease-affected part. Release of the drug, in terms of quantity and timing, can be adjusted.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Body part to be administered drug to</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Our active domain
Domains we consider to extend

18
Nucleic Acid Drugs & Acquisition of (Avecia)

Nucleic acid drugs consist of nucleic acids such as DNA and RNA. It is one of the target-based drugs with functions such as gene silencing.
*Estimated annual market : 2010 / 5-10bln.¥ ⇒ 2020 / 500 bln.¥

Overview of ABI

Company name: Avecia Biotechnology Inc.
Location: Milford, MA, U.S.A. (nearby Boston)
Main business: Contract manufacturing of nucleic acid drugs (the world’s top market share, 50%)

Strategic positioning of ABI

Prepare ourselves to thrive in the nucleic acid drugs market, which is currently at the premature stage but awaiting the great future growth.
Review of Mid-term Management Plan

Operating profit in FY2010 recovered closely to the past highest level

Muscle Plan
FY01-02

One-NITTO
Dream Plan
Step1
FY03-05

One-NITTO
Dream Plan
Step2
FY05-07

Clarify business strategy

Global Niche Top strategy

Clarify guideline of action & judgment

Open • Fair • Best

Clarify Offering Value

Green • Clean • Fine

Whole world is the arena

“G”NET-2010
FY08-10

Freeze numerical target due to financial crisis

“Mu,Gen,Dai” Plan

¥ Billion

OP
89.2Bln¥

OP
85.2Bln¥
## Forecast of FY2011

(Consolidated ; Billions of yen)

<table>
<thead>
<tr>
<th></th>
<th>FY10 (Ended Mar. 31, 2011)</th>
<th>FY11 (Ended Mar. 31, 2012)</th>
<th>Comparison (B) vs (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>638.5</td>
<td>690</td>
<td>8.1%</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>85.2</td>
<td>89</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>Ordinary Income</strong></td>
<td>85.1</td>
<td>89</td>
<td>4.5%</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>55.7</td>
<td>59</td>
<td>5.8%</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>13.3%</td>
<td>12.9%</td>
<td>-0.4p</td>
</tr>
<tr>
<td><strong>ROA</strong></td>
<td>8.7%</td>
<td>8.7%</td>
<td>0.0p</td>
</tr>
</tbody>
</table>

*Based on net income
FY12: Net sales; ¥750 billion, Operating income; ¥100 billion (Operating margin=13.3%)

While consolidating a base for future growth, we will shoot for record-high net sales and operating income!

**Business growth**
- Strengthen Sanshin activities
- Develop newly emerging markets
- Create / implement systems for creating new businesses
- Forge cross-business / function collaboration

**Qualitative improvement**
- Build / expand business foundation
- Increase customer satisfaction
- Protect the global environment, contribute to communities and society

**HR development**
- Develop selected global leader candidates
- Strengthen nurturing of middle-level managers
- Enhance challenging spirit and team dynamism

Meet the goals through a Dynamic collaboration between management viewpoints of business, region and function

*Assumed exchange rate: ¥85/US$
*Estimated before the Great East Japan Earthquake
Personnel & Capital Investment Plan

Newly establish “New Opportunity Fund” not to miss growing theme through slight increase of employee

Personnel Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Personnel (persons)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY10</td>
<td>33,000</td>
</tr>
<tr>
<td>FY11</td>
<td>33,400</td>
</tr>
<tr>
<td>FY12</td>
<td>34,400</td>
</tr>
</tbody>
</table>

Capita Investment Plan

- Included “New Opportunity Fund” (20bln.¥)
- Total of 150Bln.¥ for FY11-12
What’s the “New Opportunity Fund”?

To launch new businesses, a total of 20 billion yen over the course of 2 years from the FY2011 to 2012 has been prepared company-wide for new projects, which are difficult to be evaluated its full potential by our conventional decision-making standard for investment.

Our management team will evaluate the candidates. We will pursue future potential by taking risks.

We’d like to come up with as many possibilities (for future business development) as possible, even if each one is small-scaled.
Main profit driver is Industrial Tape & Optronics
Focus on the creation of new biz. as well as strengthen the current biz. for Medical & Membrane

**Industrial Tape**
- Promoting ANT strategy
- Rapid business development in China, India and Brazil
- Accelerate touch panel rld. business
- World-wide sales expansion of automobile components

**Optronics (LCD rld. materials)**
- Improve productivity of existing lines
- Enlarge the biz. of transparency conductive film for touch panel
- Respond to China market
- Promote “ample biz. opportunities” strategy

**Optronics (Non-LCD rld. materials)**
- Create new electronics biz.
- Maintain & strengthen competitiveness by optimization of production
- Transfer functions to overseas production

**Medical**
- Steady development of pipe-line for new patches
- Brand penetration in China
- Restructuring of factory in U.S.A
- Early commercialization of nucleic acid drugs

**Membrane**
- Strengthen RO peripheral biz. Reinforcement of India, China and North America.
- Enhancement of production capacity.
- Development of new application
Trends of Dividends

Dividend in FY10: 90 yen/share, 30 yen increase from initial plan
Dividend in FY11: 100 yen/share, 10 yen increase from FY10
4. In conclusion
Our top-priority object to meet from FY11 to 12 is to **Create Ample Business Opportunities**, targeting the strengthening & evolution of core businesses, as well as the establishment of new businesses.

By adapting unconventional ideas, we will take on the challenge.

President

Nagira  Yukio
Target a Constantly Growing Centennial Company

Challenge toward new growth!

Perseverance
Go on the Offensive
Take on Challenges
Nurture Growth Biz.
The Centennial year

FY08 FY09 FY10 FY11 FY12 FY15 FY18

690bln.¥ 89bln.¥ 100bln.¥ 750bln.¥
[Terms & Conditions]

This document contains the forecasts of the financial status and business results of the Nitto Denko group. Such forward-looking statements involve risks and uncertainties to some extent, and hence do not represent any guarantee by management of future performance. Please be aware that the actual results may significantly differ from the forecasts, due to changes in the operating environment and other factors.

The Great East Japan Earthquake and Tsunami on March 11, 2011 has affected our production activities, as well as various industries our customers are active in, to a considerable degree. Although we came to disclose this mid-term management plan based on our judgment that the disaster-effect would be only limited in a medium- and long-term standpoint, please note that this plan may potentially be amended in case the situation is found to change.

Our Brand Statement :

At Moments of Change with Brilliant Technology and Flexible Attitude
Appendix

- Capital Investment Plan in FY2011
- Sales and Operating Income Trend
- Sales to Outside Customers
- Capital Investment
- Cash Usage
- Shareholder Composition Trend
Capital Investment Plan in FY2011

FY2010Rslt: <Completion base>
Total 26.8bln.yen

- Industrial Tape 10.5bln.¥
- Optronics (LCD related materials) 10.0bln.¥
- Medical & Membrane 1.5bln.¥
- Others 2.5bln.¥

FY2011Frcst: <Completion base>
Total 45.0bln.yen

- Industrial Tape 16.5bln.¥
- Optronics (LCD related materials) 18.0bln.¥
- Medical & Membrane 3.0bln.¥
- Others 4.0bln.¥
- Optronics (Non-LCD related materials) 3.5bln.¥

*Not included the "New Opportunity Fund" in FY2011 forecast
Sales and Operating Income Trend

Net Sales

Operating Income

(Bls. of yen)

FY03 FY04 FY05 FY06 FY07 FY08 FY09 FY10

601.8 638.5

56.0 85.2
Sales to Outside Customers

(Bln. of yen)

- Japan
- East Asia
- South Asia
- North America
- Europe

FY03 FY04 FY05 FY06 FY07 FY08 FY09 FY10
## Cash Usage

(Bls. of yen)

<table>
<thead>
<tr>
<th></th>
<th>FY03</th>
<th>FY04</th>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
</tr>
</thead>
<tbody>
<tr>
<td>CF by Sales Activity</td>
<td>46.2</td>
<td>56.0</td>
<td>84.5</td>
<td>63.0</td>
<td>101.5</td>
<td>51.2</td>
<td>102.4</td>
<td>97.0</td>
</tr>
<tr>
<td>1. Capital investment</td>
<td>-27.1</td>
<td>-47.6</td>
<td>-58.2</td>
<td>-77.7</td>
<td>-66.8</td>
<td>-61.3</td>
<td>-33.9</td>
<td>-28.0</td>
</tr>
<tr>
<td>2. Dividends</td>
<td>-5.0</td>
<td>-7.8</td>
<td>-9.0</td>
<td>-10.7</td>
<td>-12.4</td>
<td>-13.3</td>
<td>-9.9</td>
<td>-9.8</td>
</tr>
<tr>
<td>3. M&amp;A</td>
<td>-5.6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-2.7</td>
</tr>
<tr>
<td>(ADS)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(ABI)</td>
</tr>
<tr>
<td>4. Share buy-back</td>
<td>-39.7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Shareholder Composition Trend

Financial institutions (incl. securities companies)

Japanese corporations
4.9%

Japanese Individual & Others
15.2

Treasury stock

Foreign Investors

March, 2003
March, 2004
March, 2005
March, 2006
March, 2007
March, 2008
March, 2009
March, 2010
March, 2011

0%
20%
40%
60%
80%
100%
Brand Statement of Nitto Denko Group

At Moments of Change with Brilliant Technology and Flexible Attitude