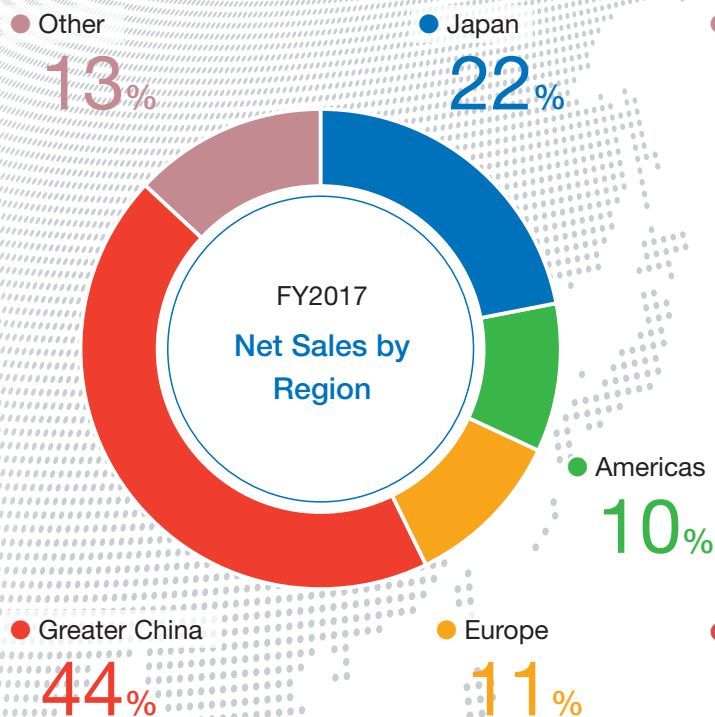


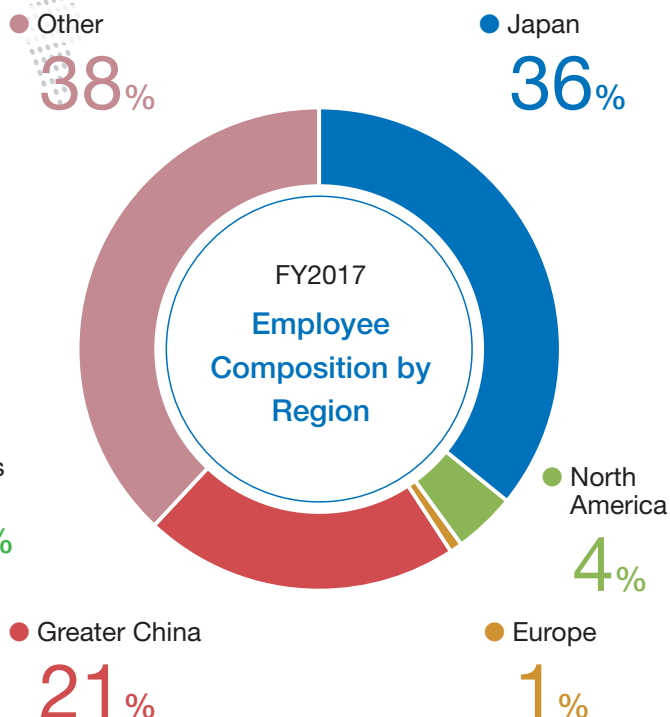
Net Sales by Region / Employee Composition by Region

Our composition of net sales by region is as shown in the graph. In FY2017, our overseas net sales ratio was 78%.



Looking at the breakdown of net sales by region, sales represented by Greater China, our largest market, grew by two points. This was mainly due to favorable sales of products for instruments and equipment such as industrial robots thanks to expanding investments in factory automation systems in China. The sales ratio for the Americas and Europe were largely unchanged but firm enough to support overall net sales.

Region-based figures for employees is as shown in the graph (including fixed-term employees).



In total, the Nippon Chemi-Con Group employs nearly 7,000 people and 64% of those employees are foreign workers. To achieve speedy management suited to each region, we are supporting the transition to local business administration, including promoting local employees to management positions, as we enhance measures to respond to globalization of Group businesses. In recent years, we also have increased recruitment of foreign students studying in Japan. We seek to reinforce our business structure, promoting human resource diversity.

