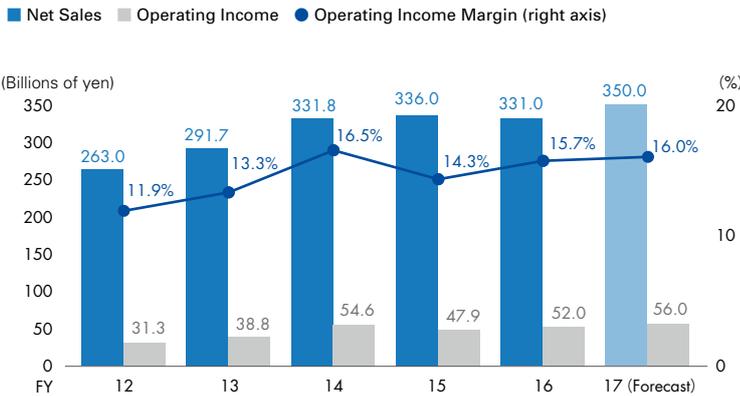


# At a Glance

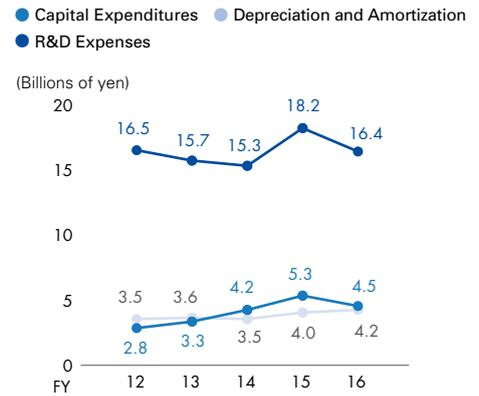
**Industrial Automation Business (IAB)** Share of the Control-Related Equipment Market (Japan): Approx. **40%**

Source: Nippon Electric Control Equipment Industries Association

## Net Sales / Operating Income / Operating Income Margin



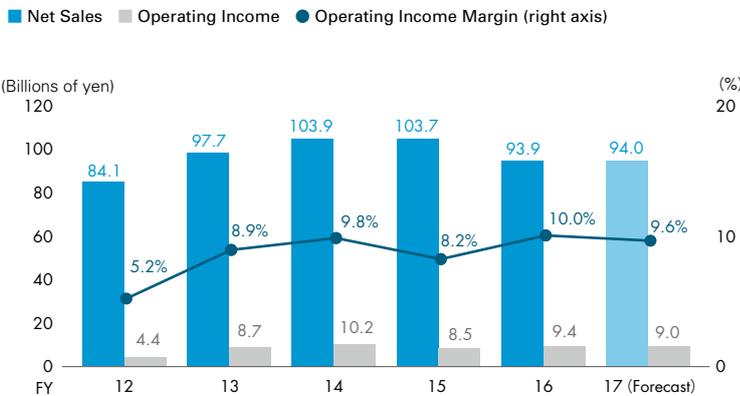
## Capital Expenditures / Depreciation and Amortization / R&D Expenses



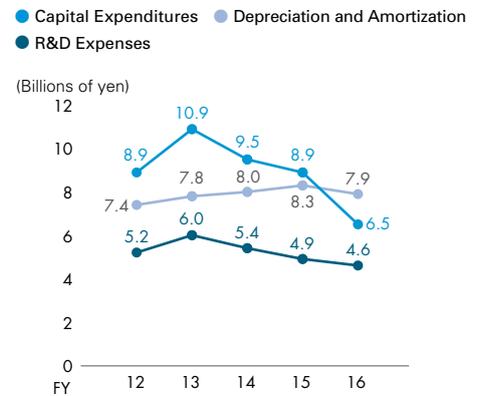
**Electronic and Mechanical Components Business (EMC)** Share of the Relays Market (Global): Approx. **20%**

Source: Internal survey

## Net Sales / Operating Income / Operating Income Margin



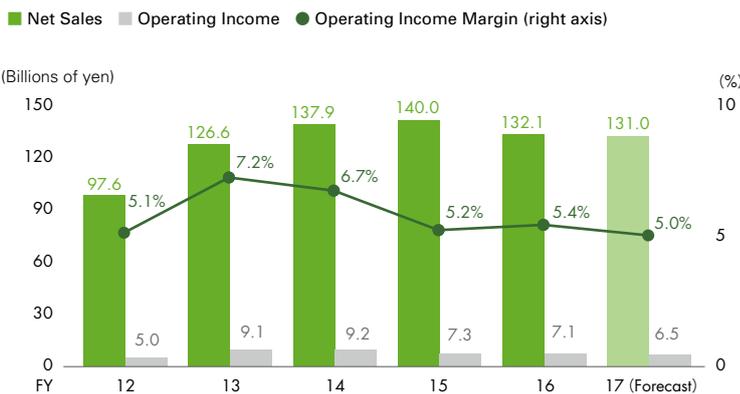
## Capital Expenditures / Depreciation and Amortization / R&D Expenses



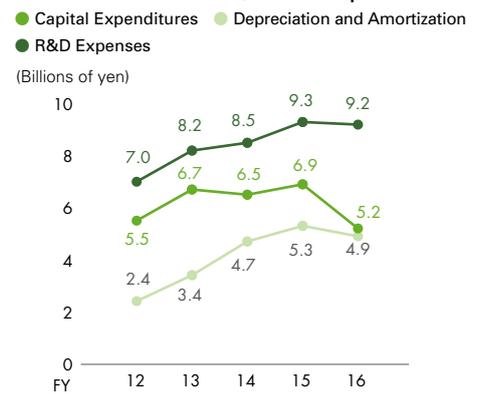
**Automotive Electronic Components Business (AEC)** Share of the Body Control Units for Miniature Vehicles Market (Japan): Approx. **50%**

Source: Internal survey

## Net Sales / Operating Income / Operating Income Margin



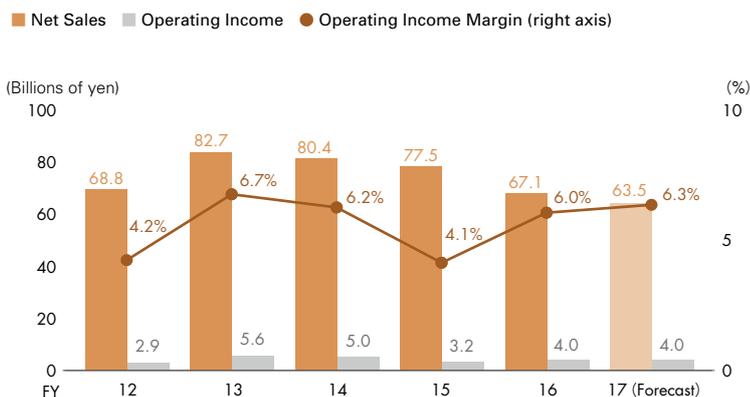
## Capital Expenditures / Depreciation and Amortization / R&D Expenses



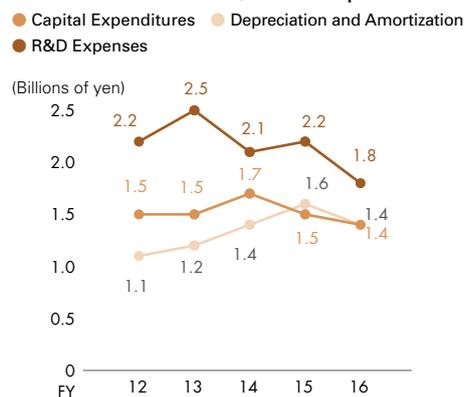
† During fiscal 2013, certain divisions of the EMC were included in the IAB due to a change in management categorizations. We have revised our business classifications, reclassifying certain operations under SSB to the Other Businesses segment beginning fiscal 2017.  
 † 2017 forecast was announced April 27.

**Social Systems, Solutions and Service Business (SSB)** Share of the Station Equipment Market (Japan): Approx. **45%** Source: Internal survey

**Net Sales / Operating Income / Operating Income Margin**

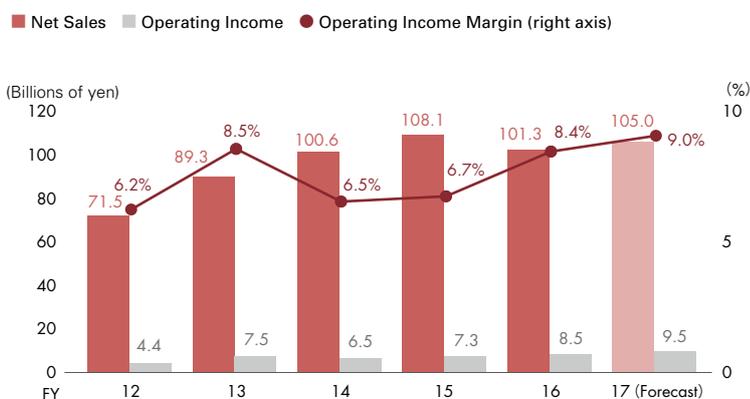


**Capital Expenditures / Depreciation and Amortization / R&D Expenses**

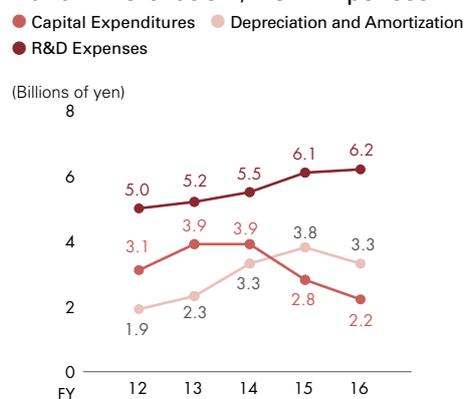


**Healthcare Business (HCB)** Share of the Home-Use Blood Pressure Monitors Market (Global): Approx. **50%** Source: Internal survey

**Net Sales / Operating Income / Operating Income Margin**

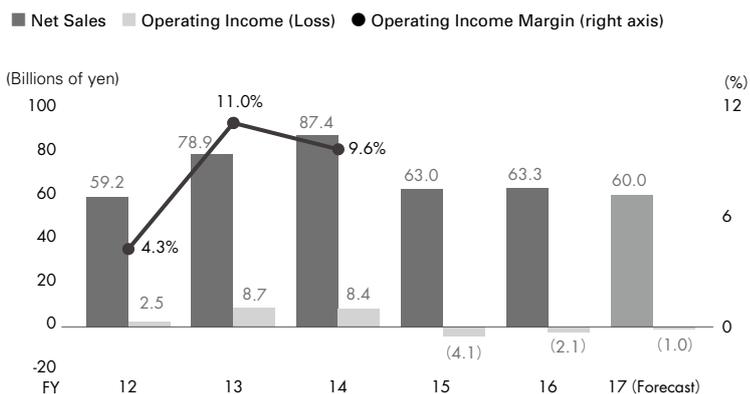


**Capital Expenditures / Depreciation and Amortization / R&D Expenses**



**Other Businesses** Share of the Residential-Use PV Inverters Market (Japan): Approx. **40%** Source: Internal survey

**Net Sales / Operating Income (Loss) / Operating Income Margin**



**Capital Expenditures / Depreciation and Amortization / R&D Expenses**

