

Human Resources are our most important asset. We support activities by a variety of human resources.

The Nitto Group undertakes business in the growing and changing global marketplace by promoting Global Niche Top® and Area Niche Top® strategies. Overseas regions now account for more than 70% of our sales and employees. Under such circumstances, we place much value on diversity, developing measures aimed at allowing a variety of human resources, irrespective of nationality or gender, to play active roles.

Employment

Human resources carrying the future of the Nitto Group are asked to play more active roles than ever, from a global standpoint. We promote employment without distinguishing according to nationality or gender, aiming to grow further by utilizing our human resources to their maximum abilities.

There are a variety of new employees recruited by Nitto Headquarters. Over the past four years, twenty-five non-Japanese nationals have joined Nitto and are now playing active roles within the company. We continue to make positive efforts to recruit more female employees. In fiscal 2015, female employees comprised 30% of the total recruited by Nitto Headquarters.

Promoting Women to Play Active Roles

Fourteen percent of management-level employees in the Nitto Group are women, a figure which is increasing with each passing year. Women are able to play active roles in an increasing number of positions. However, there are noticeable differences among areas. In Japan, we are

Participating in Inter-industry Exchange for Women in Sales

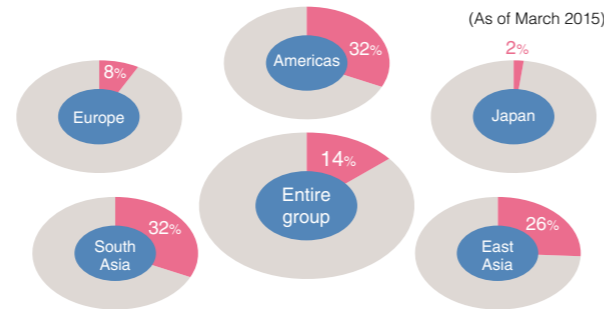
Seven companies, including Nitto, in which the number of women working in sales is low, cooperate in holding exchange meetings. In the meetings, participants foster a better understanding of the appeal of sales work, expectations from the environment and how to succeed in their roles and manage life events. The meetings are useful for participants, both allowing them to acquire the know-how of working with people with different values and enhancing their motivation for work.



A forum held in Tokyo, February 2015

working to make workplaces more comfortable for women, expanding the child support system, for example, and aiming to double the percentage of female management-level employees from the present 2% to 4% in fiscal 2018.

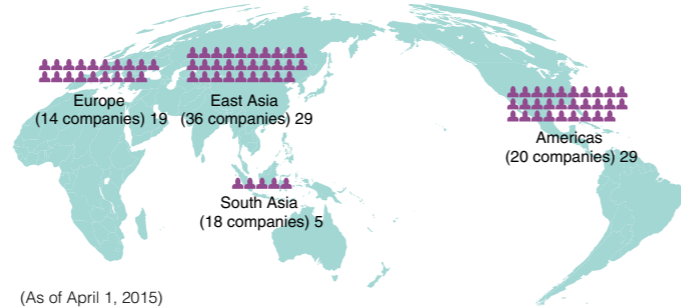
Ratio of female management-level employees by area



Diversity of Executive Officers

In each company of the Nitto Group, non-Japanese executive officers play active roles. In Nitto Denko (non-consolidated), three non-Japanese nationals occupied executive officer positions as of June 19, 2015. In the future, we will actively recruit capable human resources, irrespective of nationality, to create a solid pool of executive officers globally.

Total number of non-Japanese executive officers by area



(As of April 1, 2015)

Participation in Breastfeeding Enlightenment Campaign in China

In May 2014, Nitto Denko (Xiamen) was registered as an organization in the 10m² of Love campaign. Anxious about declining breastfeeding rates in China, the National Center for Women and Children's Health (under the Chinese Center for Disease Control and Prevention) and the United Nations Children's Fund (UNICEF) jointly launched the campaign, which aims to boost awareness of breastfeeding and to encourage the location of breastfeeding rooms in workplaces and public facilities. Nitto Denko (Xiamen) strives to provide an environment in which women can play active roles, establishing breastfeeding rooms in conformity with international standards and putting up posters encouraging breastfeeding.

Cultivation of Human Resources

In response to globalization of management, we launched Nitto Global Business Academy (NGBA) in fiscal 2011, aiming to foster future C-Level executives from a global standpoint. Every year, selected employees participate in NGBA sessions.

NGBA is an educational system composed of the following four streams:

(1) NGBA-E (Executive Course), developing future C-Level executives;

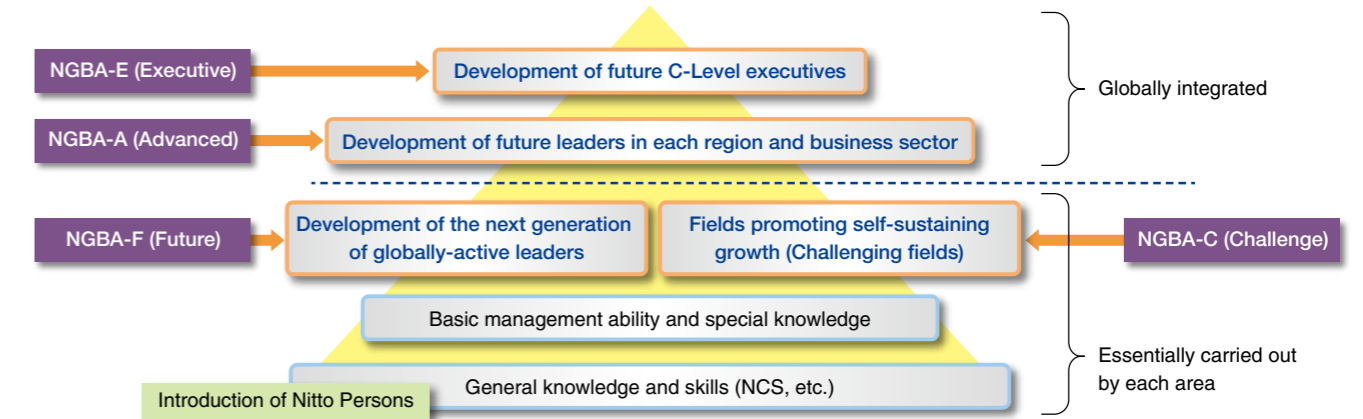
(2) NGBA-A (Advanced Course), developing future leaders in each region and business sector;

(3) NGBA-F (Future Course), developing the next generation of globally-active leaders; and

(4) NGBA-C (Challenge Course), a stimulating course for ambitious young employees

Selected employees from across the whole group participate in NGBA-E and NGBA-A, in English. By engaging in heated debates, participants are able to cultivate the ability to deal with management issues, thus developing into Nitto Persons, able to play active roles globally.

NGBA System of Selective Education



Number of NGBA participants in fiscal 2014

Course	Purpose	Number of participants	Nation of origin	
NGBA-E	Development of future C-Level executives	8	Belgium, U.S.A., Japan	Twenty (including twelve non-Japanese) have finished the course so far, one of them a woman
NGBA-A	Development of future leaders in each region and business sector	18	Taiwan, U.S.A., Hong Kong, Belgium, Korea, Singapore, China, Philippines, Japan	Sixty-seven (including forty-one non-Japanese) have finished the course so far, three of them women
NGBA-F	Development of the next generation of globally-active leaders	10	Japan	One woman out of total participants in 2014
NGBA-C	A stimulating course for ambitious young employees	16	Japan	Four women out of total participants in 2014

Furthermore, we have established NCS (Nitto Group Cultivation System) as the basic level of education for newcomers to the Nitto Group. NCS consists of the following six themes, and is administered in each group company.

Safety	5S	Quality	CSR	Environment	Corporate Philosophy
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NGBA-A lecture at Singapore Management University