Corporate Vision

Creating excitement and peace of mind for the people of the world

Contents

Overview of the JVCKENWOOD Group/Financial Highlights 2
Management Message 4
Management Plan 5
Business Overview of the JVCKENWOOD Group 6
Initiatives to Increase the Brand Value 8
Sustainability Initiatives of the JVCKENWOOD Group 10
Corporate History 12
Network (Japan) 14
Network (Global) 15
Management Team 16
Corporate Profile/Stock Information 17

Management Principles

Transform into a customer value creator
Evolve as a technology-based company
Contribute to a sustainable society through our business
Overview of the JVCKENWOOD Group

Sales Composition for FYE 3/’19

- Media Service Sector
  - Major Business Areas
    - Media Business
    - Entertainment Business
  - Others 2.7%
  - 19.1%

- Public Service Sector
  - Major Business Areas
    - Communications Systems Business
    - Professional Systems Business
    - Healthcare Business

- Automotive Sector
  - Major Business Areas
    - Aftermarket Business
    - O&M Business

Production Composition by Region (FYE 3/’19)

- Americas 1.1%
- Europe 9.2%
- Japan 11.3%
- China 33.2%
- Southeast Asia 45.2%
- Others 1.9%

Revenue Composition by Region (FYE 3/’19)

- Asia/Oceania 12.6%
- Europe 18.3%
- Japan 44.5%

Financial Highlights

Revenue

<table>
<thead>
<tr>
<th>(Billion yen)</th>
<th>FYE 3/’18</th>
<th>FYE 3/’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billion yen</td>
<td>301</td>
<td>308</td>
</tr>
</tbody>
</table>

Operating Profit

<table>
<thead>
<tr>
<th>(Billion yen)</th>
<th>FYE 3/’18</th>
<th>FYE 3/’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billion yen</td>
<td>6.9</td>
<td>7.3</td>
</tr>
</tbody>
</table>

Total Assets & Total Equity

<table>
<thead>
<tr>
<th>(Billion yen)</th>
<th>FYE 3/’18</th>
<th>FYE 3/’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billion yen</td>
<td>240</td>
<td>251</td>
</tr>
</tbody>
</table>

Ratio of Profit Attributable to Owners of the Parent Company

<table>
<thead>
<tr>
<th>(%)</th>
<th>FYE 3/’18</th>
<th>FYE 3/’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billion yen</td>
<td>5.3</td>
<td>6.8</td>
</tr>
</tbody>
</table>

Notes:

1. Equity attributable to owners of the parent company = Total assets
2. Profit attributable to owners of the parent company = Average equity attributable to owners of the parent company during the period
Management Message

Creating value for our customers

Representative Director of the Board, President and CEO
Shoichiro Eguchi

With the aim of achieving our corporate vision of “Creating excitement and peace of mind for the people of the world,” we devote constant efforts to enhancing customer satisfaction, as well as delivering sustainable growth and increasing our corporate value, guided by our new management principles of “Transforming into a customer value creator,” “Evolving as a technology-based company,” and “Contributing to a sustainable society through our business.”

Transformation into a Customer Value Creator
Customer value is the value perceived to be appropriate by customers, and the sources of customer value creation are products and services, as well as brands. The key to achieving the transformation into a customer value creator, one of our management principles, is to provide products and services that meet customer needs.

We believe what is critical in a rapidly changing market environment is to be adaptable and responsive to changes in the market and customer needs. We will, therefore, strive to become a customer value creator whose technological innovations are aligned with its activities for creating new value based on responsive marketing.

Evolution as a Technology-Based Company
The JVCKENWOOD Group will strengthen and promote its initiatives based on strategies related to both technologies and intellectual property, in order to further evolve as a company founded on technology. We will forge ahead with the development of technologies that respond to market needs, with efforts centering on our core technologies in the fields of audio, visual, and communications systems, and will be proactive in applying the immense amount of intellectual property and technologies we have cultivated in new technology areas, in addition to adopting highly innovative new technologies.

Contribution to a Sustainable Society Through Our Business
In terms of contributing to building a sustainable society, the future management of JVCKENWOOD’s Sustainable Development Goals (SDGs) can be described as a form of management that pursues the development of a business structure that allows us to create a better society and a sustainable society as we grow our business and as we strengthen our market position. In other words, JVCKENWOOD’s efforts to implement and accelerate its business strategies will naturally lead to achieving SDGs. All JVCKENWOOD’s business areas are linked to issues to be addressed in SDGs. As a result, we aim to achieve our mid-to-long-term management plan and thereby achieve SDGs.

We hope to forge deep ties of trust with all of our stakeholders, while constantly striving to achieve sustainable growth and to enhance our corporate value.

We look forward to your continued understanding and support.
Business Overview of the JVCKENWOOD Group

JVCKENWOOD Corporation will continue to evolve into a Customer Value Creator, which provides solutions to customers in the Automotive, Public Service, and Media Service sectors, as well as through the DX Business Division, which provides solutions that cut across the boundaries between business fields.

Automotive Sector
(Aftermarket Business and OEM Business)

The Automotive Sector mostly develops car navigation systems, car audio systems, dashcams, and in-vehicle devices. It is divided into the Aftermarket Business, which provides products to consumers through volume-sales retailers and distributors, and the OEM Business, which is operated by the Dealer-Installed Option Business Unit and Factory-Installed Option Business Unit that provide products through automobile manufacturers and dealers.

Public Service Sector
(Communications Systems Business, Professional Systems Business and Healthcare Business)

The Public Service Sector consists of the Communications Systems Business covering professional radio systems and amateur radio sets, the Professional Systems Business, which is operated by JVCKENWOOD Public & Industrial Systems Corporation, covering security camera systems, professional audio systems and other products, and the Healthcare Business covering medical image display monitor solutions and Gazelminder, a gaze tracking system.

Media Service Sector
(Media Business and Entertainment Business)

The Media Service Sector consists of the Media Business, which is operated by four business units—Solutions covering professional-use video cameras, projectors, and other products; lifestyle covering headphones and other products; Imaging Devices covering image display elements and other products; and Brand Business, which handles the brand licensing business. The Entertainment Business handles the Content Business centered on JVCKENWOOD Victor Entertainment, Corp. and the OEM Business.

DX Business (Digital Transformation)

JVCKENWOOD now offers new value and services by fully utilizing the latest digital technologies and big data including AI and IoT by applying open innovation, as well as technology assets developed by the JVCKENWOOD Group over the years, starting with the provision of telematics solutions centered on dashcams with communication capabilities for applications related to auto insurance, ride sharing, and the road transport industry. JVCKENWOOD aims to develop a new business into its fourth pillar of growth, which is independent of the other three business sectors, by creating it without constraints of the boundaries of existing business fields.
Initiatives to Increase Brand Value

Brands

With multiple product brands under its corporate umbrella, JVCKENWOOD promotes a multi-brand strategy to clarify the roles and values of individual brands. We work to be able to communicate in concrete terms of each brand vision—“Imagination that magnifies human senses,” “Precision that exceeds limits,” and “Exploring a new era with pride”—in the form of experienced value for customers.

KENWOOD

Sponsorship Activities in Motor Sports

The KENWOOD brand supports a variety of top motor sports held around the world. The sites of extreme racing events resonate with the brand vision of “Precision that exceeds limits.”

- MotoGP™ Official Supplier
  
  Our DMR-compliant digital radio systems have been adopted as the means of operational communications for MotoGP™, the pinnacle of international motorcycle racing events. These systems are used as communication tools essential for around 200 to 300 operations staff at each Grand Prix. Through numerous use cases, KENWOOD has proven itself to be a reliable brand.

- Development of On-Board Cameras for Super GT Series Events
  
  Since 2014, we have been supplying the official on-board cameras used for TV broadcasts to a total of 23 race cars, including all GT500-class cars for the Super GT series events, the pinnacle of GT racing events in Japan. In 2019, we started supplying new smaller and lighter cameras that deliver clear images and reduced distortion while ensuring durability and robustness in harsh environments like those found in racing.

JVC

Appointing Ambassadors

The JVC brand appoints top world athletes as brand ambassadors based on its brand vision. These ambassadors include World Triathlon Series Champion Mario Mola, professional soccer player for the Urawa Red Diamonds Ladies Koizue Ando, and Belgian cross country champion Jeroen D’Hoedt. By working with these ambassadors, JVC strives to enhance its brand value.

VICTOR

Products and Services Created Based on Commitment

The Victor brand has developed with the aim of "Exploring a new era with pride." In the field of sound, we research and apply the Victor brand to products, services, and solutions that are created with a commitment to the development of sound based on the concept of searching for original sounds.

Corporate Overview
Management Message
Business Overview
Brand Strategy
Sustainability
Corporate History
About Us
Sustainability Initiatives of the JVCKENWOOD Group

Contributing to a sustainable society through our business

In recent years, with the establishment of international frameworks such as SDGs and the Paris Agreement at COP21, corporations are increasingly being asked to play a role in solving ESG and other social issues.

At JVCKENWOOD, we identify and analyze social issues that are strongly related to our businesses based on our sustainability promotion strategy. Then we establish materiality, taking into consideration connections with our Vision 2020 mid- to long-term management plan. Clarifying areas of priority allows us to create value geared toward solving problems as we aim to realize our Vision 2020 and achieve sustainable growth.

Initiatives for eight priority goals from SDGs aimed at solutions to social issues

<table>
<thead>
<tr>
<th>Priority Goals from SDGs</th>
<th>ESG</th>
<th>Priority Issues</th>
<th>Principal Initiatives and expected contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Expanding access to medical care</td>
<td>S</td>
<td>Bringing high-resolution medical image displays to the market</td>
<td>Development of ExoCounter to support early diagnosis of diseases</td>
</tr>
<tr>
<td>15 Development of Gazeliner, a gaze point sensing device, which contributes to the social issue of low birthrates and an aging population</td>
<td>S</td>
<td>Preventing traffic accidents</td>
<td>Contributing to safe and secure driving with dashcams</td>
</tr>
<tr>
<td>15 Diversity &amp; Inclusion</td>
<td>S</td>
<td>Increasing the proportion of women in managerial positions</td>
<td></td>
</tr>
<tr>
<td>9 Accelerating innovation</td>
<td>G</td>
<td>Innovation Act: Developing environments that produce innovation</td>
<td></td>
</tr>
<tr>
<td>9 Secure and safe community development</td>
<td>S</td>
<td>Providing image analysis solutions that contribute to more safe and secure public facilities</td>
<td>Expansion of next-generation IoT solution business</td>
</tr>
<tr>
<td>7 Initiatives for disaster prevention/mitigation</td>
<td>S</td>
<td>Initiating multilingual emergency and professional use broadcasting systems</td>
<td></td>
</tr>
<tr>
<td>8 Sustainable manufacturing</td>
<td>E</td>
<td>Promotion of energy saving in production processes</td>
<td></td>
</tr>
<tr>
<td>9 Addressing climate change</td>
<td>E</td>
<td>Initiatives to reduce greenhouse gas emissions</td>
<td></td>
</tr>
<tr>
<td>17 Initiatives for risk management</td>
<td>G</td>
<td>Initiatives to promote compliance</td>
<td></td>
</tr>
<tr>
<td>17 Stakeholder partnership</td>
<td>G</td>
<td>Collaborations with outside stakeholders: promoting social implementation projects through industrial-governmental-academic cooperation</td>
<td></td>
</tr>
</tbody>
</table>

Sustainability Action Plan

1. Top management will promote the initiatives.
2. Set targets and KPIs in accordance with the Vision 2020 mid- to long-term management plan.
3. Promote the participation of all employees by linking the sustainability initiatives with our business activities.

Social issues for which our company contributes to solutions

We have selected eight areas from the 17 SDGs (society, labor, environment, quality, economy, safety, governance, and value creation) in order to achieve our business activities, provide products and services that may lead to solutions to social issues. In addition, we have set four themes for initiatives based on connecting business and society (conformity, visibility, diversity, continuity).
Network (Japan)  
As of June 1, 2019

**Business Centers and R&D Bases**

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Main R&amp;D Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Office &amp; Yokohama Business Center</td>
<td>Yokohama, Kanagawa</td>
<td>Projector, video cameras, AV accessories, home audio, etc.</td>
</tr>
<tr>
<td>Hachioji Business Center</td>
<td>Hachioji, Tokyo</td>
<td>Automotive equipment</td>
</tr>
<tr>
<td>Hakusan Business Center</td>
<td>Yokohama, Kanagawa</td>
<td>Land mobile radio, video surveillance equipment, etc.</td>
</tr>
<tr>
<td>Kurihama Business Center</td>
<td>Yokosuka, Kanagawa</td>
<td>D-LA devices, laser diodes, etc.</td>
</tr>
</tbody>
</table>

**Principal Manufacturing Sites and Manufacturing Companies**

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Main Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Office &amp; Yokohama Business Center</td>
<td>Yokohama, Kanagawa</td>
<td>Optical components</td>
</tr>
<tr>
<td>Kurihama Business Center</td>
<td>Yokosuka, Kanagawa</td>
<td>Optical components and projectors</td>
</tr>
<tr>
<td>Yokosuka Business Center</td>
<td>Yokosuka, Kanagawa</td>
<td>CD and DVD discs (pre-recorded)</td>
</tr>
<tr>
<td>JVCKENWOOD Yamagata Corporation</td>
<td>Tsurusaka, Yamagata</td>
<td>Communications equipment and professional products</td>
</tr>
<tr>
<td>JVCKENWOOD Nagano Corporation</td>
<td>Ito, Nagano</td>
<td>Automotive equipment</td>
</tr>
<tr>
<td>JVCKENWOOD Nagasaki Corporation</td>
<td>Nagasaki, Nagano</td>
<td>Medical equipment, medical image display monitors and in-vehicle subsystems</td>
</tr>
</tbody>
</table>

**Other Principal Affiliated Companies**

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Main Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>JVCKENWOOD Victor Entertainment Corporation</td>
<td>Shibuya, Tokyo</td>
<td>Planning, production and sales of audio and video software, live concert business, game business, studio business, etc.</td>
</tr>
<tr>
<td>JVCKENWOOD Creative Media Corporation</td>
<td>Yokosuka, Kanagawa</td>
<td>Development, manufacture and sales of recorded optical disks, and manufacture and sale of medical machinery and appliances</td>
</tr>
<tr>
<td>JVCKENWOOD Public &amp; Industrial Systems Corporation</td>
<td>Yokohama, Kanagawa</td>
<td>Development, manufacturing, sales, installation, construction and maintenance of professional imaging, audio and communication equipment and system solution</td>
</tr>
<tr>
<td>JVCKENWOOD Video Tech Corporation</td>
<td>Shibuya, Tokyo</td>
<td>Production, editing, localizing and sales of audio and video, studio operation, and event planning and operation</td>
</tr>
<tr>
<td>JVCKENWOOD Service (Japan) Corporation</td>
<td>Yokosuka, Kanagawa</td>
<td>After-sales services of audio and imaging equipment</td>
</tr>
<tr>
<td>JVCKENWOOD Engineering Corporation</td>
<td>Yokohama, Kanagawa</td>
<td>Development and design of software and hardware</td>
</tr>
<tr>
<td>JVCKENWOOD Design Corporation</td>
<td>Setagaya-ku, Tokyo</td>
<td>Planning and production of designs</td>
</tr>
<tr>
<td>JVCKENWOOD Partners Corporation</td>
<td>Yokohama, Kanagawa</td>
<td>Undertaking of welfare program, general, personnel, accounting and other affairs, sales of goods, tour business, and building construction and contract</td>
</tr>
</tbody>
</table>

Network (Global)  
As of June 1, 2019

**Operation Companies: Americas**

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Main Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>JVCKENWOOD USA Corporation</td>
<td>U.S.A.</td>
<td>Automotive equipment</td>
</tr>
<tr>
<td>JVCKENWOOD Canada Inc.</td>
<td>Canada</td>
<td>Professional media equipment and professional products</td>
</tr>
<tr>
<td>JVCKENWOOD Latin America, S.A.</td>
<td>Panama</td>
<td>Automotive equipment</td>
</tr>
</tbody>
</table>

**Operation Companies: EMEA**

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Main Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>JVCKENWOOD U.K. Limited</td>
<td>U.K.</td>
<td>Automotive equipment</td>
</tr>
<tr>
<td>JVCKENWOOD Ita s.p.A.</td>
<td>Italy</td>
<td>Development, manufacture and sales of radio systems</td>
</tr>
<tr>
<td>JVCKENWOOD Deutschland GmbH</td>
<td>Germany</td>
<td>Development, manufacture and sales of radio systems</td>
</tr>
<tr>
<td>JVCKENWOOD Belgium N.V.</td>
<td>Belgium</td>
<td>Development, manufacture and sales of automotive equipment</td>
</tr>
<tr>
<td>JVCKENWOOD Europe B.V.</td>
<td>Netherlands</td>
<td>Development and sales of professional radio systems</td>
</tr>
<tr>
<td>JVCKENWOOD Rus Ltd. Limited Liability Company</td>
<td>Russia</td>
<td>Development and sales of automotive equipment and communications equipment</td>
</tr>
<tr>
<td>JVCKENWOOD Gulf FZC</td>
<td>U.A.E.</td>
<td>Design and evaluation of automotive equipment and communications equipment</td>
</tr>
</tbody>
</table>

**Operation Companies: Asia-Pacific**

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Main Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>JVCKENWOOD Singapore Pte. Ltd.</td>
<td>Singapore</td>
<td>Automotive equipment</td>
</tr>
<tr>
<td>JVCKENWOOD Malaysia Sdn. Bhd</td>
<td>Malaysia</td>
<td>Automotive equipment</td>
</tr>
<tr>
<td>JVCKENWOOD (Thailand) Co., Ltd.</td>
<td>Thailand</td>
<td>Automotive equipment</td>
</tr>
<tr>
<td>PT. JVCKENWOOD Indonesia</td>
<td>Indonesia</td>
<td>Automotive equipment</td>
</tr>
<tr>
<td>JVCKENWOOD Australia Pty. Ltd.</td>
<td>Australia</td>
<td>Automotive equipment</td>
</tr>
</tbody>
</table>

**Manufacturing Companies**

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Main Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>JVCKENWOOD Electronics Malaysia Sdn. Bhd</td>
<td>Malaysia</td>
<td>Communications equipment</td>
</tr>
<tr>
<td>JVCKENWOOD Electronics (Thailand) Co., Ltd.</td>
<td>Thailand</td>
<td>Media equipment and professional products</td>
</tr>
<tr>
<td>JVCKENWOOD Optical Electronics (Thailand) Co., Ltd.</td>
<td>Thailand</td>
<td>Automotive equipment</td>
</tr>
<tr>
<td>PT. JVC Electronics Indonesia</td>
<td>Indonesia</td>
<td>Automotive equipment</td>
</tr>
<tr>
<td>Shanghai Kenwood Electronics Co., Ltd.</td>
<td>China</td>
<td>Automotive equipment</td>
</tr>
</tbody>
</table>

**Other Principal Affiliated Companies**

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Main Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zetron, Inc.</td>
<td>U.S.A.</td>
<td>Development, production and sales of communications systems and equipment</td>
</tr>
<tr>
<td>EF Johnson Technologies, Inc.</td>
<td>U.S.A.</td>
<td>Development, manufacture and sales of professional radio systems</td>
</tr>
<tr>
<td>ASK Industries S.p.A.</td>
<td>Italy</td>
<td>Development, manufacture and sales of automotive equipment</td>
</tr>
<tr>
<td>Radio Activity S.r.l.</td>
<td>Italy</td>
<td>Development and sales of professional radio systems</td>
</tr>
<tr>
<td>Rein Medical GmbH</td>
<td>Germany</td>
<td>Development, sales and implementation of operating room imaging solutions</td>
</tr>
<tr>
<td>JVCKENWOOD Technologies Singapore Pte. Ltd.</td>
<td>Singapore</td>
<td>Design and evaluation of automotive equipment and communications equipment</td>
</tr>
<tr>
<td>JVCKENWOOD Hong Kong Holdings Limited</td>
<td>China</td>
<td>Manufacture and sales of automotive equipment, and contract manufacturing service of electronics devices</td>
</tr>
</tbody>
</table>

**JVCKENWOOD Company Profile 2019**

As of June 1, 2019...
Management Team

Director of the Board

Takao Tsuji
Yasuyuki Abe
Shoichiro Eguchi

Masaki Imai
Masatoshi Miyamoto
Masao Nomura

Shojiro Asai
Nagasaki Ohyama

Yoshio Sonoda

Audit & Supervisory Board Member

Satoshi Fujita
Takayoshi Sakamoto
Shojiro Asai
Nagasaki Ohyama

Osamu Muraoka
Junko Koshino

Executive Officers

Takuya Arai
Naoyuki Kurihara
Akira Suzuki

Shinichi Takada
Kazuyoshi Hayashi
Akihiko Terada

In Charge of DX (Digital Transformation) Business Division

COO Automotive Sector

Senior Managing Executive Officer

Chief Financial Officer (CFO)

In Charge of Intellectual Property Department

In Charge of R&D Department

General Executive of Automotive Business Planning Division

Chairman of JVCKENWOOD (China) Investment Co., Ltd.

Chairman of JVCKENWOOD Hong Kong Limited

Chairman of JVCKENWOOD Hong Kong Holdings Limited

Senior Executive of Automotive, China

COO China

Chief Technology Officer (CTO)

General Executive of Communications Systems Division

General Manager of Corporate Strategy Department

Concurrently serving as Director of the Board.

Corporate Profile

Company Name: JVCKENWOOD Corporation

Business Segments: Controlling and managing the business activities by operating the Automotive sector, Public Service sector, Media Service sector and owning shares and interest in the companies which run those businesses

Representative Director: Takao Tsuji, Representative Director of the Board, Chairman

Shoichiro Eguchi, Representative Director of the Board, President, Chief Executive Officer (CEO)

Date of Incorporation: October 1, 2008

Capital: 13,645,825,000 yen (as of March 31, 2019)

Number of Employees: 16,839 (consolidated basis) (as of March 31, 2019)

Total Assets: 250,617 million yen (as of March 31, 2019)

Equity: 65,321 million yen (as of March 31, 2019)

Fiscal Year-End: March 31

Head Office: 3-12, Moriyacho, Kanagawa-ku, Yokohama-shi, Kanagawa 221-0022

Stock Information

Odate General Meeting of Shareholders: In June each year

Record Date: Ordinary General Meeting of Shareholders: March 31

Year-end dividend: March 31

Mid-year dividend: September 30

*Besides the above record dates, a dividend of surplus may be paid through specifying a record date separately

Stock Exchange Listing: Listed on the first section of the Tokyo Stock Exchange

Security Code: 6632

Trading Unit: 100 shares

Total Number of Shares Issued: 164,000,201 shares (including 56,643 treasury shares) (as of March 31, 2019)

Total Number of Shareholders: 47,154 (as of March 31, 2019)

Shareholder Register Administrator: Sumitomo Mitsui Trust Bank Limited, 1-4-1 Marunouchi, Chiyoda-ku, Tokyo

Place for the Registration: Stock Transfer Agency Business Planning Dept., Sumitomo Mitsui Trust Bank Limited, 1-4-1 Marunouchi, Chiyoda-ku, Tokyo

Corporate Profile/Stock Information

As of March 31, 2019

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Note: Ratio of shareholding is calculated based on the total number of shares issued and outstanding (excluding treasury shares).