

For the Fiscal Year Ended March 31, 2020

Annual Select[®] 2020

ENOMOTO Co., Ltd.

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(Securities Code: 6928)

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Corporate Profile

The ENOMOTO Group (the “Group”) has been contributing to Japanese manufacturing since its founding in 1962, underpinned by its Management Philosophy of “recognizing that people are at the heart of business management, ENOMOTO (the “Company”) is committed to healthy manufacturing as its contribution to the development of an affluent society.” Achievements in this regard have involved developing numerous new technologies related to press processing, establishing die technologies encompassing a wide range of processes such as blanking, bending, drawing and resin molding, and coming up with ultrafine composite machining technologies for metal and plastic geared to addressing fast-evolving market needs for miniaturization, higher performance and more functions.

By swiftly responding to prevailing market needs in a manner that fully leverages ENOMOTO’s proprietary technological strengths, we have been able to successively expand our fields of business thus far into areas extending from lead frames for integrated circuits and transistors to relay components, lead frames for opto-electronic devices, and components for micro pitch connectors.

I. Summary of Selected Financial Data (Consolidated)

	50th term Fiscal year ended March 31, 2016	51st term Fiscal year ended March 31, 2017	52nd term Fiscal year ended March 31, 2018	53rd term Fiscal year ended March 31, 2019	54th term Fiscal year ended March 31, 2020
Net sales (Thousands of yen)	19,135,159	19,366,575	22,103,762	21,047,885	22,647,295
Ordinary profit (Thousands of yen)	799,628	1,314,034	1,601,535	1,260,245	1,394,403
Profit attributable to owners of parent (Thousands of yen)	480,894	936,593	1,246,124	912,597	912,732
Comprehensive income (Thousands of yen)	89,937	640,368	1,205,953	624,604	778,981
Net assets (Thousands of yen)	11,983,917	12,377,988	14,761,555	15,069,747	15,610,219
Total assets (Thousands of yen)	19,944,770	20,491,920	23,479,123	23,497,834	24,211,063
Net assets per share (Yen)	7,820.95	2,061.63	2,169.16	2,240.94	2,321.46
Basic earnings per share (Yen)	313.84	153.33	199.29	134.37	135.86
Diluted earnings per share (Yen)	–	152.86	198.32	133.98	135.46
Equity-to-asset ratio (%)	60.0	60.4	62.7	64.0	64.4
Rate of return on equity (ROE) (%)	4.0	7.6	9.1	6.1	5.9
Price-earnings ratio (PER) (Times)	7.7	8.5	8.0	6.3	6.0
Net cash provided by (used in) operating activities (Thousands of yen)	667,727	2,203,308	2,012,025	592,341	2,357,654
Net cash provided by (used in) investing activities (Thousands of yen)	(1,150,085)	(769,269)	(1,557,564)	(1,238,704)	(1,501,619)
Net cash provided by (used in) financing activities (Thousands of yen)	(640,727)	(901,464)	1,175,516	(536,363)	(333,609)
Cash and cash equivalents at end of period (Thousands of yen)	1,972,901	2,422,017	4,085,503	2,858,477	3,346,332
Number of employees [Separately, average number of temporary workers] (Persons)	1,008 [504]	1,055 [633]	1,126 [586]	1,253 [637]	1,243 [457]

- Notes: 1. Consumption taxes (refers to consumption and local consumption taxes. The same shall apply hereinafter) are not included in net sales.
2. Diluted earnings per share for the 50th term is not presented because there are no potential shares.
3. The Company conducted a share consolidation of ordinary shares at a ratio of 1 share for each 10 shares with the effective date of October 1, 2016. Net assets per share, basic earnings per share and diluted earnings per share are calculated assuming that the shares were consolidated at the beginning of the 50th term.
4. The Company conducted a share split of ordinary shares at a ratio of 4 shares for 1 share with the effective date of October 1, 2017. Net assets per share, basic earnings per share and diluted earnings per share are calculated assuming that the share split was conducted at the beginning of the 51st term.
5. The “Partial Amendments to Accounting Standard for Tax Effect Accounting” (ASBJ Statement No. 28, February 16, 2018) and relevant Guidances have been applied from the beginning of the 53rd term. Accordingly, the figures for the key management indicators, etc. for the 52nd term have been adjusted retroactively.

II. President's Message



I would like to express my sincere gratitude to you, our shareholders, for your continued support. I would also like to express my sincere condolences to those who have passed away due to the novel coronavirus disease (COVID-19), and I pray for a quick recovery of those who contracted the disease.

The ENOMOTO Group has been contributing to Japanese manufacturing since its founding in 1962, underpinned by its Management Philosophy of “recognizing that people are at the heart of business management, ENOMOTO is committed to healthy manufacturing as its contribution to the development of an affluent society.” Achievements in this regard have involved developing numerous new technologies related to press processing, establishing die technologies encompassing a wide range of processes such as blanking, bending, drawing and resin molding, and coming up with ultrafine composite machining technologies for metal and plastic geared to addressing fast-evolving market needs for miniaturization, higher performance and more functions.

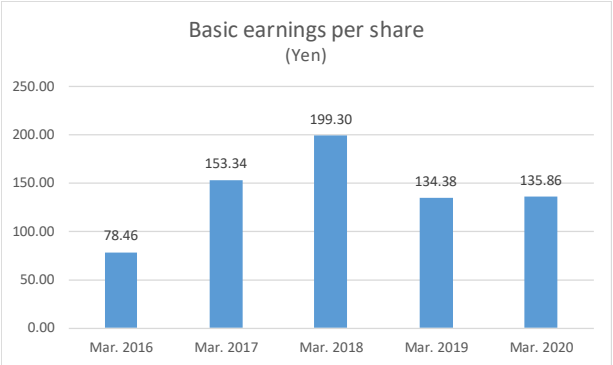
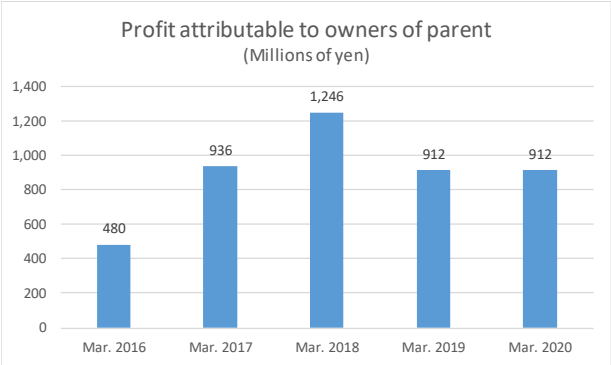
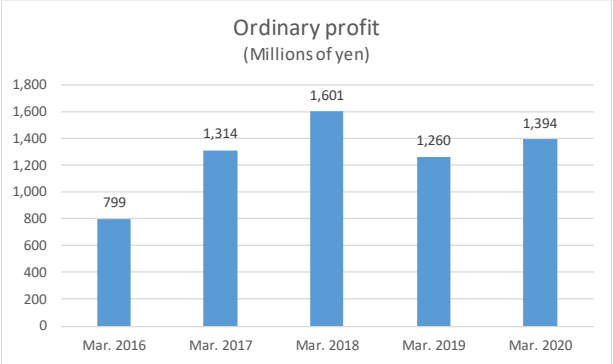
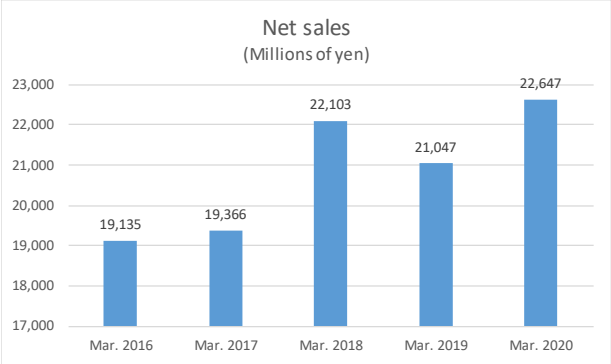
Our products in particular include lead frames for opto-electronic devices typified by light-emitting diodes (LEDs) which constitute an energy-saving product that helps combat global warming, components for micro pitch connectors installed in smartphones and other IT devices and various types of semiconductor lead frames essential for facilitating the spread of self-driving vehicles and IoT. We take pride in these products, which are key technological elements poised to help bring about advances in society going forward. Also, we believe that supplying these products to major manufacturers worldwide will enable the Group to continue playing an indispensable role with respect to helping in bringing about a prosperous society in the future.

Not content with the status quo, the Group has been striving to enhance its competitiveness in the market by actively building an optimal production system geared to addressing future user needs and regional demand. To such ends, we have established a firm position as one of Asia's leading manufacturers in precision composite machining of metals and resins capable of working with global supply frameworks through our operations in Japan and overseas. Presently in Japan, this includes four factory sites of Headquarters Factory Enzan Site, Headquarters Factory Uenohara Site, Tsugaru Factory and Iwate Factory, while overseas, this includes two factory sites, one in the Philippines and the other in China.

In the previous fiscal year, Japan's economy was on a sustained path of recovery with a high level of corporate earnings and improving employment and income environments. However, due to the global spread of COVID-19, which became more pronounced at the beginning of the year, the outlook for the global economy is extremely uncertain. In the electronic components industry to which the Group belongs, while growth for automotive components was sluggish due to a decline in global automobile sales, high-performance cameras and other products were highly valued in the market even though mobile-related components were in a transitional period to fifth generation (5G) wireless technology, and demand levels remained high.

Under such circumstances, the Group has been endeavoring to increase its sales and earnings power through efforts that involve further improving quality and systematically reducing production costs by automating and streamlining manufacturing processes. In the fiscal year ended March 31, 2020, the Company consequently generated net sales of ¥22,647 million (up 7.5% YoY), operating profit of ¥1,358 million (up 20.0% YoY), ordinary profit of ¥1,394 million (up 10.6% YoY), and profit attributable to owners of parent of ¥912 million, which was almost at the same level of the previous fiscal year.

The Group consistently provides customers with reliable products, develops new products and aims for both the prosperity of the Company and the development of society through this business. Based on the trust and understanding of our business partners, employees and other stakeholders, we will foster a spirit of cooperation and unite our efforts while focusing on increasing our corporate stability, growth and profitability. As we intend to make every effort to establish a solid management base capable of responding quickly to any situation given this intensifying fierce global competition and maximize our corporate value, we look forward to your further support in the future.



III. Medium-term Management Policy

The Group has drawn up its Medium-term Business Plan which is to serve as a guideline for the Group's business operations over the five-year period extending from fiscal 2016 to fiscal 2020. Our Medium-term Management Policy stated as, "we will create new value while pursuing the notion of quality manufacturing unrivaled by other companies," inspires us to reach even higher in a manner whereby we make the most of the technological strengths developed by the Group.

Meanwhile, we recognize that the Group must now address the four challenges listed below.

(i) Securing and developing human resources

We must pass down and develop our accumulated technological strengths, premised on the notion that "people are at the heart of business management," as stated in the Group's Management Philosophy. As such, we perpetually face challenges of securing and developing young technical professionals in particular. Both in Japan and overseas, we have been securing an even wider range of human resources while developing our employees through education and training on the basis of taking a medium- to long-term perspective. In addition, we aim to achieve the best work-life balance by accurately understanding the skills and needs of our employees, and are striving to create a workplace in which each individual can maximize their abilities.

(ii) Taking action in new fields of business

Irrespective of its categories of business thus far, the Group will advance into fields of business for leveraging its technological strengths and production capacity, and actively set the stage for such initiatives.

(iii) Heightening production efficiency

We will persist with our efforts to innovate our manufacturing processes, building on efforts taken thus far. In particular, by focusing on streamlining and automating operations, and achieving labor savings, we will implement initiatives such as those for automating the processing of components in mold manufacturing and promote improvement activities throughout the Company aimed at increasing efficiency of the work processes in mass production, and aim to further reduce production costs.

(iv) Expanding production overseas

While shifting production bases to overseas locations, we aim to increase the corporate value of the entire Group by raising the level of interaction between technical professionals and managers in Japan and overseas, and further streamline production and upgrade our customer service.

Moreover, we have designated the task of "accomplishment" as our key managerial theme for fiscal 2020, the fifth year of our Management Policy. This plainly embodies our goal of achieving further growth as an organization where each person maximizes their abilities and is responsible and proud to fulfill their duties and accomplish their goals. We will also focus on initiatives geared to making the Company's business operations and related efforts more widely known in order to boost awareness of the Company.

IV. Helping to Achieve the Sustainable Development Goals (SDGs) through Our Business Activities



SDGs Green Loan Project

Flat Metal Separator Integrating the Gas-diffusion Layer

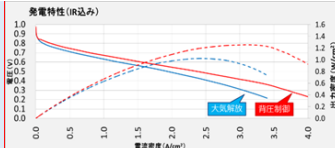

Progress Report on Initiatives for Establishing Research and Development and the Production Line

Fiscal 2019 Topics

Progress is managed according to a road map, and although one item is behind schedule, all of the other items, except those with goals continuing until the next fiscal year, have been achieved. We plan to bring the delayed item back on schedule in the next fiscal year. (☆: Continuing, slightly ahead of schedule; ○: Continuing, on schedule)

★	Target achieved
☆	One step remaining until achieving target
○	Target expected to be achieved
□	Currently making progress, but slightly behind schedule
■	Activities suspended
×	Target difficult to achieve

	Total metric number	★	☆	○	□	■	×
Achieved items (By the end of March)	27	17	2	7	0	0	1

(i) Result of power-generation evaluation	Achieved fiscal year target of 3.7A/cm² for maximum current density (Key metric for fiscal 2019)	Corrections to manufacturing conditions	
(ii) Establishment of manufacturing technology for gas diffusion layer with flow channel	Introduced automation equipment that uses core manufacturing technology (Key metric for fiscal 2019)	Manufacturing of automation equipment	
(iii) Customer-related	(i) Started consignment of research work (one company for fuel cell vehicles) (ii) Number of companies that have concluded an NDA: Seven companies		
(iv) Intellectual-property-related	Submitted two patent applications	Patent Application 2019-171644 Patent Application 2020-029063	

Fiscal 2020 Metrics

In fiscal 2019, the Company carried out the following related to research and development.

- (i) Established core manufacturing technology and started the manufacturing and installment of mass-production equipment.
- (ii) Increased the number of companies that have concluded an NDA to seven companies, of which four companies conduct joint evaluations.
- (iii) Submitted two applications for related patents.

Key metrics for fiscal 2020

We will manufacture products using the automation equipment introduced in fiscal 2019, and ensure the quality that is equivalent to or higher than that of products manufactured using single-product manufacturing equipment. Later, we will increase the manufacturing capacity while maintaining the level of quality. In order to enhance the Company's activities to secure contracts for using those products, we will increase the target number of companies conducting joint evaluations from the current four companies to six companies.

- (i) Ensure the quality of using the automation equipment. (Characteristics equivalent to or better than those when using single-product manufacturing equipment)
- (ii) Increase the number of companies conducting joint evaluations to six companies.

Revision of goal metrics

Newly add "Reduce costs and complete an automated line for increasing quality" as a target for commercialization.

Targets have already been established for production takt times and costs.

V. Consolidated Financial Statements

(1) Consolidated Balance Sheets

(Thousands of yen)

	As of March 31, 2019	As of March 31, 2020
Assets		
Current assets		
Cash and deposits	2,858,477	3,346,332
Notes and accounts receivable - trade	5,831,028	6,680,785
Merchandise and finished goods	850,644	876,144
Work in process	1,259,834	1,106,834
Raw materials and supplies	1,507,148	1,074,395
Accounts receivable - other	98,029	145,778
Other	81,881	77,524
Allowance for doubtful accounts	(2,896)	(3,812)
Total current assets	12,484,148	13,303,982
Non-current assets		
Property, plant and equipment		
Buildings and structures	8,982,009	9,031,181
Accumulated depreciation	(6,032,054)	(6,211,415)
Buildings and structures, net	2,949,954	2,819,765
Machinery, equipment and vehicles	12,678,935	12,597,567
Accumulated depreciation	(9,103,685)	(9,071,387)
Machinery, equipment and vehicles, net	3,575,249	3,526,180
Tools, furniture and fixtures	3,381,660	3,337,403
Accumulated depreciation	(3,024,230)	(2,908,577)
Tools, furniture and fixtures, net	357,429	428,825
Land	2,851,834	2,770,234
Construction in progress	258,722	286,442
Total property, plant and equipment	9,993,191	9,831,448
Intangible assets	83,071	177,610
Investments and other assets		
Investment securities	578,061	531,990
Retirement benefit asset	146,349	147,638
Deferred tax assets	40,554	48,997
Other	205,156	196,396
Allowance for doubtful accounts	(32,700)	(27,000)
Total investments and other assets	937,422	898,022
Total non-current assets	11,013,685	10,907,080
Total assets	23,497,834	24,211,063

(Thousands of yen)

	As of March 31, 2019	As of March 31, 2020
Liabilities		
Current liabilities		
Notes and accounts payable - trade	4,746,766	4,435,758
Short-term borrowings	1,015,315	651,951
Income taxes payable	78,912	191,764
Provision for bonuses for directors (and other officers)	–	20,000
Provision for bonuses	278,000	331,000
Other	1,306,506	1,596,393
Total current liabilities	7,425,500	7,226,867
Non-current liabilities		
Long-term borrowings	25,134	350,006
Deferred tax liabilities	245,132	203,010
Retirement benefit liability	224,830	262,220
Provision for retirement benefits for directors (and other officers)	68,992	67,792
Provision for share-based remuneration for directors (and other officers)	23,103	52,482
Deferred tax liabilities for land revaluation	288,517	288,346
Other	126,876	150,117
Total non-current liabilities	1,002,586	1,373,975
Total liabilities	8,428,086	8,600,843
Net assets		
Shareholders' equity		
Share capital	4,749,333	4,749,333
Capital surplus	5,082,571	5,082,571
Retained earnings	5,585,980	6,213,621
Treasury shares	(152,950)	(153,180)
Total shareholders' equity	15,264,934	15,892,345
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	8,498	5,594
Revaluation reserve for land	(404,302)	(357,490)
Foreign currency translation adjustment	218,114	112,744
Remeasurements of defined benefit plans	(32,605)	(58,082)
Total accumulated other comprehensive income	(210,295)	(297,234)
Share acquisition rights	15,109	15,109
Total net assets	15,069,747	15,610,219
Total liabilities and net assets	23,497,834	24,211,063

**(2) Consolidated Statements of Income and
Consolidated Statements of Comprehensive Income**

(Consolidated Statements of Income)

(Thousands of yen)

	Fiscal year ended March 31, 2019	Fiscal year ended March 31, 2020
Net sales	21,047,885	22,647,295
Cost of sales	17,660,149	19,053,742
Gross profit	3,387,736	3,593,552
Selling, general and administrative expenses	2,256,169	2,234,807
Operating profit	1,131,566	1,358,745
Non-operating income		
Interest income	13,806	24,099
Dividend income	66,478	3,936
Rental income	58,223	57,922
Insurance claim income	-	22,779
Foreign exchange gains	25,218	-
Other	37,438	33,136
Total non-operating income	201,165	141,874
Non-operating expenses		
Interest expenses	23,807	23,472
Loss on transfer of receivables	12,314	6,358
Taxes and dues	8,240	9,199
Depreciation	19,966	18,105
Foreign exchange losses	-	34,761
Other	8,157	14,318
Total non-operating expenses	72,486	106,216
Ordinary profit	1,260,245	1,394,403
Extraordinary income		
Gain on sales of non-current assets	21,932	7,200
Insurance claim income	-	95,510
Gain on sales of investment securities	95,343	-
Total extraordinary income	117,276	102,711
Extraordinary losses		
Loss on sales of non-current assets	13,867	5,896
Loss on retirement of non-current assets	16,248	54,664
Impairment loss	25,774	193,600
Loss on disaster	-	39,350
Loss on valuation of investment securities	41,610	43,053
Total extraordinary losses	97,501	336,563
Profit before income taxes	1,280,020	1,160,550
Income taxes - current	255,493	291,582
Income taxes - deferred	111,930	(43,764)
Total income taxes	367,423	247,818
Profit	912,597	912,732
Profit attributable to owners of parent	912,597	912,732

(Consolidated Statements of Comprehensive Income)

(Thousands of yen)

	Fiscal year ended March 31, 2019	Fiscal year ended March 31, 2020
Profit	912,597	912,732
Other comprehensive income		
Valuation difference on available-for-sale securities	(96,434)	(2,904)
Foreign currency translation adjustment	(194,340)	(105,370)
Remeasurements of defined benefit plans, net of tax	2,781	(25,477)
Total other comprehensive income	(287,992)	(133,751)
Comprehensive income	624,604	778,981
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	624,604	778,981
Comprehensive income attributable to non-controlling interests	—	—

(3) Consolidated Statements of Changes in Equity

Fiscal year ended March 31, 2019

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,749,333	5,088,699	4,913,988	(86,773)	14,665,248
Changes during the period					
Dividends of surplus			(237,836)		(237,836)
Profit attributable to owners of parent			912,597		912,597
Purchase of treasury shares				(81,987)	(81,987)
Disposal of treasury shares		(6,128)		15,809	9,680
Reversal of revaluation reserve for land			(2,769)		(2,769)
Net changes in items other than shareholders' equity					
Total changes during the period	–	(6,128)	671,992	(66,177)	599,685
Balance at end of period	4,749,333	5,082,571	5,585,980	(152,950)	15,264,934

	Accumulated other comprehensive income					Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	104,932	(407,071)	412,454	(35,387)	74,928	21,379	14,761,555
Changes during the period							
Dividends of surplus							(237,836)
Profit attributable to owners of parent							912,597
Purchase of treasury shares							(81,987)
Disposal of treasury shares							9,680
Reversal of revaluation reserve for land							(2,769)
Net changes in items other than shareholders' equity	(96,434)	2,769	(194,340)	2,781	(285,223)	(6,269)	(291,493)
Total changes during the period	(96,434)	2,769	(194,340)	2,781	(285,223)	(6,269)	308,192
Balance at end of period	8,498	(404,302)	218,114	(32,605)	(210,295)	15,109	15,069,747

Fiscal year ended March 31, 2020

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,749,333	5,082,571	5,585,980	(152,950)	15,264,934
Changes during the period					
Dividends of surplus			(238,279)		(238,279)
Profit attributable to owners of parent			912,732		912,732
Purchase of treasury shares				(229)	(229)
Disposal of treasury shares					-
Reversal of revaluation reserve for land			(46,812)		(46,812)
Net changes in items other than shareholders' equity					
Total changes during the period	-	-	627,640	(229)	627,411
Balance at end of period	4,749,333	5,082,571	6,213,621	(153,180)	15,892,345

	Accumulated other comprehensive income					Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	8,498	(404,302)	218,114	(32,605)	(210,295)	15,109	15,069,747
Changes during the period							
Dividends of surplus							(238,279)
Profit attributable to owners of parent							912,732
Purchase of treasury shares							(229)
Disposal of treasury shares							-
Reversal of revaluation reserve for land							(46,812)
Net changes in items other than shareholders' equity	(2,904)	46,812	(105,370)	(25,477)	(86,939)	-	(86,939)
Total changes during the period	(2,904)	46,812	(105,370)	(25,477)	(86,939)	-	540,471
Balance at end of period	5,594	(357,490)	112,744	(58,082)	(297,234)	15,109	15,610,219

(4) Consolidated Statements of Cash Flows

(Thousands of yen)

	Fiscal year ended March 31, 2019	Fiscal year ended March 31, 2020
Cash flows from operating activities		
Profit before income taxes	1,280,020	1,160,550
Depreciation	1,145,532	1,472,525
Increase (decrease) in retirement benefit liability	34,704	39,209
Decrease (increase) in retirement benefit asset	(7,314)	(34,793)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	(41,084)	(1,200)
Increase (decrease) in provision for share-based remuneration for directors (and other officers)	23,103	29,379
Increase (decrease) in provision for bonuses	(40,000)	53,000
Increase (decrease) in provision for bonuses to directors (and other officers)	–	20,000
Increase (decrease) in allowance for doubtful accounts	274	916
Interest and dividend income	(80,284)	(28,036)
Insurance claim income	–	(95,510)
Interest expenses	23,807	23,472
Gain on sales of property, plant and equipment	(21,932)	(7,200)
Loss on sales of property, plant and equipment	13,867	5,896
Loss on retirement of property, plant and equipment	16,248	54,664
Impairment loss	25,774	193,600
Loss (gain) on sales of investment securities	(95,343)	–
Loss (gain) on valuation of investment securities	41,610	43,053
Decrease (increase) in trade receivables	(529,990)	(870,844)
Decrease (increase) in inventories	(817,836)	547,829
Decrease (increase) in other current assets	(3,648)	(46,582)
Increase (decrease) in trade payables	(333,625)	(293,910)
Increase (decrease) in other current liabilities	240,486	162,336
Other, net	(1,941)	10,524
Subtotal	872,428	2,438,878
Interest and dividends received	80,284	28,036
Proceeds from insurance income	–	95,510
Interest paid	(23,798)	(23,861)
Income taxes paid	(336,573)	(180,910)
Net cash provided by (used in) operating activities	592,341	2,357,654
Cash flows from investing activities		
Purchase of property, plant and equipment	(1,727,600)	(1,471,575)
Proceeds from sales of property, plant and equipment	245,605	29,783
Purchase of intangible assets	(9,796)	(47,279)
Proceeds from sales of investment securities	180,814	–
Purchase of investment securities	(7,439)	(1,130)
Decrease (increase) in other investments	53,903	(13,244)
Other, net	25,808	1,826
Net cash provided by (used in) investing activities	(1,238,704)	(1,501,619)

(Thousands of yen)

	Fiscal year ended March 31, 2019	Fiscal year ended March 31, 2020
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	34,097	(372,741)
Proceeds from long-term borrowings	–	500,000
Repayments of long-term borrowings	(194,662)	(156,808)
Proceeds from issuance of shares resulting from exercise of share acquisition rights	12	–
Repayments of finance lease obligations	(55,988)	(65,550)
Purchase of treasury shares	(81,987)	(229)
Dividends paid	(237,836)	(238,279)
Net cash provided by (used in) financing activities	(536,363)	(333,609)
Effect of exchange rate change on cash and cash equivalents	(44,300)	(34,569)
Net increase (decrease) in cash and cash equivalents	(1,227,026)	487,855
Cash and cash equivalents at beginning of period	4,085,503	2,858,477
Cash and cash equivalents at end of period	2,858,477	3,346,332

VI. Company History

Date	Event
April 1967	ENOMOTO MANUFACTURING Co., Ltd. established in Sagamiko-machi, Tsukui-gun, Kanagawa (present day, Midori-ku, Sagami-hara-shi, Kanagawa), for the purpose of manufacturing precision molds and processing pressed components including electronic components fabricated using such molds
December 1969	Uenohara Factory built in Uenohara-cho, Kitatsuru-gun, Yamanashi (present day, Uenohara-shi, Yamanashi), in order to expand operations
March 1973	Headquarters relocated to Uenohara-cho, Kitatsuru-gun, Yamanashi, from Sagamiko-machi, Tsukui-gun, Kanagawa
April 1987	Enzan Factory (present day, Headquarters Factory) built in Enzan-shi, Yamanashi (present day, Koshu-shi, Yamanashi), for the purpose of increasing sales of LED lead frames and streamlining processing of molded components
July 1990	ENOMOTO MANUFACTURING Co., Ltd. renamed ENOMOTO Co., Ltd.
November 1990	Shares registered for over-the-counter trading with the Japan Securities Dealers Association (JSDA)
June 1991	Tsugaru Enomoto Co., Ltd. (present day, Tsugaru Factory) established in Goshogawara-shi, Aomori
March 1995	Iwate Factory built in Otsuchi-cho, Kamihei-gun, Iwate
August 1995	Uenohara Factory (present day, Headquarters Factory) relocated to the Uenohara industrial estate
October 1995	ENOMOTO PHILIPPINE MANUFACTURING Inc. established in Cavite Province, Republic of the Philippines (currently a consolidated subsidiary)
August 1997	Iwate Enomoto Co., Ltd. (present day, Iwate Factory) established, undertakes business of Iwate Factory
November 2000	ENOMOTO HONG KONG Co., Ltd. established in Hong Kong, PRC (currently a consolidated subsidiary)
January 2001	ZHONGSHAN ENOMOTO Co., Ltd. established in Zhongshan City, Guangdong Province, PRC (currently a consolidated subsidiary)
April 2003	Headquarters relocated to 8154-19 Uenohara, Uenohara-cho, Kitatsuru-gun, Yamanashi (present day, 8154-19 Uenohara, Uenohara-shi, Yamanashi)
April 2004	Subsidiaries Tsugaru Enomoto Co., Ltd. and Iwate Enomoto Co., Ltd. merged into the Company, and Tsugaru Factory and Iwate Factory established
December 2004	Over-the-counter trading registration with JSDA canceled and shares listed on Jasdac Securities Exchange
April 2010	Shares listed on the JASDAQ of the Osaka Securities Exchange upon merger of Jasdac Securities Exchange and Osaka Securities Exchange
July 2013	Shares listed on the JASDAQ Standard of the Tokyo Stock Exchange upon integration of the Tokyo Stock Exchange and Osaka Securities Exchange
October 2015	Headquarters Factory established upon integration of Enzan Factory and Uenohara Factory
December 2015	Cavite No. 2 Factory of ENOMOTO PHILIPPINE MANUFACTURING Inc. established in Cavite Province, Republic of the Philippines
December 2017	Listing changed to Second Section of the Tokyo Stock Exchange, from the JASDAQ Standard of the Tokyo Stock Exchange previously
November 2018	Shares registered on the First Section of the Tokyo Stock Exchange

VII. Corporate Data

Basic Information (as of March 31, 2020)

Trade name:	ENOMOTO Co., Ltd.
Established:	April 1967
Listed market:	The First Section of the Tokyo Stock Exchange (Securities Code: 6928)
Listed:	November 2018
Business year:	From April 1 to March 31
Share capital:	¥4,749,333 thousand
Number of employees:	1,700 persons (on a consolidated basis; including temporary employees)
Head office:	8154-19, Uenohara, Uenohara-shi, Yamanashi
Telephone:	+81-554-62-5111
Consolidated subsidiaries:	ENOMOTO PHILIPPINE MANUFACTURING Inc. ENOMOTO HONG KONG Co., Ltd. ZHONGSHAN ENOMOTO Co., Ltd.

Directors and Audits Committee Members (as of July 14, 2020)

President	Nobuyuki Takeuchi
Managing Director	Homare Shiratori
Managing Director	Mitsuhiro Kushima
Director	Nobuo Sakurai
Fulltime Audits Committee Member*	Tadashi Kato
Audits Committee Member*	Sachiko Yamaki
Audits Committee Member*	Michiyo Ujiie

* Outside Director

Stock Status (as of March 31, 2020)

Total number of authorized shares:	15,000,000 shares
Total number of issued shares:	6,865,360 shares
Number of shareholders:	2,778

Major shareholders (Top 10)

Name	Number of shares held (Shares)	Shareholding ratio (excluding treasury shares) (%)
Enomoto Kosan Ltd.	630,260	9.25
MN Kikaku Ltd.	420,328	6.17
Japan Trustee Services Bank, Ltd. (Trust account)	399,600	5.86
The Master Trust Bank of Japan, Ltd. (Trust account)	278,300	4.08
ENOMOTO Employee Stock Ownership Association	137,292	2.01
Hisako Enomoto	128,104	1.88
Taeko Sakurai	128,060	1.88
Japan Trustee Services Bank, Ltd. (Trust account 5)	116,700	1.71
Kenichi Matsuoka	96,400	1.41
Nobuo Sakurai	93,660	1.37

* In addition to shares described above, the Company holds 57,583 shares as treasury shares.

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* While every best effort has been made to provide a translation meeting the quality standards required of professionals, the Company does not guarantee it is 100% accurate. Therefore, please verify the original Japanese text for any final judgments made based on this information.