



Consolidated Financial Results Briefing Materials for FY 2019

IRISO ELECTRONICS CO., LTD.
Stock Code: 6908
(May 11, 2020)



- I . Summary of the Consolidated Financial Results for FY 2019**
- II . Financial Forecast for FY 2020**
- III . Review of Previous Mid-Term Management Plan (FY2017- FY2019)**
- IV . ESG Activity**



1. Summary of FY2019 Business Results



Unit: Millions of yen

YoY decrease in sales and operating income because of the US-China trade war, 2020 novel coronavirus (COVID-19) impact and foreign currency effect.

	FY2019 Results	FY2018 Results	Difference	Revised Plan as of 5 Feb.	Difference
Net Sales	39,614	42,834	(3,219)	39,500	+114
Automotive (AVN)	13,299	16,142	(2,842)		
Automotive (Electronics)	20,425	20,525	(100)		
Consumer	3,711	3,983	(272)		
Industrial	2,178	2,184	(5)		
Operating income	4,628	6,084	(1,456)	4,500	+128

■ **Sales:** Sales have decreased due to car sales slump in China as the US-China trade row has escalated and the global market has slowed down and due to the recession of car sales and production in China and Europe as the novel coronavirus outbreak has spread since FY2019 4Q.

The currency market has also been affected by the trend of Yen appreciation against CNY and EUR.

- ▪ Market slump caused by the US-China trade row and others: approx.- 1.3 billion yen
- Novel coronavirus impact : approx. – 0.9 billion yen (+0.1billion yen compared to 5 Feb. outlook)
- Foreign currency effect: approx.- 1 billion

■ **Operating income:** Despite implementation of the contingency plan to continue cost reduction, operating income shows a YoY decrease as operating rate has shrunk due to dropping sales, inventory control during the first half of FY2019 and due to the rise of gold prices.

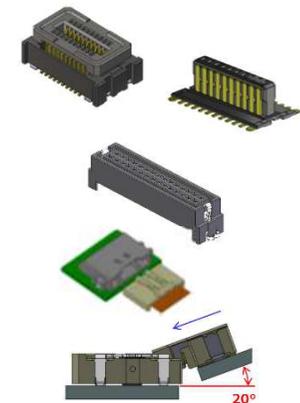


■ By Market

- Entire automotive market: decrease in the existing areas such as car navigation system and switch as car sales have been slumping in the key regions, mainly in China, due to the US-China trade row and novel coronavirus impact.
- Automotive (AVN area): decrease in car sales and also in sales amount of connectors used for each car as display audio has been widely adopted. Note: DA is a display audio.
- Automotive (electronics area):
 - Appox.5% increase in sales for safety applications (camera/radar) owing to ADAS development.
Shipment for camera manufacturers in Europe started.
 - Approx. 50% increase in sales for powertrains which include the three directional BtoB floating connector “Z-Move®” .
→ Sales growth has reached 23% of the whole sales in these two areas
- Consumer market: shipment of the floating BtoB connectors for TV automated assembly started

■ New Product Development

Equipped Device	Connector Type	Contribution
Automotive Camera	Floating BtoB (World's smallest)	Space saving
	Camera module housing with IF	Space saving, high spec
Inverter	BtoFPC	Space saving, low cost
Battery Monitoring System	BtoFPC	Space saving, low cost
TV	Floating BtoB	Automated assembly



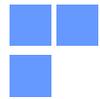


3. Consolidated Results for FY 2019 (YoY Change)



Unit: Millions of yen

	FY 2018	FY 2019	YoY change
Net sales	42,834	39,614	(3,219) (7.5)%
Operating income	6,084 14.2%	4,628 11.7%	(1,456) (23.9)%
Ordinary income	6,325 14.8%	4,668 11.8%	(1,657) (26.2)%
Net income	3,722 8.7%	3,287 8.3%	(435) (11.7)%
EPS	157.70 yen	139.49 yen	
Average exchange rate during the period	USD 110.69 yen EURO 128.43 yen RMB 16.53 yen	109.10 yen 121.13 yen 15.66 yen	(1.59) yen (7.30) yen (0.87) yen



■ Reasons to change

As known as CASE (Connected: connected cars, Autonomous: autonomous driving, Shared: car sharing, and Electric: electrification), automobiles are facing with one of the biggest transformations that has ever been occurring once every 100 years, and there have been changes in in-car equipment and how to use them. Reflecting on this change, new segments for the automotive market are proposed.

→① Infotainment (a complex word of “Information + Entertainment”)

Assuming that current car navigation systems and measuring instruments will be integrated to display various information including car body, speed, and situations inside and outside of a car, and to telecommunicate with the outside world, the new “infotainment” segment is proposed to include markets for car navigation etc. and measuring instruments such as dashboard panels.

② Safety Applications

Markets for sensors such as cameras that secure the safety of vehicles are categorised separately as the “Safety Applications” segment to capture a change in demands for safety applications for autonomous driving.

③ Powertrain

Markets for components that supply electricity to the driving motor of electric vehicles, etc. are separately categorised as the “Powertrain” segment to capture a change in demands for powertrains that is caused by electrification.

■ New segments for the automotive industry

Two current segments for the automotive industry, AVN and car electronics, are replaced by four new segments.

- Infotainment
- Safety applications
- Powertrain
- Others



Main applications in the segments

New Segment	Main Application	Current Segment
Infotainment	▪ Car Navigation, Car Audio, etc.	AVN
	▪ Measuring instrument	Electronics
Safety	▪ Camera etc.	
Powertrain	▪ Motor driving circuit, etc.	
Others	—	

6. Breakdown of Net Sales (by Market)

※ Current Market Segment



Unit: Millions of yen

		FY 2019	YoY Change	Sales Ratio	Factors of Change
Automotive (automotive applications)		33,724	(8.0)%	85.1%	<ul style="list-style-type: none"> Global slump in car sales in the key regions, mainly in China, because of the US-China trade row and novel coronavirus impact.
Area	AVN (Car audio, visual, navigation systems, etc.)	13,299	(17.6)%	33.6%	<ul style="list-style-type: none"> In the car electronics market, hardly any YoY change as a result of approx. 5% increase in sales for safety applications and approx. 50% increase in sales for powertrain
	Electronics (Safety applications, electric components, powertrains etc.)	20,425	(0.5)%	51.5%	
Consumer (OA, game consoles, digital cameras, cellular phones, televisions, etc.)		3,711	(6.8)%	9.4%	<ul style="list-style-type: none"> Decrease in sales mainly for multi-function printer and game consoles Increase in sales for a new range of TV for automated assembly
Industrial (Industrial equipment, etc.)		2,178	(0.2)%	5.5%	<ul style="list-style-type: none"> For the first half of FY2019, capital expenditure reduction in China as the US-China trade row escalated. For the latter half, hardly any change with recovery trend
Total		39,614	(7.5)%	100.0%	<ul style="list-style-type: none"> 78.0% overseas ratio

Note: AVN stands for audio visual navigation and means general car audio, navigation systems, and such.

7. Breakdown of Net Sales (by Market)

※ New Market Segment



Unit: Millions of yen

		FY 2019	YoY Change	Sales Ratio	Factors of Change
Automotive (automotive applications)		33,724	(7.8)%	85.1%	<ul style="list-style-type: none"> Global slump in car sales in key regions, mainly in China Continuous growth in sales for safety applications and powertrain even though the growth rate is slightly lower than initially planned Negative effect of the recession of global car sales on focused markets other than sales for safety applications and powertrain Decrease in sales mainly for multi-function printer and game consoles Increase in sales for a new range of TV for automated assembly For the first half of FY2019, capital expenditure reduction in China as the US-China trade row escalated. For the latter half, hardly any change with recovery trend 78.0% overseas ratio
Area	Infotainment	18,877	(15.4)%	47.7%	
	Safety	7,325	5.0%	18.5%	
	Powertrain	1,800	48.4%	4.5%	
	Others	5,721	(7.2)%	14.4%	
Consumer (OA, game consoles, digital cameras, cellular phones, televisions, etc.)		3,711	(6.8)%	9.4%	
Industrial (Industrial equipment, etc.)		2,178	(0.2)%	5.5%	
Total		39,614	(7.5)%	100.0%	

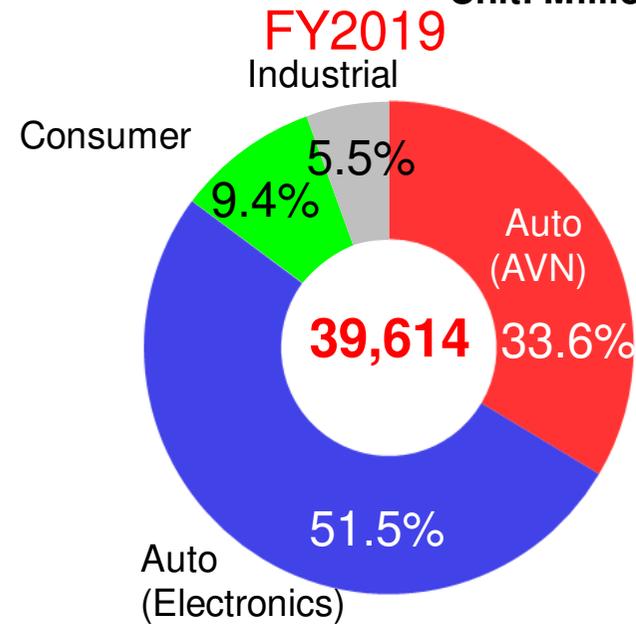
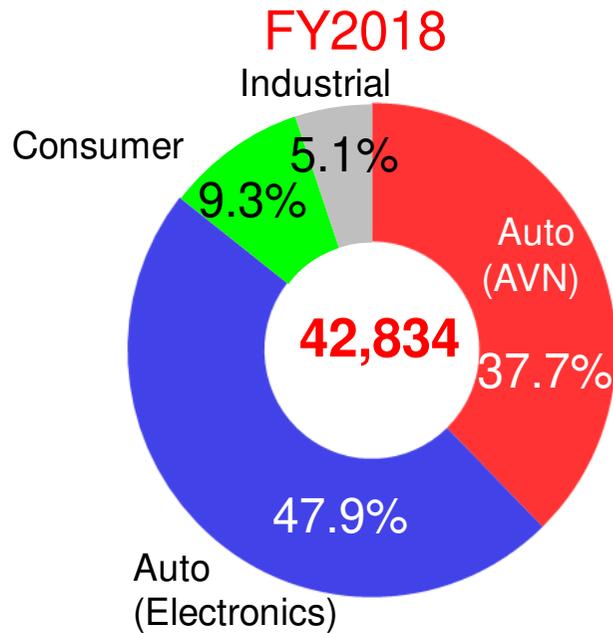


8. Net Sales Breakdown by Market (YoY)

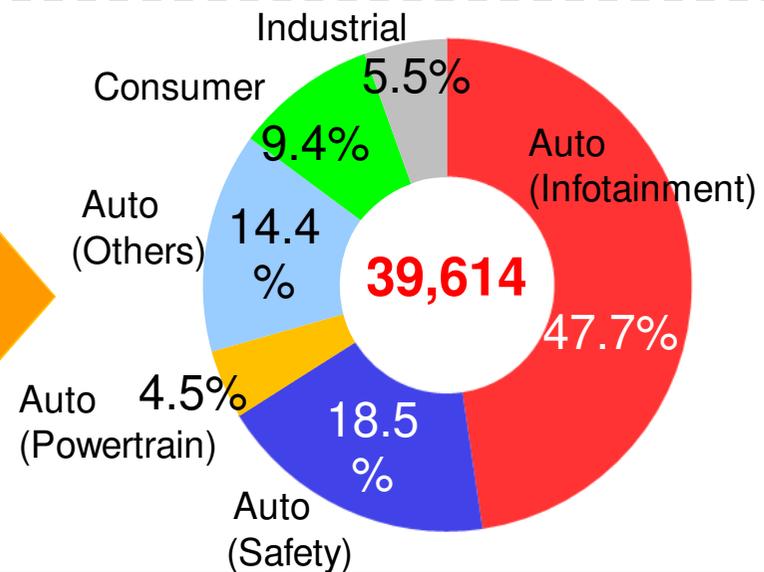
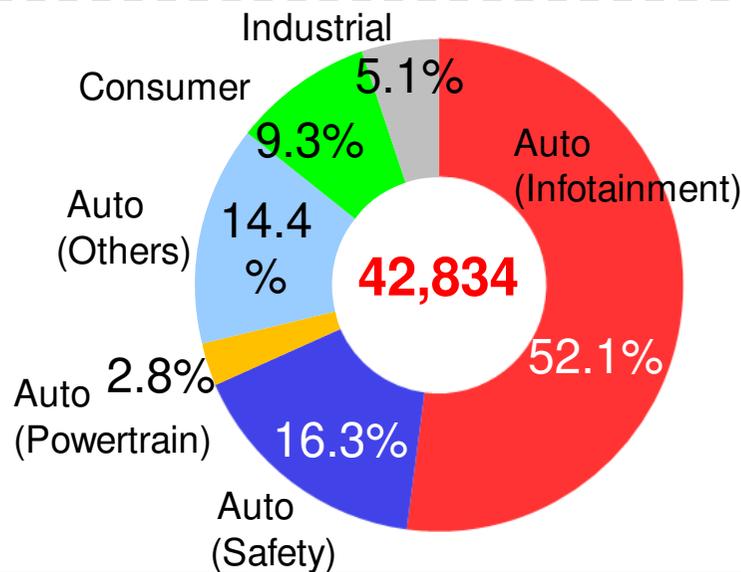


Unit: Millions of yen

Current Segment



New Segment

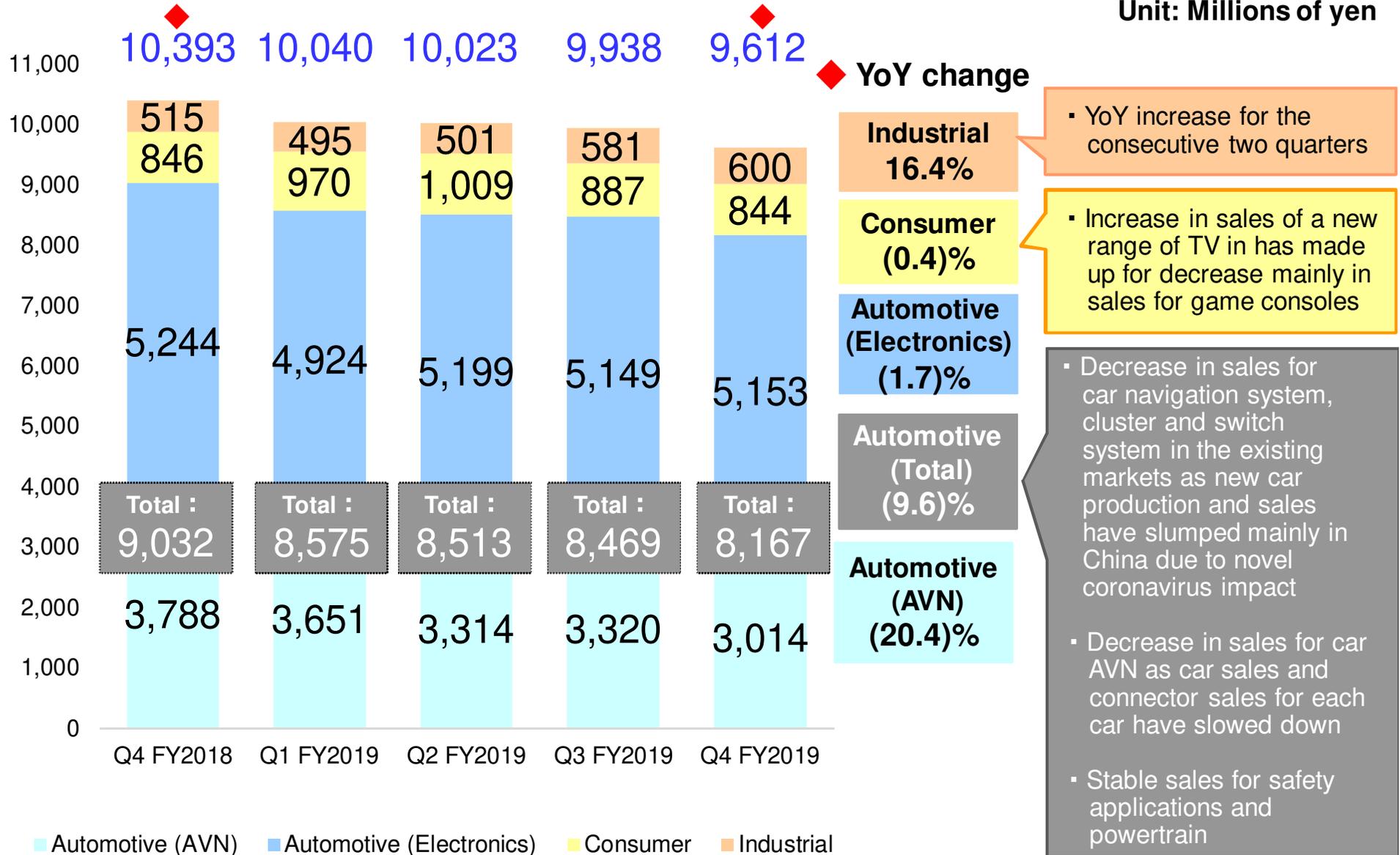


9. Net Sales by Market (Quarterly Trends)

※ Current Market Segment



Unit: Millions of yen

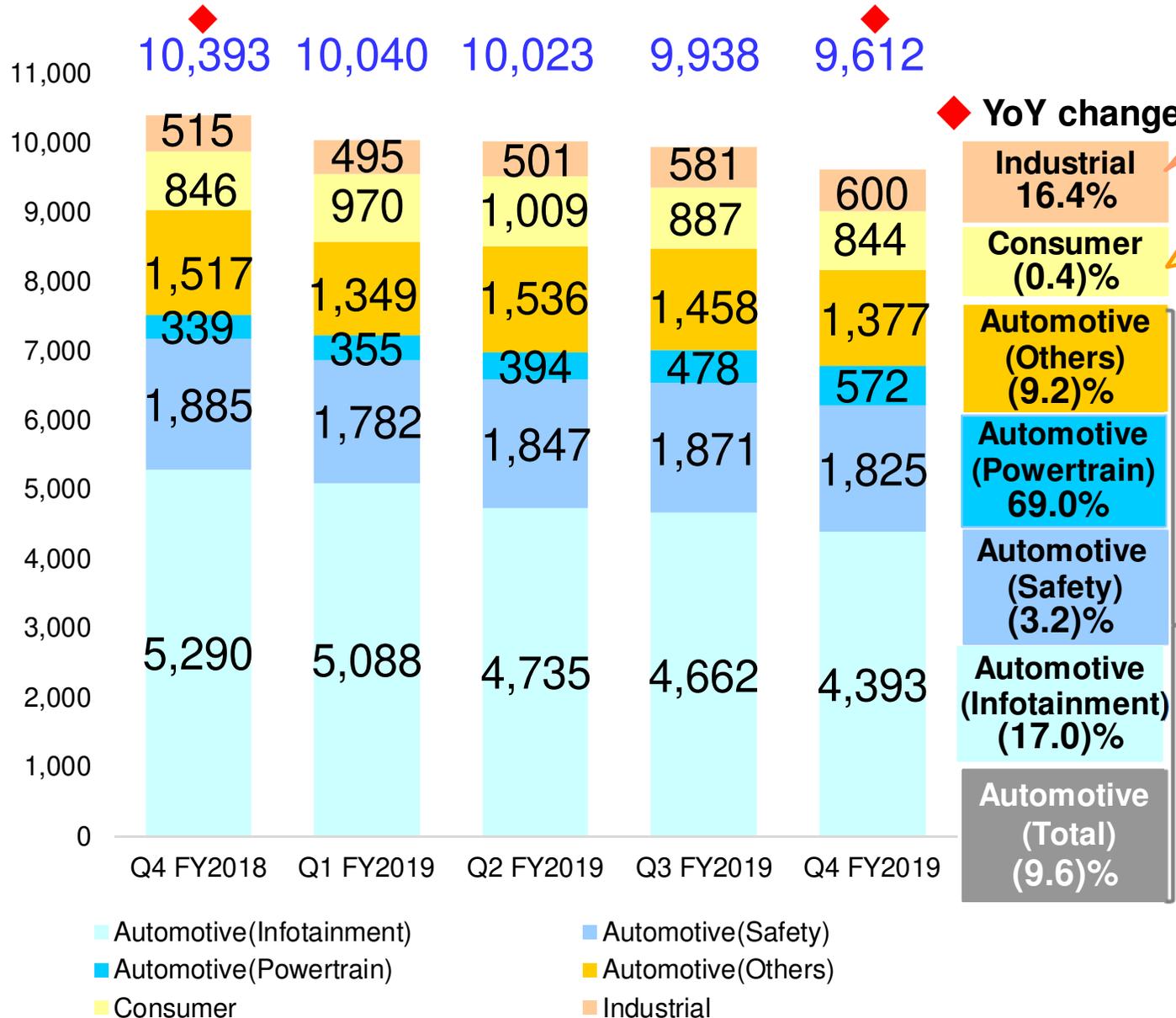


10. Net Sales by Market (Quarterly Trends)

※ New Market Segment



Unit: Millions of yen



- YoY increase for the consecutive two quarters

- Increase in sales for a new range of TV has made up for decrease mainly in sales for game consoles

- Decrease in sales for car navigation system (infotainment area), cluster (infotainment area) and switch (others) in the existing markets as new car production and sales have slowed down mainly in China due to novel coronavirus impact

- Decrease in sales for infotainment area as sales for car navigation system have slumped.

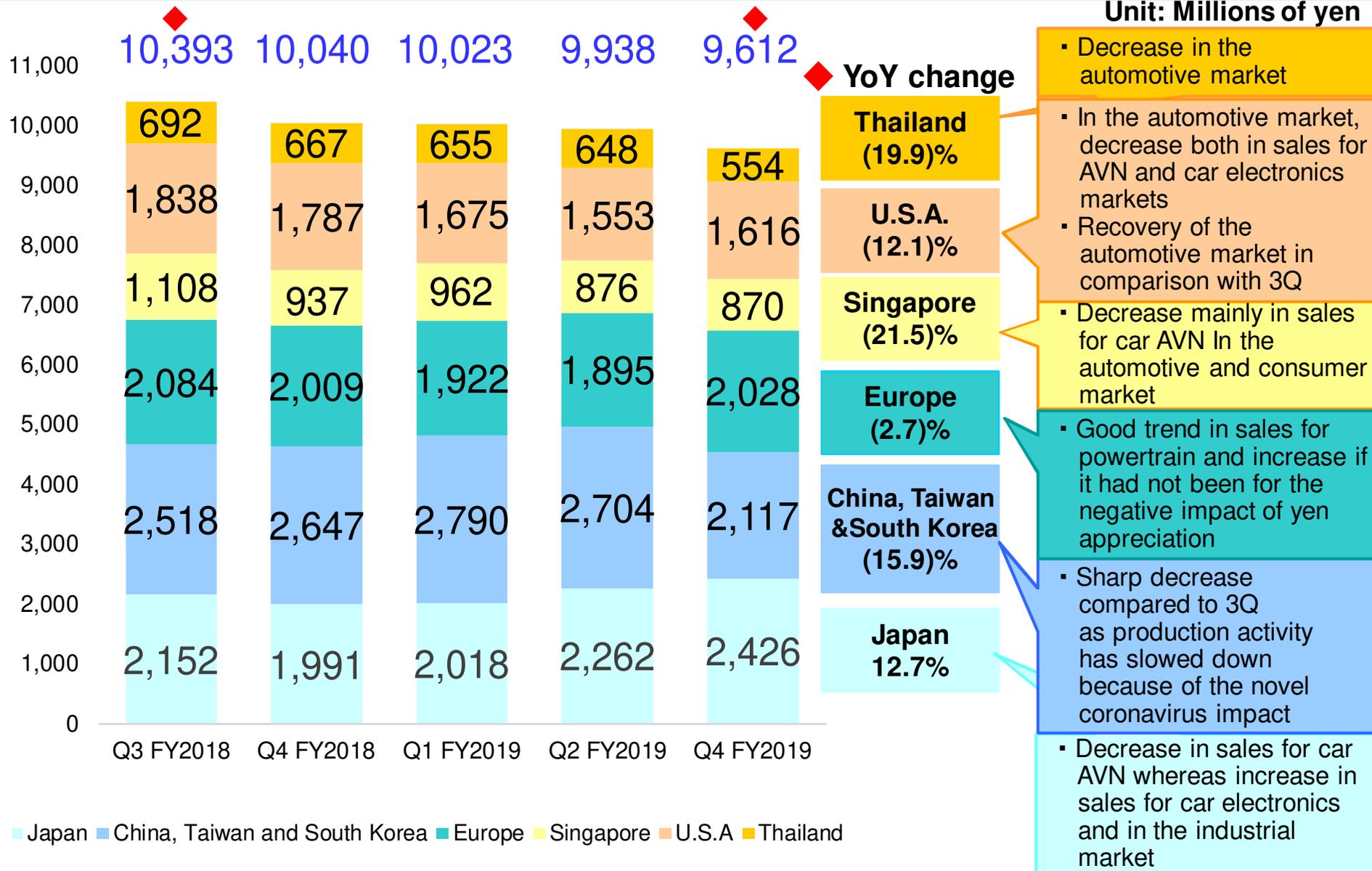
- Stable sales for safety applications and powertrain



11. Net Sales by Area (Quarterly Trends)



Unit: Millions of yen

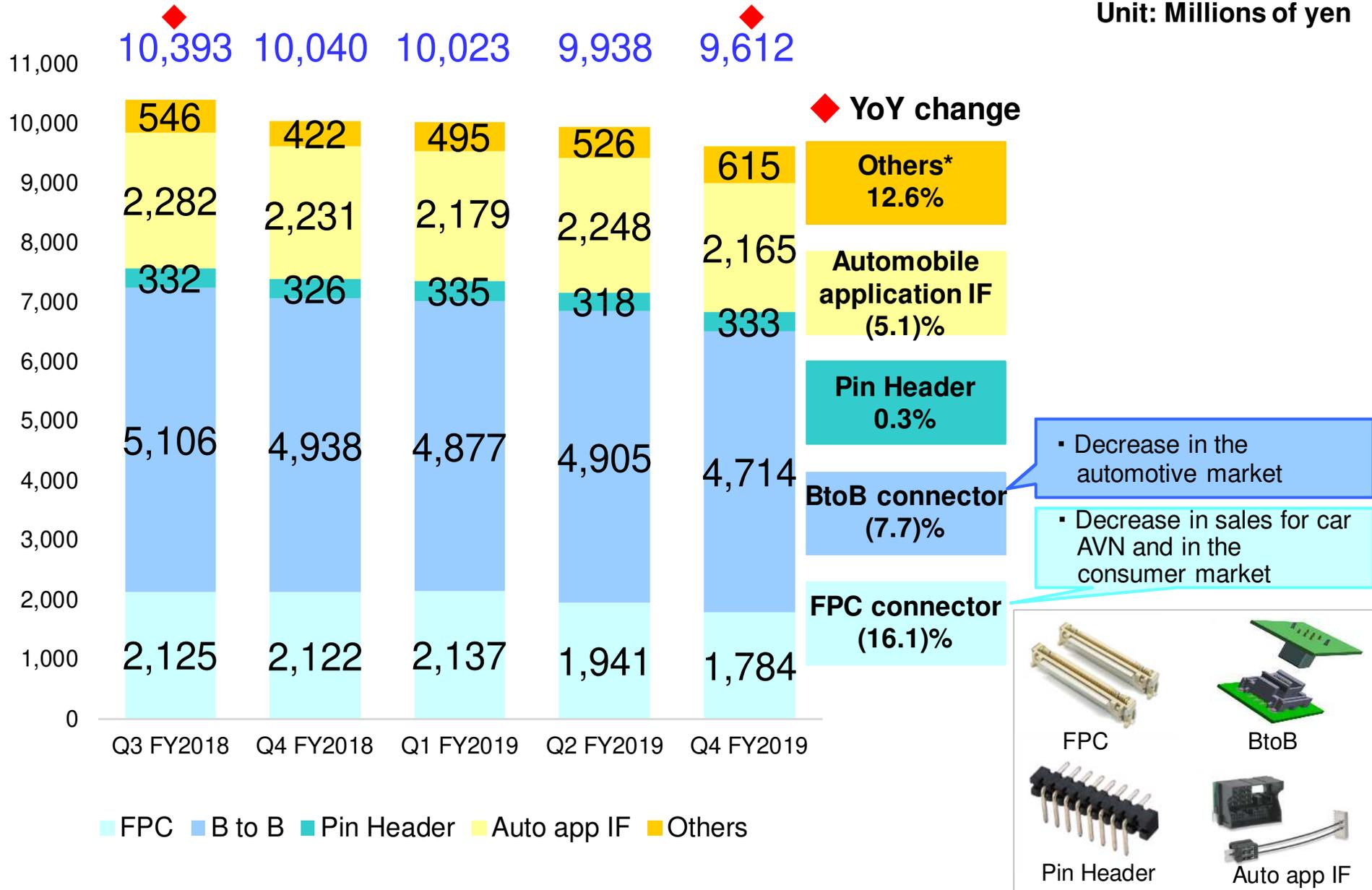




12. Net Sales by Product (Quarterly Trends)



Unit: Millions of yen

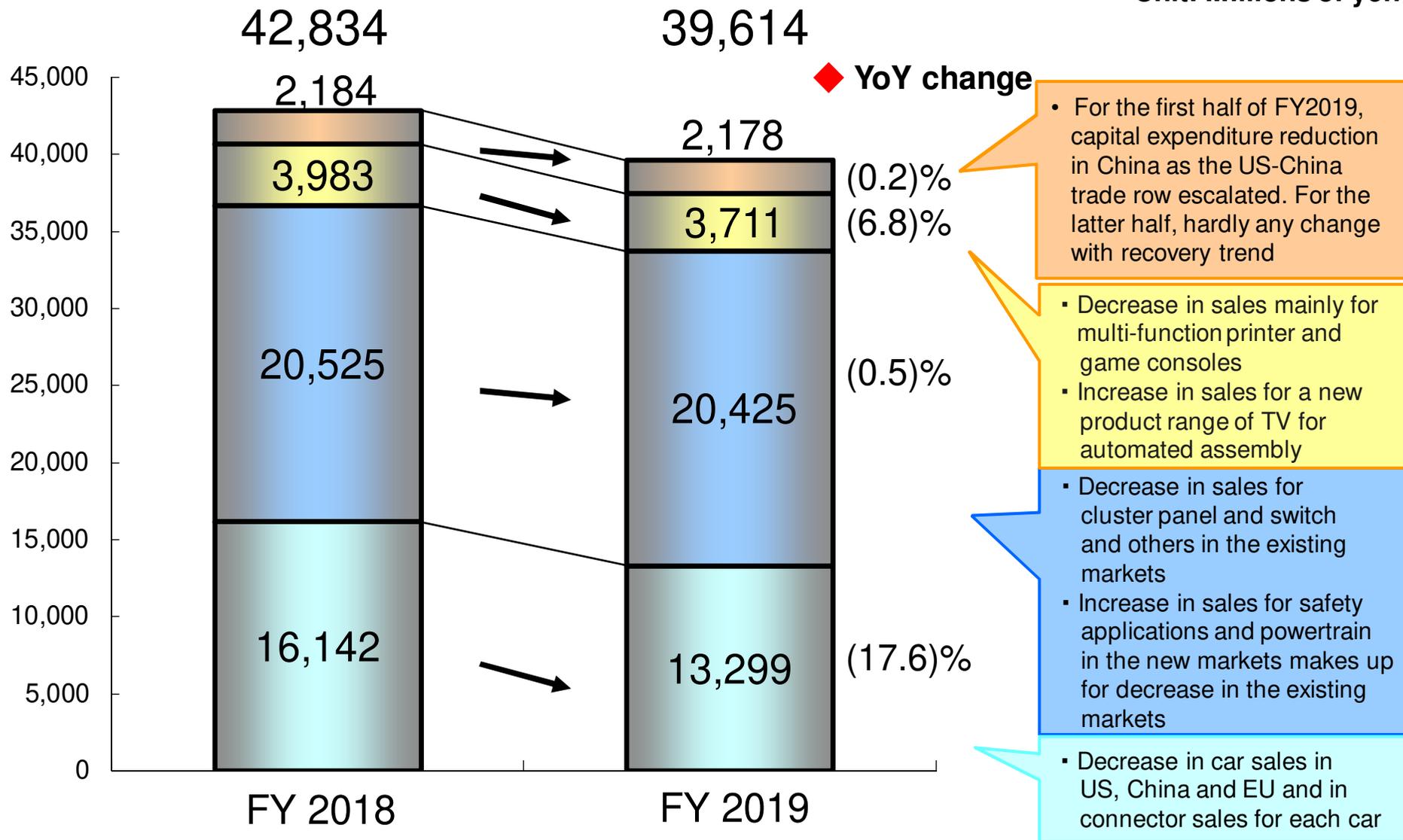


13. Net Sales by Market (Full Year)

※ Current Market Segment



Unit: Millions of yen



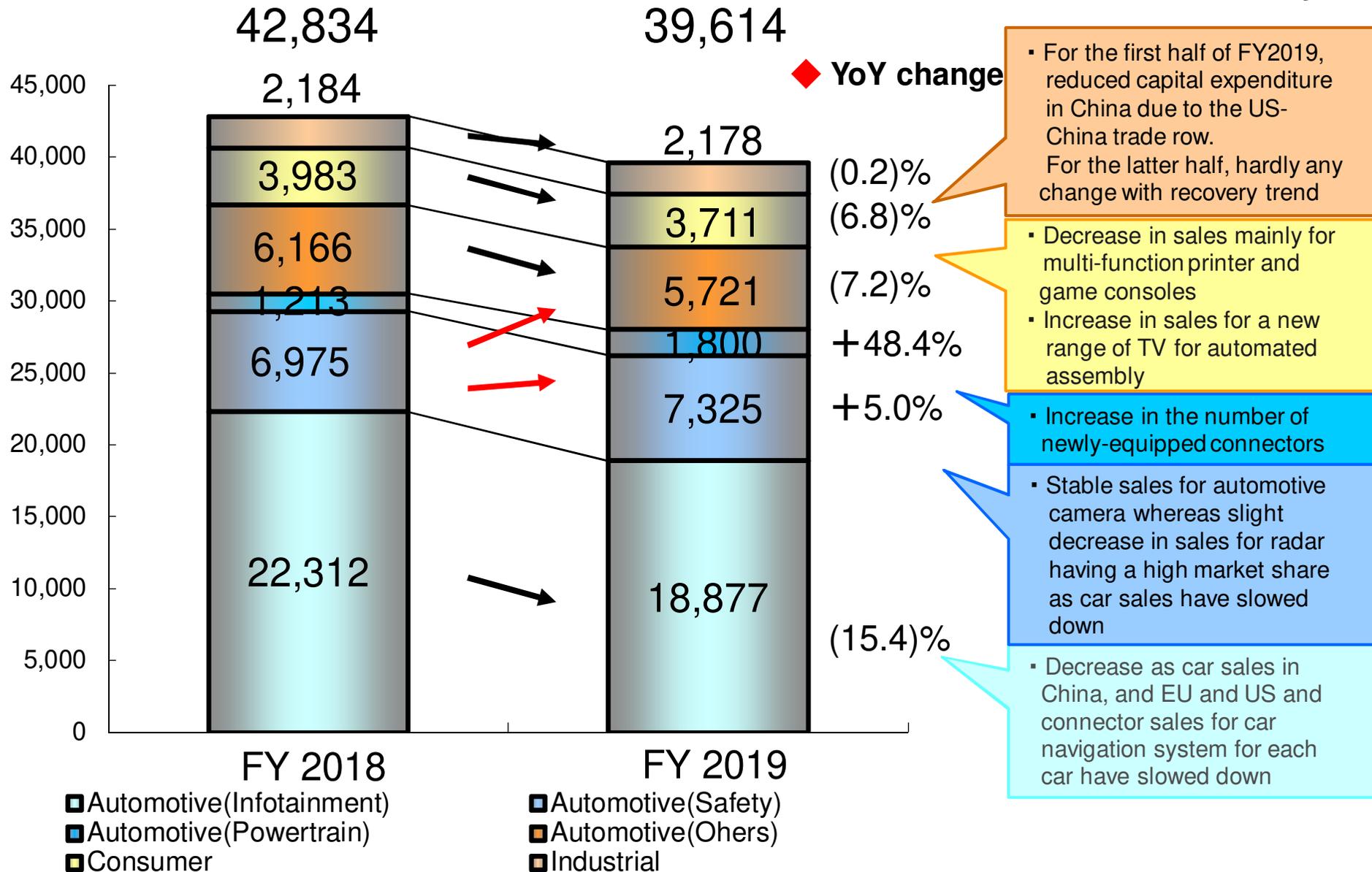
■ Automobile (AVN) ■ Automobile (Electronics) ■ Consumer ■ Industrial

14. Net Sales by Market (Full Year)

※ New Market Segment



Unit: Millions of yen

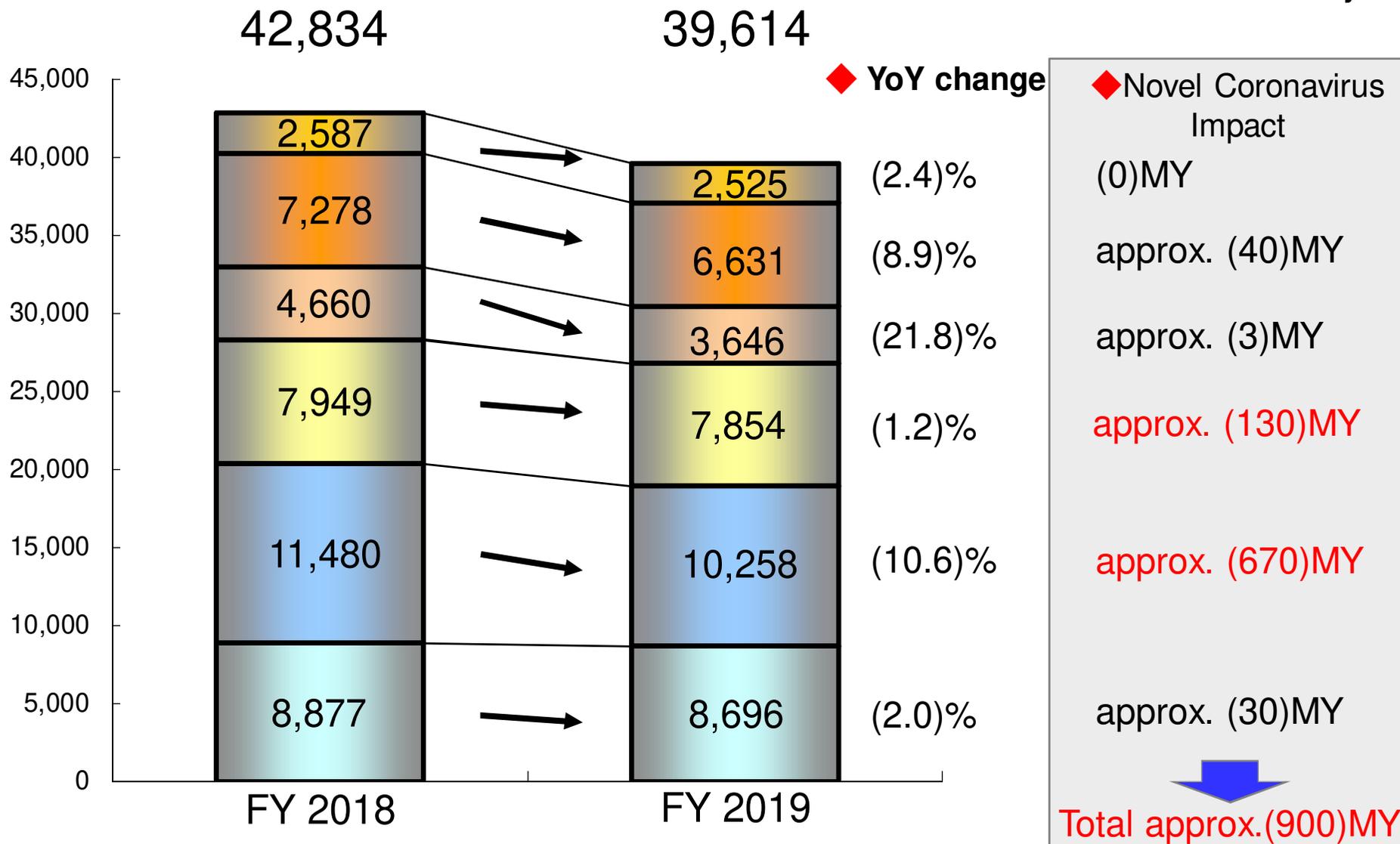




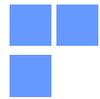
15. Net Sales by Area (Full Year)



Unit: Millions of yen



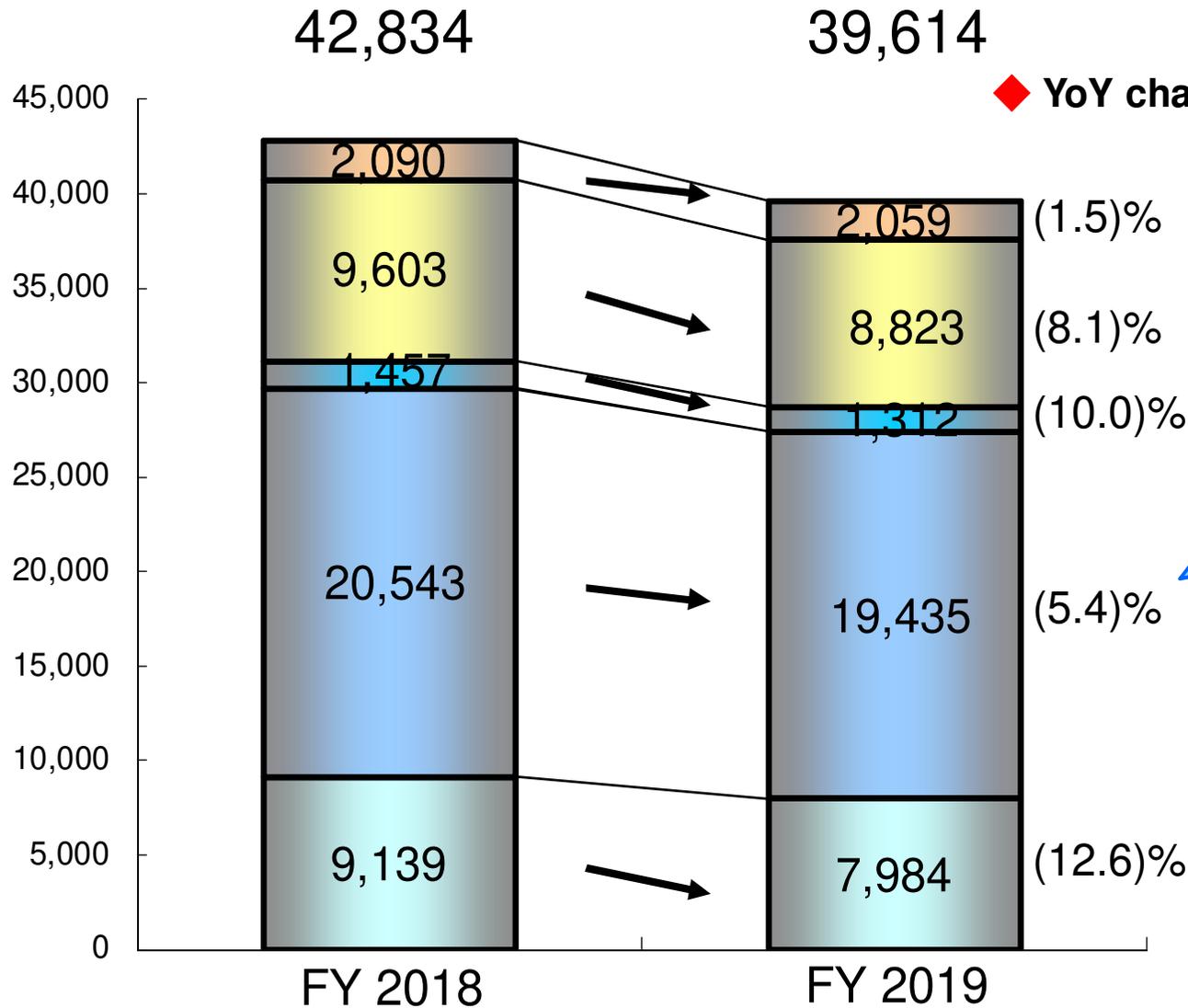
■Japan ■China, Taiwan and South Korea ■Europe ■Singapore ■U.S.A ■Thailand



16. Net Sales by Product (Full Year)



Unit: Millions of yen



◆ YoY change

▪ Decrease in sales of the product line that is the competitive advantage of IRISO as the automotive market has been slumping whereas the breakdown ratio has risen to 49% with a YoY increase of 1.1 points

■ FPC
 ■ B to B
 ■ P/H
 ■ Auto app IF
 ■ Others

17. Consolidated Statements of Income (Cumulative) (YoY Change)



Unit: Millions of yen

	FY 2018		FY 2019		YoY change	
Net sales	42,834	100.0%	39,614	100.0%	(3,219)	(7.5)%
Cost of sales	27,942	64.2%	26,626	67.2%	(1,316)	(4.7)%
Gross profit	14,891	34.8%	12,988	32.8%	(1,903)	(12.8)%
SG & A	8,807	20.6%	8,359	21.1%	(447)	(5.1)%
Operating income	6,084	14.2%	4,628	11.7%	(1,455)	(23.9)%
Non-operating income	295	0.7%	139	0.4%	(156)	(52.9)%
Non-operating expenses	54	0.1%	99	0.3%	45	83.5%
Ordinary income	6,325	14.8%	4,668	11.8%	(1,657)	(26.2)%
Extraordinary income (loss)	(151)	(0.4)%	(328)	(0.8)%	(177)	116.8%
Pretax income	6,173	14.4%	4,339	11.0%	(1,834)	(29.7)%
Net income (for HQ stockholders)	3,722	8.7%	3,287	8.3%	(435)	(11.7)%
EPS	157.70 yen		139.49		—	
Exchange rate (USD/EURO)	110.69 Yen/		109.10 Yen/		(1.59) Yen/	
	128.43Yen		121.13 Yen		(7.30) Yen	

18. Consolidated Balance Sheets
(compared with the end of the previous year)



Unit: Millions of yen

	As of March 31, 2019		As of March 31, 2020		Increase /Decrease	Factors for increase/decrease
Current assets	35,103	57.1%	32,395	53.4%	(2,708)	Cash and deposits (1,637) Merchandise and finished goods(476) Raw materials and supplies(395)
Noncurrent assets	26,368	42.9%	28,242	46.6%	1,874	Property, plant and equipment 1,986 Intangible fixed assets(237)
Total assets	61,471	100.0%	60,638	100.0%	(833)	
Current liabilities	9,442	15.4%	7,928	13.1%	(1,514)	Accounts payable564 Notes payable and accounts payable(441) Income taxes payable(1,652)
Noncurrent liabilities	699	1.1%	1,190	2.0%	491	Long-term accounts payable(384)
Total liabilities	10,141	16.5%	9,118	15.0%	(1,023)	
Shareholders' equity	49,351	80.3%	51,217	84.5%	1,866	Retained earnings1,866
Valuation/translation difference	1,663	2.7%	(15)	- %	(1,678)	Foreign currency translation adjustment(1,560)
Minority interests	315	0.5%	317	0.5%	1	
Total net assets	51,329	83.5%	51,519	85.0%	189	Net assets per share 2,172.66yen (previous period 2,164.68 yen)
Total liabilities and net assets	61,471	100.0%	60,638	100.0%	(833)	



19. Cash Flows Income (Cumulative) (YoY Change)



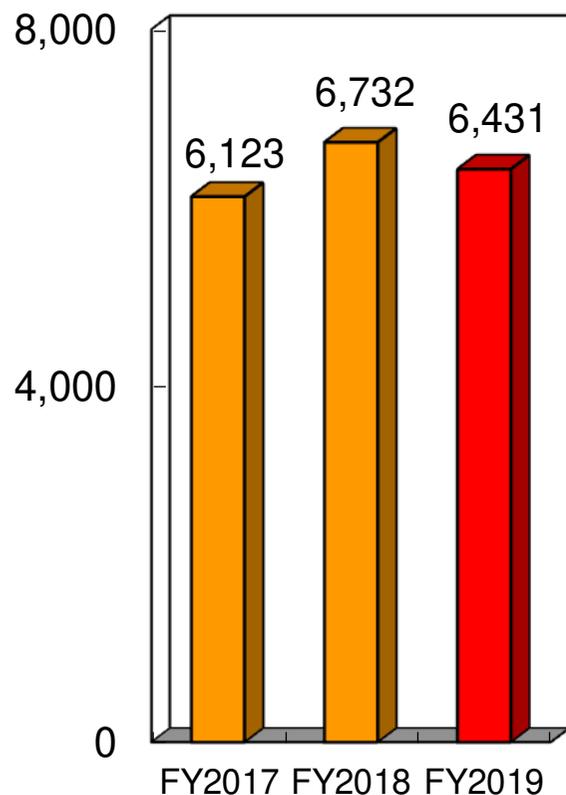
Unit: Millions of yen

	FY 2018	FY 2019	Increase /Decrease
Cash flows from operating activities	6,695	6,831	135
Profit before income taxes	6,173	4,339	(1,834)
Decrease (increase) in notes and accounts receivable - trade	241	(240)	(481)
Increase (decrease) in notes and accounts payable - trade	(645)	(7)	638
Cash flows from investing activities	(6,687)	(6,482)	205
Purchase of property, plant and equipment	(6,653)	(6,355)	298
Purchase of intangible assets	(78)	(75)	2
Cash flows from financing activities	(1,950)	(1,664)	285
Cash dividends paid	(1,182)	(1,420)	(237)
Purchase of treasury stock	(670)	(0)	(669)
Effect of exchange rate change on cash and cash equivalents	46	(321)	(367)
Net increase (decrease) in cash and cash equivalents	(1,895)	(1,637)	258
Cash and cash equivalents at beginning of period	17,352	15,456	(1,895)
Cash and cash equivalents at end of period	15,456	13,819	(1,637)

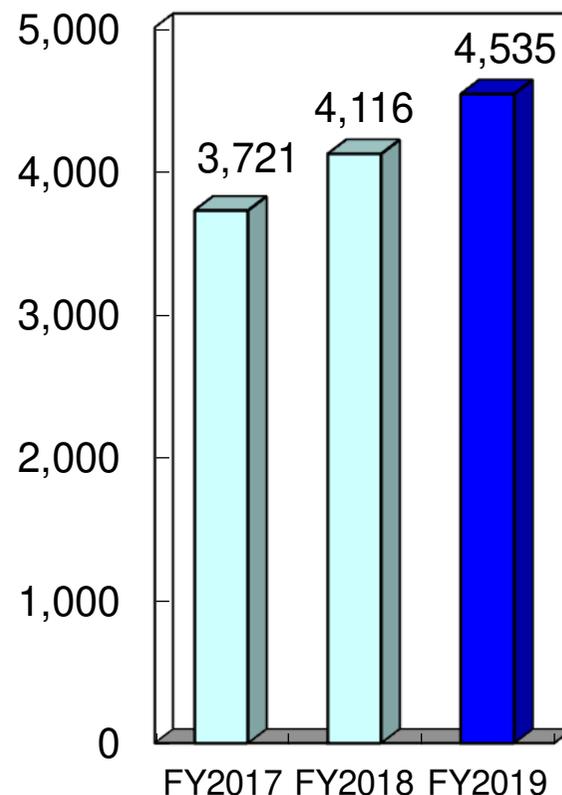
20. Capital Investment, Depreciation & Amortization, and Research & Development



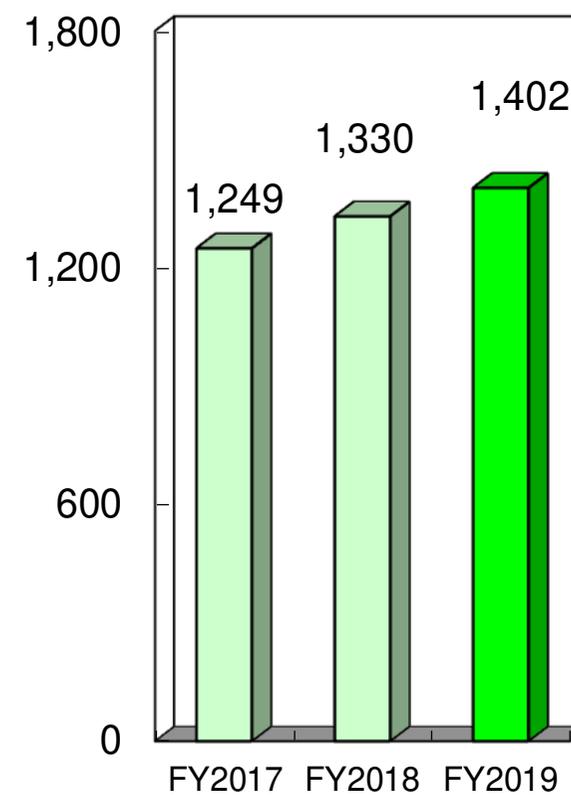
Unit: Millions of yen



Capital Expenditure



Depreciation & Amortization



Research & Development



I . Summary of the Consolidated Financial Results for FY 2019

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III . Review of Previous Mid-Term Management Plan (FY2017- FY2019)

IV . ESG Activity



1. Full-Year Targets for FY2020 (YoY Change)



Unit: Millions of yen

	Results of FY 2019	Full Year targets for FY 2020	YoY change
Net sales	39,614	34,000	(5,614) (14.2)%
Operating income	4,628 11.7%	1,400 4.1%	(3,228) (69.8)%
Ordinary income	4,668 11.8%	1,400 4.1%	(3,268) (70.0)%
Net income	3,287 8.3%	1,100 3.2%	(2,187) (66.5)%
EPS	139.49yen	46.68yen	
Average exchange rate during the period	USD110.69yen EURO128.43yen RMB 15.66yen	USD108.00yen EURO120.00yen RMB 15.80yen	

2. Full-Year Targets for FY 2020
 (Assumptions for the forecasts)



Items	Assumptions
Exchange rate	USD ¥108.0 / \$
	EUR ¥120.0 / €
	RMB ¥15.8 / RMB
Capital investment	¥6,000M
Depreciation & Amortization	¥5,000M
Research & Development	¥1,500M



■ Automotive Market

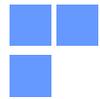
- Negative impact on our sales as car production has come to a halt in US, Europe, Asia and Japan since March 2020 because governments worldwide are taking responses to mitigate the spread of coronavirus infections.
- As business performance is expected to recover slowly after it reaches bottom during FY2020 1Q, **the plan is made on the assumption** that global car sales will be 7.2 million units **with a YoY decrease of 20% and more.**

■ Markets Other Than the Automotive Market

Industrial market size will shrink because of the novel coronavirus impact whereas the plan is made on the assumption of an increase in sales of connectors for automated assembly for game consoles and TV in the consumer market.



Business recovery to the same level as FY2019 is expected during the second half of FY2020 and then even more positive outcomes are anticipated for FY2021.



■ Impact on IRISO Group Entities and Response

- As a sharp decline in sales is expected mainly in FY2020 1Q, **temporary layoff has been conducted** at the overseas production plants.
- At the same time, **to make them strong as a manufacturing base during this period,** the following measures have been implemented to improve profitability after the coronavirus pandemic.

【Plant Improvement Activity】

- ① Improve productivity
 - ▪ ▪ 10% reduction of cycle time,
50% reduction of idle time , 50% reduction of debug
- ② Reduce production lead time ▪ ▪ ▪ target of 30% reduction
- ③ Facility maintenance (including infrastructures)
- ④ Improve process defect rate
- ⑤ Safety Inspection (identify hazard potentials and take measures)
- ⑥ Talent management



5. Operational Status by Group Base



	Group Base	Status	Infection
Sales Base	Japan (HQ, Regional Sales Office)	Telework in general (Remote work Ratio 70%)	None
	China, Korea	Normal operation	None
	EU	Telework	None
	USA	Telework	None
	Singapore	Telework	None
	Thailand	Telework in general	None
Production Base	Japan	Normal operation	None
	China (Shanghai, Nantong)	Normal operation	None
	Philippines	Operation stopped from 18 March	None
	Vietnam	Normal operation	None

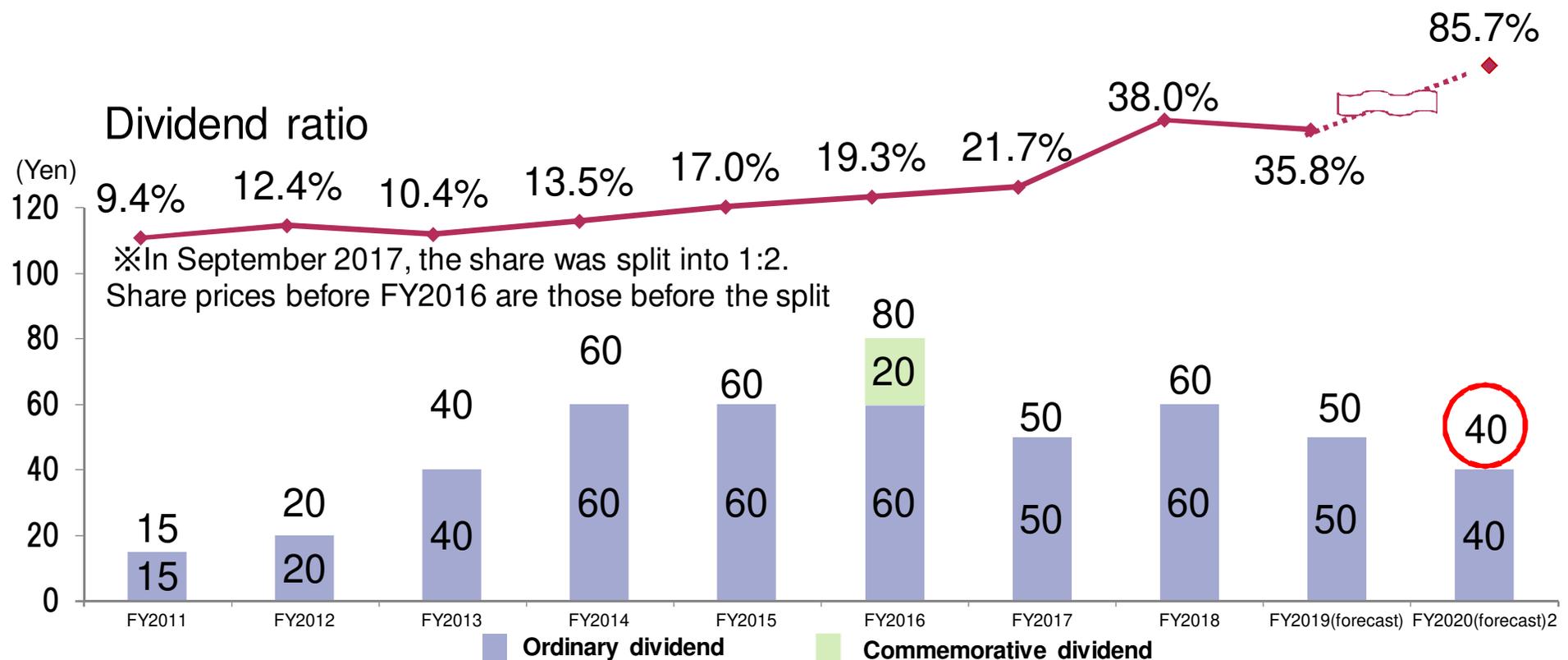
IrISO will continue its production activities to meet customers' needs through teleconferences and web meetings while its first priority comes to employees' safety, health and prevention of coronavirus spread within and outside the company offices.



6. Shareholder Return



- As business performance slump is assumed, dividend for FY2019 has been revised from 70 yen to 50 yen to ensure steady funding for sustainable employment and growth investment for a middle and long term growth
- Dividend for FY2020 will be 40 yen
- Aim for steady dividend payment and **dividend ratio of 30% and more**





**I . Summary of the Consolidated
Financial Results for FY 2019**

II . Financial Forecast for FY 2020

 **III . Review of Previous Mid-Term
Management Plan (FY2017- FY2019)**

IV . ESG Activity



1. Review the Previous Mid-Term Management Plan



- The targets of 50 billion-yen sales and 20% operating profit margin have yet to be achieved because of unpredictable changes in external environment such as novel coronavirus impact that were not considered when the plan was planned.
- Sales in the focused markets (safety applications, powertrain, etc.) have steadily increased almost as initially planned



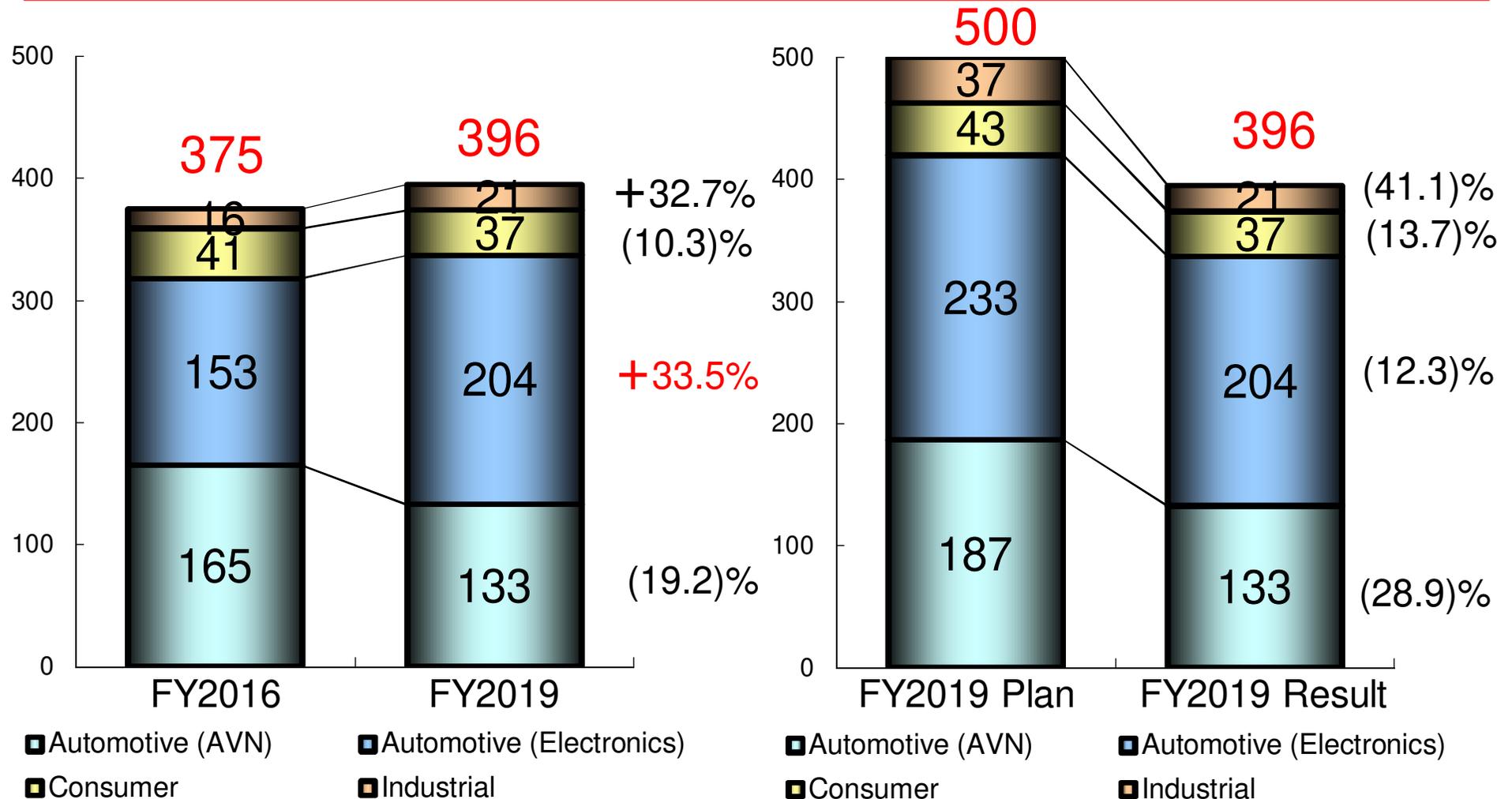
Currency	FY2016 Results	Mid-term Management Plan	FY2017 Results	FY2018 Results	FY2019 Results
USD	109.03 yen	110.00 yen	110.81 yen	110.69 yen	109.10 yen
EUR	119.37 yen	120.00 yen	129.45 yen	128.43 yen	121.13 yen
CNY	16.2 yen	15.8 yen	16.74 yen	16.53 yen	15.66 yen

2. Review the Previous Mid-Term Management Plan (Net Sales by market)



Unit: Millions of yen

YoY increase of approx. 5 billion yen in sales for safety applications and powertrain in the car electronics market despite global economic downturn in the external environment





3. Outcome, Issue and Outlook ①



		Outcome	Factor	Issue/ Outlook
Sales	Automotive(AVN)	×	<ul style="list-style-type: none"> ▪ Car sales slump ▪ Lowering sales amount of connectors for one car as display audio has been widely adopted ▪ Decrease in customer orders as Japanese manufacturers of navigation systems have slumped 	<ul style="list-style-type: none"> ▪ Catch the trends of car manufacturers through improvement of marketing performance to implement solutions as early as possible and develop products in preparation for widespread adoption of cockpits
	<ul style="list-style-type: none"> ▪ Automotive (PA25 Area) ※Safety, Powertrain, etc. Focused areas 	○	<ul style="list-style-type: none"> ▪ Increase of approx.5 billion yen in sales for safety applications and powertrain compared to FY2016 ▪ Winning all customers' orders expected in the future without fail 	<ul style="list-style-type: none"> ▪ Sustain global development of PA25
	Industrial	△	<ul style="list-style-type: none"> ▪ Decrease in facility investment in China due to the US-China trade row ▪ Delay in exploration of global customers and slump in indirect sales 	<ul style="list-style-type: none"> ▪ Sustain global sales ▪ Improve product portfolios (including corporate alliance)
Income	Operating Income	×	<ul style="list-style-type: none"> ▪ Shrinking operating rate due to sales decrease and the rise of gold prices ▪ Decrease in the range of reduction owing to continuous cost reduction to minimize the negative impact of the sales turndown 	<ul style="list-style-type: none"> ▪ Ensure sales increase ▪ Further cost reduction ▪ Promote standardized design ▪ Promote the smart factory system

Note: Five applications for safety, powertrain, motor, infotainment and two-wheeled vehicles

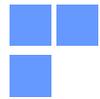


4. Outcome, Issue and Outlook ②

		Outcome	Factor	Issue - Prospect
Growth Investment	Product development	○	<ul style="list-style-type: none"> ▪ Increased “Z-Move®” lineup ▪ Development of products for high-speed transmission (including those for 5G system) ▪ Development of IF connectors for powertrain ▪ Development of the world’s smallest floating BtoB connector 	<ul style="list-style-type: none"> ▪ Pursue development of only-one product
	Increase production performance	△	<ul style="list-style-type: none"> ▪ Launch of Nantong Factory in April 2018 ▪ Because of the global political situation and market conditions, the expected launch of New Mexico Plant has been postponed 	<ul style="list-style-type: none"> ▪ Promote the smart factory system
Management Foundation	Enhance corporate governance	○	<ul style="list-style-type: none"> ▪ Shift to a company with an “Audit and Supervisory Committee” and also with a “Nominating Committee” and “Remuneration Committee” ▪ Change executive remuneration to performance-linked stock compensation 	<ul style="list-style-type: none"> ▪ Keep the number of external executive directors more than one-third of the total number, and others



The targets of the mid-term management plan has yet to be achieved due to the changing external environment. However, sales have steadily grown in the focused areas of the automotive market.
 → **No change of the current growth strategy** to sustain activities that produce positive outcomes because the automotive market as the key segment will lead the present activities to sales increase in a few years.



- Although the new mid-term management plan (from FY2020 to FY2022) has been prepared for public announcement, **the announcement will be postponed until after August 2020 when FY2020 1Q financial results will be presented** because the global market environment has been radically changing due to the worldwide spread of new coronavirus infections.
- The announcement on the automotive market will include our strong efforts for sales growth in the industrial market as the second pillar of business expansion although **our strategies for growth areas such as “electrification” and “autonomous driving” will remain the same.**

Your kind understanding would be highly appreciated.



**I . Summary of the Consolidated
Financial Results for FY 2019**

II . Financial Forecast for FY 2020

**III . Review of Previous Mid-Term
Management Plan (FY2017- FY2019)**

 **IV . ESG Activity**



1. ESG Activity ①



Next Level Strategy

- Expand ESG activities and disclose the information often and clearly
- Reduce CO2 emissions to meet the “2030 zero emissions” target

	Past Activity	Next Step Forward
Environment E	<ul style="list-style-type: none"> ▪ Compliance (REACH Regulation, RoHS Compliant) ▪ Waste sorting (Yokohama-City) (3R Remarkable Certification for 9 years) ▪ Replacement of all office lights with LED lights at HQ ▪ ISO14001 certified 	<ul style="list-style-type: none"> ▪ CO2 emissions target (Achieve 2030 zero emissions target) ▪ Plan a roadmap ▪ Achieve zero CO2 emissions in energy supply in Japan ▪ Install solar energy facilities (Shanghai and Nantong Plants) ▪ Disclose the environmental data
Society S	<ul style="list-style-type: none"> ▪ Promote work life balance (activities to increase productivity by 30% ⇒ reduce overtime, staggered working hours) ▪ Promotion of female executives and managers ▪ Sponsorship for educational charity scholarship foundation ▪ Used stamp collection, leftover calendar donation ▪ Donation of second-hand clothing, monetary donation ▪ Others such as community cleanup activity, local event support 	<ul style="list-style-type: none"> ▪ Leverage diverse human resources ▪ Take continuous actions to eliminate child labour and forced labour ▪ Increase the number of foreign and female directors ▪ Strengthen cooperation with academic institutions in research fields development and sponsorship (research support, joint research) ▪ Support and encourage employees of IRISO global entities to participate in voluntary works ▪ Support the activities of planting organisation and others



1. ESG Activity ②



	Past Activity	Next Step Forward
Governance G	<ul style="list-style-type: none"> Compliance with the Japan's corporate governance code Reinforce organisation management (Shift to a company with Audit and supervisory committee) (organise an appointment and remuneration committees) (No. of external directors: 2 ⇒3) Organise a compliance committee and provide employees with training Provide rules for eliminating antisocial forces Perform risk assessment Comply with the whistleblower Protection Act 	<ul style="list-style-type: none"> Outside members consist of more than one third of the board members to enhance management function and structure (ensure management transparency) Build and implement assessment methods for effectiveness of the board meeting Change systems responding to IFRS (International Financial Reporting Standards) Improve risk management strategies (build a resilience management system)

【Topics】

Since 2019, IRISO has been an official sponsor of the Yokohama F. Marinos football club based in Shin-Yokohama city where the IRISO HQ is also located to support its community revitalization activities.





Company name	IRISO ELECTRONICS CO., LTD.
Business description	Manufacture and sales of various types of connectors
Establishment	December 1966
Number of employees	3,369 (as of March 31, 2020)
Capital	5,640 million yen (as of March 31, 2020)
Headquarters	2-13-8, Shinyokohama, Kohoku-ku, Yokohama, Kanagawa
Operations	
Domestic	Headquarters, Fukushima, Ibaraki, Aichi, Osaka
Overseas	Singapore, Hong Kong, U.S.A., Germany, Thailand, South Korea, China (Shanghai, Dalian, Tianjin, Suzhou), Malaysia, Taiwan, India
Research & development	Headquarters (IRISO Technology Park), Kawasaki(Production Technology Development Center),Shanghai R&D Center
Manufacturing plants	Japan(Ibaraki), China (Shanghai, Nantong), Philippines(Manila), Vietnam (Hai Duong)