

May 17, 2021

New Uniden Declaration

We hereby declare that the Uniden Group has been reborn as the "New Uniden" under a new organization led by Takeyuki Nishikawa, who assumed the position of President in September 2020, and has parted ways with the old organization that caused accounting scandals and other problems. Specifically, we are promoting the following initiatives.

■ Rebuilding of Internal Control and compliance systems

- We have positioned UAC (Uniden America), where inappropriate accounting activities occurred and where it took time to calm down, as our most important base to improve, and have dispatched the Chief Financial Officer (CFO), the COO, and a financial and accounting personnel to the site to strengthen the information sharing system and to thoroughly operate and stabilize new systems and rules that contribute to internal checks and balances.
- We have implemented a cloud-based ERP system at UAC that can be accessed from anywhere in the world, and we have established a system that can immediately detect unnatural processing.
- To raise the awareness of compliance in management and employees, we continuously conduct compliance training by inviting outside lecturers.

■ Rebuilding a strong corporate governance system

- Independent outside directors, who account for 1/3 of the Board of Directors, are scheduled to be elected at the general meeting in June this year.
- As representatives of our shareholders, we expect independent outside directors to contribute to the sustainable enhancement of the corporate value of the Group by providing advice on the formulation of medium to long-term management policies and business strategies and by supervising the execution of management.
- In order to put the above into practice without delay, we will strengthen the support system for the secretariat of the Board of Directors.

■ Establishment of the Nomination and Compensation Advisory Committee

- After July, we plan to establish a voluntary advisory committee chaired by an outside director and with a majority of its members being outside directors.

- By establishing a voluntary advisory committee, we will design a highly transparent remuneration system, including remuneration for executives linked to business performance. We will also work to make the process of nominating directors more transparent, and at the same time, promote discussions on the Group's human resource management and human resource development.

■ Developing new growth strategies and capital policies

- After reviewing the opinions of our shareholders and other stakeholders, we are now in the process of developing a new medium to long-term business strategy and capital policy to be announced by December this year.

- Specifically, through the establishment of a new real estate business unit and new initiatives such as real estate development business in the said business unit, we plan to raise the profit level while being conscious of the cost of shareholders' equity. The details will be announced as soon as they are determined.

Through the above-mentioned measures, we aim to permanently improve the corporate value of the Group as the New Uniden, where every employee of the Group can maximize their value. We sincerely request our shareholders and other stakeholders for your continued support of our company.