

PRESS RELEASE

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Tokyo Stock Exchange, Inc.

Selection of Finalists for 8th Corporate Value Improvement Award

The following companies have been selected as finalists of the 8th Corporate Value Improvement Award by the Listed Company Award Selection Committee (Chairman: Adjunct Professor Kunio Ito, Graduate School of Business Administration, Hitotsubashi University).

The Listed Company Award Selection Committee will hold interviews with the management of the respective finalists and consider feedback from investors and analysts before deciding on the Grand Prix winner in January 2020.

Finalists

Company Name	Code	Sector	Market Division
Shiseido Company,Limited	4911	Chemicals	1st section
KOMATSU LTD.	6301	Machinery	1st section
ANA HOLDINGS INC.	9202	Air Transportation	1st section
Nitori Holdings Co.,Ltd.	9843	Retail Trade	1st section

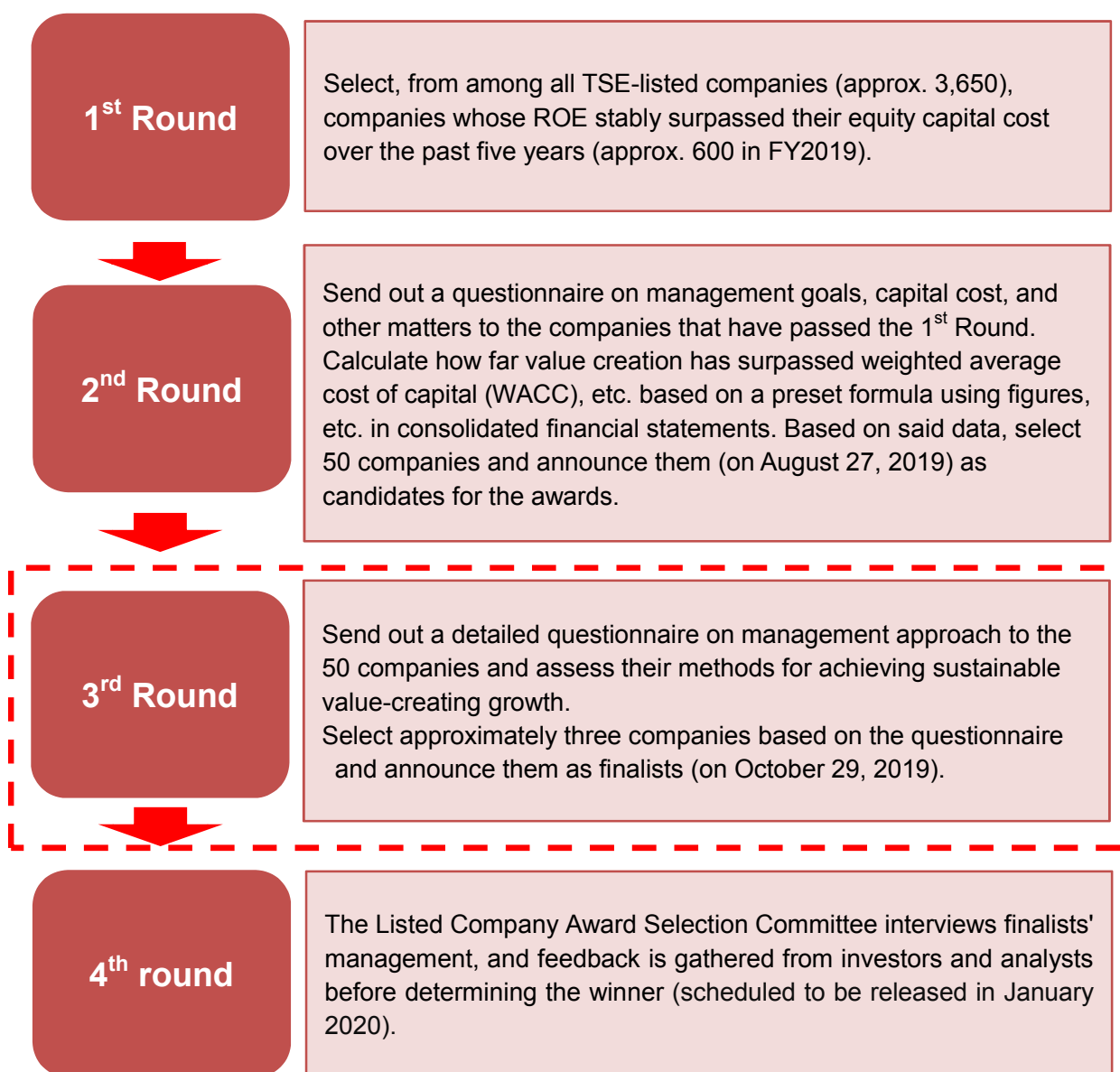
(in order of code number)

Reference: Corporate Value Improvement Award

The Corporate Value Improvement Award recognizes listed companies that adopt management practices aimed at increasing corporate value from the investors' perspectives, such as capital cost.

The selection is based on the process shown in the following table, which is conducted by the Listed Company Award Selection Committee consisting of experts.

Selection Process for Corporate Value Improvement Award



Selection is performed by experts forming the Listed Company Award Committee.

Chairman	Kunio Ito	Specially Appointed Professor, Hitotsubashi University, Graduate School of Business Administration
Member	Atsuto Sawakami	Chairman and Founder, Sawakami Asset Management Inc.
Member	Scott Callon	Chief Executive Officer and Partner, Ichigo Asset Management, Ltd.

Factors for Selection of Finalists

October 2019

Listed Company Awards Office

The Listed Company Award Selection Committee took into consideration the following factors when selecting finalists.

1. Calculation and Awareness of Capital Cost

- Are capital costs of the company adequately recognized?

2. Management Policies and Management Index

- Have management goals been established based on the company's own capital costs and its business environment?
- Has a target numerical value that surpasses capital cost been introduced as a capital productivity indicator (ROE, ROIC, etc.)?
- Is the optimal capital structure of the company with an adequate basis understood and shared within the company?
- Have appropriation and shareholder returns policies focusing on investor concerns been formulated?

3. Business Management Systems

- Have financial indicators and figures related to capital costs been considered and utilized as criteria for making decisions on new investments?
- Have financial indicators and figures related to capital costs been considered and utilized for evaluating performance of existing businesses and making corporate decisions on such matters as selling and/or retracting from business segments?

4. Assessment and Compensation Systems

- Is remuneration for the management linked to performance?
- Is the concept of capital costs incorporated into management indicators for evaluating business performance?

5. Pursuit of Educational Activities toward Enhancing Corporate Value

- Does the company implements training courses, etc. to raise understanding within the company on the concept of capital costs and management systems and frameworks based on such costs?
- Has the company introduced systems and frameworks for instilling the concept of management

based on capital costs within the company?

6. Constructive Dialogue with Shareholders

- Has a system to provide feedback on knowledge obtained through dialogues with shareholders been constructed?
- Does top management engage in direct dialogue with investors?
- Is such knowledge applied in the management?

In the selection process, a comprehensive evaluation was also made on aspects such as how corporate value creation contributes to the overall economy.