

JVCKENWOOD

Company Profile 2026

Move Forward



JVCKENWOOD Corporation



Excitement that brings people joy and surprise, enriching their lives
Peace of mind that creates safety and trust that are the foundation of everyday life

Through our three technological capabilities of communications, visual, and audio,
our strength of design management that is based on customer needs, and our three brands of
KENWOOD, Victor (Used only in Japan), and JVC, we will deliver “excitement and peace of mind”
that enriches people’s lives and creates an even better future.

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



KENWOOD



Victor

JVC



The JVCKENWOOD Group, guided by our corporate philosophy, “Creating excitement and peace of mind for the people of the world,” delivers products and services that enrich people’s lives to customers all across the world. We do this by leveraging the three areas of technology we have cultivated over many years—communications, visual, and audio—together with our strength in design management driven by customer needs, thereby creating new value.

In our newly formulated medium-term management plan VISION 2030, we have adopted “Move Forward” as the theme, embodying our determination to turn change into strength and continue taking on new challenges. We will continue to make proactive investments in the growth-driving business of the Communications Systems Business to strengthen our business foundation, while also striving to improve profitability across all our business areas.

In 2008, Victor Company of Japan, Limited (JVC) and Kenwood Corporation (KENWOOD) merged to form JVCKENWOOD. The coming years will mark a series of significant milestones for the Group: the 80th anniversary of KENWOOD in 2026 (founded on December 21, 1946, as Kasuga Radio Co., Ltd.), the 100th anniversary of JVC in 2027 (founded on September 13, 1927, as Victor Talking Machine Company of Japan, Limited), and the 20th anniversary of JVCKENWOOD’s establishment in 2028. We would like to express our sincere gratitude to all our stakeholders, including customers, business partners, shareholders, and investors, for their continued support over the years.

We will continue to work toward the realization of a sustainable society, strive to maximize corporate value, and make the leap toward becoming an excellent company with strength and resilience.

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

Akira Suzuki
Representative Director of the Board,
President and Chief Operating Officer (COO)

New Medium-Term Management Plan VISION 2030

In May 2026, we newly formulated VISION 2030 as a five-year management plan with a long-term perspective, in consideration of the long-term nature of our business and structural changes in the market.

Our Philosophy

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

VISION 2025

Change for Growth

Accelerate growth
momentum

VISION 2030

Move Forward

Pursuit of sustainable value creation

Evolution of business portfolio
strategy and management
with a focus on capital cost
and share price

Long-term vision

A leap toward becoming an excellent company with strength and resilience

Contribute to profitable growth
and the resolution of
global social issues to enhance
corporate value and
realize a sustainable society

Under VISION 2030, strengthen the foundation that supports sustainable value creation and achieve target levels at an early stage to become an excellent company

Target Levels

Revenue	Core operating income margin	S&S sales composition ratio
500 billion yen or higher	10% or higher	50% or higher

Key management indicators for VISION 2030

Revenue	Core operating income margin	S&S sales composition ratio
410 billion yen or higher	9% or higher	35% or higher

Major initiatives



Focus on growth-driving
business based on our
business portfolio strategy



Management that is
aware of capital
efficiency



Strengthening of the
management base to
support sustainable growth



Enhancement of
sustainability
management



Strategies for the Three Business Sectors

Safety & Security Sector



Communications Systems Business
Professional Systems Business

In the Communications Systems Business, which is driving growth, we will continue to make proactive investments, including M&As, to further expand our business.

Mobility & Telematics Services Sector



OEM Business
Aftermarket Business
Telematics Service Business

We are advancing strategic investments and improvements in efficiency for growth fields in the OEM Business and aim to enhance the core operating income ratio.

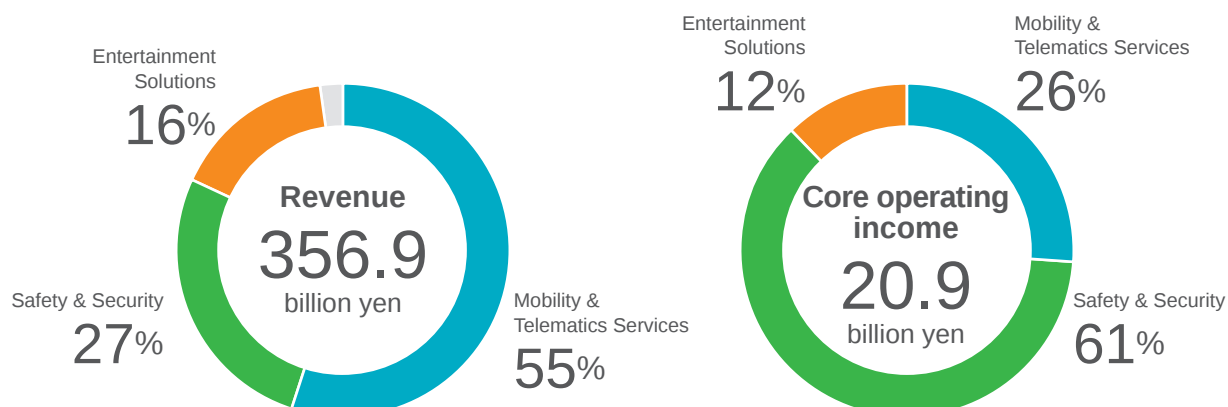
Entertainment Solutions Sector



Entertainment Business
Media Business

We have positioned the Entertainment Business as a field of expected and challenging areas and aim for further growth. At the same time, we will continue to enhance the profitability of the Media Business.

Financial Highlights for FY2025



Safety & Security Sector

We develop products and solutions to protect people's lives and livelihoods and contribute to the creation of safe and secure communities.



Communications Systems Business

We provide professional radio systems to the public safety market—including police and fire departments, and emergency medical services—as well as to the enterprise market, including railways, airports, and educational institutions.

Furthermore, we are developing broadband Push-to-Talk (PTT) radios that can communicate on a national scale through LTE and Wi-Fi. We also offer license-free, low-power transceivers for use in restaurants, retail stores, and construction sites, as well as amateur radios—originating from our founding business—and forestry solutions.



The Viking series of professional digital radio systems (Center: Portable models, Left/right ends: In-vehicle models)



Broadband Push-to-Talk (PTT) radios



The DEMITOSS series of license-free, low-power transceivers



Digital convenience radio repeater systems



Amateur radios

Professional Systems Business

We provide security solutions, such as emergency and professional broadcasting systems and security camera systems for the domestic market, through Group company JVCKENWOOD Public & Industrial Systems Corporation.



Emergency and professional broadcasting systems



Security camera systems



“Proven Technical Expertise” Recognized on the Front Lines in the Demanding Work Environments of North America—VP8000 Digital Radio

“When hearing ‘this really helps in my line of work,’ I felt that all the passion I had put into its development had paid off.” “I was able to use my radio even in minus-30-degree winter temperatures” was the feedback we received from Michigan State fire departments (United States) on the flagship model of our VP8000 digital radio for professional use in North America. During its development, we placed great importance on creating stable connectivity in workplaces that protect people's safety. Since the quality standards required by the front lines of firefighting and policing are exceedingly strict, we have to consider various circumstances, such as low temperatures, strong impacts, and submersion in water. For the VP8000, engineers consulted with local customers about the actual circumstances to create a product that could withstand harsh environments. “Our technology supports the safety of people in local communities—that is what I am most proud of.” Building on the “proven technical expertise” recognized on the front lines of local communities, we will continue to develop products that can be relied on.



Manager, Structural Design Dept., Engineering & Design Division

Mobility & Telematics Services Sector

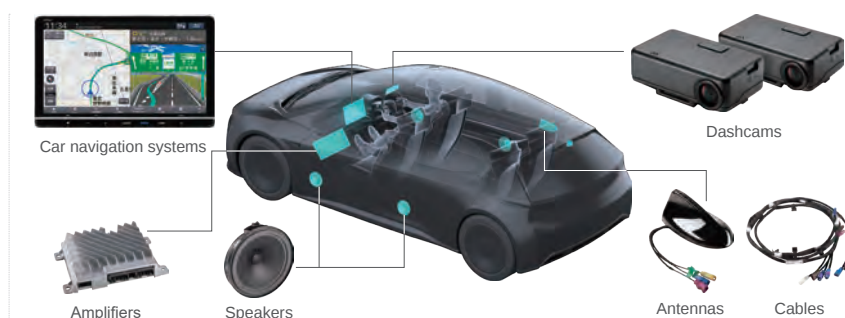
We develop products, services, and solutions that support the fun and excitement of mobility, as well as safety and peace of mind.



OEM Business

We develop and supply products to major automotive manufacturers. In Japan, we provide car navigation systems and dashcams. For overseas markets, we deliver display audio systems, in-vehicle amplifiers, speakers, antennas, cables, and lens modules.

We develop mobility solutions in response to the diverse needs of the global market.



Aftermarket Business

We develop and supply products to automotive accessory retailers and distributors. In Japan, our lineup includes the Saisoku-Navi car navigation systems and dashcams. For overseas markets, we supply display audio systems, car audio receivers, amplifiers, and speakers.

We develop products that support comfortable car lifestyles through our KENWOOD and JVC brands.



The Saisoku-Navi series of car navigation systems



Dashcams with a digital rearview mirror



Display audio systems

Telematics Service Business

We provide connected-type dashcams that are top-sellers in their industry to non-life insurance companies and other parties.



Connected-type dashcams

Visual Beauty Pursued by the Development Team—Saisoku-Navi MDV-MX12F

"My mission was to provide Saisoku-Navi users with a unique visual experience."

The "MDV-MX12F" is the flagship model equipped with the "Diamond Array Display," a high-definition HD panel that is the first in the industry to adopt mini LED technology. In the development of this display, we adopted a unique approach in which we partnered with an LCD manufacturer from the specification phase to work together on the development.

"We significantly enhanced the expressive capabilities of images by combining the two technologies of mini LEDs and quantum dot film. We were especially particular about creating screens that look beautiful to the naked eye. We sought to create vivid, lifelike visuals with richer colors by leveraging the depth of the black range and wide spectrum of colors."

Through the next generation of Saisoku-Navi, which brings the development team's concept of visual beauty to life, we aim to deliver a car navigation system that delivers an exciting new car navigation experience to all our users.



Electrical Design Dept.,
Engineering & Design Division

Entertainment Solutions Sector

We develop content, products, and solutions that use music and visuals to make people's minds and lives richer.

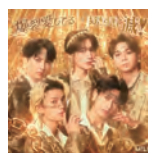


Entertainment Business

We distribute music and video content from many popular artists and also sell CD, DVD, and Blu-ray packages and engage in a wide range of related businesses, including organizing events, running the live music venue Veats Shibuya and Victor Studio, as well as selling merchandise.



Southern All Stars



MILK

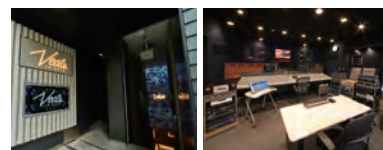


Sakanaction

Music & video content



Event organization and operation



Live music venue and studio operation

Media Business

We provide audio and visual equipment including headphones, earphones, audio systems, and home theater projectors, along with a solutions business that provides professional projectors for flight simulators.



Headphones/
Earphones



Home theater
projectors



Audio systems



Flight simulators

Behind the Development of Our Engineers' Pursuit of the Finest "WOOD" Sound Ever—"WOOD masterpiece" Wireless Earbuds

"At last, we can properly tackle improving sound quality. We're going to make it happen!"

During the development of "WOOD masterpiece," the flagship model of the WOOD series that delivers the highest sound quality in JVC's wireless earphone lineup, the Product Planning Division issued a clear challenge of "surpassing the achievements of all WOOD models to date."

However, the manufacturing method used for the wooden diaphragm, the core element behind the series' beautiful sound, had begun to reveal its acoustic limitations. Accordingly, the team completely re-evaluated the diaphragm material and developed the new "Hybrid WOOD Driver," based on the new concept of blending African rosewood with wood-derived pulp. They also took on the challenge of balancing improved sound quality with compact design. "Maintaining performance within a smaller housing was far from easy, but by redesigning the internal structure and components, we repeatedly refined the design to accommodate the new driver."

Through extensive wear testing, the team also paid careful attention to comfort, pursuing excellence in user experience. The "WOOD masterpiece" delivers truly exciting listening experience, born from the passion of engineers who challenged themselves to create the finest WOOD sound ever.

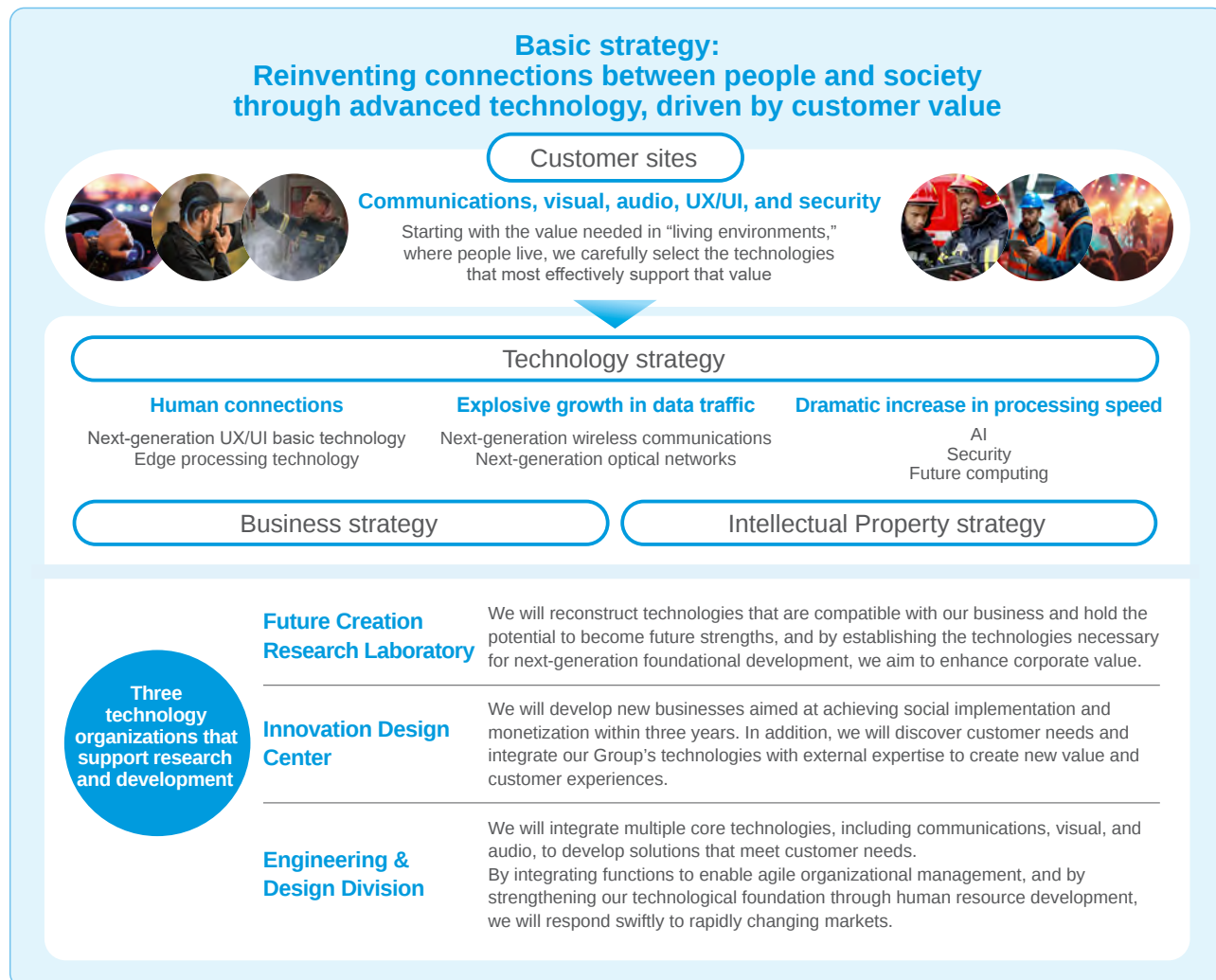


Structural Design Dept.,
Engineering &
Design Division
(Left: In charge of product
development; Right: In
charge of sound quality)

Technology Development for the Future

We have adopted “reinventing connections between people and society through advanced technology, driven by customer value” as a basic strategy for technology development. With customer

and market needs as the starting point, we will strengthen our competitive advantage and business profitability, driven by the integration of business, technology, and IP strategies.



Environments and testing facilities that support idea generation and speedy development



JKC PLAZA

Designed with a sunken floor layout, JKC PLAZA is an open and inviting space where people can casually stop to engage in idea discussions, pitch sessions, or just conversation.



Acoustic anechoic chamber

The walls, ceiling, and floors of this facility are fully lined with sound-absorbing material to minimize sound reflections. It is used for the measurement and evaluation of audio equipment.



Electromagnetic shielded room

We have three electromagnetic shielded rooms in operation, including a large-scale facility capable of accommodating vehicles. These rooms are used for testing and measuring in-vehicle equipment and communications products, and also for conducting various noise and electromagnetic interference (EMI) evaluations.



Waterproof testing room

This facility recreates environmental conditions such as rain and water spray to evaluate waterproof performance. It verifies whether water infiltration of communications products causes malfunctions, and confirms that the products continue to function normally after testing.

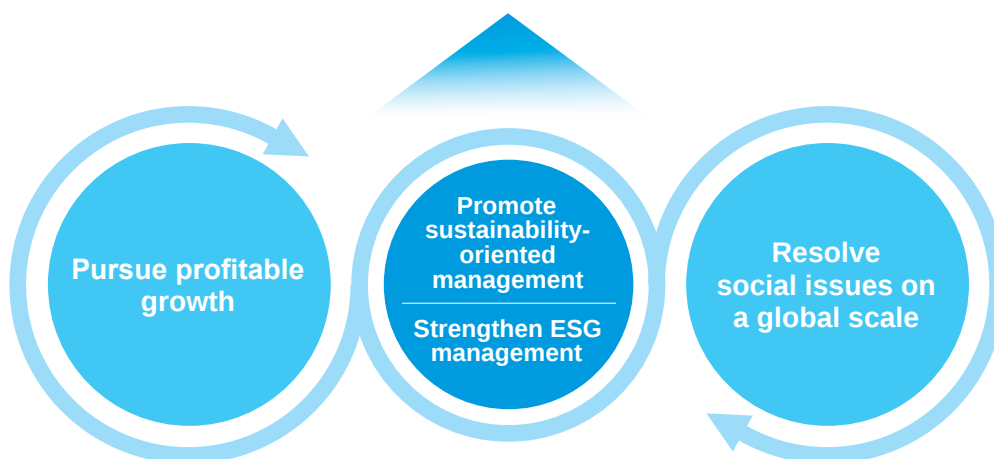
Further Enhancement of Sustainability Management

Sustainability Management that Integrates Profitable Growth and Resolution of Global Social Issues

While formulating its new medium-term management plan VISION 2030, the JVCKENWOOD Group has established its Basic Sustainability Policy of “Contribute to profitable growth and the resolution of global social issues to enhance corporate value and realize a sustainable society,” and reidentified its material issues (key management issues).

Based on this new medium-term management plan, we will promote initiatives for our material issues as an integral part of our business operations, deepening our sustainability management with the aim of achieving sustained corporate value growth by balancing economic and social value.

Enhance corporate value / Realize a sustainable society



The JVCKENWOOD Group’s Five Material Issues and Sub-Material Issues

To contribute to the realization of a sustainable society through its business activities, the JVCKENWOOD Group has reidentified five material issues (key management issues) that the Group is committed to addressing, along with their associated sub-material

issues. By establishing initiative themes and KPIs linked to these material issues and monitoring their progress, we will enhance the effectiveness of our efforts to address these issues.





Creation of Safe, Secure, and Lively Communities Community Support Promoted Together with Kashima Antlers FC

In Kashima City, Ibaraki Prefecture, we are working with Kashima Antlers FC and the city to promote the creation of a regional wireless communications network centered around Mercari Stadium, the football club's home stadium. By establishing a stable environment for communication across a wide area, we aim to contribute not only to smooth match operations but also to building mechanisms for "community support" within the local communities.

Note: JVCKENWOOD has signed a club partnership contract with Kashima Antlers FC.



Through our contribution to building the foundation of community support where people stay connected and support one another in their daily lives, we are working to create safe and secure communities.



Domestic Sales & Marketing Dept.,
Communications Systems Division



Realization of a Rich Mind and Life/ Environmental Contribution Flagship Long-Life Earbuds That Can Be Used with Peace of Mind

The JVC brand "WOOD masterpiece" is a product that not only delivers excitement through its sound quality but also peace of mind through their durability. In addition to a three-year extended warranty, the earbuds feature a specialized coating that repairs the minor scratches that appear through daily use over time, making them less noticeable. We have also revamped the design based on analysis of faults that have occurred in the past, thereby increasing their quality and reliability.



The Engineering & Design Division and the Quality Assurance Division have come together to design a product that can be used with peace of mind.



Manager, Product
Planning Dept.

Related Information

Behind the Development of Our Engineers' Pursuit of the Finest "WOOD" Sound Ever ▶ refer to page 8



Manufacturing Reform and Environmental Contribution Labor-Saving Measures Through Promotion of Automated Production

At JVCKENWOOD Nagano Corporation, we have introduced robot arms to automate car navigation system assembly and the inspection process, realizing labor-saving measures and stabilizing production. Furthermore, since FY2025 we have begun operation of a fourth-generation automated line and have been working to save space and simplify maintenance.



For automated inspection systems, the barrier to entry in terms of specialized knowledge has also been lowered, helping to reduce the burden on operators.

I was involved in the design of automated equipment as a generalist with a broad understanding of technology, including not only mechanical design but also software and circuits.



Production
Engineering Dept.



Acceleration of Innovation and Promotion of Active Roles for Employees Generation of New Business Ideas COM Mirai

Through COM Mirai, a workshop centered on design thinking, participants identify challenges from a customer perspective and generate new business ideas. Repeated research, conception, and dialogue enable participants to engage in co-creation to refine their ideas into concrete proposals. The program promotes sustainable value creation by supporting both human resource development and the creation of new businesses.



Top: Head of
Innovation Design Center
Bottom: Assistant Head of
Innovation Design Center



Through my experience with COM Mirai, I believe that the accumulation of individual growth and change fosters a corporate culture that responds flexibly to societal changes and continually embraces new challenges.

In generating new business ideas, combining diverse perspectives expands creative thinking and reinforces the importance of dialogue.



Innovation Design Center

Investing in People to Strengthen Capabilities

Human Capital Management

We are engaging in human capital management that aims to foster a corporate culture where employees feel fulfillment and pride in their work, and are promoting a balanced approach of investment in human resources and enhancement of job satisfaction.

Development of Human Resources That Will Shape the Future

Development of Multi-Skilled Talent and AI-Skilled Talent

We are promoting the development of multi-skilled talent with cross-domain capabilities. We are also advancing operational reforms and productivity enhancement by utilizing AI and are developing AI talent that support the creation of new value.

JVCKENWOOD Career Design: Supporting skill and career development

We have developed an environment in which employees can proactively learn and that assists employees in making use of their own individual experience to realize their future career vision. Based on human resource requirement definitions, we are implementing measures that include establishing criteria levels required of each employee, implementing development plans, conducting career interviews, encouraging participation in career development support seminars, and holding career design training. We have also developed a system that enables employees to regularly consult with career designers.

Organization That Supports Career Design JVCKENWOOD Career Design (JKCD) Center

The JKCD Center provides an environment that enables employees to consider shaping their careers from an early stage. We support employees in recognizing changes in the external environment and growing while building stronger relationships with the organization.



Head of JKCD Center



JKCD Center

Through practical learning opportunities, including workshops for younger employees and different age groups, as well as seminars and study sessions on topics such as balancing childcare and work and developing global human resources, we encourage employees to learn from one another and support their continued growth.

Enhancement of Job Satisfaction

Diversity & Inclusion (D&I)

We continuously foster a culture that values diversity, aiming to drive innovation and contribute sustainably to society through our business.

- ▶ Promotion of women's advancement
- ▶ Promotion of paternity leave
- ▶ HR policy of including same-sex partners as spouses



I also took childcare leave and it gave me an opportunity to reflect on my approach to childcare and individual workstyle. While leveraging this experience, I am working to create a work environment in which each employee can play an active role.



Manager, JKCD Center

For dialogues between female managers and interviews on topics including paternity leave, please click here.

https://www.jvckenwood.com/en/sustainability/social/human_capital/diversity-inclusion/interview/



Flexible workstyles without boundaries of time and place

We have established systems and an environment that enable employees to work efficiently while maintaining a healthy work-life balance. Through these initiatives, we support flexible workstyles tailored to individual needs.

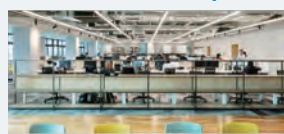
▶ Super flex-time system

Our super flex-time system eliminates core working hours and expands flexible time slots. It also includes measures such as a three-day weekend option via designated non-working days and policies that allow midday breaks to help employees balance their work and personal lives.

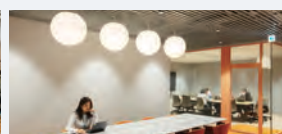
▶ Hybrid work

To promote open communication, we have developed an office environment centered around our "Value Creation Square," a hub for value creation. We have also established flexible personnel policies that support various workstyles, including telecommuting and the use of satellite offices.

Promoting Communication and Collaboration Value Creation Square



Hot desking



Collaboration space for brainstorming



Large stairs that double as an event and interaction space



Lounge for employees to relax

Health Management

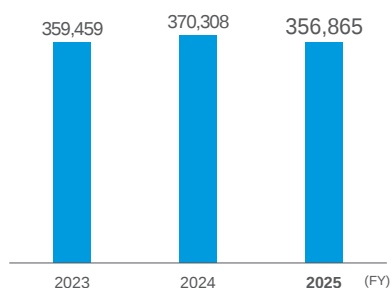
We recognize the health of each individual employee as a critical management priority. Under the JVCKENWOOD Health Declaration, we strive to create a workplace where all employees can work with vitality and maintain good health. JVCKENWOOD has been certified as one of the 2025 Certified Health & Productivity Management Outstanding Organizations (Large Enterprise Category) (White 500), a program jointly operated by the Ministry of Economy, Trade and Industry and the Japan Health Council. We have also been recognized as a Sports Yell Company by the Japan Sports Agency.



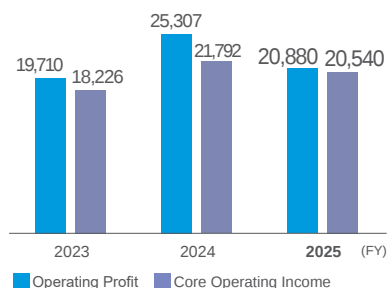
The JVCKENWOOD Group in Figures

Note: Graphs based on the International Financial Reporting Standards (IFRS)

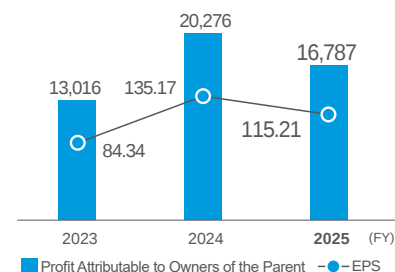
Revenue (Million yen)



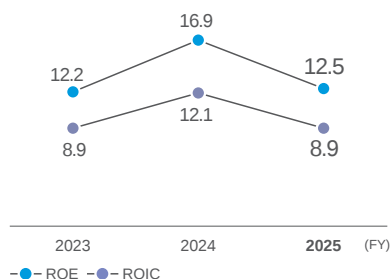
Operating Profit and Core Operating Income (Million yen)



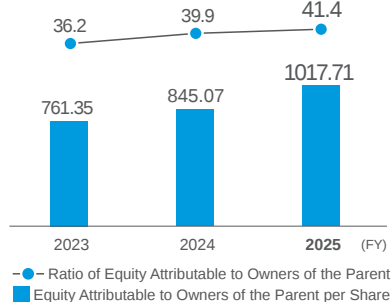
Profit Attributable to Owners of the Parent (Million yen) and Earnings per Share (EPS) (Yen)



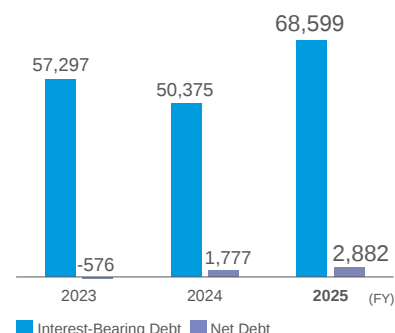
ROE and ROIC (%)



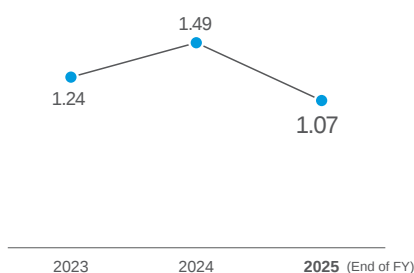
Ratio of Equity Attributable to Owners of the Parent (%) and Equity Attributable to Owners of the Parent per Share (Yen)



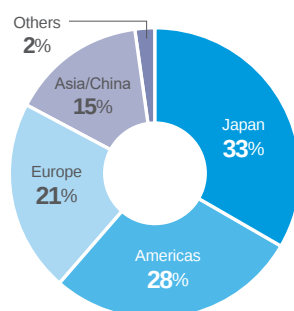
Interest-Bearing Debt and Net Debt (Million yen)



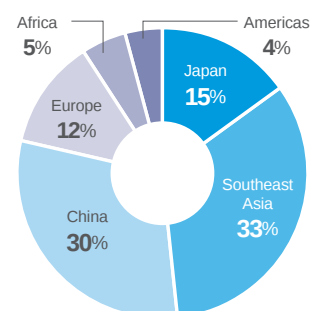
Price-to-Book Ratio (PBR) (%)



Revenue Ratio by Region (FY2025)



Production Ratio by Region (FY2025)



Life at JVCKENWOOD in Numbers

Average Years of Service

23.4 years



Average Number of Days of Annual Paid Leave Taken

16.1 days



Percentage of Female Managers

9.2%

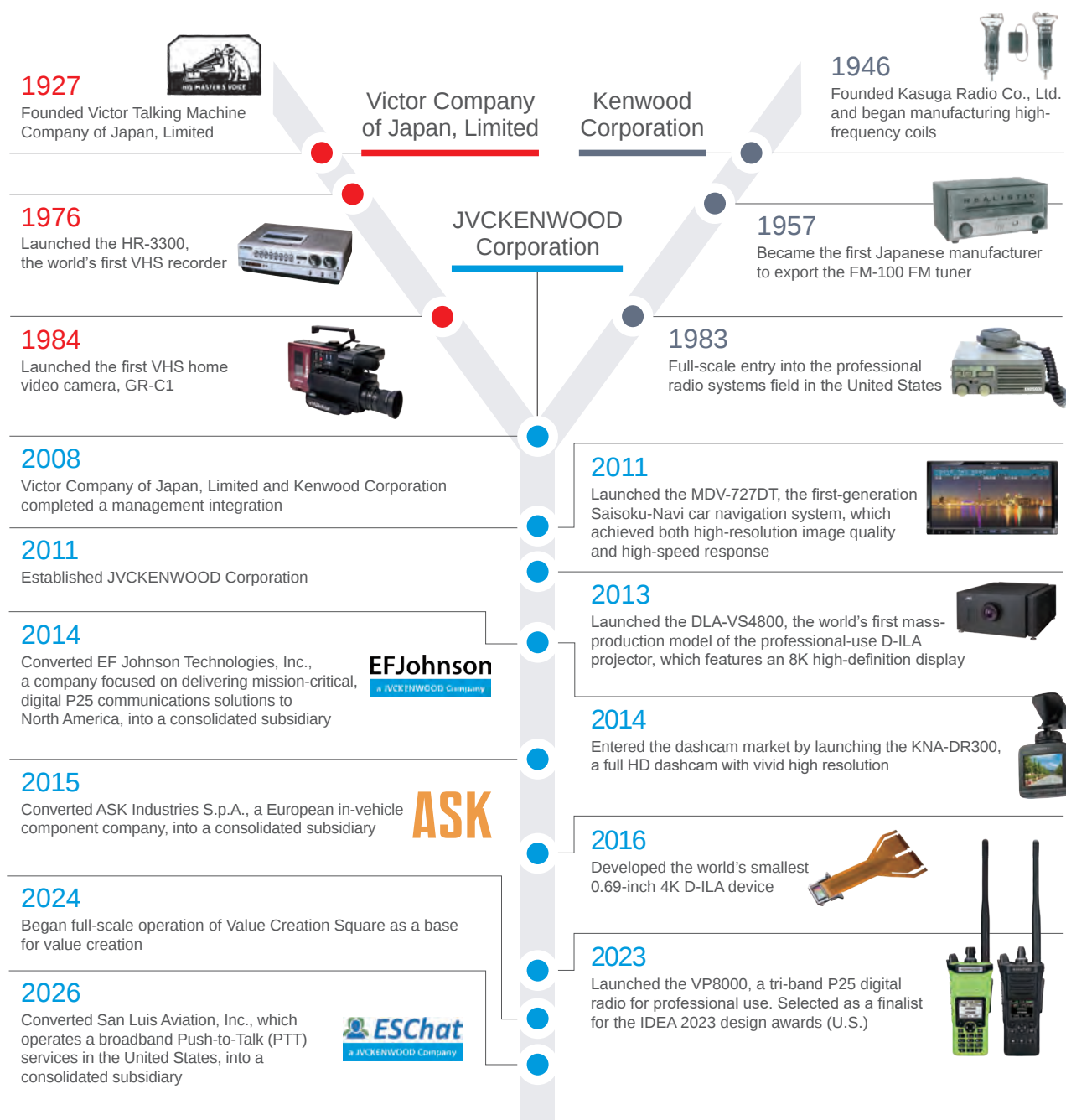


Percentage of Employees Taking Childcare Leave (Both Male and Female)

100%



Corporate History



2026 2027 2028
80th 100th 20th Anniv.
KENWOOD JVC JVCKENWOOD

In October 2028, the Company will celebrate the 20th anniversary of our establishment through the management integration of Victor Company of Japan, Limited (JVC) and Kenwood Corporation (KENWOOD). We will also mark KENWOOD's 80th anniversary in 2026, and JVC's 100th anniversary in 2027. Based on the theme of "Passing Down Expertise to the Next Generation While Continually Refining Our Skills and Know-How," we will launch a series of commemorative initiatives under the "JVCKENWOOD Anniversary" banner over the three-year period from FY2026 through FY2028, with the aim of preserving and passing on the corporate DNA cultivated throughout our long history.

Corporate Profile

As of March 31, 2026

Company Name : JVCKENWOOD Corporation
Representatives* : Shoichiro Eguchi, Representative Director of the Board, Chairman and Chief Executive Officer (CEO)
Akira Suzuki, Representative Director of the Board, President and Chief Operating Officer (COO)
Date of Incorporation : October 1, 2008
Capital : 13,650 million yen
Number of Employees : 15,229 (Consolidated)
Head Office : 3-12, Moriyacho, Kanagawa-ku, Yokohama-shi, Kanagawa, 221-0022, Japan

*As of April 1, 2026

Global Network (As of July 7, 2026)



Our Management Team (As of June 24, 2026)

Yuji Hirako	External Director of the Board, Chairman of the Board
Shoichiro Eguchi	Representative Director of the Board, Chairman and CEO
Akira Suzuki	Representative Director of the Board, President and COO
Masatoshi Miyamoto	Representative Director of the Board, Executive Vice President and CFO
Hiromi Onitsuka	External Director of the Board
Satoshi Hirano	External Director of the Board
Masako Oori	External Director of the Board
Naokazu Kurihara	Director of the Board, Full-Time Audit & Supervisory Committee Member
Tetsuya Fujioka	External Director of the Board, Audit & Supervisory Committee Member
Ryuichi Ebinuma	External Director of the Board, Audit & Supervisory Committee Member
Yasuko Kobashikawa	External Director of the Board, Audit & Supervisory Committee Member

Masao Nomura	Senior Managing Executive Officer, Chief Information Officer (CIO)
Kazuyoshi Hayashi	Senior Managing Executive Officer, COO of Mobility & Telematics Services Sector
Yoshio Sonoda	Managing Executive Officer, Chief Information Security Officer (CISO), Chief Risk Management Officer (CRO)
Osamu Muraoka	Managing Executive Officer, COO of Safety & Security Sector
Hisakazu Harada	Executive Officer, Assistant to COO of Safety & Security Sector in charge of Overseas Communications Systems Business Strategy, Seconded to EF Johnson Technologies, Inc.
Katsuya Sato	Executive Officer, Assistant to COO of Safety & Security Sector, General Executive of Communications Systems Division, Safety & Security Sector
Naoki Sekiya	Executive Officer, General Executive of Domestic Business Marketing Division
Hiroyuki Sato	Executive Officer, COO of Entertainment Solutions Sector, General Executive of Media Business Division, Entertainment Solutions Sector
Tetsuya Oura	Executive Officer, Chief Technology Officer (CTO)
Sumiko Nakai	Executive Officer, Head of Administrative Division, General Manager of Sustainability Management Office
Isamu Endo	Executive Officer, Assistant to Head of Administrative Division
Akira Komatsu	Executive Officer, General Executive of Aftermarket Business Division, Mobility & Telematics Services Sector
Takashi Yamada	Executive Officer, General Executive of OEM Business Division, Mobility & Telematics Services Sector



JVCKENWOOD Corporation

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●Contact

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