June 2025

TSE Prime Market : 6632

JVCKENWOOD

KENWOOD JVC Victor

【About JVCKENWOOD Group】

JVC and KENWOOD integrate their management in 2008. The JVCKENWOOD Group develops and promotes the KENWOOD, JVC, and Victor brands under its corporate philosophy: "Creating excitement and peace of mind for the people of the world." These brands form the core of our visual and audio equipment and entertainment-related business, which include in-vehicle products such as car navigation systems, display audio units, and speakers, as well as professional radio systems.

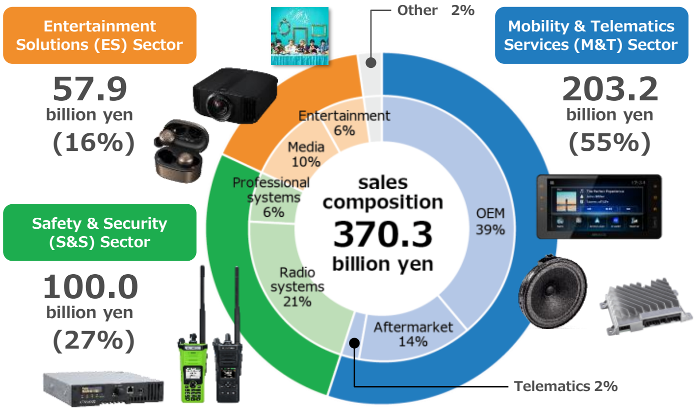
【Maximizing Corporate Value through Business Portfolio Optimization under the Medium-Term Management Plan "VISION 2025"】

Growth driven by Communications Systems Business and overseas OEM Business for in-vehicle applications. Communications Systems Business is expected to grow on a global basis, and with high barriers to entry, the company will be able to maintain its competitive advantage. It is positioned as a key profit driver leading the entire company, the S&S Sector is expected to account for 88% of the Group's core operating income in fiscal year 2025.

(1)Three Business Sectors: Audio, Visual, and Communication Technologies

- Building on decades of expertise in the visual, audio, and communication sectors, we deliver products, services, and solutions that embody our corporate philosophy: "Creating excitement and peace of mind for people around the world."

▶ Revenue composition ratio by business sector (FY2024)



(2)Medium-Term Management Plan "VISION 2025" (FY2023-FY2025)

Maximizing corporate value

Further evolve Change for Growth to enhance sustainable corporate and shareholder value

Target ROE of 10% and aim to achieve PBR of more than 1.0 times as soon as possible

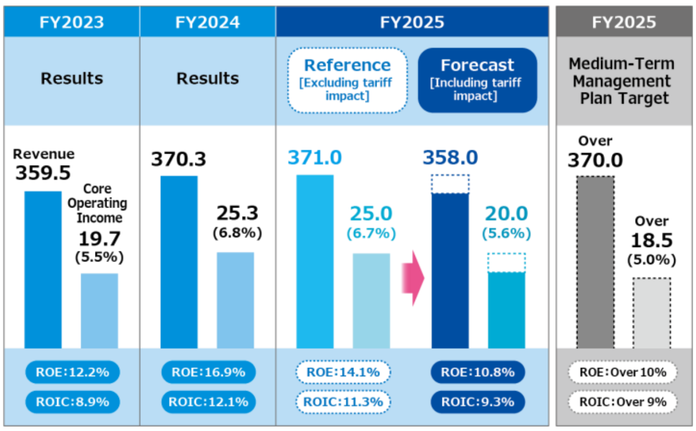
▶ Course of Action for Strategy Enhancement

	Changes in the business environment	Course of action for strategy enhancement	
M&T	■Expansion and increase of shift to EV ■Reduction of aftermarket ■Expansion of telematics service business	• Business expansion centered on in-vehicle speakers, amplifiers, antennas, cables and lenses in response to market changes	Expansion of overseas OEM
S&S	■Expansion of the global wireless equipment market due to BCP* measures ■Limited competitors and low threat of new entry	• Maximization of profits with the Communications Systems as a growth driver, mainly in North America	Profit-generating driver
ES	■Game, animation, metaverse and other entertainment markets are on an expanding trend globally	• Strengthening of game and animation businesses • Existing Media Business to promote qualitative transformation of business	Qualitative transformation of business

(3)Midterm Performance Exceeds Final Year Targets

- FY2024: Achieved results that exceeded the earnings forecast announced at the beginning of FY2024 and the targets in "VISION 2025."
- FY2025: Expect to achieve the targets other than revenue, given an expected decline in revenue due to the U.S. tariff measures.

▶ Business Progress and Forecast for FY2025



(4)FY2025 Earnings Forecast Reflects Maximum Tariff Impact

	FY2023	FY2024	Forecast for FY2025 including tariff impact	Forecast for FY2025 excluding tariff impact	Tariff impact
Revenue	359.5	370.3	358.0	371.0	-13.0
Core Operating Income	19.7	25.3	20.0	25.0	-5.0
Profit Attributable to Owners of the Parent	13.0	20.3	14.0	18.5	-4.5

(Billion Yen)

■Calculated with the following tariff rates as of 4/25, Incorporating maximum US tariff impact. China:145%, Vehicle-related:25%, Japan, Malaysia, Indonesia、Thailand:10% uniform tariff

M&T
- Strong sales are expected for overseas OEM Business and Domestic Dealer-Installed Option Business.
- A decline in sales of display audio systems, speakers, and other products is anticipated due to price pass-through.
- Considering relocating production of display audio from China.

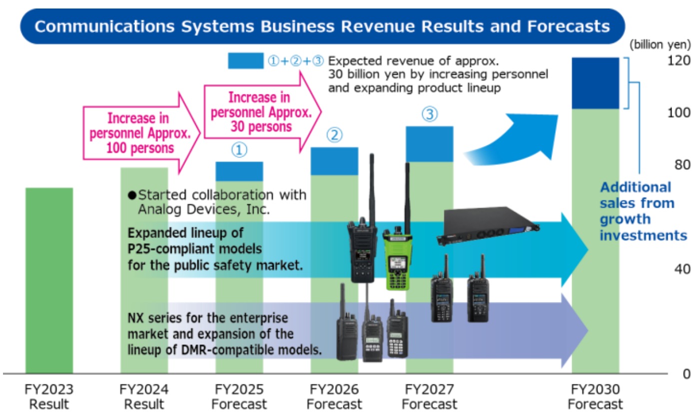
S&S
- The Communications Systems Business expects continued strong demand in the North American public safety market.
- Continuing to increase personnel as a proactive investment to accelerate growth.
- The impact of the U.S. tariff measures is expected to be mostly absorbed through price pass-through and other measures.
- Components supply shortages starting in last fiscal year's Q4 are expected to cause volatility in quarterly results, mainly in Q1.

ES
- Assuming reduced sales and production suspension of earphones and headphones made in China.
- Considering relocation of production from China.

(5)Growth driven by Communications Systems Business in the S&S sector

- Increase personnel for development and order acquisition from FY2023 to FY2025 in order to accelerate growth.
- Expand product lineups to generate sales revenue of approximately 30 billion yen in the three-year span from FY2025.

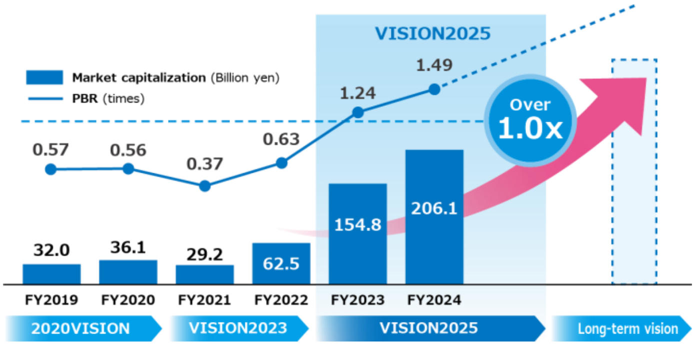
Communications Systems Business Revenue Results and Forecasts



(6)Maximize corporate value by further advancing management with a strong awareness of capital cost and share price

- Aiming to maximize corporate value by further advancing management with a strong awareness of capital cost and share price, without settling for the current PBR level.

	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Forecast
ROE	18.2%	12.2%	16.9%	10.8%
ROIC	8.3%	8.9%	12.1%	9.3%



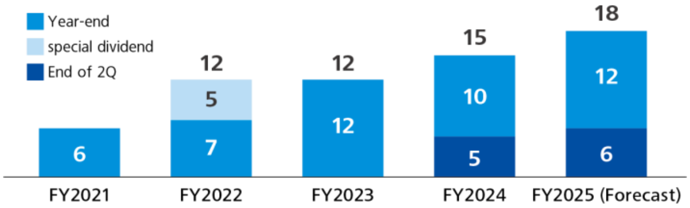
(7)Shareholder Return

Return Policy	Target a total return ratio of 30 to 40%.
Dividend	Aim for stable dividend payouts and continuous dividend growth.
Share Repurchase	Implement flexible measures within the set total return ratio while maintaining financial soundness and ensuring investment in growth businesses.

▶ FY2024 Results

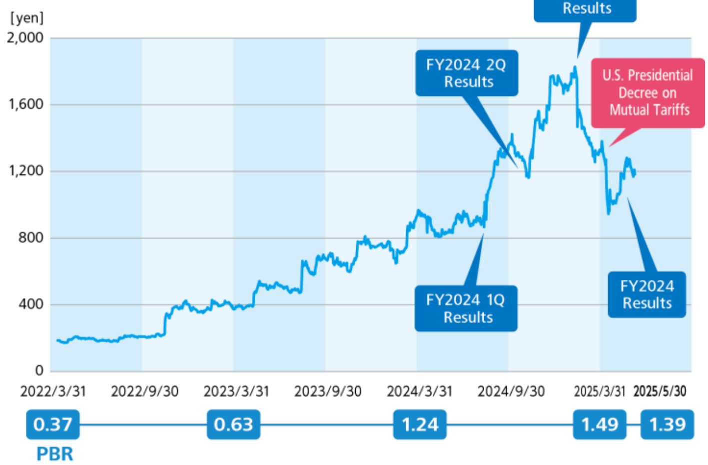
- Share Repurchases:Conducted a share repurchase totaling 6.5 billion yen in February and May 2025.
- Dividend: 15 yen (interim 5 yen, year-end 10 yen), an increase of 3 yen from the previous year, for a total dividend of 2.26 billion yen.
- The total return ratio to be approx. 43% for FY2024.
- Expect to pay a dividend for FY2025 of 18 yen per share (an interim dividend of 6 yen and a year-end dividend of 12 yen), an increase of 3 yen per share.

▶ Trends in Dividend per hare(Yen)



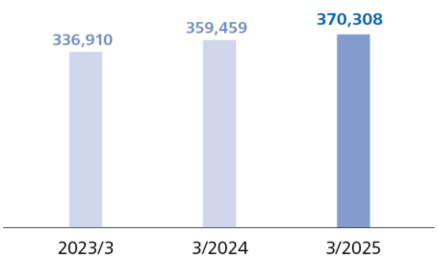
(8)Share price and PBR at end of period

- The PBR has remained above 1.0 by promoting management with a strong awareness of capital cost and share price, improving performance, enhancing shareholder returns, and engaging with investors.

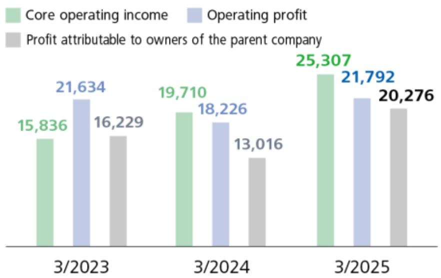


(9)Financial Highlight

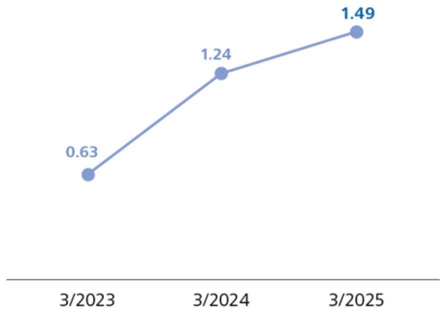
Revenue (million yen)



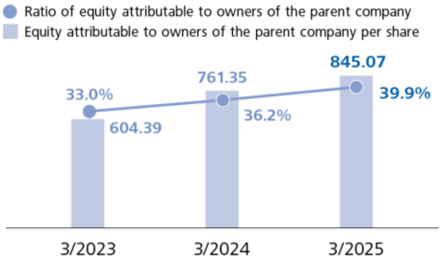
Core operating income*1 / Operating profit Profit attributable to owners of the parent company (million yen)



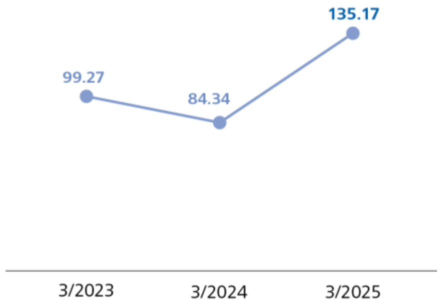
PBR*2 (times)



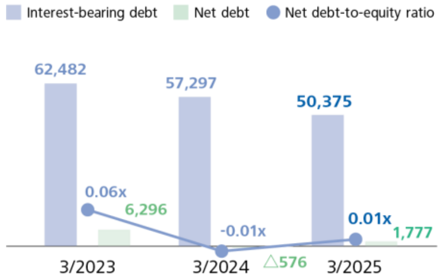
Ratio of equity attributable to owners of the parent company*3 (%)
Equity attributable to owners of the parent company per share*4 (yen)



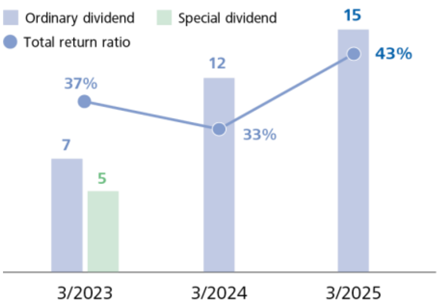
EPS*5 (yen)



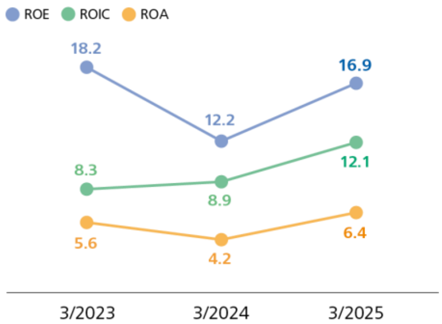
Interest-bearing debt*6 (million yen)
Net debt*7 (million yen)
Net debt-to-equity ratio*8 (times)



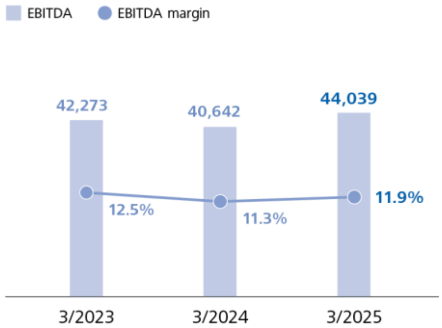
Ordinary dividend (yen), **Special dividend** (yen)
Total return ratio (%)



ROE*9 (%), **ROIC*10** (%), **ROA*11** (%)



EBITDA*12 (million yen), **EBITDA margin** (%)



*1: Calculated by deducting cost of sales, selling and general administrative expenses from revenue, and does not include other income, other expenses, and foreign exchange gains and losses, which are nonrecurring items that mainly occur temporarily.
*2: Share price at the end of the fiscal year ÷ Net assets per share
*3: Total equity attributable to owners of the parent ÷ Total liabilities and equity x 100
*4: Total equity attributable to owners of the parent ÷ Number of outstanding shares
*5: Total equity attributable to owners of the parent ÷ Number of outstanding shares (average for the period)
*6: Lease liabilities are not included.
*7: Interest-bearing debt - Cash and cash equivalents at end of period
*8: Net debt ÷ Shareholders' equity
*9 : Net income attributable to owners of the parent ÷ Average equity attributable to owners of the parent during the period x 100
*10: (Core operating income after tax + Equity profit and loss) ÷ (Shareholders' equity + Debt) x 100
*11: Net income attributable to owners of the parent ÷ Total assets x 100
*12: Profit before tax + Interest expenses + Depreciation expenses + Impairment losses

JVCKENWOOD Corporation Email : IRSR_JKC@jvckenwood.com URL :https://www.jvckenwood.com/en/ir.html