

JVCKENWOOD

Change for Growth

Integrated Report 2023



Editorial Policy for the Integrated Report 2023

With the formulation of our new medium-term management plan "VISION 2025," we have incorporated our corporate philosophy "Creating Peace of Mind for People Around the World" into our Articles of Incorporation. Taking this opportunity, we have endeavored to enhance the report to include as much information as possible on the sustainable enhancement of corporate value that we aim to achieve.

In this report, we focused on two points in particular. The first is Value Creation Story. With a strong focus on the Integrated Thinking, we drew an ideal picture of what kind of value we can provide to the social issues surrounding us from a long-term perspective, and working backward from there, reviewed our management capital and business activities to redefine our material issues.

The second is the enhancement of medium- to long-term KPI and their initiatives. Through active discussions linked to management strategies at the Sustainability Committee, which was established in April 2023 under the direct control of the CEO, we have organized chapters around material issues to express how and when we will specifically address material issues and how our efforts to resolve material issues will lead to the enhancement of our corporate value. The chapters are organized around material issues, and KPI and specific initiatives are linked to each other.

Through dialogue with stakeholders using this integrated report as a tool, we will strive to further enhance corporate value.

Integrated Report 2023 Editors

Introduction

Our Philosophy	1
At a Glance	2

Message from Our CEO

6

Value Creation Story

Medium-To Long-Term Vision	10
Value Creation Process	12

Value Creation Strategy 1

New Medium-Term Management Plan "VISION 2025"

New Medium-Term Management Plan "VISION 2025"	14
Message from Our CFO/Financial Strategy	18

Value Creation Strategy 2

Business Strategy

Mobility & Telematics Services Sector	20
Safety & Security Sector	24
Entertainment Solutions Sector	28

Value Creation Strategy 3

Sustainability Strategy

Our Sustainability Strategy	30
Material Issue 1: Safety & Security Initiatives	32
Material Issue 2: Environmental Response	34
Material Issue 3: Sustainable Monozukuri*	38

*Manufacturing

Foundation for Value Creation

Promoting Employee Engagement, Diversity & Inclusion	44
Risk Management	48
Compliance	50
Stakeholder Engagement	51
External Directors Roundtable Discussion	52
Message from Corporate Auditors, Investor Comments	55
Corporate Governance	56
Directors, Corporate Auditors & Executive Officers	60
Awards & Recognitions	61

Data Section

Financial and Non-Financial Highlights	62
Corporate History	64
Domestic and International Network	66
Financial (IFRS)/Non-Financial Data	68
Company & Stock Information	69

The expressions contained in this presentation referring to the Company's future plans, intentions and expectations are categorized as future forecast statements. Such statements reflect management expectations of future events, and accordingly, are inherently susceptible to risk, uncertainty and other factors, whether known or unknown, and may be significantly different from future performance. These statements represent management's targets as of the time of issuance of these presentation materials, and the Company is under no obligation, and expressly disclaims any such obligation, to update, alter or publicize its future forecast statements in the event there are changes in the economic climate and market conditions affecting the performance of the Company. Risk factors and other uncertainty which may affect the Company's actual performance include: (1) violent fluctuations in economic circumstances and supply and demand systems in major markets (Japan, the U.S., the EU and Asia); (2) restrictions including trade regulations applicable to major markets including Japan and other foreign countries; (3) sharp fluctuations in the exchange rate of the U.S. dollar, euro, and such like against the yen; (4) market price fluctuations in capital markets; and (5) changes in social infrastructure due to short-term changes in technology and such like. Please note, however, that the above is not a comprehensive list of all the factors that may exert a significant influence on the Company's performance.

Our Philosophy

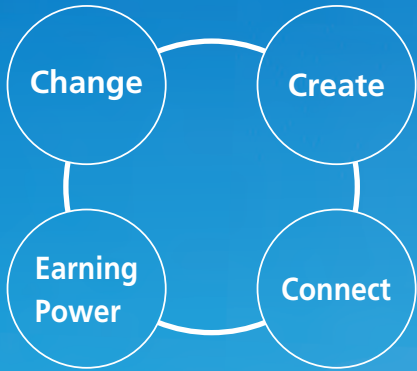
Creating excitement and peace of mind for the people of the world

We share our philosophy of providing "excitement and peace of mind for the people of the world" as the fundamental belief of JVCKENWOOD Group's corporate behavior. Based on this philosophy, each of us will share with all our stakeholders the richness of life and diverse values that lead to inspiration and peace of mind.

Corporate Philosophy

- Creating value through Monozukuri
- Building a corporate culture that adapts and embraces change
- Investing in people to strengthen capabilities and push boundaries

4 Values



At a Glance

JVCKENWOOD aims to contribute to the resolution of various social issues by "Creating excitement and peace of mind for the people of the world" through audio, visual and communication.

Realize safe and secure communities

Professional radio systems have been adopted by many police stations, fire stations and emergency medical services (EMS) to facilitate smooth communication in various situations and contribute to disaster prevention and mitigation. Security camera systems contribute to the suppression of crime and the creation of safe residential environments by monitoring people and communities at all times. The Company aims to create "safe and secure" communities based on "sound," "visual" and "communication" technologies.

Create excitement for people's lives

Together with many artists, the Group has been creating high-quality music and visual contents, and places of "excitement" including live events where people can experience them directly. In addition, by providing high sound quality audio equipment that explores the original sound and visual equipment that enables users to experience the ultimate visual beauty, we deliver "excitement" created by the power of music and visual to people's lives.

Create excitement for people's lives through the power of entertainment

Create excitement and peace of mind for mobility life

In the mobility society, where EVs and autonomous driving are becoming increasingly common, the vehicle interior space will be transformed into a more diverse scene. In people's mobility lives, the Company aims to make the vehicle interior space a more "thrilling" and "exciting" entertainment space through our "audio" and "visual" solutions, and contribute to "safe and secure" driving with the car navigation systems and dashcams.

Stably and continuously provide highly reliable communication systems

Contribute to disaster prevention and mitigation

Suppress crime and create safe and secure communities

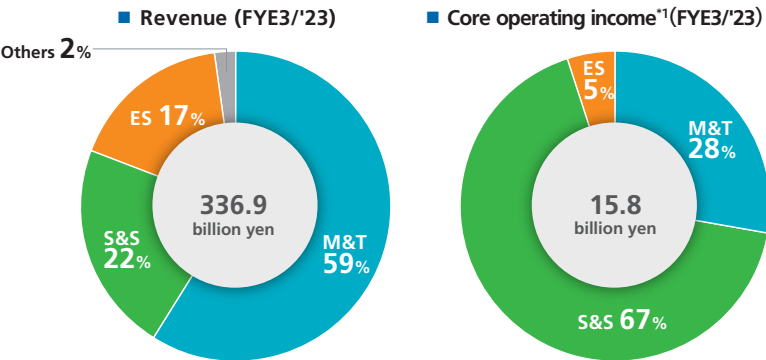
Prevent traffic accidents and ensure safe and secure transportation systems

Provide a safe, secure and exciting mobility life

At a Glance

We provide products, services and solutions that realize our corporate philosophy "Creating peace of mind for the people of the world" in three business sectors.

- Mobility & Telematics Services Sector (M&T)
- Safety & Security Sector (S&S)
- Entertainment Solutions Sector (ES)
- Others



Our three distinctive brands

KENWOOD

The red triangle brand logo represents its desire for high quality, advanced, and sharpness, and the products are focused on audio and communication technology, expanding the development of professional radio systems and in-vehicle products and services.

JVC

The brand offers audio/visuals products and in-vehicle products mainly in overseas, always proposing solutions that are close to people's lives.

Victor

The brand is known for its "His Master's Voice" and its dog, Nipper, pursuing technologies and products that are appropriate for the times, without being bound by preconceived ideas. (Used only in Japan)

Mobility & Telematics Services Sector



Develops products, services, and solutions that contribute to a comfortable, safe, and secure vehicle interior through the OEM Business, Aftermarket Business, and Telematics Service Business.

- **OEM Business**
For car dealers, automakers, and components manufacturers
- **Aftermarket Business**
For mass merchandisers, retailers and distributors
- **Telematics Service Business**
For Auto insurance companies, ride-sharing service companies, taxi companies, and transportation companies

Main products and services

■ OEM & Aftermarket Businesses



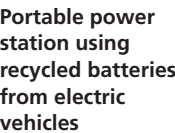
Car navigation system



Display audio system



Dashcam



Portable power station using recycled batteries from electric vehicles



Alcohol detector

■ OEM Business

In-vehicle amplifier/antenna/speaker



■ Telematics Service Business



Connected-type dashcam



Dustproof and waterproof connected-type dashcam

Safety & Security Sector



Develops products and solutions to protect people's lives and livelihoods and to contribute to the creation of safe and secure communities through the Communications Systems Business and Professional Systems Business.

- **Communications Systems Business**
Provides highly reliable professional digital radio systems for the public safety market (police, fire, EMS, etc.) and the private market. Also offers products for individuals such as amateur radio equipment and license-free transceivers.
- **Professional Systems Business**
Provides security systems, professional broadcasting systems, and audio solutions for the domestic market, and high-precision medical image display monitors for hospitals and clinics in the healthcare business.

Main products and services

■ Communications Systems Business



Professional radio system



License-free transceiver



Amateur radio

■ Professional Systems Business



Security system

Medical image display monitor

Entertainment Solutions Sector



Develops products, solutions, and content that enrich people's minds and lives through music and visuals through the Media Business and Entertainment Business.

- **Media Business**
Develops audio and visual equipment such as headphones, earphones, professional cameras, and projectors, as well as solution business with these products at the core. Also provides portable power stations for emergencies and outdoor activities.
- **Entertainment Business**
Distributes music and video content of popular artists, CD/DVD/Blu-ray package sales, live concerts, and non-music related merchandise sales, mainly in Japan.

Main products and services

■ Media Business



Headphones/earphones



Portable power station



Projectors



PTZ^{*2} Remote Camera

■ Entertainment Business



Music & video content

*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: Abbreviations for Pan (P), Tilt (T), and Zoom (Z) Operations.