

Value Creation Story: Medium-To Long-Term Vision

Our history of value creation from business integration to the present and the future we aim for

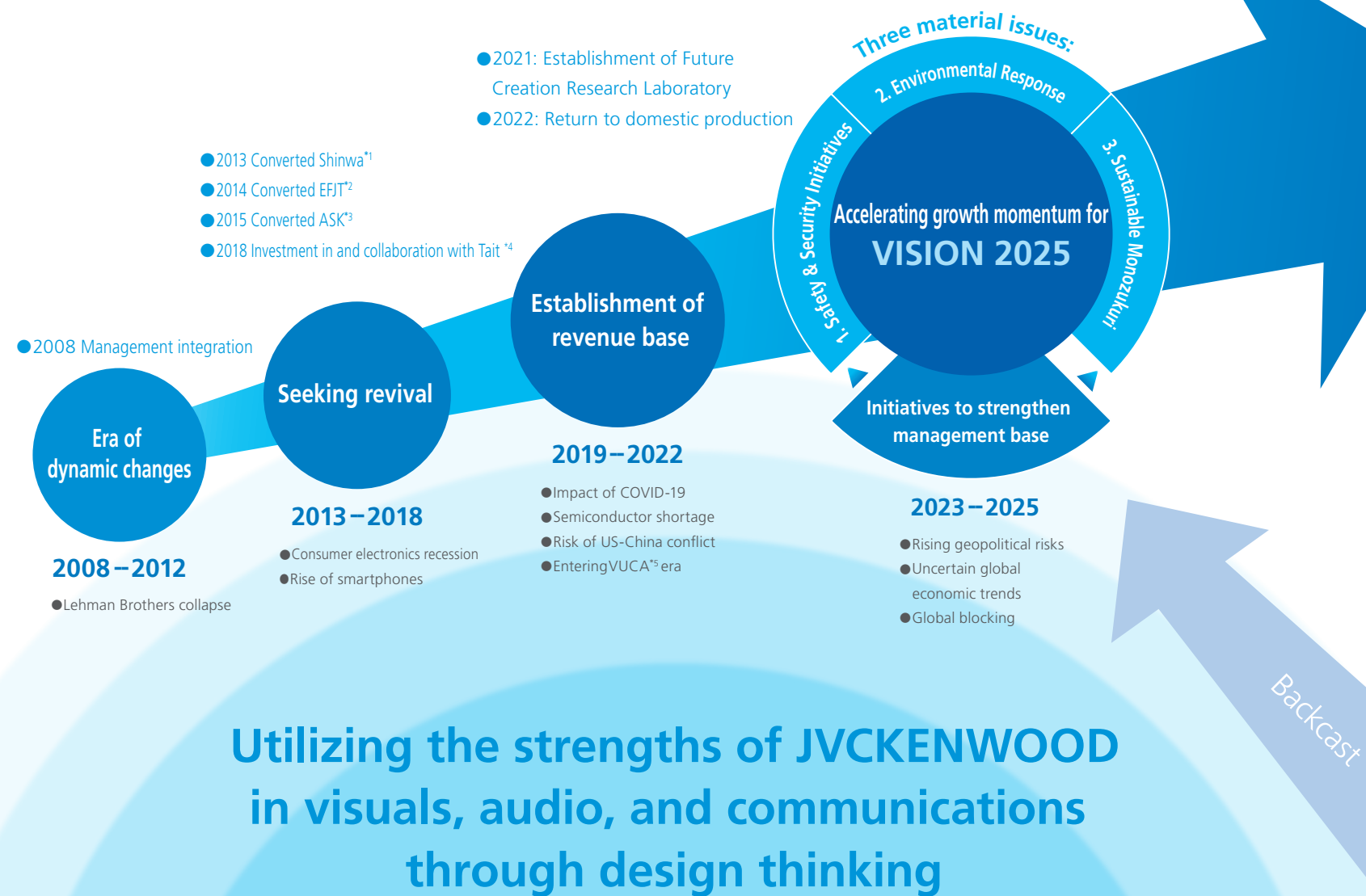
By overcoming a series of hardships that occurred after the business integration, we have built a strong management foundation.

Since 2018, we have been improving our business performance by anticipating the future and establishing a profitable revenue base.

By backcasting from the future envisioned through design thinking, we have established three materialities.

Now, with the corporate philosophy of "providing excitement and peace of mind for the people of the world," we aim to maximize our corporate value and make a leap forward to become an excellent company that has both strength and toughness to anticipate change and pioneer the future by resolving the three material topics.

Three material issues		
1	Safety & Security Initiatives	2
	Environmental Response	3
		Sustainable Monozukuri



The future envisioned by Design Thinking

- Imaginary worlds that are not based on facts Design art tacit knowledge, subjective sensory value, etc.
- Possible futures Design problem solving and experiential value: Exploring various possibilities by multiplying facts and events (signs of change) and using imagination
- Future as an extension of the present Predicting where facts and events have evolved and progressed

*1: JVCKENWOOD Hong Kong Holdings Limited (formerly Shinwa International Holdings Limited)
 *2: EF Johnson Technologies, Inc.
 *3: ASK Industries S.p.A.
 *4: Tait International Ltd.
 *5: Abbreviation of volatility, Uncertainty, complexity, ambiguity

Value Creation Story: Value Creation Process

Based on integrated thinking, JVCKENWOOD will improve sustainability by appropriately allocating equity and circulating within the Group the decision-making and behavior that are conscious of medium- to long-term value creation.

Predict the future from short-, medium-, and long-term perspectives, sort out what should be done, what is missing, what should be discarded, and draw a future map.

