

JVCKENWOOD

JVCKENWOOD Company Profile 2020



Corporate Vision

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

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Management Principles

Transform into a customer value creator

Evolve as a technology based company

Contribute to a sustainable society through our business



Management Message



Under the aim of achieving our corporate vision of "Creating excitement and peace of mind for the people of the world," we devote constant efforts to enhancing customer satisfaction, as well as delivering sustainable growth and increasing our corporate value, guided by our management principles of "Transforming into a customer value creator," "Evolving as a technology-based company," and "Contributing to a sustainable society through our business."

■ Transformation into a Customer Value Creator

Customer value is the value perceived to be appropriate by customers, and the sources of customer value creation are products and services, as well as brands. The key to achieving this transformation into a customer value creator, one of our management principles, is to provide products and services that meet customer needs.

■ Evolution as a Technology-Based Company

We believe what is critical in a rapidly changing market environment is to be adaptable and responsive to changes in the market and customer needs. We will, therefore, strive to become a customer value creator whose technological innovations are aligned with its activities for creating new value based on responsive marketing.

■ Contribution to a Sustainable Society Through Our Business

The JVCKENWOOD Group will strengthen and promote our initiatives based on strategies related to both technologies and intellectual properties, to further evolve as a company founded on technology. We will forge ahead with the development of technologies that respond to market needs, with efforts centering on our core technologies in the fields of audio, visual, and communications systems, and will be proactive in applying the immense amount of intellectual properties and technologies we have cultivated in new technology areas, in addition to adopting highly innovative new technologies.

In terms of contributing to building a sustainable society, the future management of the Group's Sustainable Development Goals (SDGs) can be described as a form of management that pursues the development of a business structure that allows us to create a better society and a sustainable society as we grow our business and as we strengthen our market position. In other words, the Group's efforts to implement and accelerate its business strategies will naturally lead us to contributing to the achievement of the SDGs. We will make every effort in all our business areas and thereby achieve this goal.

We hope to forge deep ties of trust with all our stakeholders, while constantly striving to achieve sustainable growth and to enhance our corporate value.

As we look ahead to the world after COVID-19, we will return to our origins in line with our corporate vision. The entire company will unite and strive to offer joy, surprise, excitement and peace of mind to the people of the world.

We look forward to your continued understanding and support.

EGUCHI Shoichiro

Representative Director of the Board, President and CEO

Evolving as a Technology-Based Company

– Creating the future by connecting people, time and space –

We envision a future when everything we can imagine will become possible through advances in technology. In the world after COVID-19, it is likely such a future will be realized sooner than we expected.

As the transformation of business using digital data accelerates under the new normal, we commit ourselves to flexibly adapt to new lifestyles in the new era as well as a major paradigm shift in the world environment by leveraging our technology.

A future when everything imaginable will become possible

Smart cities

All the information in the living space such as environment, energy, transportation, medical care is linked up. A society that provides safe, comfortable and diverse value

Smart mobility

Various use of moving space
Everyone can move freely, safely and comfortably
Accurate logistics that can be delivered when you need it

Smart communications

Communication beyond language, distance and time
Information matched to the needs of individuals will be provided and communicated

A real experience as if present

Virtual experience beyond reality
Creating new excitement and value

Smart securities

Ensuring safety and security in a connected society
Creating a trusted city that provides excitement and security

Toward the year 2030 when imagination will become reality, we have positioned five technologies, biological sensing, spatial sensing, AI, 5G and security, as priority areas. By combining them with our core technologies of audio, visual and communications systems, we will connect people, time and space to create a future as a technology-based company. We aim to create innovation that paves the way for a new era with our technological strategy and IP strategy.

2030
Future world

Imagination becomes reality

Connect time

Go beyond space

Key technologies for the future

Biological sensing

Understand and utilize human emotion

Spatial sensing

Accurately understand positions of people, objects and space

AI

Low-delay data analysis on remote devices

5G

Transmission of large quantities of information

Security

Safe use of remote devices and data

Business Overview of the JVCKENWOOD Group

JVCKENWOOD Corporation will continue to evolve into a Customer Value Creator, which provides solutions to customers in the Automotive, Public Service, and Media Service sectors, as well as through the DX Business Division, which provides solutions that cut across the boundaries between business fields.

Automotive Sector

(Aftermarket Business and OEM Business)

The Automotive Sector mostly develops car navigation systems, car audio systems, dashcams, and in-vehicle devices. It is divided into the Aftermarket Business, which provides products to consumers through volume-sales retailers and distributors, and the OEM Business that provide products through automobile manufacturers and dealers.



Car navigation systems



Dashcams



Display audio systems



In-vehicle devices

Public Service Sector

(Communications Systems Business, Professional Systems Business and Healthcare Business)

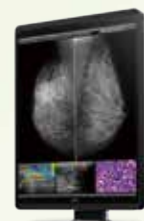
The Public Service Sector consists of the Communications Systems Business covering professional radio systems and amateur radio sets, the Professional Systems Business, which is operated by JVCKENWOOD Public & Industrial Systems Corp., covering security camera systems, professional audio systems and other products, and the Healthcare Business covering medical image display monitor solutions and Gazefinder, a gaze tracking system.



Professional radio systems



Security systems



Medical image display monitors



Gazefinder, a gaze tracking system

Media Service Sector

(Media Business and Entertainment Business)

The Media Service Sector consists of the Media Business, which is operated by four business units—Solutions covering professional-use video cameras, projectors, and other products; Lifestyle covering headphones and other products; Imaging Devices covering image display elements and other products; and Brand Business, which handles the brand licensing business. The Entertainment Business is handled by JVCKENWOOD Victor Entertainment, Corp.



Professional video cameras



Projectors



Video devices



Headphones & Earphones



Audio & video contents

DX Business

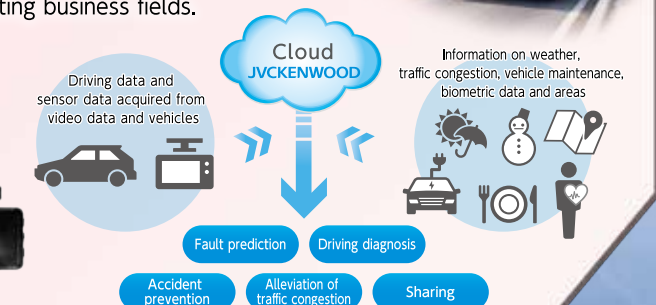
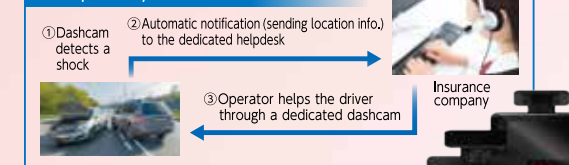
(Digital Transformation)

JVCKENWOOD now offers new value and services by fully utilizing the latest digital technologies and big data including AI and IoT by applying open innovation, as well as technology assets developed by the JVCKENWOOD Group over the years. Providing telematics solutions centered on dashcams with communication capabilities for applications related to auto insurance, ride sharing, and the road transport industry, JVCKENWOOD aims to develop a new business into its fourth pillar of growth, which is independent of the other three business sectors, by creating it without constraints of the boundaries of existing business fields.



<Conceptual image of telematics solutions>

Example of system structure

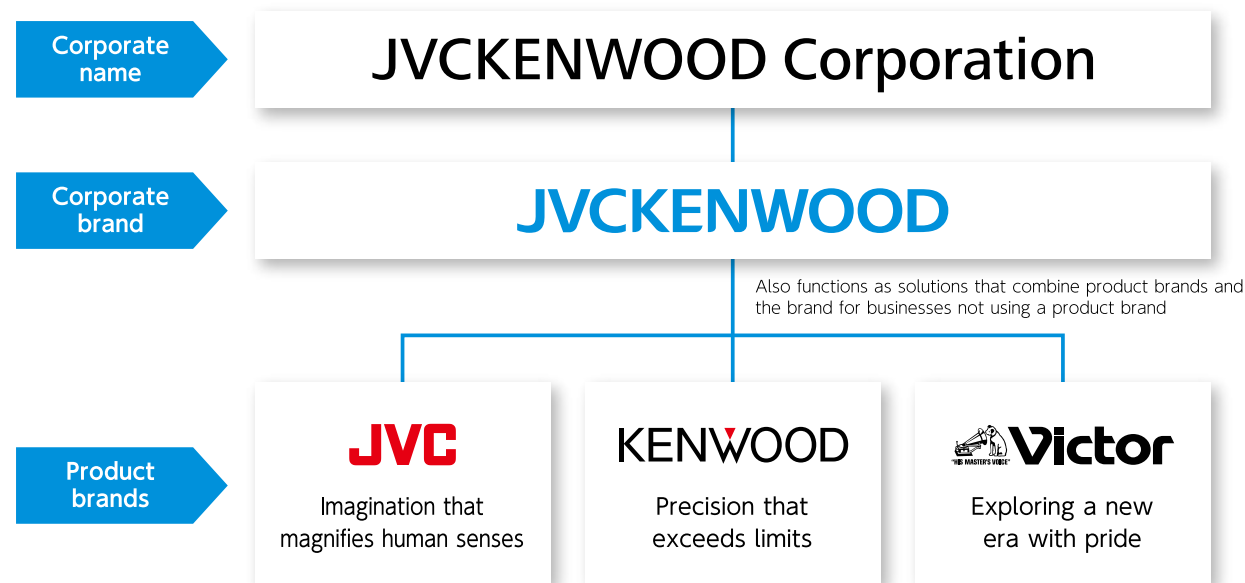


Brand Strategy

Brand Architecture

Promotion of a multi-brand strategy

With multiple product brands under our corporate umbrella, JVCKENWOOD promotes a multi-brand strategy to clarify the roles and values of individual brands. We work to be able to communicate in concrete terms of each brand vision—"Imagination that magnifies human senses," "Precision that exceeds limits," and "Exploring a new era with pride"—in the form of experienced value for customers.



JVC Brand

The JVC brand creates joy in people's lives

Under our vision for the JVC brand, we are developing business in a wide range of areas from audiovisual to healthcare, through image, sound technology and products. We work to create value for our customers as a brand creating joy in people's lives, with various headphones to enjoy music in entertainment and sports settings, high-resolution projectors recognized for their high image quality, monitors for medical use, and also new genre products such as portable power supplies that are useful in various different situations.



Brand vision: "Imagination that magnifies human senses"



JVC brand products



AE series wireless headphones

KENWOOD Brand

The KENWOOD brand connects people and information

Under our vision for the KENWOOD brand, we are developing business in areas such as automotive and communications systems, through in-vehicle and communications technologies and products. We work to create value for our customers as a brand that connects people and information through products such as car navigation systems for comfortable driving, and dashcams and professional radio systems for the public sector.



Brand vision: "Sensitivity that exceeds limits"



KENWOOD brand products



Saisoku-Navi car navigation system

Victor Brand

The Victor brand explores a new era with pride

Under our vision for the Victor brand, we are developing business in the audiovisual area through our commitment to provide the best image, sound technologies and products. We work to create value for our customers as a brand that explores a new era with pride, by providing solutions for sound using the proprietary out-of-head localization sound field processing technology EXOFIELD that reproduces the speaker sound field in a listening room on headphones, and the Wood Cone audio system that uses real wood on the diaphragm.



Brand vision: "Exploring a new era with pride"



Victor brand products



Wood Cone audio system

Our Sustainability Initiatives

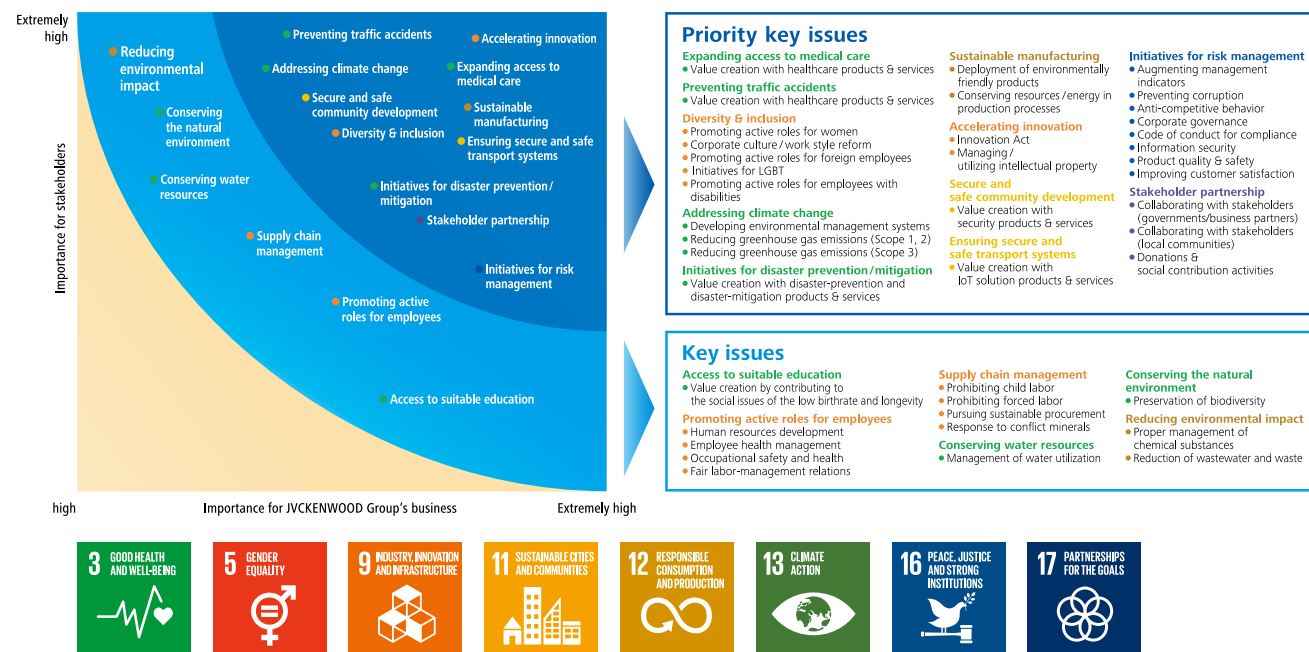


Basic concept

At the JVCKENWOOD Group, we promote sustainability of the company and the community through our products, services and solutions that resolve social issues. By building a deep trust with all stakeholders connected with our company, including customers, we will seek to improve our sustainable corporate value and contribute to the Sustainable Development Goals (SDGs).

Materiality and the SDGs

The JVCKENWOOD Group extracted and analyzed social topics closely linked with the Group's business, and identified the materiality in consideration of the relationship with our corporate vision. While selecting eight priority goals out of the 17 Sustainable Development Goals, we developed qualitative and quantitative Key Performance Indicators (KPIs) to manage the progress of these initiatives. By clarifying these eight social topics (society, labor, environment, quality, economy, safety, governance, and value creation), we will produce products, services and solutions that resolve a variety of social issues with the aim of realizing our corporate vision and ensuring the sustained growth of our company.



Eight priority goals from SDGs and JVCKENWOOD'S products, services and solutions that contribute to sustainability efforts



Saisoku-Navi and dashcams that support the safety and the security of the transport system



ExoCounter: Exosomes measurement system that supports very early diagnosis of diseases using advanced technologies



Gazefinder: Clinical tool aiming for application for early diagnosis of Autism Spectrum Disorder (ASD) and dementia to provide solutions to declining birthrate and aging population

Please see the JVCKENWOOD Integrated Report 2019 and our company website for more information on our sustainability activities.

● Sustainability website
<https://www.jvckenwood.com/en/sustainability.html>



JVCKENWOOD Integrated Report 2019



Sustainability website

Developing Next-Generation Human Resources

Promotion of employee activity

The JVCKENWOOD Group recognizes that its precious human resources are the source of corporate competitiveness and an irreplaceable management resource that cannot be copied or substituted. To work to achieve the corporate vision and to ensure sustainable growth for the Group, we will continue to respect the diversity and individuality of each individual employee. While doing so, we will aim to nurture and appropriately treat our employees who are discerning, have excellent autonomy and can get things done, and can be thorough about acting in good faith. At the same time, we will also continually strive to ensure that the skills, capabilities, motivation and health of all our employees remain fresh and are maintained at a high level.

Management of employee health

The management personnel, departments for industrial health, the Health Insurance Association and workplaces at JVCKENWOOD are all working together based on the JVCKENWOOD Health Policy Statement to promote the health of employees and improve the workplace environment. In FY2019, we established the Health Management Initiatives Promotion Committee with the participation of a general industrial physician and has since been held regularly as an advisory function for major company-wide issues related to health.

We have also been recognized as a Certified Health and Productivity Management Organizations (White 500) for three consecutive years from 2018.

We will continue to promote various measures to further enhance health and productivity management.



2020 健康経営優良法人 Health and productivity ホワイト500

Promotion of Diversity and Inclusion

Toward a creative corporate culture

The JVCKENWOOD Group is committed to promoting diversity and inclusion, which means respecting diversity and accepting different ideas and opinions. We believe that people with diverse ideas and values can create innovative ideas and meet the diverse needs of our customers around the world by respecting and stimulating each other. We are, therefore, conducting in-house awareness-raising activities and the recruitment, development, and promotion of diverse human resources.



● Initiatives to raise diversity awareness

We conduct e-learning for all employees to raise awareness of diversity. We also conduct group training for senior officers with the aim of them acquiring their own image of a leader and to deepen their understanding of the acceptance of diversity. We support International Women's Day on March 8th and hold a Diversity Week as a company-wide event to raise employee awareness of diversity with a variety of themes such as "Female Empowerment," "Working with the Disabled" and "LGBT."



Diversity week poster



Panel members and participants at the Diversity Week forum

● Creating a workplace environment where diverse employees can work comfortably

We are continuing to implement initiatives to create workplaces where employees with a wide variety of backgrounds can work in a lively manner. This includes training to deepen understanding of people with disabilities and encouraging male employees to take childcare leave. We are also promoting the creation of workplace environments where employees can work comfortably regardless of their gender identity and sexual orientation. Those efforts have been highly evaluated and for two consecutive years from 2018 JVCKENWOOD has received the highest-ranking "Gold" rating in the Pride Index evaluation of initiatives for sexual minorities.



Award-winning logo of the Pride Index



JVCKENWOOD at Tokyo Rainbow Pride 2019

Corporate History

JK 1.0 The era of Victor Company of Japan (JVC) and Kenwood Corporation operating as separate companies Achieved growth as a global company through creation of technologies and cultures

1920 ▶ 2007

Victor Company of Japan, Limited

- 1927 Established Victor Talking Machine Company of Japan, Limited
- 1939 Produced the first TV receiver in Japan
- 1958 Launched the STL-1S, the first stereo LP and stereo set in Japan
- 1972 Established Victor Musical Industries, Inc. (current JVCKENWOOD Victor Entertainment Corp.)
- 1976 Launched the HR-3300, the first VHS recorder



- 1986 Launched the GR-C7, the world's smallest and lightest VHS-C video camera
- 1995 Launched the GR-DV1, the world's first pocket-sized digital camcorder
- 2007 Launched the Everio GZ-HD7, the world's first 1920 full HD hard disk camcorder for consumers

Kenwood Corporation

- 1946 Established Kasuga Radio Co., Ltd.
- 1957 Began exporting the FM-100 FM tuner for the first time as a Japanese manufacturer
- 1960 Renamed Trio Electronics, Inc.
- 1978 Entered the professional radio equipment field in Japan
- 1980 Entered the car audio field in the U.S. and launched the KENWOOD brand's car audio system in Japan

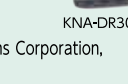
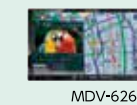


- 1986 Renamed Kenwood Corporation
- 1992 Entered the car navigation system field, launching the KNV-100, the industry's first 1DIN-size GPS car navigation system
- 2007 Converted Zetron, Inc., a U.S. systems-based communication company into a subsidiary

JK 2.0 Management integration and structural reforms Developed corporate infrastructure and built a foundation for the future growth of the next generation

2007 ▶ 2016

- 2007 Jul. Victor Company of Japan, Limited (JVC) and Kenwood Corporation (Kenwood) entered into an agreement on a capital and business alliance
- 2008 Oct. JVC and Kenwood established the joint holding company JVC KENWOOD Holdings, Inc. through a stock transfer (JVCKENWOOD's shares were listed on the First Section of the Tokyo Stock Exchange)
- 2009 Dec. Launched the MDV-313, the first car navigation system for which the same JVC and Kenwood platform was adopted
- 2011 Feb. Launched the MDV-727DT and MDV-626DT, first-generation Saisoku-Navi devices that achieved high resolution and high-speed response
- 2011 Aug. JVC KENWOOD Holdings, Inc. changed its name to JVCKENWOOD Corporation
- 2011 Oct. Completed an absorption-type merger of its three subsidiaries: Victor Company of Japan, Limited, Kenwood Corporation, and J&K Car Electronics Corporation
- 2013 Mar. Launched the DLA-V54800, the world's first mass-production model of the professional-use D-LA projector, which features an 8K high-definition display
- 2013 Jun. Converted Shinwa International Holdings Limited (now JVCKENWOOD Hong Kong Holdings Ltd.), an in-car device manufacturing company in Hong Kong, into a consolidated subsidiary
- 2013 Jul. Took over all of the shares of TOTOKU Nagaoka Corporation through an absorption-type corporate split from TOTOKU Electric Co., Ltd., and changed the corporate name from TOTOKU Nagaoka to JVCKENWOOD Nagaoka Corporation
- 2014 Mar. Obtained 100% ownership of EF Johnson Technologies, Inc., a company focused on delivering mission-critical, digital P25 communications solutions to the North American market
- 2014 Sep. Launched the NX-5000 series, the NEXEDGE series of multi-mode digital radio systems compliant with both the NXDN™ and P25 standards
- 2014 Dec. Launched the KNA-DR300, a full HD dashcam that enables high resolution and clear recording pixels and entered into the dashcam market
- 2015 Apr. Converted ASK Industries S.p.A., a European in-vehicle component company, into a consolidated subsidiary
- 2015 May. Formulated Vision 2020, the new Mid- to Long-Term Business Plan that looks ahead to fiscal 2020
- 2016 Mar. Commenced a joint development of diagnostic instrument for the measurement of exosomes with Sysmex Corporation
- 2016 Apr. Established JVCKENWOOD Public & Industrial Systems Corporation, aiming to expand the Professional Systems Business



JK 3.0 Evolved into a customer value creator by changing traditional methods including corporate cultures

2016 ▶ 2018

- 2016 Oct. Developed the world's smallest 0.69-inch 4K D-LA device
- 2016 Oct. Launched the WOOD series of inner-ear headphone, which feature wooden dome diaphragms
- 2017 Mar. Announced the development of EXOFIELD, an out-of-head localization sound field processing technology which enables reproduction and localization of the sound field of speakers in a listening room with headphones
- 2017 Mar. Redefined the Victor brand to commemorate the 90th anniversary of the founding of the former Victor Company of Japan, Limited (JVC)
- 2017 Aug. Signed a memorandum of operational collaboration with Sanwa Koutsu toward the development and introduction of a taxi dispatch system
- 2017 Nov. Launched the DRV-830, a dashcam with a 3.7 megapixel resolution, approximately 1.8 times that of full Hi-Vision
- 2018 Jan. Acquired all the shares issued by Italy-based Radio Activity S.r.l., a developer and seller of digital radio relay systems that are compliant with Digital Mobile Radio (DMR), an international digital radio standard
- 2018 Jan. Announced Progress and Revision of the Mid-to Long-Term Management Plan Vision 2020 launched in 2015



The dashcam ranked 1st* in market share by volume sold in 2016–2017 by manufacturer

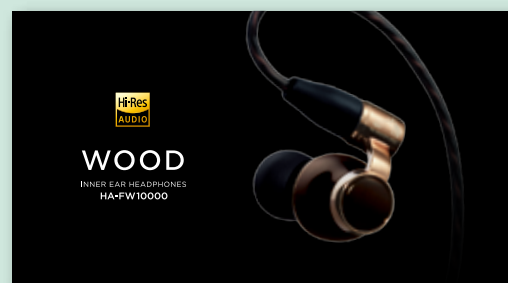
*Market size data estimates based on sales results of domestic car accessory mass retailers, consumer electronics mass retailers, online retailers, etc. (Study by GK Japan)



Advanced digital radio relay systems that are compliant with Digital Mobile Radio (DMR) by Radio Activity S.r.l.



EXOFIELD out-of-head localization sound field processing technology



Launched the WOOD series inner-ear headphone using wooden dome diaphragms (HA-FW10000 launched in Nov. 2018)

JK 3.1 Aim to achieve further development based on the new Management Principles under the new management structure

2018 ▶▶

- 2018 Apr. Developed the new Management Principles and Action Guidelines under the new management structure
- 2018 Apr. Announced the GY-HC900, the first high-end professional camcorder under the new CONNECTED CAM concept
- 2018 May. Acquired all the shares issued by Germany-based Rein Medical GmbH, a developer and seller of Operating Room (OR) imaging solutions
- 2018 Jun. Reproduced and launched a limited-edition high-grade R-J-3000MK2 music box to commemorate the 90th anniversary of the founding of Victor Company of Japan, Limited (JVC)
- 2018 Aug. JVCKENWOOD's dashcam with communication capabilities adopted by Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance for use with car insurance policies with dashcams
- 2018 Sep. Announced the DLA-V9R, the world's first D-LA projector for home theaters with 8K display support
- 2018 Oct. Established Creative Nanosystems Corporation, a company that develops and manufactures IVD biodevices using micro and nano-fabrication technology, jointly with Sysmex Corporation
- 2018 Oct. Announced the DRV-MR740, a front and rear 2-camera dashcam that supports simultaneous front and rear recording
- 2018 Oct. Provided SoftBank Corp. with tough, all-weather hand-held professional IP radios with LTE support
- 2018 Dec. Concluded agreement for a share acquisition and a capital and business alliance with Tait International Ltd., a professional radio communication systems company in New Zealand
- 2019 Apr. Commercialized a security service for drivers that uses dashcams with communication capabilities for Grab, Southeast Asia's top car-hailing service
- 2020 Jan. Provided JVCKENWOOD's dashcam with communication capabilities to F-dora, a telematics insurance service for fleet contracts by Mitsui Sumitomo Insurance



The DRV-MR740 2-camera dashcam with front and rear recording support



New businesses created by DX Business that goes beyond conventional business area frameworks



Advanced professional radio systems by Tait International Ltd.



DLA-V9R, the world's first projector for home theaters with 8K display support (as of September 13, 2018)



CONNECTED CAM products with the high connectivity and advanced functions required for IoT devices



Advanced OR imaging solutions by Rein Medical GmbH

Network (Japan)

As of June 1, 2020

Business Centers and R&D Bases

| Name | Location | Main R&D Products |
|--|--------------------|---|
| Head Office & Yokohama Business Center | Yokohama, Kanagawa | Projectors, video cameras, AV accessories, home audio, medical equipment etc. |
| Hachioji Business Center | Hachioji, Tokyo | Automotive equipment |
| Hakusan Business Center | Yokohama, Kanagawa | Radio communication devices, video surveillance equipment, etc. |
| Kurihama Business Center | Yokosuka, Kanagawa | D-ILA devices, laser diodes, etc. |

Principal Production Bases and Production Companies

| Name | Location | Main Products |
|--|--------------------|---|
| Head Office & Yokohama Business Center | Yokohama, Kanagawa | Optical components |
| Kurihama Business Center | Yokosuka, Kanagawa | Optical components and projectors |
| Yokosuka Business Center | Yokosuka, Kanagawa | CD and DVD discs (prerecorded) |
| JVCKENWOOD Yamagata Corporation | Tsuruoka, Yamagata | Communications equipment and professional products |
| JVCKENWOOD Nagano Corporation | Ina, Nagano | Automotive equipment |
| JVCKENWOOD Nagaoka Corporation | Nagaoka, Niigata | Medical equipment, medical image display monitors and in-vehicle substrates |

Other Principal Affiliated Companies

| Name | Location | Main Business |
|--|--------------------|--|
| JVCKENWOOD Creative Media Corporation | Yokosuka, Kanagawa | Development, manufacture and sales of recorded optical disks, and manufacture and sales of medical machinery and appliances |
| JVCKENWOOD Victor Entertainment Corporation | Shibuya-ku, Tokyo | Planning, production and sales of audio and video software, live concert business, game business, studio business, etc. |
| JVCKENWOOD Video Tech Corporation | Shibuya-ku, Tokyo | Production, editing, localizing and sales of audio and video products, studio operation, and event planning and operation |
| JVCKENWOOD Public & Industrial Systems Corporation | Yokohama, Kanagawa | Development, manufacture, sales, installation, construction and maintenance of professional imaging, audio and communications equipment and system solutions |
| JVCKENWOOD Service Corporation | Yokosuka, Kanagawa | After-sales services of audio and imaging equipment |
| JVCKENWOOD Partners Corporation | Yokohama, Kanagawa | Undertaking of welfare program, general, personnel, accounting and other affairs, sales of goods, tour business, and building construction and contract |
| JVCKENWOOD Engineering Corporation | Yokohama, Kanagawa | Development and design of software and hardware |
| JVCKENWOOD Design Corporation | Setagaya-ku, Tokyo | Planning and production of designs |



Head Office & Yokohama Business Center



Hachioji Business Center



Hakusan Business Center



Kurihama Business Center



JVCKENWOOD Yamagata Corporation



JVCKENWOOD Nagano Corporation



JVCKENWOOD Nagaoka Corporation

Network (Global)

As of June 1, 2020

Sales & Marketing Companies: Americas

| Name | Location |
|--------------------------------|----------|
| JVCKENWOOD USA Corporation | U.S.A. |
| JVCKENWOOD Canada Inc. | Canada |
| JVCKENWOOD Latin America, S.A. | Panama |

Sales & Marketing Companies: EMEA (Europe, Middle East and Africa)

| Name | Location |
|--|-------------|
| JVCKENWOOD U.K. Limited | U.K. |
| JVCKENWOOD Deutschland GmbH | Germany |
| JVCKENWOOD Europe B.V. | Netherlands |
| JVCKENWOOD Italia S.p.A. | Italy |
| JVCKENWOOD RUS Limited Liability Company | Russia |
| JVCKENWOOD Gulf Fze | U.A.E. |

Sales & Marketing Companies: APAC (Asia Pacific)

| Name | Location |
|---------------------------------|-----------|
| JVCKENWOOD Singapore Pte. Ltd. | Singapore |
| JVCKENWOOD Malaysia Sdn. Bhd. | Malaysia |
| JVCKENWOOD (Thailand) Co., Ltd. | Thailand |
| PT. JVCKENWOOD Indonesia | Indonesia |
| JVCKENWOOD Australia Pty. Ltd. | Australia |

Sales & Marketing Companies: China

| Name | Location |
|---|----------|
| JVCKENWOOD (China) Investment Co., Ltd. | China |
| JVCKENWOOD Hong Kong Ltd. | China |
| JVCKENWOOD Trading (Shanghai) Co. Ltd. | China |

Manufacturing Companies

| Name | Location | Main Products |
|---|-----------|---|
| JVCKENWOOD Electronics Malaysia Sdn. Bhd. | Malaysia | Communications equipment |
| JVCKENWOOD Electronics (Thailand) Co., Ltd. | Thailand | Media equipment and professional products |
| JVCKENWOOD Optical Electronics (Thailand) Co., Ltd. | Thailand | Automotive equipment |
| PT. JVC Electronics Indonesia | Indonesia | Automotive equipment |
| Shanghai Kenwood Electronics Co., Ltd. | China | Automotive equipment |
| Beijing JVCKENWOOD AV Equipment Co., Ltd. | China | Professional radio systems |

Other Principal Affiliated Companies

| Name | Location | Main Business |
|---|-----------|--|
| Zetron, Inc. | U.S.A. | Development, production and sales of communications systems and equipment |
| EF Johnson Technologies, Inc. | U.S.A. | Development, manufacture and sales of professional radio systems |
| ASK Industries S.p.A. | Italy | Development, manufacture and sales of automotive equipment |
| Radio Activity S.r.l. | Italy | Development and sales of professional radio systems |
| Rein Medical GmbH | Germany | Development, sales and implementation of operating room imaging solutions |
| JVCKENWOOD Hong Kong Holdings Limited | China | Manufacture and sales of automotive equipment, and contract manufacturing service of electronics devices |
| JVCKENWOOD Technologies Singapore Pte. Ltd. | Singapore | Design and evaluation of automotive equipment and communications equipment |



JVCKENWOOD USA Corporation



JVCKENWOOD Europe B.V.



PT. JVC Electronics Indonesia



Shanghai Kenwood Electronics Co., Ltd.



JVCKENWOOD Optical Electronics (Thailand) CO., Ltd.



JVCKENWOOD Electronics Malaysia Sdn. Bhd.



JVCKENWOOD Technologies Singapore Pte. Ltd.



ASK Industries S.p.A.

Management Team

As of July 1, 2020

Directors of the Board



TSUJI Takao

Title Representative Director of the Board, Chairman
Career Jun. 2002 President and Representative Director of Nissho Electronics Corporation
 Jun. 2013 External Director of JVCケンウッド株式会社
 May. 2014 Representative Director of the Board, President, COO of JVCケンウッド株式会社
 Jun. 2016 Representative Director of the Board, President, CEO of JVCケンウッド株式会社
 Apr. 2018 Representative Director of the Board, Chairman, CEO of JVCケンウッド株式会社
Concurrent Post External Director of Dexerials Corporation



ABE Yasuyuki

Title External Director of the Board, Chairman of the Board, Nomination and Remuneration Advisory Committee member
Career Apr. 2002 Corporate Officer and Assistant to General Manager, Network Division, Sumitomo Corporation
 Jun. 2009 Representative Director, Managing Executive Officer and General Manager, Financial & Logistics Business Unit of Sumitomo Corporation
 Apr. 2011 Representative Director, Senior Managing Executive Officer and General Manager, New Industry Development & Cross-Function Business Unit of Sumitomo Corporation
 Jun. 2015 External Director of JVCケンウッド株式会社
 Jun. 2016 External Corporate Auditor of Fuji Heavy Industries Ltd.
 Jun. 2019 External Director of SUBARU CORPORATION
Concurrent Post External Director of SUBARU CORPORATION, Advisor of Orange and Partners Co., Ltd.



EGUCHI Shoichiro

Title Representative Director of the Board, President and CEO, Nomination and Remuneration Advisory Committee member
Career Jun. 2003 Senior Vice President & Executive Officer of Kenwood Corporation
 Oct. 2005 President and Director of Kenwood U.S.A. Corporation
 May. 2014 Representative Director of the Board, Executive Officer, Regional CEO (Europe) of JVCケンウッド株式会社
 Apr. 2018 Representative Director of the Board, President, COO of JVCケンウッド株式会社
 Apr. 2019 Representative Director of the Board, President, CEO of JVCケンウッド株式会社



MIYAMOTO Masatoshi

Title Director of the Board, Senior Managing Executive Officer, CFO
Career Oct. 2002 Head of Finance Planning Office, Finance Department of Kenwood Corporation
 May. 2014 Senior Vice President & Executive Officer, Head of Car Electronics Segment of JVCケンウッド株式会社
 Jun. 2017 Director of the Board, Managing Executive Officer, CFO of JVCケンウッド株式会社
 Apr. 2018 Director of the Board, Senior Managing Executive Officer, CFO of JVCケンウッド株式会社



NOMURA Masao

Title Director of the Board, Senior Managing Executive Officer, COO Automotive Sector, General Executive of Automotive OEM Business Division, In charge of DX (Digital Transformation) Business Division, In charge of Information Technology Department
Career Jul. 1998 Director of the Board of Benelux N.V. (subsidiary of Sotitz Corporation)
 May. 2014 General Executive of OEM Business, Car Electronics Segment of JVCケンウッド株式会社
 Apr. 2017 Executive Officer, General Executive of OEM Business Division, Automotive Sector, Senior General Manager of Option Business Unit of JVCケンウッド株式会社
 Jun. 2018 Director of the Board, Managing Executive Officer in charge of Automotive Sector General Executive of Automotive OEM Business Division, COO EMEA, of JVCケンウッド株式会社



SONODA Yoshio

Title Director of the Board, Executive Officer, Chief Technology Officer (CTO), In Charge of R&D Department, In Charge of Intellectual Property Department, In Charge of Legal Affairs Department, In Charge of Engineering Innovation Department, In Charge of Procurement & Logistics Department
Career Jan. 2006 General Manager of Element Technology Development, Consumer Business Development Center of Kenwood Corporation
 Apr. 2018 Executive Officer, General Executive of Automotive Engineering & Design Division, JVCケンウッド株式会社
 Jun. 2019 Director of the Board, Executive Officer, CTO, General Executive of Automotive Engineering & Design Division, General Executive of Automotive Business Planning Division, In charge of R&D Department, In charge of Intellectual Property Department



SUZUKI Akira

Title Director of the Board, Senior Managing Executive Officer, COO Public Service Sector, General Manager of Management Base Reform Office
Career Oct. 2006 Chief Engineer of Communication Business Division of Kenwood Corporation
 Jun. 2013 Managing Executive Officer of IT, General Executive of Communication Division of JVCケンウッド株式会社
 Apr. 2019 Managing Executive Officer, COO Public Service Sector of JVCケンウッド株式会社
 Jun. 2020 Director of the Board, Senior Managing Executive Officer, COO Public Service Sector, General Manager of Management Base Reform Office of JVCケンウッド株式会社



IWATA Shinjiro

Title External Director of the Board, Chairman of Nomination and Remuneration Advisory Committee
Career Apr. 2009 Vice President and Executive Officer, CEO of Service & Global Business, Information & Telecommunication Systems Group of Hitachi, Ltd.
 Apr. 2013 Representative Executive Officer, Executive Vice President and Executive Officer of Hitachi, Ltd., CIO and CISO of Hitachi Group
 Jun. 2015 Chairman of the Board & Director of Hitachi Koki Co., Ltd. (External Director)
 Jun. 2017 External Director of JVCケンウッド株式会社
Concurrent Post External Director of A.L.I. Technologies Inc.



HAMASAKI Yuji

Title External Director of the Board, Nomination and Remuneration Advisory Committee member
Career Jun. 2004 Executive Officer, Deputy Vice President, Infocommunications Business Unit of Sumitomo Electric Industries, Ltd.
 Jun. 2006 Managing Director, Vice President, Broadband Solutions Business Unit of Sumitomo Electric Industries, Ltd.
 Jun. 2010 Director & Senior Managing Executive Officer of Meidensha Corporation
 Jun. 2013 Representative Director, President of Meidensha Corporation
 Jun. 2019 External Director of JVCケンウッド株式会社
Concurrent Post Representative Director, Chairman of MEIDENSHA, Chairman of the Japan Electrical Manufacturers' Association

Audit & Supervisory Board Members



FUJITA Satoshi

Title Audit & Supervisory Board Member (Full-time Audit)
Career Jul. 2003 Manager of Tarumi Branch Office, Resona Bank, Limited / Mar. 2007 General Manager of Financial and Accounting Division / Jun. 2012 Director of the Board, Executive Officer, CFO of JVCケンウッド株式会社



IMAI Masaki

Title Audit & Supervisory Board Member (Full-time Audit)
Career Apr. 2001 General Executive of President's Office of Kenwood Corporation / Jul. 2012 Senior Vice President & Executive Officer, General Executive of Corporate Planning & Production Strategy Planning Division / Apr. 2018 Director of the Board, Executive Vice President, CSO, CAO, General Manager of Internal Governance Office of JVCケンウッド株式会社



SAITO Katsumi

Title External Audit & Supervisory Board Member
Career Apr. 1978 Joined Idemitsu Kosan Co., Ltd. / Apr. 2010 Executive Officer and General Manager of Agribio Department of Idemitsu Kosan Co., Ltd. / Jun. 2013 Director of Idemitsu Kosan Co., Ltd. / Jun. 2014 Managing Director of Idemitsu Kosan Co., Ltd.
Concurrent Post External Director of the Board of CHUCHIKU



KURIHARA Katsumi

Title External Audit & Supervisory Board Member
Career Apr. 1978 Joined Ricoh Company, Ltd. / Apr. 2010 Corporate Vice President of Ricoh Company, Ltd. / Apr. 2012 Corporate Senior Vice President of Ricoh Company, Ltd. / Jun. 2016 Audit & Supervisory Board Members of Ricoh Company, Ltd.
Concurrent Post External Director of the Board of Nippon Antenna Co., Ltd.

Executive Officers



KURIHARA Naokazu

Title Managing Executive Officer, Head of Administrative Division (Secretary Office, Human Resources Department, General Administration Department, Sustainability Management Office), COO EMEA (Europe, Middle East and Africa)
Career Oct. 2002 President and Director of JVC Company of America / Jun. 2010 Director of the Board, General Executive of Digital Imaging Business Division of Victor Company of Japan, Limited / Sep. 2013 Director of the Board, Senior Managing Executive Officer of JVCケンウッド株式会社



ARAI Takuya

Title Managing Executive Officer, COO APAC (Asia Pacific)
Career Nov. 2004 Product Planning Manager of PM Department, Car Electronics Business Division of Kenwood Corporation / Nov. 2012 General Executive of Brand Strategy of JVCケンウッド株式会社 / Jun. 2016 Managing Executive Officer, General Executive of Aftermarket Business, Automotive Sector of JVCケンウッド株式会社



TAKADA Shinichi

Title Managing Executive Officer, Assistant to Head of Administrative Division (Corporate Strategy Department, Brand Promotion Department, Corporate Communication Department), General Manager of Corporate Strategy Department
Career Apr. 2006 President and Director of JVC Mobile Company of America / Jun. 2013 Operating Officer, General Executive of Car Electronics Consumer Division / Apr. 2017 Executive Officer, COO Asia Oceania of JVCケンウッド株式会社



HAYASHI Kazuyoshi

Title Executive Officer, COO Media Service Sector
Career Dec. 2004 General Manager of Camcorder Category, AV&Multimedia Company of Victor Company of Japan, Limited / Oct. 2011 Chief Engineer of HM Business Group of JVCケンウッド株式会社 / Apr. 2018 Executive Officer in charge of Media Service Sector of JVCケンウッド株式会社



TERADA Akihiko

Title Executive Officer, COO China
Career Jun. 1997 Director of the Board, Administrative Manager, Accounting Manager of Nippon Computer Systems Corp. / Jun. 2001 Director of the Board, Financial Controller, Shinwa Co., Ltd. / Jan. 2011 CEO of Shinwa International Holdings Ltd.



MURAOKA Osamu

Title Executive Officer, COO Americas
Career Jun. 2012 Operating Officer, Professional Systems Business Group, General Executive of Business Solution Division / Apr. 2016 Vice President, General Executive of Healthcare Business Division / Apr. 2018 Senior Vice President, General Executive of Communications Systems Division of JVCケンウッド株式会社



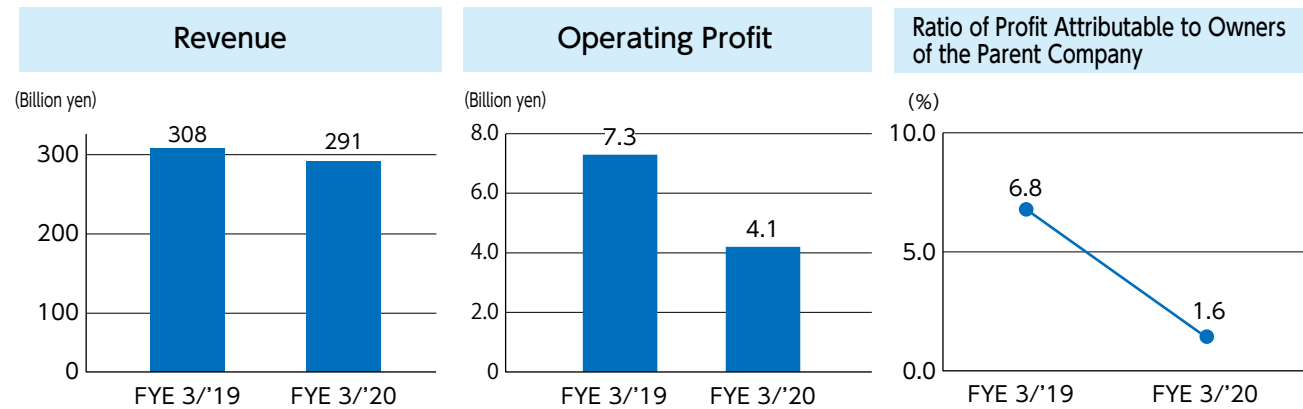
SEKIYA Naoki

Title Executive Officer, General Executive of Automotive Aftermarket Business Division, In Charge of Domestic Sales Reform
Career Dec. 1988 Joined Victor Company of Japan, Limited / Apr. 2018 Vice President, General Manager of Domestic Sales & Marketing Department, Automotive Aftermarket Business Division of JVCケンウッド株式会社 / Apr. 2019 Senior Vice President, General Manager of Domestic Sales & Marketing Department, Automotive Aftermarket Business Division of JVCケンウッド株式会社

For more information, please visit our website at <https://www.jvckenwood.com/en/corporate/management.html>

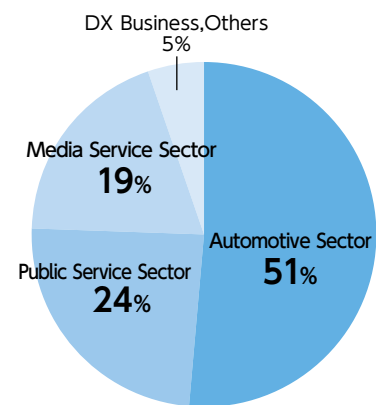
Financial Highlights

Graphs based on International Financial Reporting Standards (IFRS).

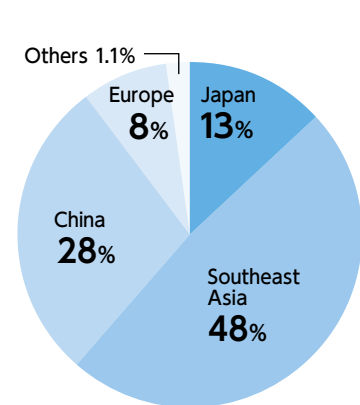


* Revenue and operating profit decreased to -6.0 billion yen and -3.0 billion yen respectively due to the impact of the novel coronavirus.

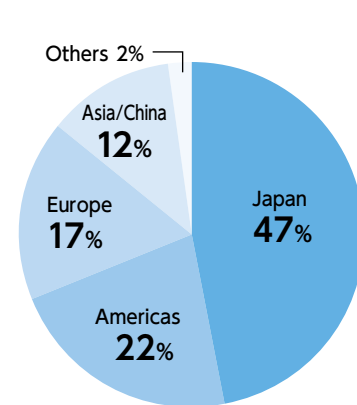
Revenue Composition by Business Segment (FYE 3/'20)



Production Composition by Region (FYE 3/'20)



Revenue Composition by Region (FYE 3/'20)



(Million yen)

| | FYE 3/'19 | FYE 3/'20 |
|--|-----------|-----------|
| Revenue | 307,627 | 291,304 |
| Operating profit | 7,263 | 4,080 |
| Profit before tax | 6,401 | 2,877 |
| Profit attributable to owners of the parent company | 3,847 | 954 |
| Total assets | 250,617 | 249,660 |
| Total equity | 65,321 | 59,999 |
| Equity attributable to owners of the parent company per share (yen) | 378.24 | 344.55 |
| Ratio of equity attributable to owners of the parent company (%) ^{*1} | 24.7 | 22.6 |
| Basic earnings per share (yen) | 25.00 | 5.82 |
| Retained earnings | 6,634 | 5,547 |
| Interest-bearing debts | 71,312 | 74,605 |
| Net debt | 30,468 | 34,671 |
| Ratio of profit attributable to owners of the parent company (%) ^{*2} | 6.8 | 1.6 |
| Cash flows from operating activities | 20,983 | 21,642 |
| Cash flows from investing activities | -25,768 | -19,675 |
| Cash flows from financing activities | 8,479 | -1,665 |

*1 Equity attributable to owners of the parent company ÷ Total assets

*2 Profit attributable to owners of the parent company ÷ Average equity attributable to owners of the parent company during the period

Corporate Profile/Stock Information

Corporate Profile

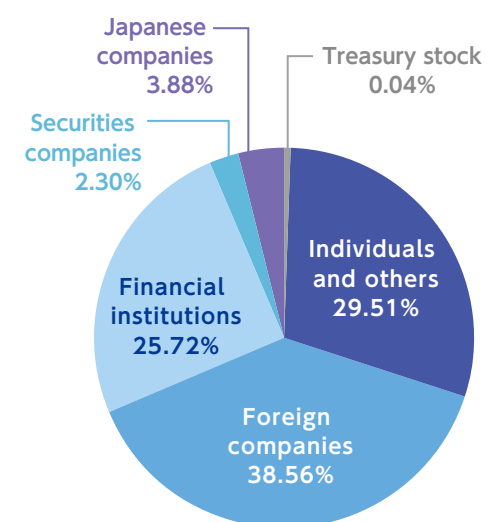
| | |
|-------------------------|---|
| Company Name | JVCKENWOOD Corporation |
| Business Segments | Controlling and managing the business activities by operating the Automotive sector, Public Service sector, Media Service sector and owning shares and interest in the companies which run those businesses |
| Representative Director | TSUJI Takao, Representative Director of the Board, Chairman EGUCHI Shoichiro, Representative Director of the Board, President, Chief Executive Officer (CEO) |
| Date of Incorporation | October 1, 2008 |
| Capital | 13,645,825,000 yen (as of March 31, 2020) |
| Number of Employees | 17,623 (as of March 31, 2020) |
| Total Assets | 249,660 million yen (as of March 31, 2020) |
| Total Equity | 59,999 million yen (as of March 31, 2020) |
| Fiscal Year-End | March 31 |
| Head Office | 3-12, Moriyacho, Kanagawa-ku, Yokohama-shi, Kanagawa 221-0022 |

Stock Information

| | |
|--|---|
| Ordinary General Meeting of Shareholders | June |
| Record Date | Ordinary General Meeting of Shareholders: March 31 Year-end dividend: March 31 Mid-year dividend: September 30 *Besides the above record dates, a dividend of surplus may be paid through specifying a record date separately |
| Stock Exchange Listing | Listed on the first section of the Tokyo Stock Exchange |
| Security Code | 6632 |
| Trading Unit | 100 shares |
| Total Number of Shares Issued | 164,000,201 shares (including 58,449 treasury shares) (as of March 31, 2020) |
| Total Number of Shareholders | 48,147 (as of March 31, 2020) |
| Shareholder Registry Administrator | Sumitomo Mitsui Trust Bank Limited, 1-4-1 Marunouchi, Chiyoda-ku, Tokyo |
| Place for the Registration | Stock Transfer Agency Business Planning Dept., Sumitomo Mitsui Trust Bank Limited, 1-4-1 Marunouchi, Chiyoda-ku, Tokyo |

Shareholder Composition

As of March 31, 2020



Major Shareholders (Top 10)

As of March 31, 2020

| Name | Number of stocks held (thousands) | Ratio of shareholding (%) |
|--|-----------------------------------|---------------------------|
| The Master Trust Bank of Japan, Ltd. (trust account) | 11,661 | 7.13 |
| Japan Trustee Services Bank, Ltd. (trust account) | 11,147 | 6.81 |
| JPMC GOLDMAN SACHS TRUST JASDEC LENDING ACCOUNT | 4,304 | 2.63 |
| DENSO Corporation | 4,171 | 2.55 |
| THE BANK OF NEW YORK MELLON 140044 | 3,774 | 2.31 |
| Japan Trustee Services Bank, Ltd. (trust account 5) | 3,313 | 2.02 |
| JP MORGAN CHASE BANK 385151 | 3,015 | 1.84 |
| DFA INTL SMALL CAP VALUE PORTFOLIO | 2,924 | 1.79 |
| THE BANK OF NEW YORK MELLON 140040 | 2,785 | 1.70 |
| STATE STREET BANK WEST CLIENT - TREATY 505234 | 2,554 | 1.56 |

Note: Ratio of shareholding is calculated based on the total number of shares issued and outstanding (excluding treasury shares).

JVCKENWOOD

JVCKENWOOD Corporation

● For further information, please contact:

Public and Investor Relations Group
Corporate Communication Department

3-12, Moriyacho, Kanagawa-ku, Yokohama-shi, Kanagawa, 221-0022, Japan

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