

JVCKENWOOD

Company Profile Section

Annual Report

2011



JVC KENWOOD Corporation

Annual Report 2011 Company Profile Section

Effective August 1, 2011, JVC KENWWOD Holdings, Inc.
changed its name to JVC KENWOOD Corporation.
Later, an absorption-type merger of the Company's
three subsidiaries Victor Company of Japan, Limited, Kenwood Corporation,
and J&K Car Electronics Corporation took effect on October 1, 2011.

Corporate Visions

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

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Disclaimer

Forward-looking statements and charts contained in our documents are based on currently available information and therefore actual results may significantly differ from projected figures depending on various factors. Please do not make any material judgments based on the projections contained herein alone. Our core businesses deal with the rapidly changing electronics sector and factors including technology, demand, price, competitive environment, changes in economic environment, exchange rate fluctuations and many other factors may adversely impact management results or the financial condition of the Company.

Financial Highlights

Financial Highlights

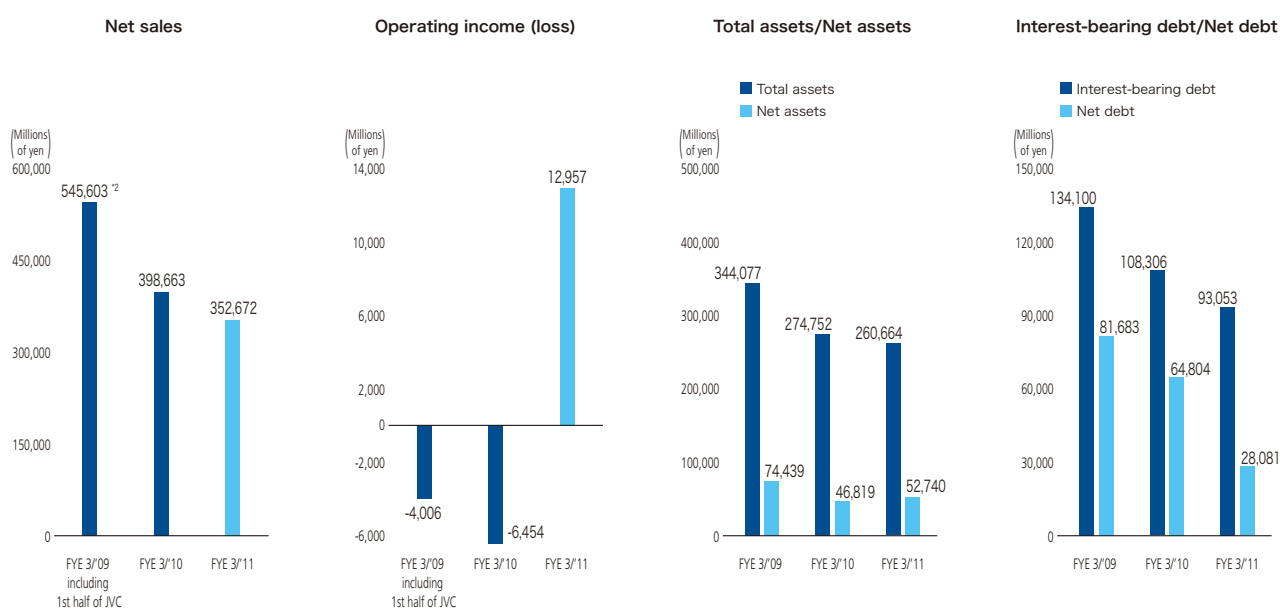
JVC KENWOOD Corporation and Consolidated Subsidiaries
Fiscal Year ended March 31

(Millions of yen)

	FYE 3/'11	FYE 3/'10	FYE 3/'09	
			※1	※2
				Including 1st half of JVC
Net Sales	352,672	398,663	311,299	545,603
Operating income (loss)	12,957	(6,454)	(1,537)	(4,006)
Ordinary income (loss)	7,580	(14,753)	(9,760)	(16,525)
Net income (loss)	(4,025)	(27,796)	(30,735)	(42,890)

(Millions of yen)

	FYE 3/'11	FYE 3/'10	FYE 3/'09*1※1
Total assets	260,664	274,752	344,077
Net assets	52,740	46,819	74,439
Net assets per share (Yen)	375.19※3	47.45	75.08
Stockholders' equity ratio (%)※4	20.0	16.7	21.1
Retained earnings	(41,305)	(38,301)	(10,765)
Interest-bearing debt	93,053	108,306	134,100
Net debt	28,081	64,804	81,683
Cash flows from operating activities	19,987	21,453	10,425
Cash flows from investing activities	5,354	(3,158)	(11,288)
Cash flows from financing activities	(2,291)	(27,120)	9,265
Number of employees	17,271	18,446	19,540



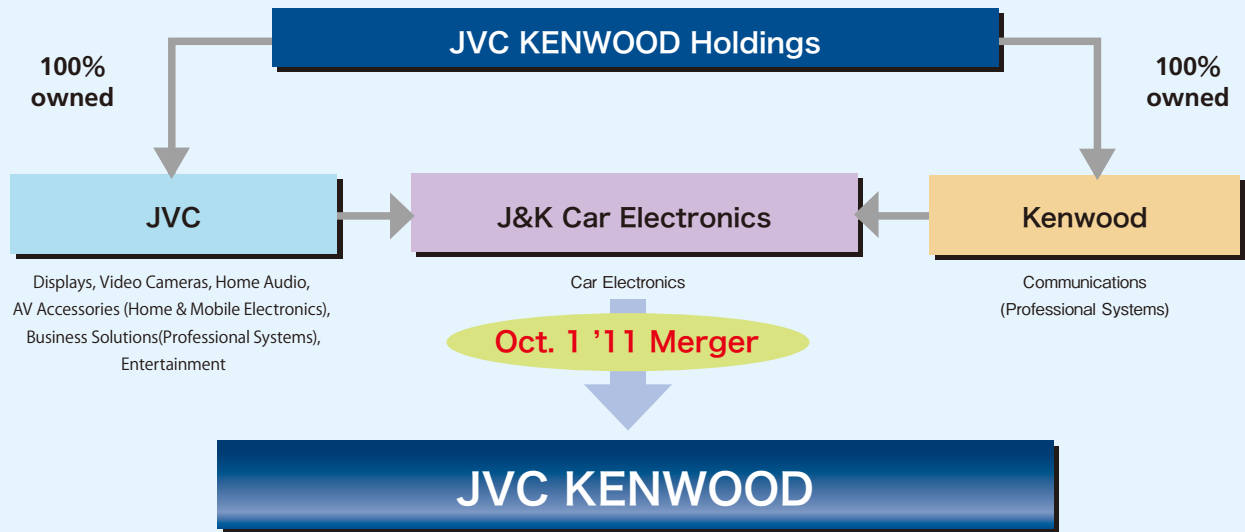
Notes:

- In the Group's earnings results for the fiscal year ended March 2009, JVC's results for the first half are not consolidated due to the adoption of the purchase method.
- JVC's net sales in the reference figures have been converted under the net method and have not been certified by the accounting firm.
- JVC KENWOOD conducted a 10-for-1 stock consolidation of its common shares effective August 1, 2011.
- (Net assets - Minority interests) ÷ Total assets

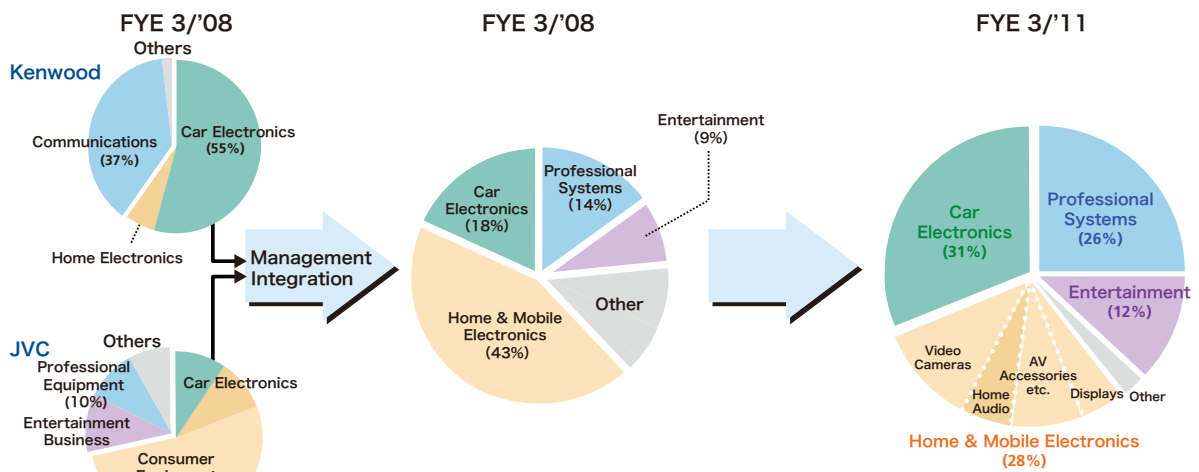
Overview of the JVC KENWOOD Group

Management Integration

- Oct. 1 '07 Established JV, current J&K Car Electronics (JKCE) for technological development.
- Oct. 1 '08 **Management Integration (established joint holding company by share transfer).**
Effectively integrated CE businesses into JKCE.
- Oct. 1 '10 Converted JVC, Kenwood and JKCE into companies without board of directors or board of auditors.
- Aug. 1 '11 Changed the company name of JVC KENWOOD Holdings, Inc. to JVC KENWOOD Corp.
- Oct. 1 '11 **JVC KENWOOD executed an absorption-type merger of three subsidiaries.**



Sales Composition



Corporate Data

Company Name:	JVC KENWOOD Corporation
Business Segments:	Controlling and managing the business activities by operating the Car Electronics business, Professional Systems business, Home & Mobile Electronics business and Entertainment business and owning shares and interest in the companies which run those businesses
Representative Directors:	Haruo Kawahara, Chairman, Representative Director Hisayoshi Fuwa, President, Representative Director and CEO Shoichiro Eguchi, Representative Director and Senior Executive Vice President (slated for Oct. 1)
Date of Incorporation:	October 1, 2008
Capital:	JPY10B
Number of Employees (as of end of June 2011):	15,686
Head Office:	3-12, Moriyacho, Kanagawa-ku, Yokohama-shi, Kanagawa 221-0022
Stock Exchange Listing:	Tokyo Stock Exchange, First Section
Securities Code:	6632
Net Assets (as of end of March 2011):	¥52,740 million
Total Assets (as of end of March 2011):	¥260,664 million
Fiscal Year:	End of March
URL:	http://www.jvckenwood.co.jp/en/
Main Domestic Offices:	Yokohama Head Office and Business Center, Hachioji Business Center, Hakusan Business Center, Yokosuka Business Center and R&D Center
Main Production Bases:	Japan: Nagano, Yamagata, Yokosuka, etc.
※Overseas production ratio 90%	Overseas: Malaysia, Indonesia, Thailand, China (Shanghai), etc.
Showroom:	1F, Shin-Kokusai Bldg., 3-4-1, Marunouchi, Chiyoda-ku, Tokyo (reopening on Oct. 1, 2011)
Shareholders (as of end of March 2011):	Panasonic Corporation (19.21%) GOLDMAN SACHS & CO. REG (4.27%) DEUTSCHE BANK AG LONDON 610 (2.96%)

JVC KENWOOD

JVC KENWOOD established a new corporate logo that expresses its new vision –
“Creating excitement and peace of mind for the people of the world.”

Assuming that the corporate logo will be used in our corporate name, we adopted a high-visibility design by minimizing the use of decoration, including marks, to assure universal appeal without being misleading.

We made the logo simple and refined to bring out a feeling of history and tradition, and to instill a calm confidence and sense of security in those who view the logo. Notwithstanding the logo’s simple expression, the curved lines and roundness of characters symbolize “excitement,” and stable boldfaced characters are symbolic of “peace of mind.” Thus, the desire of JVC KENWOOD to realize its vision of “Creating excitement and peace of mind” is embodied into the logo.

Management Message

Creating excitement and peace of mind for the people of the world.
As a global specialized manufacturer that creates excitement and peace of mind, we will achieve profitable growth by focusing on stronger aspects of the business and being a company that is widely trusted by society.



We would like to extend our heartfelt sympathy to those affected by the recent Great East Japan Earthquake, typhoons, and flooding, and we sincerely hope that the affected areas are restored and reconstructed as soon as possible.

The JVC KENWOOD Group was established on October 1, 2008 through the integration of the managements of Victor Company of Japan, Limited (JVC) and Kenwood Corporation (Kenwood). Three years later, JVC KENWOOD merged its subsidiaries, JVC, Kenwood and J&K Car Electronics, which are operating companies of the JVC KENWOOD Group.

After our establishment, we suffered from the worldwide economic crisis and had to make adjustments to our previous earnings results. Under such circumstances, we implemented structural reforms and focused on businesses in which we have a competitive advantage so as to ensure our survival. The planned structural reforms were completed in the fiscal year ended March 2011, and thanks to the fact that the business endeavors we focused on went as planned, earnings and financial conditions improved rapidly. We were also able to procure funds used to promote new growth strategies and to continue our medium- and long-term plans to stimulate profitable growth. This was achieved entirely thanks to your support. We are extremely grateful.

Through the management integration of Victor Company of Japan, Limited (JVC) and Kenwood Corporation (Kenwood), the JVC KENWOOD Group was able to reconstruct its corporate structure to achieve new growth and emerge from a long tunnel of challenges. Under this corporate structure, the JVC KENWOOD Group will concentrate on businesses backed by its competitive advantage and realize profitable growth. By using procured funds, we will establish a position as a specialized manufacturer that will lead the world - the original purpose for which we integrated the management of the two long-established companies. Lastly, we will do our utmost to become a corporation that is widely trusted by society.

The merger's purpose and its effects **—Using integrated company management to further trust and unification, and to stimulate profitable growth**

Prior to the merger, we had deepened management integration by appointing Directors of the holding company to serve as Presidents of the operating companies, reorganizing the Head Office and other offices, and converting the operating companies into companies without a Board of Directors or a Board of Auditors. In May 2011, the centrally managed structure of the Chairman, President and Chief Executive Officer (CEO) shifted to a new management structure in

which the Chairman focuses on establishing the framework for management integration through the merger, while the President and CEO directs the operations, in order to promote growth strategies. Alongside this, we established four business groups corresponding to four business segments by restructuring the separate management structures of the operating companies. The Chief Operating Officer (COO) of each business group, who reports to the CEO, manages operations of the business group.

After the merger, in addition to conducting operations as mentioned above, we will increase managerial transparency and reliability by centralizing corporate management, and accelerate profitable growth by establishing a strong corporate structure as a unified company.

First, we will centralize governance and internal control to reduce the overall hierarchy, centralize and expedite the decision-making process, and improve managerial transparency and reliability, as well as centralize organizational management to promote business innovation and make business management speedier. Second, we will centralize the use of funds to improve the freedom and efficiency of fund usage. Third, we will centralize internal systems to promote personnel exchanges, make the best use of personnel and align the awareness of employees so that the vitalities of the organization and employees will be significantly enhanced.

Through these efforts, we will promptly and flexibly respond to changes in the business environment, and as the newly born JVC KENWOOD that maximizes the effects of integration, focus on corporate-wide growth strategies. In the medium to long term, we will also strive to enhance the global competitiveness of the Japanese specialized manufacturer by focusing on strategic alliances and M&As so that we may realize growth that comes about through multiple avenues.

Create excitement and peace of mind as a global manufacturer specializing in electronic and entertainment products **—Realize profitable growth by concentrating on strong business**

With regard to business operations, we will focus on our strengths of image technologies, acoustic technologies, radio equipment, and audio and visual software, using these as the core of our aims to become a business group whose sound, images, and radio communications products and drivers make communication a reality for the people of the world.

In order to do this, we plan to implement a growth-oriented investment strategy in the respective domains of car electronics, radio equipment, cameras, imaging equipment, sound equipment, and audio and visual software. In addition,

through maximizing the efficacy of our unification as an integrated company, we also intend to expand the contents of our business to products both simple and complex, to solutions and to devices.

Furthermore, while making the best use of the domain of "excitement" that the brands of JVC, KENWOOD, and Victor are known for, we also hope to expand into the domain of "peace of mind," which is what will be in demand in the days to come. In doing so, we intend to shift our foothold from the "Business to Consumer" attitude to one of "Business to Business, Professional to Professional" and from the mass market to the custom/niche markets.

We will further concentrate management resources on the Car Electronics and Professional System businesses, among others, where we can demonstrate our strengths to the maximum extent possible as a global specialized manufacturer. In addition, we will make products for the medical and education fields as well as products that address concerns about an aging population, ecology and security/safety. These changes will contribute to the Car Electronics and Professional System businesses in the future. As for the Home & Mobile Electronics business, which faces fierce competition, we will shift our emphasis from products for the mass market to those for professional users and to niche markets while using visual and audio technologies that are also used in Professional Systems. The Entertainment business, the only software business that creates content of "excitement," will shift business domains from music/video packages to comprehensive entertainment.

Through these measures, we will transition from our current unified vision "Realize The Unconventional," into "excitement and Peace of Mind for People Worldwide," This will be the corporate vision for our unified company, and along with the revised focus of our resources, we will pursue profitable growth under the mid-term business plan that will last through the year ending March 2013.

Being a company widely trusted by society

—To improve the quality of every corporate activity and start dividends in early stages

We realize that in order to continue developing within society it is required of a corporation to meet the expectations of all of its stakeholders, earn trust from society, and continuously contribute to society.

In the year ended March 2011, we made company-wide efforts to improve business performance and financial conditions, and ensure a consolidated management structure and thorough corporate governance, in order to recover the

trust of society that had been eroded due to weak earnings and adjustments to previous earnings results which occurred after the management integration. As a result, earnings and financial conditions improved rapidly. However, we will continue our efforts to boost earnings and, as a unified company, implement highly transparent and reliable management.

In addition, we will contribute to society through business activities supported by our strengths, and improve the quality of products, services and every corporate activity so as to become a company that earns the trust of and meets the expectations of all stakeholders, including customers. Furthermore, we will step up our grassroots activities to benefit society and our efforts toward environmental conservation for the next generation.

Learning from our experience of the Great East Japan Earthquake, we created the position of Chief Risk Officer (CRO) in June. This resulted in the strengthening of our crisis management system. Under the leadership of the CRO, we will enhance measures to cope with various risks that seriously affect corporate management and organizational efforts to continue business.

Through these efforts, we will initiate dividends to our shareholders as soon as possible, and do our utmost to become a company that pays dividends continuously.

We would like to ask for your continued understanding and support.

October 2011

JVC KENWOOD Corporation.
Haruo Kawahara
Chairman, Representative Director of the Board,
Senior Executive Officer Responsible for Integrated Management



Hisayoshi Fuwa
President, Representative Director of the Board,
Chief Executive Officer



About Merger

Reasons for and Purposes of the Merger

(1) Reasons for the merger

JVC KENWOOD Corporation (JVC KENWOOD) resolved to approve an absorption-type merger (hereinafter the “merger”) of its three subsidiaries, Victor Company of Japan, Limited (JVC), Kenwood Corporation (Kenwood), and J&K Car Electronics Corporation (J&K Car Electronics), which are operating companies of the JVC KENWOOD Group as of October 1, 2011.

The JVC KENWOOD Group will further develop the four business domains of Car Electronics, Professional Systems, Home & Mobile Electronics and Entertainment, with the Group’s strengths in video and sound technologies and music and image software at its core, based on a corporate foundation reorganized through management integration, as well as the new corporate vision, management policies and the course of action described below.

The Group will further concentrate management resources on the Car Electronics and the Professional Systems businesses, among others, where the Group’s strengths can be most leveraged. At the same time, the Group will be engaged in pharmaceutical, educational and ecological products, as well as products for the aging society, safety and security, as part of its foray into new business domains. With respect to the Home & Mobile Electronics business where competition is fierce, the Group concentrates on sectors where image and sound technologies can be shared with the Professional Systems business, and where its strengths as a specialty manufacturer can be most leveraged. Concurrently, the Group will shift its focus from mass markets to niche and professional markets. With regard to the Entertainment business, the Group is going to expand its business sphere from just music and video packages to comprehensive entertainment, including music and periphery businesses.

By so doing, the Group will evolve the initial integration vision put up at the time of management integration “Realize the Unconventional” to the new corporate vision as an integral company after the merger: “Creating excitement and peace of mind for the people of the world.” Also, the Group is working on the mid-term management plan with its final year to be the fiscal year ending March 2013 in order to realize profitable growth and early dividend payments.

All rights and obligations that JVC, Kenwood and J&K Car Electronics have will be transferred to the new JVC KENWOOD Corporation. The new company will succeed and develop each brand, and be responsible for product development, manufacturing, marketing and after-services. Following the merger, the subsidiaries of JVC, Kenwood and J&K Car Electronics will become subsidiaries of JVC KENWOOD Corporation as the parent company. Since the corporate names, rights and obligations of these subsidiaries are unchanged, there will be no change in the relationship of each subsidiary with the parties concerned.

Corporate Vision

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

Management Policy

- (1) Create excitement and peace of mind as a global manufacturer specializing in electronics and entertainment products.
- (2) Realize profitable growth by concentrating on strong business.
- (3) Be a company that is widely trusted by society.

Symbol of the merger



JVC KENWOOD

Special Feature

(2) Purposes and concrete effects of the merger

The Group has been engaged in management under a holding-company system, with three companies as its main business entities. Following management integration after the merger, the Group will increase the trust placed in it and the effect of integration, and more quickly achieve profitable growth.

1. Consolidation of corporate management

The Group will enhance transparency and reliability by canceling classes to govern and integrating and speeding up decision-making. It will do this by consolidating governance and internal control. It will also gather speed by driving ahead with business reform through consolidating organizational management.

2. Consolidation of fund operation

The Group will significantly raise the degree of freedom and efficiency of fund management and cash flows.

3. Consolidation of internal systems

The Group will boost the vigor of the organization and employees by exchanging and utilizing human resources and unifying awareness.

(3) New management structure after the merger

JVC KENWOOD Group has striven to produce synergies as rapidly as possible and driven forward various structural reforms since the management integration implemented on October 1, 2008. As a result, JVC KENWOOD's business performance and financial position for the fiscal year ended March 2011 improved significantly.

JVC KENWOOD and three operating companies will merge in October 2011, thus to accelerate the strategy for profitable growth as an integrated company, JVC KENWOOD Group is shifting to a new management structure to promote the growth strategy, effective as of May 1, 2011. In this structure, the Chairman leads management integration and merger/integration preparation, while the Chief Executive Officer (CEO) directs business operations. JVC KENWOOD also established four "business groups" accompanying four business segments by restructuring the separate management structures of operating companies, and it is shifting to an integrated management structure in which the CEO concurrently serves as President of the three operating companies and the operation of each business group is, in effect, managed by the Chief Operating Officer (COO) reporting to the CEO.

Based on this concept, JVC KENWOOD, under the new management structure, has decided to establish a system for operating officers who operate businesses under the COO, transferring most of the retiring directors of operating companies.

(1) Top management of JVC KENWOOD

Haruo Kawahara	Chairman, Representative Director of the Board, Chairman of the Board of Directors and Senior Executive Officer Responsible for Integrated Management.
Hisayoshi Fuwa	President, Representative Director of the Board and Chief Executive Officer (CEO), Chairman of the Growth Strategy
Shoichiro Eguchi	Representative Director of the Board, Deputy President & Executive Officer, General Executive of Strategic Corporate Planning Division

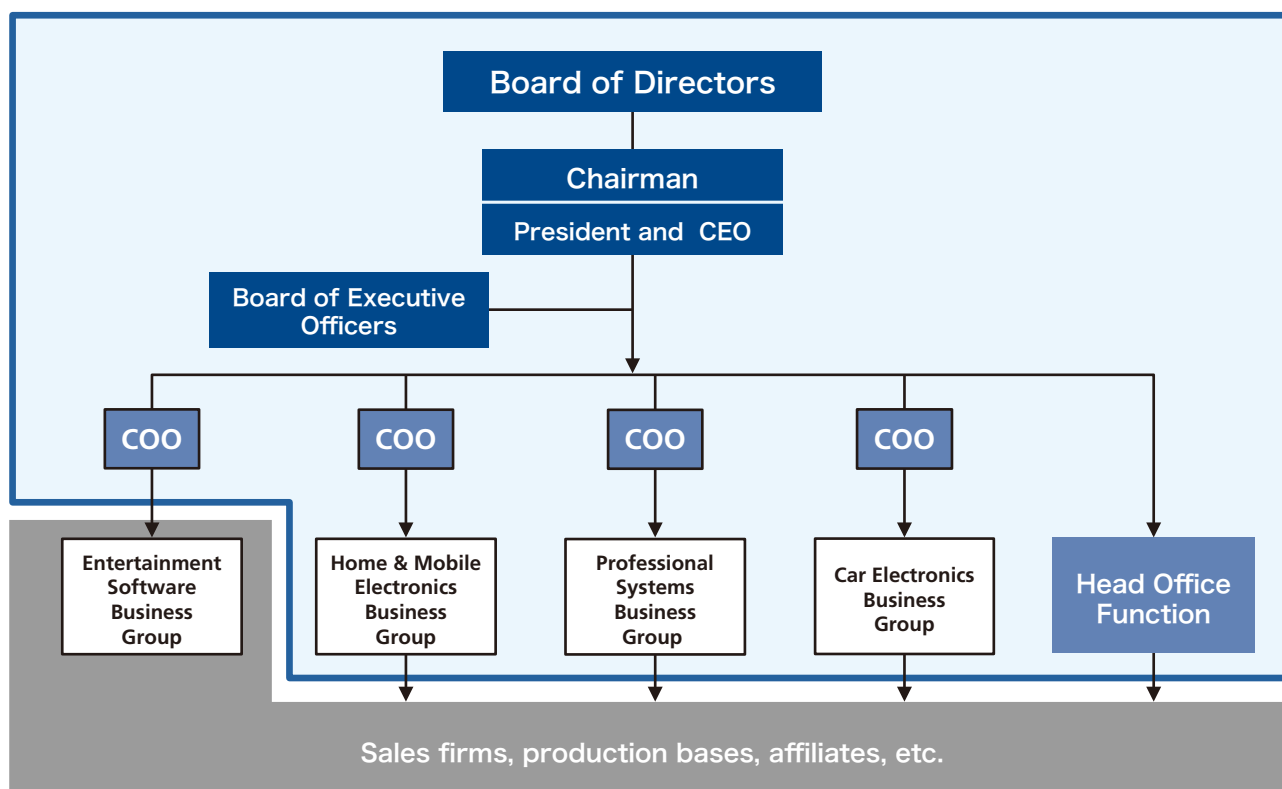
(2) Reorganization of management structure of operating companies and Establishment of COO for business groups

Shoichiro Eguchi	COO of Car Electronics Business Group
Kazuhiro Aigami	COO of Professional Systems Business Group
Hisayoshi Fuwa	COO of Home & Mobile Electronics Business Group
Masaaki Saito	COO of Entertainment Software Business Group

(3) Establishment of Growth Strategy Promotion Conference

The Growth Strategy Promotion Conference, which will drive forward strategic investments and group-wide growth strategy as well as the mid-term business plan under the CEO, are to be established.

Reorganization of the corporate structure from an operating company system to a business group system by segment
Reorganization and integration of head office and R&D functions



Research & Development Structure

The JVC KENWOOD Group is concentrating on businesses where the Group's strengths as a specialty manufacturer can be most leveraged. At the same time, the Group is engaged in developing pharmaceutical, educational and ecological products, as well as products for use in aging societies and for safety and security, as part of its foray into new business domains.

The Strategic Research & Development Division had been responsible for advanced technology development with an to the future, led by the Technology Research & Development Center. Meanwhile the New Business Development Center had taken on the development of products in new categories. With the organizational change implemented on August 1, a new R&D structure was established to promote systematic development by the element development group, new commercialization group and business groups based on an idea of market-in that attaches importance to the needs of customers.

*Major Organizational Changes

- Reorganized the Technology Research & Development Center of the Strategic Research & Development Division into a structure specializing in the research and development of advanced element technologies.
- Changed the name of the New Business Development Center to the "New Business Incubation Center," transferred it under the umbrella of the Strategic Research & Development Division and assigned to it new commercialization responsibilities under a project structure.
- Expanded the "Software Factory," which had been under the umbrella of the Global Production & Procurement Division, and placed it under the influence of the Strategic Research & Development Division as a Company-wide center function of software.

As a result of the above, the JVC KENWOOD Group has brought together the element development of new technologies and next-generation commercialization into the Strategic Research & Development Division. It has thereby established a new structure to strongly drive ahead with such element development and commercialization.

Formulation of the new Mid-term Business Plan

1. Purpose of the new Mid-term Business Plan

JVC KENWOOD merged its subsidiaries, JVC, Kenwood and J&K Car Electronics, which are operating companies of the JVC KENWOOD Group, effective October 1, 2011.

JVC KENWOOD will focus on implementing a growth strategy with the JVC KENWOOD Group's strengths of video, audio and radio technologies and music and video software at its core. At the same time, it will maximize synergy effects as an integrated company through the merger, based on a corporate foundation reorganized through management integration, as well as the new corporate vision, management policies and the business conduct guideline.

The current Mid-term Business Plan formulated in May 2010 is progressing smoothly. JVC KENWOOD achieved the target in the plan: "posting a surplus in terms of ordinary income" for the fiscal year ended March 2011. In addition, as a result of our efforts to attain the goal of "posting net income" for the current fiscal year ending March 2012, we posted net income for the first quarter of the said fiscal year.

Taking into account the above, JVC KENWOOD reviewed the current Mid-term Business Plan and drew up a new mid-term business plan that covers the fiscal year ending 2014 as well, aiming to accelerate profitable growth, the basic policy of the current Mid-term Business Plan.

2. Outline of new Mid-term Business Plan

(1) Business domains

The JVC KENWOOD Group aims to become a corporate group that provides customers around the world with products and device drivers that enable communication between people through audio, video and radio communications. To this end, we will make strategic investments for growth in the business areas of car electronics, land mobile radio equipment, cameras, video equipment, audio equipment, and video and music software. In addition, we will expand business domains from simple products to complex products, solutions and devices by maximizing synergy effects as an integral company through the merger.

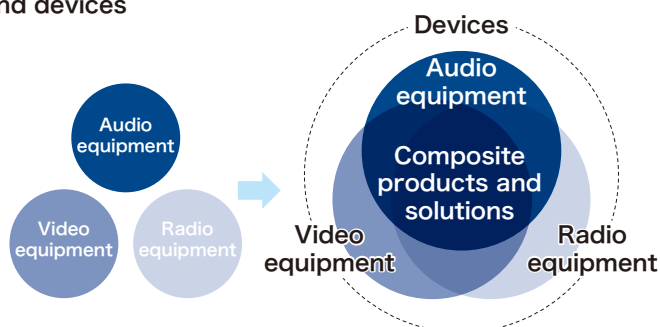
We will also expand our business domains into the field of "peace of mind," which will be needed in the future, by leveraging our strength in the field of "excitement," which we have cultivated under the brands of Victor, JVC and KENWOOD. We will shift our focus from business-to-consumer to business-to-business and professionals, and from mass markets to niche and custom markets.

As before, there are the following four business segments: (1) the Car Electronics business that manufactures and sells car audio and car navigation systems, and devices for car-mounted equipment; (2) the Professional Systems business that is engaged in manufacture and sale of land mobile radio equipment, cameras, video and audio equipments; (3) the Home & Mobile Electronics business that handles consumer cameras, video and audio equipments using visual and audio technologies that are also used in the Professional Systems business; and (4) the Entertainment business that specializes in video and music software.

Value delivered to our customers

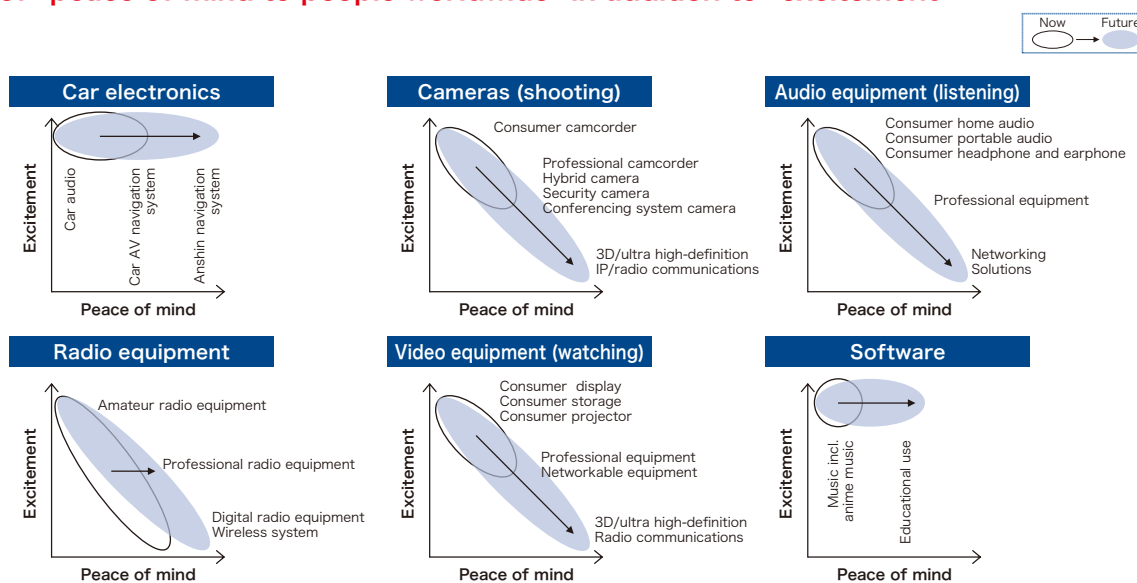
We will provide our customers worldwide with products and drivers that enable communication through audio, video and radio communications.

Expansion of business domains from the supply of simple products to the supply of composite products, solutions and devices



Business Domains

Expansion of business domains at each business segment to include the concept of “peace of mind to people worldwide” in addition to “excitement”



(2) Growth strategy

The JVC KENWOOD Group, as announced in the “Notice on Revision of Mid-term Business Plan and Implementation of Strategic Investments” released on April 27, 2011, will accelerate its growth strategy in each business segment using funds procured in January 2011. Furthermore, in order to pursue continued growth after the Mid-term Business Plan, we will make strategic investments as well as general investments. The strategic investments will be made to develop new-category products and systems, new products and systems for emerging markets, and new businesses.

In June 2011, the Group established a growth strategy promotion committee chaired by the CEO to discuss the specific details of strategic investments. It has recently decided to make strategic investments worth about 7.0 billion yen that cover a total of 18 themes over the three-year period through the fiscal year ending March 2014.

The above strategic investments will be included in key measures of each business segment, which will be described later. By implementing their key measures, each of the four business segments will expand the above-mentioned business fields and the scale of their business. Through this, the Group will accelerate its growth strategy with an aim to fulfill the Mid-term Business Plan and then achieve continued, profitable growth.

(3) Brand strategy

The JVC KENWOOD Group will make more efforts than before to increase and maintain the attractiveness of the JVC and KENWOOD brands as the global brands, while disseminating the JVC brand in Japan, where the Victor brand has been used instead.

By business field, we will basically use the KENWOOD and JVC brands for car electronics and audio equipment, the brands of KENWOOD and Zetron (the name of a U.S. subsidiary) for land mobile radio equipment, the JVC brand for cameras and video equipments, and the brands of Victor Entertainment, Inc. and Teichiku Entertainment, Inc., both JVC KENWOOD’s domestic subsidiaries, and their labels for music and video software.

Furthermore, we will consider creating new brands for new-category products, if the currently used brands are inappropriate for them.

Special Feature

Brand Strategy



(4) Management targets

The JVC KENWOOD Group on May 28, 2010 formulated the current three-year Mid-term Business Plan that runs from the fiscal year ended March 2011 through the fiscal year ending March 2013. It then mapped out specific measures for the plan on October 28, 2010.

In the fiscal year ended in March 2011, the initial year of the current Mid-term Business Plan, profits expanded well above projections due to the benefits of structural reform and strong performance of the core businesses. Given this, and also factoring in the effects of strategic investments that were newly decided, the Group revised the numerical goals of the plan on April 28, 2011.

Despite the yen's further appreciation and other negative factors that are weighing on sales, the performance of the four business segments continues to be steady, with all of them posting an operating profit in the first quarter of the current fiscal year. Also, favorable results are expected from strategic investments. Against this backdrop, we set management targets of the new Mid-term Business Plan for the fiscal year ending March 2014, as shown below.

Mid-term targets (consolidated) (Assumed exchange rate: 1USD = 80 JPY, 1EUR = 110 JPY)

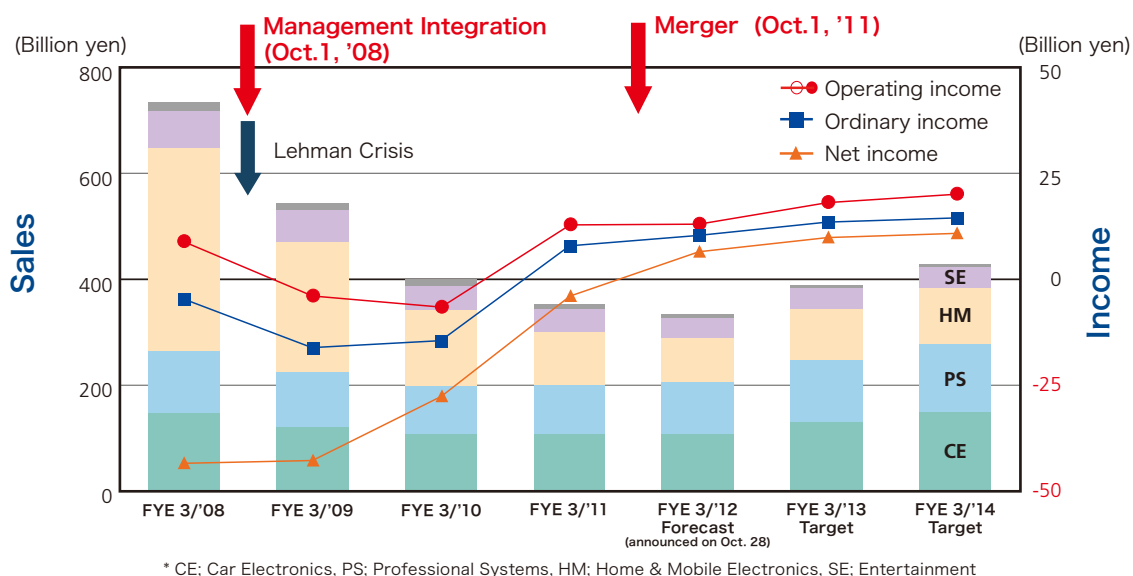
- Net sales: 430.0 billion yen; operating income: 20.0 billion yen; ordinary income: 14.0 billion yen; net income: 11.0 billion yen
- Shareholders' equity ratio: 26%; net D/E ratio: 0.5 times or less
- Net income per share: 79 yen; net assets per share: 490 yen

(Reference) Earnings trends (consolidated)

(Billions yen)

	FYE 3/'11 (For reference)	FYE 3/'12 Forecast (announced on Oct. 28)	FYE 3/'13		FYE 3/'14 Target
			Initial target	Revised target	
Net sales	352.7	333.0	410.0	390.0	430.0
Operating income	13.0	14.0	17.0	18.0	20.0
Ordinary income	7.6	10.0	12.0	13.0	14.0
Net income (loss)	(4.0)	6.5	9.0	10.0	11.0

*Forecast figures for the fiscal year ending March 2012 are those announced on April 27, 2011, and will be revised as necessary through close examination by the time of announcing the accounting report for the second quarter of the said fiscal year.



Targets by business segment

(Billion yen)

Segment		FYE 3/'11 Results	FYE 3/'13 Target	FYE 3/'14 Target
Car Electronics Business (CE)	Net sales	108.4	132.0	150.0
	Operating income	7.9	7.5	8.0
Professional Systems Business (PS)	Net sales	92.5	116.0	128.0
	Operating income	3.6	7.0	7.8
Home & Mobile Entertainment Business (HM)	Net sales	100.1	96.0	105.0
	Operating income	(0.8)	2.5	3.0
Entertainment Business (SE)	Net sales	42.9	41.0	41.0
	Operating income	2.2	1.0	1.2
Others	Net sales	8.7	5.0	6.0
	Operating income	0.1	0	0
Total	Net sales	352.7	390.0	430.0
	Operating income	13.0	18.0	20.0
	Ordinary income	7.6	13.0	14.0
	Net income	(4.0)	10.0	11.0

(Note 1) Capital and Business Alliance with Shinwa International Holdings Limited and Acquisition of the Company's Shares

The conversion of capital and Business Alliance with Shinwa International Holdings Limited and acquisition of the company's shares was announced in the "Notice on Capital and Business Alliance with In-Car Device Manufacturing Company and Acquisition of the Company's Shares" released on October 28, 2011. The above management targets do not reflect the effects of this conversion on the earnings of JVC KENWOOD.

JVC KENWOOD will convert Shinwa into an equity-method company from the fourth quarter of the current fiscal year.

The said conversion of Shinwa into an equity-method company is expected to have little effect on consolidated earnings for the current fiscal year. However, it is forecasted that the Car Electronics business will expand and a synergy effect will be generated in and after the following fiscal year. This will be due to the capital and business alliance beginning in the fourth quarter of the current fiscal year. In addition, we expect consolidated earnings to further increase because of Shinwa's conversion into a subsidiary with an additional acquisition of its shares within three years from the closing of the Share Transfer Agreements.

(Note 2) Stock acquisition rights

The above management targets were set on the assumption that stock acquisition rights issued by JVC KENWOOD on August 25, 2011 will not be exercised.

Even if the stock acquisition rights are exercised, we will do our utmost to achieve the above management targets by realizing profitable growth and repurchasing our own shares by using the amount to be paid by holders of stock acquisition rights.

(Note 3) Loans payable

The above management targets reflect the contents of the current loan agreements.

In the merger, JVC KENWOOD will take over the current loans of JVC and Kenwood. JVC KENWOOD is now having discussions with its main bank about signing a new loan agreement as an integral company when the said current loan agreements expire.

(5) Dividend policy

JVC KENWOOD considers it one of the most important managerial issues to provide shareholders with stable returns, and decides the distribution and other appropriation of retained earnings by comprehensively taking into account profitability and financial conditions.

Under the new Mid-term Business Plan, we aim to begin distributing dividends as soon as possible.

We will determine dividends for the fiscal year ending March 2012 through close examination by the time of announcing accounting report for the second quarter of the said fiscal year, together with earnings forecast for the full fiscal year that is expected to be revised as necessary.

Outline of Business

Car Electronics Business



Home & Mobile Electronics Business



Chief Operating Officer,
Professional Systems Business Group

Chief Operating Officer,
Home & Mobile Electronics Business Group

Kazuhiro Aigami

Hisayoshi Fuwa

Professional Systems Business



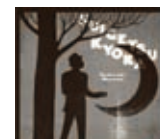
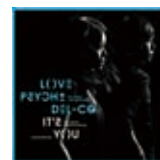
Entertainment Business

Chief Operating Officer,
Car Electronics Business Group

Shoichiro Eguchi

Chief Operating Officer,
Entertainment Software Business Group

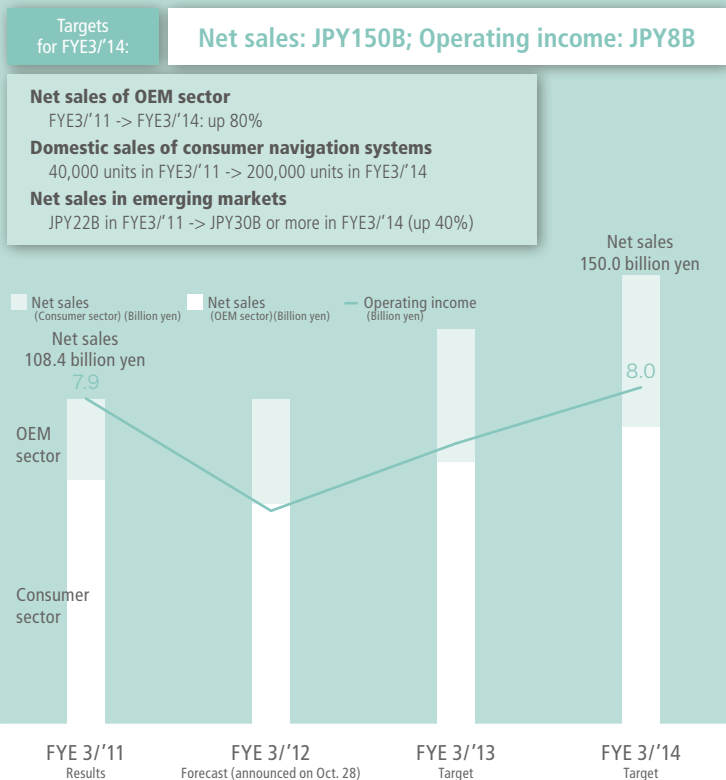
Masaaki Saito



Car Electronics Business



Chief Operating Officer, Car Electronics Business Group
Shoichiro Eguchi



We will leverage the strength of the after-market segment in the OEM segment and expand our business domains from *excitement* to *peace of mind*. We will do this by focusing on developing products that address concerns about safety, security and ecology and that merge cutting-edge technologies.

The Car Electronics business handles products such as car audio systems, car AV systems, car navigation systems as well as optical disk drive mechanisms and optical pickups for car-mounted equipment for the after-market and OEM segments.

Car electronics must be of a high quality and reliable to cope with the special temperature and vibration conditions inside vehicles. They are therefore one of the business domains in which Japanese corporations can exercise their strengths. We at JVC KENWOOD have positioned the Car Electronics business, in which both JVC and Kenwood participated, as the largest business of the JVC KENWOOD Group. We expect the effects of integration will be greatest in this business. In this business, we have also pushed forward with efforts to integrate the technological development, production, procurement, product planning, and marketing functions since October 2007. The two companies had fostered over many years acoustic, video and car-mounting technologies, and product planning capabilities.

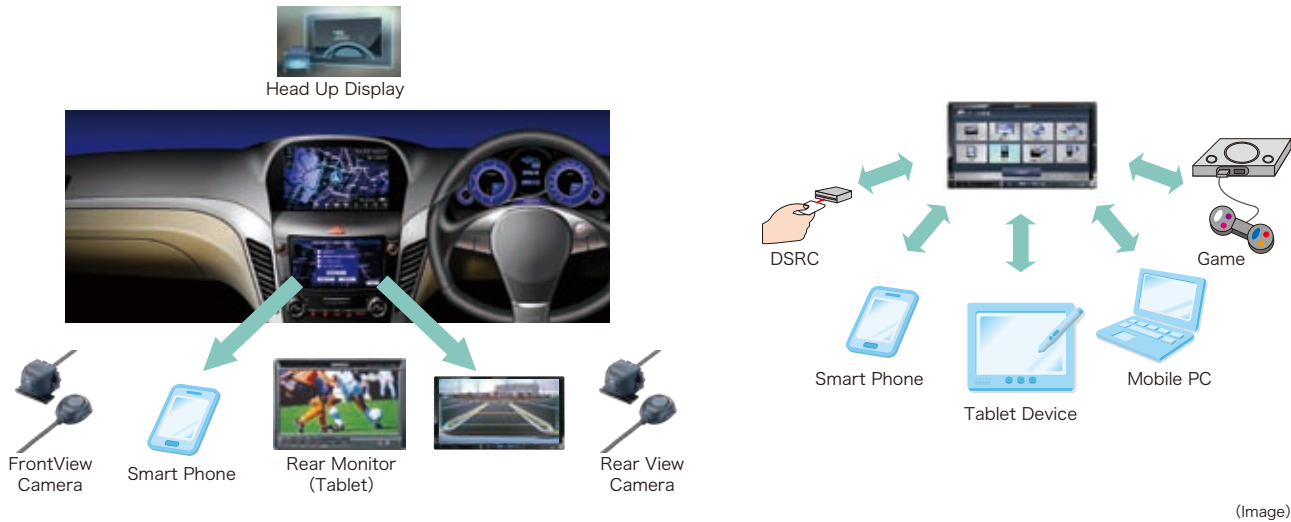
We have focused on developing new products by combining these with cutting-edge data compression and extension technologies and user interface technologies. In addition, we have developed marketing and sales strategies by making the most of the KENWOOD and JVC brands, which have different features, respectively. At the same time, we have further enhanced our cost competitiveness by integrating production and procurement.

As a result, in the after-market segment, which has a large sales composition ratio, car audio and car navigation systems realized the largest share in the European and U.S. consumer markets. In Japan, a market shift from audio systems to car navigation systems is advancing. And in that market, we are rapidly increasing our market share by commercializing Saisoku-Navi, a memory car navigation system with the industry's highest level response as well as clear images, by integrating the technologies of the two companies.

With our eye on the shift from the after-market market to

Engaging in the development of safe, reliable and environmentally sound products while expanding business domains from the concept of excitement to bringing peace of mind to people worldwide

Provision of real-time information in combination with mobile tools



(Image)

■ FYE 3/'11 (Millions of yen)

Consolidated net sales: 108,449
 Consolidated operating income: 7,894
 Sales composition: 31%

■ Major Products

Car Audio
 Car AV System
 Car Navigation System
 CD and DVD mechanism for car-mounted equipment

the genuine product market, we are increasing orders received for dealer-option products for automobile dealers and genuine products for automobile manufacturers. We are doing this by strengthening the OEM segment and forming alliances with partner corporations. We are also quickly expanding the business scale of CD and DVD drive mechanisms for car-mounted equipment by winning large orders from not only Japanese but also European and U.S. car accessory manufacturers. These orders are backed by our top-level product quality, merchandise capability and cost performance.

From now on, we will strive to further increase the orders we receive in the OEM segment, where there is ample room for growth, by leveraging our strength in the after-market market and cooperation with partners. In the domestic after-market market, where the shift from HDD-type car navigation systems to memory car navigation systems is advancing, we will expand our market share by enhancing our lineup of Saisoku-Navi and diverting this lineup to dealer-option products. In emerging

markets, where we have already started establishing sales systems, we will accelerate sales expansion by launching exclusive strategic products suited to each region.

Moreover, focusing on establishing a car-mounted network environment, we will develop new products that provide real-time information and various content linked together with mobile terminals, including smartphones and tablet devices as well as external networks and servers. We will achieve this by making the most of our communication and network technologies. We will also strive to develop products that address concerns about safety, security and ecology and that combine cutting-edge image pickup, video, acoustic and communication technologies. These technologies are the forte of the Professional Systems business as well as the Home & Mobile Electronics business. In this way, we will expand our business domains from “excitement” to “peace of mind.”

Professional Systems Business

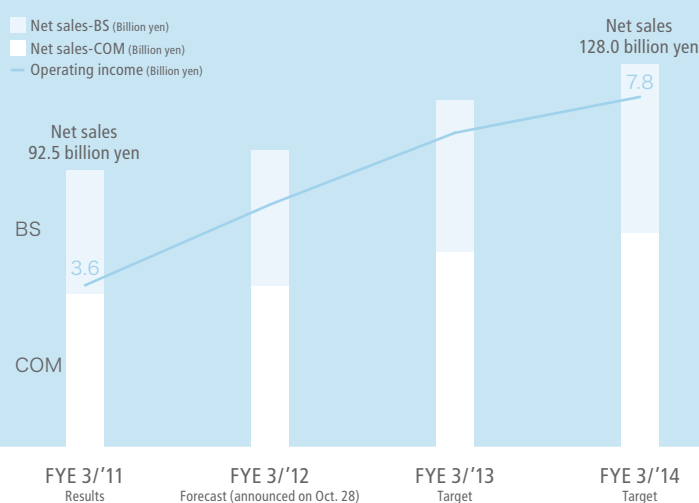


Chief Operating Officer, Professional Systems Business Group
Kazuhiro Aigami

Targets for FYE3/14: **Net sales: JPY128B; Operating income: JPY7.8B**

Sales composition of digital radio
FYE3/11: about 20% → FYE3/14: 40% or more

Business solutions sector Sales composition of systems
FYE3/11: about 30% → FYE3/14: 40% or more



To provide radio, image pickup, video and acoustic technologies to the world of professionals, we will globally develop professional systems to offer *excitement* and *peace of mind* to the people of the world.

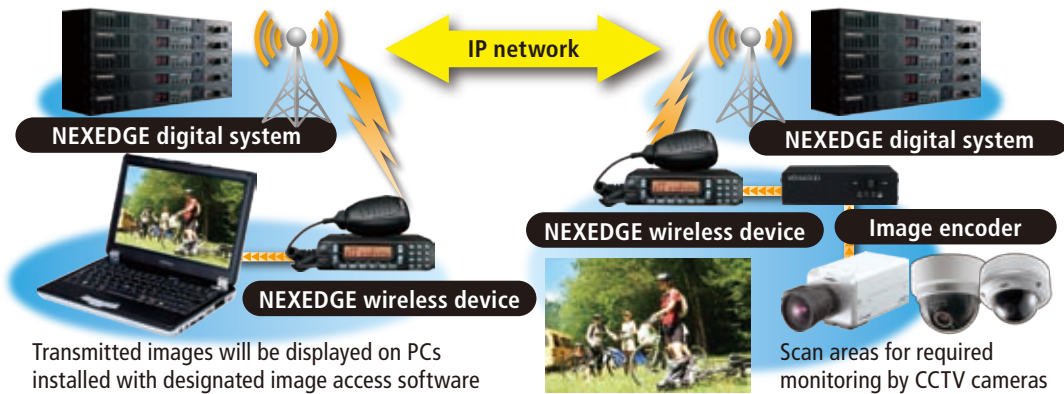
The Professional Systems business consists of the communications segment and the business solutions segment. The former engages in Land Mobile Radio and systems, license-free transceivers, amateur radio sets and sales of cellular phones. The latter handles infrastructure system solutions, including security cameras and systems and professional audio equipment and facilities, and business solutions, such as professional video cameras and monitors.

The communications segment boasts the world's second largest market share in the current mainstay area of land mobile radio equipment. It has achieved this by combining radio technologies, which have been cultivated over many years since the era of amateur radio equipment, with cutting-edge digital and network technologies. This segment features a high overseas sales ratio and high profitability. And it supplies highly reliable professional radio terminals and systems for the public safety sector (police and fire departments), the public service

sector (electricity, water and gas), and the private sector (railways, buses, hotels and plants) around the world. This segment is focusing on the market shift from analog equipment to digital equipment. Hence, it is driving ahead with the development and sale of digital land mobile radio equipment and systems compatible with the digital radio formats of various regions around the world.

The business solutions segment provides highly reliable professional-use video and audio equipment in such markets as electrical facilities, education and public, private corporations and amusement facilities. It does this as a business that shares advanced imaging pickup, video and acoustic technologies with the Home & Mobile Electronics business. Its security cameras boast a high market share in the domestic markets of electrical and amusement facilities. Meanwhile, its professional video cameras, which have been adopted by a major U.S. news broadcasting station, are increasing their presence, mainly

Developing new solutions that deliver peace of mind and safety through the seamless integration of wireless and security systems



Transmitted images will be displayed on PCs installed with designated image access software

Scan areas for required monitoring by CCTV cameras

Commercialization of an image transmission system that combines narrow band digital wireless technology covering wide area communication with compression technology that realizes image transmission for small data volumes. Simplifies operation for public facilities and remote monitoring for waterways and forests

■ FYE 3/'11 (Millions of yen)

Consolidated net sales: 92,545
 Consolidated operating income: 3,594
 Sales composition: 26%

■ Major Products

Land Mobile Radio Equipment
 Video Surveillance Equipment
 Video Equipment
 Audio Equipment
 Display Equipment

overseas. We have continued to improve the management base by reducing expenses and fixed costs thanks to the effects of structural reforms implemented by the fiscal year ended March 2011.

We recognize the shift to digital models and systematization of land mobile radio equipment is a business opportunity. Therefore, from now on the communications segment will focus on globally developing network systems. It will do so by making the most of JVC KENWOOD's proprietary digital professional radio NEXEDGE®, and expansion of network solutions by leveraging the console systems of Zetron, Inc., a U.S. subsidiary engaged in radio communications systems. The business solutions segment will strive to expand business for infrastructure system solutions, including network security systems, wall-mounted emergency broadcast equipment and digital wireless intercom systems. It will also aim to expand media system solutions, such as high-spec video cameras for

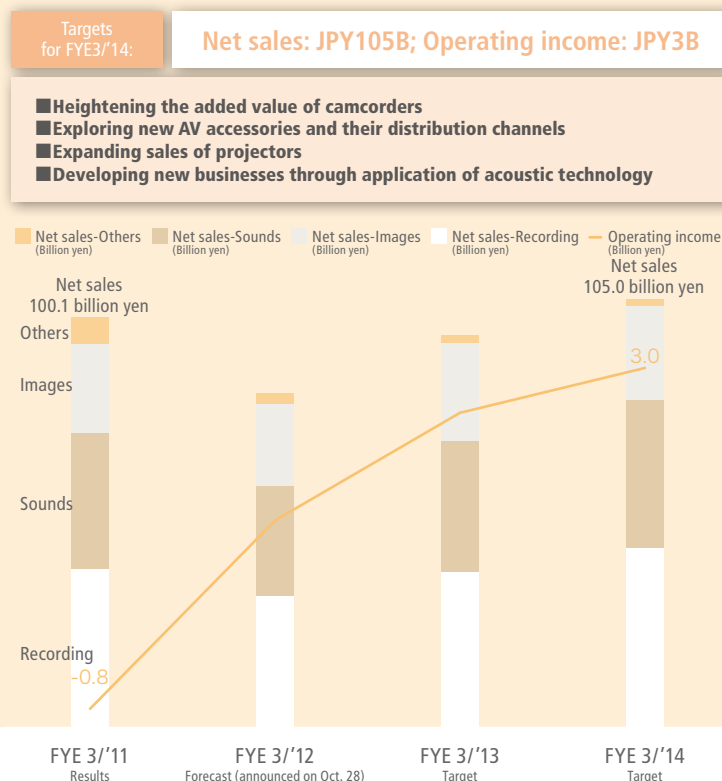
broadcasting, professional standard video cameras, professional 3D cameras and 3D content production monitors.

In addition, we will endeavor to develop new solutions that provide safety and security by integrating radio and security systems. At the same time, we will concentrate on initiatives to expand existing business domains. And we will enter new domains such as stand-alone disaster prevention systems, in which radio, image pickup and video technologies are combined, 3D-related systems, such as 3D image processors that convert 2D images into 3D images and 3D projectors as well as ultra-high-resolution image systems, including 4K2K video cameras and 4K2K projectors.

Home & Mobile Electronics Business



Chief Operating Officer, Home & Mobile Electronics Business Group
Hisayoshi Fuwa



We will aim to become a business that delivers a greater sense of *excitement* and *peace of mind* by developing new communication drivers in the domains of *shooting*, *watching*, and *listening*.

The Home & Mobile Electronics business consists of camcorders (video cameras), which are image pickup equipment for shooting; projectors, displays, and such like, which are video equipment for watching; and home audio systems, headphones, and others, which are audio equipment for listening.

As the market has matured and digitalization advanced, the business environment of consumer AV equipment has changed significantly. In response to this change, JVC KENWOOD is proceeding to shift its business structure and domains into areas where its strengths as a specialty manufacturer can be exercised. It is doing this by focusing on developing new communication drivers. To this end, it is making full use of the latest image pickup, image processing, data compression and extension, communication and network and user interface technologies. Accordingly, it is also utilizing the advanced video and acoustic technologies that JVC and Kenwood have fostered over their long histories.

In the image pickup equipment segment, we maintain a great presence in principal markets around the world, amid the advance and maturation of the camcorder market. We have achieved this by developing high value-added products that meet the needs of the professional and niche markets, including 3D camcorders, leveraging the new-generation image engine FALCONBRID, hybrid cameras and 4K2K camcorders. With our eyes on the popularization of moving image communications by smartphones and other devices, we are pushing forward with the creation of new added value. To do this, we are striving to plan and develop products featuring more ease and convenience and security.

In the video equipment segment, we are working to expand business in the world market by commercializing full-scale home projectors and 3D projectors, which use proprietary Liquid Crystal on Silicon (LCOS). We will do this by making the most of our advanced video, cutting-edge image processing, and 3D

Shifting away from conventional business domains; proposing products and services that attract new customers



■ FYE 3/'11 (Millions of yen)		■ Major Products	
Consolidated net sales:	100,101	Camcorders	
Consolidated operating income:	-835	Home Audio	
Sales composition:	28%	AV Accessories	
		Projectors	
		Displays	

technologies, while promoting a fabless structure for displays whose market has matured.

In the audio equipment segment, we are concentrating on products in which the JVC and KENWOOD brands can exercise their strengths. To do this, we will promote a fabless structure for home audio systems, where the market is maturing. In the area of headphones, we consider the popularization of portable music players and such like to be a business opportunity. Therefore, we are increasing our presence in the major markets of the world through speedy and flexible development and production systems, and an extensive product composition that leverages advanced acoustic and noise cancellation technologies.

In future, we will expand our business domains from products for mass markets to new products and solutions for niche and professional markets. We will also push ahead with

the development of communication drivers that realize the new communications of shooting, watching and listening. We will do this by sharing image pickup, video and acoustic technologies, which have been advanced under the JVC and KENWOOD brands with the Professional Systems business, and combining them with such technologies as image processing, data compression and extension, communication and network and user interface.

We are focusing on a ubiquitous environment in which video and music can be obtained anywhere. Hence, we will also endeavor to plan and develop communication tools that support a network society in which people can freely send information to one another by combining images and voice.

Entertainment Business



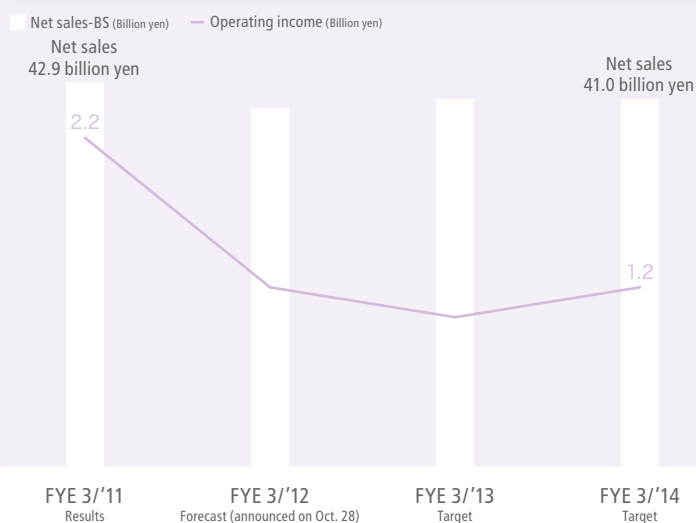
Chief Operating Officer, Entertainment Software Business Group

Masaaki Saito

Targets for FYE3/'14: **Net sales: JPY41B; Operating income: JPY1.2B**

Mid-term targets (for FYE3/'14)
 Net sales: JPY41B Operating income: JPY1.2B Operating margin: 3%

Long-term targets
 Operating margin: 5%



We will expand the business into a total entertainment business and promote the expansion of businesses on consignment.

The Entertainment business consists of the content segment with Victor Entertainment, Inc. and Teichiku Entertainment, Inc. as its core, as well as business on consignment that specializes mainly in the production of CDs, DVDs and BDs. Victor Entertainment and Teichiku Entertainment are the second and fourth oldest record companies in Japan, respectively. With long histories, they have continued to deliver excitement to people through artists and music for over 80 years.

Business on consignment has fully supported customers from production of software to the creation of package media and fulfillment in accordance with their requests.

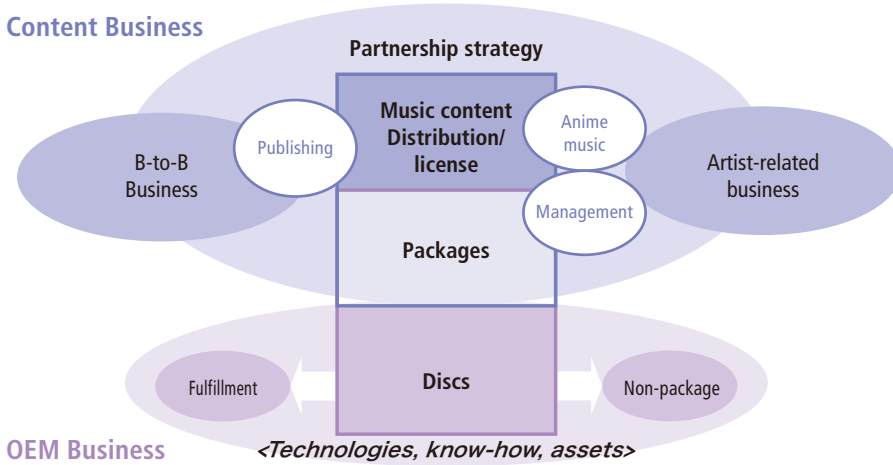
As the software business of the JVC KENWOOD Group, the Entertainment business will expand into a total entertainment business and promote the expansion of businesses on consignment.

The content business will aim to enhance the core music business by responding to changes in the entertainment industry environment, such as diversification of user preferences and popularization of net and mobile distribution as a result of improved infrastructure. It will also do so by proceeding with active investments in new talented artists for unearthing and fostering such artists and promotion of a partnership strategy to create hit content. The content business will also promote the realization of total entertainment by enhancing B-to-B, artist-related and anime-related businesses.

In the B-to-B business, Victor Entertainment established the Entertainment Laboratory (eLab) in April 2010 to fully make inroads into the world of B-to-B business, a domain different from the core business of music and video software sales. The company engages in new business services through which know-how on marketing and promotion of the Entertainment

Promoting the expansion of operations in the comprehensive entertainment and contracting businesses

Content Business



- 1. Enhance the core music business**
 - *Active investments in new talented artists – Aiming to get a hit
 - *Promotion of a partnership strategy
 - 2. Promote the realization of total entertainment**
 - *Enhancement of the B-to-B business
 - *Expansion of artists-related businesses
 - *Strengthening of anime/visual-related businesses
 - 3. Expand business domains**
 - *Promotion of a partnership strategy
- *Expand the non-package and fulfillment businesses through the use of technologies, know-how and assets**

■ FYE 3/'11 (Millions of yen)

Consolidated net sales: 42,909
 Consolidated operating income: 2,177
 Sales composition: 12%

■ Major Products

Planning, Production and Sales of Audio and Video Software including CDs and DVDs
 Production and Sales of CDs and DVDs (pre-recorded)
 Distribution of Audio and Other Software

business, production of music and video software and turning them into hits are utilized in different industries and business categories. Thus, through the eLab business, Victor Entertainment will aim to develop the entire music industry by playing a role in the development of new business, with music content as its core. It will also do so by increasing awareness about the entertainment business that aims for collaborative growth strategies based on a new concept.

As for artist-related businesses, we will enhance events and concerts, sales of goods and property rights-based businesses such as music publishing. We will continue to expand anime businesses as well. We will also strive to enhance the partnership strategy to further expand business domains.

We will also expand businesses on consignment. To this end, we will enhance the non-package business, which makes the most of staff with rich experience who have provided the

highest quality, excellent facilities and equipment, cutting-edge technologies, know-how and assets. Also, to expand businesses on consignment we will enhance the fulfillment business, which covers all processes from planning to distribution.

Environmental Management and Social Activities

Our world faces the problems of global warming, pollution from harmful substances, loss of biodiversity, and the depletion of resources. People in every country and region of the planet, are now working together to solve these issues.

To respond suitably to this major global effort, the JVC KENWOOD Group has not only reviewed its environmental policy from the ground up, but also established an environmental vision that encompasses the specifics of the Eco Promotion Plan 2020.

Environmental Vision

We will contribute to society as an eco-promoting company active in efforts focused on reducing environmental impact.

Environmental Policies

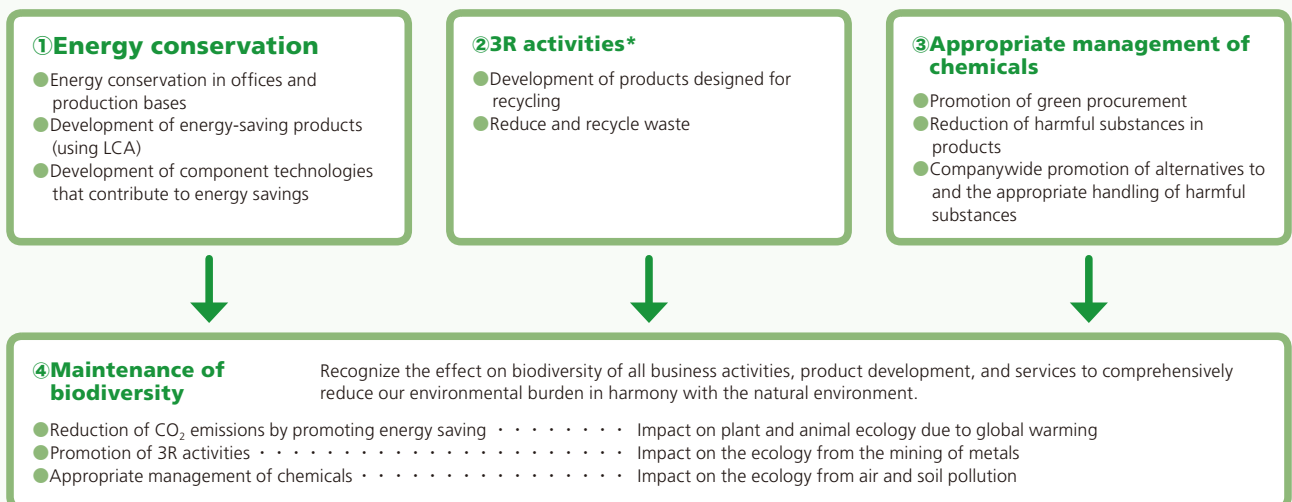
To preserve the global environment as well as resources and prevent pollution, we will manage our business activities, our product development, and our services by focusing on ongoing improvements with a full awareness of our environmental impact.

1. Prevent global warming by promoting the reduction of CO₂ emissions throughout the product lifecycle, including business activities, by developing technologies and products that reduce environmental impact.
2. Use limited global resources effectively to create a sustainable society by reducing the resources we use within a framework of 3R activities and progressive usage of eco-friendly materials.
3. Manage chemicals that affect the world's environment and biosphere, continue efforts to reduce consumption, and switch to eco-safe materials.
4. Recognize the effect on biodiversity of all business activities, product development, and services to comprehensively reduce our environmental impact in harmony with the natural environment.
5. Comply with environmental legislation and other permissible requirements.
6. Educate employees on the environment to cultivate greater environmental awareness.



Eco Promotion Plan 2020

Four JVC KENWOOD Group activities were established based on the new environmental vision and policy, and the entire group is involved in their realization.



*3 R activities: Reduce, Reuse, Recycle

We at the JVC KENWOOD Group engage in social contribution activities as a part of our overall efforts to fulfill our corporate social responsibility (CSR) recognizing that “the very existence of a company has an impact on society.”

Striving to become a good corporate citizen deeply rooted in the local community, we will engage in a wide variety of activities while collaborating and interacting deeply with society.

Disaster support activities for the Tohoku Pacific Offshore Earthquake

For the areas affected by the Tohoku Pacific Offshore Earthquake on March 11, 2011, JVC KENWOOD donated 200 land mobile radios, 200 license-free transceivers and five armature radio sets manufactured by Kenwood and 300 radios manufactured by JVC.

JVC KENWOOD also donated 15 million yen’s worth of contributions in total, collected from the employees of JVC KENWOOD Group companies including JVC KENWOOD under a matching gift approach, and from overseas affiliated companies and agents. All employees of the JVC KENWOOD Group sincerely hope that the affected areas will be restored as soon as possible.

Outreach training

Under the concept of “helping children to improve their educational achievements and contributing to the development of society,” the JVC KENWOOD Group holds outreach training for elementary and junior high school students, using the educational materials we have created as a specialist in audio and visual production.

Every year we roll out activities in cooperation with the City of Yokohama’s Environmental Planning Bureau, Kanagawa, and the Shonai General Prefecture Government Office, Yamagata. In 2010 we visited 10 schools and provided training for 826 students including visits in response to a request from the Energy Conservation Center, Japan (ECCJ). We also develop social activities overseas, and held outreach training sessions at JVC’s Disk Plant in Alabama, U.S. in 2010.

Participation in activities for recycling electronic products, working together with the government

The employees of JVC’s Disk Plant in the U.S. participated in the Electric Appliance Recycling Day in cooperation with Tuscaloosa City, Alabama, where the plant is located, Northport City next to Tuscaloosa City, and West Alabama Chamber of Commerce. The JVC employees, who voluntarily participated in the event, unloaded waste appliances from 1,000 vehicles on the day and packed them ready for delivery to recyclers. The waste disposed of by the JVC employees amounted to 5,000 pounds (about 2 tons).

Community Service Day for social service activities

As an annual event known as Community Service Day, the employees of Kenwood’s Singapore Plant visited two nursing homes for the elderly in December 10, 2010.

The members of departments who attended the event discussed the program, packed presents, set up the venues and made other preparations. The members were divided into two facilities on the island, each of which was home to about 100 elderly people who enjoyed songs, games and meals. Everyone had a good time together.



Contributing employees at Kenwood’s China Plant



On-site outreach training in Yokohama, Kanagawa



On-site outreach training in Tuscaloosa, Alabama



JVC employees packing items to be recycled



Pleasant time serving meals at the nursing home

Corporate Governance Structure

JVC KENWOOD believes that one of its most important management issues is to increase the transparency and efficiency of its managerial decision-making process and improve corporate value by strengthening corporate governance. To this end, we make it a basic policy to enhance corporate governance through the establishment of a structure that includes checks and balances. That policy calls for dividing management and the execution of operations, recruiting external directors and auditors, and establishing internal audit sections, as well as improving the internal control system on a Group-wide basis.

Corporate Organizations

1. The Board of Directors, which is regarded as an organization that makes fundamental and strategic decisions as well as overseeing business execution, holds regular meetings once a month and extraordinary meetings when necessary to deliberate and decide on basic management policies and important matters as well as monitor and oversee the status of business execution. Directors' terms of office are one year in order to make their responsibilities clear and to make management processes quicker. In addition, we proactively recruit external directors in order to increase the transparency of decision-making.
2. JVC KENWOOD adopts an executive officer system under which business execution functions are divided and management responsibility and business execution responsibility are separated from each other. Since June 24, 2011, nine directors (including two external directors) and ten executive officers (six concurrently holding director positions) have fulfilled these responsibilities.
We also established four Business Groups corresponding to the four business segments of the JVC KENWOOD Group. We introduced an operating officer system in which officers are in charge of the operations of each Business Group and organizations with head office functions. These are managed by the Chief Executive Officer (CEO).
Furthermore, an integrated management organization structure was established. Under this structure, a Chief Operating Officer (COO) is appointed from among the operating officers for each Business Group. The COO in effect heads operations of the relevant Business Group to respond speedily and flexibly to changes in the business environment.
3. JVC KENWOOD is a company with a board of auditors. Auditors attend Board of Directors' meetings and other important meetings, hold Board of Auditors' meetings, audit the execution of duties by Directors and the entire Group's business execution, perform accounting audits and hold the corporate audit function. The Board of Auditors holds meetings once every month and whenever necessary. Since June 2009, five auditors (including three external auditors) have been engaged in corporate audits.

Establishment of Internal Control and Risk Management Systems

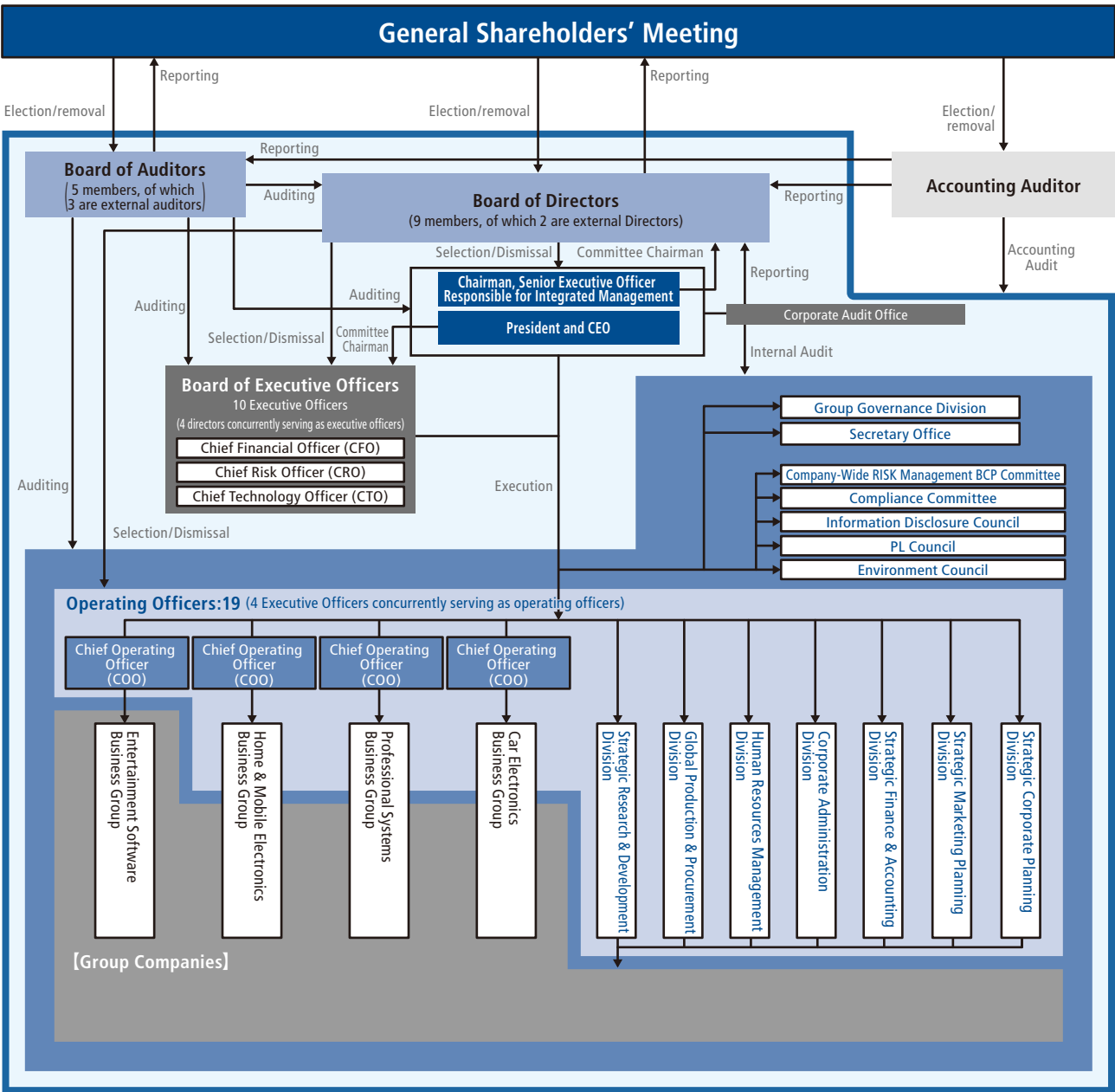
JVC KENWOOD has established the following systems to ensure that the Group runs its operations properly.

1. Framework to Ensure the Exercise of Directors' Functions are Conducted in Conformity with Laws, Regulations and the Company's Articles of Incorporation
2. Framework for the Storage and Management of Information in Relation to the Exercise of Directors' Functions
3. Framework for Regulations and Such Concerning the Management of Risk of Loss
4. Framework to Ensure the Efficient Exercise Directors' Functions
5. Framework to Ensure that Employees Execute Their Duties in Compliance with Laws/Regulations and the Company's Articles of Incorporation
6. Framework to Ensure the Propriety of Business Operations for the Corporate Group Consisting of JVC KENWOOD and Its Subsidiaries
7. System Concerning Employees Who Assist Auditors' Duties and Matters Regarding to the Independence of Such Employees from the Control of Directors
8. Framework for the Reporting of Directors and Assistants to Auditors/Framework for Other Reporting to Auditors
9. Framework to Ensure Effective Auditing of Auditors
10. Framework to Ensure Propriety of Financial Reports

Internal Audits and Auditors' Audits Systems

JVC KENWOOD conducts internal audits on the overall business execution of the entire Group. Results of these audits are reported to the Board of Directors, an oversight organization, by the Corporate Audit Office, where ten staff members are engaged in operational audits and internal control audits. The Corporate Audit Office, tasked to audit the operations of the entire Group, prepares the Risk Assessment Form when formulating an audit schedule and selects auditing targets based on risk assessment, resulting in an increase in the effectiveness of internal audits. Auditors implement audits according to the audit schedule, audit the entire Group's operations, and check in-house approval documents based on the monitoring of directors and executive officers. Auditors also attend audits performed by the Corporate Audit Office, thereby broadening the scope of their audits.

Organization System (As of October 1, 2011)



Provision of information for Stakeholders

JVC KENWOOD provides information for stakeholders in a timely and appropriate manner. We establish timely disclosure rules as in-house regulations and under the Information Disclosure Council develop the content and means of disclosure when there is information that needs to be communicated.

Takeover Defense

We believe that if the Company's corporate value or shareholders' interest could be harmed due to the acquisition of its shares by a specific person or group, the Company needs to take substantial measures to raise corporate value and secure shareholders' interests to the extent permitted by laws, regulations, and the Company's Articles of Incorporation. JVC KENWOOD, of course, recognizes the importance of increasing corporate value and securing shareholders' interests, and continues to carefully study takeover defense measures. However, we have not introduced any specific measures so far.

Measures for enhancing corporate governance

In the previous fiscal year, JVC KENWOOD found that JVC adopted inappropriate accounting. This occurred between the fiscal year ended March 31, 2005, which was prior to the establishment of JVC KENWOOD on October 1, 2008, and the second quarter of the fiscal year ended March 31, 2010. In relation to this, the JVC KENWOOD Group adjusted the earnings results of JVC for the period between the fiscal year ended March 31, 2005 and the second quarter of the fiscal year ended March 31, 2010. It also adjusted those of JVC KENWOOD for the period from its establishment on October 1, 2008 through the second quarter of the fiscal year ended March 31, 2010. The Group did this pursuant to the Financial Instruments and Exchange Law.

We thoroughly validated and examined the background and causes that led to the inappropriate accounting treatment, and formulated fundamental measures to prevent any recurrence as shown below.

Establishment of a management structure and internal control system to improve the Group's corporate culture

1. Holding of JVC KENWOOD Group's corporate-wide compliance meeting
The JVC Group held a corporate-wide compliance meeting on August 5, 2010. In the meeting, we instructed every Group employee to thoroughly understand the details and causes of the inappropriate accounting treatment; fully implement the recurrence prevention measures; operate the business in compliance with laws, regulations and the corporate code of conduct; and well recognize the importance of using the internal whistle-blowing system.
2. Thorough adherence to the "Standards for Decision-Making and Authority"
JVC KENWOOD strives to thoroughly adhere to the "Standards for Decision-Making and Authority." To facilitate this, we put up the standards in Japanese, English and Chinese on the intranet, which every Group employee can access, so that every employee will be well aware of the standards. We also provide the standards in German and Spanish for overseas sales companies.
3. Establishment of the "JVC KENWOOD Group Code of Conduct on Compliance" and provision of compliance education
JVC KENWOOD established the "JVC KENWOOD Group Code of Conduct on Compliance" (hereinafter "Code of Conduct"). It specifically outlines common values and ethical views to be shared by directors, auditors, executive officers, and employees of the JVC KENWOOD Group, so that they take sincere and appropriate actions. We ensure that every Group employee strictly complies with the Code of Conduct. To facilitate this, we distributed this Code of Conduct in Japanese, English and Chinese within the Group. In addition, we emphasize that securing compliance is the most important issue under the management policy, and provide education on compliance as part of the management education program.
4. Making known to every Group member the internal whistle-blowing system directly accessible from Japan and overseas
JVC KENWOOD aims to ensure that all parties within the JVC KENWOOD Group are well aware of the internal whistle-blowing rules, which stipulate the reporting of any acts that deviate from the Code of Conduct and define procedures for corrective action. To this end, we put up the rules on the intranet which all Group employees can access. We also run a notice on the internal whistle-blowing system in the in-house newsletter (both Japanese and English editions are available). At overseas bases, we make the system known to all local employees through a poster that mentions the system in their language.

Reform of accounting system and structures

1. Establishment of a committee for preventing recurrence, formulation and promotion of recurrence prevention measures and implementation of continued monitoring
In association with the inappropriate accounting treatment, a committee for preventing recurrence was established as an entity under the Compliance Committee of JVC KENWOOD. By September 2010 the meeting had been held 11 times in total. After that the committee meeting has been held every quarter.
2. Assignment of directors responsible for compliance
JVC KENWOOD has assigned a director responsible for compliance at each Group company to strengthen the internal control system of every company.
3. Establishment of compliance-related rules
As part of the reexamination of the human resources system, JVC KENWOOD has established working rules, disciplinary regulations and other compliance-related rules as the rules of JVC KENWOOD. It applies these rules uniformly throughout the entire Group.
4. Reexamination of overseas sales companies and the accounting function of business department
To prevent recurrence of inappropriate accounting treatment, JVC KENWOOD has established a double-checking system between overseas sales subsidiaries and the accounting function of business departments (that is, a system under which a senior checks the administrative work of the responsible person). It has also established a cross-checking system (that is, a system under which checks are made again in different lines) with the accounting department of the head office.

Reinforcement of Monitoring

1. Enhancement of the management audit office and increase in its staff
JVC KENWOOD has enhanced its management audit office by staffing a person who also serves in a supervisory company overseas. The said person, as a contact point at the time of conducting internal audits, gathers materials, adjusts audit schedules, and functions as a representative connecting JVC KENWOOD and local units. The person also collects and follows the results of a business operation investigation that is conducted every six months.
2. Collection and analysis of data on general ledgers sent monthly from all related companies of the Group
The management audit office collects accounting, financial and other relevant data monthly from all related companies of the Group, samples items randomly, and analyzes them. Through those practices, we check the activities of sales companies and detect abnormal figures at an early stage.

In addition to the above improvement measures, JVC KENWOOD takes the following measures, among others, to further enhance internal control.

- JVC KENWOOD aims to further promote integrated management by centralizing the Group's governance system, simplify the decision-making process, expedite the decision-making process, and improve operational efficiency. Hence, on October 1, 2010, it converted JVC, Kenwood and J&K Car Electronics into companies without a Board of Directors and a Board of Auditors. Corporate decision-making on important issues at each operating company was centralized at JVC KENWOOD to be processed by the general meeting of shareholders of each company, or the Board of Directors and the Board of Executive Officers of JVC KENWOOD. With regard to cross-sectional functions common to JVC KENWOOD and its operating companies, head office functions, production management and procurement functions were integrated into the relevant organizations of JVC KENWOOD.
- JVC KENWOOD revised the internal control assessment manual, focusing on the prevention of falsified recording and such like in financial reports. It achieved this by enhancing the internal control assessment and reporting system so that any deficiencies in internal control can be detected more properly and in a timely manner.
- With regard to the accounting system, JVC KENWOOD established consolidated accounting rules and developed operational workflows and systems. We expect this will enable JVC KENWOOD to centrally identify the profits and losses of operating companies as well as of overseas affiliates. In addition, we promoted strengthening of consistent consolidated management by business segment, established a management system over affiliated companies overseas, and revised the accounting rules as necessary.
- All operating companies and their affiliates investigate business operations on their own at the time of regular personnel transfers. They check rules, accounts receivable, inventories, compliance, and such like from the perspective of internal control according to the prescribed format. Then, they submit a report on the investigation to the management audit office.
- External specialists continuously evaluate the effectiveness of the monitoring system.

Management Team

As of October 1, 2011

Directors of the Board



Haruo Kawahara



Hisayoshi Fuwa



Kazuo Shiohata



Shoichiro Eguchi



Kazuhiro Aigami



Hiroshi Kukimoto



Naokazu Kurihara



Koji Kashiwaya



Nobuo Seo

Auditors



Shigeharu Tsuchitani



Hideaki Kato



Noriyuki Shouyama



Akihiko Washida



Koichi Kurosaki

Executive Officers



Satoshi Fujita



Hiroyuki Taki



Masachika Komiyama



Nobuo Ochiai

Directors of the Board

Chairman, Representative Director of the Board,
Chairman of the Board of Directors

Haruo Kawahara

President, Representative Director of the Board

Hisayoshi Fuwa

Representative Director of the Board

Shoichiro Eguchi

Auditors

Auditor

Shigeharu Tsuchitani

Auditor

Hideaki Kato

Executive Officers

Chief Executive Officer (CEO), Chairman of Growth Strategy
Promotion Conference, Chairman of Preventive measures
committee*

Hisayoshi Fuwa

Senior Executive Officer Responsible for Integrated
Management*

Haruo Kawahara

Deputy President & Executive Officer, General Executive of
Strategic Corporate Planning Division, General Executive of
Group Management Office*

Shoichiro Eguchi

* Concurrently serving as assistant to CRO effective November 11, 2011.

Director of the Board

Kazuo Shiohata

Director of the Board

Kazuhiro Aigami

Director of the Board

Hiroshi Kukimoto

Auditor (External)*²

Noriyuki Shouyama

Auditor (External)*²

Akihiko Washida

Senior Executive Vice President & Executive Officer, General
Executive of Strategic Marketing Planning Division*

Kazuhiro Aigami

* Concurrently serving as assistant to CRO effective November 11, 2011.

Chief Financial Officer (CFO), General Executive of Strategic
Finance & Accounting Division, General Manager of Group
Management Operation, Strategic Finance & Accounting
Division

Satoshi Fujita

Chief Technology Officer (CTO), General Executive of Strategic
Research & Development Division*

Hiroshi Kukimoto

Director of the Board

Naokazu Kurihara

Director of the Board (External)*¹

Koji Kashiwaya

Director of the Board (External)*¹

Nobuo Seo

*¹ External Directors specified in Item 15, Article 2 of
the Corporate Law

Auditor (External)*²

Koichi Kurosaki

*² External Auditors specified in Item 16, Article 2 of
the Corporate Law

Chief Risk Officer (CRO), General Executive of Corporate
Administration Division

Hiroyuki Taki

* Designation changed to Assistant to CEO, Responsible for Special
Assignments effective November 11, 2011

Senior Vice President & Executive Officer, General Executive of
Human Resources Management Division

Masachika Komiyama

* Concurrently serving as General Manager, Corporate Administration
effective November 11, 2011.

Senior Vice President & Executive Officer, General Executive of
Global Production & Procurement Division

Nobuo Ochiai

Senior Vice President & Executive Officer*

Naokazu Kurihara

* Concurrently serving as Director of the Board of JVC KENWOOD.

Operating Officers

SOO (Senior Operating Officer), Assistant to CEO, Business Innovation in Europe
Takayoshi Sakamoto

Operating Officers JVC Americas Corp. Director of the Board, Business Innovation in America, Kenwood U.S.A. Corp. Director of the Board
Junji Kobayashi

Operating Officer, General Manager of New Business Incubation Center, Strategic Research & Development Division
General Manager of Software Factory, the same division
Kensuke Kawai

Operating Officer, General Manager of Production Innovation, Global Production and Procurement Division
Tadashi Muromoto

Operating Officer, General Manager of Intellectual Property Operation, Strategic Research & Development Division
Tetsuro Fuse

Operating Officer, General Manager of Domestic Marketing Operation, Strategic Marketing Planning Division
Shinji Kinoshita

Operating Officer, Advisor (Management Audit)
Osamu Hamada

Operating Officer, Advisor (Financial Strategy)
Tomohiro Kushima

Operating Officer, Advisor (Assistant to CEO)
Osamu Ueda

Car Electronics Business Group

COO (Chief Operating Officer) of Car Electronics Business Group*
Shoichiro Eguchi

SOO Assistant to COO of Car Electronics Business Group, General Executive and Chief Engineer of OEM Division
Toshiaki Matsuzawa

Operating Officer of Car Electronics Business Group, General Executive of Technology Development Division
Shigenori Abe

Operating Officer of Car Electronics Business Group, General Executive of Consumer Division
Makoto Inukai

Professional Systems Business Group

COO of Professional Systems Business Group*
Kazuhiro Aigami

SOO Assistant to COO of Professional Systems Business Group, General Executive of Business Solution Division, General Executive and Chief Engineer of Business Solution Division, General Executive of Communications System Division
Toshikatsu Neda

Operating Officer of Professional Systems Business Group, General Executive and Chief Engineer of Communications Equipment Division
Akira Suzuki

Operating Officer of Professional Systems Business Group, Chief Engineer of Business Solutions Division, Chief Engineer of Communication System Division
Kiyoshi Morohashi

Home & Mobile Electronics Business Group

COO of Home & Mobile Electronics Business Group*
Hisayoshi Fuwa

SOO Assistant to COO of Home & Mobile Electronics Business Group (Imaging Business, Projector Business, Overseas Business), General Manager of Projector Division*
Naokazu Kurihara

SOO Assistant to COO of Home & Mobile Electronics Business Group (Home AV Business, AV Communications Business), General Executive of Home AV Division, General Manager of Home Theater Operation, Home AV Division
Masaki Imai

Operating Officer, General Executive of Imaging Products Business Division
Masayuki Suzuki

Entertainment Software Business Group

COO of Entertainment Software Business Group, President of Victor Entertainment, Inc., Representative Director of the Board, Director of Teichiku Entertainment, Inc.

Masaaki Saito
Concurrently serving as assistant to CRO effective November 11, 2011.

* Concurrently serving as Executive Officer of JVC KENWOOD.

Corporate History

JVC KENWOOD Corporation

JVC KENWOOD

2007	Jul.	Victor Company of Japan, Limited (JVC) and Kenwood Corporation (Kenwood) entered into an agreement on a capital and business alliance to cooperate in their car electronics and home audio businesses and integrate their management
	Aug.	JVC increased its capital through a third-party allocation of new shares to Kenwood and multiple investment funds managed by SPARX International (Hong Kong), Ltd.
	Oct.	JVC and Kenwood established the technology development joint venture J&K Technologies Corp. (J&K Technologies)
2008	May	JVC and Kenwood agreed to and signed an agreement to integrate their management through the establishment of a joint holding company (stock transfer)
	Oct.	JVC and Kenwood established the joint holding company JVC KENWOOD Holdings, Inc. (JVC KENWOOD) through a stock transfer (JVC KENWOOD's shares were listed on the First Section of the Tokyo Stock Exchange)
	Oct.	Development and production functions of the car electronics business of JVC and Kenwood were taken over by J&K Technologies through a company split (simplified absorption-type split)
	Dec.	Product planning and marketing functions for Kenwood's home electronics business were taken over by the newly established Kenwood Home Electronics Corporation through a company split (simplified absorption-type split)
2009	Jun.	J&K Technologies renamed J&K Car Electronics Corporation (J&K Car Electronics), making J&K Car Electronics a virtually independent company engaged in the car electronics business
	Jul.	Functions in Japan and abroad, such as planning, technologies, marketing, quality assurance, and production, with the exception of sales, for the home audio business of JVC and Kenwood were integrated into JVC in July
2010	Mar.	Implemented adjustments to earnings results of JVC for the period between the fiscal year ended March 31, 2005 and the second quarter of the fiscal year ended March 31, 2010 (including consolidated financial statements as a consolidated subsidiary of JVC KENWOOD), and to those of JVC KENWOOD for the period from its establishment on October 1, 2008 to the second quarter of the fiscal year ended March 31, 2010
	May	Put in place a medium-term management plan to promote renewed growth
	Dec.	Undertook steps to relocate the Company's head office and realign business divisions to promote Group management integration, enhance operating efficiency and maximize integration effects
2011	Aug.	JVC KENWOOD Holdings, Inc. changed its name to JVC KENWOOD Corporation
	Sep.	Formulation of New Mid-term Business Plan
	Oct.	JVC KENWOOD Corporation completed an absorption-type merger of its three subsidiaries Victor Company of Japan, Limited, Kenwood Corporation, and J&K Car Electronics Corporation

 Victor · JVC

JVC



①A gramophone in 1928



②The world's first VHS home video recorder "HR-3300"



③JVC LSI Enables High-speed Image Processing in HD Camcorders

KENWOOD



④FM Tuners



⑤Land Mobile Radio launched in the U.S.

⑥Basic Land Mobile Radio equipment for emerging markets



Victor Company of Japan, Limited



1927	Victor Talking Machine Company of Japan, Limited, established (Photo①)
1939	Produced Japan's first TV receiver
1956	Developed 45/45 stereo record format
1963	Introduced KV-200, the world's smallest 2-head professional VCR
1976	Introduced HR-3300, the world's first VHS home video recorder (Photo②)
1986	Introduced GR-C7, the world's smallest and lightest VHS-C video camera
1991	Introduced AV-36W1, the first 16:9 TV in the industry
1995	Introduced GR-DV1, the world's first pocket-sized digital video camera
2003	Introduced GR-HD1, high-definition digital video camera Introduced EX-A1, compact component system
2005	JVC co-developed high-quality audio compression technology "net K2" with Victor Entertainment, Inc.
2006	JVC awarded the prestigious IEEE Milestone for the development of VHS video
2007	Introduced Everio GZ-HD7, the world's first full HD hard disk camcorder targeted at consumers
2009	Introduced the JVC global brand throughout Japan Introduced the GD-463D10, full HD 3D LCD Monitor for professional use
2010	JVC LSI Enables High-speed Image Processing in HD Camcorders (Photo③)
2011	Merged into JVC KENWOOD Corporation

Kenwood Corporation



1946	Established Kasuga Radio Co., Ltd. (predecessor of Kenwood Corporation)
1947	Succeeded in manufacturing high-performance radio parts (high-frequency coils)
1957	Began exporting FM tuners for the first time as a Japanese manufacturer (Photo④)
1960	Renamed Trio Electronics, Inc.
1962	Launched the industry's first transistor amplifier
1966	Introduced fully transistorized audio products for the first time in the industry
1978	Entered the commercial wireless radio equipment field in Japan
1980	Entered the car audio field in the U.S.
1983	Entered the Business & Industry sector of commercial wireless radio field in the U.S. (Photo⑤)
1986	Renamed Kenwood Corporation
1991	Developed the radio systems used in F1 world championship races and executed an official supplier contract with Team McLaren
1992	Entered the car navigation system field, launching the industry's first 1DIN-size GPS car navigation system
1997	Supplied Real Focus Sound System for the Forester and 2nd Legacy models of Subaru, establishing a base for the OEM business
2004	Acquired the wireless radio operations of Toyo Communication Equipment Co., Ltd.
2005	Formed a technical and capital alliance with Icom Inc. to jointly research the standardization of technical specifications for digital wireless radio equipment
2007	Converted Zetron, Inc., a U.S. systems-based communication company into a subsidiary Formed a new aftermarket collaboration agreement for AV-integrated navigation systems for the consumer aftermarket with Garmin, the largest PND maker in the U.S.
2008	Launched a voluntary organization jointly to contribute to the development of land mobile radios in the Americas
2009	Launched the Simultaneous Communications System and VoIP Radio Dispatch System
2010	Basic Land Mobile Radio equipment for emerging markets (Photo⑥)
2011	Merged into JVC KENWOOD Corporation

As of October 1, 2011

Global Affiliated Manufacturing Company

Company Name	Location	Main Products
JVC America, Inc.	Tuscaloosa, Alabama, U.S.A.	CDs, DVDs (prerecorded software)
JVC Manufacturing Malaysia Sdn. Bhd.	Selangor, Malaysia	Camcorders, home audio
JVC Manufacturing (Thailand) Co., Ltd.	Pathumthani, Thailand	Professional products
JVC Optical Components (Thailand) Co., Ltd.	Nakhon Ratchasima, Thailand	Electronic components (optical pickups, etc.)
P.T. JVC Electronics Indonesia	Karawang, Indonesia	Car electronics products
Kenwood Electronics Bretagne S.A.	Janze, France	Car electronics
Kenwood Electronics Technologies (S) Pte. Ltd.	Singapore	Communications equipment
Kenwood Electronics Technologies (M) Sdn. Bhd.	Johor, Malaysia	Car electronics, home electronics
Shanghai Kenwood Electronics Co. Ltd.	Shanghai, China	Car electronics, communications equipment, Home electronics

Europe: Affiliated Sales Company

Company Name	Location
JVC Europe Ltd.	The United Kingdom
JVC (U.K.)	The United Kingdom
JVC Professional Europe Ltd.	The United Kingdom
JVC France S.A.S.	France
JVC Deutschland GmbH	Germany
JVC Professional Europe Ltd. Frankfurt Branch	Germany
JVC Italia S.p.A.	Italy
JVC Professional Europe Ltd. Milano Branch	Italy
JVC Espana, S.A.	Spain
JVC Benelux B.V.	Netherlands
JVC Professional Belgium SA / NV	Belgium
JVC International (Europe) GmbH	Austria
JVC Polska Sp. Zo. o.	Poland
OOO "JVC CIS"	Russia
Kenwood Electronics Europe B.V.	Netherlands
Kenwood Electronics Belgium N.V.	Belgium
Kenwood Electronics UK Ltd.	The United Kingdom
Kenwood Electronics Deutschland GmbH	Germany
Kenwood Electronics France S.A.	France
Kenwood Electronics Italia S.p.A.	Italy
Kenwood Iberica, S.A.	Spain
Kenwood Electronics C.I.S. L.L.C.	Russia

Americas: Affiliated Sales Company

Company Name	Location
JVC Americas Corp.	U.S.A.
JVC U.S.A.	U.S.A.
JVC Canada Inc.	Canada
JVC Professional Products Canada Inc.	Canada
JVC Latin America, S.A.	Panama
JVC KENWOOD do Brasil Comércio de Eletrônicos Ltda	Brazil
Kenwood U.S.A. Corporation	U.S.A.
Kenwood U.S.A. Corporation Communications Sector	U.S.A.
Kenwood Electronics Canada Inc.	Canada
Kenwood Electronics Latin America S.A.	Panama

Asia, Oceania, the Middle East, and Africa: Affiliated Sales Company

Company Name	Location
JVC Asia Pte. Ltd.	Singapore
JVC ASIA Pte. Ltd. Sales & Service Division	Singapore
JVC Sales & Service (Malaysia) Sdn. Bhd.	Malaysia
JVC Sales & Service (Thailand) Co., Ltd.	Thailand
JVC (Philippines), Inc.	Philippines
JVC Vietnam Ltd.	Vietnam
JVC Taiwan Corp.	Taiwan
JVC Gulf FZE	UAE
Kenwood Electronics Singapore Pte Ltd.	Singapore
Kenwood Electronics Australia Pty. Ltd.	Australia
Kenwood Electronics (Malaysia) Sdn. Bhd.	Malaysia
Kenwood Electronics (Thailand) Co., Ltd.	Thailand
Kenwood Electronics Gulf Fze	UAE

China: Affiliated Sales Company

Company Name	Location
JVC (China) Investment Co., Ltd.	China
Kenwood Electronics (Hong Kong) Ltd.	China
Kenwood Electronics Trading (Shanghai) Co. Ltd.	China

Other Main Global Affiliated Company

Company Name	Location
JVC Logistics Europe N.V.	Belgium
JVC Technical Services Europe GmbH	Germany
JVC Technology Centre Europe GmbH	Germany
JVC Finance of America	U.S.A.
JVC Marketing India Private Limited	India
Beijing JVC AV Equipment Co., Ltd.	China
JVC (Beijing) Research & Development Center, Ltd.	China
JVC Purchasing Center (H.K.), Ltd.	China
JVC Electronics Singapore Pte. Ltd.	Singapore
Zetron, Inc.	U.S.A.

As of October 1, 2011

R&D Center • Business Center

Name	Location	Main R&D Products
Head Office & Yokohama Business Center	Yokohama, Kanagawa	Video cameras, displays
Yokosuka R&D Center	Yokosuka, Kanagawa	Video cameras, displays, projectors
Hachioji Business Center	Hachioji, Tokyo	Car Electronics, home audio
Hakusan Business Center	Yokohama, Kanagawa	Communications

Main Japanese Manufacturing Sites and Affiliated Manufacturing Company

Name	Location	Main Products
Yokosuka Business Center	Yokosuka, Kanagawa	Projectors, D-ILA devices, equipment for business use related to audio and video
Victor Creative Media Co., Ltd.	Yamato, Kanagawa	CD and DVD discs (prerecorded)
Victor Interior Furniture Co., Ltd.	Fukuroi, Shizuoka	Home furniture
J&K Optical Components Corporation	Yokohama, Kanagawa	Electronic components (optical pickups)
Kenwood Yamagata Corporation	Tsuruoka, Yamagata	Communications, home electronics
Kenwood Nagano Corporation	Ina, Nagano	Car electronics, optical discs
Kenwood Devices Corporation	Yokohama, Kanagawa	Components

Main Japanese Consolidated Affiliated Company

Name	Location	Business
J&K Business Solutions Co., Ltd.	Yokohama, Kanagawa	Development, manufacturing, and sales of equipment for business use related to audio, video and communication
Victor Arcs Co., Ltd.	Minato-ku, Tokyo	Sales of professional audio and visual equipment
Video Tech Co., Ltd.	Shibuya-ku, Tokyo	Production, editing and sales of visual media
Victor Entertainment, Inc.	Shibuya-ku, Tokyo	Planning, production, and sales of audio and video software, etc.
Teichiku Entertainment, Inc.	Shibuya-ku, Tokyo	Planning, production, and sales of audio and video software, etc.
Flyingdog Inc.	Shibuya-ku, Tokyo	Planning and production of animation audio and animation video software, etc.
JVC Networks, Inc.	Shibuya-ku, Tokyo	Network delivery, and planning, production, and management of sales promotion tool
Victor Music Arts, Inc.	Shibuya-ku, Tokyo	Music copyright management and artist management
Victor Service & Engineering Co., Ltd.	Yokohama, Kanagawa	Repair of electric equipment
Victor Logistics Real Estate Company, Limited	Yokohama, Kanagawa	Management of real estate
Victor Techno Brain Co., Ltd.	Yokosuka, Kanagawa	Dispatch of engineers, undertaking of engineering-related work, and other operations
Kenwood Kenex Corporation	Meguro-ku, Tokyo	Sales and other operations relating to audio and communications equipment
Kenwood Geobit Corporation	Shibuya-ku, Tokyo	Sales agency of mobile phones; Operations and other support for Softbank shops
Kenwood Home Electronics Corporation	Yokohama, Kanagawa	Sales of home electronics products, etc.
Kenwood Service (Japan) Corporation	Yokosuka, Kanagawa	After-sales services and other operations relating to audio, communications and other equipment
Kenwood Design Corporation	Meguro-ku, Tokyo	Planning and production of industrial designs for audio, communications and other equipment
Kenwood Engineering Corporation	Hachioji, Tokyo	Dispatch of engineers, undertaking of engineering-related work, and other operations
J&K Partners Corporation	Yokohama, Kanagawa	Undertaking of welfare program, general, personnel, accounting and other affairs



JVCKENWOOD

JVC KENWOOD

JVC KENWOOD Corporation

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