Contents

KENWOOD Corporate vision/Financial highlights	03
To our stakeholders	04
Outline of Kenwood	06
Three core businesses	08
Kenwood posted a record net income mainly by concentrating resources on core businesses through a sweeping restructuring—Fiscal year through March 2003	10
Kenwood achieved a V-shaped recovery, while eliminating the past "negative legacies"—Fiscal year through March 2004	12
Kenwood will promote its strategy for a full-scale growth as preparation for a new leap forward—Fiscal year through March 2005	16
Implementation status of corporate governance	20
Financial Sections	21
Financial Review	22
Consolidated Balance Sheets	24
Consolidated Statements of Operations	26
Consolidated Statements of Shareholders' Equity (Capital Deficiency)	27
Consolidated Statements of Cash Flows	28
Notes to the Consolidated Financial Statements	29
Independent Auditors' Report	40
Corporate Data	41
The Kenwood Group	42

Note regarding forward-looking statements

Certain information in this Annual Report, such as Kenwood business plans, strategies and predictions, contains forward-looking statements that may prove to be incorrect. Although any statements that express or involve management judgement are based on currently-available information, they involve known and unknown risks, uncertainties and other factors that may cause the actual results to materially differ from those considered by the forward-looking statements. Potential risks, uncertainties and other factors include, but not limited to: overall economic climate and consumer spending in Japan as well as other major countries; demand for Kenwood's products and pressure of falling prices due to fierce competition; corporate ability to continue to develop products and cutting-edge technologies that appeal to consumers in a highly competitive market; and currency exchange rates (especially between the Japanese yen and the U.S. dollar, as well as other key currencies in which Kenwood carries out a large portion of its business transactions).

