## 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 <br> on core businesses through a sweeping restructuring - Fiscal year <br> through March 2003 | 10 |
| Kenwood achieved a V-shaped recovery, while eliminating the past | 12 |
| "negative legacies" - Fiscal year through March 2004 |  |
| Kenwood will promote its strategy for a full-scale growth as preparation <br> 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 currentlyavailable 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).

