

Profile

Clarion Co., Ltd. will celebrate the 70th anniversary of its founding in 1940 in December 2010. From the beginning, the environment surrounding Clarion has witnessed many dramatic changes, including the advent of AM radios, digital broadcasting, car navigation systems, electric vehicles and communication networks. Evolving with the times, Clarion has striven to improve society by seeking to develop the relationship between sound, information, and human interaction, and by creating products to meet those needs.

While further accelerating such efforts, Clarion is gearing up for proactively tackling challenges in such areas as energy conservation, recycling and the realization of a low-carbon society, which have become universal environmental themes in recent years.

The link between sound and information communication in the mobile environment of the car will evolve into new domains based on our unique ideas and advanced technologies. Through this, we will provide safety, security, comfort and excitement to our customers all over the world.

We at Clarion shall remain at the forefront of the industry, to precisely understand market needs and achieve long-term growth.



Forward-Looking Statements

The figures contained in this annual report with respect to Clarion's plans and strategies and other statements that are not historical facts are forward-looking statements about the future performance of Clarion. Such statements are based on management's assumptions and beliefs in light of the information currently available to it and involve risks and uncertainties. Actual results may differ from those in the forward-looking statements as a result of various factors. Potential risks and uncertainties include, without limitation, general economic conditions in Clarion's market.

Financial Highlights

Financial Highlights

Clarion Co., Ltd. and its Consolidated Subsidiaries
Years ended March 31

	Millions of Yen		Thousands of U.S. Dollars
	2010	2009	2010
For the Year:			
Net sales	¥174,762	¥181,554	\$1,878,355
Operating income (loss)	624	(12,449)	6,711
Net income (loss)	549	(19,987)	5,903
At Year-end:			
Total assets	112,714	117,641	1,211,459
Total net assets	9,312	9,135	100,089
Interest-bearing borrowings	46,862	54,160	503,678
	Yen		U.S. Dollars
	2010	2009	2010
Per Share:			
Net income (loss)	¥1.95	¥(70.85)	\$0.02
Cash dividends	—	—	—

Note: U.S. dollar amounts have been translated from yen, for convenience only, at the rate of US\$1 = ¥93.04, the approximate exchange rate on March 31, 2010.

C O N T E N T S

Profile	
Financial Highlights.....	01
Message from the President.....	02
Financial Review.....	06
Corporate Data.....	09