## DATA FILE 2005

KAWASAKI HEAVY INDUSTRIES, LTD.
Code No. (7012)

## HISTORY

Kawasaki Heavy Industries, Ltd. (KHI) traces its origins to an industrial shipyard in Tsukiji, Tokyo, established by Shozo Kawasaki in 1878. In 1896, KHI was incorporated under the laws of Japan as Kawasaki Dockyard Co., Ltd. The Company later expanded its business to include the manufacture of rolling stock, steel, steel structures, industrial machinery, automobiles and aircraft. KHI also engaged in the shipping business through the company known as Kawasaki Kisen Kaisha, Ltd., which later became an independent company. In 1939, KHI adopted its present name, Kawasaki Heavy Industries, Ltd.

In 1950, KHI's steel manufacturing division was divested and Kawasaki Steel Corporation was formed. In 1969, Kawasaki Aircraft Co., Ltd. and Kawasaki Rolling Stock Mfg. Co., Ltd., former divisions which had been divested, were merged back into KHI, forming an integrated heavy industry enterprise.

KHI established a subsidiary in the United States to sell its motorcycles in 1966. In 1975, through its local subsidiary, KHI began to produce motorcycles in the United States ahead of any other Japanese producer of any type of motor vehicle. Subsequently, through its U.S. subsidiaries, KHI began to manufacture rolling stock in New York in 1986, wheel loaders in Georgia in 1987, and small gasoline engines in Missouri in 1989. In 1993, KHI established a local subsidiary to acquire a hydraulic machinery manufacturing business in Plymouth, U.K., its first production facility in Europe. In 2001, KHI built a new rolling stock plant in Lincoln, Nebraska, where we already have a motorcycle plant. The new plant started full-scale operation in April 2002.

KHI also reorganised several industry segments of the Group to improve profitability, including spinning off the shipbuilding, hydraulics, plant engineering businesses. In 2002,Kasawaki Shipbuilding Corporation and Kawasaki Precision Machinery, Ltd., in 2005, Kawasaki Plant Systems, Ltd. was established as wholly owned subsidiaries.

KHI has been seeking to expand its activities in Asia. KHI has joint ventures in Malaysia, Thailand, the Philippines and Indonesia to manufacture motorcycles as well as a shipbuilding joint venture in China and other production and/or sales facilities in Brazil, the Philippines and Korea.

## CONTENTS

FINANCIAL HIGHLIGHTS ..... 1
KEY INDICATORS ..... 2
SEGMENT INFORMATION ..... 4
OVERSEAS SALES ..... 5
OPERATIONS BY SEGMENT
SHIPBUILDING ..... 6
ROLLING STOCK ..... 8
AEROSPACE ..... 10
GAS TURBINES \& MACHINERY ..... 13
PLANT \& INFRASTRUCTURE ENGINEERING ..... 16
CONSUMER PRODUCTS \& MACHINERY ..... 19
CONDENSED BALANCE SHEETS ..... 22
CONDENSED STATEMENTS OF INCOME ..... 23
STOCK INFORMATION ..... 24

## FINANCIAL HIGHLIGHTS

Kawasaki Heavy Industries, Ltd. and consolidated subsidiaries
Years ended March 31

|  | Millions of yen |  |  |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | :---: | :---: | :---: | :---: | :---: |
|  | 2001 |  |  |  |  |  | 2002 | 2003 | 2004 | 2005 |
| For the year: |  |  |  |  |  |  |  |  |  |  |
| Net sales | $(10,320)$ | $\neq 1,144,534$ | $¥ 1,239,598$ | $¥ 1,160,252$ | $¥ 1,241,592$ |  |  |  |  |  |
| Net income (loss) | $(7.4)$ | 4.5 | 13,022 | 6,333 | 11,479 |  |  |  |  |  |
| Net income (loss) per share (yen) | $(6.1 \%)$ | $3.8 \%$ | 7.3 | 4.4 | 7.9 |  |  |  |  |  |
| Return on average shareholders' equity (\%) | - | - | 2.0 | $3.5 \%$ | $5.9 \%$ |  |  |  |  |  |
| Cash dividends per share (yen) |  |  |  | 2.0 | 2.5 |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
| At year end: | $1,247,472$ | $1,255,075$ | $1,149,161$ | $1,156,904$ | $1,194,473$ |  |  |  |  |  |
| Total assets | 148,577 | 150,114 | 137,771 | 121,941 | 138,523 |  |  |  |  |  |
| Working capital | $120.2 \%$ | $119.9 \%$ | $120.0 \%$ | $118.0 \%$ | $119.8 \%$ |  |  |  |  |  |
| Current ratio (\%) | 164,081 | 167,731 | 174,585 | 190,175 | 201,465 |  |  |  |  |  |
| Total shareholders' equity |  |  |  |  |  |  |  |  |  |  |

Net Sales


Total Assets
As of March 31 (Billion $¥$ )


Total Shareholders' Equity


## KEY INDICATORS

Ratio of Operating Income to Sales Return on Sales

Years ended March 31


|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Operating Income to Sales -■- |  |  |  |  |  |
|  | 0.42 | 2.74 | 2.46 | 1.92 | 1.99 |
| ROS -- | $(0.97)$ | 0.55 | 1.05 | 0.55 | 0.92 |

Operating Income to Sales: Operating Income/Net Sales. ROS: Net Income/Net Sales.

Return on Shareholders' Equity Return on Assets

Years ended March 31


|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| :--- | :---: | :---: | :---: | :---: | :---: |
| ROE - - | $(6.1)$ | 3.8 | 7.6 | 3.5 | 5.9 |
| ROA - | $(0.8)$ | 0.5 | 1.1 | 0.5 | 1.0 |
| ROE. Net |  |  |  |  |  |

ROE: Net Income/Average Shareholders' Equity.
ROA: Net Income/Average Total Assets.

Earnings per Share
Cash Flow per Share
Years ended March 31


|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| EPS | $(7.4)$ | 4.5 | 9.3 | 4.4 | 7.9 |
| CFPS | 16.5 | 27.5 | 32.1 | 27.0 | 29.8 |

Earnings per Share: Net Income/Average Number of
Shares Outstanding.
Cash Flow per Share: (Net Income + Depreciation)
/Average Number of Shares
Outstanding.

Book Value per Share
As of March 31


| 2001 | 2002 | 2003 | 2004 | 2005 |
| ---: | :---: | :---: | :---: | :---: |
| 118.0 | 120.6 | 125.6 | 131.8 | 139.7 |

Book Value per Share: Total Shareholders' Equity/
Number of Shares Outstanding.

Net Sales per Employee


| 2001 | 2002 | 2003 | 2004 | 2005 |
| ---: | ---: | ---: | ---: | ---: |
| 36.37 | 39.55 | 43.28 | 39.59 | 43.29 |

Net Sales per Employee: Net Sales/Number of Employees.

## Interest Coverage

Years ended March 31


| 2001 | 2002 | 2003 | 2004 | 2005 |
| ---: | ---: | ---: | ---: | ---: |
| 0.70 | 2.97 | 3.42 | 3.54 | 4.44 |

Interest Coverage: (Operating Income + Interest and Dividend Income)/Interest Expense.

## Asset Turnover

Years ended March 31


| 2001 | 2002 | 2003 | 2004 | 2005 |
| ---: | ---: | ---: | ---: | ---: |
| 0.86 | 0.91 | 1.03 | 1.01 | 1.06 |

[^0]
## Debt to Equity Ratio

Years ended March 31


| 2001 | 2002 | 2003 | 2004 | 2005 |
| ---: | ---: | ---: | ---: | ---: |
| 257 | 238 | 210 | 187 | 154 |

Debt to Equity Ratio: (Interest Bearing Debt-
Cash on Hand and in Banks)
/Total Shareholders' Equity.

## SEGMENT INFORMATION



| Net Sales |  |  | (Billion $¥$ ) |
| :--- | :---: | ---: | ---: |
|  | 2003 | 2004 | 2005 |
| Shipbuilding | 105.5 | 94.9 | 87.1 |
| Rolling Stock | 164.8 | 120.6 | 171.7 |
| Aerospace | 154.8 | 173.8 | 188.3 |
| Gas Turbines \& Machinery | 150.8 | 136.5 | 141.4 |
| Plant \& Infrastructure Engineering | 219.1 | 191.4 | 191.0 |
| Consumer Products \& Machinery | 318.0 | 318.3 | 338.5 |
| Other | 126.6 | 124.7 | 123.7 |
| Total | $1,239.6$ | $1,160.3$ | $1,241.6$ |


| Operating Income (Loss) |  |  | (Billion $¥$ ) |
| :--- | :---: | :---: | :---: |
|  | 2003 | 2004 | 2005 |
| Shipbuilding | 1.4 | $(2.4)$ | 1.0 |
| Rolling Stock | 5.5 | 4.3 | 7.8 |
| Aerospace | 6.1 | 4.2 | 6.1 |
| Gas Turbines \& Machinery | 5.3 | 4.5 | 2.7 |
| Plant \& Infrastructure Engineering | $(4.2)$ | 1.2 | $(14.5)$ |
| Consumer Products \& Machinery | 13.4 | 7.3 | 16.7 |
| Other \& Eliminations | 3.1 | 3.0 | 5.0 |
| Net Operating Income | 30.5 | 22.3 | 24.7 |

Ratio of Operating Income to Sales

|  | 2003 | 2004 | 2005 |
| :--- | ---: | ---: | ---: |
| Shipbuilding | $1.3 \%$ | $(2.5 \%$ | $1.1 \%$ |
| Rolling Stock | $3.3 \%$ | $3.6 \%$ | $4.5 \%$ |
| Aerospace | $3.9 \%$ | $2.4 \%$ | $3.2 \%$ |
| Gas Turbines \& Machinery | $3.5 \%$ | $3.3 \%$ | $1.9 \%$ |
| Plant \& Infrastructure Engineering | $(1.9 \%)$ | $0.6 \%$ | $(7.6 \%)$ |
| Consumer Products \& Machinery | $4.2 \%$ | $2.3 \%$ | $4.9 \%$ |
| Other | $2.4 \%$ | $2.4 \%$ | $4.0 \%$ |
| Total | $2.5 \%$ | $1.9 \%$ | $2.0 \%$ |

[^1]Years ended March 31
(Billion $¥$ )

(Billion $¥$ )

|  | Orders Received |  |  |
| :--- | :---: | :---: | :---: |
|  | 2003 | 2004 | 2005 |
| Shipbuilding | 110.9 | 123.8 | 155.8 |
| Rolling Stock | 176.7 | 153.4 | 178.4 |
| Aerospace | 163.0 | 216.2 | 214.7 |
| Gas Turbines \& Machinery | 133.0 | 130.0 | 162.7 |
| Plant \& Infrastructure Engineering | 208.3 | 156.1 | 126.4 |
| Consumer Products \& Machinery | 318.0 | 318.3 | 338.5 |
| Other | 117.5 | 128.9 | 125.4 |
| Total | $1,227.4$ | $\mathbf{1 , 2 2 6 . 7}$ | $1,301.8$ |


| Order Backlog |  |  |
| ---: | ---: | ---: |
| 2003 | 2004 | 2005 |
| 173.3 | 193.7 | 263.7 |
| 273.6 | 294.0 | 300.8 |
| 208.4 | 260.3 | 287.4 |
| 160.9 | 140.3 | 163.4 |
| 327.9 | 273.8 | 210.2 |
| 0.0 | 0.0 | 0.0 |
| 31.5 | 27.2 | 28.8 |
| $1,175.6$ | $1,189.4$ | $1,254.4$ |

Note: On April 1, 2003, the Company modified its industry segmentation by transferring the Group' s hydraulic equipment business from the gas turbines and machinery industry segment to the other industry segment. The prior year amounts have been reclassified to conform to the 2004 presentation.

## OVERSEAS SALES

Years ended March 31


|  | 2005 |  |
| :--- | :--- | ---: |
|  | Million $¥$ | $\%$ against <br> net sales |
| North America | 236,847 | $19.1 \%$ |
| Europe | 100,362 | $8.1 \%$ |
| Asia | 171,461 | $13.8 \%$ |
| Other Areas | 105,274 | $8.5 \%$ |
| Total Overseas Sales | 613,944 | $49.4 \%$ |
|  |  |  |
| Domestic Sales | 627,648 | $50.6 \%$ |
| Net Sales | $1,241,592$ | $100.0 \%$ |

## Shipbuilding


(Years ended March 31)
-Parent (until 1st half of 2003) and Kawasaki Shipbuilding Corporation (from 2nd half of 2003) -

| -Parent (until 1st half of 2003) and Kawasaki Shipbuilding Corporation (from 2nd half of 2003) - |  | (Million $¥$ ) |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| Sales | 75,981 | 89,995 | 101,748 | 92,043 | 83,654 |
| Newly Constructed Ships | 60,404 | 76,502 | 90,649 | 77,507 | 74,241 |
| Exports | 45,944 | 62,278 | 66,135 | 56,448 | 50,617 |
| Orders Received | 114,957 | 103,655 | 107,201 | 121,766 | 151,800 |
| Order Backlog | 176,492 | 193,812 | 173,081 | 194,388 | 263,504 |

Note: Shipbuilding business in "Kawasaki Heavy Industries, Ltd. (KHI)" was partitioned off on 1st Oct. 2002
as a wholly owned subsidiary, i.e., "Kawasaki Shipbuilding Corporation (Kawasaki SC)".
Therefore the each figure in the column of 2003 represents a total of the figures which the shipbuilding business in KHI before the partition and Kawasaki SC accomplished respectively.


Newly Constructed Ships World Market Volume


|  |  |  | (Thousand GT) |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2000 | 2001 | 2002 | 2003 | 2004 |
| Japan | 12,020 | 12,024 | 11,957 | 12,688 | 14,027 |
| Korea | 12,228 | 11,608 | 12,967 | 13,683 | 14,603 |
| AWES a) | 3,402 | 3,435 | 3,414 | 3,258 | 2,591 |
| China | 1,647 | 1,827 | 2,207 | 3,763 | 3,952 |
| Others | 2,400 | 2,398 | 2,839 | 2,738 | 2,372 |
| World Market Volume | 31,696 | 31,292 | 33,383 | 36,131 | 37,546 |

Notes: 1. Figures are on a ships volume completed (tonnage) basis for vessels of 100 GT and above.
2. a) The Association of West European Shipbuilders.

Source: Lloyd's Register "World Fleet Statistics 2004"
Newly Constructed Ships Domestic Share
(Years ended December 31)


Notes: 1. Figures are on a ships volume completed (tonnage) basis.

> 2. a) Mitsubishi Heavy Industries.
> b) Ishikawajima-Harima Heavy Industries.
> c) Mitsui Engineering \& Shipbuilding.

Source: The Shipbuilders' Association of Japan

## Rolling Stock



Japanese Rolling Stock Production by Demand Sector
(Years ended March 31)


Major Rolling Stock Suppliers
to the Japan Railway Group
(Years ended March 31)


## Major Rolling Stock Suppliers

 to Domestic Railways except JR Group(Years ended March 31)


|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| $\square \mathrm{KHI}$ | $32 \%$ | $9 \%$ | $32 \%$ | $18 \%$ | $20 \%$ |
| $\square$ Nippon Sharyo | $9 \%$ | $26 \%$ | $18 \%$ | $28 \%$ | $21 \%$ |
| Hitachi | $10 \%$ | $11 \%$ | $9 \%$ | $15 \%$ | $29 \%$ |
| $\quad$ Kinki Sharyo | $13 \%$ | $4 \%$ | $5 \%$ | $7 \%$ | $6 \%$ |
| $\square$ Tokyu Car | $19 \%$ | $28 \%$ | $28 \%$ | $25 \%$ | $19 \%$ |
| Others | $17 \%$ | $22 \%$ | $8 \%$ | $7 \%$ | $5 \%$ |
| Total | $100 \%$ | $100 \%$ | $100 \%$ | $100 \%$ | $100 \%$ |

[^2]
## Aerospace



Japan's Defense Budget (Initial Budget Base)


Source: Japan Defense Agency.

Major Suppliers to the Japan Defense Agency
(Years ended March 31)

|  | 2000 |  |
| :--- | :---: | ---: |
|  | Billion $¥$ | \% Share |
| 1. MHI a) | 279.7 | 22.1 |
| 2. KHI | 132.2 | 10.5 |
| 3. Mitsubishi |  |  |
| $\quad$ Electric | 112.1 | 8.9 |
| 4. Toshiba | 53.8 | 4.3 |
| 5. IHI b) | 53.6 | 4.2 |


|  | 2001 |  |  |  |
| :--- | ---: | ---: | :---: | :---: |
|  | Billion $¥$ | \% Share |  |  |
| 1. MHI | 307.4 | 24.4 |  |  |
| 2. Mitsubishi | 120.8 | 9.6 |  |  |
| Electric |  |  |  |  |
| 3. KHI | 98.7 | 7.8 |  |  |
| 4. IHI | 54.0 | 4.3 |  |  |
| 5. NEC | 46.5 | 3.7 |  |  |


|  | 2002 |  |
| :--- | ---: | ---: |
|  | Billion $¥$ | \% Share |
| 1. MHI | 275.5 | 21.7 |
| 2. KHI | 121.3 | 9.6 |
| 3. Mitsubishi | 101.0 | 8.0 |
| Electric |  |  |
| 4. NEC | 57.2 | 4.5 |
| 5. IHI | 54.5 | 4.3 |


|  | 2003 |  |
| :--- | ---: | ---: |
|  | Billion $¥$ | \% Share |
|  | 347.9 | 27.2 |
| 1. MHI | 110.2 | 8.6 |
| 2. KHI | 73.5 | 5.7 |
| 3. Mitsubishi |  |  |
| Electric |  |  |
| 4. IHI | 52.7 | 4.1 |
| 5. Toshiba | 49.8 | 3.9 |


|  | 2004 |  |
| :--- | ---: | ---: |
|  | Billion $¥$ | \% Share |
|  | 281.7 | 22.1 |
| 1. MHI | 158.8 | 12.5 |
| 2. KHI | 94.9 | 7.5 |
| 3. Mitsubishi |  |  |
| $\quad$ Electric |  |  |
| 4. IHI | 56.3 | 4.4 |
| 5. Toshiba | 38.9 | 3.1 |


|  | 2005 |  |
| :--- | :---: | ---: |
|  | Billion $¥$ | \% Share |
|  | 270.6 | 20.7 |
| 1. MHI | 142.9 | 10.9 |
| 2. KHI | 103.2 | 7.9 |
| 3. Mitsubishi |  |  |
| $\quad$ Electric |  |  |
| 4. NEC | 90.6 | 6.9 |
| 5. IHI | 49.3 | 3.8 |

[^3]

|  |  |  |  |  | (Million $¥$ ) |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2000 | 2001 | 2002 | 2003 | 2004 |
| Japan Defense Agency | 626,347 | 581,344 | 617,027 | 596,205 | 582,941 |
| Other customers | 368,216 | 449,261 | 394,031 | 369,822 | 360,041 |
| Total | 994,563 | $1,030,605$ | $1,011,058$ | 966,027 | 942,982 |

Source: The Society of Japanese Aerospace Companies

Helicopters Domestic Share for Civilian Use (2004)
(Year ended March 31)

|  | KHI Eurocopter (France/Germany) Bell (USA) Agusta (Italy) Sikorsky (USA) Others |
| :---: | :---: |
| KHI | 17.9\% |
| Eurocopter (France/Germany) | 39.0\% |
| Bell (USA) | 28.5\% |
| Agusta (Italy) | 2.8\% |
| Sikorsky (USA) | 6.3\% |
| Others | 5.5\% |
|  | 100.0\% |

Note: Figures are calculated on the basis of the enrollment number of double-turbine helicopters.
Source: Japan Civil Aviation Promotion Foundation

## Gas Turbines \& Machinery



Note: On April 1, 2003, the Company modified its industry segmentation by transferring the Group' s hydraulic equipment business from the gas turbines and machinery industry segment to the other industry segment. The prior year amounts have been reclassified to conform to the 2004 presentation.

Diesel Engines Domestic Production


|  |  |  | (Thousand PS) |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2000 | 2001 | 2002 | 2003 | 2004 |
| KHI | 673 | 853 | 729 | 510 | 531 |
| MES a) | 1,492 | 2,205 | 2,475 | 2,546 | 2,938 |
| MHI b) | 238 | 442 | 795 | 784 | 848 |
| Diesel United | 745 | 827 | 1,153 | 878 | 665 |
| Hitachi Zosen | 438 | 658 | 624 | 549 | 941 |
| Others | 1,316 | 1,205 | 1,193 | 1,339 | 1,641 |
| Total | 4,902 | 6,190 | 6,969 | 6,606 | 7,564 |

Notes: 1. Figures are shown on the basis of horse power (PS).
2. a) Mitsui Engineering \& Shipbuilding.
b) Mitsubishi Heavy Industries.

Source: KP Data.

Diesel Engines Domestic Share
(Years ended December 31)

| (Years ended December 31) |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2000 | 2001 | 2002 | 2003 | 2004 |
| KHI | $13.7 \%$ | $13.8 \%$ | $10.5 \%$ | $7.7 \%$ | $7.0 \%$ |
| MES | $30.4 \%$ | $35.6 \%$ | $35.5 \%$ | $38.5 \%$ | $38.8 \%$ |
| MHI | $4.9 \%$ | $7.1 \%$ | $11.4 \%$ | $11.9 \%$ | $11.2 \%$ |
| Diesel United | $15.2 \%$ | $13.4 \%$ | $16.5 \%$ | $13.3 \%$ | $8.8 \%$ |
| Hitachi Zosen | $8.9 \%$ | $10.6 \%$ | $9.0 \%$ | $8.3 \%$ | $12.4 \%$ |
| Others | $26.9 \%$ | $19.5 \%$ | $17.1 \%$ | $20.3 \%$ | $21.8 \%$ |

Note: Figures are shown on the basis of horse power (PS).
Source: KP Data.

Gas Turbine Generator Sales
-Parent Only-


Gas Turbine Generators Domestic Share


|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| KHI | $60.2 \%$ | $56.9 \%$ | $63.2 \%$ | $68.6 \%$ | $65.6 \%$ |
| Yanmar Diesel | $17.7 \%$ | $23.0 \%$ | $18.2 \%$ | $15.1 \%$ | $13.2 \%$ |
| Niigata Engineering | $13.3 \%$ | $11.7 \%$ | $10.1 \%$ | $10.1 \%$ | $15.6 \%$ |
| Daihatsu Diesel | $3.8 \%$ | $2.6 \%$ | $2.9 \%$ | $2.9 \%$ | $3.3 \%$ |
| MHI a) | $1.7 \%$ | $3.2 \%$ | $4.9 \%$ | $1.4 \%$ | $2.3 \%$ |
| Others | $3.3 \%$ | $2.6 \%$ | $0.7 \%$ | $1.9 \%$ | $0.0 \%$ |
| Total | $100.0 \%$ | $100.0 \%$ | $100.0 \%$ | $100.0 \%$ | $100.0 \%$ |

Notes: 1. Figures represent sales for medium- and small-sized gas turbine generators (up to 2,000kW). 2. a) Mitsubishi Heavy Industries.

Source: Denki Nichinichi Shimbun, "Ranking Series".

## Plant \& Infrastructure Engineering

| (Years ended March 31)-Consolidated Basis- |
| :--- |
| Sales |
| Orders Received |
| Order Backlog |

Refuse Incineration Plants Domestic Market Volume


|  |  |  | (Tonnes per day) |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| KHI | 1,460 | 43 | 531 | 0 | 540 |
| Hitachi Zosen | 815 | 312 | 600 | 1,135 | 815 |
| JFE a) | 1,040 | 62 | 450 | 383 | 333 |
| MHI b) | 1,061 | 0 | 530 | 240 | 0 |
| Takuma | 897 | 126 | 0 | 640 | 150 |
| IHI c) | 370 | 80 | 0 | 84 | 0 |
| Ebara | 759 | 232 | 100 | 330 | 180 |
| Nippon Steel | 665 | 90 | 0 | 1,118 | 530 |
| Kubota | 406 | 480 | 0 | 84 | 0 |
| Others | 4,146 | 1,888 | 1,300 | 215 | 776 |
| Total Market Volume | 11,619 | 3,313 | 3,511 | 4,229 | 3,324 |

Notes: 1. Figures represent tonnes of processing capacity per day for ordered units.
2. a) JFE Engineering Corporation. (Until 2003, "NKK")
b) Mitsubishi Heavy Industries. c) Ishikawajima-Harima Heavy Industries.

Source: Kankyo Sangyo Shimbunsha.
Refuse Incineration Plants Domestic Share
(Years ended March 31)

|  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| KHI | $12.6 \%$ | $1.3 \%$ | $15.1 \%$ | $0.0 \%$ | $16.2 \%$ |
| Hitachi Zosen | $7.0 \%$ | $9.4 \%$ | $17.1 \%$ | $26.8 \%$ | $24.5 \%$ |
| JFE | $9.0 \%$ | $1.9 \%$ | $12.8 \%$ | $9.1 \%$ | $10.0 \%$ |
| MHI | $9.1 \%$ | $0.0 \%$ | $15.1 \%$ | $5.7 \%$ | $0.0 \%$ |
| Takuma | $7.7 \%$ | $3.8 \%$ | $0.0 \%$ | $15.1 \%$ | $4.5 \%$ |
| IHI | $3.2 \%$ | $2.4 \%$ | $0.0 \%$ | $2.0 \%$ | $0.0 \%$ |
| Ebara | $6.5 \%$ | $7.0 \%$ | $2.8 \%$ | $7.8 \%$ | $5.4 \%$ |
| Nippon Steel | $5.7 \%$ | $2.7 \%$ | $0.0 \%$ | $26.4 \%$ | $15.9 \%$ |
| Kubota | $3.5 \%$ | $14.5 \%$ | $0.0 \%$ | $2.0 \%$ | $0.0 \%$ |
| Others | $35.7 \%$ | $57.0 \%$ | $37.1 \%$ | $5.1 \%$ | $23.5 \%$ |

Note: Figures are calculated on the basis of tonnes of processing capacity per day for ordered units. Source: Kankyo Sangyo Shimbunsha.

Shield Machines and Tunnel Boring Machines

- Large-Diameter Model

Domestic Share (2001-2005 Total)
(Years ended March 31)


Notes: 1. Segments $A, B$ and $C$ represent the shares of the three other major companies in this market.
2. Figures are shown on a sales amount
basis.
Source: Company's estimates.

Shield Machines and Tunnel Boring Machines
Domestic Share (2005)


Notes: 1. Segments $A, B, C$ and $D$ represent the shares of the four other major companies in this market.
2. Figures are shown on a sales amount basis.
Source: Company's estimates.

Steel Bridges Domestic Share (2005)
(Year ended March 31)


Notes: 1. Figures are shown on the basis of steel volume to be used for the contracts.
2. Segments $A, B, C$ and $D$ represent the shares of the four other major companies in this market.

Source: Company's estimates.

## Consumer Products \& Machinery

| (Years ended March 31)-Consolidated Basis- |  |  |  | (Million $¥$ ) |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| Sales | 275,903 | 281,207 | 318,025 | 318,325 | 338,450 |

(Years ended March 31) (Million $¥$ )


| (Years ended March 31)-Parent Only- |  |  |  | (Million $¥$ ) |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| Sales | 213,080 | 202,074 | 224,731 | 220,883 | 235,983 |
| Exports | 179,495 | 170,559 | 193,311 | 184,451 | 202,405 |

(Years ended March 31)
(Million $¥$ )


Composites of Consumer Product Sales
-Parent Only-
(Years ended March 31)


ATVs: All-Terrain Vehicles U/Vs: Utility Vehicles

## Industrial Robot Sales

-Parent Only-


Domestic/Export Sales by Product
-Parent Only-
(Year ended March 31, 2005)


Automobile Transmissions


Motorcycle Sales
-Parent Only-


|  |  |  |  | (Million $¥$ ) |  |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| Domestic Sales | 10,063 | 11,486 | 13,109 | 16,774 | 12,630 |
| Export Sales | 115,176 | 102,368 | 115,569 | 113,058 | 120,934 |
| Total Motorcycle Sales | 125,239 | 113,854 | 128,678 | 129,832 | 133,564 |

Note: Including sales of spare parts.

Motorcycle Sales Domestic Share


Motorcycle Sales Export Share
(Shipment Base)

(Years ended March 31)

|  | 2001 | 2002 | 2003 | 2004 | 2005 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| KHI | $15.8 \%$ | $12.6 \%$ | $15.3 \%$ | $15.0 \%$ | $14.6 \%$ |
| Honda Motor | $26.8 \%$ | $31.8 \%$ | $26.8 \%$ | $24.8 \%$ | $22.0 \%$ |
| Yamaha Motor | $28.8 \%$ | $26.8 \%$ | $31.1 \%$ | $28.7 \%$ | $33.1 \%$ |
| Suzuki Motor | $28.6 \%$ | $28.8 \%$ | $26.8 \%$ | $31.4 \%$ | $30.2 \%$ |

Note: Engine displacement of more than 251cc.
Source: Japan Automobile Manufacturers Association Inc.

Kawasaki Heavy Industries, Ltd. and consolidated subsidiaries
As of March 31

| ASSETS | Millions of yen |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2005 | 2004 | 2003 | 2002 | 2001 | 2000 |
| Current assets: |  |  |  |  |  |  |
| Cash on hand and in banks | ¥44,629 | ¥43,064 | $¥ 61,185$ | $¥ 91,344$ | $¥ 77,048$ | ¥85,782 |
| Marketable securities |  | - | - | - | - | 46,021 |
| Receivables | 419,633 | 383,532 | 398,243 | 402,808 | 431,006 | 413,920 |
| Allowance for doubtful receivables | $(6,014)$ | $(6,725)$ | $(5,176)$ | $(5,893)$ | $(5,076)$ | $(3,375)$ |
|  | 413,619 | 376,807 | 393,067 | 396,915 | 425,930 | 410,545 |
| Inventories | 332,333 | 335,064 | 342,387 | 372,269 | 346,567 | 316,529 |
| Deferred tax assets | 20,219 | 19,429 | 18,423 | 16,994 | 14,922 | 4,216 |
| Other current assets | 26,205 | 25,116 | 12,900 | 25,149 | 19,830 | 16,345 |
| Total current assets | 837,005 | 799,480 | 827,962 | 902,671 | 884,297 | 879,438 |
| Investments and long-term loans: |  |  |  |  |  |  |
| Investments in securities | 69,972 | 65,008 | 52,146 | 81,222 | 91,154 | 32,136 |
| other | 9,597 | 12,831 | 13,598 | 14,176 | 16,064 | 15,123 |
| Total Investments and long-term loans | 79,569 | 77,839 | 65,744 | 95,398 | 107,218 | 47,259 |
| Property, plant and equipment | 786,126 | 780,895 | 761,110 | 774,153 | 757,818 | 744,630 |
| Accumulated depreciation | $(542,960)$ | $(531,973)$ | $(526,758)$ | $(532,636)$ | $(515,925)$ | $(499,352)$ |
| Net property, plant and equipment | 243,166 | 248,922 | 234,352 | 241,517 | 241,893 | 245,278 |
| Intangible and other assets |  |  |  |  |  |  |
| Deferred tax assets | 19,260 | 14,456 | 10,765 | 4,917 | 4,924 | 9,315 |
| Intangible and other assets | 15,473 | 16,207 | 10,338 | 10,572 | 9,140 | 7,676 |
|  | 34,733 | 30,663 | 21,103 | 15,489 | 14,064 | 16,991 |
| Foreign currency translation adjustments | - | - | - | - | - | 17,840 |
| Total assets | ¥1,194,473 | $¥ 1,156,904$ | ¥1,149,161 | $¥ 1,255,075$ | ¥1,247,472 | $¥ 1,206,806$ |


| LIABILITIES AND SHAREHOLDERS' EQUITY | Millions of yen |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2005 | 2004 | 2003 | 2002 | 2001 | 2000 |
| Current liabilities: |  |  |  |  |  |  |
| Short-term borrowings and current portion |  |  |  |  |  |  |
| of long-term debt | ¥146,605 | ¥188,652 | ¥201,248 | ¥243,113 | ¥228,462 | ¥222,302 |
| Trade payables | 348,389 | 286,117 | 294,769 | 325,664 | 326,257 | 310,557 |
| Advances from customers | 106,574 | 110,900 | 100,829 | 111,423 | 104,194 | 86,012 |
| Accrued income taxes | 12,276 | 12,491 | 7,560 | 3,347 | 3,393 | 2,441 |
| Accrued bonuses | 13,958 | 14,289 | 19,540 | 18,954 | 15,583 | 19,549 |
| Provision for product warranty | 2,551 | 2,156 | 2,303 | 2,479 | 1,551 | 1,648 |
| Provision for restructuring charges | - | - | 2,260 | - | - | - |
| Provision for losses on construction contracts | 6,833 | 5,018 | 832 | 80 | 6,571 | 3,794 |
| Deferred tax liabilities | 317 | 188 | 284 | 321 | 457 | 515 |
| Other current liabilities | 60,979 | 57,728 | 60,566 | 47,176 | 49,252 | 44,217 |
| Total current liabilities | 698,482 | 677,539 | 690,191 | 752,557 | 735,720 | 691,035 |
| Long-term liabilities: |  |  |  |  |  |  |
| Long-term debt, less current portion | 207,279 | 210,819 | 226,936 | 248,170 | 270,605 | 264,048 |
| Retirement and severance benefits | 73,422 | 64,902 | 42,368 | 67,812 | 57,719 | 58,332 |
| Deferred tax liabilities | 1,980 | 2,035 | 2,825 | 4,338 | 4,654 | 2,705 |
| Other | 7,154 | 7,579 | 6,665 | 9,284 | 10,025 | 9,313 |
| Total long-term liabilities | 289,835 | 285,335 | 278,794 | 329,604 | 343,003 | 334,398 |
| Minority interests | 4,691 | 3,855 | 5,591 | 5,183 | 4,668 | 6,418 |


| Authorized--3,360,000,000 shares <br> Issued------1,443,394,172 shares |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 81,427 | 81,427 | 81,427 | 81,427 | 81,427 | 81,427 |
| Capital surplus | 31,390 | 31,388 | 24,683 | 24,682 | 24,682 | 24,682 |
| Retained earnings | 88,704 | 80,469 | 77,069 | 64,110 | 58,452 | 68,846 |
| Net unrealized gains on securities | 16,910 | 13,266 | 3,671 | 5,925 | 13,091 |  |
| Foreign currency translation adjustments | $(16,843)$ | $(16,283)$ | $(12,225)$ | $(8,407)$ | $(13,571)$ |  |
| Treasury stock, at cost | (123) | (92) | (40) | (6) | - | - |
| Total shareholders' equity | 201,465 | 190,175 | 174,585 | 167,731 | 164,081 | 174,955 |
| Total liabilities and shareholders' equity | $¥ 1,194,473$ | $¥ 1,156,904$ | $¥ 1,149,161$ | $¥ 1,255,075$ | $¥ 1,247,472$ | $¥ 1,206,806$ |

## CONDENSED STATEMENTS OF INCOME

Kawasaki Heavy Industries, Ltd. and consolidated subsidiaries
Years ended March 31

|  | Millions of yen |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2005 | 2004 | 2003 | 2002 | 2001 | 2000 |
| Net sales | ¥1,241,592 | ¥1,160,252 | ¥ $1,239,598$ | ¥ $1,144,534$ | ¥ $1,060,479$ | ¥1,149,698 |
| Cost of sales | 1,088,219 | 998,416 | 1,069,341 | 977,875 | 924,522 | 1,008,860 |
| Gross profit | 153,373 | 161,836 | 170,257 | 166,659 | 135,957 | 140,838 |
| Selling, general and administrative expenses | 128,629 | 139,586 | 139,714 | 135,348 | 131,497 | 139,587 |
| Operating income | 24,744 | 22,250 | 30,543 | 31,311 | 4,460 | 1,251 |
| Other income (expenses): |  |  |  |  |  |  |
| Interest and dividend income | 3,240 | 3,476 | 4,684 | 4,798 | 4,480 | 4,274 |
| Equity in income (loss) of unconsolidated subsidiaries and affiliates | 506 | 941 | (467) | 379 | $(1,586)$ | (654) |
| Interest expense | $(6,296)$ | $(7,274)$ | $(10,291)$ | $(12,146)$ | $(12,779)$ | $(11,782)$ |
| Other, net | $(1,630)$ | $(8,151)$ | $(7,241)$ | $(8,348)$ | $(12,981)$ | $(15,819)$ |
| Income (loss) before income taxes and minority interests | 20,564 | 11,242 | 17,228 | 15,994 | $(18,406)$ | $(22,730)$ |
| Income taxes |  |  |  |  |  |  |
| Current | $(15,869)$ | $(16,604)$ | $(11,395)$ | $(6,114)$ | $(5,609)$ | $(5,899)$ |
| Deferred | 7,374 | 11,890 | 7,555 | $(3,131)$ | 13,309 | 9,466 |
| Minority interests in net (income) loss of consolidated subsidiaries | (590) | (195) | (366) | (467) | 386 | 531 |
| Foreign currency translation adjustments | - | - | - | - | - | - |
| Net income (loss) | $¥ 11,479$ | $¥ 6,333$ | $¥ 13,022$ | 76,282 | $(¥ 10,320)$ | $(¥ 18,632)$ |


|  | Millions of yen |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2005 | 2004 | 2003 | 2002 | 2001 | 2000 |
| Per share amounts (yen): |  |  |  |  |  |  |
| Net income (loss) | $¥ 7.9$ | $¥ 4.4$ | $¥ 9.3$ | $¥ 4.5$ | ( $¥ 7.4$ ) | ( $¥ 13.4$ ) |
| Cash dividends | 2.5 | 2.0 | 2.0 | - | - | - |
| Other data: |  |  |  |  |  |  |
| Capital expenditures (Million $¥$ ) | 29,692 | 41,502 | 35,165 | 33,132 | 32,687 | 39,685 |
| Depreciation (Million $¥$ ) | 31,555 | 32,590 | 31,595 | 31,998 | 33,303 | 35,081 |
| R\&D expenses (Million $¥$ ) | 13,183 | 14,741 | 15,494 | 16,549 | 17,548 | 19,905 |
| Number of employees | 28,682 | 29,306 | 28,642 | 28,936 | 29,162 | 29,772 |

## STOCK INFORMATION

## Stock Price Range

( $\ddagger$ )


Stock Trading Volume
(Millions of shares)


| Paid-in Capital <br> $¥ 81,427,090,720$ <br>  <br> Number of Shares <br> Authorized <br> Outstanding $3,360,000,000$ shares <br> (Dilution $1,443,394,172$ shares <br> $322,830,088$ shares)  <br> As of March 31, 2005  |
| :--- |

```
Paid-in Capital
¥81,427,090,720
Number of Shares
Authorized 3,360,000,000 shares
Outstanding 1,443,394,172 shares
(Dilution 322,830,088 shares)
```

As of September 30, 2005

## Stock Listings

Tokyo, Osaka, Nagoya

## Transfer Agent

The Chuo Mitsui Trust \& Banking Co., Ltd.
33-1, Shiba 3-chome, Minato-ku, Tokyo 105-8574, Japan
Handling Office
The Chuo Mitsui Trust \& Banking Co., Ltd., Osaka Branch
2-21, Kitahama 2-chome, Chuo-ku, Osaka 541-0041, Japan

## ADR (American Depositary Receipt) Information

Ratio: 1 ADR = 4 Ordinary Shares
Exchange: OTC (Over-the-Counter)
Symbol: KWHIY
CUSIP: 486359201
Depositary: The Bank of New York
101 Barclay St., 22 West, New York, NY 10286, U.S.A.
Phone: (212)815-2042 U.S. Toll Free: 888-269-2377 (888-BNY-ADRS)

## CORPORATE DATA

## Registered Office

1-1, Higashikawasaki-cho 3-chome,
Chuo-ku, Kobe 650-8670, Japan

## Kobe Head Office

Kobe Crystal Tower, 1-3, Higashikawasaki-cho 1-chome,
Chuo-ku, Kobe 650-8680, Japan
Phone: (078)371-9530
Fax: (078)371-9568

## Tokyo Head Office

World Trade Center Bldg.,
4-1, Hamamatsu-cho 2-chome, For more information please contact at:
Minato-ku, Tokyo 105-6116, Japan
Phone: (03)3435-2111
IR Desk
Fax: (03)3436-3037

Year of Incorporation
Finance \& Accounting Department
Kawasaki Heavy Industires, Ltd.
4-1, Hamamatsu-cho 2-chome,
Minato-ku, Tokyo 105-6116, Japan
1896
Phone: (03)3435-2383
Fax: (03)5402-7391


[^0]:    Asset Turnover: Net Sales/Average Total Assets.

[^1]:    Note: On April 1, 2003, the Company modified its industry segmentation by transferring the Group' s hydraulic equipment business from the gas turbines and machinery industry segment to the other industry segment. The prior year amounts have been reclassified to conform to the 2004 presentation.

[^2]:    Note: For the purpose of comparing corporate market shares, rail car procurement volume has been converted into standardized numerical values based on the type of car (i.e., conventional passenger cars, freight cars, Shinkansen cars and locomotives.). Source: Japan Association of Rolling Stock Industries.

[^3]:    Notes: a) Mitsubishi Heavy Industries.
    b) Ishikawajima-Harima Heavy Industries.

    Source: Japan Defense Agency.

