31, 1999 1998

	1999	1998	1999
	¥ 238,265	¥ 239,252	$1,976,482
	321,830	327,176	2,669,681
	81,409	97,703	675,313
	3,424	19,904	28,403
	22,761	41,721	188,810
	5,162	-	42,820
	49,836	20,591	413,406
	722,687	746,347	5,994,915
	208,763	198,135	1,731,755
	54,024	52,182	448,146
	2,573	-	21,344
	10,894	11,466	90,369
	276,254	261,783	2,291,614
	6,279	5,736	52,086
	81,427	81,427	675,462
	24,682	24,682	204,745
	93,528	102,931	775,844
	199,637	209,040	1,656,051
	¥1,204,857	¥1,222,906	$9,994,666

31, 1999, 1998 1997

	1999	1998	1997	1999
	¥(6,132)	¥18,556	¥22,572	$ (50,867)

2

(a) Consolidation

(s) Retirement and severance benefits

3

31, 1999 1998

	1999	1998	1999
	¥75,488	¥81,360	$626,197
	17,870	14,802	148,237
	157	201	1,302
	93,515	96,363	775,736
	47,038	47,511	390,195
	6,517	6,517	54,061
	104	104	863
	53,659	54,132	445,119
	¥39,856	¥42,231	$330,617

4

31, 1999 1998

	1999	1998	1999
	¥ 37,950	¥ 34,788	$ 314,807
	268,027	275,272	2,223,368
	41,788	41,176	346,645
	¥347,765	¥351,236	$2,884,820

[illegible] 31, 1999 [illegible]

[illegible] 31	[illegible]	[illegible]
2000	¥ 40,172	$ 333,239
2001	33,313	276,342
2002	25,364	210,402
2003	16,591	137,628
2004 [illegible]	133,495	1,107,383
[illegible]	¥248,935	$2,064,994

6 [illegible]

(a) Capital surplus

[illegible]

(b) Legal reserve

[illegible] 31, 1999 [illegible] 1999 [illegible] 31, 1997 [illegible] 1998 [illegible] 1999 [illegible]

(c) Dividends

[illegible]

(d) Restrictions on dividends

[illegible] 2006 [illegible] ¥10,000 [illegible] 10,100 [illegible]

7 [illegible]

[illegible]

	[illegible]			[illegible]
	1999	1998	1997	1999
[illegible]	¥ (1,382)	¥ (993)	¥ 1,064	$ (11,464)
[illegible]	(1,077)	799	442	(8,934)
[illegible]	(11,411)	(1,654)	(1,971)	(94,658)
[illegible]	(1,853)	(1,967)	(4,683)	(15,371)
[illegible]	¥(15,723)	¥(3,815)	¥(5,148)	$(130,427)

(b) As lessor

[illegible] 31, 1999 [illegible] 1998 [illegible]

	[illegible]				[illegible]
	1999		1998		1999
	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]					
[illegible]					
[illegible]	¥ 1,257	¥ 3	¥10,984	¥ (779)	$ 25
[illegible]	27	-	1,255	(26)	-
[illegible]	1,318	68	1,676	76	564
[illegible]	2,839	(155)	185	14	(1,286)
[illegible]	373	(1)	2,003	102	(8)
[illegible]	666	1	-	-	8
[illegible]					
[illegible]					
[illegible]	-	-	1,796	(196)	-
[illegible]					
[illegible]	-	-	1,796	(13)	-
[illegible]		¥ (84)		¥ (822)	$ (697)
[illegible]					
[illegible]					
[illegible]	¥ -	¥ -	¥60,000	¥ (28)	$ -
[illegible]	43,000	(60)	50,000	6	(498)
[illegible]					
[illegible]	3,000	66	3,000	170	548
[illegible]	74,000	(1,856)	55,000	(1,500)	(15,396)
[illegible]		¥ (1,850)		¥(1,352)	$(15,346)

14 [illegible]

[illegible]

[illegible]

(a) Information by industry segment

	1999							
	¥ 454,061	¥ 6,960	¥ 461,021	¥ 460,481	¥ 540	¥ 369,719	¥13,584	¥ 21,263
	228,618	6,152	234,770	216,392	18,378	227,397	4,602	4,596
	436,030	53,178	489,208	488,522	686	434,453	11,312	8,239
	83,480	44,138	127,618	125,461	2,157	192,349	5,134	8,046
	1,202,189	110,428	1,312,617	1,290,856	21,761	1,223,918	34,632	42,144
	-	(110,428)	(110,428)	(110,333)	95	(19,061)	(25)	(1)
	¥1,202,189	¥ -	¥1,202,189	¥1,180,523	¥21,666	¥1,204,857	¥34,607	¥ 42,143

	1998							
	¥ 472,525	¥ 5,318	¥ 477,843	¥ 466,977	¥10,866	¥ 362,189	¥12,347	¥13,613
	255,328	6,173	261,501	240,962	20,539	218,618	4,695	3,823
	485,353	53,608	538,961	521,358	17,603	444,083	10,592	9,787
	84,006	43,341	127,347	125,346	2,001	196,322	4,810	7,830
	1,297,212	108,440	1,405,652	1,354,643	51,009	1,221,212	32,444	35,053
	-	(108,440)	(108,440)	(108,510)	70	1,694	(28)	(23)
	¥1,297,212	¥ -	¥1,297,212	¥1,246,133	¥51,079	¥1,222,906	¥32,416	¥35,030

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	¥ 54,037	¥54,037	¥10,087
	25,553	25,553	5,116
	¥ 79,590	¥79,590	¥15,203

	1997							
	¥ 407,977	¥ 4,599	¥ 412,576	¥ 396,967	¥15,609	¥ 360,894	¥12,088	¥15,093
	194,973	5,951	200,924	185,308	15,616	246,440	4,775	3,784
	541,030	44,694	585,724	556,760	28,964	476,867	9,984	13,288
	80,279	38,745	119,024	117,045	1,979	184,143	4,429	4,836
	1,224,259	93,989	1,318,248	1,256,080	62,168	1,268,344	31,276	37,001
	-	(93,989)	(93,989)	(94,032)	43	34,824	(31)	(9)
	¥1,224,259	¥ -	¥1,224,259	¥1,162,048	¥62,211	¥1,303,168	¥31,245	¥ 36,992

	1999							
	$3,766,578	$ 57,735	$3,824,313	$ 3,819,834	$ 4,479	$3,066,935	$112,684	$176,383
	1,896,458	51,033	1,947,491	1,795,040	152,451	1,886,329	38,175	38,125
	3,617,005	441,128	4,058,133	4,052,443	5,690	3,603,924	93,836	68,345
	692,493	366,139	1,058,632	1,040,738	17,894	1,595,595	42,588	66,744
	9,972,534	916,035	10,888,569	10,708,055	180,514	10,152,783	287,283	349,597
	-	(916,035)	(916,035)	(915,247)	(788)	(158,117)	(207)	(8)
	$9,972,534	$ -	$9,972,534	$ 9,792,808	$179,726	$ 9,994,666	$287,076	$349,589

(b) Information by geographic area

	1999					
	¥ 982,857	¥ 154,699	¥ 1,137,556	¥ 1,110,276	¥27,280	¥ 1,106,765
	155,635	11,869	167,504	172,780	(5,276)	112,105
	46,287	6,252	52,539	51,224	1,315	25,736
	12,881	2,855	15,736	16,611	(875)	17,036
	4,529	-	4,529	4,482	47	1,777
	1,202,189	175,675	1,377,864	1,355,373	22,491	1,263,419
	-	(175,675)	(175,675)	(174,850)	(825)	(58,562)
120,886	¥1,202,189	¥ -	¥ 1,202,189	¥ 1,180,523	¥21,666	¥1,204,857

	1998					
	¥1,105,123	¥ 125,662	¥ 1,230,785	¥ 1,183,543	¥47,242	¥ 1,096,854
	127,613	9,830	137,443	136,519	924	120,853
	36,922	6,194	43,116	41,810	1,306	20,830
	23,056	682	23,738	21,398	2,340	5,987
	4,498	-	4,498	4,353	145	1,669
	1,297,212	142,368	1,439,580	1,387,623	51,957	1,246,193
	-	(142,368)	(142,368)	(141,490)	(878)	(23,287)
	¥1,297,212	¥ -	¥ 1,297,212	¥ 1,246,133	¥51,079	¥ 1,222,906

2( )

31, 1998

(c) Corporate assets

34,540 $286,520
59,245 77,896 31, 1999, 1998 1997

(d) Overseas sales

	1999		1998		1997		1999
	¥231,159	19.2%	¥179,235	13.8%	¥ N/A	N/A	$1,917,536
	87,683	7.3%	66,806	5.1%	N/A	N/A	727,358
	70,845	5.9%	99,413	7.7%	N/A	N/A	587,682
	81,453	6.8%	102,599	7.9%	N/A	N/A	675,678
	¥471,140	39.2%	¥448,053	34.5%	¥401,472	32.7%	$3,908,254

2( ) 31, 1998

	¥ 7,244
	4,823
	10,405
	¥22,472

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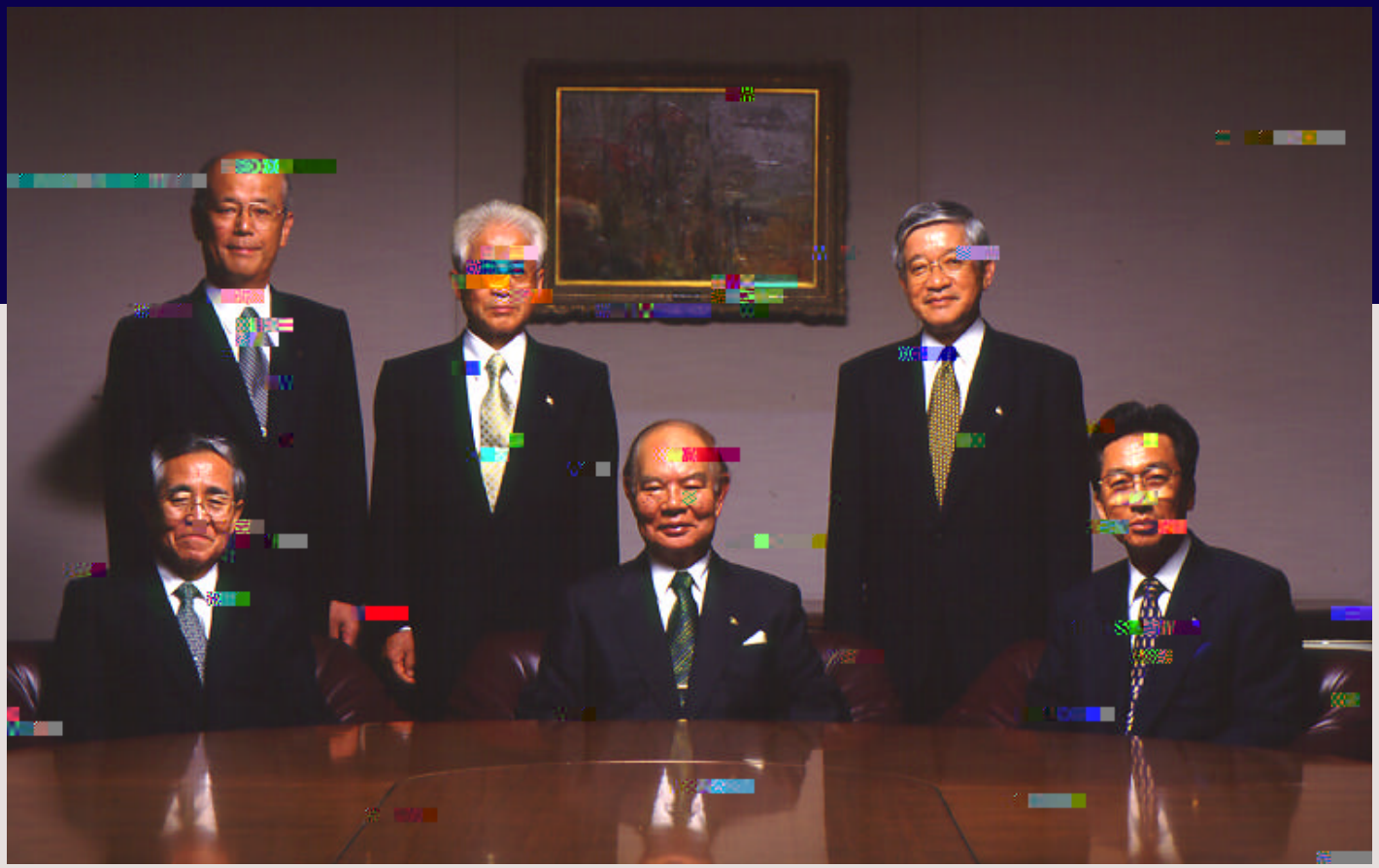
29, 1999



Chairman and CEO

President

Executive Vice Presidents

Executive Managing Directors

Name	Paid-In Capital	Equity	Principal Businesses
	100	100.00	
	96	97.11	
	240	100.00	
	200	100.00	
	90	100.00	
	20	100.00	
	560	100.00	
	30	100.00	
	30	100.00	
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Name	Paid-In Capital	Equity	Principal Businesses

Name	Paid-In Capital	Equity	Principal Businesses
	5,000	100.00	
	$10,000	51.00	
	$2,820*	100.00	
	500*	100.00	
	$600*	100.00	
	101,430*	50.001	
	$30,000*	100.00	
	$8,000*	100.00	
	¶1,202,816*	71.48	
	$100*	100.00	
	$2,000*	100.00	
	2,500*	100.00	
	$100*	100.00	
	1,000*	100.00	
	$10,000*	100.00	
	$60,600*	100.00	
	$1,000*	100.00	

31, 1999

Kobe Head Office

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650-8680
81-78-371-9530
81-78-371-9568

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105-6116
81-3-3435-2111
81-3-3436-3037

OVERSEAS OFFICES

Seoul Office
2302
1
82-2-778-6637
82-2-778-6638

Beijing Office

KHI (Dalian) Computer
86-411-467-25
86-411-467-2459

Wuhan Kawasaki Marin
43
86-27-6590626
86-27-6590627

Kawasaki Heavy Indust
1619
852-2522-3560
852-2845-2905

Kawasaki Motors Enter
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66-38-955050~
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7 7
63-2-810-9213
63-2-816-1222

Kawasaki Motors (Phils
24
63-2-842-3140
63-2-842-2730

Kawasaki Heavy Indust
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P.T. Kawasaki Motor In
14250
62-21-452-332
62-21-452-3566

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211
61-2-9684-258
61-2-9684-4580

OVERSEAS JOINT VE

Kawasaki Motors N.V.
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31-347-324949
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