

# Financial Results for FY2013 (for the year ended March 31, 2014)

April 25, 2014



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# Summary of Financial Results

(Billion Yen)

## vs. FY2012

### < Orders Received >

Increased as a whole due to increase in orders received in Motorcycle & Engine, Precision Machinery and Ship & Offshore Structure segments, despite decrease in some other segments

### < Net Sales >

Increased as a whole due to increase in Motorcycle & Engine and Aerospace segments, despite decrease in Plant & Infrastructure and Ship & Offshore Structure segments

### < Profits >

Increased significantly due to increased profits in Motorcycle & Engine, Aerospace and Rolling Stock segments



# Summary of Income Statement

(Billion Yen)

## Operating Income

+ 30.2 (FY2012 42.0 → FY2013 72.3)

Net sales

(Excluding the effect of change in FIA accounting methodology <sup>d</sup>)

Cost of sales

(Excluding the effect of change in FIA accounting methodology )

Selling, general &amp; administrative expenses

- Salaries and benefits
- R&D expenses

## Non-operating Income/Expenses

- 9.0 (FY2012 - 2.7 → FY2013 - 11.7)

Net Interest expense ( incl. dividend income )

Equity in income of unconsolidated subsidiaries and affiliates

Gain and loss on foreign exchange

Others

## Extraordinary Income/Losses

- 6.1 (FY2012 6.8 → FY2013 0.7)

Gain on setting retirement 5098 .9136 of change



# Rolling Stock

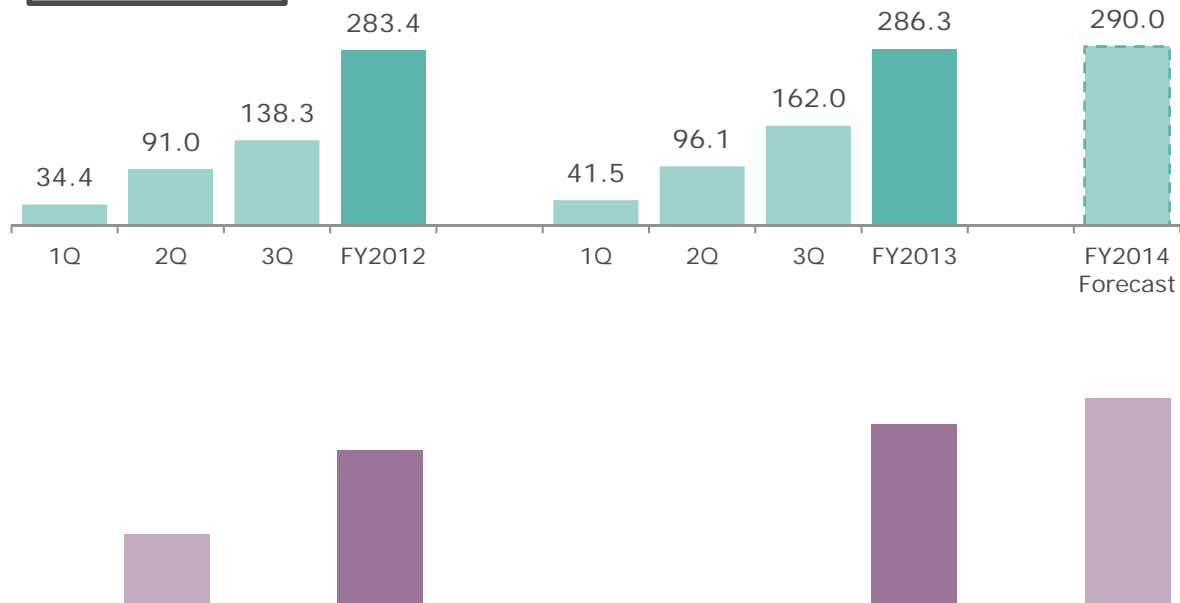
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Main Products : Electric train cars (incl. Shinkansen), Electric and diesel locomotives, Passenger coaches, Gigacell®

# Aerospace

Main Products : Aircrafts for Japan Ministry of Defense, Component parts for commercial aircrafts, Commercial helicopters, Missiles, Space equipment

## Orders Received





# Gas Turbine & Machinery

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Main Products : Jet engines, Gas turbine co-generation system, Gas engines, Diesel engines, Gas turbines & steam turbines for marine & land,  
Marine propulsion system, Aero-dynamic machinery

**FY2013** vs. FY2012 )

**Orders Received:** Increased due to increase in orders received for gas engines, and when excluding the decrease due to a change in accounting methodology, component parts of commercial aircraft jet eny

# Plant & Infrastructure

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Main Products: Industrial plants (cement, fertilizer and others),

Power plants, LNG tanks, Municipal refuse incineration plants

# Motorcycle & Engine

Main Products: Motorcycles, All-Terrain Vehicles(ATVs), Utility

Vehicles, Personal Watercraft, General-purpose Gasoline Engines

## FY2013 Hvs. FY2012 )

Net Sales: Increased due to sales increase of motorcycles in the United States and emerging markets, mainly Indonesia and Thailand

Operating Income: Significantly increased due to sales increase, improvement in profitability and other factors

## FY2014 Forecast Hvs. FY2013 )

Net Sales & Operating Income: Expected to remain at the same level as the previous fiscal year due to there being no significant change in respective markets



# Precision Machinery

Main Products Hydraulic components (pumps, motors & valves), Hydraulic systems for industrial use, Hydraulic marine machinery,  
Precision Machinery / Electric-powered devices, Industrial Robots

## FY2013 vs. FY2012

**Orders Received:** Increased due to increase in orders received for industrial robots for automotive industries and clean robots for semiconductor production equipment

**Net Sales:** Decreased due to sales decrease of hydraulic components for construction machinery, despite increase in sales for industrial robots for automotive industries and clean robots for semiconductor production equipment

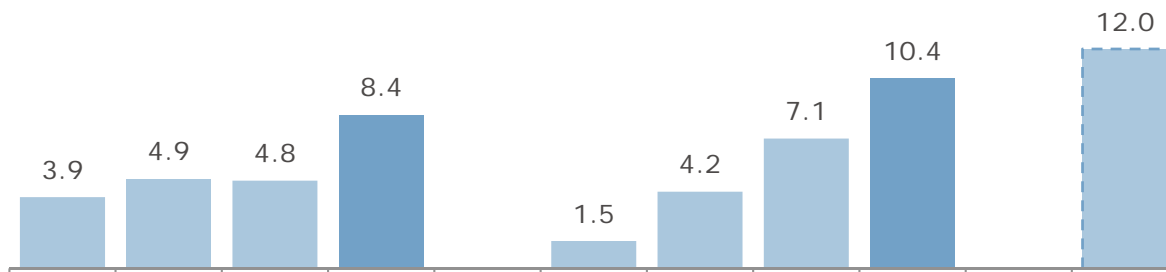
**Operating Income:** Increased due to increase in sales for industrial robots for automotive industries and clean robots for semiconductor production equipment, and the effect of the depreciation of the yen

## FY2014 Forecast vs. FY2013

**Orders Received:** Expected to increase with increase in orders for hydraulic components for construction machinery in emerging countries, mainly China

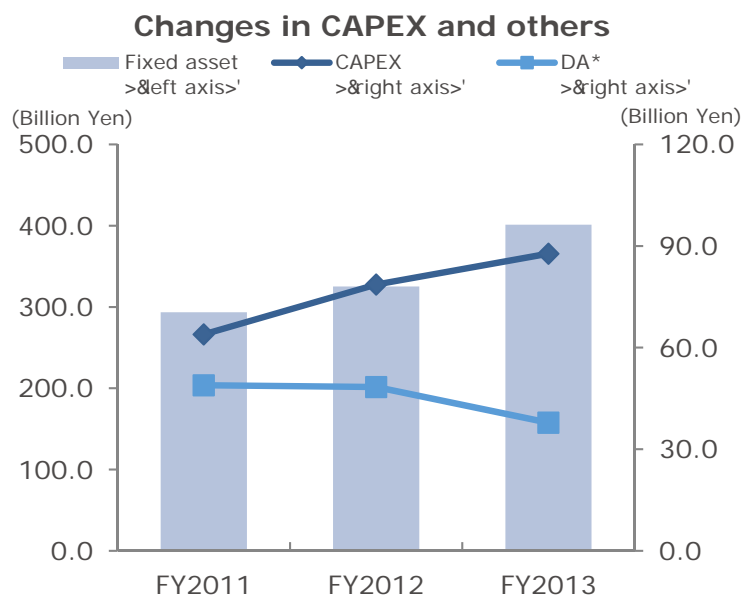
**Net Sales:** Expected to increase with recovery of demand for hydraulic components for construction machinery in emerging countries, mainly China, and increase in demand for clean robots for semiconductor production equipment

**Operating Income:** Expected to increase due to sales increase



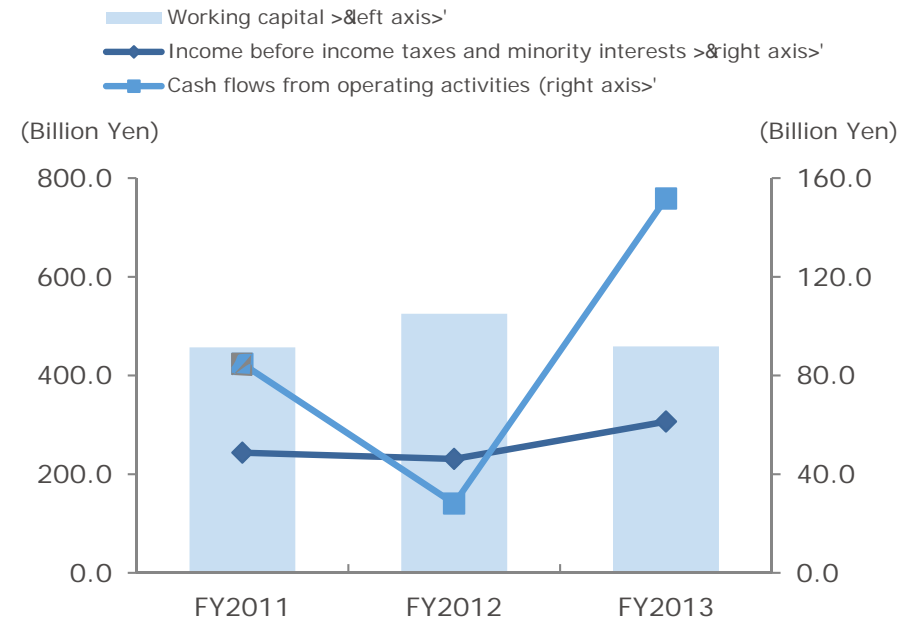
# Summary of Balance Sheet

	End of Mar. 2013	End of Mar. 2014	Change
Cash on hand and in banks	38.5	<b>47.9</b>	+ 9.4
Trade receivables	432.6	<b>415.6</b>	- 16.9
Inventories	460.1	<b>458.0</b>	-2.0
Total fixed assets	325.2	<b>401.1</b>	+ 75.9
Other assets	209.7	<b>231.6</b>	+ 21.8
<b>Total assets</b>	<b>1,466.2</b>	<b>1,554.4</b>	<b>+ 88.1</b>
Trade payables	281.0	<b>306.0</b>	+ 24.9
Interest-bearing debt	484.6	<b>444.6</b>	- 40.0
Advances from customers	108.2	<b>137.5</b>	+ 29.3
Other liabilities	242.4	<b>289.4</b>	+ 46.9
<b>Total liabilities</b>	<b>1,116.4</b>	<b>1,177.7</b>	<b>+ 61.3</b>
Total shareholders'			

# Summary of Cash Flows

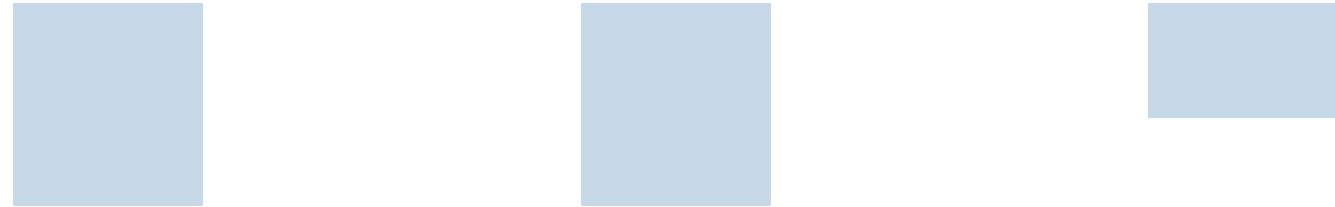
## Changes in cash flows from operating activities and others





# Forecast by Segment

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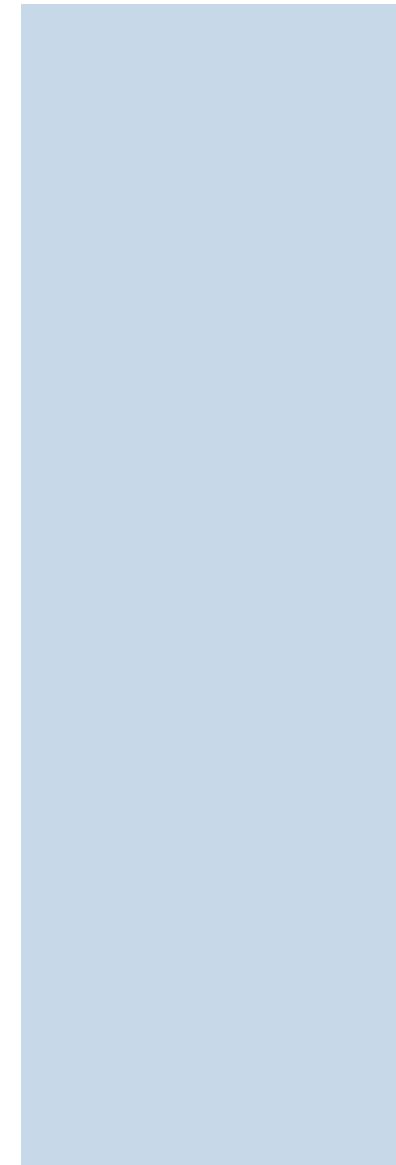
d2: "Eliminations and corporate" includes some expenses incurred at Head Office which are not allocated to each industry segment for internal reporting



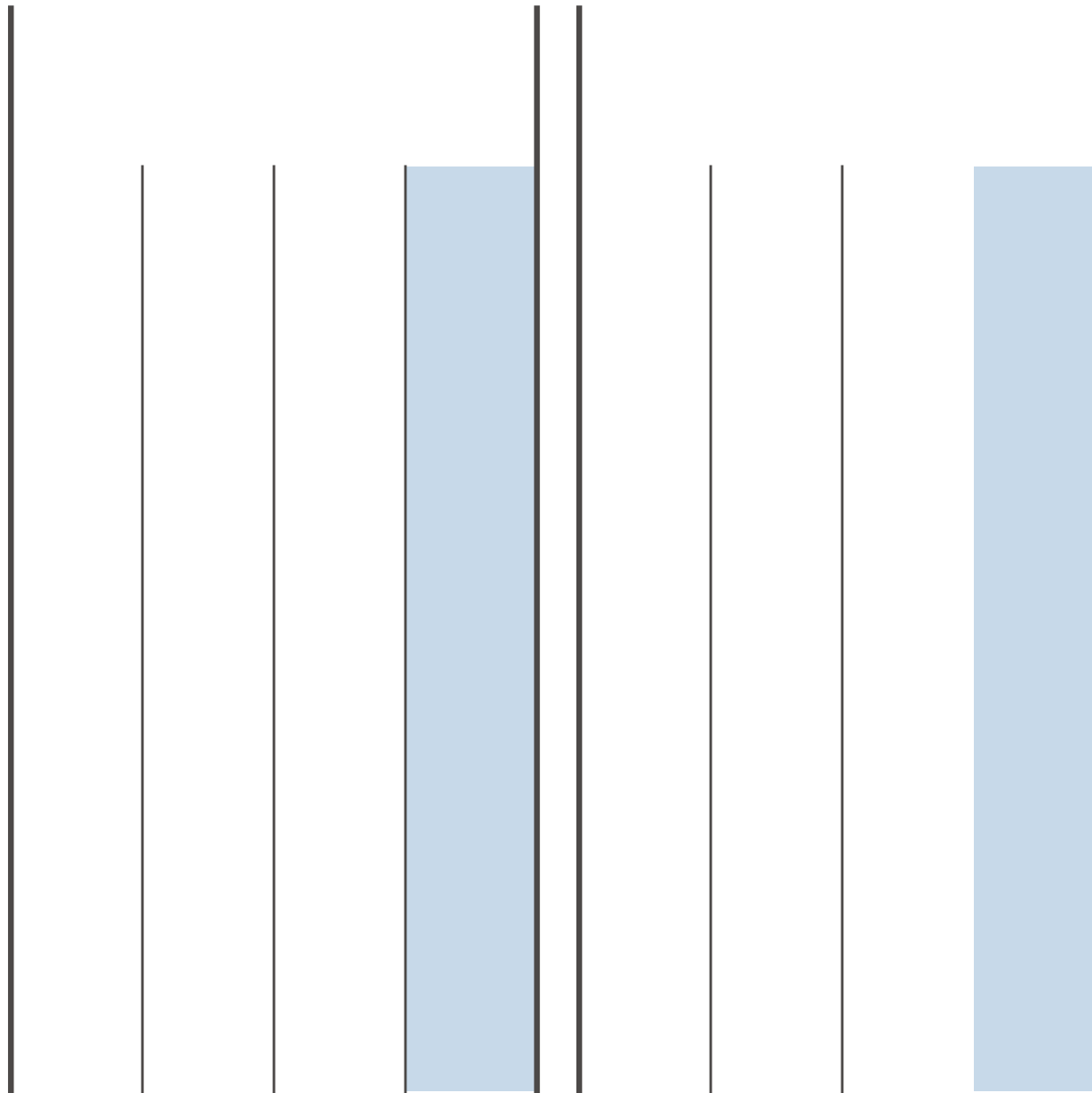
# R&D/CAPEX/Number of Employees

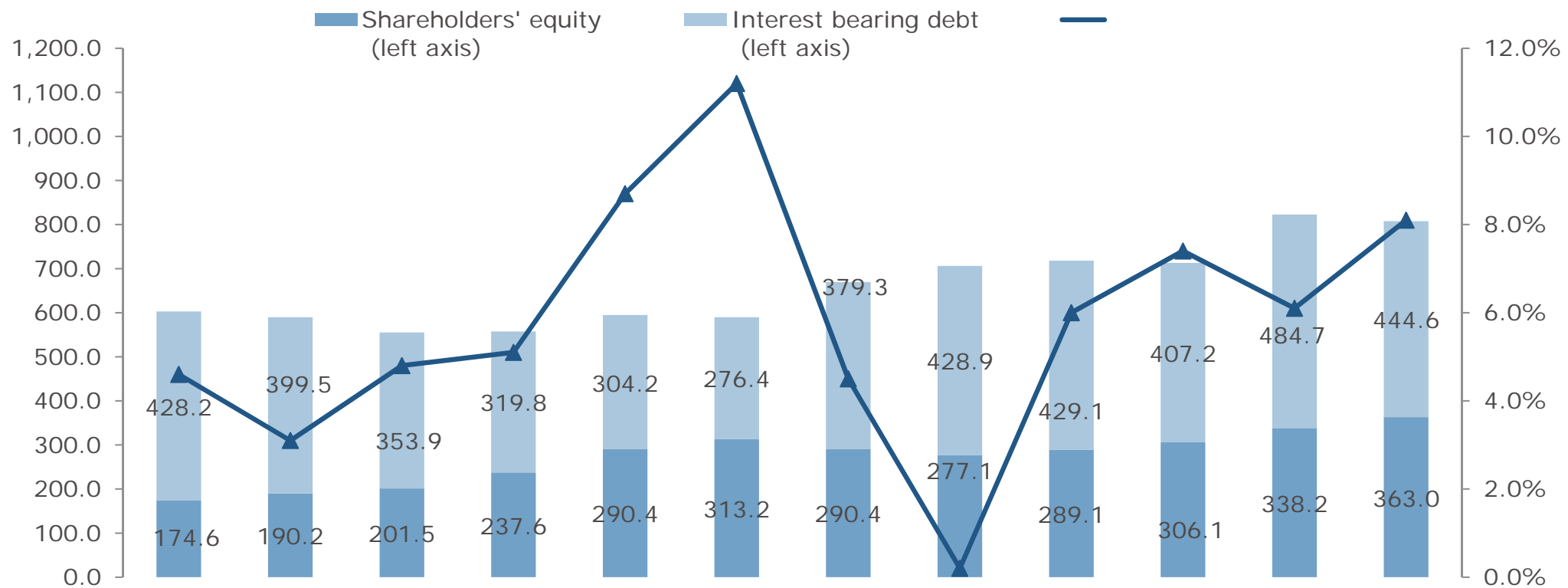
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(Billion Yen / Persons)



# Before-tax ROIC by Segment





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# Kawasaki

Working hard for the good of the planet

business results include, but are not limited to, economic conditions, the yen exchange rate against the U.S. dollar and other currencies, the tax system, and laws and regulations.

環境を大切にする