

# 1. Investment Environment of Kawasaki



	Kawasaki	Japan
Population	1,389,059 (as of Aug 1, 2008) It corresponds to the population of Munich (Germany), Milano (Italy)	127.8 million (as of Oct. 1, 2005)
Population Growth Rate	6.2% (2005) (Rate of increase/ decrease of population from 2000 to 2005)	0.7% (2005) ( Rate of increase/ decrease of population from 2000 to 2005)
Average Age	40.7 (as of Oct. 1, 2007)	43.9 (as of Oct. 1, 2005)
Labor Force Population	730,600 (2005)	65.5 million (2005)

	Kawasaki	Japan
Number of Households	640,241 (as of Aug 1, 2008)	48.2 million (as of Oct. 1, 2005)
Area	144.35 km <sup>2</sup>	377,929.99 km <sup>2</sup>
GDP	4,704.5 billion yen (2003)	503 trillion yen (2005)
Major Industries of Kawasaki	Precision Machinery	ics & Telecommunications, y, Petrochemistry), and ervice Industries
Developing Industries of Kawasaki	Information and Telecomi Heath, Welfare,	ring Technologies; munications; Environmental; and Life Science; l Cultural Industries
Registered Foreign Residents	28,775 (117 nationalities) (as of Dec. 31, 2006)	2,084,919 (as of Oct 1, 2006)
Number of Foreign Affiliated Companies	115 (with 83 headquarters, fifth-largest in Japan)	3,500



## 2. Five Major Advantages of Investing in Kawasaki

- 1 Convenient Access
- 2 Huge Market Potential
- 3 Excellent Track Record of Companies Sited in Kawasaki
- 4 Three Science Parks Giving Rise to New Businesses
- 5 Outstanding Cultural and Life Environment



### **Advantage 1 – Convenient Access**

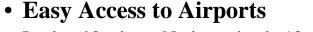




Container Terminal

Haneda Airport

Port of Kawasaki



It takes 90 min. to Narita and only 13 min. to Haneda (by train)

### Extensive Rail and Road Network

It takes 18 min. to Tokyo and 10 min. to Yokohama (by train)

#### • Further Expansion and Internationalization of **Haneda Airport**

(services tentatively scheduled to begin in 2010)

Expand the departure and arrival capacities by 1.4 times.

Begin regular, short-range international flight services.

Expand international freight services.

The "Kanagawa-Haneda International Airport Linking Project" aims to create a new base for exchange by constructing a new access route to Haneda Airport from Kawasaki (Kanagawa Prefecture), known as "the Kanagawa Gate".

#### **New Station To Be Built By 2010**

(Shin Musashi-Kosugi Station on JR Yokosuka line)

Will reduce travel time between Kawasaki and Tokyo and Yokohama.

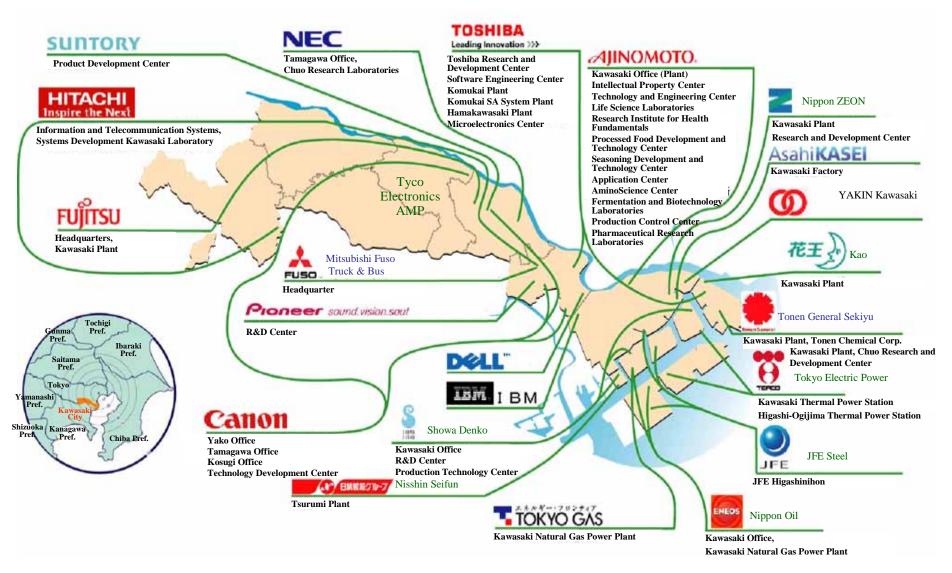
#### **Advantage 2 – Huge Market Potential**

Located immediately adjacent to Tokyo and Yokohama

Kawasaki is the center of the Tokyo metropolitan area, the largest consumer market in Japan!



## Advantage 3 – Excellent Track Record of Companies Sited in Kawasaki





# **Advantage 4 – Three Science Parks Giving Rise to New Businesses**

#### Kanagawa Science Park (KSP)

The first science park in Japan (established in 1989) and one of the largest technology incubators in Japan. It has 118 companies (as of Jan. 2006). http://www.ksp.or.jp/english/



#### Shin-Kawasaki Science Park (KBIC, K2)

Academic-industrial alliance-typed science park.

- Kawasaki Business Incubation Center (KBIC)
- Keio University Shin-Kawasaki Town Campus (K2)

It has 21 companies and 7 laboratories (as of Jul. 2006).

http://www.kawasaki-net.ne.jp/kbic/index-en2.htm



#### Techno Hub INnovation Kawasaki (THINK)

Private-sector-led science park.

Custom-made research space available.

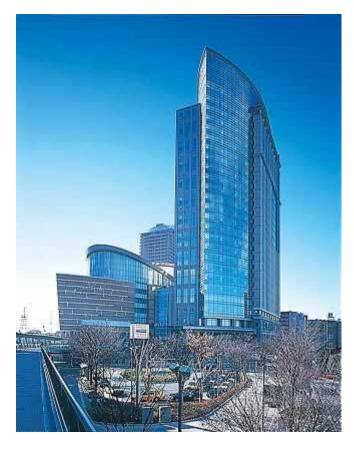
It has 55 companies (as of Mar. 2006).

http://www.techno-hub-innovation.com/





## **Advantage 5 – Outstanding Cultural and Life Environment**



MUZA Kawasaki Symphony Hall (left)

MUZA Kawasaki Central Tower (right)

 City of Music and Cinema MUZA Kawasaki Symphony Hall and cinema complexes

Growing number of new commercial establishments

Lazona Kawasaki Plaza (opened on Sept. 28, 2006)

(about 300 tenants including a cinema complex, home appliance and general merchandise store, mega book store, restaurants and cafes)



## 3. Developing Industries of Kawasaki – The Environment

# Highlights

- 1. The city has experience in overcoming pollution problems
- 2. Accumulation of companies with excellent environmental technologies

## Related News

- 1. Approved as a "Special International Environmental District" (May 2003)
- 2. Operation of the Zero-Emission Industrial Complex (Nov. 2002)
- 3. Holding of "Eco Industries Forum" (from Jul. 2005)
- 4. Approved as an "Eco-Town" (from Jul. 1997)



Keihin Waterfront District in the period of rapid growth (around 1970)





Present



## 4. Developing Industries of Kawasaki – IT

# Highlights

Accumulation of world-famous IT companies such as NEC, Canon, Hitachi, Fujitsu, Dell and IBM.

## Related News

- Completion of "NEC Tamagawa Renaissance City" (May 2005)
   (In order to strengthen the research and technology development structure, NEC compressed its sites into this intelligent building.)
- 2. Establishment of Canon's R&D base in Kawasaki (currently in progress)
- 3. Relocation of Pioneer's base of home electronics (spring 2007)



NEC Tamagawa Renaissance City
\*NEC press release



## 5. Developing Industries of Kawasaki – Life Science

### Highlights

- 1. Accumulation and network of bio/life-science related companies
  - (1) Setting up of "Kawasaki Life Science Network Meeting" (Oct. 2003) Encourages meeting between industries and industry and academia. A total of 91 groups and 185 persons participated (FY 2005).
  - (2) Setting up of "Kawasaki Salon for Scientists" (Apr. 2006) Established as a base for sharing knowledge and fostering of a R&D mindset.
- 2. Promotion of the health science industry around the "Kanagawa Gate" of Haneda Airport



Attraction of high-tech medical facilities; and genome, bio, and allergy research institutes and incubation facilities.

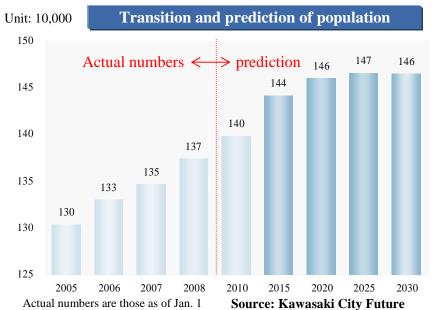
#### Related News

- 1. Siting of NEDO's\* head office in Kawasaki (Feb. 2004)
  - \* The New Energy and Industrial Technology Development Organization. It is Japan's largest public R&D management organization for promoting the development of advanced industrial, environmental, new energy and energy conservation technologies.
- 2. Expansion of Ajinomoto's function related to the life science industry (currently in progress)



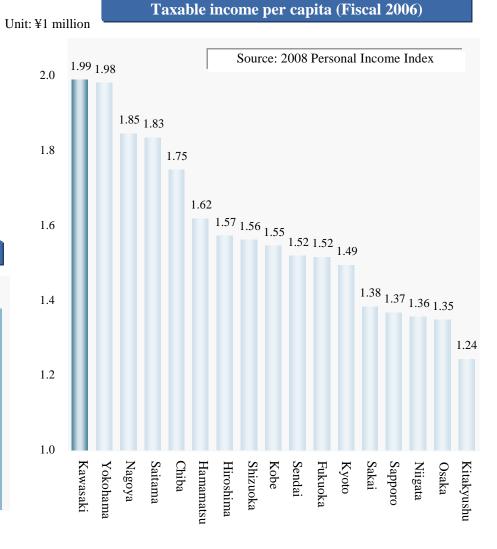
# **Potential of Kawasaki City**





KAWASAKI CITY

**Population Estimates** 



## Comparison of Kawasaki's financial situation with other ordinance-designated cities

High ratio of independent source of funds (ordinary account)

The number of local public bodies that are not granted ordinary local allocation tax

Ratio of independent source of funds 68% (ranked 2nd)

Financial power index of fiscal 2007: 1.060 (ranked 1st)

1.022

0.929

0.799

FY2005-07 average

0.794

1.060

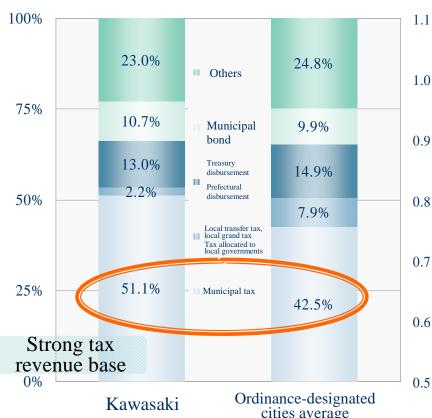
0.974

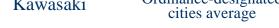
0.934

1.016

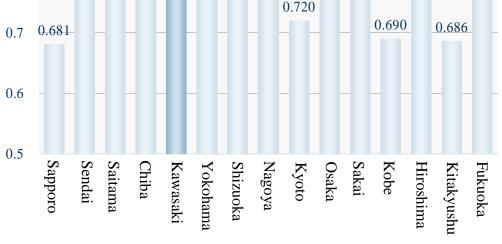
0.835

1.004





Comparison based on fiscal 2006 reports on closing accounts





0.830

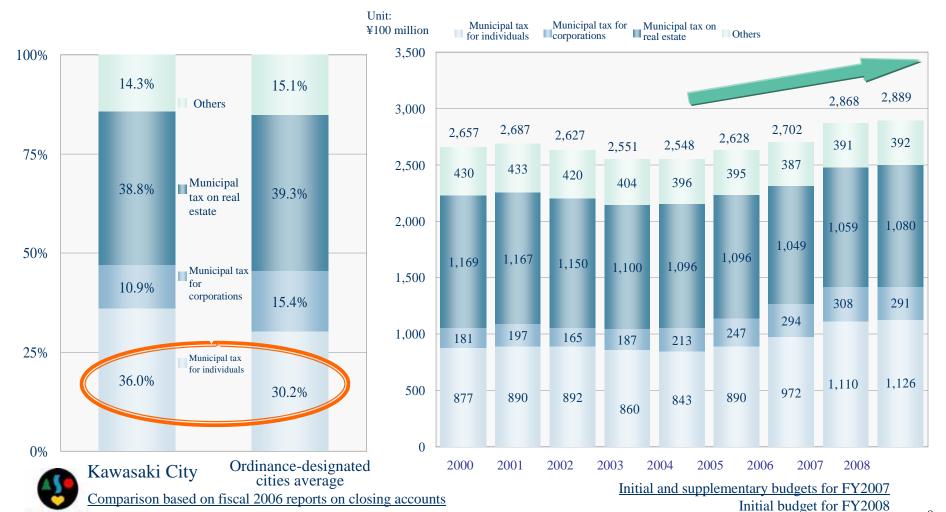
## **Analysis of taxation structure**

#### The rate of individual municipal tax is high

Component ratio of individual municipal tax is high. (Ranked second in ordinance-designated cities.)

KAWASAKI CITY

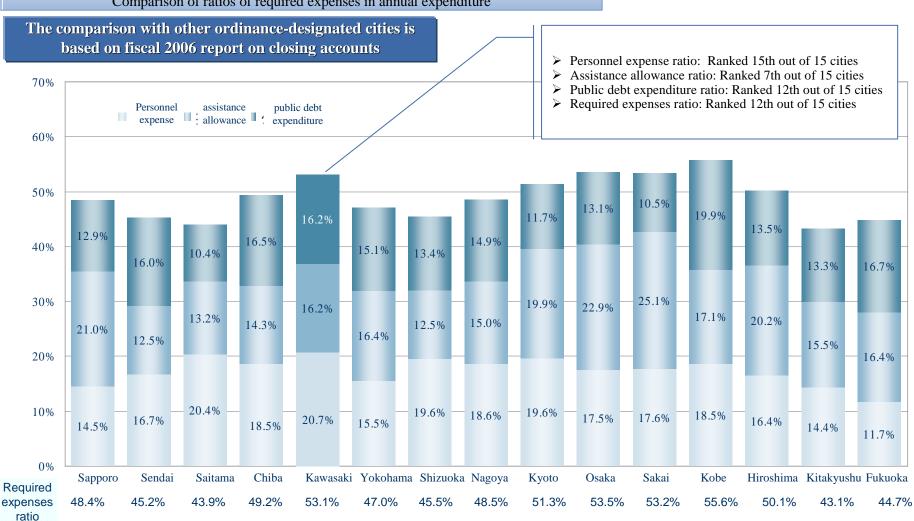
Transition of municipal tax revenue. Steadily increasing since fiscal 2004.



# **Analysis of expenditure structure** (ordinary account)

High ratio of personnel expenditure compared with other cities is the biggest problem in the city's structure of expenses

Comparison of ratios of required expenses in annual expenditure



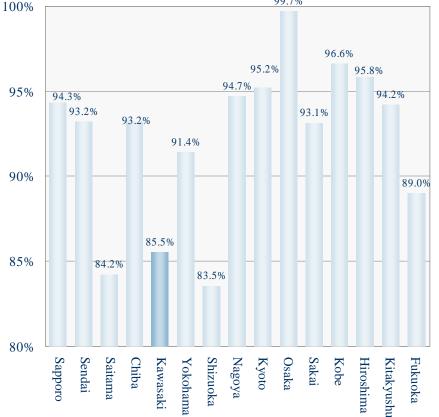


# Current account ratio, Primary balance

#### Low current account ratio means a resilient fiscal structure

#### Primary balance continuing upward trend since fiscal 2005

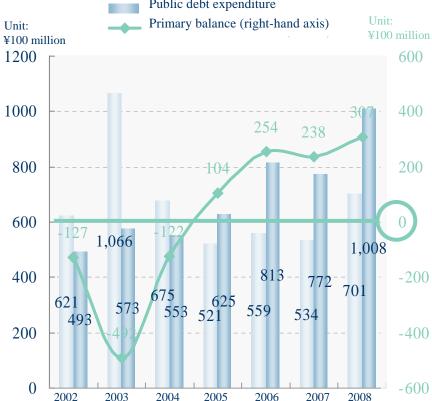




The comparison with other ordinance-designated cities is based on fiscal 2006 report on closing accounts

KAWASAKI CITY

#### Primary balance of general account Floatation price of municipal bond Public debt expenditure Primary balance (right-hand axis) Unit: ¥100 million



Initial and supplementary budgets for fiscal 2002 to fiscal 2006 Initial budgets for fiscal 2007 and fiscal 2008

# Consolidated Balance Sheet of Kawasaki City (as of end of FY2006)

The whole city's balance sheet with ordinary account, special account (16) and government owned companies' account (6) is consolidated with the balance sheets of Partial Administrative Unions, local public corporations and the third sector.

#### Consolidated balance sheet with associated cooperative groups (Draft)

Unit: ¥100 million

	Section	FY2004	FY2005	FY2006
	1. Property, plant and equipment	31,647	31,890	32,035
	(Ordinary account of the abovementioned assets)	19,067	19,272	19,460
	2. Investments	1,710	1,700	1,702
	Investments and capital	489	480	501
Assets	Loans	366	373	350
ets	Funds, others	855	847	851
	3. Current assets	1,789	1,717	1,562
	Cash and deposits	489	561	506
	Accounts receivable, others	1,300	1,156	1,056
	4. Deferred account	5	2	1
	Total assets	35,151	35,309	35,300

	Section	FY2004	FY2005	FY2006
	1. Fixed liabilities	16,322	15,945	15,421
	Local government bonds	13,869	13,750	13,399
	Reserve funds, others	2,453	2,195	2,022
Liabilities	2. Current liabilities	1,398	1,581	1,625
ities	(Local government bonds, bonds to be redeemed in the next fiscal year)	901	1,070	1,168
	Total liabilities	17,720	17,526	17,046
	1. Treasury disbursements	4,655	4,774	4,855
Differ assets	2. Prefectural disbursements	259	254	249
ence band li	3. Funds financed by private firms and other organizations	71	71	72
Difference between assets and liabilities	4. General revenue sources, others	12,446	12,684	13,078
S	Total of difference between assets and liabilities	17,431	17,783	18,254
	Total net assets and liabilities	35,151	35,309	35,300



# **Public-sector enterprise accounts**

KAWASAKI CITY

#### **Accounts of companies on the recovery track**

Transition of each net income (loss) of municipal owned companies by accounts (by fiscal year)



## Balance sheet of Kawasaki (As of end of fiscal 2006)

( Unit:¥ million								
	Section	Ordinary account	Special account	Municipal enterprise account	Simple total	Total account		
	Property, plant and equipment	19,460	1,408	10,533	31,401	31,401		
	Expenses for public construction works	11,939						
	Expenses for education	3,863						
	Expenses for public health	1,643						
	Expenses for general affairs	1,029						
	Others	987						
$\triangleright$	(Land)	(10,350)						
Assets	2. Capitalization, others	2,008	147	195	2,350	1,509		
	Capitalization and investment	1,290	0	115	1,405	564		
	Loan	362	37	0	399	399		
	Fund, others	356	110	80	546	546		
	<ol><li>Current assets</li></ol>	276	170	410	856	837		
	Cash and deposits	133	21	232	386	407		
	Accounts receivable, others	142	149	178	469	431		
	4. Deferred account		0	0	0	0		
	Total assets	21,744	1,726	11,137	34,607	33,748		

					( Unit:\)	million )
	Section	Ordinary account	Special account	Municipal enterprise account	Simple total	Total account
	1. Fixed liabilities	8,887	243	5,285	14,415	14,415
	Local government bonds	8,119	219	5,062	13,399	13,399
	Carried-over expenses	61	0	0	61	61
Lia	Reserve funds, others	707	25	223	955	955
Liabilities	2. Current liabilities	579	28	711	1,318	1,300
ies	Local government bonds, bonds to be redeemed in the next fiscal year	579	28	473	1,079	1,079
	Others		0	239	239	221
	Total liabilities	9,466	271	5,996	15,733	15,715
	1. Treasury disbursements	2,373				
Net:	2. Prefectural disbursements	238				
Net assets	3. General revenue source, others	9,667				
	Total net assets	12,278	1,455	5,141	18,874	18,033
T	otal net assets and liabilities	21,744	1,726	11,137	34,607	33,748

From the fiscal 2000 period, we started drawing up a balance sheet which includes every account general account, special account and public-sector companies accounts in accordance with the central government standard to clarify the financial situation of the whole city of Kawasaki.

When compared with the balance sheet of the previous year, total assets have increased ¥15.8 billion, total liabilities have decreased ¥26.8 billion and total net assets/liabilities have increased ¥42.6 billion.

Of property, plant and equipment of Kawasaki, the ratio of net assets to total assets is 53.4 percent (an increase of 1 percentage point from the previous fiscal year).

When compared with the ordinary account, total liabilities are comparatively larger. As municipal bonds are issued at a high frequency to make funds to keep property, plant and equipment in good condition in the municipal enterprise account, the ratio of total liabilities is higher than in that of the general account



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# Consolidated balance sheet with associated cooperative groups (Draft) (As of end of fiscal 2006)

(Unit:	¥ millior	ı)
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	(Unit.∓ II						,
Section		Ordinary account	Special account	Municipal enterprise account	Third sector and others	Simple total	Total account
	Property, plant and equipment	19,460	1,408	10,533	634	32,035	32,035
	Expenses for public construction works	11,939					
	Expenses for education	3,863					
	Expenses for public health	1,643					
	Expenses for general affairs	1,029					
Α	Others	987					
Assets	(Lands)	(10,350)					
S	2. Capitalization, others	2,008	147	195	600	2,950	1,702
	Capitalization and investment	1,290	0	115	0	1,406	501
	Loan	362	37	0	294	693	350
	Fund, others	356	110	80	305	851	851
	3. Current assets	276	170	410	733	1,588	1,562
	Cash and deposits	133	21	232	94	480	506
	Accounts receivable, others	142	149	178	639	1,108	1,056
	4. Deferred account		0	0	1	1	1
	Total assets	21,744	1,726	11,137	1,967	36,574	35,300

( Unit:¥ million )		)	llion	mil	t:¥	Uni	(	
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( Unit. ∓ mini							
	Section	Ordinary account	Special account	Municipal enterprise account	Third sector and others	Simple total	Total account
	<ol> <li>Fixed liabilities</li> </ol>	8,887	243	5,285	1,350	15,765	15,421
	Local governmentbonds	8,119	219	5,062		13,399	13,399
	Carried-over expense	61	0	0	0	61	61
Г	Reserve fund, others	707	25	223	1,350	2,304	1,961
iabi	2. Current liabilities	579	28	711	332	1,650	1,625
Liabilities	Local government bonds, bonds to be redeemed in the next fiscal year	579	28	473	89	1,168	1,168
	Others		0	239	243	482	457
	Total liabilities	9,466	271	5,996	1,682	17,415	17,046
	1.Treasury disbursements	2,373	0	2,482	0	4,855	4,855
Di ass	2.Prefectural disbursements	238	0	11	0	249	249
Difference between assets and liabilities	Funds financed by private firms and other organizations				72	72	72
etwee abilitie	4. 4General revenue sources, others	9,667	1,455	2,648	214	13,983	13,078
es es	Total of difference between assets and liabilities	12,278	1,455	5,141	285	19,159	18,254
Tot	al net assets and liabilities	21,744	1,726	11,137	1,967	36,574	35,300
101	at het assets and habilities	21,/44	1,720	11,137	1,907	30,374	33,30

Kawasaki municipal government provides services to citizens through the administration as well as associated corporate bodies financed by the municipal government.

To disclose the financial situation of the city and its associated organizations as a unified body, Kawasaki has consolidated partial administrative unions, local public corporation and the third sector to the city's balance sheet, and draws up a consolidated balance sheet (draft).

When comparing the consolidated balance sheet with the total account balance sheet, the total liabilities are comparatively larger because the liabilities ratio of the associated organizations is larger.



# Balance sheet of general account of Kawasaki

( Unit:¥ million )

	Section	End of fiscal 2002	End of fiscal 2003	End of fiscal 2004	End of fiscal 2005	End of fiscal 2006	Balance	Ratio of increase/decrease
	(1) Property, plant and equipment	18,432	18,860	19,067	9,273	19,460	187	1.0
	Expenses for general affairs	882	1,100	1,081	1,050	1,029	(21)	(2.0)
Assets	Expenses for public construction works	11,296	11,457	11,644	11,808	11,939	131	1.1
sets	Expenses for commerce and industry	258	297	291	286	281	(5)	(1.7)
	(2) Capitalization, others	1,675	1,833	1,929	1,967	2,008	41	2.1
	(3) Current assets	288	321	337	370	276	(94)	(25.5)
	Total assets	20,395	21,015	21,333	21,610	21,744	134	0.6
Ι	(1) Long-term liabilities	8,309	8,940	9,102	9,051	8,887	(164)	(1.8)
Liabilities	Local government bonds	7,454	8,133	8,306	8,259	8,119	(140)	(1.7)
litie	(2) Current liabilities	374	387	475	561	579	18	3.1
S	Total liabilities	8,683	9,327	9,577	9,612	9,466	(146)	(1.5)
	(1) Treasury disbursements	2,260	2,260	9,612	2,360	2,373	13	0.6
Net assets	(2) Prefectural disbursements	255	252	2,360	243	238	(5)	(2.0)
sets	(3) General revenue source and others	9,197	9,175	243	9,395	9,667	272	2.9
	Total of net assets	11,712	11,688	12,215	11,998	12,278	280	2.3
Index	Distribution ratio of net assets (%)	57.4	55.6	57.3	55.5	56.5	0.9	-



# **Statement of local government administration costs** (General account)

[Administration costs]

Unit: ¥1million, %

		FY	2004	FY	2005	FY2006	
	Section/ FY		Distributi on ratio	Amount	Distributi on ratio	Amount	Distributi on ratio
pe	(1) Personnel expense	99,921	25.6	98,428	25.2	95,598	24.3
Expenses for personnel matters	(2) Reserve fund for employees' retirement benefits	10,325	2.6	10,181	2.6	10,153	2.6
s for natters	Subtotal	110,246	28.2	108,609	27.8	105,751	26.9
_	(1) Cost of supplies	51,590	13.2	51,352	12.9		12.9
dx E	(2) Maintenance fee	5,186	1.3	5,428	1.4	5,539	1.4
ope	(3) Depreciation expense	47,678	12.2	47,701	12.2	47,958	12.2
Expenses for properties	Subtotal	104,454	26.7	104,481	26.5	104,334	26.5
	(1) Assistance expense	79,321	20.3	81,218	20.8	84,406	21.5
	(2) Support fee	45,350	11.6	43,018	11.0	42,964	10.9
ost fo	(3) Transfers to special account	31,220	8.0	28,567	7.3	30,625	7.8
Cost for transfer payment	(4) Construction operation fee (Grant-in-aid to other organizations)	6,237	1.6	5,524	1.4	7,503	1.9
	Subtotal	162,128	41.5	158,327	40.5	165,498	42.1
	(1) Costs of restoring a devastated area	0	0.0	89	0.0	0	0.0
Other costs	(1) Public debt expenditure (Only for interests)	19,821	5.1	17,700	4.5	16,049	4.1
osts	(2) Losses due to nonpayment	1,718	0.4	,		1,409	0.4
	Subtotal	21,539	5.5	19,538	5.0	17,458	4.5
Admi	nistrative costs A	398,367	101.9	390,955	100.0	393,041	100.0

[Revenue]	Unit: ¥1million, %
[ive veride]	Cinc. Fillinion, A

		2004		2005	FY2006		
Section/ FY	Amount	Distributi on ratio	Amount	Distributi on ratio	Amount	Distributi on ratio	
(1) Usage charge, commission, etc B	39,930	9.7	38,852	10.2	37,786	9.0	
B/A	10.2%		9.9%		9.6%		
(2) Treasury (prefectural) disbursement C	58,401	14.3	58,225	14.1	59,519	14.2	
C/A	14.9%		14.9%		15.1%		
(3) General revenue source D	295,333	72.1	304,406	73.7	314,776	74.9	
D/A	75.5%		77.9%		80.1%		
(4) Net depreciation expenditures of national (prefectural) treasury disbursement	8,068	2.0	8,091	1.9	8,150	1.9	
Revenue $(B + C + D + E)$	401,732	98.1	409,574	97.5	420,231	100.0	



# Fiscal 2008 plan to issue Kawasaki municipal bond

- ✓ Of the account balance's total amount of ¥180.2 billion, total amount of private funds is ¥166.8 billion (93 percent of the total).
- ✓ Of the total issued amount of publicly offered bonds of ¥110 billion (61 percent of the total), the bonds issued independently by Kawasaki amount to ¥75 billion (42 percent of the total).
- ✓ Total issued amount of private placement bonds in banks is ¥56.8 billion (32 percent of the total).

Unit: ¥100 million

	OHIL TIOU IIIII										111111101						
Section		Term	Amount issued	Apr 2008	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2009	Feb	Mar	May	
Public offering bonds	Publicly offered local government bonds  Issued independently by  Kawasaki	1	5 years	350			100			150				100			
		Publi gov	10 years	100								100					
		20 years	100		Issuance of spot bonds on annual basis												
		20 years	100		Issua	nce in t	he first	half									
		l local onds	20 years or 30 years	100							Issuance in the second half						
	Joint issue		10 years	350	50	50		50	50				50		50	50	
Private placement bonds on banks	Securities issue or bond issue		5 years (some 4- year bonds)	122						3						30	89
			10 years	185						105							80
			Super- long-term bond	261							161						100

- ✓ To avoid financial risk, we evenly issue bonds with three different terms mid-term, long-term and super-long-term bonds.
- ✓ While maintaining a certain scale of public-offering bonds, we will put on market private placement bonds on banks. (The ratio of public-offering bonds to private placement bonds on banks is 66:34.)
- While we expect the public fund to be decreased, we will secure a certain amount. (Ratio of private to public is 93:7.)

