

# City of Kawasaki

Investor Presentation, October 2012



Finance Department Finance Bureau, City of Kawasaki



#### Contents



I am Takao Abe, Mayor of Kawasaki City.

Kawasaki City has developed amid the rich natural resources provided by the Tama River. As the core of the Keihin Industrial Zone, the city supported Japan's rapid economic growth in the past. Now, it is home to numerous research and development organizations and companies specializing in environmental issues, life sciences and other leading-edge science and technology fields. It is transforming into one of the world's top leading science and technology centers.

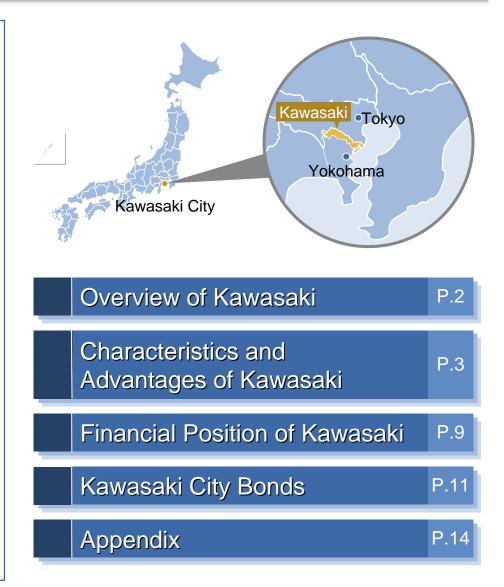
The city also boasts abundant nature such as the Tama River and the Tama hills, where citizens often relax and connect with one another. Kawasaki City is rich in resources in the areas of culture, the arts, and sports, and boasts music colleges, bands, choirs, film schools, and sports teams, many of which are very active both in and outside of Japan. Using these strengths and characteristics, Kawasaki City promotes the development of itself as a "city of music," a "city of film," and a "city of sport."

As the three main pillars of local government administration, we have been promoting "decisive action on administration and fiscal reform," "concrete promotion of the new comprehensive planning," and "resident-led city development through local government ordinances." We will be implementing measures to make residents feel glad they live in Kawasaki.

To realize these goals, we are making efforts to (1) realize a "human city" that nurtures respect for life and gets people to support each other in areas like medical care, welfare, child-rearing, education (2) ensure a "safe and comfortable city" that provides safety, a sense of safety, and comfort in residents' daily lives and living environment (3) contribute to the global community and make a sustainable "lively city" by promoting measures against global warming and supporting the welfare industries and R&D in fields related to the environment and life sciences (4) create a "stability sustaining city" that makes efforts to support small- and medium-sized enterprises, promote traditional shopping arcades and agriculture, and secure jobs (5) create an attractive, "unique metropolitan city" by utilizing strengths and characteristics such as local resources.

We hope to make "yet another leap" with an eye to becoming one of Japan's liveliest and most attractive cities, and will do our best to achieve these goals. I would greatly appreciate your understanding and support for the Kawasaki City Government, both from investors and the citizens of Kawasaki City.

川崎市長 阿部 孝夫





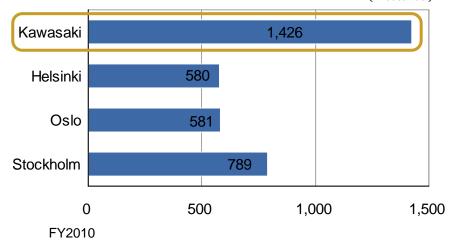
## . Overview of Kawasaki

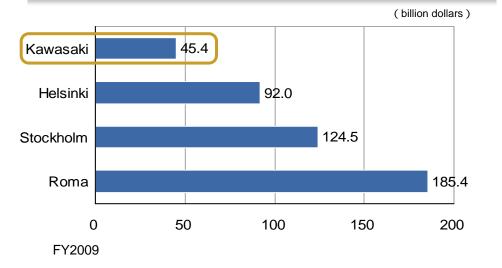
	Kawasaki	Japan			
Population	1,438,170 (08/01/2012)	127,570,000 (08/01/2012)			
Population growth rate	5.26% (2007 2012)	0.17% (2007 2012)			
Average age	41.5 (10/01/2010)	44.9 (10/01/2010)			
Labor force (percentage)	6,600,000 (46.2%) (FY2010)	62,410,000(48.7%) (FY2010)			
Donulation					

	Kawasaki	Japan			
Households	672,050 (08/01/2012)	51,840,000 (10/01/2010)			
Area	144.35 km <sup>2</sup>	377,929.99 km <sup>2</sup>			
GDP	45.4billion dollars (4.8trillion yen) (FY2009)	5.04trillion dollars (473trillion yen) (FY2009)			
Major industries	Manufacturing (steel, electronics, telecommunications, precision machinery, petrochemical) information and service				
Developing industries	New manufacturing technologies, information and telecommunications, environment, welfare and life sciences, life culture				
Registered foreign people	31,060 (2.2%) (06/30/2012)	2,134,151 (1.7%) (12/31/2010)			
Foreign firms	115(83 headquarters ∶5th in Japan)	3,500			
	GDP				

#### **Population**

(thousands)







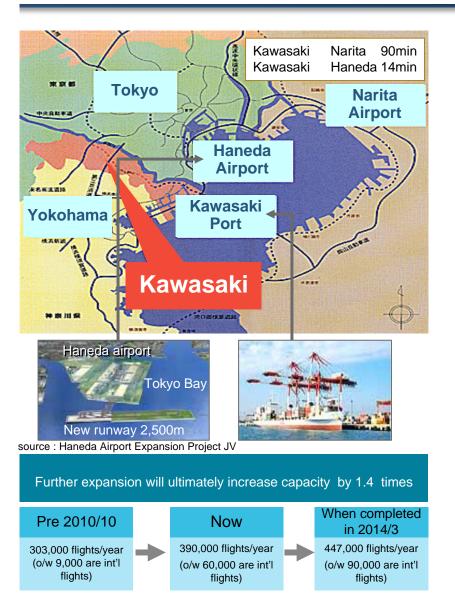
## . Characteristics and Advantages of Kawasaki

1	Convenient access	P.4
2	Top city for "industry and R&D"	P.5
3	Front-runner of Environmental Innovation	P.7
4	Famous city for "art and culture"	P.8





## Potential 1. Convenient access



#### Convenient access to airports

• 90 minutes to Narita Airport, 14 minutes to Haneda Airport

#### Lots of railways and roads

19 minutes to Tokyo, 8 minutes to Yokohama (via railways)

## Extension and internationalization of Haneda Airport (from 10/21/2010)

- Increase of capacity (1.4 times larger than now)
- Expand close-range Asian business air routes
- Go into service to European major cities by 24-hour operation
- Expansion of international freight
- Plan for KING SKYFRONT (building a site for life innovation and green innovation which can make contribution to the world)





## Potential 2. Top city for "industry and R&D"

#### 2 - 1 Global companies and major R&D institutions ZEON CORPORATION FUITSU FUJITSU NEC NEC **AIINOMOTO** AJINOMOTO (factory, research institute) (office, research institute) (head office, factory) (office, central research institute) AsahiKASEI ASAHI KASEI **SUNTORY** SUNTORY (product development center) TOSHIBA Leading Innovation >>>> (R&D center) (R&D center) Nippon Yakin Kogyo каод KSP KAO micon city (factory) Mercedes Benz KING TONEN GENERAL **SEKIYU SKYFRONT** Mercedes Benz R&D Kawasaki (factory, central research institute) MITSUBISHIFUSO TRUCK&BUS Shin Kawasaki Sozo no Mori (head office) Science park **Proneer** Pioneer 埼玉県 (DELL Dell TOKYO ELECTRIC POWER COMPANY (head office) 干葉県 Chiba Pref. 東京都 Tokyo **THINK** SHOWA DENKO Cattott Canon JFE STEEL office (office, R&D center) (ironwork) NISSHIN SEIFUN (factory) X JX Nippon Oil & Energy TÔKYÔ GÁS TOKYO GAS



Science park and R&D industrial housing

(office, factory)

## Potential 2. Top city for "industry and R&D"

Three Science Parks Contributing to Create New Industry - Only Kawasaki has 3 basis in a city -

#### Kanagawa Science Park (KSP)

http://www.ksp.or.jp/

- The first (in1989) and one of the largest science park in Japan
- Home to 127 firms (April 2012)





#### Shin-Kawasaki Sozo no Mori Science Park (KBIC, K<sup>2</sup>)

http://www.kawasaki-net.ne.jp/kbic/ http://www.k2.keio.ac.jp/

(Collaboration between academia and industry)

- New university-industry-government joint research center for nano-micro technology
- Activities of nano-micro fabrication consortium of four universities (Tokyo, Keio, Waseda, Tokyo Institute of Technology)
- The Kawasaki Business Incubation Center (KBIC)
- Keio University Shin Kawasaki Town Campus (K2)

"NANOBIC" Opened in April 2012

R&D basis formation of advanced science and technology with accumulations of companies in futureoriented industries

Home to 16 firms and 8 university research projects(April 2012)

Home to 13 university research projects(April 2012)



#### Techno Hub Innovation Kawasaki (THINK)

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

(Led by private organization)

■ Home to 54 firms (April 2012)





#### Approach to Establishing a International Strategic Site Focused on KING SKYFRONT

#### Formation of international strategy basis in life science and environmental areas

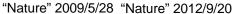
- Opreation of Joint Research Center of Regeneration Medicine and New Drug Development
- Implementation of research for practical realization of regeneration medicine technology
  - ~ Only technology to lead the world from Japan(development of medical treatment such as spinal cord injury using iPS cells)
- Implementation of medical treatment and drug development for overall ataxia, etc. by using the world's only genetically-modified marmoset







Joint Research Center of Regeneration Medicine and New **Drug Development** Operated from July 2011





## Potential 3. Front-runner of Environmental Innovation

## 3-1 Experience in overcoming industrial pollution

# Sky of Kawasaki (1967)

The city was covered by smoke emitted from factories along the sea.

Significant improvement by measures taken together by firms, citizens and the administration

#### Sky of Kawasaki (now)



Air condition has been improved by various measures.

#### 3-2 Carbon challenge Kawasaki eco strategy (CC Kawasaki)

- Promotion of environment measures making use of characteristics and advantages of Kawasaki
- Promotion of international contribution through environmental technology

  ·UNEP cooperation project ·Kawasaki International ECO-Tech Fair
- Promotion of CO2 reductions by collaboration among various entities

#### Mega Solor (Ukisima Island)



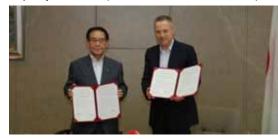
Built one of the largest mega-solar power plants in waterfront areas in collaboration with private company

- Ukisima (Operated in August 2011)
- Oogisima (Operated in December 2011) Capacity 20,000kW (cover 5,900 households needs)



Electromobile developed at K2 town campus 'Eliica

Able to run 100 km by ¥100 electricity



Dialog with Denmark on economy and industry
As an effort in environment, welfare and life science
sectors, Kawasaki City and the embassy of Denmark in
July 2012 signed a memorandum of understanding
regarding dialog on the economy and industry.



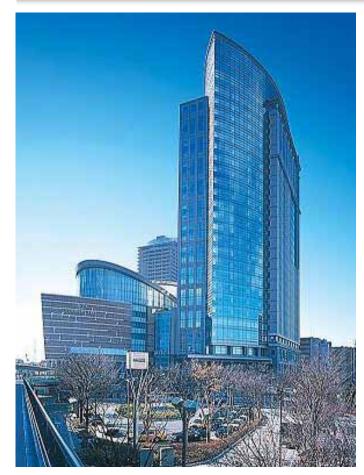
Recycling factory producing resin for pet bottles by using old pet bottles

PET REFINE TECHNOLOGY Co.,Ltd



## Potential 4. Famous City for "Art and Culture"

#### Kawasaki : City of music



MUZA KAWASAKI SYMPHONY HALL (left) MUZA KAWASAKI CENTRAL TOWER (right)

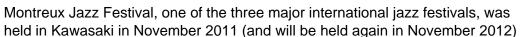


Pipe organ placed at the Muza Kawasaki Syphony Hall



Vienna Philharmonic Orchestra (11/2010)



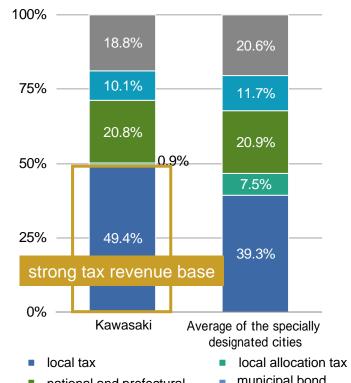




## . Financial Position of Kawasaki

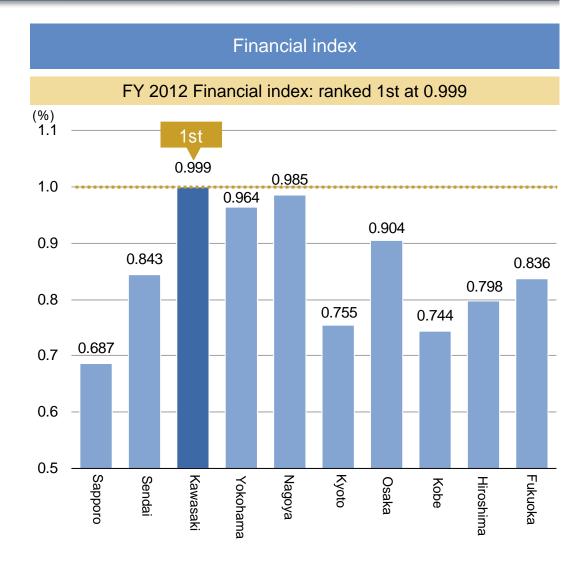
#### Revenue structure (general account)

#### Higher percentage of local tax in Revenue



- national and prefectural treasury disbursement
- municipal bond

- others
- \* Comparison of the specially designated cities based on the settlement of accounts (FY2011)



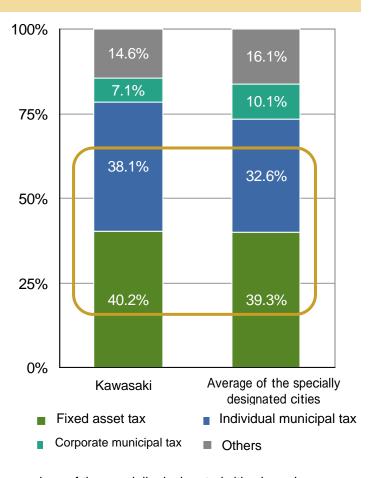
- \* Average index between FY2010 to FY2012
- \* Calculated by the Kawasaki City based on the data of each city



## . Financial Position of Kawasaki

#### **Analysis of Tax Revenue Structure**

#### Stable tax revenue structure



State of tax revenue (100 million yen) 3,500 -2,938 2.897 2,852 2,820 2,871 3,000 2,794 2,703 2,628 396 392 2,551 2,548 397 398 388 2,500 280 153 404 321 170 177 294 247 2,000 1,165 1,172 1,103 1,095 1,112 1,117 972 890 860 843 1,500 1,000 1,130 1,143 1,156 1,102 1,100 1.096 1,096 1,049 \_ 1,067 1.097 500 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 Fixed asset tax ■ Individual municipal tax
■ Corporate municipal tax
■ Others

 <sup>\*</sup> Comparison of the specially designated cities based on the settlement of accounts (FY2011)



\*Initial budget (FY2012)

## . Kawasaki City Bonds

#### FY2012 Kawasaki City Bond Issue Plan

- Of 147.7 billion yen of all accounts, private funds are129.8 billion yen (88%)
- The amount of public offering bonds is 100 billion yen (67%), of which the amount of Kawasaki individual bonds is 76 billion yen (51%)
- The total issue amount of bank, etc. underwritten bonds is 29.8 billion yen (20%)

billion yen

Category		Term (year) Sum	2012				2013											
	Caleg	JOLY	Term (year)	Sulli	4	5	6	7	8	9	10	11	12	1	2	3	Spot	TBD
puoq		Nationwide	5	28		7		7			7			7				
	Individuo	market	10	10									10					
ğ	Individua I bond	public — offering	Super long	30	10		10										10	
Public offering	loca	local govt bond	Flex (mid to long term)	8													8	
		nt local ment bond	10	24		5		5	5			5			4			
	Su	btotal		100														
D C		Securities issue or certificate issue	5	11.1												1.1		10
Esrk etc Jerwritten sors			10	14.3												4.3		10
Ear,	3311110		Super long	4.4														4.4
- jour	Su	btotal		29.8														
	Public t	funds		17.9														
	Tota	al		147.7														

- Issuance of mid-term (1/3), long-term (1/3), and super long-term (1/3) to reduce interest-rate fluctuation risk, etc.
- Independent, self-reliant fund-raising from the market. The ratio of private funds to public funds is about 9 to 1.

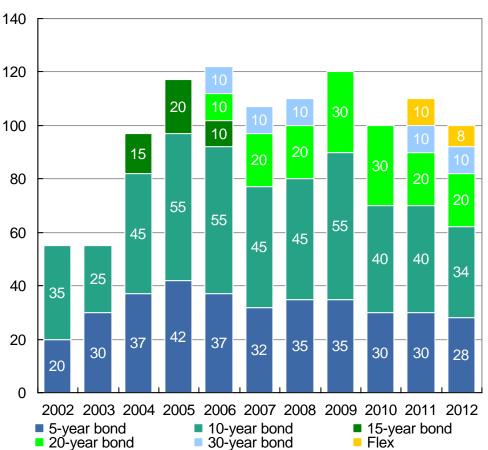


## . Kawasaki City Bonds

#### Kawasaki City Bonds: Liquidity and Safety

Total amounts of Kawasaki City's public offering bonds issued

(billion Yen)



Risk Weights under BIS Standard						
JGB	Government Guaranteed Bonds	Kawasaki City Bonds	Fiscal investment and loan bonds	Electric utility bonds		
0%	0%	0%	10%	20%		

#### Tax-Exempt Measures for Non-Residents

- In accordance with the amendment to the Act on Special Measures Concerning Taxation Article 5-2, a nonresident or a foreign corporation who satisfy the specific requirements may receive interest on book-entry transfer local government bonds paid on January 1, 2008 and thereafter exempted from income tax.
- Starting from June 2010, tax-exemption procedures for the interest payments on book-entry transfer local government bonds received by nonresidents, etc., has been simplified and the scope of tax-exempt qualified person has been widened.

For further details, please visit the website of Japan Local Government Bond Association

Tax Exemption Scheme (J – BIEM)

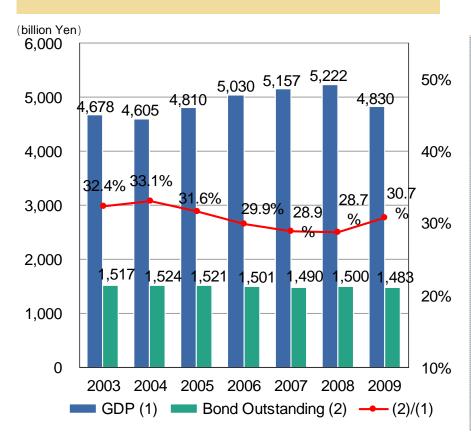
http://www.chihousai.or.jp/english/08/index.html



## IV. Kawasaki City Bonds

#### **Bond Outstanding vs GDP**

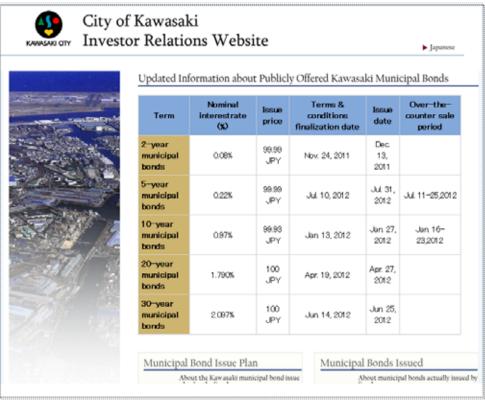
Bond Outstanding vs GDP is 30.7% (FY2009)



<sup>\*</sup> Bond Outstanding includes all accounts

#### Kawasaki City Investor Relations Website

Please visit our website for bond issue plan and track records. http://www.city.kawasaki.jp/23/23sikin/home/ir/english/index.html3





## V. Appendix

1	International Contribution with World-Class Technologies	P.1
_	3	

- International Eco-Tech Fair & Forum on Intellectual Property
- Water Resources Project with Australia
- Internationally Competing Facility of Life Science and Environment in KING SKYFRONT
- Promotes Showcasing of Environmental Technologies in All Over Kawasaki Clty

## 2 Financial Data P.19

- Analysis of Annual Expense Structure
- Primary Balance
- Indices on Soundness of Local Public Finance
- Ordinary Account Balance Sheet of Kawasaki City
- Comprehensive Balance Sheet of Kawasaki City
- Consolidated Balance Sheet including Affiliated Entities
- Administrative Cost Statement



#### **International Eco-Tech Fair & Forum on Intellectual Property**

#### Kawasaki International Eco-Tech Fair 2012



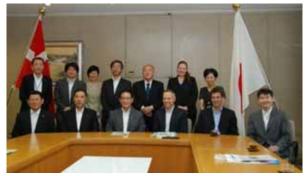


#### 2012/2/10-11 @Kawasaki

Participants	136 organizations 226 booths
No. of visitors	13,500

- Environmental professionals gathered
   International business-matching opportunity
- \*Next exhibition will be held in January 2013.

#### Economy/Industry Dialog with Denmark



Kawasaki City and the embassy of Denmark in July 2012 signed a memorandum of understanding regarding dialog on the economy and industry.

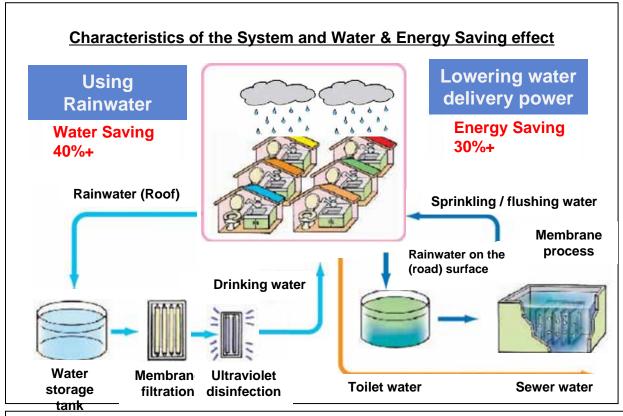
KAWASAKI CITY

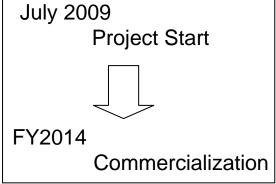
#### Asian Forum on Intellectual Property





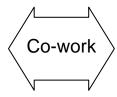
#### Water Resources Project with Australia, State of Queensland















#### Internationally Competing Facility of Life Science and Environment in KING SKYFRONT

Kawasaki Innovation Gateway at SKYFRONT (Tonomachi area)

Attracting research institutes and corporations by supporting international competition



<1<sup>st</sup> stage>

Central Institute
for Experimental Animals
Joint Research Center of
Regeneration Medicine &
New Drug Development

Advanced medical development, 'Regenerative medicine'

Innovative new medicine
New medical instrument



- Operation started in July 2011.
- Pioneering research institute in Tonomachi area

Basic agreement of promoting advanced medical development (2009/4/23)



(From left)
Tatsuji Nomura, President of Central Institute for
Experimental Animals
Takao Abe, Mayor of Kawasaki City
Hideyuki Okano, Medical Professor of Keio University



"Nature" 2009/5/28

<2<sup>nd</sup> stage>

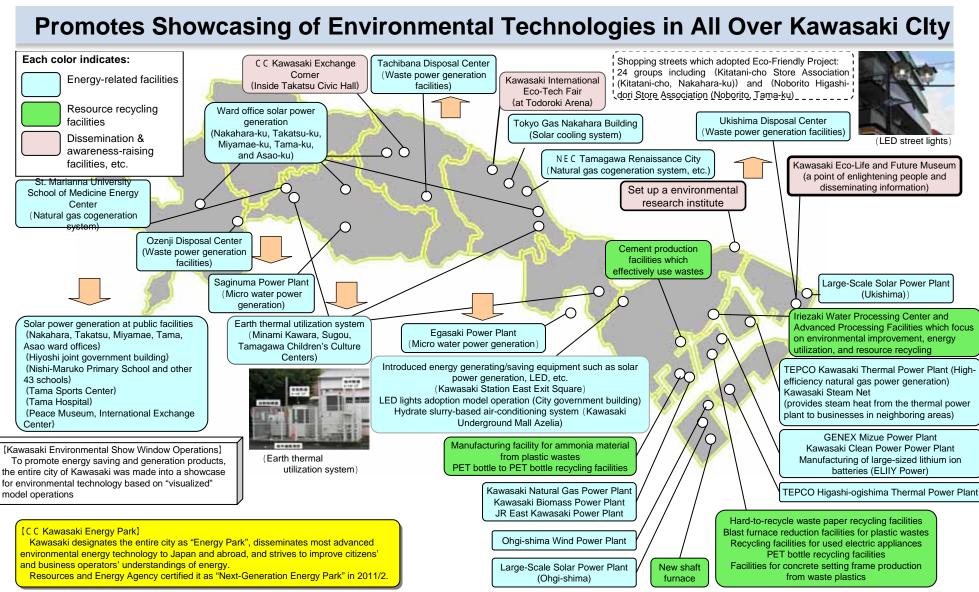
Industry-Government-Academia-Citizen Joint Research Center (tentative name)

Environmental
Research Institute
Tokyo, Health and
Safety Research Center
will move into.
Attracting other
research institutes

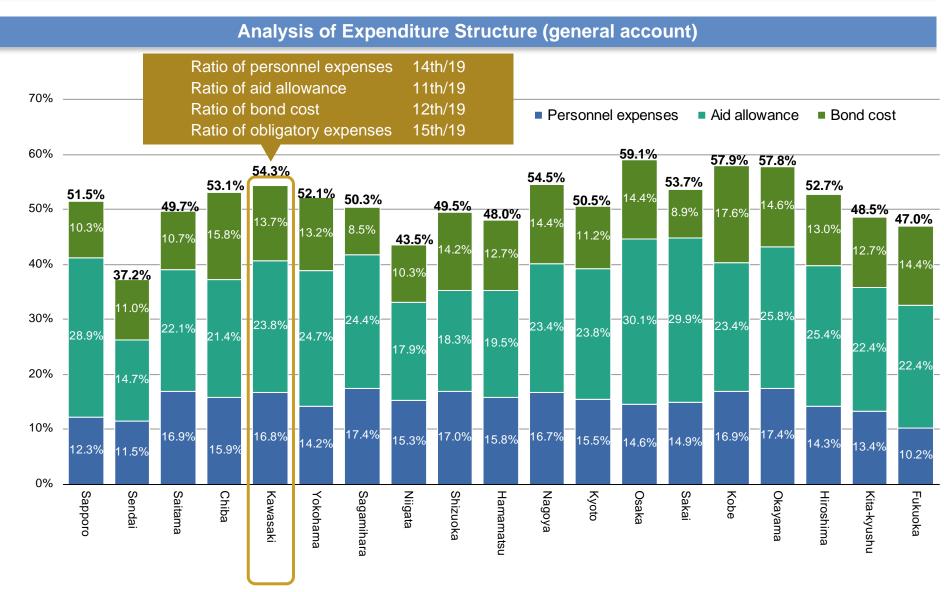


- Groundbreaking in December 2011
- Operation start in January 2013





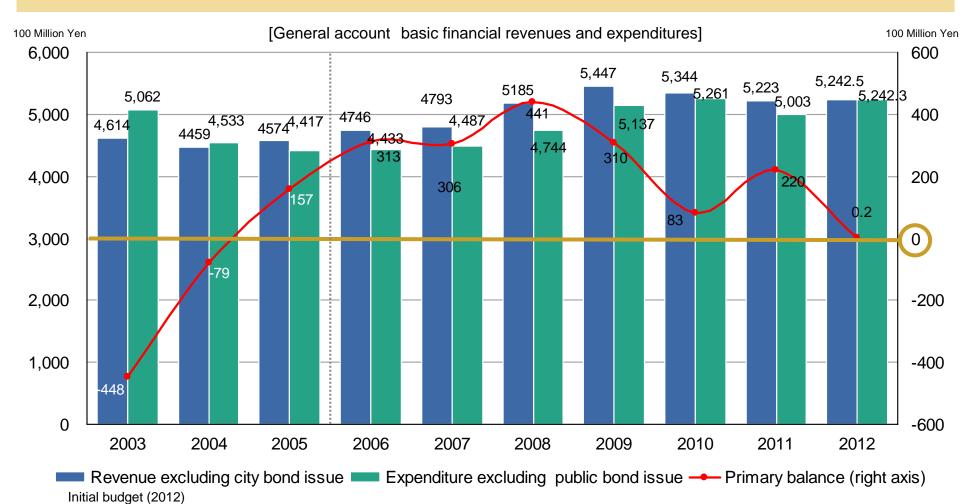






#### **Primary Balance**

#### Positive scores since FY2005





#### State of the Ratio for Determining Soundness and the Financial Shortfall Ratio

- The Local Government Financial Soundness Law stipulates that the following ratios are used to gauge the fiscal health of local governments. (1) Real deficit ratio (2) Consolidated real deficit ratio (3) Real debt service ratio (4) Future burden ratio
- Also, the (5) Financial shortfall ratio was established for assessing fiscal health of public enterprises.
- The local government must draft a financial health improvement plan if any ratios exceed the early financial soundness criterion and a financial recovery plan must be drafted if any ratios exceed Financial Rebuilding Criterion.

Fiscal Health Assessment	FY2011	FY2010	The early financial soundness criterion	The financial Rebuilding Criterion
Real deficit ratio	- %	- %	11.25%	20.00%
Consolidated real deficit ratio	- %	- %	16.25%	40.00%
Real debt service ratio	10.9%	11.9%	25.0%	35.0%
Future burden ratio	111.2%	120.0%	400.0%	

Capital shortfall ratio	FY2011	FY2010	Management Stabilizing Standard
Financial shortfall ratio (6public enterprises account)	All public enterprises have no capital shortfall.	All public enterprises have no capital shortfall.	20%

- Kawasaki City does not have any real deficits in general or public project accounts.
- Fiscal conditions are sound, as it is within the real debt service ratio and the future burden ratio under the early financial soundness criterion.



#### State of the Ratio for Determining Soundness and the Financial Shortfall Ratio

#### 1 Real deficit ratio

■ Ratio of general account real deficit to standard financial scale in general account

Real deficit ratio = real deficit of general account, etc. standard financial scale

Standard financial scale: Standard projected revenue (projected total of legal general tax, local allocation tax, special allocation tax, local transfer tax, traffic safety measure allocations, ordinary allocation tax)

The early financial soundness criterion

11.25%

The financial Rebuilding
Criterion

20.00%

■ Does not apply, as Kawasaki City has a 1.4bill. yen surplus.

#### 2 Consolidated real deficit ratio

The ratio of real deficit (or financial shortfall) in all accounts to the standard financial scale in all accounts.

Consolidated real deficit ratio = Real deficit in ordinary accounts + real deficit in public project account standard financial scale

- Ordinary account real deficit: Kawasaki City has a 1.4bill. yen surplus in ordinary account.
- Public enterprise account real deficit: No capital shortfalls in public enterprise accounts.
- Does not apply, as Kawasaki City has general account and public project account surplus.

The early financial soundness criterion

16.25%

The financial Rebuilding Criterion

40.00%



#### State of the Ratio for Determining Soundness and the Financial Shortfall Ratio

#### 3 Real debt service ratio

Ratio of redemption and quasi redemption of principal and interest of local bonds in general accounts to the standard financial scale (average of the last three years)

Real debt service ratio = 
$$\frac{(A+B) - (C+D)}{E-D}$$
 3-year average

- A: Redemption of principal and interest of local bonds
- B: Quasi redemption of principal and interest of local bonds
- C: Special resources for principal, interest repayment source
- D: Amount included in standard financial requirements pertaining to redemption of principal and interest and quasiredemption of principal and interest)
- E: Standard financial scale

Kawasa	aki City	The early financial	The financial Rebuilding	
2011	2010	soundness criterion	Criterion	
10.9%	11.9%	25.0%	35.0%	

■ Real debt service ratio is below the early financial soundness criterion of 25.0%



#### State of the Ratio for Determining Soundness and the Financial Shortfall Ratio

#### 4 Future burden ratio

■ Ratio of real burden to be borne in future by ordinary accounts (incl. public enterprises) to the standard financial scale.

Future burden ratio = 
$$\frac{A - B}{C - D}$$

- A: Future burden amount
  - Current balance of general account local govt. bonds
  - Planned expenditures based on debt payments (excl. joint bonds, etc.)
  - Estimated rollover from the ordinary account for public enterprise operations
  - Necessary retirement funds assuming all workers retire voluntarily
  - Funds for public enterprises
  - Payments for indemnity contract holders

- B: Resources that can be used for future burden ratio
  - Amount of appropriable funds
  - Estimated amount of special revenue sources
  - Amount expected to be included in standard financial requirements pertaining to outstanding local government bonds, etc
- C: Standard financial scale
- D: Amount included in standard financial requirements pertaining to redemption of principal and interest, etc.

Kawas	Kawasaki City				
2011	2010	soundness criterion			
111.2%	120.0%	400.0%			

■ Future burden ratio is below the early financial soundness criterion of 400.0%



#### State of the Ratio for Determining Soundness and the Financial Shortfall Ratio

#### 5 Capital Shortage Ratio

Ratio of capital shortage to business scale of each public enterprise

The early financial soundness criterion

20.0 %

- Public enterprise accounting of Kawasaki City
  - Hospital accounting
  - Sewage business accounting
  - Water business accounting

- Industrial water works business accounting
- Vehicle transport business accounting
- Rapid-transit railway business accounting

- Wholesale market business special accounting
- Port improvement enterprise special accounting
- Ikuta Ryokuchi Golf Course business special accounting

■ No Kawasaki City public enterprises reported deficits under public enterprise accounting.



### Ordinary Account Balance Sheet of Kawasaki City (5 years)

## The Ministry of Internal Affairs and Communications (MIC) Method

(100 million yen, %)

		( 100 million yen, % )			
	Category	FY2006	FY2007		
	1. Tangible fixed assets	19,460	19,624		
A ( -	2. Investments	2,008	2,104		
Assets	3. Current assets	276	298		
	Total assets	21,744	22,026		
	1. Fixed liabilities	8,887	8,486		
Liabilities	(of which local government bonds)	8,119	7,763		
Liabilities	2. Current liabilities	579	870		
	Total liabilities	9,466	9,356		
	National treasury disbursement	2,373	2,416		
Net Assets	Prefectural     government treasury     disbursement	238	233		
	3. General fund, etc.	9,667	10,021		
	Total net assets	12,278	12,670		
Index	Net assets to total assets ratio (%)	56.5	57.5		

#### Amended MIC Method Model

(100 million yen, %)

	Category	FY2008	FY2009	FY2010	Increase (Decrease)	Change (%)
	1. Public assets	43,439	43,640	44,007	367	1
Assets	2. Investments	1,990	2,023	2,126	103	5
Assets	3. Current assets	1,235	1,188	1,333	145	12
	Total assets	46,664	46,851	47,466	615	1
	1. Fixed liabilities	9,201	9,392	9,508	116	1
Liabilities	(of which local government bonds)	8,322	8,542	8,677	135	2
	2. Current liabilities	1,309	954	1,136	182	19
	Total liabilities	10,510	10,346	10,644	298	29
	National and prefectural subsidies for public assets improvement	2,858	2,917	3,007	90	3
Net	General revenue of public assets improvement	35,768	36,193	36,360	167	0
Assets	3. Other general revenue, etc.	2,501	2,691	2,704	13	0
	4. Revaluation difference of assets	29	86	159	73	197
	Total net assets	36,154	36,505	36,822	317	1
Index	Net assets to total assets ratio (%)	77.5	77.9	77.6	0.3	-



#### Comprehensive Balance Sheet of Kawasaki City (as of March 31, 2011)

(100 million yen)

	Category	Ordinary account	Special accounts	Public enterprises account	Simple total	Combined total
	1. Public assets	44,007	1,196	10,454	55,657	55,657
	Tangible fixed assets	43,936	1,196	10,405	55,537	55,537
	Intangible assets	0	0	49	49	49
	Saleable assets	71	0	0	71	71
	2. Investments, etc.	2,126	253	242	2,621	1,657
	Investment and equity balance	1,454	0	116	1,570	606
	Loans receivable	290	37	0	327	327
Assets	Funds, etc.	286	145	1	432	432
Ass	Long-term delinquent loans	112	88	6	206	206
	Others	0	0	120	120	120
	Non-recoverable amounts	16	17	1	34	34
	3. Current assets	1,333	58	517	1,908	1,870
	Funds	81	23	341	445	419
	Accounts receivable	46	43	148	239	225
	Real estate for sale	0	0	0	0	0
	Others	1,210	0	29	1,239	1,239
	Non-recoverable amounts	4	8	1	13	13
	4. Deferred accounts	0	0	0	0	0
Tota	assets	47,466	1,507	11,213	60,186	59,184

(100 million						
Category		Ordinary account	Special accounts	Public enterprises account	Simple total	Combined total
	1. Fixed liabilities	9,508	160	4,776	14,444	14,444
	Local public entities	8,677	158	4,636	13,471	13,471
	Affiliated entities	0	0	0	0	0
	Long-term accounts payable	76	0	0	76	76
	Allowances	755	2	140	897	897
40	Others	0	0	0	0	0
ities	2. Current liabilities	1,136	6	857	1,999	1,960
Liabilities	Amount to be redeemed in the next fiscal year	960	5	583	1,548	1,548
	Short-term borrowings	0	0	0	0	0
	Accounts payable	6	0	227	233	194
	Retirement benefits payable in the next fiscal year	116	0	16	132	132
	Allowance for bonus	54	1	9	64	64
	Others	0	0	22	22	22
	Total liabilities	10,644	166	5,633	16,443	16,404
Total net assets		36,822	1,341	5,580	43,743	42,780
Total liabilities and net assets		47,466	1,507	11,213	60,186	59,184



#### Balance Sheets Consolidated with Affiliated Entities (as of March 31, 2011)

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		Category	Ordinary account	Special accounts	Public enterprises account	Third Sectors, etc.	Simple total	Combined total
	1.	Public assets	44,007	1,196	10,454	1,070	56,727	56,727
		Tangible fixed assets	43,936	1,196	10,405	842	56,379	56,379
		Intangible assets	0	0	49	228	277	277
		Saleable assets	71	0	0	0	71	71
	2.	Investments, etc.	2,126	253	242	346	2,967	1,758
		Investment and equity balance	1,454	0	116	24	1,594	566
		Loans receivable	290	37	0	184	511	330
S		Funds, etc.	286	145	1	10	442	442
Assets		Long-term delinquent loans	112	88	6	0	206	206
٩		Others	0	0	120	130	250	250
		Non-recoverable amounts	16	17	1	2	36	36
	3.	Current assets	1,333	58	517	135	2,043	2,000
		Funds	81	23	341	94	539	511
		Accounts receivable	46	43	148	13	250	235
		Real estate for sale	0	0	0	0	0	0
		Others	1,210	0	29	29	1,268	1,268
		Non-recoverable amounts	4	8	1	1	14	14
	4.	Deferred accounts	0	0	0	0	0	0
Total assets		47,466	1,507	11,213	1,551	61,737	60,485	

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	Category	Ordinary account	Special accounts	Public enterprises account	Third Sectors, etc.	Simple total	Combined total
Ī	1. Fixed liabilities	9,508	160	4,776	1,097	15,541	15,368
	Local public entities	8,677	158	4,636	0	13,471	13,471
	Affiliated entities	0	0	0	715	715	542
	Long-term accounts payable	76	0	0	186	262	262
	Allowances	755	2	140	19	916	916
m	Others	0	0	0	177	177	177
lities	2. Current liabilities	1,136	6	857	118	2,117	2,065
Liabilities	Amount to be redeemed in the next fiscal year	960	5	583	57	1,605	1,598
	Short-term borrowings	0	0	0	1	1	1
	Accounts payable	6	0	227	37	270	225
	Retirement benefits payable in the next fiscal year	116	0	16	1	133	133
	Allowance for bonus	54	1	9	0	64	64
	Others	0	0	22	22	44	44
	Total liabilities	10,644	166	5,633	1,215	17,658	17,433
Total net assets		36,822	1,341	5,580	336	44,079	43,052
Total liabilities and net assets		47,466	1,507	11,213	1,551	61,737	60,485



#### **Administrative Cost Statement (Ordinary Account)**

#### Amended MIC Method Model

[ Administrative Cost ]

100 Million Yen, %

[ Ordinary Revenue ]

100 Million Yen, %

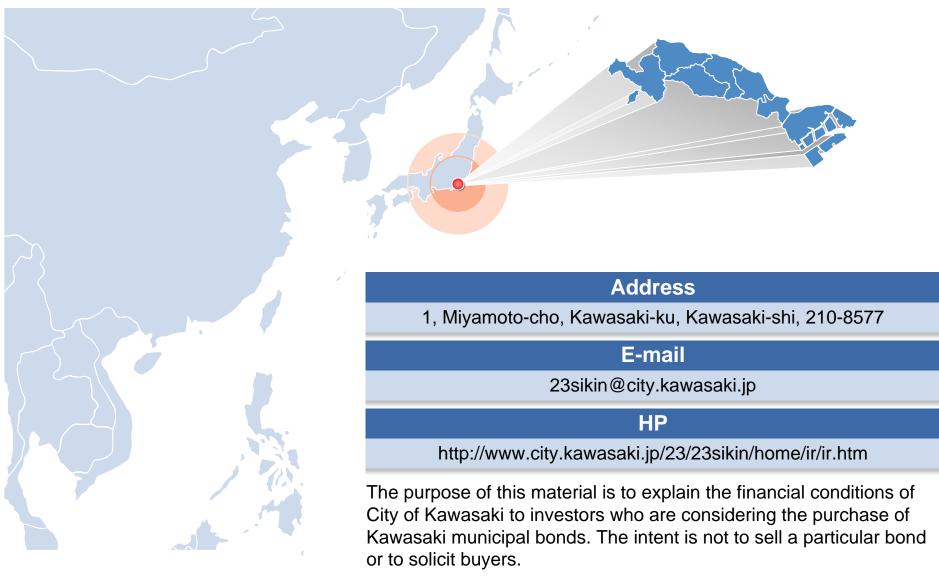
	Item/Fiscal year		FY2009		FY2010	
			Amount	%	Amount	%
		(1) Personnel cost	857	19.6	841	19.1
	Cost on	(2) Provision of allowance for retirement benefits, etc.	96	2.2	84	1.9
	personnel	(3) Provision of allowance for bonus	63	1.4	54	1.2
		Subtotal	1,016	23.2	979	22.2
		(1) General expenses	564	12.9	555	12.6
	Cost on	(2) Cost of maintenance and repairs	63	1.4	72	1.7
equipi	equipment	(3) Depreciation	448	10.3	456	10.3
		Subtotal	1,075	24.6	1,083	24.6
		(1) Social security benefit payments	1.029	23.6	1.291	29.3

Item/Fiscal Year	FY20	009	FY2010		
item/riscal real	Amount	%	Amount	%	
Usage charge, commissions (B)	192	78.0	185	75.8	
B/A	4.4%		4.2%		
Shares, contribution, donations (C)	54	22.0	59	24.2	
C/A	1.2%		1.3%		
Total ordinary revenue (B+C)	246	100.0	244	100.0	

	(1) Fersonner cost	657	19.6	041	19.1
Cost on	(2) Provision of allowance for retirement benefits, etc.	96	2.2	84	1.9
personnel	(3) Provision of allowance for bonus	63	1.4	54	1.2
	Subtotal	1,016	23.2	979	22.2
	(1) General expenses	564	12.9	555	12.6
Cost on	(2) Cost of maintenance and repairs	63	1.4	72	1.7
equipment	(3) Depreciation	448	10.3	456	10.3
	Subtotal	1,075	24.6	1,083	24.6
	(1) Social security benefit payments	1,029	23.6	1,291	29.3
Cost on	(2) Subsidies, etc.	426	9.8	212	4.8
transfer	(3) Expenditure to other accounts, etc.	552	12.6	560	12.7
expenditure	(4) Public asset improvement subsidy to other entities, etc.	96	2.2	113	2.5
	Subtotal	2,103	48.2	2,176	49.3
	(1) Interest paid	156	3.6	155	3.5
Other costs	(2) Non-recoverable amounts	17	0.4	19	0.4
Other 603t3	(3) Other administrative cost	0	0.0	0	0.0
	Subtotal	173	4.0	174	3.9
Ordinary adr	ministrative cost (A)	4,367	100.0	4,412	100.0



## City of Kawasaki







## City of Kawasaki



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