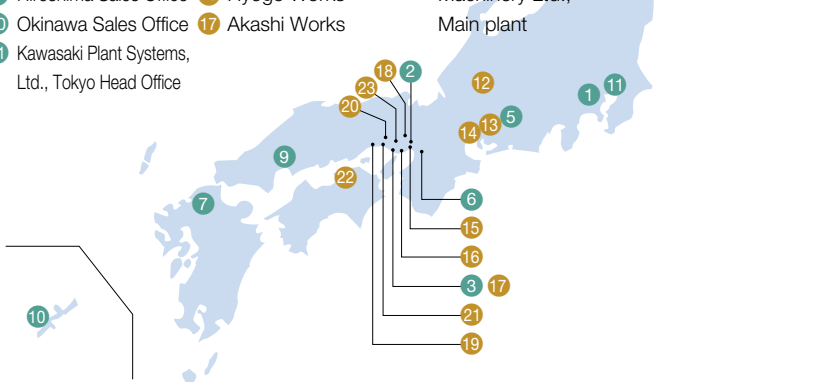


Kawasaki Group Network; Offices, Works, and Subsidiaries

DOMESTIC OFFICES AND WORKS (Kawasaki Heavy Industries and three main subsidiaries)

- Head Offices, Branch Offices, Technical Institute
- Works

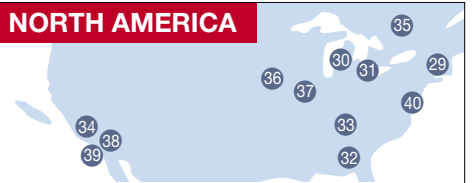
- | | | |
|---|-------------------------|-----------------------|
| 1 Tokyo Head Office | 12 Gifu Works | 18 Seishin Works |
| 2 Kobe Head Office | 13 Nagoya Works 1 | 19 Kakogawa Works |
| 3 Technical Institute | 14 Nagoya Works 2 | 20 Banshu Works |
| 4 Sapporo Office | 15 Kobe Works | 21 Harima Works |
| 5 Nagoya Office | Kawasaki Shipbuilding | 22 Kawasaki |
| 6 Osaka Office | Corp., Kobe Shipyard | Shipbuilding Corp., |
| 7 Fukuoka Office | Kawasaki Plant Systems, | Sakaide Shipyard |
| 8 Sendai Sales Office | Ltd., Kobe Head Office | 23 Kawasaki Precision |
| 9 Hiroshima Sales Office | 16 Hyogo Works | Machinery Ltd., |
| 10 Okinawa Sales Office | 17 Akashi Works | Main plant |
| 11 Kawasaki Plant Systems,
Ltd., Tokyo Head Office | | |



GLOBAL NETWORK

- OVERSEAS OFFICES (Kawasaki Heavy Industries)
- SUBSIDIARIES

NORTH AMERICA



- 29 Kawasaki Rail Car, Inc.
- 30 Kawasaki Precision Machinery (U.S.A.), Inc.
- 31 Kawasaki Robotics (U.S.A.), Inc.
- 32 Kawasaki Construction Machinery Corp. of America
- 33 KCM Receivables Funding LLC
- 34 Kawasaki Motors Corp., U.S.A.
- 35 Canadian Kawasaki Motors Inc.
- 36 Kawasaki Motors Manufacturing Corp., U.S.A. (KMM), Lincoln Plant
- 37 KMM Maryville Plant
- 38 KM Receivables Corporation
- 39 Kawasaki Motors Finance Corporation
- 40 Kawasaki Heavy Industries (U.S.A.), Inc.

SOUTH AMERICA



- 41 Kawasaki Motores do Brasil Ltda.
- 42 Kawasaki do Brasil Indústria e Comércio Ltda.

EUROPE



- 1 Moscow Office
- 2 Kawasaki Gas Turbine Europe G.m.b.H
- 3 Kawasaki Precision Machinery (U.K.) Ltd.
- 4 Kawasaki Robotics (U.K.) Ltd.
- 5 Kawasaki Robotics G.m.b.H
- 6 Kawasaki Motors Europe N.V.
- 7 Kawasaki Motors Racing B.V.
- 8 KHI Europe Finance B.V.
- 9 Kawasaki Heavy Industries (U.K.) Ltd.
- 10 Kawasaki Heavy Industries (Europe) B.V.

ASIA



- 11 Beijing Office
- 12 Taipei Office
- 13 Delhi Office
- 14 Wuhan Kawasaki Marine Machinery Co., Ltd.
- 15 Kawasaki Gas Turbine Asia Sdn Bhd
- 16 Kawasaki Precision Machinery (Suzhou) Ltd.
- 17 Flutek, Ltd.
- 18 Kawasaki Heavy Industries Machinery Trading (Shanghai) Co., Ltd.
- 19 KHI Design & Technical Service Inc.
- 20 Kawasaki Machine Systems Korea, Ltd.
- 21 Kawasaki Robotics (Tianjin) Co., Ltd.
- 22 P.T. Kawasaki Motor Indonesia
- 23 Kawasaki Motors (Phils.) Corporation
- 24 Kawasaki Motors Enterprise (Thailand) Co., Ltd.
- 25 Kawasaki Heavy Industries (Singapore) Pte. Ltd.
- 26 Kawasaki Heavy Industries (H.K.) Ltd.
- 27 KHI (Dalian) Computer Technology Co., Ltd.
- 28 Kawasaki Heavy Industries Consulting & Service (Shanghai) Co., Ltd.

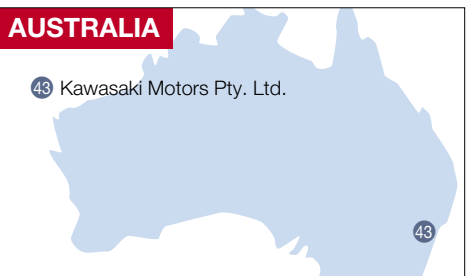
KAWASAKI HEAVY INDUSTRIES, LTD.

Environmental Management Dept.

<http://www.khi.co.jp/earth/english/index.html>

Kobe Crystal Tower, 1-3, Higashikawasaki-cho 1-chome, Chuo-ku, Kobe, 650-8680 Japan
Fax: +81-78-360-8700

AUSTRALIA



- 43 Kawasaki Motors Pty. Ltd.

