



**FUJI HEAVY INDUSTRIES LTD.**  
**FUJI HEAVY INDUSTRIES LTD. (FHI)**  
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 7-2, Nishi-Shinjuku 1-chome  
 Shinjuku-ku Tokyo 160-8316, Japan  
 Tel: (81-3) 3347-2511  
 Fax: (81-3) 3347-2588  
 www.fhi.co.jp

Employment: 27,478

**Officers:**

**President and COO** Kyoji Takenaka; **Corporate Senior VP, President of Aerospace Company** Norihisa Matsuo; **Corporate VP and VP Aerospace Company** Tsunenori Hoshi; **Chief General Manager, Utsunomiya Plant. Div.** Tsunenori Hoshi (concurrent); **Chief General Manager, Engineering & Development Center** Kazuaki Amaoka; **General Manager, Defense Programs Marketing & Sales** Toshiaki Nakamura; **General Manager, Commercial Programs Marketing & Sales** Kenichiro Usuki

**Aerospace Organization/Products:**

**Aerospace Company:**

Manufacturer of AH-1S helicopter, AH-64D combat helicopter, BQM-34AJ/KAI Firebee target drone, J/AQM-1 target drone, RPH2 remotely piloted helicopter, T-5 basic trainer, New Primary Trainer T-7, UH-1J helicopter, Flying Forward Observation System (FFOS); wing main assemblies for P-3C and T-4; wing components for F-2; empennage for OH-1; outer wing nacelle and empennage for US-1A flying boat; center wing fairings and main landing gear doors for Boeing 777; fairings and main landing gear doors for Boeing 767; wing package for Raytheon Hawker Horizon; fuselage structure for Bell Agusta 609 tiltrotor aircraft; outboard flaps for Boeing 757; ailerons and spoilers for Boeing 747; elevators and flaps for Boeing 737-600/700/800; outboard ailerons for MD-11; flight training simulator for T-5, T-7 and U-125A. Overhauls T-1, T-3, T-5, U-125 and U-125A; search and rescue system for U-125A; research and development for JAXA programs.

<b>FINANCIALS (\$ MILLIONS)*:</b>	<b>2002</b>	<b>2003</b>	<b>% Change</b>
Operating Revenues	10,274	11,417	11%
Operating Expenses	9,606	10,855	13%
Net Profits	253	278	10%
Debt to Equity Ratio	69%	69%	0%

*\*Fiscal year ends on March 31.*



**GENCORP**

GENCORP  
 PO Box 537012  
 Sacramento, CA 95853, USA  
 Tel: (916) 355-4000  
 www.genCorp.com

Employment: 10,200 (2,500 Aerojet)

**Officers:**

**Chairman, CEO and President, GenCorp** Terry Hall  
**Senior VP and CFO, GenCorp** Yasmin R. Seyal  
**President, Aerojet** Michael F. Martin

**Aerospace Organization/Products:**

**Aerojet:**

**Sacramento Facility** (Sacramento, CA, USA): Aerojet produces solid propellant rocket motors and liquid propellant rocket engines for strategic missiles, manned and unmanned satellite launch vehicles and strategic and tactical missiles. Makes satellite orbit transfer and attitude control systems and long-range spacecraft propulsion systems. Programs include the Atlas 5 ELV (solid rocket motors); Delta 2 ELV (second-stage engine) and Titan 4 ELV (first- and second-stage engine). Also provides propulsion and armament systems for the defense industry, including missile defense and tactical missile programs such as Hawk and TOW.

<b>FINANCIALS (\$ MILLIONS)*:</b>	<b>2001†</b>	<b>2002</b>	<b>% Change</b>
Operating Revenues	640	277	(57%)
Operating Expenses	509	218	(57%)
Net Profits	280	47	(83%)
Debt to Equity Ratio	—	—	—

*\*Fiscal year ends November 30.  
 †Values updated from 2003 Source Book.*