



We are strengthening the fundamental technologies that will be needed in the future to remain a company that society needs.

up our expertise, and earned the trust of testing and medical institutions, which has created a foundation for developing new businesses in the healthcare field.

We are continuing our history of actively addressing social issues like these to cultivate new businesses that will be future pillars of our Company in the Group Vision 2030's three focal fields of "a safe and secure remotely connected society," "near-future mobility," and "energy and environmental solutions."

Our approach to developing new technologies is to project the technical areas that will be needed to address social issues in the future. Then we backcast to determine which technologies we will need to create and focus on developing and cultivating the new technologies. We are seeking to quickly establish and fortify the fundamental technologies we will need in the future through open innovation with outside partners and technology turnover by replacing mature technologies with new technologies.

Digital technology is indispensable to accelerating our ability to produce solutions. The Kawasaki Digital

approach that will drive our business strategies.

One of our main initiatives for maximizing the profitability of new businesses is striking an effective balance between "open (standardized)" and "closed (intellectual property)" assets. The hydrogen-related business, for example, is a business that must create new markets. We are therefore aiming to establish standardization, such as for safety assessment standards and evaluation methods, as open assets that can be used throughout the market, which will help it grow. On the other hand, to secure profitability, our businesses will also have closed assets, such as core components like cryogenic tanks that store liquefied hydrogen at -253°C and their licenses.

Since the critical importance of intellectual property will only increase as we continue to develop new businesses, we are also initiating efforts to enhance employee IP awareness.

I often think of technology as being people. Technology does not just appear out of nothing. Technology starts to take shape when one person thinks they want to make something new, they want to do something good for society, then they get together with others and bring their idea into existence. My role is to prepare fertile fields where employees can cultivate and actively work on their ideas. I believe that increasing engagement and developing our human resources will strengthen our technical capabilities.

At the same time, as social issues become more complex, technology development requires increasing diversity in human resources. We will firmly define human resources that are essential for the growth of the Group and implement development measures to