

## Kawasaki, working as one for the good of the planet



- Increase in diverse work styles, including remote work



- **Changes in Industrial Structures**  
Technological innovation / The evolution of AI and IoT
- **Climate Change**  
Global warming / Major natural disasters
- **Currency Fluctuations**  
Impact on revenue due to the Group's large proportion of overseas sales
- **Economic Trends**  
Impact via capital expenditure / Impact of the COVID-19 pandemic / U.S.-China trade friction

### Energy and Environmental Solutions

- Revise business models and develop new businesses
- Promote digital transformation (DX)
- Strengthen cybersecurity
- Overhaul the personnel system
- Advance open innovation
- Energy and environmental solutions (value chain)
- Business and human rights
- Promotion of human resource activities
- Technology development and DX
- Product liability/Safety
- Compliance
- Occupational safety and health
- Information security

### Manufactured capital

Key Leading Market Share Products

- The global market share for semiconductor manufacturing robots<sup>\*4</sup> **No.1**
- The domestic market share for stand-by gas turbine generators<sup>\*5</sup> **No.1**
- The domestic market share for 401 cc and over motorcycles<sup>\*6</sup> **No.1**
- The North American market share for riding mower engines<sup>\*5</sup> **No.1**

<sup>\*4</sup> Kawasaki survey based on data from SEMI and Fuji Keizai  
<sup>\*5</sup> Kawasaki survey <sup>\*6</sup> Based on domestic registration data

### Near-Future Mobility

- Rail cars
- Ships
- Airplanes
- Motorcycles
- Off-road four-wheelers
- New businesses**
- Unmanned VTOL aircraft
- Delivery robots
- Mobility to support smart cities
- Logistics solutions

A Safe and Secure Remotely Connected Society

New value creation using remote technology

Near-Future Mobility

Transforming the movement of people and freight

### Energy and Environmental Solutions

- Existing businesses**
- Solutions for low environmental burden
- Rail cars
  - Motorcycles
  - Airplanes
  - CCPP<sup>\*9</sup>/Industrial plants
  - Hydraulic Components & Systems
  - <sup>\*9</sup> Combined cycle power plants
  - New businesses**
  - Decarbonization solutions**
  - Hydrogen supply chain
  - Making use of hydrogen fuel
  - Electrification
  - Green power grids
  - CCUS
  - Alternative fuels

Energy and Environmental Solutions

Working toward the stable generation of the world's energy