

Kawasaki Group Mission Statement

Kawasaki formulated the Kawasaki Group Mission Statement as a compass directing the activities of the Kawasaki Group. The statement incorporates the Group's social mission and, to increase the Kawasaki brand value, shared values, the underlying principles of management activities, and guidelines for the daily conduct of each and every member of the organization.

Group Mission

Kawasaki, working as one for the good of the planet

- We are the Kawasaki Group, a global technology leader with diverse integrated strengths.
- We create new value—for a better environment and a brighter future for generations to come.

Kawasaki Value

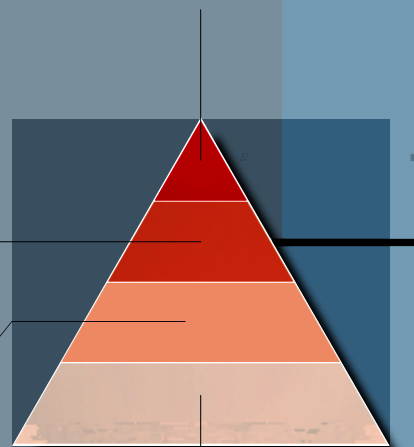
We respond to our customers' requirements
We constantly achieve new heights in technology
We pursue originality and innovation

The Kawasaki Group Management Principles

- 1 Trust As an integrated technology leader, the Kawasaki Group is committed to providing high-performance products and services of superior safety and quality. By doing so, we will win the trust of our customers and the community.
- 2 Harmonious coexistence The importance of corporate social responsibility (CSR) permeates all aspects of our business. This stance reflects the Kawasaki Group's corporate ideal of harmonious coexistence with the environment, society as a whole, local communities and individuals.
- 3 People The Kawasaki Group's corporate culture is built on integrity, vitality, organizational strength and mutual respect for people through all levels of the Group. We nurture a global team for a global era.
- 4 Strategy Enhance corporate value based on the guiding principles of "selective focusing of resources," "emphasis on quality over quantity," and "risk management."

The Kawasaki Group Action Guidelines

1. Always look at the bigger picture. Think and act from a long-term, global perspective.
2. Meet difficult challenges head-on. Aim high and never be afraid to try something new.
3. Be driven by your aspirations and goals. Work toward success by always dedicating yourself to your tasks.
4. Earn the trust of the community through high ethical standards and the example you set for others.
5. Keep striving for self-improvement. Act on your own initiative as a confident professional.
6. Be a part of Team Kawasaki. Share your pride and sense of fulfillment in a job well done.



Editorial Policy

Since fiscal 2013, the Kawasaki Group has published the **Kawasaki Report** as an integrated report.

The report serves as a tool for communication with stakeholders and includes information about the Group's efforts to create value for society and boost enterprise value, management policies, business environment and strategy, and environmental, social and governance (ESG)-related content.

For more information on many of the topics touched upon in this report, please visit our website.

IR information: <https://global.kawasaki.com/en/corp/ir/>

CSR information: <https://global.kawasaki.com/en/corp/sustainability/>

Environmental information: <https://global.kawasaki.com/en/corp/sustainability/environment/index.html>

Period

This report covers fiscal 2018 (April 1, 2018 to March 31, 2019), but some fiscal 2019 content is also included. Please note that in **Kawasaki Report 2019**, the Company has adopted the fiscal year notation that designates the stated fiscal by the calendar year in which it begins. The year under review in this report is thus fiscal 2018, the year from April 1, 2018 to March 31, 2019. The notation used in previous publications may differ.

Scope

The report covers Kawasaki Heavy Industries, Ltd., its 94 consolidated subsidiaries (40 in Japan and 54 overseas) and 17 equity-method associates. Some data, however, refer to the parent company alone.

Guidelines

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