

Message from the Chairman of the Board

Free, Open Discussion Makes Our Governance More Effective

The Kawasaki Group got its start in the shipbuilding business. Over the decades, by evolving in step with its stakeholders and the changing needs of society, the Group ventured into the rolling stock and aircraft businesses and then a wide range of other fields, such as energy and environmental engineering, industrial equipment, and motorcycles, developing into a comprehensive heavy industries enterprise.

Today, under the Group Mission, “Kawasaki, working as one for the good of the planet,” we ambitiously strive to solve a wide range of social issues, using our wealth of technological prowess accumulated over the Group’s 120-year history while helping to realize a sustainable society, as touted in the Sustainable Development Goals, and increasing our enterprise value.

Such global-scale social issues as climate change are growing more serious, and Kawasaki’s business environment is rapidly changing. For the Kawasaki Group to grow going forward, it is essential that top management have an accurate understanding of the issues at hand and make decisions quickly. We must therefore strengthen our corporate governance to ensure that Group management meets stakeholder expectations by consistently making the best choices.

Based on this understanding, we are advancing a number of initiatives to build and reinforce corporate governance systems appropriate for the Group on an ongoing basis.

Specifically, on April 1, 2018, we revised the director and

