



Introduction

On October 15, 2021, Kawasaki Heavy Industries celebrated its 125th anniversary. To commemorate this occasion, we published "Stepping Stones to Tomorrow: 125 Years of Innovation at Kawasaki Heavy Industries, Ltd."

The official histories of our company that had been published previously include the "40 Year History of Kawasaki Dockyard" published in 1936, the "60 Year History of Kawasaki Heavy Industries, Ltd." published in 1959, and "Shaping Dreams: 100 Year History of Kawasaki Heavy Industries, Ltd." published in 1997. This 125 year history mainly describes changes in the company as well as its products and technologies that have occurred since the 100 year history was published.

Over the course of the 125 years since its foundation in 1896, the Kawasaki Group has cultivated advanced technology and knowledge through manufacturing in a wide range of fields encompassing land, sea and air. In every era, we have harnessed the power of technology to provide state-of-the-art products and services designed to meet the diverse needs of people around the world.

The world is now going through a period of dramatic change. It's against this shifting backdrop that our customers have placed their trust in us. We must fuel their hopes with a rapid response that delivers innovative added value and enables us to accurately assess the hurdles facing the world in this new era as we move forward to overcome them. That's where "Trustworthy Solutions for the Future," our corporate vision for 2030 will serve as a guiding light. It's about "making available—in a timely manner—innovative solutions which accommodate

an ever-changing society in order to create a hopeful future" as well as "acting outside of organizational and divisional boundaries and taking on challenges to expand the horizons of our potential for further growth." Dig down deep to the philosophical roots planted by our founder, Shozo Kawasaki, and you'll find that the mission of "contributing to the nation—to society—through expertise" and solving social issues through industrial innovation has been part of our DNA for generations. Embracing this hereditary past, we will continue to meet the future head on as we work together with our customers to quickly find the solutions they need, deliver new products and services to the world, improve our enterprise value, and bring "Trustworthy Solutions for the Future."

Finally, I would like to express my deep gratitude to all of our stakeholders for their enlightening guidance and kindness over the years. I hope that this book will broaden your insights into the Kawasaki Group's activities, and look forward to your continued support and guidance in the future.

June 2022

Kawasaki Heavy Industries, Ltd.

President and Chief Executive Officer

Yasuhiko Hashimoto