(Securities Code: 7012)
June 25, 2026

Dear Shareholders:

Yasuhiko Hashimoto
Representative Director, President
and Chief Executive Officer
Kawasaki Heavy Industries, Ltd.
(Registered Office)
1-1 Higashikawasaki-cho 3-chome,
Chuo-ku, Kobe
(Location of Head Office)
1-3 Higashikawasaki-cho 1-chome,
Chuo-ku, Kobe

RESOLUTIONS OF THE 203rd ORDINARY GENERAL MEETING OF SHAREHOLDERS

We hereby inform you of the reports and the resolutions approved at the 203rd Ordinary General Meeting of Shareholders of Kawasaki Heavy Industries, Ltd. (the "Company") held in Kobe on June 25, 2026 as follows:

Reported:

1. The Business Report, Consolidated Financial Statements for the Company's 203rd Fiscal Year (from April 1, 2025 to March 31, 2026) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee
2. Non-consolidated Financial Statements for the Company's 203rd Fiscal Year (from April 1, 2025 to March 31, 2026)

The details of the above documents were reported.

Resolutions:

No. 1: Appropriation of Surplus

This proposal was approved as originally proposed. The year-end dividend for the 203rd term per share was determined to be ¥96.

No. 2: Election of Eight Directors (except Directors Serving as Audit and Supervisory Committee Members)

This proposal was approved as originally proposed. Directors (except Directors Serving as Audit and Supervisory Committee Members) Yoshinori Kanehana, Yasuhiko Hashimoto, Katsuya Yamamoto, Hiroshi Nakatani, Hideo Tsujimura, Katsuhiko Yoshida, and Melanie Brock were re-elected and have taken office. In addition, Director (except Directors Serving as Audit and Supervisory Committee Members) Setsuko Ino was newly elected and has taken office.

No. 3: Election of Four Directors Serving as Audit and Supervisory Committee Members

This proposal was approved as originally proposed. Directors Serving as Audit and Supervisory Committee Members Atsuko Kakihara, Susumu Tsukui, and Tomoko Amaya were re-elected and have taken office. In addition, Director Serving as an Audit and Supervisory Committee Member Ichiro Imai was newly elected and has taken office.

No. 4: Election of One Substitute Director Serving as Audit and Supervisory Committee Member

This proposal was approved as originally proposed. Substitute Director Serving as Audit and Supervisory Committee Member Yuka Hada was elected.

No. 5: Revision of Remuneration Amount for Directors (except Directors Serving as Audit and Supervisory Committee Members)

This proposal was approved as originally proposed. The remuneration amount for Directors (except Directors Serving as Audit and Supervisory Committee Members) was determined to be ¥1 billion or less per year.

No. 6: Revision of Remuneration Amount for Directors Serving as Audit and Supervisory Committee Members

This proposal was approved as originally proposed. The remuneration amount for Directors Serving as Audit and Supervisory Committee Members was determined to be ¥200 million or less per year.

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