

Kawasaki Group Policy on Human Resource Management

1. Fundamental Concepts

We aim to take full advantage of our sophisticated technological capabilities in a broad range of fields to make available in a timely manner innovative solutions that accommodate an ever-changing society in order to create a hopeful future.

In this regard, we consider human resources to be the most important assets underpinning our ability to pursue the above endeavors. Moreover, for us to create new value, securing excellent human resources has become more important than ever due to increasingly swift changes in our business environment and value systems held by workers.

With the aim of empowering all Kawasaki Group human resources to remain highly motivated to ambitiously work and transform our corporate culture toward the realization of Group Vision 2030: "Trustworthy Solutions for the Future," we hereby define the traits we look for in employees and our organizational ideal in order to inform our human resource management measures, as follows.

- Individuals who strongly sympathize with the Group Mission, "Kawasaki, working as one for the good of the planet," as well as with Group Vision 2030, and who are capable of keeping themselves up-to-date and tackling ongoing challenges
- A vibrant organization that is conducive to collaboration aimed at resolving social issues

2. Human Resource Management Policy

(1) Utilization of Human Resources and Enhancement of Employee Engagement

- We will constantly hire and nurture human resources who are willing to decisively tackle the challenge of achieving transformation and take spontaneous action.
- We will strive to help employees attain their career targets through the determination of their assignments and the provision of skill development programs in a way aligned with the accurate assessment of their capabilities and motivations.
- We will optimally allocate human resources so that they can realize their full potential and contribute to improvement in corporate value.
- We will provide employees with fair compensation according to their job responsibilities, their approach to challenging missions and their individual achievements based on impartial dialogue with each, a process that will ensure employee confidence in the fairness of the assessment.

(2) Development of an Environment with Human Resource Diversity to Encourage Personal Growth

- We will strive to secure diverse human resources without inclination toward particular race, nationality, gender or any other attribute.
- We will respect the personalities, characteristics and value systems of all employees and implement fair and equitable systems and measures in human resource management.

- We will create a workplace in which all employees can fully realize their unique personalities and vibrantly work as essential workforce components even as they appreciate each other's differences in terms of background, experience and ways of thinking.
- We will establish an open-minded corporate culture by invigorating interpersonal communications between employees.
- We will foster a workplace culture of placing the utmost priority on safety and health to develop an environment in which every worker can stay mentally and physically healthy.

(3) Stance as a Good Corporate Citizen

- We will comply with laws, regulations and social norms in countries and regions in which we conduct business activities.
- We will proactively assist employees in their involvement in social and community contribution activities.
- We will strive to prevent human rights violations and firmly stand against any forms of discrimination and harassment.

Established in November 2021