

Kawasaki Group Policy on Resource Circulation

1. Fundamental Concepts

The Kawasaki Group will promote environmental protection through the recycling (reuse) of resources, the effective utilization of resources, and resource circulation based on the Kawasaki Group Policy on Environmental Management and this policy.

Resource circulation refers to a framework in which resources are reused and waste generation is minimized throughout the manufacture, use, and disposal of products. A circular society means one that recognizes added value in conserving and making effective use of finite resources and signals a break away from the society of mass production, mass consumption, and mass disposal. Today really is a transitional phase for these economic models and values. Furthermore, for countries like Japan that have few resources, the promotion of resource circulation is also necessary from the perspective of energy and economic security; it is an effective means toward sustainable development.

Our Group supplies various products and services to society, including transportation equipment, energy equipment, and industrial machinery, so we utilize a wide range of resources, such as steel, aluminum, and compound materials. In view of these business characteristics, we fully recognize our responsibility associated with the use of natural resources, and we will take a holistic approach to reducing environmental impacts across the entire value chain. In addition, based on our belief that broad, cross-sector initiatives going beyond the boundaries of individual companies are essential to the realization of a circular society, we will strengthen industry-government-university collaboration and cooperation with nongovernmental organizations (NGOs), nonprofit organizations (NPOs), and stakeholders, including those in the upstream and downstream value chain. We will steadily promote a structural transformation from a throwaway society to a circulation-oriented society through innovative technological development.

2. Conduct Guidelines

(1) Compliance with Laws and Regulations

We will comply with laws and regulations relating to raw materials and resource circulation in all countries and regions where we conduct business.

(2) Reduction of Environmental Load Through Resource Circulation

(a) Minimization of the adverse impact through the use of sustainable raw materials

From the design stage onward, we will take into account the entire product lifecycle, including responsible procurement, product use, collection, and end-of-life treatment, and will actively endeavor to manage and reduce the adverse impact on the environment and society relating to raw materials.

(b) Cooperation with stakeholders

As a member of a sustainable society, we will place importance on collaboration with all stakeholders, including employees, customers, shareholders, business partners, local communities, administrative bodies, NGOs, and NPOs; promote sustainable procurement activities and the use of sustainable raw materials; and facilitate initiatives looking to the very end of the product lifecycle.

(c) Initiatives to use raw materials with third-party certification

We will aim to ensure our compliance with worldwide sustainability requirements by promoting the use of raw materials that have been certified by independent and reliable standards.

(d) Promotion of the use of recycled raw materials

We will endeavor to reduce our dependence on virgin materials by incorporating high-quality recycled materials, such as steel, aluminum, plastics, and compound materials, into our manufacturing process.

(3) Realization of a Sustainable Society Through Technologies, Products, and Services

Aware that the curbing of climate change, the maintenance and recovery of biodiversity, and the promotion of resource circulation are closely intertwined environmental challenges, we will aim to realize a circular society through the supply of technologies, products, and services. While sharing challenges with many others, including through the utilization of industry-government-university collaboration and open innovation, we will promote technological development toward the realization of resource circulation with the aim of supplying innovative solutions envisaging the longer lifespan of products, the upgrading of maintenance and inspection technologies, and product collection and recovery.

(4) Enhancement of Information Disclosure

We will actively disclose information on our initiatives relating to resource circulation.

(5) Education

We will raise environmental awareness by implementing education related to

resource circulation so that all officers and employees address environmental issues.

3. Positioning and Scope of Application

This policy, which indicates how the Kawasaki Group will promote business activities that support resource circulation and guidelines to be followed in daily conduct, has been decided with the approval of Kawasaki's Board of Directors. This policy applies to the officers, employees, contract employees, and dispatched employees of the Kawasaki Group. In addition, with our sights on the entire value chain, we will promote activities together with our business partners, including suppliers, contractors, and agents.

Established in June 2026