



**We aim to create vibrant organizations that continuously enhance the abilities of all employees, foster cooperation, and produce results**

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### Leveraging Our Most Important Asset—People

The Kawasaki Group operates businesses across a uniquely wide range of fields, from movement by land, sea, and air to technologies for use in space and the deep sea. The foundations underpinning these diverse businesses are none other than our human resources. We regard our employees—the source of the added value the Group provides—as our most

important asset for achieving the Group Mission. Securing, training, and effectively utilizing human resources so that they can develop and exercise their potential to the fullest is indispensable to solving management issues and realizing our future vision. This overarching conviction is positioned as our human resource strategy.

### A Human Resource Strategy That Boosts Speed and Innovation

Backed by strong relationships of trust with customers, Kawasaki's businesses are capable of providing a stable flow of products and services over the long term. To support these businesses, we have built and operated human resource systems designed to fit their needs. Right now, such technologies as AI and IoT are evolving rapidly, and sources of profit are rapidly shifting as markets continually change. The COVID-19 pandemic has only accelerated these trends. In this new environment, we must quickly understand customer needs, which are changing faster than ever, and integrate knowledge and ideas from within and outside the Company to quickly provide the solutions that society

needs. To this end, our human resource strategy must function in close coordination with our management strategy to continually produce the human resources who will support the Company through these changes.

Specifically, current tasks under our human resource strategy include motivating every employee to continually expand their own role; reinforcing the communication needed to exercise and grow diverse abilities; recognizing the value of and rewarding ambitious, forward-looking efforts; and systematically developing human resources capable of leading in times of change.

### Group Vision 2030 and Human Resource Strategy

Looking to the future beyond “Changing Forward,” the Kawasaki Group has established “Trustworthy Solutions for the Future” (Group Vision 2030) as its vision for 2030. This vision encompasses our goal of realizing a Kawasaki that is capable of quickly responding to change to deliver new added value and highly attuned to developments in the wider world from the perspectives of markets, social issues, and customers, as well as our desire to realize ideal ways of working for ourselves.

In terms of our people and organizations, our vision is to

realize people and organizations that quickly respond to environmental changes and continually proactively change and take on new challenges as well as organizations that utilize effective work styles to maximize results. We are working to foster the exchange of people and insight across internal companies and a culture of quickly acting and taking on challenges.

One example of such efforts is the project focused on developing a PCR viral testing robot system that we are currently advancing toward commercialization. Employees

with wide-ranging insights, from the Robot Business Division as well as other internal companies, are taking part in the this project, exercising the full extent of their expertise and experience to help meet the needs of society by helping to keep the economy functioning during a pandemic. We are seeing signs of change throughout the Company as, through efforts like this, employees work together at the project level, experiencing the possibility of innovation at a faster pace, and then take that experience back and apply it in their own divisions.

To thus horizontally combine the cutting-edge technologies and expertise of each division and realize synergy, we need an organization that will encourage regular, active personnel exchanges between the internal companies on an

ongoing basis. In August 2020, we established the Project Promotion Office, under the direct control of the President, to fulfill this role by promoting Company-wide, cross-division projects. The goal of our human resource strategy, which the new office advances, is to create environments that facilitate the open exchange of human resources across organizational boundaries, encourage proactive, ambitious efforts on the part of employees, and quickly achieve results from such efforts. By recognizing the value of proactive, ambitious efforts to take on new challenges, even if they end in failure, we make it easier for employees to achieve better results the next time. Our human resources divisions help motivate employees to this end through appropriate systems and evaluations.

### The Virtuous Cycle of K-Win Activities and Human Resource Strategy

Such initiatives will, obviously, require changes in employee mindsets. In 2016, we launched K-Win Activities (short for Kawasaki Workstyle Innovation Activities), focused on realizing better workstyles, with the aims of keeping employees highly motivated and enhancing the competitiveness of the Group as a whole. Through these activities, we have advanced initiatives aimed at promoting work-life balance, increasing the productivity of administrative and technical personnel, and reducing long working hours.

Since fiscal 2018, we have expanded K-Win activities from a focus on workstyle reforms to include initiatives to transform our corporate culture and operations, and we are now further expanding them to encompass activities related to fostering a corporate culture aimed at achieving the Group Vision and developing and transforming individuals'

mindsets. K-Win activities begin with employees asking themselves what they can do to share a mindset of boldly taking on change throughout the Company. Key individuals from each division gather ideas that then lead to new, concrete initiatives. Even when these ideas yield little progress, they provide valuable experience, showing employees that they themselves have the power to change mindsets and environments. As a result, employees throughout the Company have begun to more proactively offer suggestions, which I feel is a sign of growing momentum toward transformation. The continuation of the K-Win activities will, I think, have a positive impact on the uptake of the various human resource measures being implemented under our human resource strategy.

### Further Promoting Diversity

Promoting diversity requires making maximum use of the unique abilities of each employee. The key here is to ensure that every employee recognizes that organizations with diversity are best at adapting and surviving. Mutual recognition and respect among diverse individuals with differing ideas and values will lead to greater professional fulfillment and motivation, creating a virtuous cycle.

Going forward, we will continue to promote diversity and inclusion, including efforts to increase the proportions of

women and non-Japanese nationals among our employees, promoting the productive work of the elderly and persons with disabilities, and supporting LGBT employees. By doing so, we will work to build workplaces where diverse human resources can express their individuality and exercise their abilities. Making the Kawasaki Group an appealing place to work that is rich in diversity will surely help attract outstanding people who will want to work there in the future.

### Developing People and Organizations that Grow Toward the Realization of the Group Vision

Having defined Group Vision 2030, the Kawasaki Group now has the opportunity to transform into a better version of itself. Responding to the COVID-19 pandemic has provided an impetus to examine many issues that we would have had to address eventually. For example, the increased use of remote working has helped clarify the need for frameworks to support new approaches to work that do not necessarily assume that employees will all be working at the same place or time.

The Kawasaki Group's many technological innovations,

revolutionary products, and achievements in developing new markets have all been made possible by its people. Going forward, to realize effective, productive work styles while keeping people at the center, we will revise internal regulations and systems, create work systems for the new normal conditions with COVID-19, and use one-on-one meetings to enhance communication and build relationships of trust between supervisors and their subordinates. Through these and other measures, we will promote the continued growth of individuals and the Kawasaki Group.