· Global warming

Decarbonization

Energy problems

and freight

• Responding to changes in

the movement of people

• Pandemic countermeasures

Shortage of and increasing

• Increase in diverse work

burden on doctors

styles, including

Global

Social Issues

External

Environment

and Risks

• Changes in

Industrial Structures

Technological innovation /

The evolution of AI and IoT

• Climate Change

Global warming /

overseas sales

• Economic Trends

Major natural disasters

• Currency Fluctuations

Impact on revenue due to the

Impact via capital expenditure /

Impact of the COVID-19 pandemic / U.S.-China trade friction

Group's large proportion of

remote work

Key Outputs (FY2022)

Financial capital

operating activities

Business profit margin

Manufactured capital

Key Leading Market Share Products

*3 ROIC = {Profit attributable to owners of parent + interest

ROIL = [Profit attributable to owners an interest capital (average expense x /1 - effective tax rate)] + invested capital (average NET interest bearing debt at the beginning and at the end of the period + average shareholders' equity at the beginning

The global market share for semiconductor manufacturing robots*4 **No.1**

Intellectual capital and human capital

Innovators*7 for seven times (2015-2023)

*7 A selection of the world's top 100 innovative companies and institutions based on an analysis of intellectual property and patents using data about patent holdings.

Advancing hydrogen projects in coordination

Included in Clarivate's Top 100 Global

Social and relationship capital

IR meetings with analysts and

CO₂ emissions from business

Kawasaki Ecological Frontiers

Reduction of CO₂ emissions through

(formerly Kawasaki-brand Green Products)

*8 Total for Kawasaki Heavy Industries (non-consolidated)

Kawasaki Motors, and Kawasaki Railcar Manufacturing

with other companies

institutional investors

Natural capital

activities (Scope 1, 2)

product-based

contributions*8

The domestic market share for stand-by gas turbine generators*5 **No.1**

The domestic market share for 401 cc and over motorcycles*6 No.1 The North American market share for riding mower engines*5 **No.1**

Cash flows from

ROIC*1*3

Strategy and Performance

Group Mission

Kawasaki, working as one for the good of the planet

"Global Kawasaki"

Business Activities and Strategy (Group Vision 2030)

Management Policy

The Kawasaki Group consistently creates new value by drawing on diverse, sophisticated

technological capabilities to contribute to solutions to social issues around the world.

- Pursue growth ⇒ Investment in growth areas and new businesses
- Pursue stability/synergy \Rightarrow Realizing a conglomerate premium
- Contributing to the achievement of the Sustainable Development Goals through our solutions to social issues

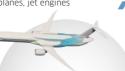
Financial Targets

- Sales target ⇒ Average annual net sales growth rate of 5%
- Business profit margin ⇒ 5-8%
- ROIC*1 ⇒ 3% or more higher than weighted average cost-of-capital*2 (WACC)
- *1 Previously the ROIC shown was the amount before tax
- but from fiscal 2023 it will be the amount after tax.

 *2 The current weighted average cost-of-capital (WACC) is estimated to be in the range of 4%.



Kawasaki Motors, Ltd. Motorcycles off-road four-wheelers (SxS, ATVs), personal watercraft, general-purpose gasoline engines



Kawasaki Railcar Manufacturing Co., Ltd. Rail cars snow



A Safe and

Near-Future Mobility

Energy and

Powersports & **Engine**

Rolling Stock



Precision Machinery & Robot

Energy Solution & Marine Engineering



Precision Machinery & Robot Company

Hydraulic machinery, industrial robots

Energy Solution & Marine Engineering Company

Energy-related equipment and systems, marine propulsion machinery and systems, industrial machinery, environmental equipment, cryogenic storage equipment, hydrogen-related facilities. crushing machines, ships

Key Mechanisms Supporting the Growth Scenario

- Revise business models and develop
- Promote digital transformation (DX)
- · Strengthen cybersecurity
- Overhaul the personnel system
- Advance open innovation

The Foundation of Our Business Activities (ESG Initiatives)

- Energy and environmental
- Business and human rights
- solutions (value chain) Promotion of human resource
- activities
- Technology development

- Product liability/Safety Compliance
- Occupational safety and health
- Information security

¥23.6 billion

4.8%

5.7%

Existing businesses

- Industrial robots
- Disaster prevention products (stand-by gas turbines, doctor helicopters/disaster relief helicopters, off-road motorcycles/off-road four-wheelers
- Development of "Successor" robot system/humanoid robots

New businesses

- The hinotori™ surgical robot system
- Health care business
- Building the platform business connecting people who want to work with businesses seeking labor

Near-Future

*4 Kawasaki survey based on data from SEMI and Fuji Keizai

242 times

383 kt-CO₂

24.370 kt-CO2

Number of registered products*8 68

Net sales*8 ¥160.0 billion

Existing businesses • Rail cars • Ships

- Airplanes
 Motorcycles
- Off-road four-wheelers

New businesses

- Unmanned VTOL aircraft
- Delivery robots
- Mobility to support smart cities
- Logistics solutions

Energy and Environmental Solutions

Existing businesses

- Rail carsMotorcycles
- Airnlanes
- CCPP*9/Industrial plants
- Hvdraulic Components & Systems

*9 Combined cycle power plants

New businesses

- Hydrogen supply chain
- Making use of hydrogen fuel
- Electrification
- Green power grids
- CCUS
- Alternative fuels

Created Social Value

A Safe and Secure Remotely Connected Society

New value creation using remote technology

> Near-Future Mobility

Transforming the movement of people and freight

> Energy and Environmental Solutions

Working toward the stable generation of clean energy

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