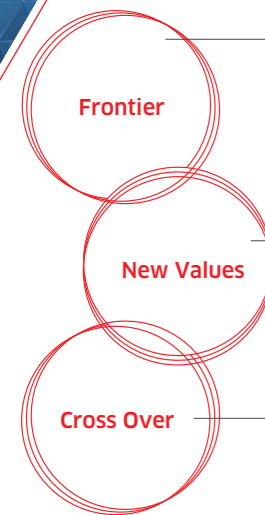


# Trustworthy Solutions for the Future

The Kawasaki Group will make available in a timely manner innovative solutions that accommodate an ever-changing society in order to create a hopeful future. At the same time, the Group will surpass organizational boundaries and take on challenges to expand the horizons of its potential for further growth.



### Frontier | Pioneering the technology frontier with our challenger DNA

Since our founding, we have always been challengers. Throughout a history studded with national and global firsts in many sectors, including shipbuilding, rolling stock, and aerospace, we have leveraged our cutting-edge technologies and fostered a DNA characterized by a spirit of pioneering the frontier that draws on our unique perspective. We will continue to respond to the frontier of this new era's social challenges, based on that unique perspective, in order to create a hopeful future.

### New Values | Providing innovative solutions to the problems facing the world

The world is now facing an array of problems, including environmental deterioration, energy challenges, expanding populations, graying societies, natural disasters, and pandemics. We are committed to providing new and meaningful value to a wide range of customers and society by concentrating the trusted technologies and knowledge that we have built in order to provide innovative solutions and to speedily accommodate social change.

### Cross Over | Becoming a creative challenger that continues to grow by breaking barriers

To provide innovative solutions focused on social challenges, we will continue to be an open-minded, free-thinking, and creative team that goes beyond the boundaries of internal and external organizations and of product/service categories, leveraging our rich diversity. Moreover, we will keep growing as an organization and as individuals by expanding our potential, boldly taking on challenges in unfamiliar domains and learning from the experience.

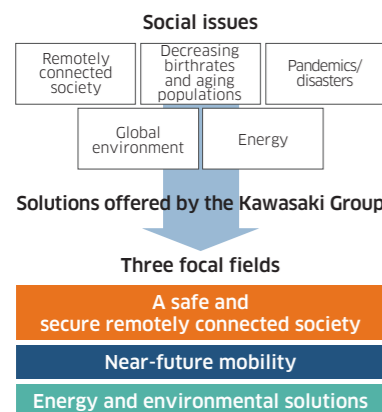
## Management Policy

In fiscal 2020, the Kawasaki Group set out Group Vision 2030, a vision for the Group's future.

We have set out three focal fields, and are currently promoting various measures to deliver timely solutions for a variety of social issues, such as realizing a decarbonized society; addressing aging societies and labor shortages primarily in advanced countries; eliminating regional

disparities in matters such as healthcare; preventing and recovering quickly from natural disasters; and the stable supply of energy.

We will pursue continuous growth by investing in growth businesses while transforming businesses to meet evolving needs, taking as our three basic strategies "Pursue Growth," "Profits," and "Stability/Synergy."



<b>Pursue growth</b>	<b>Development investment in growth fields and new businesses</b>	<b>Related SDGs</b> 
<b>Profits</b>	<b>Business profit margin: 8% by FY2027</b> <b>After-tax ROIC: 3% or more higher than WACC</b> <b>Over 10% by FY2030</b>	
<b>Stability / synergy</b>	<b>Realizing a conglomerate premium*</b> <small>* An enterprise value-increasing effect from synergy between businesses</small>	

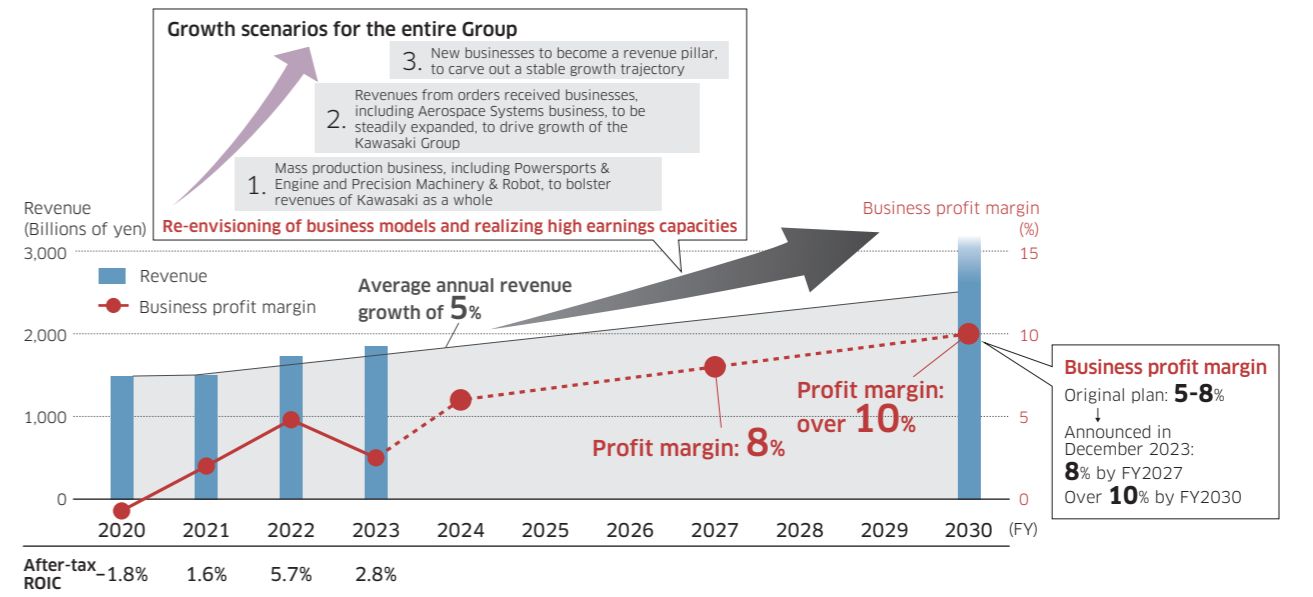
## Changes to Our Business Model in Keeping with Growth Scenario: Raising Business Profit Margin Targets

Under Group Vision 2030, we are pursuing a growth scenario around three focal fields. In addition to the continued strong performance of the Powersports & Engine business, earnings from the Aerospace Systems business and other order-based businesses are expected to grow stably with the full-fledged recovery in aircraft demand. The growth scenario is now approaching the transition from its second stage to its third stage, and going forward we will actively aim to chart a stable

growth trajectory by generating revenue from new businesses including the hydrogen business.

To date under Group Vision 2030, we have aimed to achieve an average annual revenue growth rate of 5%, which exceeds the global GDP average growth rate of 3%, and has resulted in business growth of approximately 7-8% since fiscal 2021. Regarding profits, we will actively aim to achieve a business profit margin of 8% by fiscal 2027 and a business profit margin of over 10% by fiscal 2030.

### Envisioned growth



## Business Portfolio Innovations

In existing businesses, our aim is for growth as we improve earning power through the development of products and services that meet market needs while we pursue business portfolio innovations in anticipation of the year 2030. We anticipate significant expansion in our hydrogen-related businesses on which we are currently concentrating and in our carbon neutral-related businesses

such as for addressing electrification and green-power grids. Furthermore, we will accelerate both our shift from the sale of goods to the sale of IP and services, and the creation of new businesses that make the most of open innovation. Our goal is to be a corporation that achieves more substantive solutions to social issues and is even more well-regarded by all of our stakeholders.

