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Based on our founding philosophy, we continue to take on the challenges of solving social issues

The Kawasaki Group has inherited the aspiration of founder Shozo Kawasaki to "contribute to the development of the nation and society through expertise." For more than 125 years, we have continuously taken on the challenges of cutting-edge technologies in a wide range of fields, extending from land, sea, and air mobility to robotics, providing world-first and Japan-first products to society. Our Group mission, which is expressed as "Kawasaki, working as one for the good of the planet: Global Kawasaki," evolved from that founding spirit and clearly states our role in society.

Commitment to reform as set forth in the Group Vision 2030

In November 2020, we formulated the Group Vision 2030 as the vision that the Group will pursue. With "Pursue Growth," "Profits," and "Stability/Synergy" as our management policies, we are promoting business model transformation for the future in line with a growth scenario that casts a watchful eye on the social issues of a new era to provide "Trustworthy Solutions for the Future." This chapter presents the strategies of the Group Vision 2030 and its specific growth story as a management message.

Pursuing growth by providing solutions to society in three focal fields

We designated three focal fields to provide timely solutions to various social issues, such as the realization of a decarbonized society to protect the global environment, responses to aging societies and labor shortages, primarily in advanced countries, the elimination of regional disparities in healthcare and so on, the prevention of and early recovery from natural disasters, and the stable supply of energy. Among our materiality, we have positioned "social and environmental value created through our business" as the most material issue.

Growth scenarios for individual segments and creation of products and services relating to the three focal fields

In existing businesses, our intention is to consolidate this trend toward a return to a growth trajectory. Each business segment has drawn up a roadmap toward achievement of the target of realizing a business profit margin of 8% by fiscal 2027 and more than 10% by fiscal 2030. While promoting ambidextrous management, our aim is to achieve the Group Vision 2030.

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Strengthening business foundations to achieve the most material

The Kawasaki Group takes into consideration such things as the connections between social issues and our business activities and the impacts for stakeholders and identifies material issues (materiality). We divided the material issues into two broad categories: The "social and environmental value created through our business" and the "foundation of our business activities." We defined initiatives conducted through our main business as the most material issues to be achieved by the Group over the long term, while other issues are positioned as basic items for achieving the most material issues, and we are working to reinforce those initiatives.

Financial and Corporate Info

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In addition to financial and non-financial data, we present basic information about the Kawasaki Group.

Editorial policy

Since fiscal 2013 the Kawasaki Group has published the Kawasaki Report as an integrated report. The report serves as a tool for communication with stakeholders and includes information about the Group's efforts to create value for society and boost enterprise value; management policies; business environment and strategy, and environmental, social, and governance (ESG)-related content. More information on many of the topics touched upon in this report can also be found on our website.





Kawasaki Report ∢-

Complementary information on Website

Detailed information and data related to the environment, society, and governance (ESG) are disclosed in a timely manner by updating our website as the information becomes known.

IR information

https://global.kawasaki.com/en/corp/ir/

Sustainability information

https://global.kawasaki.com/en/corp/ sustainability/index.html

Period

This report covers fiscal 2024 (April 1. 2024 to March 31, 2025), but some fiscal 2025 content is also included.

Scope

The report covers Kawasaki Heavy Industries, Ltd., its 132 subsidiaries, and 28 associates (including joint ventures). Some data, however, refer to the parent company alone.

Frequency of publication

Annually, in principle Previous edition-October 2024 Next edition-September 2026

Contact us

Please make inquiries through the inquiry form on our website. https://global.kawasaki.com/en/corp/profil

e/contact/ Guidelines

- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- International Financial Reporting Standards (IFRS) International Integrated Reporting Framework
- Ministry of the Environment Environmental Reporting Guidelines (2018 Edition)
- Ministry of Economy, Trade and Industry Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0

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