

Committed to Keeping the Trust of Society



T. Ohashi

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President

Working together to achieve a prosperous future that is friendly to the global environment

—Contributing to society by creating technologies and products from a broad perspective.—

The Earth gives us life, but we have reached the stage where we must become aware of its limits. We, humankind, need to immediately address global environmental issues including global warming and desertification. Given this situation, Kawasaki's mission in the 21st century is to help resolve global environmental issues.

I believe that the main cause of global environmental deterioration is the overconsumption of precious fossil fuels in the pursuit of convenience that has occurred in the modernization process of industrialized nations including Japan. At present, Japan imports most of its food from foreign countries and the exporting countries consume large quantities of valuable water resources to produce these foods for Japan. In spite of this, the food wasted in Japan almost equals Japan's total domestic agricultural and fishery production. The waste that occurs in the economic activities and overconsumption of the industrialized nations needs to be considered carefully.

When the Kyoto Protocol was concluded in 1997, the industrialized member nations agreed to reduce their greenhouse gas emissions. The signatory nations were motivated to conclude this convention because of their shared wish to reduce and undo environmental impacts. The Protocol mainly affects developed nations, but we must not forget people in developing nations when considering global environmental issues in the future.

The pursuit of comfortable lives and convenience is a primal human urge that has propelled the development of humankind. As such, we cannot deny this urge, nor can we turn back the clock. For the same reasons, we must not deny the aspirations of developing nations to reach the level of the industrialized world.

The developed nations must set aside their egos and work together with the developing world to resolve global environmental issues and aim to realize a prosperous life for all, including those in developing nations.

We must use our wisdom and effort to solve the problems that humans have caused. Fortunately, Japan and other industrialized

nations are now beginning to find new economic development paths while remaining conscious of the global environment. I believe that bringing out this wisdom will be our greatest contribution to the future.

For a company like Kawasaki, whose main businesses involve building social infrastructure, it is vital to offer environmentally friendly products and technologies to developing countries, maintain a broad perspective, and contribute on a global scale by developing technologies to resolve environmental issues.

Developing Trust in the Kawasaki Brand

—Commitment to Environmental Management—

We have been making steady steps toward fulfillment of the goals of our 2010 Environmental Vision. Though certain challenges remain to be overcome, the strong commitment of my predecessor, Mr. Tazaki, has laid a solid foundation for us as a company that contributes to the creation of a sustainable society.

Now, I would like to describe two core points of environmental management.

◆Contribution to society through the speedy provision of products and technologies

Kawasaki is dedicated to offering environmentally conscious products and technologies. Examples include power generation systems using natural energy sources such as wind power and biomass, highly efficient and clean gas turbine cogeneration systems, plants that use energy derived from wastes, and LNG storage tanks and tankers for efficient utilization of natural gas, a cleaner energy source. Using our accumulated expertise, we want to provide customer satisfaction by developing and providing these products. By responding to the fear of resource depletion, our products and technologies will greatly contribute to society.

At the same time, we are also contributing to the prevention of global warming by providing highly energy efficient transportation equipment, including rolling stock, ships and aircraft.

Furthermore, to contribute to developing countries where the supply of electricity is insufficient and logistic systems for people and resources are poorly organized, we are making efforts to encourage these countries to adopt environmentally conscious Kawasaki products and technologies. These include clean gas turbine power generation systems, instead of conventional power generation systems that consume much fossil fuel and are less efficient, and railway trains as environmentally conscious mass transportation systems. Through these efforts, we can both attain business success and contribute to the global environment, thereby **establishing Kawasaki as a trusted global enterprise brand** in the 21st century.

◆"Clean, Honest and Fast"

—Promoting compliance as part of the corporate culture—

Corporate social responsibility and environmental awareness have become essential for companies. Antisocial conduct such as environmental pollution in the local community around the site of an enterprise and improper waste disposal will be severely criticized and the value of the enterprise will be heavily jeopardized. I will promote **compliance** not just for environmental issues, but also in

every part of our corporate culture.

By **compliance**, I do not mean a simple, superficial compliance with the letter of the law. Rather, I believe that it is vital for everyone, from senior management to line managers and general employees, to have a strong sense of right and wrong grounded in their individual understanding of social norms. Having this sense of right and wrong will enable employees to achieve compliance themselves, while also increasing the value of the **Kawasaki brand** by fostering corporate contribution to society.

My motto is **Clean, Honest and Fast**, and I believe that these virtues are also important aspects of environmental protection efforts that are transparent, sincere and prompt in responding to needs.

Contributing to the Global Environment

–Don't make unneeded products, create lasting value–

I believe that fostering a culture that makes only excellent things and uses them for a long time is necessary in reconsidering the overconsumption of the modern age. From the manufacturer's viewpoint, we must not produce things that are not valued, but offer things that truly satisfy customers. We must be completely committed to producing high-quality, high-performance products with the minimum consumption of resources and energy. This is in line with my management philosophy of **"Quality Followed by Quantity Management."** I am actively committed to these goals and am working to establish even stronger environmental management.

Our employees are the driving force of our business activities, and I am making efforts to improve their environmental awareness. What actions create environmental awareness? I believe they are actions that give employees a broad and deep environmental mindset and the ability to understand how the current situation affects the global environment. Constantly remaining aware that "Kawasaki is an enterprise that contributes to the global environment," they should commit themselves to environmental protection with a sense of duty.

My lucky color is green. Since my younger days, I have chosen green neckties for important occasions. Green is also a color that symbolizes environmental consciousness. I will continue to wear a green tie and remain committed to Kawasaki's mission as an enterprise for the 21st century that contributes to the global environment and the realization of a sustainable society.



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