

KHI Group CSR

The KHI Group's mission is "Kawasaki, working as one for the good of the planet (Enriching lifestyles and helping safeguard the environment: Global Kawasaki)".

Each and every employee puts this statement into practice as he or she goes about individually assigned daily business activities.

To this we added a broader view of CSR and action goals, as we seek to realize the Group Mission at ever higher levels.

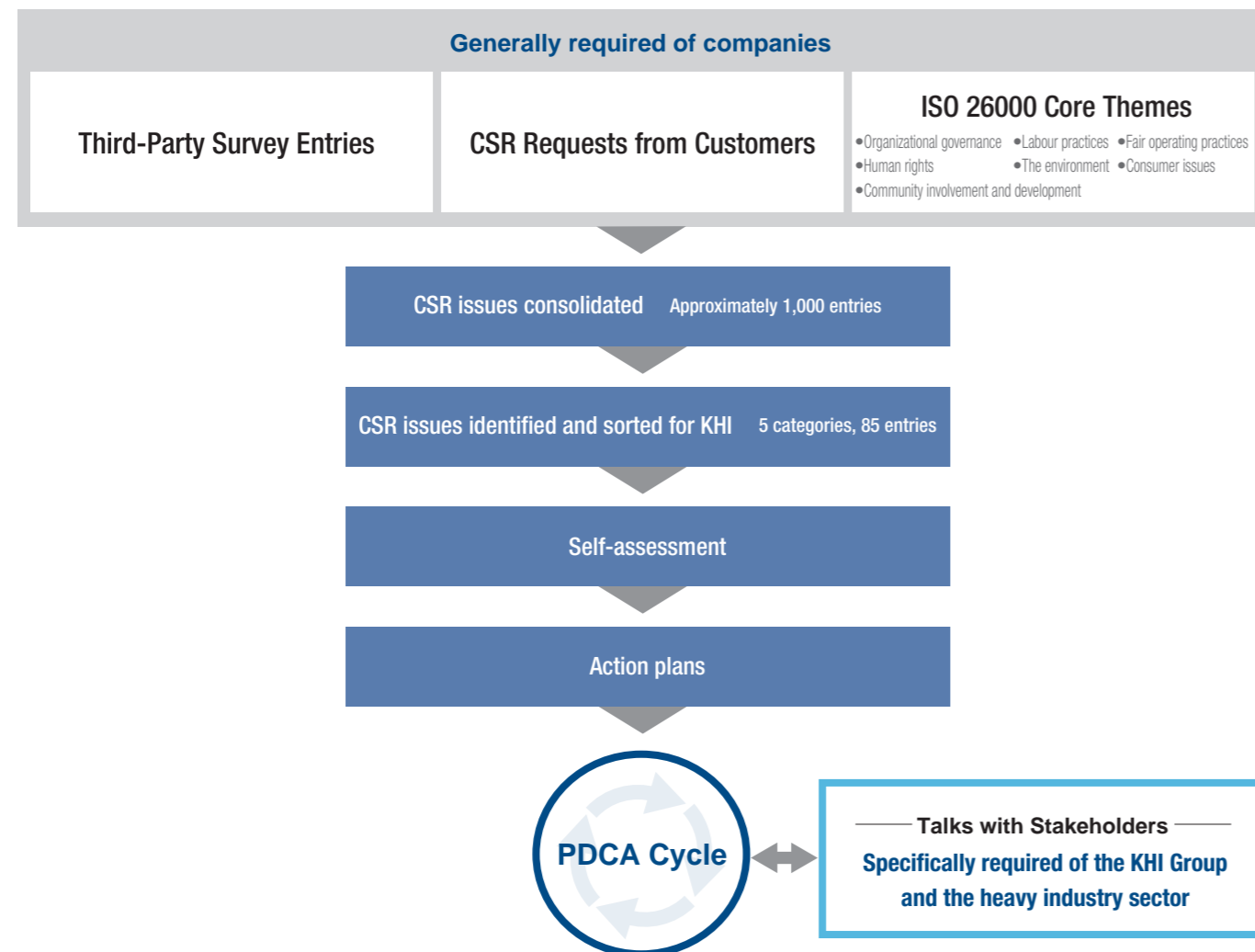
KHI Group CSR Activity Flow

We used various methods to collect and consolidate social expectations placed upon us; selected from this information CSR issues for the KHI Group; and sorted data into five themes: 1) value creation through Business; 2) Management; 3) Employees; 4) Environmental activities; and 5) Social contribution.

Assigned divisions and departments self-assess the current status of each entry and draft action plans highlighting efforts to compensate for shortcomings and

reinforce strengths. This PDCA (Plan-Do-Check-Act) cycle is repeated.

In fiscal 2012, we will provide opportunities to talk with stakeholders so that we can ascertain with greater clarity the position that is specifically required of the KHI Group and the heavy industry sector. We will incorporate suggestions made by our stakeholders into our CSR activities so that we may respond to social expectations even better than we do now.



Mission Statement



Five Themes

- 1 We will use our integrated technological expertise to create values that point the way to the future. Business
- 2 We will always act with integrity and good faith to merit society's trust. Management
- 3 We will all create a workplace where everyone wants to continue working. Employees
- 4 We will pursue "manufacturing that makes the Earth smile." Environment
- 5 We will expand the circle of contribution that links us to society and the future. Social contribution

Realization of the Group Mission at ever higher levels

CSR Activity Structure

Corporate CSR Committee

Chair: KHI President

Members: Directors, internal company presidents, headquarter general managers and standing corporate auditors.

The committee is run in accordance with Corporate CSR Committee Regulations. Administration is handled by the CSR Division. The committee exists to deliberate and decide on major CSR policies and important matters.



Head Office CSR Planning Group

The Head Office CSR Planning Group acts in an advisory capacity to the Corporate CSR Committee. It collects CSR-related information, discusses approaches that the Company should take, and presents these opinions to the Corporate CSR Committee.

Members: Corporate Planning Department, Public Relations Department, Finance Department, Procurement Division, Personnel & Labor Administration Division, General Administration Department, Corporate Business Development Division, Corporate Technology Division, Environmental Affairs Department, CSR Department

Company CSR Committees

Chairs: Presidents of respective internal companies

These committees are run in accordance with Company CSR Committee Regulations. Administration is handled by the planning and administration departments at each internal company. Each committee determines concrete strategies relevant to the associated internal company, based on major policies established by the Corporate CSR Committee, and confirms the status of implementation. These committees function as the implementers of specific directions from the Corporate CSR Committee.

Head Office CSR Committee

Chair: Director responsible for head office administration departments (currently, Senior Vice President Mitsutoshi Takao)

This is the head office version of the company CSR committees.

Other Cross-Group Organizations

- Corporate Environmental Committee
- Human Capital Development Committee
- Risk Management Committee
- Export Examination Committee
- Crisis Management Organization

Company CSR Liaison Conference

The departments responsible for CSR at each internal company—namely, the administration offices of each CSR committee—hold a joint meeting to exchange information.