

# CSR Issues and Actions

## —Action Plans on Entries Pertaining to Each Business Segment

### Ship & Offshore Structure Company

#### 1) CSR Education, Awareness within the Company (Personnel & General Affairs Department, Compliance Department)

- Use available materials, including the CSR Report, to give departments representatives a better understanding of the significance of CSR and its place as a corporate priority.
- Incorporate CSR seminars into employee education programs for various job levels, including entry-level positions, assistant managers and senior staff officers, to instill greater understanding of the significance of CSR and its place as a corporate priority.
- Continuing from last year, utilize guidebooks and other available materials in employee education programs for various job levels, including entry-level positions, assistant managers and senior staff officers, to deepen awareness of compliance issues and practices.

#### 2) Product Liability (Quality Assurance Department)

- Basic policy: Enhance technological capabilities, and earn the trust and deepen customer satisfaction in our ships and offshore structure, as well as increasing the lifetime value of our ships.

- Priority objectives: (1) strengthen quality control; (2) enhance the skills of human resources; (3) boost technological capabilities; and (4) improve productivity.

#### 3) Crisis Management (Personnel & General Affairs Department, Sakaide Shipyard General Affairs & Business Department)

- Prepare a response structure that enables swift resumption of operations when interrupted by large-scale disasters, particularly earthquakes and storms and floods.
- Work with neighboring businesses and participate in fire drills and other disaster-readiness exercises to be prepared in the event of a large-scale disaster.



**Takashi Kondo**

Senior Manager, Personnel & General Affairs Department, Planning & Control Division

### Aerospace Company

#### 1) CSR Education, Awareness within the Company (Control Department, all departments, Personnel & labor section)

- Undertake employee education in all departments, using the CSR Report distributed to all employees, and incorporate CSR training in employee education programs for various job levels.

#### 2) Overseas Compliance (Compliance Department)

- Prepare instructional materials on the importance of respect for local laws as well as legal precautions relevant to the countries where employees go either on business trips or for an extended stay on assignment, and make the content widely known to all who travel abroad.

#### 3) Independent Social Contribution Program Promotion (Personnel-Labor & General Administration Department)

- Present information on the environmental activities of the KHI Group and strive to coexist and work with local communities through district cleanup campaigns.
- As a first step in supporting the development of the next generation—tomorrow's leaders—consider offering factory tours and lectures for elementary and junior high school students.



**Kazuo Ohta**

Deputy General Manager, Planning & Control Division; Senior Manager, Control Department

### Plant & Infrastructure Company

#### 1) CSR Education, Awareness within the Company (Personnel & General Affairs Department)

- Offer lectures at executive meetings and during training for various job levels to instill wider acknowledgement of CSR issues and practices.

#### 2) Crisis Management (Personnel & General Affairs Department)

- Establish a crisis management structure and make its existence well known within the company.

#### 3) Independent Social Contribution Program Promotion (Personnel & General Affairs Department)

- Continue activities through the Kawasaki Niyodogawa Manabi no Mori project, a joint effort with the town of Niyodogawa, in Kochi Prefecture, in such pursuits as forest preservation.



**Yoshihito Ohya**

Senior Manager, Personnel & General Affairs Department, Planning & Control Division

### Motorcycle & Engine Company

#### 1) CSR Education, Awareness within Company (Planning & Control Division)

- Utilize in-house newsletters prepared for this internal company to instill widespread understanding of the significance of CSR and its place as a corporate priority.

#### 2) Customer Comments (Engineering Division, Planning & Control Division)

- Take comments from customers who have procured Kawasaki-brand products and apply them to future product development. In addition, strive to provide quick and easy-to-understand responses to customer queries and opinions through the Customer Service Department.

#### 3) Business Partner CSR Management (Planning & Control Division)

- Consider turning KHI's policies on material procurement into guidelines to encourage wider appreciation of policies and elicit cooperation from our business partners. Also, work together with business partners to observe environmental regulations, including REACH—the European Community Regulation dealing with registration, evaluation, authorization and restriction of chemical substances—to ensure harmony between manufacturing activities and the global environment.



**Takeshi Asano**

Deputy General Manager, Planning Division; Senior Manager, Planning Department

The KHI Group comprises seven business segments—internal companies, each involved in different activities, addressing different conditions and operating in different locations. Each business segment has selected three CSR issues from the 85 entries mentioned on page 5 that require action on a corporate or business segment basis in fiscal 2012 and will emphasize actions geared specifically to the three selected issues.

The initiatives undertaken by each business segment are described below by the respective CSR managers.

Note: The divisions and departments in parentheses spearhead CSR-oriented efforts within each business segment.

### Rolling Stock Company

#### 1) CSR Education, Awareness within the Company (Planning & Control Division)

- Keep the PDCA cycle turning on CSR activities.
- Incorporate CSR seminars into employee education programs for various job levels to cultivate a positive CSR mindset.

#### 2) Product Liability (Quality Engineering Department)

- Apply fiscal 2012 policy for quality control and environmental management activities, which highlights promotion of meticulously careful quality assurance activities and wider environmental management activities, based on the following themes: (1) A campaign dubbed "Love & Affection. Put your Heart and Soul to Rolling Stock Manufacturing"; (2) Enhanced quality assurance activities; (3) Dedicated thorough practice of 2S and elimination of excess; (4) Respect for the law; (5) Progress on

environmental activities; and (6) Acquisition of extensive knowledge and technology along with improvement in the quality of human resources.

#### 3) Disaster Response and Community Support (Planning & Control Division)

- Participate in disaster prevention activities and welfare and relief activities in order to respond when large-scale disasters strike in neighboring regions.
- Join neighboring businesses in fire drills and disaster-prevention learning opportunities.



**Shuji Hiratsuka**

Senior Manager, Planning Department, Planning & Control Division

### Gas Turbine & Machinery Company

#### Gas Turbine Division

##### 1) CSR Education, Awareness within Company (Planning & Control Division)

##### 2) Compliance and Ethics Education (Administration Department, all departments)

- Offer courses during new employee and senior staff officer training, and provide instruction in all departments with guidebooks and other teaching materials.

##### 3) Crisis Management (Administration Department, all departments)

- Streamline and integrate (Akashi) works and division rules and standards, and compile the contents into a single procedures manual.

##### 3) Crisis Management (Kobe Works Office, Planning & Control Division)

- In cooperation with the Kobe Works Office, compile a procedures manual of responses applicable to entire works for use in the event of fire or accident.



**Toshiyuki Sakai**

Manager, General Affairs Section, Administration Department, Gas Turbine Division



**Go Naito**

Senior Manager, Compliance Department



**Toshihiro Sanematsu**

Manager, General Affairs Section, Control Department, Machinery Division

#### Machinery Division

##### 1) CSR Education, Awareness within Company (Planning & Control Division)

##### 2) Compliance and Ethics Education (Control Department, all departments)

- Offer courses during new employee and senior staff officer training, and provide instruction in all divisions with guidebooks and other teaching materials.

### Precision Machinery Company

#### Precision Machinery Business

##### 1) CSR Education, Awareness within Company (Personnel & General Administration Department, with assistance from the Compliance Department)

- Utilize employee education opportunities for various job levels to broaden understanding of CSR issues and practices.
- Offer instruction by department and section, in conjunction with compliance activities.
- Utilize the CSR Report to deepen understanding of CSR activities.

##### 2) Customer Satisfaction (Quality Assurance Department)

- Hold technology exchange sessions as necessary to grasp customer needs and undertake customer satisfaction surveys, and also consider approaches that draw comments more readily from customers.

##### 3) Business Partners' CSR Management Practices (Purchasing Department)

- Extend the scope of application for green procurement guidelines and consider turning them into CSR procurement guidelines.



**Junichi Moriya**

Senior Manager, Personnel & General Administration Department, Planning & Control Division

#### Robot Division

##### 1) CSR Education (Control Department)

##### 2) Compliance and Ethics Education (Control Department)

- Offer courses during new employee and senior staff officer training, and provide instruction within the division using guidebooks.

##### 3) Include Overseas Subsidiaries in Scope of Environmental Information Collected (Control Department)

- Establish environmental management system at overseas subsidiaries. Framework will be in place by December 31, 2012.



**Takashi Yamaguchi**

Senior Manager, Administration Department