

# **Kawasaki Group Policy on Risk Management**

## **1. Fundamental Concepts**

In line with its objective of achieving sustainable corporate growth and medium- to long-term improvement in its corporate value, the Kawasaki Group will put in place preemptive risk management measures against a variety of risks that could exert a significant impact on business operations while striving to ensure that, should such a risk materialize, the resulting damage is minimized. To this end, the Group has established the basic policies listed below and will act as a trustworthy company in society, envisioning in its Group Mission— “Kawasaki, working as one for the good of the planet.”

## **2. Policies on Risk Management**

### **(1) Fundamental Stance to Activities**

As a corporate group handling the social infrastructure business on a global basis, the Kawasaki Group will address significant risks that could inhibit its business activities by taking a risk management approach that is consistent among all Group companies.

### **(2) Risk Management Structures and Activities**

The Kawasaki Group will develop an integrated risk management structure that encompasses its operations around the globe, with the Board of Directors acting as the highest decision-making body. Under this structure, all business units, officers, and employees will pay close attention to various risks in the course of their business operations and strive to identify both business risks that affect individual businesses and important risks that should be addressed from a Group-wide perspective to ensure the implementation of appropriate countermeasures.

### **(3) Crisis Response**

In the event of a disaster, accident, or other emergency that could exert a major impact on its business continuity, the Kawasaki Group will promptly set up response headquarters and strive for the swift restoration of its operations, placing the utmost priority on the lives of customers, community residents, and employees and acting in collaboration with regional communities, customers, and other stakeholders.

### **(4) Enhancement of Risk Assessment and Response Capabilities**

The Kawasaki Group will engage in risk management and crisis management activities, employee training, and emergency drills on a regular basis in order to raise employees' risk awareness and secure higher capabilities in terms of risk assessment and response.

### **(5) Obligations and Responsibilities**

The Kawasaki Group will comply with its internal rules on risk management and crisis management as well as relevant laws and regulations enforced in Japan and overseas to fulfill its obligations and responsibilities to stakeholders with regard to risk prevention and immediate crisis response.

(6) Review and Correction

Should a shortfall in risk management or crisis management activities be detected or predicted, the Group will promptly correct said shortfall in order to improve the effectiveness of its risk management activities.

Established in September 2021