

“Changing Forward.”

Roadmap to the Future

The Kawasaki Group is taking a new step forward under Group Vision 2030: Trustworthy Solutions for the Future. We have designated three focal fields in which we will create new value: “A Safe and Secure Remotely Connected Society,” “Near-Future Mobility,” and “Energy and Environmental Solutions.” To make this possible, we will also transform our organizations and corporate culture. Like our tagline, “Changing Forward,” we are pushing forward and changing in order to do so. The Kawasaki Group, which marked the 125th anniversary of its incorporation in 2021, is committed to this ongoing transformation.

Contents

Part 1: Who We Are

- 2 Kawasaki Group Mission Statement
- 3 Our Businesses (Fiscal 2020)
- 4 Growing in Step with Society: The Kawasaki Group's History
- 6 Our Approach to Sustainable Value Creation

Part 2: Roadmap for the Future

- 8 Group Vision 2030
- 10 Growth Scenario Leading to 2030
Key Mechanisms Supporting the Growth Scenario
- 12 Transitioning to a Business Structure for Creating Solutions
Revision of Material Issues in Line with the Formulation of Group Vision 2030
- 14 Value Creation Story in the Three Focal Fields

Part 3: Trustworthy Solutions for the Future

- 24 Message from the President
- 30 Financial Strategy
Human Resource Strategy
Technological Development
Quality Control
- 38 Business Strategy
Aerospace Systems
Rolling Stock
Energy Solution & Marine Engineering
Precision Machinery & Robot
Motorcycle & Engine

Part 4: Management Foundation

- 48 Roundtable Discussion with the Chairman and Outside Directors
- 53 Corporate Governance
- 60 Corporate Officers
- 64 Compliance/Risk Management
- 66 Performance Highlights
- 68 Eleven-year Summary
- 70 Management Discussion & Analysis
- 74 Consolidated Financial Statements
- 82 Notes to the Consolidated Financial Statements
- 118 Corporate Profile/Stock Information
- 119 Major Subsidiaries and Associates

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. IR information: <https://global.kawasaki.com/en/corp/ir/> Sustainability information: <https://global.kawasaki.com/en/corp/sustainability/>

Period

This report covers fiscal 2020 (April 1, 2020 to March 31, 2021), but some fiscal 2021 content is also included.

Scope

The report covers Kawasaki Heavy Industries, Ltd., its 99 consolidated subsidiaries (43 in Japan and 56 overseas) and 19 equity-method associates. Some data, however, refer to the parent company alone.

Guidelines

In preparing the report, the editorial office referred to the Sustainability Reporting Standards issued by the Global Reporting Initiative (GRI), the International Integrated Reporting Framework issued by the Value Reporting Foundation (VRF), the Environmental Reporting Guidelines (2018 Edition) issued by the Ministry of the Environment, and the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation issued by the Ministry of Economy, Trade and Industry.

Frequency of Publication

Annually, in principle
Previous edition—October 2020
Next edition—September 2022

Contact Us

Please make inquiries through the inquiry form on our website <https://global.kawasaki.com/en/corp/profile/contact/>

