

## Contents

### Getting to Know Kawasaki

#### Who we are

- 1 A Society with Readily Available Hydrogen Is Just Around the Corner
- 5 Contents
- 5 Key Points in Kawasaki Report 2022
- 7 Kawasaki Group Mission Statement
- 9 Our Businesses
- 11 History
- 13 Approach to Sustainable Value Creation

#### Key Points in Kawasaki Report 2022

##### POINT 1

#### What we hope our readers will learn from this report

The Kawasaki Group is taking a new step forward under its Group Vision 2030: Trustworthy Solutions for the Future. The Group aims to transform its organization and culture and achieve sustainable growth through the creation of new value, including in its hydrogen business.

This report presents the current status of the Group, with each Part describing initiatives and progress in line with Group Vision 2030 and with the material issues identified by the Group.

### Long-Term Vision and Strategy

#### Value creation story

- 15 Message from the President
- 21 Group Vision 2030
- 25 Energy and Environmental Solutions
- 33 A Safe and Secure Remotely Connected Society
- 35 Near-Future Mobility
- 37 Material Issues
- 39 Goals and Results in the Three Focal Fields
- 41 Message from the Financial Officer
- 43 Message from the Executive Officer in Charge of Technology Development and DX

##### POINT 2

#### A focus on three fields in our Group Vision 2030

Looking ahead to the social issues of the coming decade, we have established a growth scenario around three focal fields. The three fields have been assigned as top-level material issues in terms of Kawasaki's ideal of "social value created through our businesses."

- A Safe and Secure Remotely Connected Society
- Near-Future Mobility
- Energy and Environmental Solutions

### ESG for Value Creation

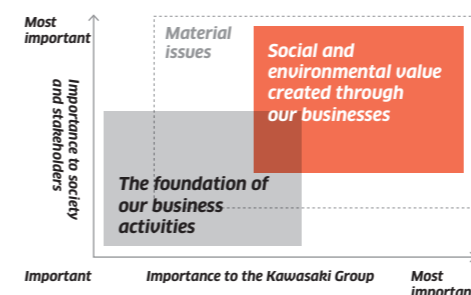
#### The foundation of our business activities

- 45 Promotion of Human Resource Activities
- 46 Occupational Safety and Health
- 47 Sustainable Supply Chain Management
- 48 Business and Human Rights
- 49 Technological Development/Digital Transformation (DX)
- 50 Information Security
- 51 Compliance
- 52 Product Liability/Safety
- 53 Corporate Governance
- 61 Roundtable Discussion with the Chairman and Outside Directors
- 65 Corporate Officers

##### POINT 3

#### Review of material issues constituting the foundation of our business activities

In conjunction with formulating Group Vision 2030, Kawasaki has reviewed what it considers to be material issues. We have identified priority items within each issue constituting the foundation of our business activities and have defined key performance indicators (KPIs).



### Business portfolio / Financial and corporate info

- 69 At a Glance
- 70 Aerospace Systems
- 71 Rolling Stock
- 72 Energy Solution & Marine Engineering
- 73 Precision Machinery & Robot
- 74 Motorcycle & Engine
- 75 Eleven-year Financial/ Non-financial Summary
- 77 Consolidated Financial Statements
- 81 Corporate Profile / Stock Information / Major Subsidiaries and Associates

##### POINT 4

#### This report and the website provide complementary information

Detailed information and data related to the environment, society, and governance (ESG) are disclosed in a timely manner by updating the website as the information becomes known.



Kawasaki Report <-----> Website

#### 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 2021 (April 1, 2021 to March 31, 2022), but some fiscal 2022 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.

#### Frequency of Publication

Annually, in principle  
 Previous edition—October 2021  
 Next edition—September 2023

#### Contact Us

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

#### Guidelines

- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- International Financial Reporting Standards (IFRS) International Integrated Reporting Framework
- Ministry of the Environment Environmental Reporting Guidelines (2018 Edition) issued
- Ministry of Economy, Trade and Industry Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0