




Focal field and goal	Main actions	Social outcomes (results)	Targets / Key Performance Indicators (KPIs)	Specific measures	Achievements in Fiscal 2022
<p>A safe and secure remotely connected society</p> <p>New value creation using remote technology</p> <p>Create a society that is rich, safe, and secure for all with remote technology</p> 	<ul style="list-style-type: none"> Healthcare <ul style="list-style-type: none"> Infectious disease testing business Surgery support business Nursing care business Business in automated, autonomous, and remote technology support for manufacturing and service industries 	<ul style="list-style-type: none"> Infectious disease testing to prevent the spread of disease and speed up recovery in the movement of people, including air travel demand Reduce the burden on healthcare and nursing care workers Advanced treatment using surgical robot system Correct regional disparities Improve productivity and alleviate labor shortages 	<p>Targets for 2030</p> <ul style="list-style-type: none"> Eliminate 5% of Japan's approximately 2,000,000-person shortage in healthcare and welfare workers (market estimated at over ¥1 trillion) Eliminate 5% of Japan's approximately 4,000,000-person shortage in manufacturing and service industry workers (market estimated at over ¥2 trillion) <p>KPIs</p> <ul style="list-style-type: none"> Remote platform active users Number of cases carried out with surgical robot system 	<ul style="list-style-type: none"> Infectious disease testing system Joint PCR testing research with universities, PCR testing service at airports for departing passengers on international flights, expanding domestic use from monitoring to screening (social implementation) Demonstration of telesurgery performed at a distance of 30 km using surgical robot system (animal testing), world's first telesurgery demonstration using commercial 5G networks Adoption of nursing care robots in hospitals Market introduction of personal care products that use remotely connected technologies Development and implementation of robots for warehouses and stores Practical application of humanoid robots On-site work using remotely controlled robots at plants (proof of concept demonstration begun in fiscal 2021) 	<ul style="list-style-type: none"> Number of tests handled by the PCR testing service: 850,000 (cumulative total for fiscal 2021-2022) Surgical support robot systems <ul style="list-style-type: none"> Systems installed: cumulative total of 33 facilities; number of operations conducted: cumulative total of 1,158 Approval of expanded indication for use from urology to general surgery and gynecology The Remolink™ service to connect businesses and workers using remote robots was announced at Remote Robotics Inc. in September with business verification carried out through to the spring of 2023
<p>Near-future mobility</p> <p>Transforming the movement of people and freight</p> <p>Create a society where people and freight move safely, quickly, and efficiently using new forms of mobility</p> 	<ul style="list-style-type: none"> Offer new equipment and systems, such as delivery robots and unmanned transport helicopters Offer automated, autonomous, and remote solutions for the logistics industry Reduce environmental burden and utilize advanced safety technology in transportation equipment 	<ul style="list-style-type: none"> Handle increasing logistics volumes and alleviate labor shortages Provide safe working conditions Realize a society that enables the environmentally friendly and safe movement of people and freight 	<p>Targets for 2030</p> <ul style="list-style-type: none"> Eliminate 20% of Japan's approximately 200,000-person shortage in logistics workers Commercialize new mobility <ul style="list-style-type: none"> Delivery robots Unmanned VTOL aircraft (vertical take-off and landing aircraft) Autonomous four-wheelers Supply chain optimization services, etc. Autonomous marine transport (Marine Collaboration Project) Take part in super city projects <p>KPIs</p> <ul style="list-style-type: none"> Number of unmanned VTOL aircraft and total volume transported Number of delivery robot users and total volume transported 	<ul style="list-style-type: none"> Logistics chain optimization <ul style="list-style-type: none"> Phase 1 <ul style="list-style-type: none"> Autonomous transportation and loading equipment (autonomy that extends to the last mile) Phase 2 <ul style="list-style-type: none"> Supply chains (create seamless connections: improve efficiency, including for reloading systems) Overseas expansion by 2030 New mobility <ul style="list-style-type: none"> Commercialize delivery robots and autonomous four-wheelers by 2025 Full-scale operation of VTOL and integrated transport service business by 2030 Realize super cities <ul style="list-style-type: none"> Coordinate with municipalities to take part in super city projects (total optimization of urban transportation, including the movement of people) Build overarching management systems for the movement of people and freight (local MaaS) Organically link these with other Group businesses. Build cooperative relationships with logistics companies and software companies 	<ul style="list-style-type: none"> Commissioned by Ina City, Nagano Prefecture, for its Unmanned VTOL Cargo Transport Platform Development Project (ongoing) Participated in the Shinshu DX Promotion Consortium; currently constructing communications systems in mountainous areas Commenced verification tests of specimen delivery at Fujita Health University toward realizing the "Smart Hospital" concept (deployed multiple delivery robots in actual tasks and succeeded in having both human subjects and robots ride together in elevators at the same time) Participated in cutting-edge technology service projects including 5G in Tokyo, and completed demonstration tests for food delivery and the transport and collection of medical and related materials
<p>Energy and environmental solutions</p> <p>Working toward the stable generation of clean energy</p> <p>Quickly achieve a stably powered, carbon-neutral society at low cost</p> 	<ul style="list-style-type: none"> Build a hydrogen supply chain High-volume, stable supply of hydrogen Expand the use of hydrogen Power generation systems, transportation equipment, etc. 	<ul style="list-style-type: none"> Reduce the price of hydrogen energy Help address climate change by reducing CO₂ emissions Provide clean travel and transportation by land, sea, and air 	<p>Targets for 2030</p> <p>Hydrogen</p> <ul style="list-style-type: none"> Hydrogen supply from Kawasaki solutions: 225,000 t/year (when commercialized) CO₂ reduction of 1.6 million tons (theoretical value) through hydrogen energy from Kawasaki solutions <p>Existing products</p> <ul style="list-style-type: none"> Manufacture of even more environmentally friendly products Reduction of CO₂ emissions from products <p>KPIs</p> <p>Hydrogen</p> <ul style="list-style-type: none"> Hydrogen supplied by Kawasaki solutions CO₂ reductions from Kawasaki's hydrogen energy solutions <p>Existing products</p> <ul style="list-style-type: none"> Reduction of CO₂ emissions through product-based contributions Number of registered products and net sales in Kawasaki Ecological Frontiers (formerly Green Products) 	<ul style="list-style-type: none"> Form a hydrogen consortium <ul style="list-style-type: none"> Technological development Establish technologies for larger scale, leveraging NEDO subsidized projects and partnerships Increase transport volume (Two or more carriers in 2030; 80 or more carriers in 2050) Develop hydrogen-fueled rolling 	<p>Hydrogen</p> <ul style="list-style-type: none"> Finalized shipping/receiving terminals (Australia/Japan) in commercialization verification for construction of commercial-scale international liquefied hydrogen supply chain Concluded a memorandum of cooperation on maritime transport and other matters towards the construction of a liquefied hydrogen supply chain with Kansai Electric Power Company. Commenced surveys on the marine transport of liquefied hydrogen, in addition to those on the manufacture, liquefaction, and storage of hydrogen overseas, and its reception in the Himeji area <p>Existing products</p> <ul style="list-style-type: none"> CO₂ reduction contribution by products: 24.37 million t-CO₂ Number of registered products and net sales in Kawasaki Ecological Frontiers (formerly Green Products): 68 products registered with net sales of ¥160.0 billion
	<ul style="list-style-type: none"> Reduce environmental burden throughout the value chain 			<ul style="list-style-type: none"> Deliver medical service helicopters Deliver standby generator sets 	

Refer to pp. 39-42 for more on the promotion of carbon neutrality. For other initiatives, please refer to information regarding sustainability on the Company website.