

To Our Stakeholders

Kawasaki—and by extension, the Kawasaki Group—began as Kawasaki Tsukiji Shipyard in 1878, under founder Shozo Kawasaki's philosophy of "contributing to the nation—to society—through expertise." Responding to the needs of the day, the early company ventured into rolling stock and aircraft businesses and then a wide range of other pursuits, such as energy and environmental engineering and various kinds of industrial equipment, and motorcycles, inevitably becoming a comprehensive heavy industries enterprise.

During this time, the Group consistently has come out with uniquely innovative products and services integrating diverse, high-level technologies, thereby contributing solutions to social issues characteristic of the times and always delivering new value.

Going forward, our goal as a corporate group still hinges on the Group Mission: "Kawasaki, working as one for the good of the planet (Enriching lifestyles and helping safeguard the environment: Global Kawasaki)." And to this end, we will continue to polish our technological expertise in the pursuit of originality and innovation, and we will strive to provide products and services that meet the diverse needs of our customers while maintaining a harmonious balance from a global environmental perspective.

Kawasaki Report 2017 describes the underlying corporate ideas we have embraced to achieve the Group Mission as well as business strategies, initiatives for a better global environment and activities that ensure we meet our social responsibilities as a good corporate citizen. We hope this report gives you deeper insight into what we do as the Kawasaki Group and provides a basis for enhanced communication between all our stakeholders and the Group.

Shigeru Murayama
Chairman of the Board

Shigeru Murayama

Yoshinori Kanehana
President
(Representative Director)

Yoshinori Kanehana

Path of *monozukuri* manufacturing leads to the future

1878 • Shozo Kawasaki, the founder, opens Kawasaki Tsukiji Shipyard (Tokyo).



Shozo Kawasaki

1896 • Kawasaki Dockyard Co., Ltd. is incorporated (Kobe). (First President, Kojiro Matsukata)



Kojiro Matsukata

1897 • Launches Cargo-Passenger Ship *Iyomaru* (727 GT). (Kawasaki Dockyard's first ship as a publicly traded company)



1900

1942 • Completes first mass production of Type 3 fighter Hien.



1961 • Exports a plant for the first time. (Cement plant for customer in Taiwan)

1964 • Delivers Series 0 *Shinkansen* electric train to the Japanese National Railways.



1969 • Develops first Kawasaki-Unimate 2000, the first Japan-made industrial robot.



1971 • Delivers the first self-developed Kawasaki side thrusters.

1972 • Unveils Z1 motorcycle.



1974 • Completes self-developed S1A-01 Gas Turbine prototype. Delivers first GPS200 gas turbine generator in 1977.



1975 • Begins production of motorcycles in the U.S.

1981 • Delivers the first LNG carrier built in Japan.

1983 • Starts joint development of V2500 turbofan engines for Airbus A320 family with four other countries.

1991 • Tunnel boring machines successfully complete work on the Eurotunnel.



1996 • 100th anniversary

2000

2001 • Opens fully integrated rolling stock factory unique in the U.S.

2005 • Participates in the development and production of Boeing 787, next generation aircraft.

2007 • Kawasaki Green Gas Engine achieves world record for generating efficiency.

2012 • Establishes a joint venture in India for manufacture and sales of hydraulic components for construction machinery to build a global production structure in six countries (Japan, U.K., U.S., China, South Korea and India).

2015 • Debuts Ninja H2R/H2, featuring world's first mechanical drive centrifugal supercharger.



2016 • 120th anniversary

The Kawasaki Group contributes to solutions that address various social issues through the world's highest standards of technologies and consistently delivers new value.