

Message from the Chairman of the Board

Free, Open Discussion Makes Our Governance More Effective

The Kawasaki Group got its start in the shipbuilding business. Over the decades, by evolving in step with its stakeholders and the changing needs of society, the Group ventured into the rolling stock and aircraft businesses and then a wide range of other fields, such as energy and environmental engineering, industrial equipment, and motorcycles, developing into a comprehensive heavy industries enterprise.

Today, under the Group Mission, “Kawasaki, working as one for the good of the planet,” we ambitiously strive to solve a wide range of social issues, using our wealth of technological prowess accumulated over the Group’s 120-year history while helping to realize a sustainable society, as touted in the Sustainable Development Goals, and increasing our enterprise value.

Such global-scale social issues as climate change are growing more serious, and Kawasaki’s business environment is rapidly changing. For the Kawasaki Group to grow going forward, it is essential that top management have an accurate understanding of the issues at hand and make decisions quickly. We must therefore strengthen our corporate governance to ensure that Group management meets stakeholder expectations by consistently making the best choices.

Based on this understanding, we are advancing a number of initiatives to build and reinforce corporate governance systems appropriate for the Group on an ongoing basis.

Specifically, on April 1, 2018, we revised the director and executive officer system, more clearly separating management execution from oversight and increasing the number of outside directors by one to reinforce the business execution oversight function of the Board of Directors.

Furthermore, at Board of Directors meetings, the directors and audit & supervisory board members, including independent outside officers, each engage in discussion based on their unique insight and experience and we strive to reach sound management decisions. When formulating the MTBP 2019, in addition to discussions at Board of Directors meetings, we held meetings with the directors, audit & supervisory board members, and executive officers about medium- and long-term management issues, seeking to enhance discussion.

We value the entire process leading to final decisions, in which all participants can freely share their views, regardless of their position, and seek to reach decisions based on thorough discussion. This kind of free and open culture is part of the unique character of the Kawasaki Group. Leveraging this, we aim to deepen discussions about corporate governance and build effective systems that are appropriate for the Kawasaki Group.



Shigeru Murayama
Chairman of the Board