

## Q&A at the Conference on Group Vision 2030 · Progress Report Meeting

Question	Answer
<p>Q1 : Why was the target for the hydrogen related business revised upward?</p>	<p>A1 : In December 2020, as the Japanese government declared carbon neutrality in 2050, the domestic demand forecast for hydrogen in 2030 was significantly revised upward.  And, when hydrogen investment has been expanding worldwide, many projects we're taking part in are being accelerated or scaled up.  As a result of these plans being updated, we revised upward the plan that we had announced in November 2020.</p>
<p>Q2 : What is the sales forecast of the automated PCR viral testing service business?</p>	<p>A2 : The sales would be more than 100 billion yen, once the large-scale and regular PCR tests become established in Japan.  It is also expected there will be a certain demand for PCR viral testing at airports even after the pandemic.</p>
<p>Q3 : Are you planning to provide automated PCR viral testing service at the Tokyo Olympics?</p>	<p>A3 : Nothing has been decided at this moment. We will cooperate as much as possible if requested.</p>
<p>Q4. What is the strategy for hydrogen gas turbines?</p>	<p>A4. Our small- and medium-sized-gas turbines have been successful in 100% hydrogen combustion, and we will offer the mixed combustion of LNG and hydrogen and 100% hydrogen combustion to meet customer needs.  During the hydrogen transition period, the main approach will be to replace the combustor installed to existing gas turbines with a hydrogen and LNG mixed combustion system.</p>
<p>Q5 : What are the possibilities of the ammonia related business?</p>	<p>A5 : We believe that we can make a certain contribution to the transportation of ammonia, but we are promoting the decarbonization business centered on liquefied hydrogen.</p>

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<p>Q6 : What is the general specification of the newly developed "ammonia and LPG" carriers?</p>	<p>A6 : The size and capacity are the same level as the current LPG carriers.  Ammonia or LPG can be loaded in each of the 4 tanks to provide customers with flexible option in accordance with the uncertain market conditions.</p>
<p>Q7 : What is the sales forecast of the joint venture with Sony Group?</p>	<p>A7 : Although the sales plan is not disclosed at this time, there is expected to be significant demand for the remote systems for labor-intensive manual labor, particularly in areas where labor shortages are severe.</p>
<p>Q8 : What are the features of electric and hybrid motorcycles under development?</p>	<p>A8 : We are developing exciting motorcycles for Kawasaki fans, who enjoy large displacement sports models.</p>
<p>Q9 : Do you feel that policies such as a sense of speed and market-in have permeated, since President Hashimoto started management a year ago?</p>	<p>A9 : The COVID-19 may be causing a sense of crisis and increasing speed. The number of market-oriented projects is also increasing. In addition, thanks to the personnel system reform, the culture of cooperation among internal companies is permeating.  On the other hand, in order to increase the percentage of active employees from the current 30%, it is important to create a mission and an environment in which employees can demonstrate their abilities.</p>