

### Material Issues and Our Approach

The Kawasaki Group offers a vast variety of products to a wide range of domestic and international customers. The Group's products range from transportation equipment, such as ships, rolling stock, and aircraft, to industrial machinery, such as gas turbines, engines, robots, and industrial plants, and also include leisure products, such as motorcycles. A critical aspect of our business is to reflect our customers' demands in our products as quickly as possible.

The Kawasaki Group's five internal companies form a unique customer relationship management (CRM) structure, wherein they share information in order to reflect in product designs and after-sales services as needed.

### Focus Activities and Medium-term Targets

Because our lineup of products is highly diverse, and because of the differences between our B-to-B and B-to-C businesses, we base our business activities and goal setting for winning the confidence of our customers on the specific characteristics of each business. Key Group-wide activities are aimed at establishing and improving feedback systems. The Marketing Division reaches out to the internal companies and business divisions to gather feedback from customers and follow up on measures intended to enhance customer satisfaction. In the course of doing so, it also shares information and seeks to boost awareness of customer relationship management.

#### ● Goal for Fiscal 2019-2021

- Further enhance each internal company and business division's awareness of customer engagement.

### Progress, Results, and Challenges

We have set up a contact page on our website that customers and other stakeholders can use to communicate their views to the Company.

Since fiscal 2013, the Marketing Division follows up with business divisions on the status of web surveys, questionnaires, and interviews associated with customer satisfaction on a yearly basis (in principle).

#### ● Goal for Fiscal 2020

- Roll out customer satisfaction improvement initiatives at Energy System & Plant Engineering and Rolling Stock companies.

#### ● Fiscal 2020 Results

Initiatives were rolled out at the two internal companies below in fiscal 2020.

- Energy System & Plant Engineering Company
- Rolling Stock Company

#### Details of Initiatives:

- Shared CRM results via the DJSI
- Featured the internal companies' CRM initiatives (trends in CRM)
- Proposed publicizing activities related to customer relationships at various divisions.

#### ● Goals for Fiscal 2021

Roll out initiatives at all internal companies (once every three years).

Roll out initiatives at the two internal companies listed below in fiscal 2021.

- Precision Machinery & Robot Company
- Motorcycle & Engine Company

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## Customer Satisfaction

### Customer Satisfaction Survey

The Kawasaki Group's five internal companies supply products to customers across a wide range of fields. Since customer characteristics and business practices vary widely from business to business and product to product, each internal company or business division works to understand their customers' level of satisfaction using methodologies that best suit their businesses.

Business units with many regular or ongoing customers conduct customer satisfaction surveys over time to monitor changes in satisfaction and use these findings to make necessary improvements. In particular, as Kawasaki Motors, Ltd.'s customers include consumers, it uses both direct interview-style questionnaires and online surveys to measure the satisfaction of large numbers of customers around the world.

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### Responding to Customer Feedback and Complaints

Because customer characteristics and business practices vary widely from business to business and product to product, each internal company and business division responds to customer feedback and complaints in ways that best suit their businesses. For example, Kawasaki Motors, Ltd. handles feedback and complaints from customers in Japan at a customer consultation office, centrally manages the information gleaned from such offices, and uses it to inform product development. The company has a similar system in place overseas.

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### Customer Information Management

Because customer characteristics and business practices vary widely from business to business and product to product, each internal company and business division manages customer information in ways that best suit their businesses.

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### Online Strategy

Each internal company and business division provides services in ways that best suit their businesses. At the Group-wide level, we are using social media to provide information about the Group.

Kawasaki Motors, Ltd. is working to increase customer satisfaction using services provided through "RIDEOLOGY THE APP," an official smartphone application that links to supported motorcycle models.

We also provide the following online services.

- Energy Solution Business Division: *Techno Net*, a gas turbine remote monitoring system
- Plant Engineering Business Division: *KEEPER*, a waste management facility remote monitoring and support system
- Robot Business Division (KRC): *TREND Manager*, a robot monitoring and preventive maintenance system  
*K-CONNECT*, a webpage for robot service members

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### Corporate Promotion

#### Responsible Corporate Promotion

The Kawasaki Group seeks to accurately communicate the content of its business activities, which are based on its corporate philosophy, to stakeholders. To this end, we carefully check information prior to disclosure from various stakeholder perspectives, including checks for factualness and potential legal issues. Furthermore, we endeavor to avoid using specialized terminology or expressions likely to be misunderstood. We utilize such media as press releases, Group websites, social media, corporate promotional publications, and advertisements, selecting the form to use with due regard to how it impacts society. We engage in corporate promotion with a constant awareness of not only of increasing the public awareness of the Group, but also the need to communicate the Group's contributions to solving social issues through its businesses and products.

#### Advertisement Violations and Actions Taken

There were no violations of laws pertaining to advertising in fiscal 2020.