

President's Declaration of Compliance

Our corporate group holds up within Kawasaki Group Mission Statement, under the Group Management Principle, that we are to recognize our social responsibilities and to co-exist with the earth, society, communities, and people, while, in the Kawasaki Group Code of Conduct, we ask every constituting corporate member to be a corporate citizen trusted by society and people.

Needless to say, being a member of society requires both companies and people to abide by the minimum rules. However, the idealistic manner in which we aim to manage ourselves cannot be achieved merely through legal compliance.

Work climate and corporate culture highly regarding compliance cannot be cultivated simply by legal compliance, but they are naturally fostered through accumulation of all employees, with self-awareness and pride, conducting on a regular basis by considering what the society expects out of us.

I have faced difficult work situations by thinking, *Don't run away, Don't shirk work and Don't tell a lie*, and based on my experiences of eventually having won the customers' trust as the result of these words, I have held them as my credos. As in the past, and from here on as the president, I intend to assiduously and earnestly challenge towards accomplishing goals while fulfilling accountability, working towards corporate management with high transparency.

I hereby declare to adhere to compliance even under the most challenging situations.

You all may at some point face demanding situations, and when you do, please remember the credos, *Don't run away, Don't shirk work and Don't tell a lie*. Also, if there are times when you contemplate on your daily work or everyday life, please do make it a rule to go back to the Kawasaki Group Code of Conduct in the Mission Statement to make a decision. I hope that you behave as a corporate citizen trusted by society and people.

Doing so will inevitably strengthen our corporate group.

Let us all unite our efforts to build Kawasaki Group, where we are further trusted by society and can work with pride.

Yoshinori Kanehana, President