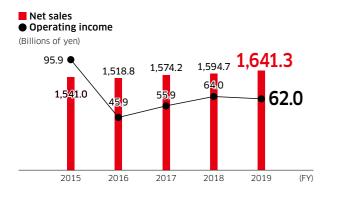
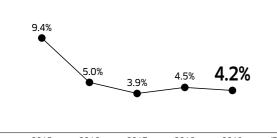
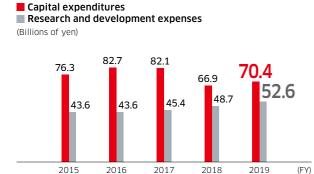
Performance Highlights



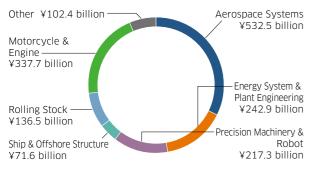
Before-tax ROIC (Return on invested capital)
 (%)

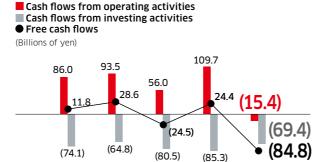


2015 2016 2017 2018 2019 (FY) Before-tax ROIC = EBIT (Income before income taxes + interest expense) / Invested capital (Interest-bearing debt + Shareholders' equity)



Share of net sales by segment*





2017

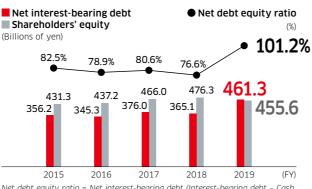
2018

2019

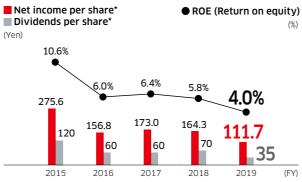
(FY)

2015

2016



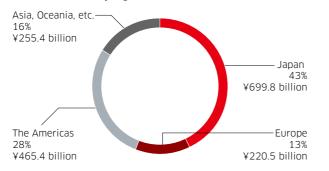
Net debt equity ratio = Net interest-bearing debt (Interest-bearing debt - Cash on hand and in banks) / Shareholders' equity



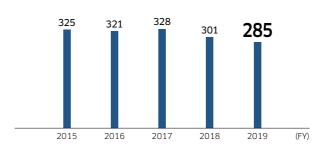
Return on equity = Profit attributable to owners of the parent / Shareholders' eauity

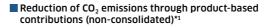
* Effective October 1, 2017, a 1-for-10 share consolidation was implemented for ordinary shares. Figures above are calculated assuming the share consolidation was conducted on April 1, 2015

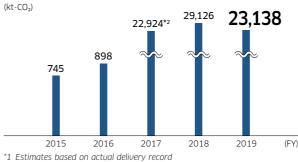
Share of net sales by region



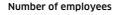
■ CO₂ emissions from business activities (non-consolidated) (kt-CO₂)



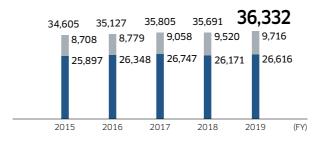




*2 The calculation rule has been revised for fiscal 2017. For details, please see page 24.



Overseas Group companies Japan (People)



Distribution of employees/companies by region
Asia, Oceania, etc. 14%
5,061 employees/
31 companies
The Americas 11%
3,921 employees/
15 companies
Europe 2%
734 employees/
10 companies
Asia, Oceania, etc. 14%
5,061 employees/
41 companies

ESG-Related External Evaluations

The Dow Jones Sustainability Index is a leading Sustainability Investing (SI) index that assesses and selects leading sustainability-driven companies in terms of economic, environmental, and social criteria.

Created by the global index provider FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company), the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong environmental, social, and governance (ESG) practices. The FTSE-4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

The FTSE Blossom Japan Index is designed to measure the performance of Japanese companies that demonstrate strong environmental, social and governance (ESG) practices. The index is constructed so that industry weights align with the Japanese equity market and uses the globally established FTSE4Cood Index Inclusion Rules, which are drawn from existing international standards, including the United Nations Sustainable Development Goals (SDGs).

MSCI ESG Leaders Indexes include companies with high ESG ratings relative to their sector peers. Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA







THE INCLUSION OF Kawasaki Hawy Industries, Lid N AW Y63C, NDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HERIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION CR KAWASAKI HAWY INDUSTRIE, LIG SP WSCI OR NAY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE CULSURE PROPERTY OF MSCI. MSCI NOT THE MSCI NDEX NAMES AND LOGOS ARE TRADENARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

The S&P/JPX Carbon Efficient Index uses as its parent index the Tokyo Stock Price Index (TOPIX), a leading stock index used to represent the movement of the Japanese market and weights companies based on their environmental information disclosure and carbon efficiency (carbon emissions per unit of net sales).





Eruboshi (2nd level) certification by Ministry of Health, Labor and Welfare



Kurumin (2 stars) certification by Ministry of Health, Labor and Welfare