

## To Our Stakeholders

Kawasaki—and by extension, the Kawasaki Group—got its start in the shipbuilding business and, by responding to the needs of the day, has ventured into rolling stock and aircraft businesses and then a wide range of other pursuits, such as energy and environmental engineering, various kinds of industrial equipment, and motorcycles, inevitably becoming a comprehensive heavy industries enterprise. During this time, we have always endeavored to improve enterprise value, developing along with our stakeholders, shareholders, customers and local communities.

We see our role in society reflected in the Group Mission: “Kawasaki, working as one for the good of the planet (Enriching lifestyles and helping safeguard the environment: Global Kawasaki).” It is our goal to provide products and services that meet the diverse requirements of people around the world while keeping in harmony with the global environment. Toward this end, we are on a quest for originality and innovation in technology and seek to achieve the pinnacle of technological excellence. Through our business activities, we will address social issues, such as the bustling movement of people and transport of things, which parallels rising global environmental risks and greater globalization, as well as insufficient social infrastructure particularly in emerging countries and an aging society and a consequent shortage of labor. We are also keen to contribute to the realization of the Sustainable Development Goals (SDGs) set by the United Nations.

This report—Kawasaki Report 2018—is filled with information on the underlying corporate ideas we have embraced to achieve the Group Mission as well as business strategies, daily activities that ensure we meet our social responsibilities as a good corporate citizen, and our relationship with stakeholders. We hope this report enables you to gain a better understanding of what we do as the Kawasaki Group.

Shigeru Murayama  
Chairman of the Board

*Shigeru Murayama*

Yoshinori Kanehana  
Representative Director,  
President and Chief Executive Officer

*Yoshinori Kanehana*



We will provide social value through our innovative technologies,  
so as to push enterprise value higher.

### Kawasaki Group's Value Creation Road

#### Provide comfortable movement of people and transportation of goods

**1897**  
Launches Cargo-Passenger Ship *Iyomaru*, Kawasaki Dockyard's first ship as a publicly traded company.



**1925**  
Completes construction of merchant ship *Florida Maru*, equipped with Hele-Shaw electro-hydraulic steering gear.



**1964**  
Delivers Series 0 Shinkansen electric train to the Japanese National Railways.



**1972**  
Unveils Z1 motorcycle.



**1979**  
The BK117 helicopter's first flight.



#### Respond to needs of aging society and shortage of labor through automation

**1969**  
Develops first Kawasaki-Unimate 2000, the first Japan-made industrial robot.



#### Improve social infrastructure

**1991**  
Kawasaki-built shield machines successfully complete work on the Eurotunnel.



**1998**  
Opening of Akashi Kaikyo Bridge, for which Kawasaki oversaw main tower construction.



#### Create clean energy

**2007**  
Kawasaki Green Gas Engine tops world record with 48.5% generating efficiency.



**2015**  
Develops low-NOx combustion technology for gas turbines running on 100% hydrogen.

