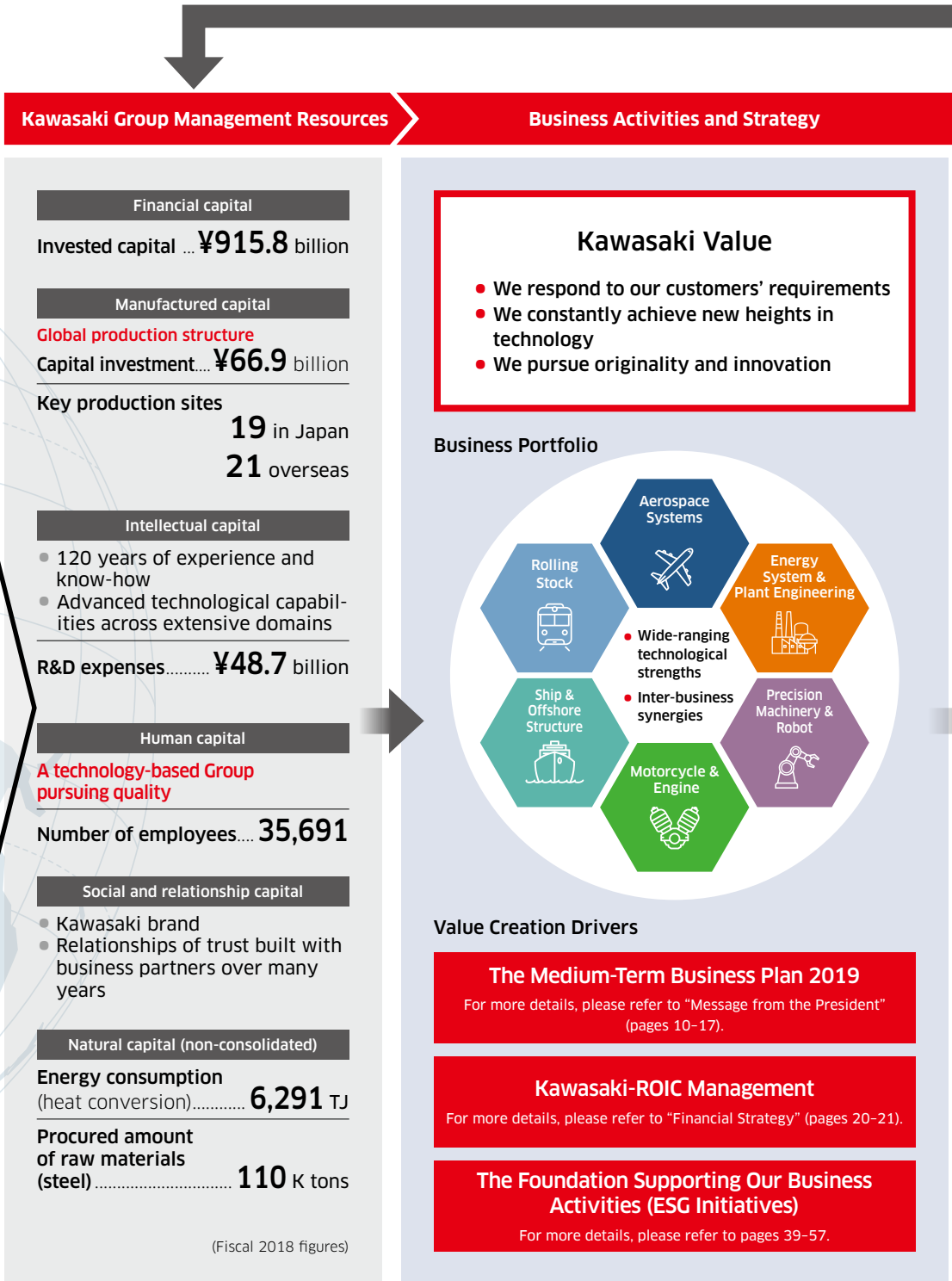


Our Approach to Sustainable Value Creation

“Kawasaki, working as one for the good of



the planet”

The Kawasaki Group consistently creates new value by drawing on diverse, sophisticated technological capabilities to contribute to solutions to social issues around the world.

Key Outputs

Providing pioneering innovative products and services

For more details, please refer to “Technological Development” and “Kawasaki Hydrogen Road” (pages 22-25).

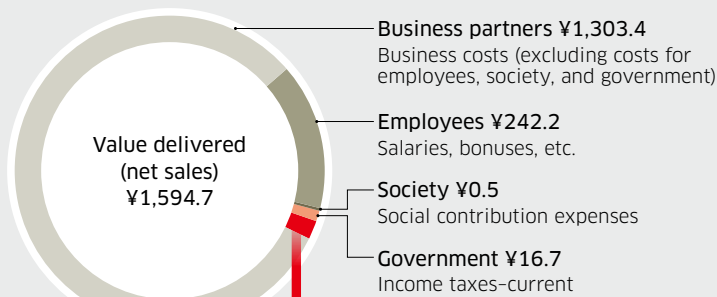
Key Products

For more details, please refer to the business strategies of the internal companies (pages 26-38).

Before-tax ROIC*	4.5%
ROE	5.8%
(Fiscal 2018 figures)	
CO ₂ emissions from business activities (non-consolidated)	301 K tons
Reduction of CO ₂ emissions through product-based contributions (non-consolidated)	29,126 K tons
(Fiscal 2018 figures)	

* ROIC (Return on Invested Capital): A management indicator that shows how much profit is generated with the capital invested in a business

Value created and distribution of value to stakeholders (Billions of yen)



Value created ¥31.7

Amount after payments to business partners, employees, society, and government

Creditors ¥3.4 Interest expense	Shareholders ¥11.6 Dividends paid	Internal, etc. ¥16.5 Increase in retained earnings during period
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(Fiscal 2018 figures)

Created Social Value

Provide safe and secure, clean, comfortable movement of people and goods by land, sea, and air

Create clean energy

Improve social infrastructure, especially in emerging countries

Respond to the needs of an aging society and shortage of labor through automation

Currency Fluctuations

- Can impact revenue, due to the Group's large proportion of overseas sales

Economic Trends

- Can impact the Group via capital expenditure