

## Major Subsidiaries and Associates (As of March 31, 2020)

### Aerospace Systems

NIPPI Corporation  
Nippi Skill Corporation  
Kawaju Gifu Engineering Co., Ltd.  
Kawaju Gifu Service Co., Ltd.  
KGM Co., Ltd.  
Kawaju Akashi Engineering Co., Ltd.

### Energy System & Plant Engineering

Kawasaki Thermal Engineering Co., Ltd.  
Kawasaki Machine Systems, Ltd.  
Kawasaki Prime Mover Engineering Co., Ltd.  
Kawasaki Naval Engine Service, Ltd.  
EarthTechnica Co., Ltd.  
Kawasaki Engineering Co., Ltd.  
KEE Environmental Construction Co., Ltd.  
Kawasaki Environmental Plant Engineering Co., Ltd.  
Kawaju Facitech Co., Ltd.  
EarthTechnica M&S Co., Ltd.  
Kawasaki Gas Turbine Europe GmbH  
Kawasaki Gas Turbine Asia Sdn. Bhd.  
Kawasaki Gas Turbine Service RUS LLC  
Kawasaki Machinery do Brasil Máquinas e Equipamentos Ltda.  
Kawasaki Heavy Industries (Europe) B.V.  
Kawasaki Heavy Industries (H.K.) Ltd.  
Wuhan Kawasaki Marine Machinery Co., Ltd.  
KHI Design & Technical Service, Inc.  
Kawasaki Heavy Industries Machinery Trading (Shanghai) Co., Ltd.  
\* JP Steel Plantech Co.  
\* Anhui Conch Kawasaki Equipment Manufacturing Co., Ltd.  
\* Anhui Conch Kawasaki Energy Conservation Equipment Manufacturing Co., Ltd.  
\* Anhui Conch Kawasaki Engineering Co., Ltd.  
\* Shanghai Conch Kawasaki Engineering Co., Ltd.

### Precision Machinery & Robot

Kawasaki Robot Service, Ltd.  
Kawasaki Hydromechanics Corporation  
Kawasaki Precision Machinery (U.S.A.), Inc.  
Kawasaki Precision Machinery (UK) Ltd.  
Wipro Kawasaki Precision Machinery Private Limited  
Flutek, Ltd.  
Kawasaki Precision Machinery (Suzhou) Ltd.  
Kawasaki Precision Machinery Trading (Shanghai) Co., Ltd.  
Kawasaki Chunhui Precision Machinery (Zhejiang) Ltd.  
Kawasaki Robotics (U.S.A.) Inc.  
Kawasaki Robotics (UK) Ltd.  
Kawasaki Robotics GmbH  
Kawasaki Robotics Korea, Ltd.  
Kawasaki Robotics (Tianjin) Co., Ltd.  
Kawasaki Robotics (Kunshan) Co., Ltd.  
Kawasaki (Chongqing) Robotics Engineering Co., Ltd.  
\* Mediaroid Corporation

### Ship & Offshore Structure

Kawaju Support Co., Ltd.  
Kawasaki Marine Engineering Co., Ltd.  
KHI JPS Co., Ltd.  
Kawasaki Subsea (UK) Limited  
\* MES-KHI YURA DOCK CO., LTD.  
\* Nantong COSCO KHI Ship Engineering Co., Ltd.  
\* Dalian COSCO KHI Ship Engineering Co., Ltd.

### Rolling Stock

Alna Yusoki-Yohin Co., Ltd.  
Kawasaki Rolling Stock Component Co., Ltd.  
Kawasaki Rolling Stock Technology Co., Ltd.  
Kansai Engineering Co., Ltd.  
Sapporo Kawasaki Rolling Stock Engineering Co., Ltd.  
NICHIJO CORPORATION  
Kawasaki Rail Car, Inc.  
\* Qingdao Sifang Kawasaki Rolling Stock Technology Co., Ltd.

### Motorcycle & Engine

Kawasaki Motors Corporation Japan  
K-Tec Corporation  
Technica Corp.  
Autopolis  
Union Precision Die Co., Ltd.  
○ Kawasaki Motors Manufacturing Corp., U.S.A.  
Kawasaki Motors Corp., U.S.A.  
Canadian Kawasaki Motors Inc.  
Kawasaki Motores do Brasil Ltda.  
Kawasaki Motores de Mexico S.A. de C.V.  
Kawasaki Motors Europe N.V.  
Kawasaki Motors Pty. Ltd.  
India Kawasaki Motors Pvt. Ltd.  
PT. Kawasaki Motor Indonesia  
Kawasaki Motors (Phils.) Corporation  
Kawasaki Motors Enterprise (Thailand) Co., Ltd.  
Kawasaki Motors (Shanghai), Ltd.  
Kawasaki Motors Vietnam Co., Ltd.  
\* Changzhou Kawasaki and Kwang Yang Engine Co., Ltd.

### Others

Kawasaki Trading Co., Ltd.  
Kawaju Service Co., Ltd.  
Kawasaki Technology Co., Ltd.  
Kawasaki Heartfelt Service Co., Ltd.  
K Career Partners Corp.  
Benic Solution Corporation  
Kawasaki Life Corporation  
Nippi Kosan Co., Ltd.  
Kawasaki Heavy Industries (U.S.A.) Inc.  
Kawasaki do Brasil Industria e Comercio Ltda.  
Kawasaki Heavy Industries (U.K.) Ltd.  
Kawasaki Heavy Industries Middle East FZE  
★ Kawasaki Heavy Industries (India) Private Limited  
Kawasaki Heavy Industries (Singapore) Pte. Ltd.  
Kawasaki Heavy Industries Management (Shanghai) Ltd.  
Kawasaki Trading (Shanghai) Co., Ltd.  
KHI (Dalian) Computer Technology Co., Ltd.  
Hydrogen Engineering Australia Pty Ltd.  
Kawasaki Heavy Industries Russia LLC  
Kawasaki Trading (Thailand) Co., Ltd.

\* Equity-method associates  
○ Includes operations belonging to the Rolling Stock and Aerospace Systems segments  
★ Includes operations belonging to the Precision Machinery & Robot segment

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Due to changes in circumstances, the results and features of future business operations may differ from the content of such statements.