

## Major Subsidiaries and Affiliates (As of October 1, 2023)

## Aerospace Systems

## Aerospace

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

## Jet Engines

Kawaju Akashi Engineering Co., Ltd.

## Rolling Stock

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

## Energy Solution &amp; Marine Engineering

## Plant

EarthTechnica Co., Ltd.  
Kawasaki Engineering Co., Ltd.  
KEE Environmental Construction Co., Ltd.  
Kawasaki Environmental Plant Engineering Co., Ltd.  
Kawaju Facilittech Co., Ltd.  
EarthTechnica M&S Co., Ltd.  
Kawasaki Green Energy, Ltd.  
Shinki Co. Ltd.  
KHI Design & Technical Service, Inc.  
Kawasaki Heavy Industries Machinery Trading (Shanghai) Co., Ltd.  
\* Underground Infrastructure Technologies Co. Ltd.  
\* KH FACILITECH 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.

## Energy/Marine Machinery

Kawasaki Thermal Engineering Co., Ltd.  
Kawasaki Machine Systems, Ltd.  
KMS Engineering Co., Ltd.  
Kawasaki Prime Mover Engineering Co., Ltd.  
Kawasaki Naval Engine Service, Ltd.  
Kawasaki Gas Turbine Europe GmbH  
Kawasaki Gas Turbine Asia Sdn. Bhd.  
Kawasaki Energy System Solutions (Shandong), Ltd.  
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.

## Ship &amp; Offshore Structure

Kawaju Support Co., Ltd.  
Kawasaki Marine Engineering Co., Ltd.  
KHI JPS Co., Ltd.  
Kawasaki Subsea (UK) Limited  
\* Nantong COSCO KHI Ship Engineering Co., Ltd.  
\* Dalian COSCO KHI Ship Engineering Co., Ltd.

## Precision Machinery &amp; Robot

## Precision Machinery

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.

## Robot

Kawasaki Robot Service, 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 Robotics India Private Limited  
Kawasaki (Chongqing) Robotics Engineering Co., Ltd.  
\* Mediaroid Corporation  
\* Mediaroid Europe GmbH  
\* Mediaroid Asia Pacific Pte.Ltd.  
\* Mediaroid, Inc.

## Powersports &amp; Engine

Kawasaki Motors, Ltd.  
Kawasaki Motors Corporation Japan  
K-Tec Corporation  
Technica Corp.  
Autopolis  
Union Precision Die Co., Ltd.  
Shin Nippon Wheel Industries Co., Ltd.  
○ Kawasaki Motors Manufacturing Corp., U.S.A.  
Kawasaki Motors Corp., U.S.A.  
Canadian Kawasaki Motors Inc.  
Kawasaki Motores de Mexico S.A. de C.V.  
Kawasaki Motores do Brasil Ltda.  
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 Vietnam Co., Ltd.  
Changzhou Kawasaki Engine Co., Ltd.  
Kawasaki Motors (Shanghai), Ltd.  
Bimota S.p.A.

## Others

Kawasaki Trading 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.  
Japan Suiso Energy, Ltd.  
JSE Ocean, 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 (Singapore) Pte. Ltd.  
● Kawasaki Heavy Industries (Thailand) Co., 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.  
Japan Suiso Energy Australia Pty LTD  
\* Remote Robotics Inc.

\* Equity-method associates

○ Includes operations belonging to the Rolling Stock and Aerospace Systems segments

★ Includes operations belonging to the Robot segment

▲ Includes operations belonging to the Powersports & Engine segment

◆ Includes operations belonging to the Rolling Stock and Robot segments

● Includes operations belonging to the Energy/Marine Machinery segment

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