

GLOBAL NETWORK

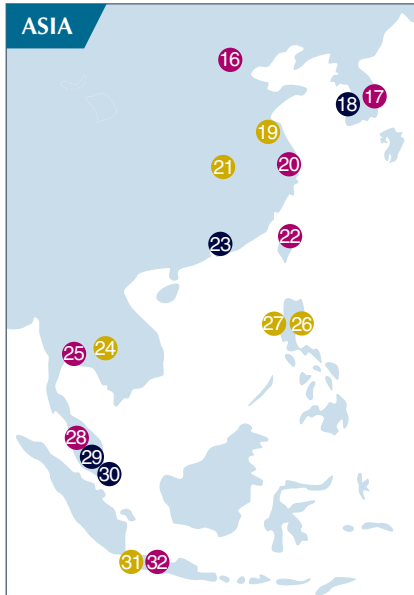
● Overseas offices ● Overseas Subsidiaries and Affiliates (sales centers) ● Overseas Subsidiaries and Affiliates (production sites)

EUROPE



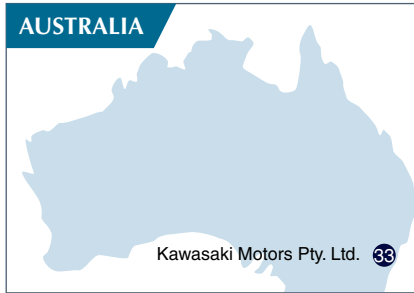
- 1 Kawasaki Motors Europe N.V. (KME)
- 2 KME Sweden Branch
- 3 Kawasaki Robotics (U.K.) Ltd.
- 4 KME U.K. Branch
- 5 Kawasaki Heavy Industries (U.K.) Ltd.
- 6 Kawasaki Precision Machinery (U.K.) Limited
- 7 Kawasaki Robotics G.m.b.H
- 8 Kawasaki Heavy Industries (Europe) B.V.
- 9 KHI Europe Finance B.V.
- 10 KME Benelux Branch
- 11 KME France Branch
- 12 KME Germany Branch
- 13 Kawasaki Gas Turbine Europe G.m.b.H
- 14 KME Italy Branch
- 15 KME Spain Branch

ASIA

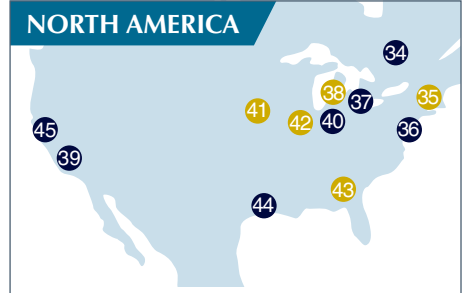


- 16 Beijing Offices
- 17 Seoul Offices
- 18 Kawasaki Machine Systems Korea, Ltd.
- 19 Nantong COSCO KHI Ship Engineering Co., Ltd.
- 20 Shanghai Offices
- 21 Wuhan Kawasaki Marine Machinery Co., Ltd.
- 22 Taipei Offices
- 23 Kawasaki Heavy Industries (H.K.) Ltd.
- 24 Kawasaki Motors Enterprise (Thailand) Co., Ltd.
- 25 Bangkok Offices
- 26 KHI Design & Technical Service Inc.
- 27 Kawasaki Motors (Phils.) Corporation
- 28 Kuala Lumpur Offices
- 29 Kawasaki Gas Turbine Asia
- 30 Kawasaki Heavy Industries (Singapore) Pte. Ltd.
- 31 P.T. Kawasaki Motor Indonesia
- 32 Jakarta Offices

AUSTRALIA



NORTH AMERICA

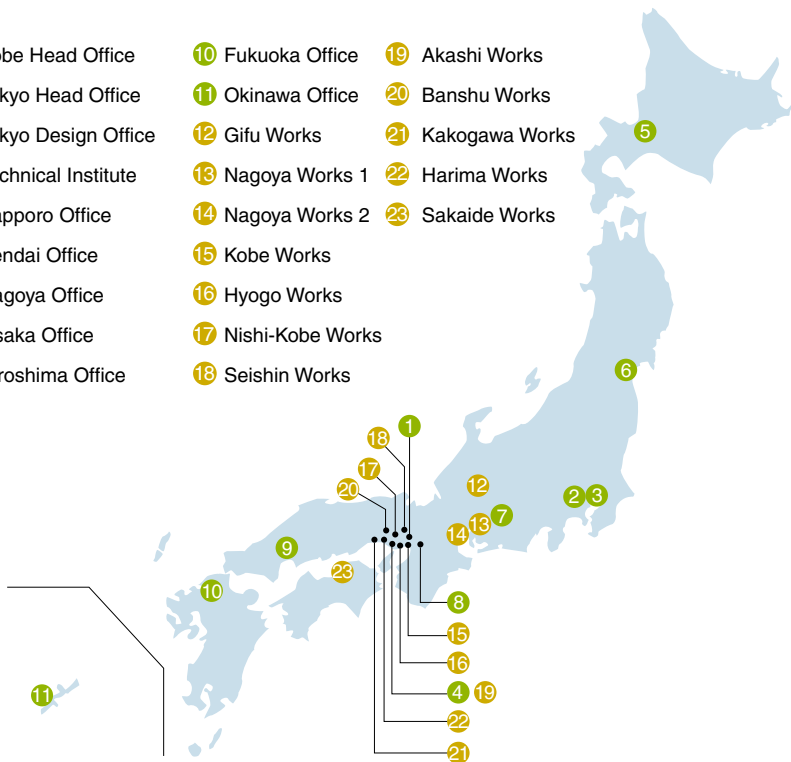


- 34 Canadian Kawasaki Motors Inc.
- 35 Kawasaki Rail Car, Inc.
- 36 Kawasaki Heavy Industries (U.S.A.), Inc.
- 37 Kawasaki Robotics (U.S.A.), Inc.
- 38 Kawasaki Precision Machinery (U.S.A.), Inc.
- 39 Kawasaki Motors Corp., U.S.A.
- 40 KMC Grand Rapids Office
- 41 Kawasaki Motors Manufacturing Corp., U.S.A. Lincoln Plant (KMM)
- 42 KMM Maryville Plant
- 43 Kawasaki Construction Machinery Corp. of America
- 44 KHI (U.S.A.) Houston Branch
- 45 Kawasaki Robotics (U.S.A.), Inc. San Jose Office

DOMESTIC OFFICES AND WORKS

● Head Offices, Branch Offices, Design Offices, Technical Institute ● Works

- 1 Kobe Head Office
- 2 Tokyo Head Office
- 3 Tokyo Design Office
- 4 Technical Institute
- 5 Sapporo Office
- 6 Sendai Office
- 7 Nagoya Office
- 8 Osaka Office
- 9 Hiroshima Office
- 10 Fukuoka Office
- 11 Okinawa Office
- 12 Gifu Works
- 13 Nagoya Works 1
- 14 Nagoya Works 2
- 15 Kobe Works
- 16 Hyogo Works
- 17 Nishi-Kobe Works
- 18 Seishin Works
- 19 Akashi Works
- 20 Banshu Works
- 21 Kakogawa Works
- 22 Harima Works
- 23 Sakaide Works



SOUTH AMERICA



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