English

Kawasaki
Powering your potential

カワる、
サキへ。
Changing forward

COMPANY PROFILE

Kawasaki Heavy Industries, Ltd.

カワる、サキへ。

Changing forward

We will continue to provide social value with

the desire to consistently change and

accept any challenges and our commitment to

society as it changes as we proceed to step forward.

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Becoming a corporate group that accurately understands and rapidly adapts to society's needs

In the 130 years since its establishment in 1896, the Kawasaki Group has expanded its business in a wide range of fields on land, sea, and air.
Throughout our history, based on cutting-edge technologies, we have consistently provided products and services that meet the diverse needs of people around the world in response to the changing times.
We are convinced that to broaden the potential of our customers and society will fulfill our Group Mission, to be a "Global Kawasaki" that works as one for the good of the planet.

In order to keep abreast of social needs and resolve challenges in response to the expectations and confidence that our customers have placed in us, we consider it imperative to rapidly accommodate changes in the times and to develop more products and services with added value for our customers.
We have therefore set "Trustworthy Solutions for the Future" as our vision to be achieved by fiscal 2030.

Our approach of always collaborating with our customers to devise and implement solutions embodies our corporate message, "Changing Forward."
Moreover, by expanding our global business and continuing to grow, while ensuring compliance with the law and implementing Group-wide social responsibility activities, Kawasaki aspires to be a company that is even more trusted by people around the world.
For these endeavors, I would like to sincerely request your continued support.



橋本康彦

Yasuhiko Hashimoto
Representative Director
President and Chief Executive Officer

Kawasaki, working as one for the good of the planet:

"Global Kawasaki"

We are the Kawasaki Group, a global technology leader with diverse integrated strengths. We create new value for a better environment and a brighter future for generations to come.

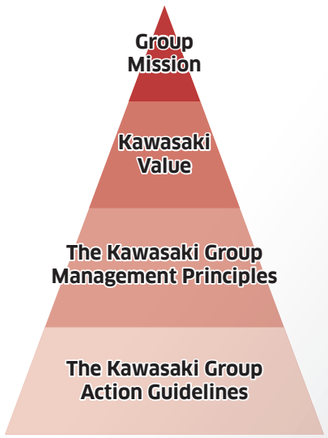
Kawasaki Value (Key values: the basis for strategy and policy planning)

- We respond to our customers' requirements
- We constantly achieve new heights in technology
- We pursue originality and innovation

The Kawasaki Group Management Principles

(Group management guidelines; principles for management activities)

1. Trust: As an integrated technology leader, the Kawasaki Group is committed to providing high-performance products and services of superior safety and quality. By doing so, we will win the trust of our customers and the community.
2. Harmonious coexistence: The importance of corporate social responsibility (CSR) permeates all aspects of our business. This stance reflects the Kawasaki Group's corporate ideal of harmonious coexistence with the environment, society as a whole, local communities and individuals.
3. People: The Kawasaki Group's corporate culture is built on integrity, vitality, organizational strength and mutual respect for people through all levels of the Group. We nurture a global team for a global era.
4. Strategy: Enhance corporate value based on the guiding principles of "selective focusing of resources," "emphasis on quality over quantity," and "risk management."



The Kawasaki Group Action Guidelines

(Guidelines for carrying out day-to-day business activities)

1. Always look at the bigger picture. Think and act from a long-term, global perspective.
2. Meet difficult challenges head-on. Aim high and never be afraid to try something new.
3. Be driven by your aspirations and goals. Work toward success by always dedicating yourself to your tasks.
4. Earn the trust of the community through high ethical standards and the example you set for others.
5. Keep striving for self-improvement. Act on your own initiative as a confident professional.
6. Be a part of Team Kawasaki. Share your pride and sense of fulfillment in a job well done.

Trustworthy Solutions for the Future

We have set our Group Vision to be achieved by fiscal 2030,
in order to turn our determination of “changing forward” into action.
“Trustworthy Solutions for the Future.”
The Kawasaki Group will make available in a timely manner innovative solutions, with a focus on three fields with significant impact on the world, that accommodate and grow alongside an ever-changing society in order to create a hopeful future.



Three keywords for achieving our vision

Frontier

Pioneering the technology frontier with our challenger DNA

Throughout a history studded with national and global firsts, we have fostered a DNA characterized by a spirit of pioneering the frontier. We will continue to respond to the frontier of this new era's social challenges, based on that unique perspective.

New Values

Providing innovative solutions to the problems facing the world

We are committed to concentrating the technologies and knowledge that we have built in order to provide innovative solutions to the various problems facing the world. We will adapt to changes in society and deliver new and high value quickly.

Cross Over

Becoming a creative challenger that continues to grow by breaking barriers

We will continue to be an open-minded, free-thinking, and creative team that goes beyond the boundaries of organizations and product categories. We will keep growing as an organization and as individuals by expanding our potential, boldly taking on challenges in unfamiliar domains and learning from the experience.

Three focus fields to change the world

With an eye on this new era's social challenges, we focus on the following three fields in order to provide a variety of solutions in a timely manner. In addition to global environmental issues, graying societies, and labor shortages, there is growing interest in national security from the perspectives of defense, disaster prevention, resource security, and food security. We are accelerating our efforts to fully leverage our solutions for these critical issues.


©Medicaroid

1. A Safe and Secure Remotely Connected Society



2. Near-Future Mobility (Transforming the Movement of People and Freight)

©HySTRA

3. Energy and Environmental Solutions

A Safe and Secure Remotely Connected Society

To safely and securely connect all people to society

We leverage remote operation, information technologies, and robotics technologies to advance remote solutions in fields such as healthcare, nursing care, manufacturing, industrial infrastructure, defense, and disaster prevention.
Through these technologies, we propose new ways of working and living that enable all people to participate in society while contributing to a safer, more secure world.



hinotori™ surgical robot
(Medicaroid)

Healthcare business using social robots and the location information service, mapxus Driven by Kawasaki™
(under development)

Remote robotics

mapxus Driven
by Kawasaki™
Location information
service



Source: Japan Ministry of Defense/JGSDF official X account

Topic / Accelerating the deployment of Physical AI in collaboration with NVIDIA and other AI leaders

Press release

Promotional video

In May 2026, Kawasaki established the Kawasaki Physical AI Center San Jose in Silicon Valley, California. Drawing on the diverse data accumulated over many years at manufacturing sites across its broad range of business domains, the Center is collaborating with world-leading players in AI*1 to develop practical solutions that integrate robotics and Physical AI to address real-world operational challenges. Beginning with healthcare and nursing care, we will expand these applications to a wide range of fields, including semiconductors, automotive, and new mobility, while integrating Physical AI with Kawasaki Group products.*2



*1 NVIDIA Corporation, Microsoft Corporation, Analog Devices, Inc., Fujitsu Limited, and others
*2 Autonomous mobile service robot Nyokkey, indoor delivery service robot FORRO, surgical robot system hinotori™ (trademark of Medicaroid Corporation), off-road personal mobility vehicle CORLEO, etc.

Near-Future Mobility

Transforming the movement of people and freight with new transportation systems

“Advanced Smart Mobility” as envisioned by Kawasaki involves creating new value by combining transportation with cutting-edge technologies.
An example of this is addressing rising workloads and deteriorating working conditions in the logistics industry. By advancing autonomous logistics and, in the future, incorporating aviation technologies, Kawasaki aims to realize seamless mobility.



K-RACER unmanned helicopter

Indoor delivery service robot
FORRO



Topic / Development underway for CORLEO, a new category of mobility vehicle: the Robotic Multi-legged Vehicle

SAFE ADVENTURE

CORLEO was unveiled at Expo 2025 Osaka, Kansai, Japan. It is being developed with the goal of deployment as an on-site mobility vehicle at Expo 2030 Riyadh in Saudi Arabia, ahead of its planned commercialization in 2035.
As part of development efforts, Kawasaki plans to use a riding simulator to evaluate CORLEO’s ride characteristics. The simulator is also expected to have applications in gaming and esports.



Toward sustainable energy without compromising quality of life

The Kawasaki Heavy Industries Group aims to secure stable energy supplies while taking the global environment into consideration. We are driving decarbonization through hydrogen energy and other initiatives while harnessing hydrogen's potential to link with diverse resources and applications and support a sustainable future.

Hydrogen supply chain

Connecting hydrogen production and utilization

The establishment of a large-scale supply chain is essential to the realization of a hydrogen society. The Kawasaki Heavy Industries Group is the only company in the world that can cover the entire hydrogen supply chain: production, transportation, storage, and utilization. Efforts to mobilize Kawasaki's comprehensive strengths have already begun.

Production

Hydrogen, a gas, is cooled to a liquid at a cryogenic temperature of -253°C. This reduces the volume of hydrogen to 1/800th of its original volume.



Transportation

The world's first liquefied hydrogen carrier, built by the Kawasaki Heavy Industries Group, transports hydrogen from overseas to Japan in large volumes and at low cost.



©HySTRA, a NEDO grant program

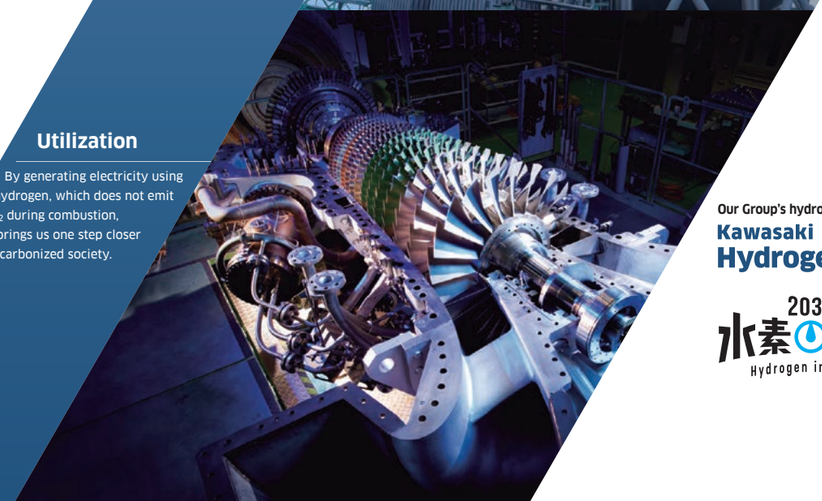
Storage

One of the largest liquefied hydrogen storage tanks in Japan, with a capacity of 2,500 m^3, efficiently stores hydrogen transported from overseas to Japan.



Utilization

By generating electricity using hydrogen, which does not emit CO_2 during combustion, this brings us one step closer to a decarbonized society.



Our Group's hydrogen supply chain
Kawasaki Hydrogen Road

2030 水素起動 Hydrogen in Motion

Transition products

Aiming to transition to a hydrogen society by using both hydrogen and other energy sources

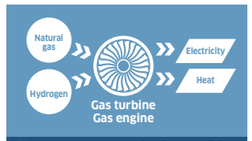
The introduction of gas turbines and gas engines that can handle both natural gas and hydrogen is a requirement in today's society. While natural gas is currently utilized for economic rationality, hydrogen is an essential tool to achieve carbon neutrality. In anticipation of the advent of a hydrogen society, we offer transition products that can also generate electricity with hydrogen.



KG-18-T hydrogen mixed fuel gas engine

Examples

World-first	Developed 100% hydrogen combustion technology for large gas engines of 5 MW or more
World-first	Providing heat and power supply via 100% hydrogen-fueled gas turbine power generation in urban areas
Japan's first	Began operation of a 7.5 MW-class large gas engine using 30% hydrogen mixed fuel



Unlocks power generation from co-firing and mono-firing hydrogen

CO_2 separation and capture technology

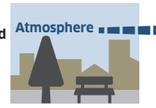
Kawasaki CO_2 Capture (KCC) utilizing CO_2 solid sorbent

Our Group seeks to achieve carbon dioxide capture, utilization, and storage (CCUS). This is a technology that separates and collects CO_2 from other gases in exhaust gases emitted from industrial plants, power plants, and waste incineration plants, as well as from the atmosphere, and reuses it. Our development project brings together Kawasaki's expertise cultivated in the submarine business, including CO_2 separation and capturing technology that utilizes a proprietary solid sorbent.* We have already set up a test facility in a coal-fired power plant and begun testing the separation and capture of CO_2 from actual combustion exhaust gases. Collaboration with local governments has begun, and further demonstrations will be conducted.

* CO_2 solid sorbent: A bead-like substance coated with amine, a special agent that absorbs CO_2. Once the absorbed CO_2 is fixed and desorbed, it can be reused to absorb CO_2 over and over.

DAC Technology
Direct Air Capture
(Separation and capture of CO_2 from the atmosphere, where CO_2 concentration is low)

Above ground
- In the city
- In buildings
- In parks



KCC Kawasaki CO_2 Capture
Our unique **technology for separating and capturing CO_2**



Demonstration facility at the Kobe Works

PCC Technology
Post Combustion Capture
(Separation and capture of CO_2 from exhaust gases, where CO_2 concentration is high)



Production facilities
- Industrial plants
- Power plants
- Waste incineration plants

Energy security

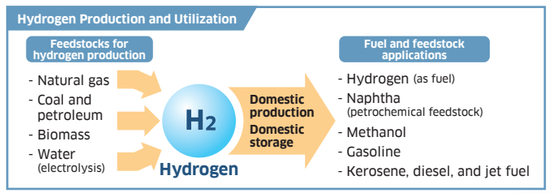
Hydrogen: Produced from Diverse Resources and Utilized Across a Wide Range of Applications

Ensuring a stable energy supply requires reducing dependence on specific resources and regions. Hydrogen can be produced from a variety of resources, including natural gas, coal, petroleum, and water, thereby helping diversify energy sources. Hydrogen can also be converted into gasoline and jet fuel, and also used to produce chemical feedstocks such as naphtha and methanol, giving it a wide range of industrial applications. The Kawasaki Group has established technologies and a proven track record in these fields.*1 By combining hydrogen-related technologies with CO_2 capture technologies, existing fuel production processes can continue to be used while reducing CO_2 emissions.*2

We see hydrogen as a foundation supporting both the energy and industrial sectors and are helping to build a more sustainable future.

*1 The world's only commercial gas-to-gasoline plant (photo, bottom right), located in Turkmenistan, integrates the entire process of producing gasoline from methanol synthesized from natural gas.
*2 Gasoline can be synthesized using hydrogen produced through water electrolysis together with carbon recovered through CO_2 capture.

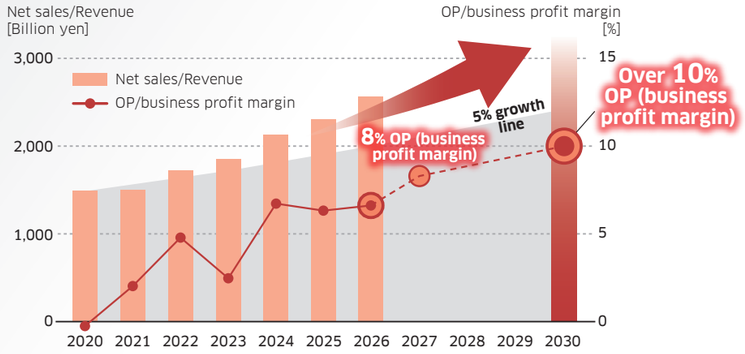
Hydrogen Production and Utilization





Growth targets

Achieve an 8% operating margin (Business profit Margin) in 2027 and exceed 10% by 2030 by responding effectively to changes in the external environment.



Mechanisms to support growth

Work transformation (WX)

Group-wide efforts to identify and focus on priority work, streamline business processes, and proactively utilize AI and digital technologies will enable employees to concentrate on high-value-added work and realize ways of working that allow them to experience fulfillment and growth.



Human resource strategy

Four Key Themes of the Kawasaki Group Human Resources Strategy

Strategic production of management leaders and core human resources

Systematically develop and appoint management leaders and core human resources who will drive business transformation and exploration through succession planning.



Reinforcement of organizational management

Build an organization capable of delivering results by placing the right people in the right roles based on duties and responsibilities, while strengthening the selection and development of managers.



Both business growth and career achievement

Balance business growth with employees' career development, challenges, and growth by providing talent development and career support aligned with business strategy.



Environments where employees can fully demonstrate their abilities

Promote well-being and DE&I to build a foundation where employees can take on challenges with confidence and diverse talent can thrive.



Governance reform

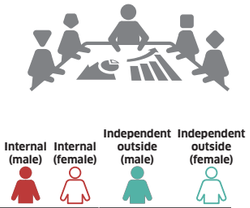
Board Independence

A majority of board members are independent outside directors



Board Diversity

A Board structure that supports multifaceted decision-making through directors with a diverse range of insight and experience, and a diversity of ethnicity and nationality



FY	Number of directors	Percentage of independent outside directors	Percentage of female directors	Percentage of non-Japanese directors
2020	13 (7 internal, 6 independent outside)	46%	15%	7%
2026	13 (6 internal, 7 independent outside)	53%	30%	7%

CO-CREATION PARK KAWARUBA

United in ambition. Transforming tomorrow.

KAWARUBA website

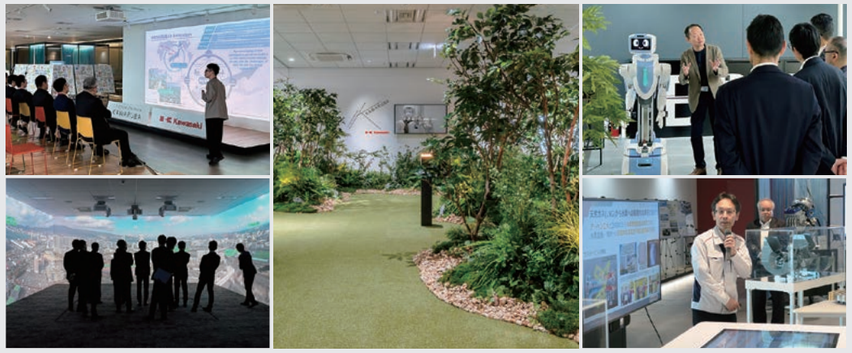
KAWARUBA is a new co-creation hub for social innovation established by Kawasaki Heavy Industries in the Haneda area. Since opening in 2024, the facility has welcomed more than 9,000 visitors representing over 2,000 organizations from Japan and overseas.* Wide-ranging discussions and diverse initiatives toward co-creation and commercialization are underway in areas including social robots, hydrogen, and carbon neutrality.

*As of April 2026.

01 Create a value-generating ecosystem based on empathy in a space where people and technology converge

02 Leverage diverse "demonstration fields" to drive solution development with an outcome-driven approach

03 Commit to engaging with the future society while steadily advancing social implementation and commitments from the present



We are taking on this new era's social challenges through a variety of businesses.

Aerospace Systems Company

Pioneering the future of the aircraft business with cutting-edge technology.

As one of Japan's leading aircraft manufacturers, we develop and manufacture a wide range of aircraft for defense and civil applications. We also work on helicopters and space and defense systems. In addition to airframes, we also develop engines for passenger planes and helicopters. We also participate in various R&D projects in Japan and abroad, aiming to improve our technical capabilities.



Boeing 777-9 (Photo courtesy of Boeing)



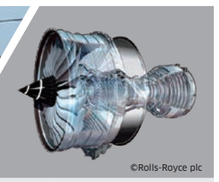
P-1 maritime patrol aircraft*1



BK117D-3 helicopter



CH-47J/JA helicopter*2



Trent XWB turbofan engine for the Airbus A350XWB

*1 Source: Japan Maritime Self-Defense Force website (https://www.mod.go.jp/msdf/equipment/aircraft/patrol/p-1/)
*2 Source: Japan Ground Self-Defense Force website (https://www.mod.go.jp/gsdf/equipment/air/index.html)

Kawasaki Railcar Manufacturing Co., Ltd.

This company supports the land transportation network with world-class technology.

Since 1906, the year we began making railcars, we have supported the development of these networks as Japan's leading manufacturer. Even today, we continue to send a variety of railcars, including trains, freight cars, and locomotives, from our production facilities in Japan and North America to all parts of the world. Going forward, we will continue to contribute to society by answering the calls of our customers with world-class technology.



JR East E5 Series train



Kobe New Transit 3000 Series train



New York City Transit R211 train (U.S.)



Dhaka MRT Line 6 urban high-speed railcar (Bangladesh)a

Energy Solution & Marine Engineering Company

Providing innovative solutions in a wide range of fields, from surface to undersea.

We meet diverse needs in five fields: Hydrogen/CN,* Energy solution, Plant engineering, Marine machinery, and Ship & offshore structure. By combining the core components and advanced engineering capabilities we have cultivated over the years, we will provide solutions to realize a hydrogen society and carbon neutrality.

*CN: Carbon neutral



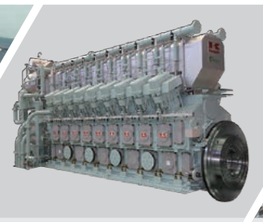
86,700 m³ LPG / ammonia carrier



Rexpeller azimuth thruster



LNG storage tank



Kawasaki Green Gas Engine

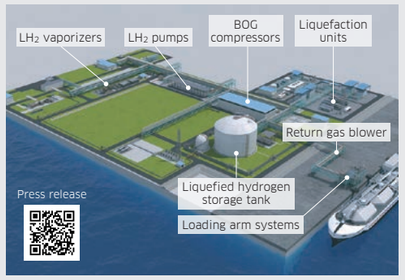


Waste incineration plant

Topic / Liquefied Hydrogen Supply Chain Commercialization Demonstration Project

Kawasaki has begun construction of the Kawasaki LH_2 Terminal, the world's first commercial-scale liquefied hydrogen terminal. Construction began in May 2025 in Ogishima, Kawasaki City, as part of the Liquefied Hydrogen Supply Chain Commercialization Demonstration Project* led by Japan Suiso Energy Co., Ltd. ("JSE").
In December of the same year, Kawasaki and JSE signed a shipbuilding contract for the world's largest liquefied hydrogen carrier, with a capacity of 40,000 m³.
By fiscal 2030, the project aims to verify the performance, safety, and other requirements needed for commercial operation of an international supply chain, paving the way for the full-scale deployment of a liquefied hydrogen supply chain.

*Part of the New Energy and Industrial Technology Development Organization (NEDO) Green Innovation Fund Project: Large-scale Hydrogen Supply Chain Establishment – Liquefied Hydrogen Supply Chain Commercialization Demonstration



CG image of Kawasaki LH_2 Terminal

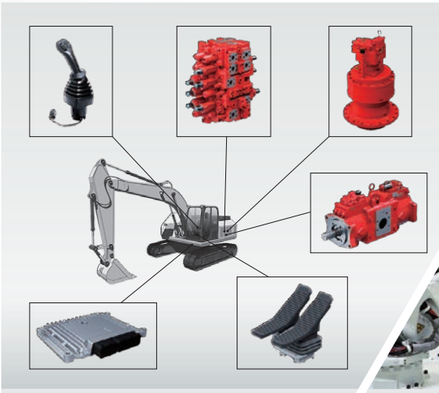


40,000 m³ liquefied hydrogen carrier (artist's impression)

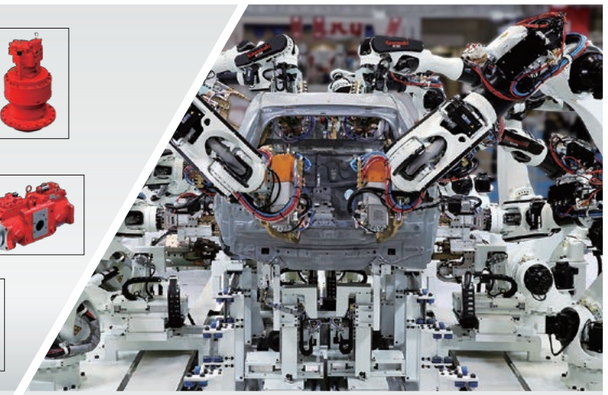
Precision Machinery & Robot Company

Supporting the advancement of global industries through hydraulic technology and robotics.

We produce and provide hydraulic equipment and systems that drive and control construction, industrial, and marine machinery for customers worldwide. Furthermore, as a pioneering industrial robot manufacturer, we supply a wide variety of robots to the automotive, electrical, electronics, and many more industries, supporting industrial evolution in Japan and abroad.



Hydraulic system components for construction machinery



BXP series spot welding robots at automobile factories

Kawasaki Motors, Ltd.

Providing Good Times for Kawasaki Enthusiasts.

We offer a variety of products centered on motorcycles that have been well-accepted around the world. We will continue to pursue products that are “Fun to Ride” with our advanced technology. Our journey ahead continues, into the evolution and future beyond motorcycles.



Z900RS



FX1000V EFI engine for professional riding lawnmowers



TERYX5 H2



JET SKI STX 160LX

Based on our Group Mission, “Kawasaki, working as one for the good of the planet: ‘Global Kawasaki’,” we are engaged in a variety of activities to fulfill our corporate social responsibility that leverage the strengths of the Group.

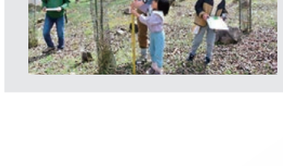
Disaster relief packages

A permanent Disaster Relief Task Force, headed by the President, has been created to establish and review disaster prevention agreements with external stakeholders during times of normalcy. When a disaster strikes, this task force works with the national and local governments to promptly provide assistance according to the phase of the disaster.

	24 hours	72 hours	1 week	1 month
Disaster phase	Disaster occurs	Emergency response phase	Relief action phase (1)	Relief action phase (2)
Disaster relief packages		Donations Z-Leg™ K-RACER Motorcycles	Provision of BCP supplies Operation of emergency power generation Ongoing support, etc.	Disaster relief volunteers Dormitories/company housing Provision of crushers, etc.

Support for employees’ corporate social responsibility activities

To support employees’ contributions to their communities, in April 2024, we introduced a special leave program that allows employees to take paid leave to participate in disaster relief volunteer activities.
We also established the Kawasaki Volunteer Network, an internal organization that supports employees’ volunteer activities, including disaster relief, and promotes initiatives in collaboration with local governments and social welfare councils.





Disaster relief volunteers — On-site activities after the Noto Peninsula Earthquake

Support for development of the next generation

As a company committed to developing and advancing technology, Kawasaki Group employees develop educational programs on science, technology, and manufacturing.
Through ongoing activities, we aim to raise children’s interest in these fields, while also enhancing employees’ communication skills and motivation.





Contribution to the global environment

Our employees are volunteering to plant forests at two locations in Hyogo Prefecture and Tokyo, with the aim of realizing a society that coexists in harmony with nature. Through these activities, we will foster greater environmental awareness of our employees and establish our position as an environmentally conscious company.



Support for sports and culture

Through support for sports, the arts, and cultural activities, as well as engagement with local communities, we share moments of inspiration and joy while contributing to regional development.
Through these activities, we aim to help foster well-being and enhance our corporate value.

Sports

We are an official sponsor of the J1 League soccer club Vissel Kobe, the WE League pro women's soccer club INAC Kobe Leonessa, the J3 League soccer club FC Gifu, the women's Hockey Japan League club GIFU ASAHI BLUE BEES, and professional golfers Ayaka Furue and Sakura Torii. We also serve as the title sponsor for selected Hanshin Tigers baseball games.
Through the academies and schools run by these clubs, we contribute to society and local communities via sports, supporting the healthy development of young people, and promoting wider participation in sports.

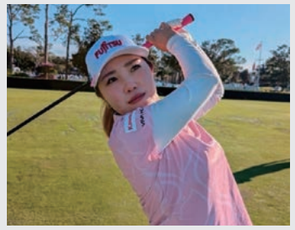

©Vissel Kobe


©INAC Kobe Leonessa



©FC Gifu


©GIFU ASAHI BLUE BEES


Professional Golfer Ayaka Furue


Professional Golfer Sakura Torii


©Hanshin Tigers

Arts

Kawasaki has established an official partner agreement with the National Museum of Western Art. Kojiro Matsukata, the first president of Kawasaki Dockyard (now Kawasaki Heavy Industries), once collected art works from all over Europe with the aspiration of showing Japanese people authentic Western culture and art. The Matsukata Collection has grown to include as many as 10,000 items. The collection was managed by the French government, but was later donated and returned to Japan. The National Museum of Western Art was established in 1959 for the purpose of preserving this collection and providing it for public view. Through the partnership, we aim to create an affluent society utilizing the power of art by providing many people with opportunities to come into contact with art.

国立西洋美術館
The National Museum of Western Art
Kawasaki
Official Partner


©The National Museum of Western Art

Kawasaki History Site

2026
130th anniversary


Ninja 7 Hybrid

2024
Launch of the Ninja 7 Hybrid and Z7 Hybrid, the world's first*1 strong hybrid motorcycles


©HySTRA

2022
Completion of the world's first demonstration test of marine transport and loading/unloading of hydrogen by a liquefied hydrogen carrier *(SUISO FRONTIER)*



2020
Medicaroid Corporation announces that it received approval to manufacture and market the hinotori™ Surgical Robot System for assisting surgical procedures

2018
Demonstration testing commences on world's first hydrogen cogeneration system in an urban area of Kobe Port Island


Kawasaki PU200, Japan's first gas turbine power generator

1991
Successful excavation of the English Channel underwater railroad tunnel with tunnel boring machines

1981
Delivery of Japan's first LNG carrier


The Golar Spirit
LNG carrier

1976
Development of the PU200 gas turbine power generator


900 Super4 (Z1)

1973
Launch of sales of Jet Skis

1972
Launch of the 900 Super4 (Z1) motorcycle



Kawasaki-Unimate 2000, the first Japanese-made industrial robot

1969
Commercial production starts on the Kawasaki-Unimate 2000, the first Japanese-made industrial robot

1964
Delivered Series 0 Shinkansen electric train to Japan National Railways



1954
Production starts on helicopters (Bell 47D)



1922
Completion of our first aircraft (Type Otsu 1 surveillance airplane)

1911
Completion of Japan's first steam locomotive




Iyomaru cargo and passenger ship


Holland-type submarines No. 6 and No. 7 undergoing testing in dry dock

1906
Completion of Japan's first submarine

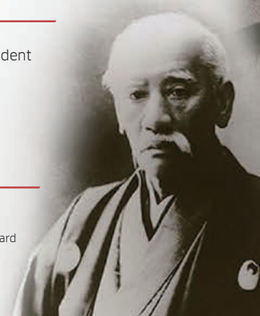
1897
Launch of the *Iyomaru*, Kawasaki Dockyard's first ship

1896
Establishment of Kawasaki Dockyard Co., Ltd. (Kobe)
Appointment of Kojiro Matsukata as the first company president


Kojiro Matsukata, Kawasaki Dockyard's first president

1881
Shozo Kawasaki opened Kawasaki Hyogo Shipyard in Higashidemachi, Hyogo Prefecture

1878
Shozo Kawasaki opens (establishes) Kawasaki Tsukiji Shipyard (Tokyo)


Shozo Kawasaki, founder of Kawasaki Hyogo Shipyard

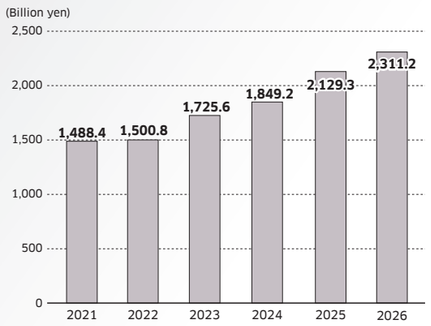
*1: World's first mass-produced motorcycle (excluding scooters) from a major manufacturer (As of October 6, 2023, according to Kawasaki Motors research)

Company Overview

Company Profile

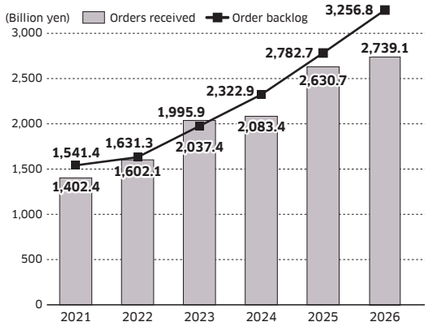
Company Name	Kawasaki Heavy Industries, Ltd.
Head Office Locations	
Registered Office	3-1-1, Higashikawasaki-cho, Chuo-ku, Kobe, Hyogo
Tokyo Head Office	1-14-5, Kaigan, Minato-ku, Tokyo
Kobe Head Office	Kobe Crystal Tower, 1-1-3, Higashikawasaki-cho, Chuo-ku, Kobe, Hyogo
Founded	April 1878
Incorporated	October 15, 1896
Representative Director	President and Chief Executive Officer Yasuhiko Hashimoto
Paid-in Capital	¥104,484 million (As of March 31, 2026)
Number of Employees	41,652 (Consolidated) (As of March 31, 2026)
Number of Consolidated Subsidiaries	112 (As of March 31, 2026)
Main Production Sites	16 in Japan, 27 overseas (Consolidated) (As of April 1, 2026)

Net Sales/Revenue Year ended March 31

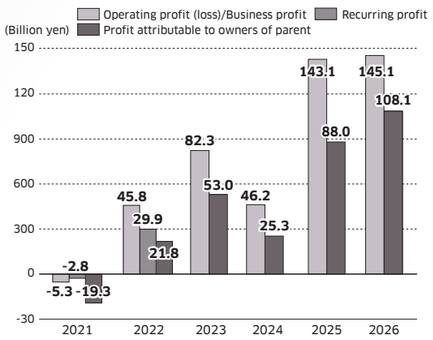


Orders Received, Order Backlog

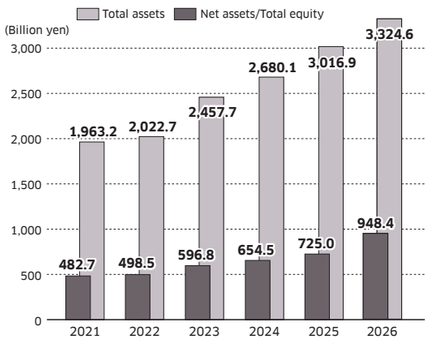
Year ended March 31



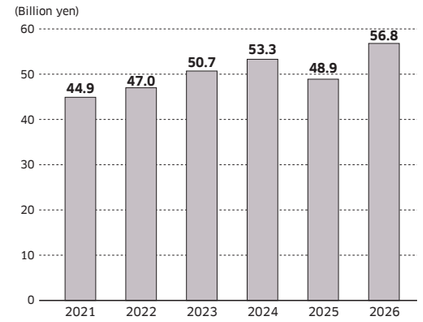
Business Profit, Profit Attributable to Owners of Parent Year ended March 31



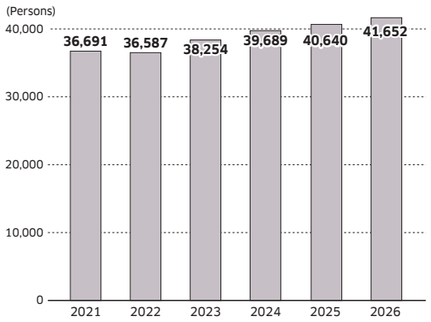
Assets, Equity Year ended March 31



R&D Expenses Year ended March 31

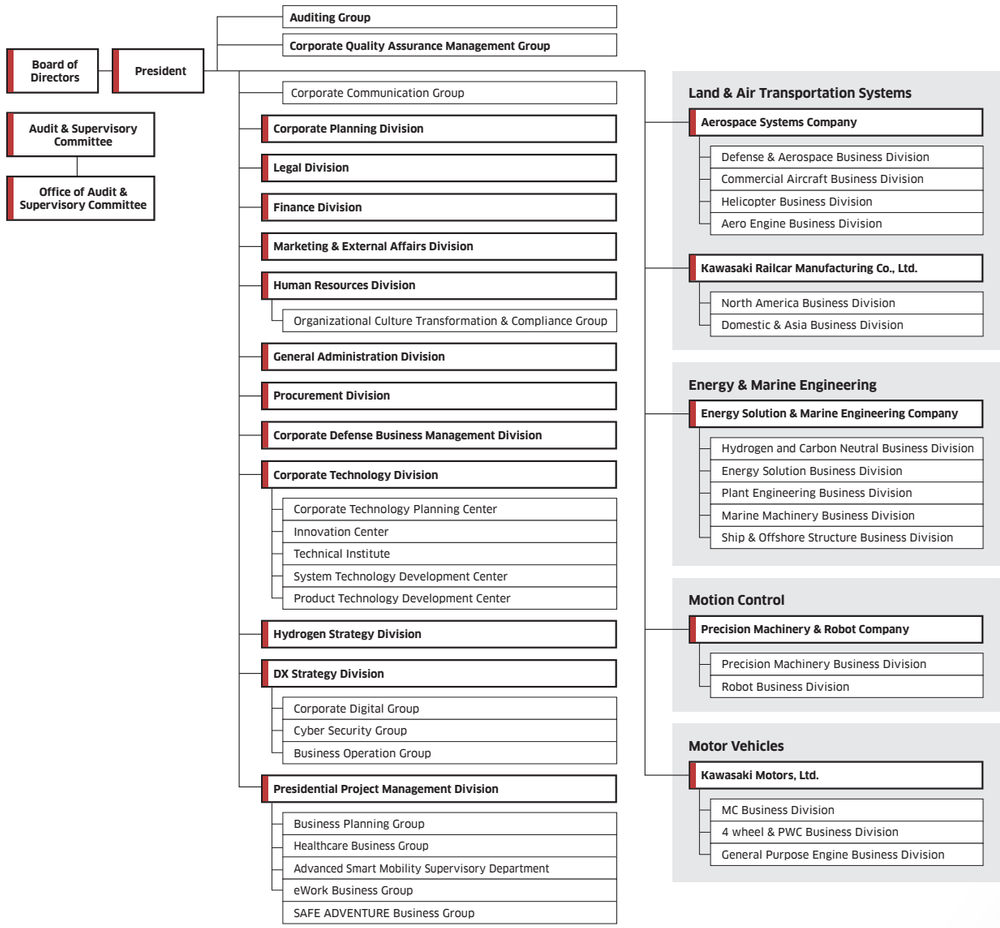


Number of Employees Year ended March 31



*IFRS adopted since FY2022

Organization and Business Structure As of August 1, 2026



Revenue by Business Segment

Business Segment (FY2025)	Revenue/ Revenue Composition (FY2025)	
Aerospace Systems Main products: Aircraft (fixed-wing aircraft, helicopters) Aircraft engines Space-related equipment, etc.	¥613.6 billion	26.5%
Rolling Stock (Kawasaki Railcar Manufacturing Co., Ltd.) Main products: Train cars Integrated transit systems Rotary snowplows Heavy-lift cars, etc.	¥236.2 billion	10.2%
Energy Solution & Marine Engineering Main products: Industrial plants Industrial gas turbines Air conditioning equipment Ships (LPG carriers, submarines), etc.	¥433.5 billion	18.7%
Precision Machinery & Robot Main products: Hydraulic equipment for construction machines Marine application machines Industrial robots Medical robots, etc.	¥259.1 billion	11.2%
Powersports & Engine (Kawasaki Motors, Ltd.) Main products: Motorcycles Off-road four-wheelers Personal watercraft General-purpose gasoline engines etc.	¥682.8 billion	29.5%
Other	¥85.8 billion	3.7%

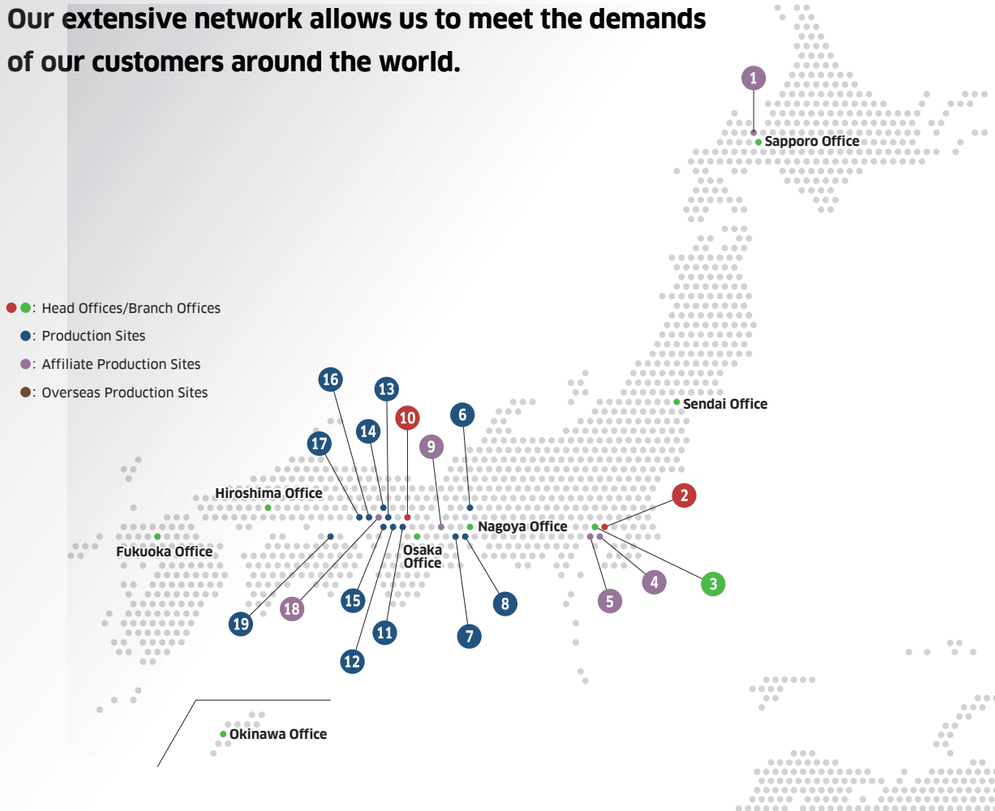
Other Information

Executives ▷

Major Subsidiaries and Affiliates ▷

Our extensive network allows us to meet the demands of our customers around the world.

For more information about our Global Network



- 1: NICHIJO CORPORATION Akebono/Inaho Plants (Sapporo-shi, Hokkaido)
- 2: Tokyo Head Office
  Kawasaki Railcar Manufacturing Co., Ltd. Tokyo Head Office
  Kawasaki Motors, Ltd. Tokyo Office
- 3: CO-CREATION PARK KAWARUBA (Ota-ku, Tokyo)
- 4: NIPPI Corporation Yokohama Plant (Yokohama-shi, Kanagawa)
- 5: NIPPI Corporation Atsugi Plant (Yamato-shi, Kanagawa)
- 6: Gifu Works (Kakamigahara-shi, Gifu)
- 7: Nagoya Works 0 (Yatomi-shi, Aichi)
- 8: Nagoya Works 1 (Tobishima-mura, Ama-gun, Aichi)
- 9: Kawasaki Thermal Engineering Co., Ltd. Shiga Works (Kusatsu-shi, Shiga)
- 10: Kobe Head Office
- 11: Kobe Works (Kobe-shi, Hyogo)
- 12: Kawasaki Railcar Manufacturing Co., Ltd., Kobe Head Office (Kobe-shi, Hyogo)
- 13: Nishi-Kobe Works (Kobe-shi, Hyogo)
- 14: Seishin Works (Kobe-shi, Hyogo)
- 15: Akashi Works (Akashi-shi, Hyogo)
  Kawasaki Motors, Ltd. Head Office/Head Works
- 16: Harima Works (Harima-cho, Kako-gun, Hyogo)
  Kawasaki Railcar Manufacturing Co., Ltd. Harima Works
- 17: Kawasaki Motors, Ltd. Kakogawa Works (Kakogawa-shi, Hyogo)
- 18: Kawasaki Hydromechanics Corporation (Akashi-shi, Hyogo)
- 19: Sakaide Works (Sakaide-shi, Kagawa)

- 20: Kawasaki Precision Machinery (UK) Ltd. (Plymouth, U.K.)
- 21: India Kawasaki Motors Pvt. Ltd. (Maharashtra, India)
- 22: Wipro Kawasaki Precision Machinery Pvt. Ltd. (Bangalore, India)

- 23: Kawasaki Motors Enterprise (Thailand) Co., Ltd. (Rayong, Thailand)
- 24: PT. Kawasaki Motor Indonesia (Bekasi, Indonesia)
- 25: Kawasaki Motors (Phils.) Corporation (Manila, Philippines)

- 26: Kawasaki (Chongqing) Robotics Engineering Co., Ltd. (Chongqing, China)
- 27: Wuhan Kawasaki Marine Machinery Co., Ltd. (Wuhan, China)
- 28: Kawasaki Precision Machinery (Suzhou) Ltd. (Suzhou, China)
- 29: Eddie KPM Precision Machinery (Suzhou) Ltd. (Suzhou, China)
- 30: Anhui Conch Kawasaki Energy Conservation Equipment Manufacturing Co., Ltd. (Anhui, China)
- 31: Anhui Conch Kawasaki Engineering Co., Ltd. (Anhui, China)
- 32: Anhui Conch Kawasaki Equipment Manufacturing Co., LTD. (Anhui, China)
- 33: Kawasaki Chunhui Precision Machinery (Zhejiang) Ltd. (Zhejiang, China)
- 34: Changzhou Kawasaki Engine Co., Ltd. (Changzhou, China)
- 35: Nantong Cosco KHI Ship Engineering Co., Ltd. (Nantong, China)
- 36: Kawasaki Robotics (Kunshan) Co., Ltd. (Kunshan, China)
- 37: Dalian Cosco KHI Ship Engineering Co., Ltd. (Dalian, China)
- 38: Flutek, Ltd. (Changwon, Uiryeong, Haman, South Korea)

- 39: Kawasaki Motors Manufacturing Corp., USA Lincoln Plant (Lincoln, Nebraska, U.S.)
- 40: Kawasaki Motors Manufacturing Corp., USA Maryville Plant (Maryville, Missouri, U.S.)
- 41: Kawasaki Motors Manufacturing Corp., USA Boonville Plant (Boonville, Missouri, U.S.)
- 42: Kawasaki Precision Machinery (USA), Inc. (Grand Rapids, Michigan, U.S.)
- 43: Kawasaki Rail Car Lincoln, Inc. (Lincoln, Nebraska, U.S.)
- 44: Kawasaki Rail Car, Inc. (Yonkers, New York, U.S.)
- 45: Kawasaki Motores de México S.A. de C.V. (Nuevo León, Mexico)
- 46: Kawasaki Motores do Brasil Ltda (Manaus, Brazil)

Information

ANSWERS

This web media introduces the technologies and initiatives of the Kawasaki Group in an easy-to-understand manner as it tackles social issues.

カワサキワールド
Kawasaki Good Times World

Located in Kobe, this is the corporate museum for the Kawasaki Group.

Kawasaki Robostage

This is a robot showroom in the Odaiba area of Tokyo.

The Kawasaki Group posts relevant information as it becomes available to each platform.

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YouTube

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