

Kawasaki Heavy Industries, Ltd.

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Kawasaki Heavy Industries, Ltd.

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Today, the world is undergoing rapid changes, including the development of air and logistics networks and digital technology, climate change, and a shrinking workforce due to an aging population. These changes are compelling us to reassess our lifestyles, the way we do business, and the values with which we have been living.

Since its incorporation in 1896, for more than 120 years, the Kawasaki Heavy Industries Group has been providing value to society in various ways based on its state-of-the-art, advanced technologies used for manufacturing products that encompass the land, sea, and air sectors. We are convinced that constantly providing products and services that best serve the diverse needs of people around the world that accommodate the changing times and broaden the potential of our customers and society will fulfill our Group mission: "Kawasaki, working 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 respond to changes in the world and to develop more products and services with value for our customers.

We therefore set "Trustworthy Solutions for the Future" as our vision to be achieved by 2030. This vision

Kawasaki: A Corporate Group that Aptly **Evaluates Social Needs and Swiftly Accommodates Changes**

Jonath Hastut

Yasuhiko Hashimoto **Representative Director** President and Chief Executive Officer Kawasaki Heavy Industries, Ltd.

expresses our commitment to "making available in a timely manner innovative solutions which accommodate an ever-changing society in order to create a hopeful future" and "acting without organizational and divisional boundaries and taking up challenges to expand the horizons of our potential for further growth."

Our approach of always collaborating with our customers to devise solutions and implementing them speedily serves our corporate message: "Changing forward." Moreover, we will take on the challenge of solving various social issues based on dialogue and collaboration with our stakeholders so that society will recognize our value as a company that contributes to the realization of a sustainable society. For these endeavors, I would like to sincerely request your continued support.

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Powering your potential

The Kawasaki Group creates new value by channeling its engineering prowess into various fields, including aerospace systems, energy systems and plant engineering, precision machinery and robots, and transportation, and also by pursuing synergy that goes beyond the boundaries of these respective fields. Kawasaki strives to maintain harmony with the global environment as it works toward its vision of a better future.

Group Mission



Mission Statement



The Kawasaki Group Management Principles

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

- 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 fullfillment in a job well done.

Group Vision 2030

Trustworthy Solutions for the Future

We will be making available in a timely manner innovative solutions which accommodate an ever-changing society in order to create a hopeful future. We will also be acting outside of organizational and divisional boundaries, and taking up challenges to expand our potential for further growth.



New Values

Pioneering the technology frontier with our challenger "DNA"

Providing innovative solutions to the problems facing the world

Mobility

and systems

A Safe and Secure Remotely-**Connected Society**

Achieve improved healthcare. innovative disaster-relief, and new styles for work and life





Robotic-assisted surgical system hinotori^{TI} (Medicaroid Corporation)







Cross Over

Becoming a creative challenger that continues to grow by breaking barriers

[Three Focus Fields]

Near-Future

Transform the movement of both people and freight utilizing new mobility products



Unmanned helicopter K-RACER® (Kawasaki Remote, Autonomous and Cargo-ability Enhanced Rotorcraft)



Delivery service robot The FORRO™

Energy and Environmental Solutions

Implement initiatives for decarbonization through hydrogen-based solutions and CO₂ capture technologies



The world's first liquefied hydrogen carrier SUISO FRONTIER and handling terminal "Hy touch Kobe"



DAC (Direct Air Capture) Direct CO₂ capture from the atmosphere

Applying for the future the technological capabilities built up over our long history

1939

1966







1906 Builds the first submarine





1926 Constructs Eitaibashi Bridge

1934 Delivers Pashina Locomotive for Ajiago Super Express, China

npletes its first airplane



1933 Begins manufacture and sale of Rokkogo automobiles



1941 Starts production of Hien

- Shozo Kawasaki opens Kawasaki Tsukiji Shipyard to build Western-type oceangoing steel ships in Tokyo. In 1881, Kawasaki Hyogo Shipyard is established in Kobe. In 1886, the scale of the enterprise is expanded and it is renamed Kawasaki Dockyard.
- 1896 Kawasaki Dockyard Co., Ltd. is incorporated. Kojiro Matsukata is appointed as the first president of the new company.
- 1906 Unga Branch Works (later renamed Hyogo Works) is established. It begins the rolling stock business for locomotives, freight and passenger cars, etc. and fabrication of bridge girders. This is also the year that Kawasaki Dockyard begins production of marine steam turbines.
- 1918 The Aircraft Department is established at Hyogo Works. The Company begins manufacturing aircraft and establishes a new aircraft plant. Kawasaki goes on to build Japan's first metal aircraft, which lays the groundwork for the technological innovations of today.
- 1919 The Shipping Division is incorporated as Kawasaki Kisen Kaisha Ltd.
- 1928 The Rolling Stock Division is incorporated as Kawasaki Rolling Stock Manufacturing Co., Ltd.
- 1937 The Aircraft Division is incorporated as Kawasaki Aircraft Co. Ltd.
 - Kawasaki Dockyard is renamed Kawasaki Heavy Industries, Ltd.
- The Steelmaking Division is incorporated as Kawasaki Steel 1950 Corporation.

As the Company expands, its rolling stock, aircraft, and steelmaking divisions are divested to pave the way for steady growth in each of these fields.

- Merges with Yokoyama Kogyo Co., Ltd., a manufacturer of boilers, grinders, and industrial and civil engineering conveyors.
- 1969 Kawasaki Heavy Industries, Kawasaki Rolling Stock Manufacturing, and Kawasaki Aircraft merge to become Kawasaki Heavy Industries., Ltd. With the capacity to handle projects on land, at sea, and in the air, Kawasaki strengthens its foundation as a comprehensive systems engineering company.
- 1972 Merges with Kisha Seizo Co., Ltd., becoming Japan's leader in the rolling stock industry. Operations also expand into the field of municipal refuse incineration.









1978 Completes a cement plant





1979 The BK117 helicopter's first flight





1975

1989

1991

1996

2001

2002

2003

2005

1981 Delivers the first LNG carrier built in Japar



1991 Tunnel boring machines successfully complete work on the Eurotunnel 1998 Akashi Kaikyo Bridge opens

the Kawasaki Heavy Industries Group continues to move forward and advance its capabilities.



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Starts production of motorcycles in the U.S. ahead of all other Japanese motor vehicle producers. The Company expands U.S. production to rolling stock in 1986.

Receives orders for construction work on the Akashi Kaikyo Bridge, then the longest suspension bridge in the world, which opens in 1998: Kawasaki's work includes construction of one of the bridge's two main towers.

Two tunnel boring machines (one of which is manufactured by Kawasaki) succeed, eight months ahead of schedule, in finishing excavation work on the Eurotunnel connecting the U.K. and France.

100th anniversary.

Introduces an internal company system and an executive officer system.

The Shipbuilding Division is incorporated as Kawasaki Shipbuilding Corporation and the Precision Machinery Division is incorporated as Kawasaki Precision Machinery Ltd.

The Crusher Business Division is incorporated as EARTHTECHNICA Co., Ltd.

The Plant Division is incorporated as Kawasaki Plant Systems, Ltd.

The Environmental Division is incorporated as Kawasaki Environmental Engineering, Ltd.

Kawasaki Plant Systems and Kawasaki Environmental Engineering are merged.

Kawasaki Shipbuilding Corporation, Kawasaki Precision Machinery, and Kawasaki Plant Systems are remerged into Kawasaki Heavy Industries, Ltd.

Introduces a division system.

The Rolling Stock Division is incorporated as Kawasaki Railcar Manufacturing Co., Ltd.

The Motorcycle and Engine Division is incorporated as Kawasaki Motors, Ltd.

Covering an immense range of technologies,

Kawasaki Hydrogen Road

Toward the realization of a clean hydrogen supply chain

Kawasaki technology – paving the way for a hydrogen-based society

Hydrogen is one of the best sources of clean energy, as it emits no CO₂ when used as an energy source and it ca be produced from various substances. Hydrogen can be used not only for industrial applications, such as rocket fuel and steelmaking, but also for a wide range of applications from fuel for mobility, including motorcycles, automobiles, railroads, and aircraft, to power generation, and it can be stored and transported. Expectations are high that hydrogen will play a crucial role in decarbonization and securing a stable supply of energy. The Kawasaki Heavy Industries Group is using its accumulated technological and comprehensive capabilities promote the development and commercialization of new infrastructure technologies while capitalizing on its strengths, by which it can seamlessly provide the major components necessary for a hydrogen supply cha including the production, transportation, storage, and utilization of hydroge We are working to realize a prosperous future where hydrogen plays a central role

Hydrogen Road

Through hydrogen energy, Kawasaki hopes to bring a new future to the people of the world. This initiative, which draws on the integrated capabilities of the whole Kawasaki Heavy Industries Group, has already begun.



Kawasaki technologies utilized in the hydrogen supply chain



Production

Achieving the cryogenic temperature of -253°C

Having a large supply of hydrogen is essential to its full-scale use as a source of energy. To boost hydrogen production, Kawasaki has developed and commercialized* the first hydrogen liquefaction system for industrial use, using purely domestic technology, making international transport of hydrogen possible by cooling it to -253°C and reducing its volume. We plan to bolster the capacity of the system and achieve higher efficiency.





Transportation

Transporting after reducing the volume to 1/800

Kawasaki also developed the world's first LH₂ carrier. SUISO FRONTIER, to achieve safe and efficient marine transport of hydrogen, reducing its volume to 1/800 through liquefaction by cooling it to -253°C. In February 2022, a pilot project to transport LH₂ between Japan and Australia using this vessel was completed successfully*. We plan to scale up the size of the vessel.

*Demonstration Project for Establishment of Mass Hydrogen Marine Transportation Supply Chain Derived from Unused Brown Coal, subsidized by NEDO

In February 2016, Kawasaki, Iwatani Corporation, Electric Power Development Co., Ltd., and Shell Japan shed the CO₂-free Hydrogen Energy Supply-chain Technology Research Association (HySTRA). Since then, HySTRA has been working on the "Demonstration Project for Establishment of Mass Hydrogen Marine Transportation Supply Chain Derived from Unused Brown Coal," subsidized by the New Energy and Industrial Technology Development Organization (NEDO). In fiscal 2020, HySTRA completed the construction of a facility to produce hydrogen through gasification of Victorian coal and of a liquefied hydrogen (LH₂) receiving terminal. In 2021, an LH₂ carrier was completed. This was followed in 2022 by the successful completion of both a marine transport demonstration project using the LH₂ carrier to transport Victorian coal-derived hydrogen produced in Australia to Japan, and the construction of an on-shore LH₂ handling terminal. HySTRA is continuing with these demonstration projects, with Kobe as the project base, to make LH₂ a secure energy source for the future.

The "Liquefied Hydrogen Supply Chain Commercialization Demonstration Project"- which was jointly proposed by Japan Suiso Energy, Ltd. (JSE, which was established as a 100%* subsidiary of Kawasaki), ENEOS Corporation, and Iwatani Corporation - was adopted as NEDO's Green Innovation Fund project in August 2021.

The project demonstrates a commercial-scale international liquefied hydrogen supply chain that integrates hydrogen liquefaction shipping, marine transport, and receiving.

In order to accelerate the commercialization of the hydrogen supply chain, JSE is consolidating its operations and ce and conducting commerci



Storage

2,500 m³ liquefied hydrogen storage facility

Liquefied hydrogen storage tanks and transportation containers are necessary in order to use hydrogen within Japan. Based on long-term experience in the operation of liquefied hydrogen storage tanks for rocket fuel. Kawasaki has developed a 2,500 m³ liquefied hydrogen storage tank with a vacuum insulation structure, which is the largest in Japan. The tank has been installed in the northeastern part of Kobe Airport Island, off Kobe City, We plan to scale up the size of the tank.





Utilization

100% hydrogen power generation

Kawasaki aims to achieve clean gas turbine power generation by utilizing hydrogen, which does not emit CO₂ when used as fuel. To that end, we have successfully developed a combustion technology to cope with hydrogen's characteristic of rapid combustion and realized a gas turbine that allows for the use of 100% hydrogen or 100% natural gas, as well as for flexible and seamless adjustment of any hydrogen/natural gas ratio in between. The gas turbine is currently undergoing further demonstration tests at Port Island in Kobe City*, with the objective of further improving its performance.

*Under the "Development of Technologies for Realizing a Hydrogen Society" project dized by NFDO





Aerospace Systems

Reaching greater heights in the domains of aviation and outer space through integrated cutting-edge technologies

Since the launch of its aircraft manufacturing business in 1918, Kawasaki has been expanding its product portfolio as one of Japan's leading manufacturers of aircraft and aircraft engines.

In addition to developing and manufacturing aircraft for the Defense Ministry, such as the P-1 maritime patrol airplane and the C-2 transport airplane, the Company has been participating in projects for commercial airplanes, including the Boeing 787 Dreamliner.

Our product coverage also includes helicopters, such as the best-selling BK117 model. Payload fairings for the H-IIA and H-IIB launch vehicles, and other space products are also part of our repertoire.

Our jet engine business started in 1954 with the overhauling of turbo jet engines. We continued to develop our capabilities through domestic production of helicopter engines and participating in numerous international collaboration programs involving civil aircraft engines. This has allowed us to contribute to more efficient use of energy and environmental friendliness.



Payload fairing for the H3 satellite launch vehicle (Courtesy of JAXA)





International Space Station "Kibo" (Courtesy of JAXA/NASA)



BOEING

PW1100G-JM turbofan engine for Airbus A320neo (Courtesy of Japanese Aero Engines Corporation [JAEC])



T55-K-712A turboshaft engine for CH-47JA helicopters



Participation in the international joint development/production project for the Boeing 777-8/-9

As a partner company, Kawasaki has been taking part in the international joint ment and production program for Boeing's new passenger airplane, the 777-8/-9, producing various components, including forward and center fuselage skin panels, main landing gear wheel wells, and aft pressure bulkheads. For the assembly lines for these components, significantly-expanded automation and improved productivity have been achieved using three types of ki-produced robots

A rolling stock systems manufacturer that meets customers' needs by delivering the highest standard of technology

Rolling Stock (Kawasaki Railcar Manufacturing Co., Ltd.)

Since commencing the manufacture of rolling stock in 1906, the Kawasaki Group has consistently used leading-edge technology to help develop and modernize rolling stock as a leading Japanese manufacturer.

Kawasaki grew its business from manufacturing wooden commuter trains for Nankai Railway and expanded it to various rolling stock and railway systems, such as electric trains, freight cars, electric locomotives, and diesel locomotives. We now send rolling stock to locations around the world from two plants in Japan and two plants in the U.S., which are equipped with technological knowledge accumulated over 116 years of history and high productivity levels. Kawasaki will continue to deliver the highest standard of technology and quality to meet diverse customer needs and thereby contribute to society.







K





Series N700 Shinkansen (Central Japan Railway Company and West Japan Railway Company)



Series 2700 limited express diesel car (Shikoku Railway Company)





Series 5000 train car (Odakyu Electric Railway Co., Ltd.)



Type DD200 diesel electric locomotive (Japan Freight Railway Company)



Series 6000 train car (Kobe City Transportation Bureau)



Energy & Environmental olution

Responding to diverse needs with

superior manufacturing and engineering expertise

Kawasaki provides energy solution systems based on the world's highest level of core components, including gas turbines and gas engines, and contributes to the stable supply of electricity and thermal energy, reduction of environmental impact, and realization of a low-carbon and decarbonized society. We are also expanding globally in various fields such as industrial plants; industrial machinery; environmental business facilities, including municipal waste incineration facilities; and the manufacture of LNG and hydrogen tanks utilizing cryogenic technology.



Energy & Environmental Solution

Energy Sector



Gas turbine (for cogeneration systems and standby generator)









Industrial Infrastructure Sector

Gas turbine



LNG storage tank (left), LPG storage tank (right)



Stacker-reclaimer for transporting coal





Environment & Recycling Sector



Shipbuilding & Marine Propulsion

System

Offering high value-added vessels and

propulsion systems designed for the better future of the sea

POWEDU

AUTOMATION ZERO EMISSION

Shipbuilding & Marine Propulsi on System

LPG carrier

Shipbuilding

The history of Kawasaki began with the establishment of Kawasaki Tsukiji Shipyard in 1878. Since then, Kawasaki has delivered many first-built-in-Japan vessels. In Japan, our shipyards in Kobe and Sakaide (Kagawa Prefecture) are building LPG and LNG carriers, submarines, and other high value-added vessels. Bulk carriers and large container ships are being built by our Chinese joint ventures in Nantong and Dalian, China. To show our commitment to establishing a decarbonized society, we are also developing large liquefied hydrogen carriers.

As one of the world's leading marine propulsion system integrators, we supply marine propulsion system packages featuring optimally-combined core components. It is our mission to contribute to a safer and more secure marine field and to the conservation and improvement of the global environment.







Large liquefied hydrogen carrier







LNG carrier



Marine Propulsion Systems







Marine gas engine (Kawasaki Green Gas Engine)





Side thruster





Advanced safety berthing support system



2-stroke marine combustion engine equipped with combined low emission system K-ECOS







Continuing to support global manufacturing through the provision of integrated solutions for hydraulic systems



Precision Machinery

Equipped with one of the largest facilities in the hydraulics industry, Kawasaki primarily supplies users around the world with hydraulic equipment such as swing motors and pumps for hydraulic excavators that have the top share of the international market, and a wide range of valves, including control valves. It also offers various kinds of systems and hydraulic apparatus for industrial machinery for forging and iron manufacture, as well as marine hydraulic equipment such as steering gears and deck machinery, all employing advanced hydraulic and control technologies.

With the Nishi-Kobe Works currently serving as the mother factory, we have established footholds in the six regions of Japan, the U.K., the U.S., China, South Korea, and India, and are promoting Kawasaki-brand hydraulic equipment and systems by responding speedily and efficiently to rapid globalization. We constantly engage in the development of new technologies and products, and will continue to support global manufacturing through better quality and the stable supply of products.



Electro-hydraulic steering gear





High-pressure hydrogen regulator



K7VG Series: swash plate type axial

piston pumps



PV Series: pilot control valves









K3VLS Series: load sensing swash plate type axial piston pumps



K7V Series: swash plate type axial piston pumps



M5X-RG Series: swash plate type axial piston motors with reduction gears

From manufacturing to the medical field – Kawasaki robots are creating a bright future for people and society

Robotics

In 1969, Kawasaki was the first to produce and sell industrial robots in Japan, the No. 1 country in the world for robot production. Since then, Kawasaki has contributed as a leading manufacturer to the development of industry in Japan and overseas by delivering spot welding, arc welding, assembling and handling, painting, palletizing, and many other kinds of robots for the automotive, electrical and electronics, and other industries.

We will use the experience and systemengineering technologies we have built up as a pioneer in industrial robots to drive the expansion of new sectors, such as medical and coexistent/collaborative robots, to create a future society of humans and robots.







K series: explosion-proof painting robots







BXP series: large payload robots







Self-propelled robot The TRanbo-7

This robot automates inter-process transfer and other simple tasks with the aim of eliminating labor shortages and improving

productivity at manufacturing sites. It can travel along an 800-mm wide factory passage, automatically switch to low-speed travel, and stop and resume travel. After it is moved to the work area, the stop position of the traveling part can be controlled with the controller's built-in vision to perform the work.



Devanning robot The Vambo



The Vambo is a packaged product that combines the RS080N, a medium-sized general-purpose robot, with an automatic guided vehicle (AGV) to automate the unloading of cases from containers.

By adding AI functions to the K-VStereo, a high-speed, high-precision 3D vision system, it instantly and automatically recognizes the size, any misalignment, and tilt of each case. With our proprietary case take-out hand, it also enables unloading under all conditions, including direct placement of cases and simultaneous take-out of multiple cases of different dimensions.



M series: extra-large payload robots







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Powersports & Engine (Kawasaki Motors, Ltd.)

LEGENDARY

Racing activities



ing Team rider Alex Lowes Round 1 of the 2024 MOTUL FIM ke World Cha Racing course



Kawasaki Racing Team rider Romain Febvre takes 2nd place at the 2023 FIM Motocross the 2023 WaterJet World Grand Prix World Championship Series



Team Kawasaki Jet Ski participates in

In order to promote the healthy development of motor sports, Kawasaki provides opportunities for people to enjoy watching professional riders demonstrate advanced skills or practice their own sports riding. Kawasaki owns an international racing course called AUTOPOLIS in Oita Prefecture, Japan, where we hold two- and four-wheel race events, and where the track operates in cooperation with the local community. AUTOPOLIS is also used as a venue for motorcycle R&D.

Ninja 40 Years Anniversary



KX450



JET SKI ULTRA 310LX



' Model for overseas



TERYX KRX4 1000 Model for overseas



Our unique ability to create products with unrivalled performance is made possible through our vast network of technological expertise drawn from the Kawasaki Group's collective strength. Our development philosophy is to constantly challenge ourselves in delivering the ultimate riding experience, with enough sensory thrills to enrich any rider's life!



FX820V EVO

General-purpose gasoline engines

For more than 60 years, Kawasaki Motors has been supplying high-quality engines, adopting a customer-centric approach along with solid design in development and rigorous testing standards. Our general-purpose gasoline engines are now

found in many types of equipment around the world. In the United States, professional landscapers have immense trust in our engines, resulting in their high share of the market.



Equipped on professional riding mowers



Our products are manufactured to meet rigorous post-production testing requirements

Research &

Creating future value with combined technical capabilities

The Business Divisions and the Corporate Technology Division work together to further strengthen the core competencies of the Business Divisions and promote the application of technological synergies, while developing competitive new products and business to enhance the future corporate value of the Kawasaki Heavy Industries Group.

The Kawasaki Heavy Industries Group promotes further technological development on the outstanding products we have offered the market up to now so that the next generation of products will be even more competitive. Moreover, with the market environment, social issues, and technological innovation changing so quickly, there's a risk that development will not keep us sufficiently competitive if it is merely an extension of

current technology. For that reason, in addition to further strengthening our present core competencies, we are working to predict new values and social issues that will emerge in the future and are actively developing new technologies to respond to these dramatic innovations.

Emergence of new values

the COVID-19 pandemic

creating new solutions focused on resolving societal challenges

Enhancing the competitiveness of our products and businesses to achieve stable growth

Deepening knowledge

Process

engineering



Energy and **Environmental Solutions**

2030

2025

Digital

transformation

Near-Future Mobility

with the objective of addressing societal challenges set forth in Group Vision 2030: "A Safe and Secure Remotely-Connected Society," "Near-Future Mobility," and "Energy and Environmental Solutions," and providing new customer value. To this end, Kawasaki promotes the cultivation and enhancement of the fundamental technologies that form the source of new value creation for customers. In addition, the Business Divisions and Kawasaki Corporate Technology Division cooperate to use the latest digital technologies such as ICT/IoT and AI in order to create new businesses in the service segment, such as product maintenance, and increase profitability; innovate manufacturing by forming a network of production facilities between factories and across the value chain; and create new business models by upgrading business processes across the supply chain. With our focus fixed on the realization of hydrogen-based societies in which hydrogen is proactively utilized, as detailed in the Basic Energy Plan of Japan, we are working together with government agencies and related companies, both in Japan and overseas, to develop technology for the early establishment of a hydrogen supply chain from production to transportation, storage, and usage (see Kawasaki Hydrogen Road, pp. 7-8).

Recombining and strengthening fundamental technology for the future strengthening the developme nt of engineering human resources Intellectual property and standards

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Developing technologies for our "next new product" and "future new products"

World markets are becoming more volatile and dynamic as societal demands for environmental conservation and a stable supply of energy increase worldwide, and radical market fluctuations are seen in resource-rich countries, resulting in rapid changes in the marketing environment. In response to this dynamism, the Kawasaki Group is developing technologies to achieve our "next new product" as well as "future new products" that will support the lives of the people of the next generation, based on our forecasts for societal needs. These include a variety of products for wide-ranging sectors for which the Business Divisions will work closely with the

Corporate Technology Division of the Head Office:

• "Land and air transport systems," such as commercial aircraft, engines, and rail car products;

• "Energy & marine engineering products," represented by gas turbines, gas engines, and other energy and plant engineering products that respond to the diverse needs of different geographical regions, and propulsion and other ship and marine products;

• "Motion control & motor vehicle products," which include those used for infrastructure development and investment in production facilities in resource rich countries; precision machinery such as hydraulic equipment and industrial robots which are designed with labor-saving features; and motorcycles.

Furthermore, we are committed to supporting product development initiatives in the Business Divisions through process engineering. This includes resolving product development issues in their early stages, incorporating added value in products at the design stage, and increasing product value by proactively applying advanced production and manufacturing technologies beginning at the design stage.

Technological development focused on resolving societal challenges and supplying products with high customer value

The Kawasaki Group is implementing "solution innovation"

Domestic Production and Sales Bases

Responding to customer needs from across the country with an extensive network

Kawasaki has two headquarters, one in Tokyo and the other in Kobe. Our technology development operations are concentrated at the Akashi Works (Akashi City, Hyogo Prefecture), and our products for the land, sea, and air are manufactured in factories located in the western and central regions, and other areas in Japan. Also, our sales offices are located all across the country, from Hokkaido to Okinawa.



NICHIJO CORPORATION, Akebono Plant/Inaho Plant (Sapporo) •Area: 50.000 m² •Products: Snowplows, heavy goods vehicles, and others.



•Products: Aircraft engines, motorcycles, robots, and gas turbines (for marine vessels

and industrial applications)

Products: Shield machine, LNG storage tank, rolling stock, marine machinery, and others

others

•Area: 445,000 m²





Tokyo Head Office Kawasaki Railcar Manufacturing Co., Ltd., Tokyo Head Office Kawasaki Motors, Ltd., Tokyo Office

NIPPI Corporation, Yokohama Plant •Products: Aircraft, space equipment

NIPPI Corporation, Atsugi Plant (Atsugi, Kanagawa Prefecture) •Functions: Aircraft maintenance and refurbishing

(Kakogawa, Hyogo Prefecture) •Area: 51,000 m² •Products: Engine parts for motorcycles and



(Akashi, Hyogo Prefecture) •Area: 36,400 m² •Products: Hydraulic presses, steering gears for marine vessels, and other hydraulic equipment/hydraulic systems

Overseas Production Bases

A global network for dispatching a diverse range of products to the global market

The Kawasaki Group manufactures various products overseas and markets them around the globe through an extensive global network. These products include motorcycles, rolling stock, hydraulic equipment, robots, general-purpose gasoline engines, ships, and marine machinery.

In 2002, Kawasaki set up a rolling stock production base in Lincoln, Nebraska, U.S. that is capable of handling the entire production process, from train car body fabrication through final assembly. In recent years, we have also constructed production bases for marine and hydraulic machinery in China and India.

Much earlier, in 1975, Kawasaki became the first Japanese company in the motorcycle/auto industry to commence production in the U.S. It continues to exhibit the same pioneering spirit as it pursues overseas operations in other segments.

Kawasaki Precision Machinery

•Products: Hydraulic pumps and motors, other hydraulic equipment

(U.K.) Limited (Plymouth, U.K.)

•Area: 68,800 m²



1



Wipro Kawasaki Precision Machinery Pvt. Ltd. (Bangalore, India) •Area: 20,843 m² •Products: Hydraulic pumps and motors





Kawasaki Motors Enterprise (Thailand) Co., Ltd. (Rayong Thailand) •Area: 150.000 m² Products: Motorcycles



∎3

2

PT. Kawasaki Motor Indonesia (Bekasi, Indonesia) •Area: 150,000 m² •Products: Motorcycles



15

8 11 12

6

10

23 14

16

13

4

Kawasaki Motors (Phils.) Corporation (Manila Philippines) •Area: 24.000 m² Products: Motorcycles



Kawasaki Motors Manufacturing Corp., U.S.A., Lincoln Plant (Lincoln, Nebraska, U.S.A.) •Area: 1,356,000 m² Products: Off-road four-wheeled vehicles (Side×Side and ATV), rolling stock, and aircraft components



Kawasaki Motors Manufacturing Corp., U.S.A., Maryville Plant (Maryville, Missouri, U.S.A.) •Area: 460,000 m² Products: General-purpose gasoline engines



Kawasaki (Chongqing) Robotics Engineering Co., Ltd. (Chongqing, China) •Area: 20.000 m² Products: Dual-arm SCARA robots

Wuhan Kawasaki Marine Machinery Co., Ltd. (Wuhan, China) •Area: 20,000 m² •Products: Marine propulsion devices (side thrusters)



Kawasaki Precision Machinery (Suzhou) Ltd. (Suzhou, China) •Area: 91,773 m² •Products: Hydraulic pumps, motors, valves, and other hydraulic equipment

Anhui Conch Kawasaki Equipment Manufacturing Co., Ltd. (Wuhu, China) •Area: 327.000 m² Products: Cement plant design manufacturing and sales, maintenance after-sales service, spare parts supply

11



Kawasaki Chunhui Precision Machinery (Zhejiang) Ltd. (Zhejiang, China) •Area: 22.270 m² Products: Hydraulic pumps and motors.



Nantong COSCO KHI Ship Engineering Co., Ltd. (Nantong, China) •Area: 930.000 m² Products: Ships



Changzhou Kawasaki Engine Co., Ltd. (Changzhou, China) •Area: 12.281 m² Products: General-purpose gasoline engine



Dalian COSCO KHI Ship Engineering Co., Ltd. (Dalian, China) •Area: 1.910.000 m² Products: Ships

Flutek, Ltd. •Area: 59,069 m²





Kawasaki Motors Manufacturing Corp., U.S.A., Boonville Plant (Boonville, Missouri, U.S.A.) •Area: 25,016 m² •Products: General-purpose gasoline engines



Kawasaki Precision Machinery (USA), Inc. (Grand Rapids, Michigan, U.S.A.) •Area: 6,600 m² •Products: Hydraulic pumps



Anhui Conch Kawasaki Energy **Conservation Equipment** Manufacturing Co., Ltd. (Wuhu, China) •Area: 140,000 m²

Products: Waste heat recovery power plants for cement plant boilers, CK mills, etc.



Kawasaki Rail Car, Inc. (Yonkers, New York, U.S.A.) •Area: 32,000 m² Products: Rolling stock







Kawasaki Motores de México S.A. de C.V. (Nuevo León, Mexico)

 Products: Off-road four-wheeled vehicles (Side×Side), personal watercraft Jet Ski



Kawasaki Motores do Brasil Ltda. (Manaus, Brazil) •Area: 13,000 m² Products: Motorcycles





(Changwon/Uiryeong/Haman, Korea)

•Products: Hydraulic pumps and motors, marine steering gears, marine deck machinery, and other hydraulic equipment



Kawasaki Robotics (Kunshan) Co., Ltd. (Kunshan, China) •Area: 14,169 m² •Products: Industrial robots

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We will expand the circle of contribution that links to society and the future

The Kawasaki Group aims to realize through business activities a sustainable society in keeping with our Group mission, "Kawasaki, working as one for the good of the planet (Enriching lifestyles and helping safeguard our environment - 'Global Kawasaki')." We are also actively aware of global social issues. As such, we are contributing to the Sustainable Development Goals (SDGs) adopted by the United Nations through Group synergy and innovation.

Kawasaki also promotes activities focused on sustainability to meet stakeholder expectations and remain an enterprise trusted by society.

We undertake a range of social contribution activities taking advantage of our strengths and the capabilities of each of our employees. Here, our focus is on contributing to the sustaining and development of local communities, supporting the next generation who will lead future technologies, and contributing to the conservation of the environment.

DEVELOPMENT GMALS					
1 POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 EDUCATION	5 EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 ECCNT WORK AND ECONOMIC GROWTH	9 NOUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 climate	14 BELOW WATER	15 UPE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	

SUSTAINABLE C MAL



カワサキワールド



Kawasaki Good Times World is the corporate museum of the Kawasaki Group in Kobe. The museum aims to let people experience the wonders of technology and appreciate the importance of manufacturing by interacting with our products in fun and informative ways.



built on our commitment to "change as we move forward" and to "stay a step ahead of our rapidly-changing society," through which we aspire to continue providing products that contribute to society.

"Changing forward" is our corporate slogan,



facebook

This is the Kawasaki Group's official Facebook page, featuring news, event information, and other related topics.



Corporate Data

Founded: 1878

Incorporated: 1896

Paid-in Capital: ¥104,484 million (as of March 31, 2024)

Number of Employees: 39,689 (consolidated) (as of March 31, 2024)

Consolidated Net Sales: ¥1,849.2 billion (as of March 31, 2024)

Number of Consolidated Subsidiaries: 105 (as of March 31, 2024)

The following are trademarks or registered trademarks of Kawasaki Heavy Industries, Ltd. and/or Kawasaki Motors, Ltd. in Japan, the United States, and/or other countries: The "MAG TURBO" logo, the "GREEN" logo, "duAro," the "duAro" logo, the "Ninia" logo, "RIDGE." the "ZX" logo, the "KX" logo, ELIMINATOR, "JET SKi," the "JET SKi" logo the "MULE" logo, "TERYX,"

MAGTUrbo GREEN dufiro Ninia ZX KX MULE "hinotori" is a registered trademark of Medicaroid Corporation

Continuing social contribution in various fields



Handicraft and experiment courses supporting the next generation

The Kawasaki Heavy Industries Group holds handicraft and experiment courses based on our products in various locations to build children's interest in science and manufacturing.

Employees serve as coaches at the courses. Under such keywords as learning, making, having fun, and ingenuity, these courses are designed to enable children to learn scientific knowledge relating to our products while having fun. Kawasaki's hope is to show the next generation the wonder of technology and the importance of manufacturing so that these young people will create the technologies of the future.



🗲 Kawasaki

Official Partnership Agreement Reached with the National Museum of Western Art

In March 2023, Kawasaki concluded an official partnership agreement with the National Museum of Western Art, which houses a significant number of art works of the "Matsukata Collection," collected by the first president of Kawasaki Dockyard Co., Ltd. (now Kawasaki Heavy Industries). Through this partnership, both parties aim to provide more

opportunities for the public to experience art, thereby realizing a society enriched by the power of art.

Kawasaki Robostage



回流線回 Kawasaki Robostage is a showroom in Odaiba, Tokyo, showcasing Kawasaki's cutting-edge robotics technologies and know-how. Touch and experience our latest

"Future Lab HANEDA" is a hub

for open-innovation-based

development of robotics

products and services at

HANEDA INNOVATION CITY,

products at Robostage, which epitomize the realization of human-robot coexistence and collaboration.

located adjacent to Haneda Airport. The Lab

is comprised of "YouComeLab," which

provides cutting-edge robots for startups

and research institutes to use in testing

products, and "AI_SCAPE," a space for

experimental demonstrations with the

objective of having robots perform all café

operations, including cooking and serving.

Future Lab HANEDA

ANSWERS

"ANSWERS" is an online media platform designed to present in an easy-to-understand manner the Kawasaki Group's technologies, and its efforts to solve social problems.



YouTube Kawasaki Group Cha Group Channel

This is an official channel to introduce the Kawasaki Heavy Industries Group's business and products, and its efforts to solve social problems.



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