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# President Hashimoto's Opening Ceremony Remarks

Good afternoon, distinguished guests.
Thank you very much for joining us today.
My name is Yasuhiko Hashimoto, President and CEO of Kawasaki Heavy Industries.

It is my great pleasure to launch Kawasaki Physical AI Center here in San Jose.

You are all leaders who turn new technology into real-world solutions.
That is why today, I would like to talk about why Kawasaki speaks about Physical AI.

First, let me introduce Kawaski's challenges and achievements.
For a long period of 130 years, we have continued to challenge how to support people, industry, and society in the real world.

These are places where failure is not an option, and where safety and reliability come first.
In these environments, Kawasaki has designed real hardware, installed it on site, and supported long-term operation and maintenance.

Through this process, we have earned the trust of our customers and built strong positions in multiple industries.
But more importantly, we have accumulated a unique set of assets such as on-site know-how and data.

Kawasaki has very few positions in the world to have the following 3 elements.

- Real hardware as a physical body
- Control technology and safety philosophy refined on site
- Customers using our systems every day

Next, I would like to talk about our experience in robotics.

We designed robots and tailored to customer requirements and real-world constraints.
After deployment, we continue improving the system while staying close to human work and actual operations.
This cycle of design, deployment, operation, and improvement has been repeated many times.You can see our achievements and initiatives for the future.

In these initiatives, we introduced remote operations to convert skilled human work into data for AI applications.
We also developed our own simulators initially, then we're using cutting edge simulators

such as Industrial Metaverse.

All these experiences are part of what makes Kawasaki “Physical AI Ready.”

For us, Physical AI was NOT just a trend.
It is a natural extension of our long journey to create value in the physical world.

We are taking the challenge of turning this "next stage" into the world, rather than just a concept.

Here in Silicon Valley, Kawasaki has built trust and results through semiconductor robotics businesses for 25 years.
By leveraging this foundation, we are launching the Physical AI Center as a hub for practical implementation of Physical AI.

Our goal is NOT research only. And NOT demonstrations only.
We design, test, verify, and improve with real machines.
Through fast and repeated prototyping, we aim to bring Physical AI to a level where it truly works on site.

And this process does NOT end within Kawasaki.
At this Center, partners from AI, semiconductors, software, academia, and those who understand real customer challenges come together.

We would like to make this place a starting point for global partnerships.
Then, we build a new industry utilization of Physical AI beyond robotics.

There is one more important role for this Center.
It is the frontline of commercialization facing the North American market and customers.
We do not separate development and market, or technology and business.
We move them forward together, in the same place, at the same time.
This speed is exactly why Silicon Valley matters to us.

At the Physical AI Center, the first domain we will tackle is healthcare and elder care.
Aging society and labor shortages are serious not only for Japan.
They are global challenges.

In medical and care sites, many tasks that rely heavily on human judgment and operation are reaching their limits.
What is required now is NOT technology that replaces people.
What is needed is Physical AI that supports human judgment and action — safely, efficiently, and with a sense of trust.

In this field, Kawasaki is working on a new concept as “hospital one-stop solution.”

We would provide support for the entire in-hospital experience such as arrival at the hospital, examination, diagnosis, treatment, surgery, and post-care with AI and robotics.

Here, what matters is NOT technological advancement alone.
Being accepted on site, being used continuously, improving the quality of healthcare.
This achievement should be “social implementation”.

And our challenge does not stop with healthcare.

In semiconductor manufacturing and automotive fields, we are advancing industrial social robots that work collaboratively with people on site.
In addition, with CORLEO, a new robot-based mobility for entertainment and activity industries, efforts have already begun to create new markets and social implementation.

Across all these domains, we would like to work together with everyone here, applying Physical AI and moving it into real-world implementation.
The Physical AI Center would be started by healthcare, and expanded knowledge and experience into industry, mobility, and new forms of value.

Everyone here today is a partner in shaping the future with Physical AI.
With Kawasaki, Physical AI can be implemented in society.

“Let’s move Physical AI into the real world — together.”

Thank you very much.