

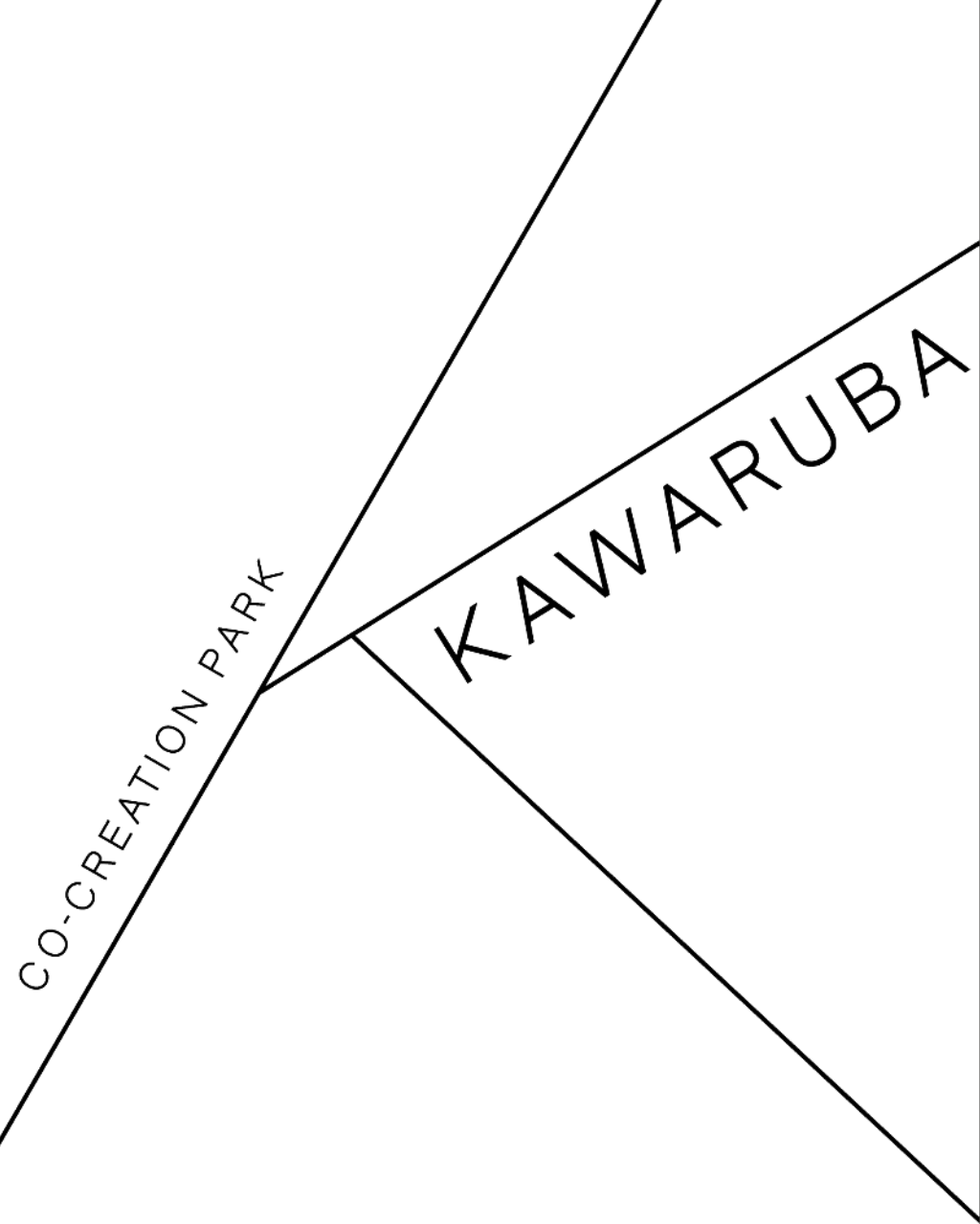
# Group Vision 2030 Progress Report Meeting

October 6, 2026

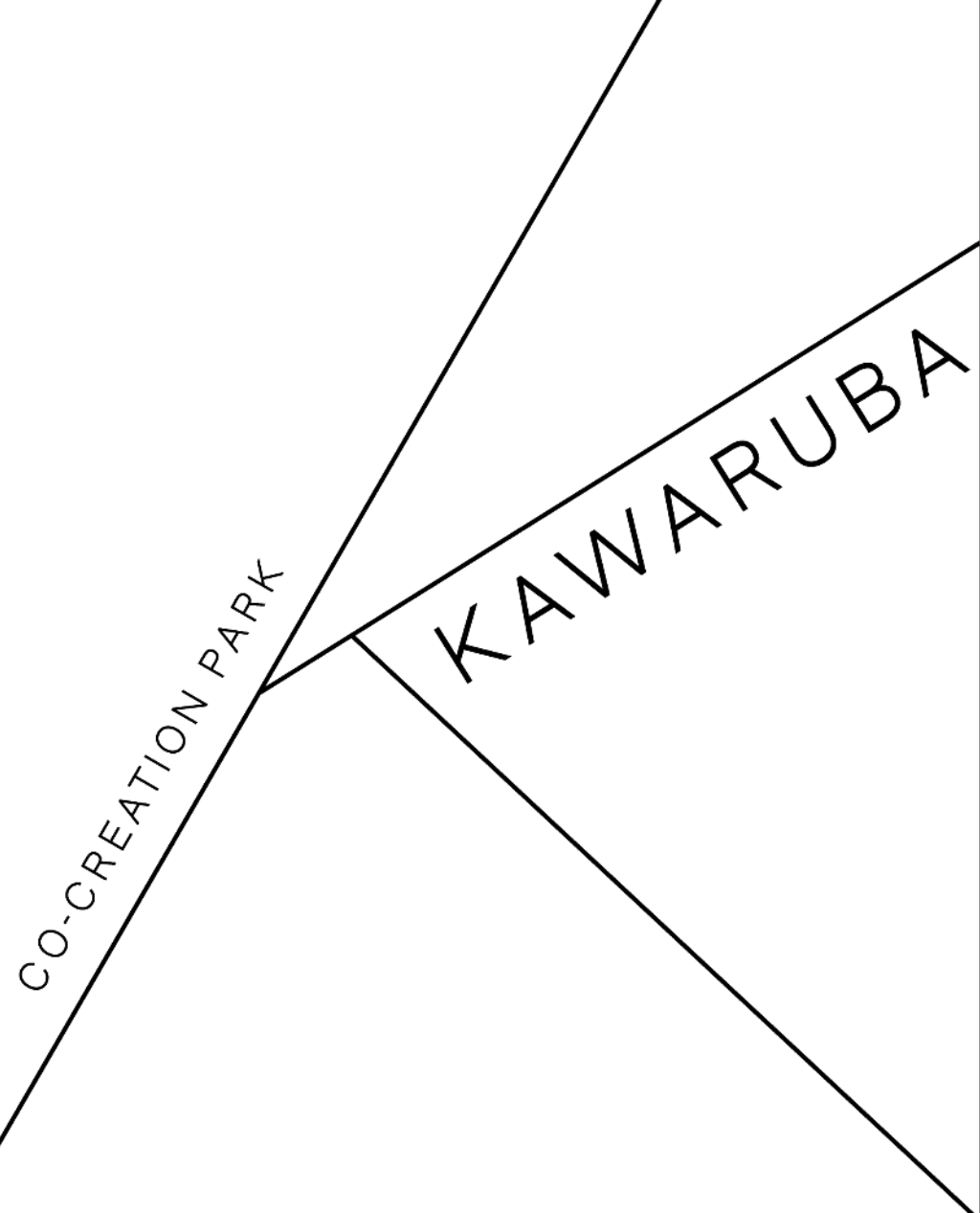
**Kawasaki Heavy Industries, Ltd.**

Yasuhiko Hashimoto  
Representative Director  
President and CEO





- ① Company-wide Investment Priorities
- ② Defense
- ③ Energy
- ④ Physical AI

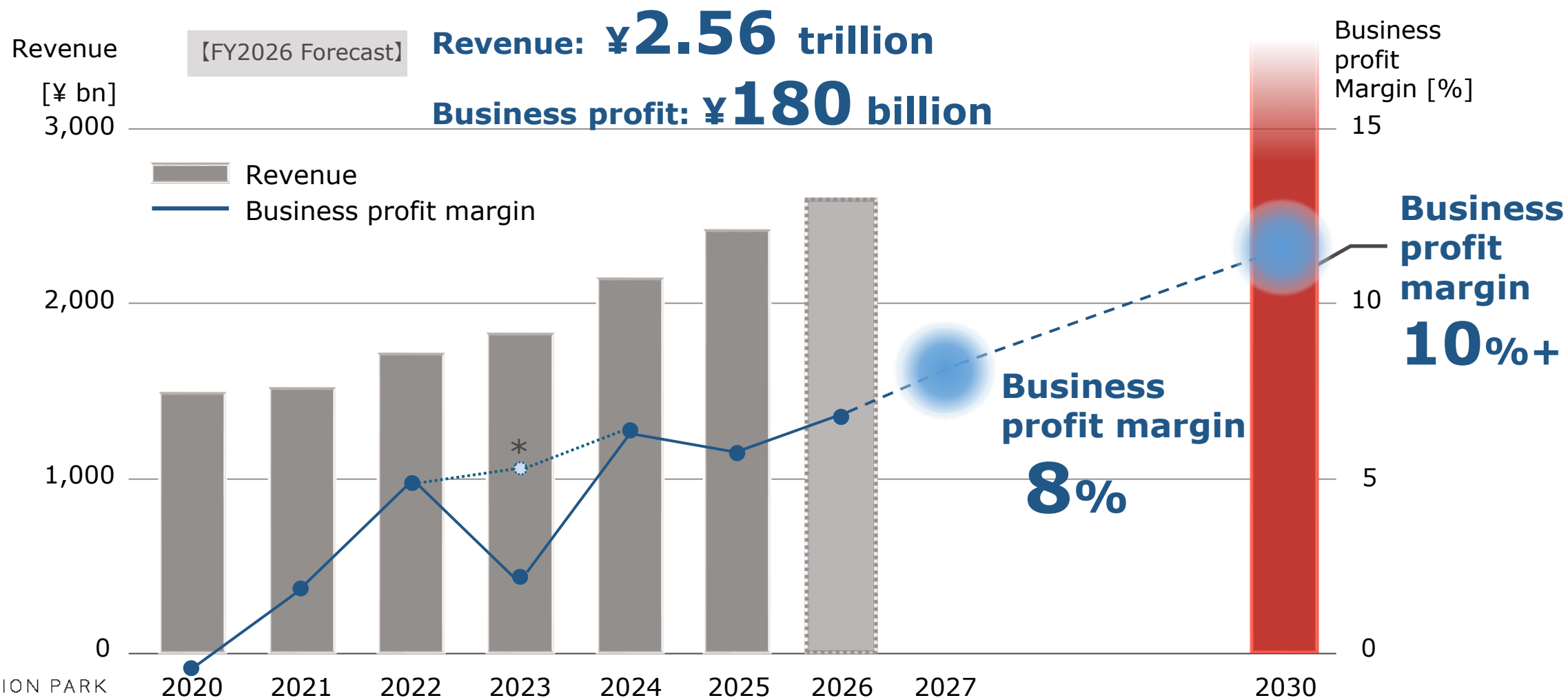


- A Safe and Secure Remotely-Connected Society
- Advanced Smart Mobility
- Energy & Environmental Solutions

- ① Company-wide Investment Priorities
- ② Defense
- ③ Energy
- ④ Physical AI

# Three Years of Record Growth

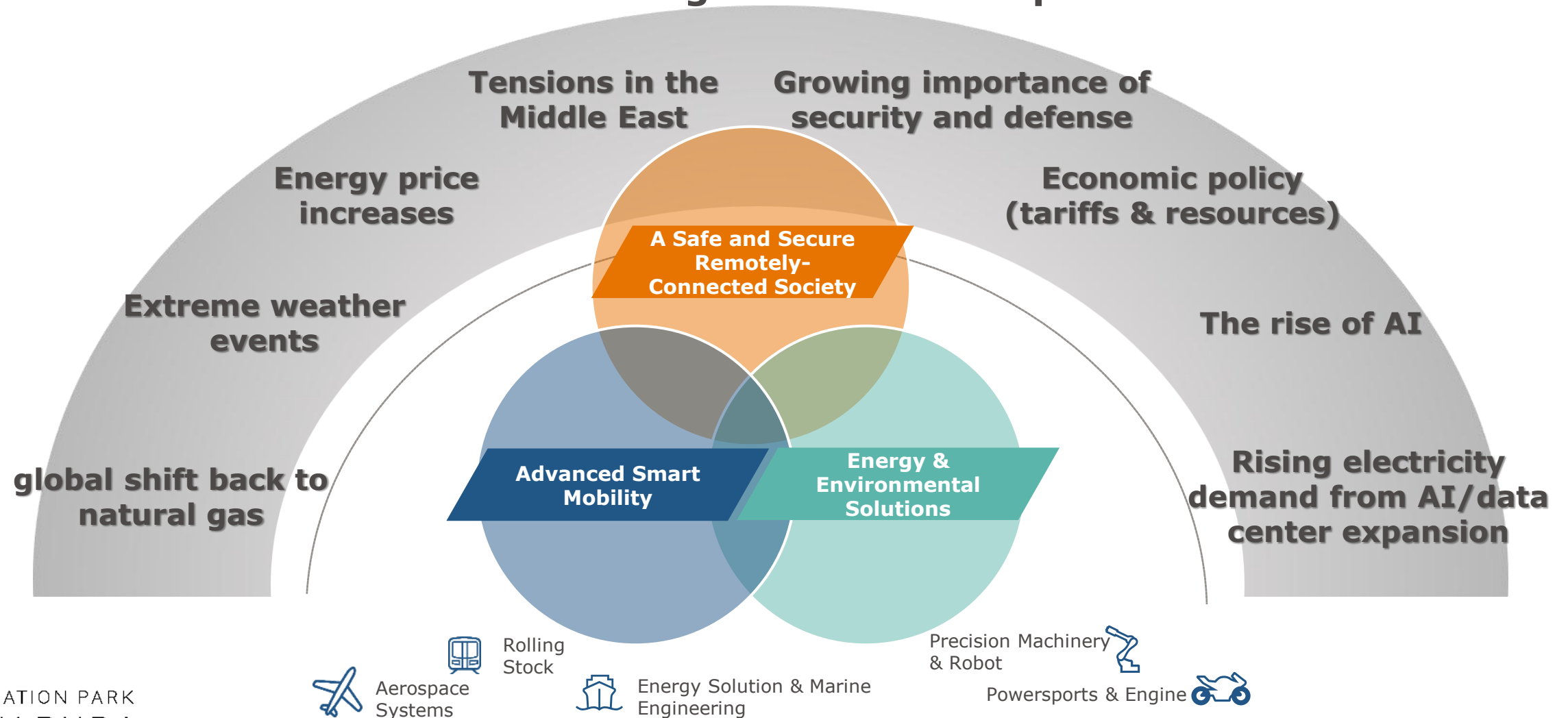
- Record revenue and business profit in both FY2024 and FY2025, with new records expected in FY2026



\*: Business profit margin excluding one-time losses related to PW1100G-JM engine 4

# Changes in the Business Environment

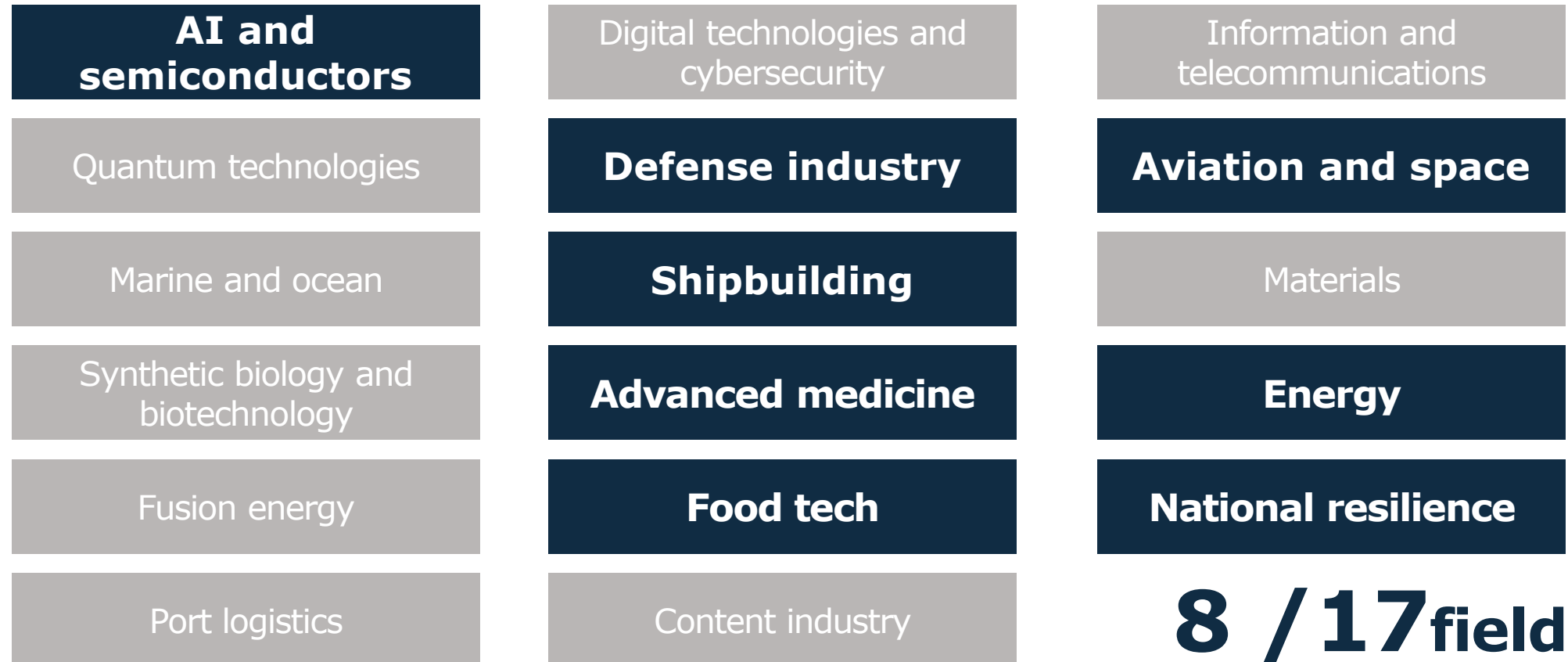
- Six years after establishing three focus fields under Group Vision 2030, our business environment has grown more complex



# Well positioned in Japan's 17 strategic fields

- We cover **8 of Japan's 17 strategic fields**, set in light of recent social conditions
- **Aligning with national policy** to drive **further growth**

## Japan's 17 strategic fields



**8 / 17** fields

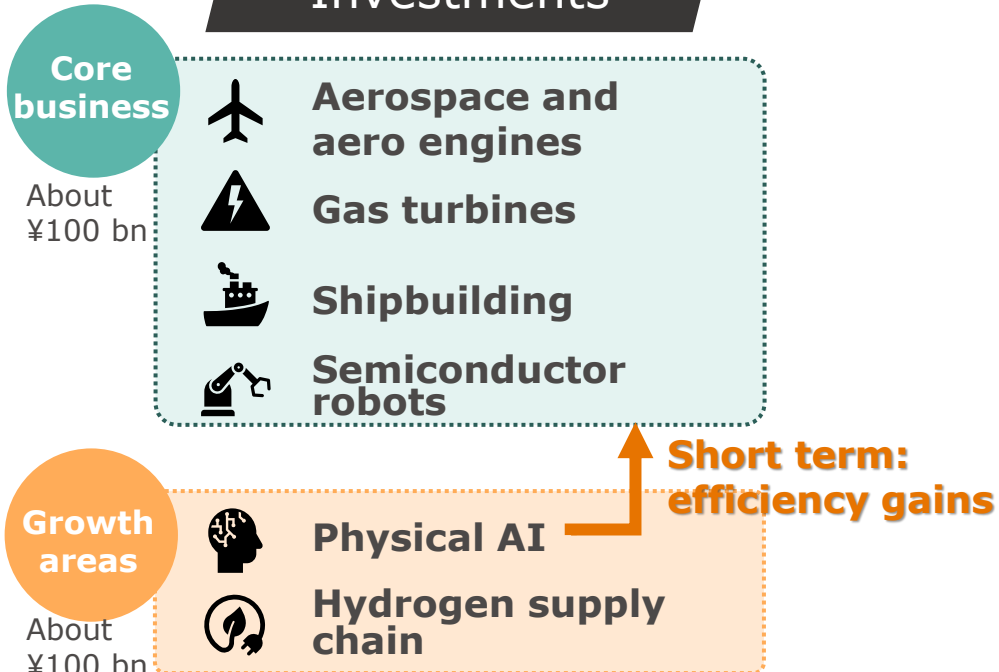
# Raising capital to fund growth while keeping finances sound

To further accelerate growth, riding the tailwind of changing social conditions and issues, we raised about **¥200 billion** in July 2026 (public offering: about ¥100 billion; CBs\*: about ¥100 billion)

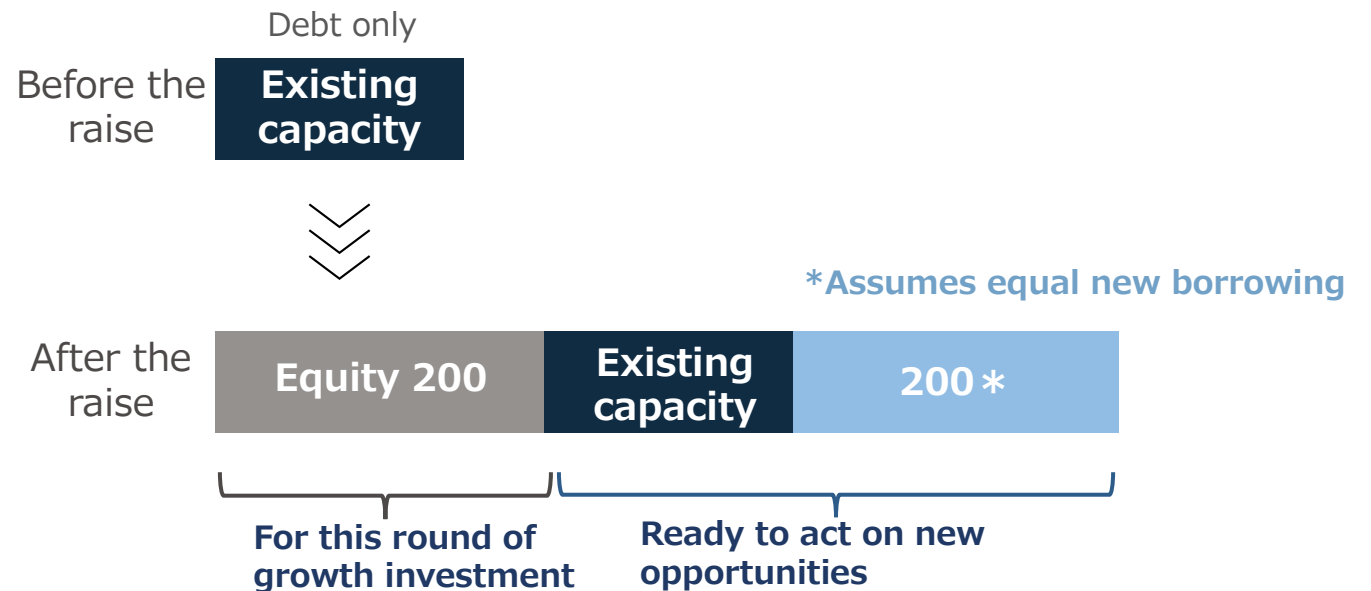
- ✓ **Strengthen core businesses** and **invest in mid-to-long term growth areas**
- ✓ **Expand investment capacity while keeping net D/E ratio around 50%**

\* Convertible bonds

## Investments

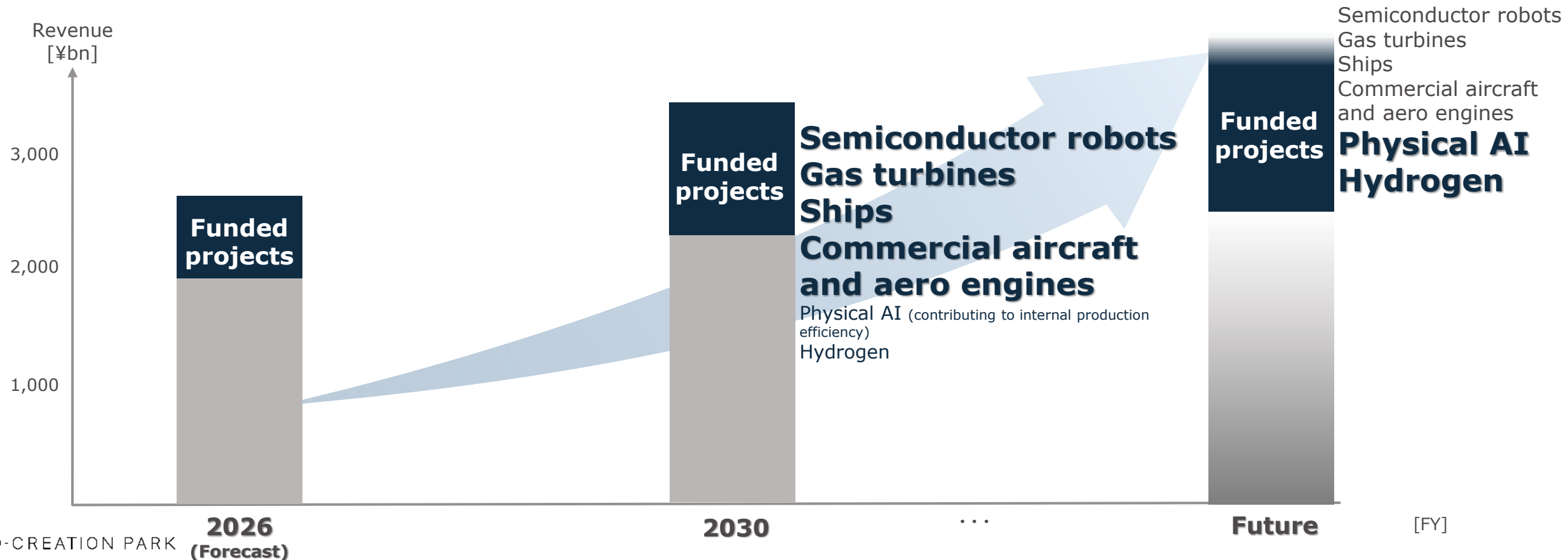


## Investment capacity



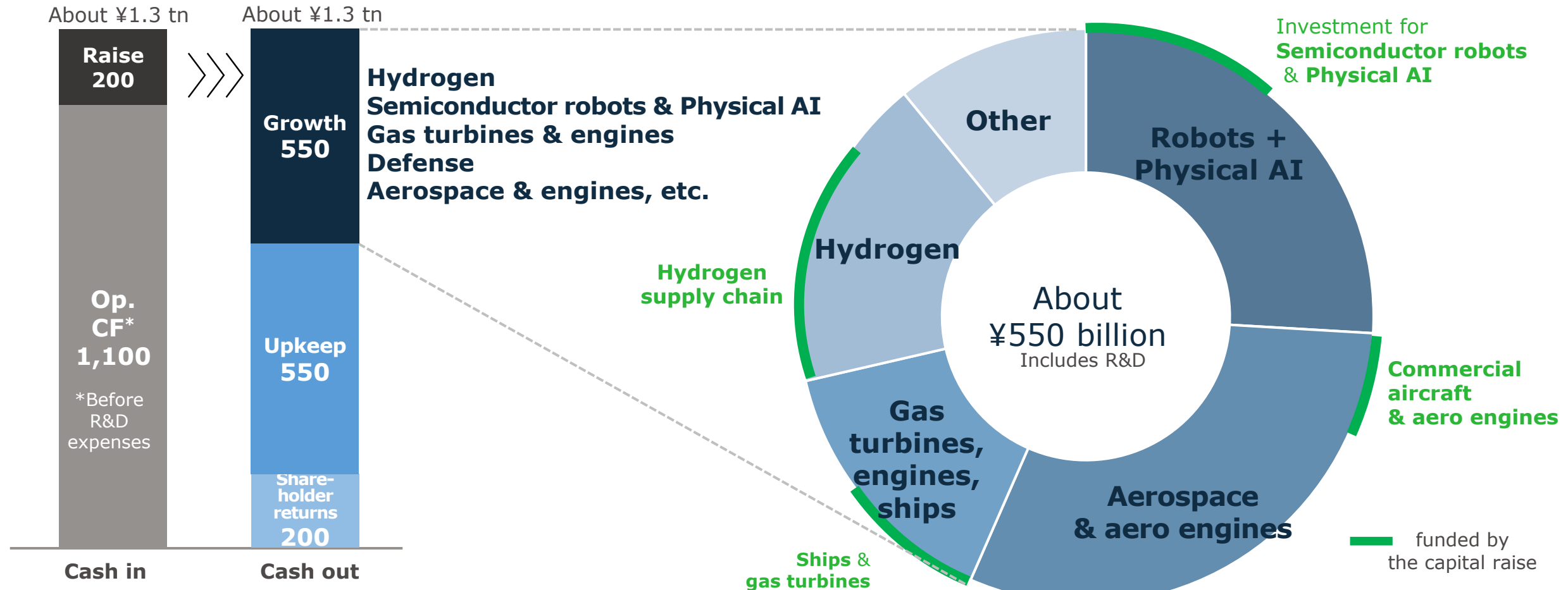
# Growth of businesses funded by the capital raise

- Returns should start to show around 2028
- Short term: higher robot and gas turbine output lifting sales, and physical AI raising productivity across our manufacturing processes  
 Long term: hydrogen and physical AI should deliver the largest returns



# Cash allocation (FY2027-FY2030)

FY2027 to FY2030: investing in **core businesses** that are highly profitable today with **strong growth ahead**, and in **new growth businesses** with major long-term growth **potential**, funded by our capital raise

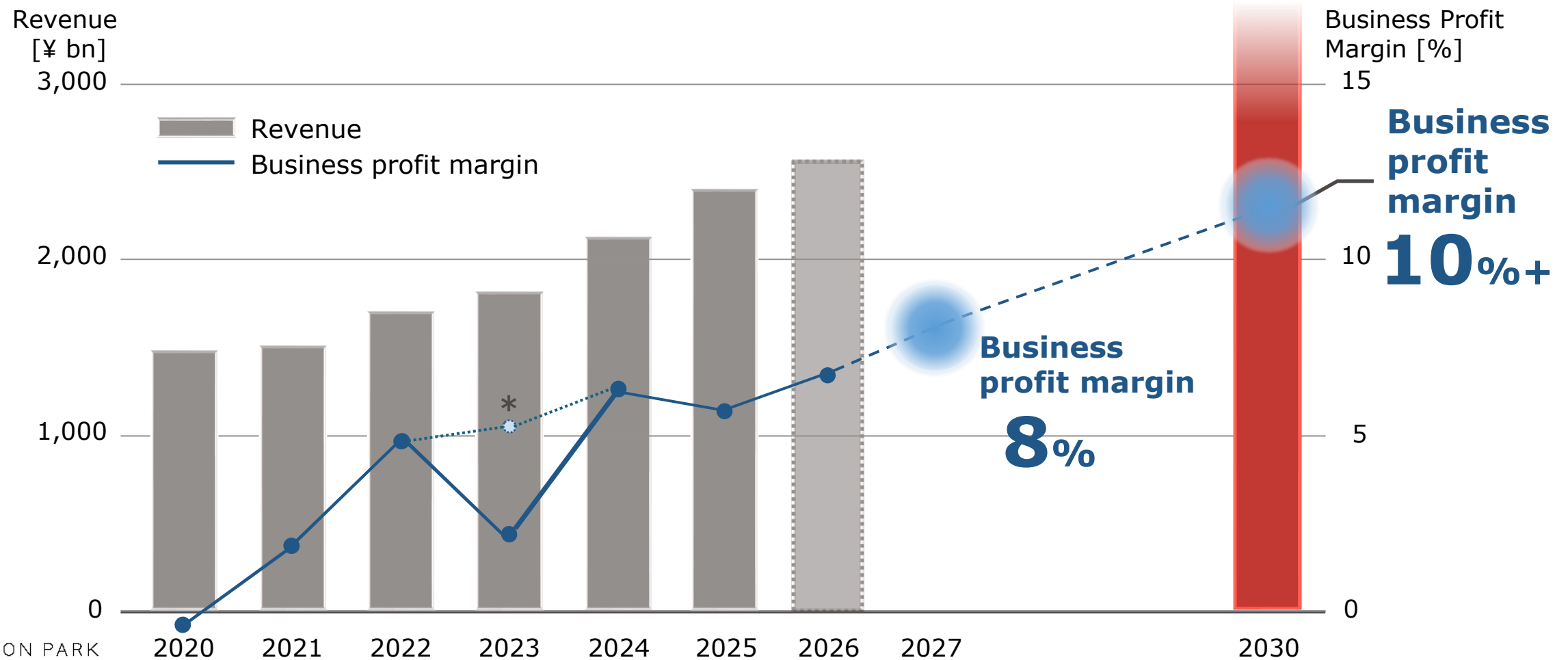


\*Subsidies for defense, shipbuilding, etc. are excluded from Cash out

# Business Plan Update Toward 2030

Investing early and decisively, backed by our capital raise

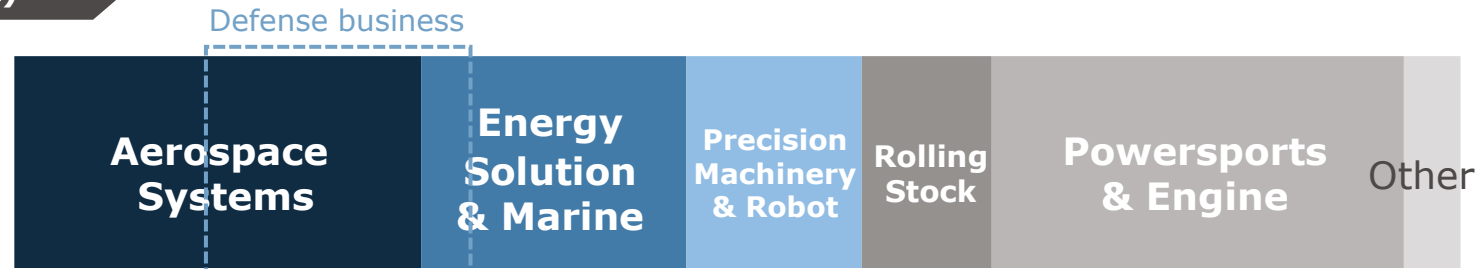
**FY2030: revenue ¥3.3 tn+, business profit ¥330 bn+ (margin 10%+)**



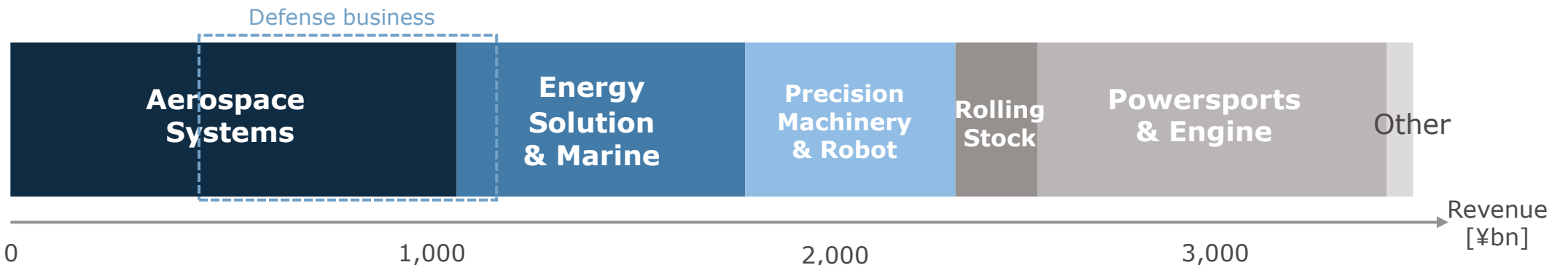
# Revenue by segment

By FY2030, Aerospace Systems, Energy Solution & Marine, and Precision Machinery & Robot will account for a larger share of revenue

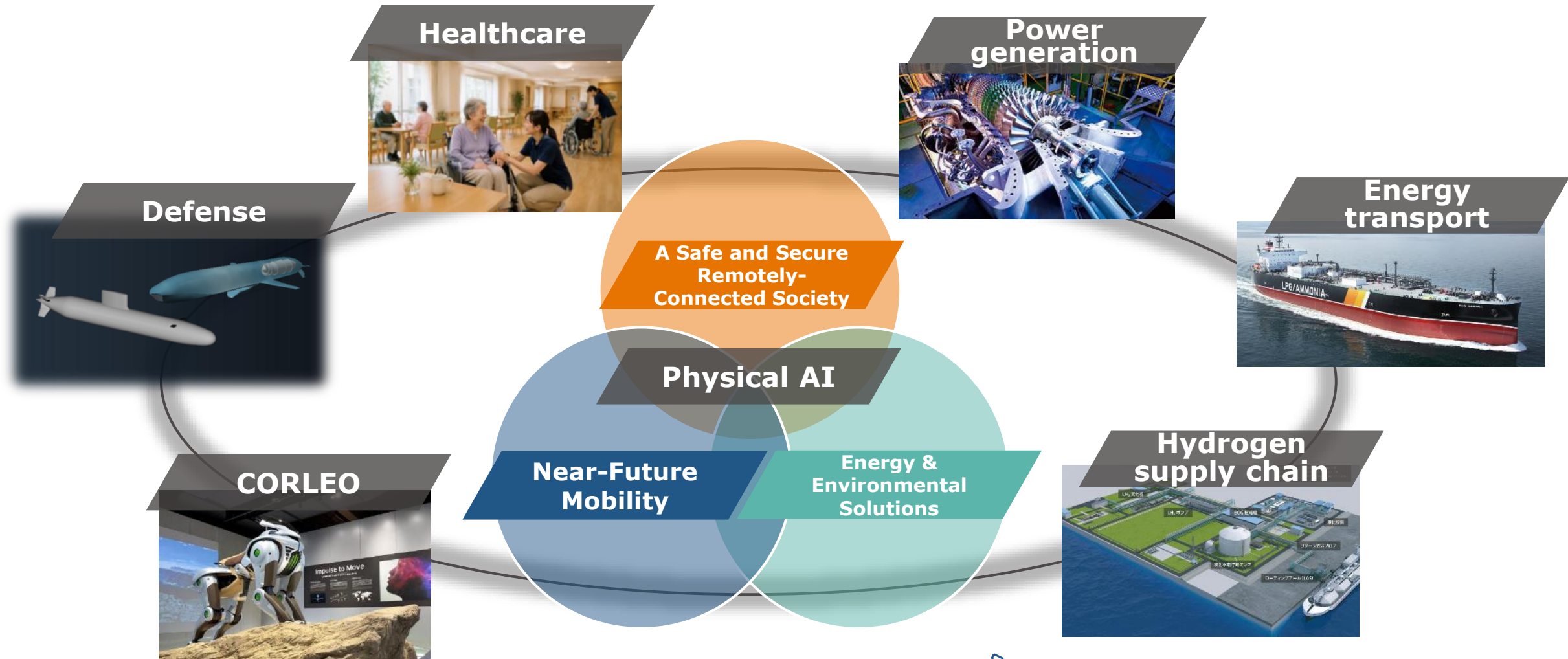
## FY2026 Revenue (Forecast)



## FY2030 Revenue (Illustrative)



# Faster Solutions for a Faster-changing Society



Rolling Stock



Energy Solution & Marine Engineering

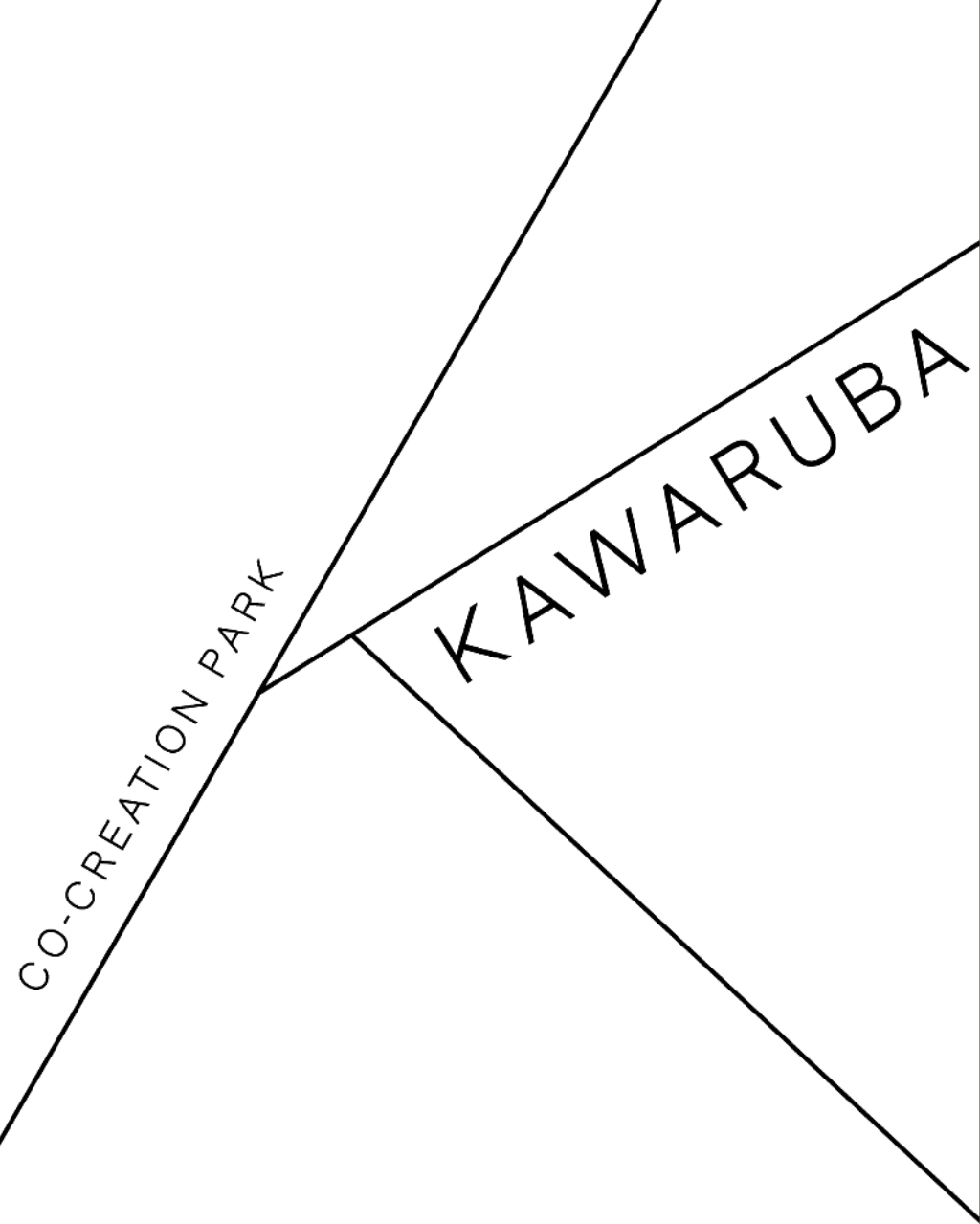
Precision Machinery & Robot



Powersports & Engine



Aerospace Systems



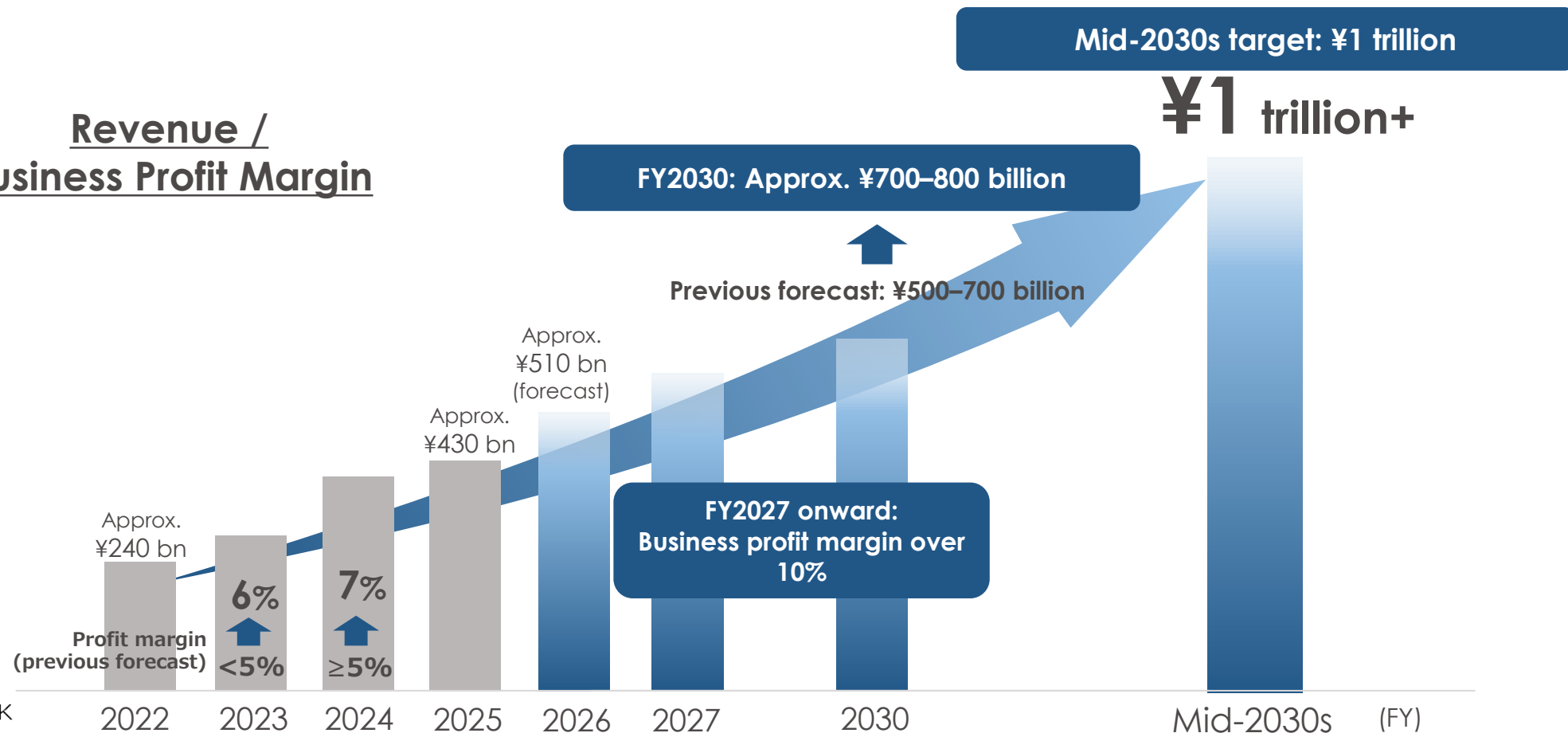
- ① Company-wide Investment Priorities
- ② Defense
- ③ Energy
- ④ Physical AI

# Defense Business: Progress and Further Growth

- Driven by Japan's increased defense spending, FY2030 revenue forecast **revised upward to approx. ¥700–800 billion**
- Aiming for **revenue of over ¥1 trillion in the mid-2030s** through initiatives responding to “new ways of warfare”
- Defense business profit margin expected to **exceed 10% from FY2027 onward**, owing to contract system revisions of MOD\*, etc.

\*MOD: Ministry of Defense

## Revenue / Business Profit Margin



# Achievements of Existing Programs

## SOJ

(Stand-off electronic warfare aircraft)



**June 2026: First aircraft delivered**



Moving toward  
**production & upgrades**

## New SSM

(New anti-ship missile for the defense of remote islands)



**2025: Successful launch test**

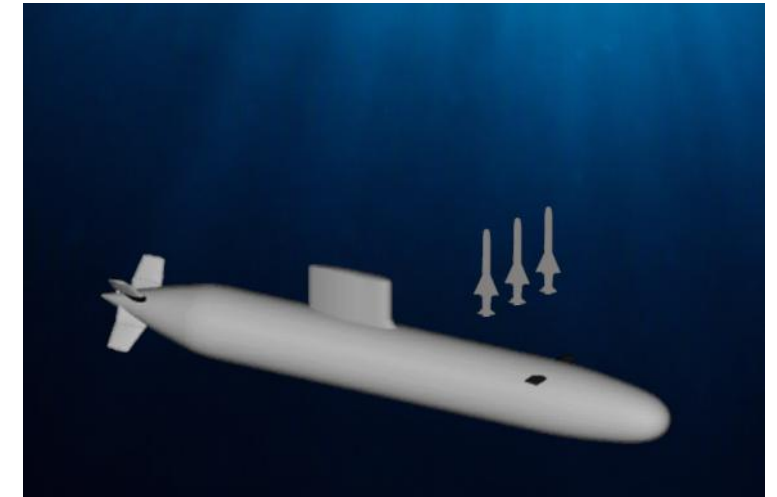


Moving toward  
**next-generation SSM**

## Stand-off Defense Capabilities



**FY2025: Research prototype contracts awarded**



Building up  
**technical data**

# Japan's Defense Budget Outlook

- **Strengthening response to “new ways of warfare”:** focus on unmanned defense capabilities, AI, etc.

## MOD budget categories



Approx. ¥43.5 trillion

## Changes in the security environment

-  Rapid proliferation of AI and unmanned aircraft
-  Deepening military ties among countries in the region
-  Expanding military activities by neighboring countries in the Pacific
-  Changes in allies' security policies

## ■ New three pillars and nine priority items

- ① Adapting to “new ways of warfare”**  
AI / unmanned assets / stand-off / integrated air and missile defense / space / cyber
- ② Sustained response capabilities**  
Defense of the Pacific and sea lanes
- ③ Foundation of defense capabilities**  
Defense production and technology base / Human resource base

**Current DBP\***  
FY2023-2027

**Next DBP**  
FY2027-2031

**DBP after next**  
FY2032-2036

\*DBP: Defense Buildup Program

# Our Initiatives for “New Ways of Warfare”

## Current technologies and expertise



## Key initiatives

### Advancing AI technologies



UUVs

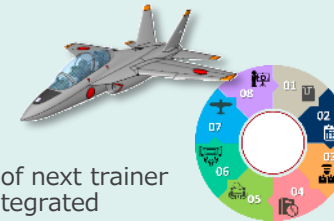


Decision-making and image processing



Higher intelligence via edge AI

### Training system development



Development of next trainer aircraft and integrated training system

### Collaboration with startups



Research on edge AI computing devices

### Partnerships with overseas companies



### In-house development of KJ engines



## [Investment in foundations]

## Systems and equipment to realize “new ways of warfare”

### ① Manned-unmanned teaming



### ② Autonomous collaborative systems



### ③ Integrated education & training



### ④ KJ engines



**AI・DE**

Artificial Intelligence Digital Engineering

**R&D**

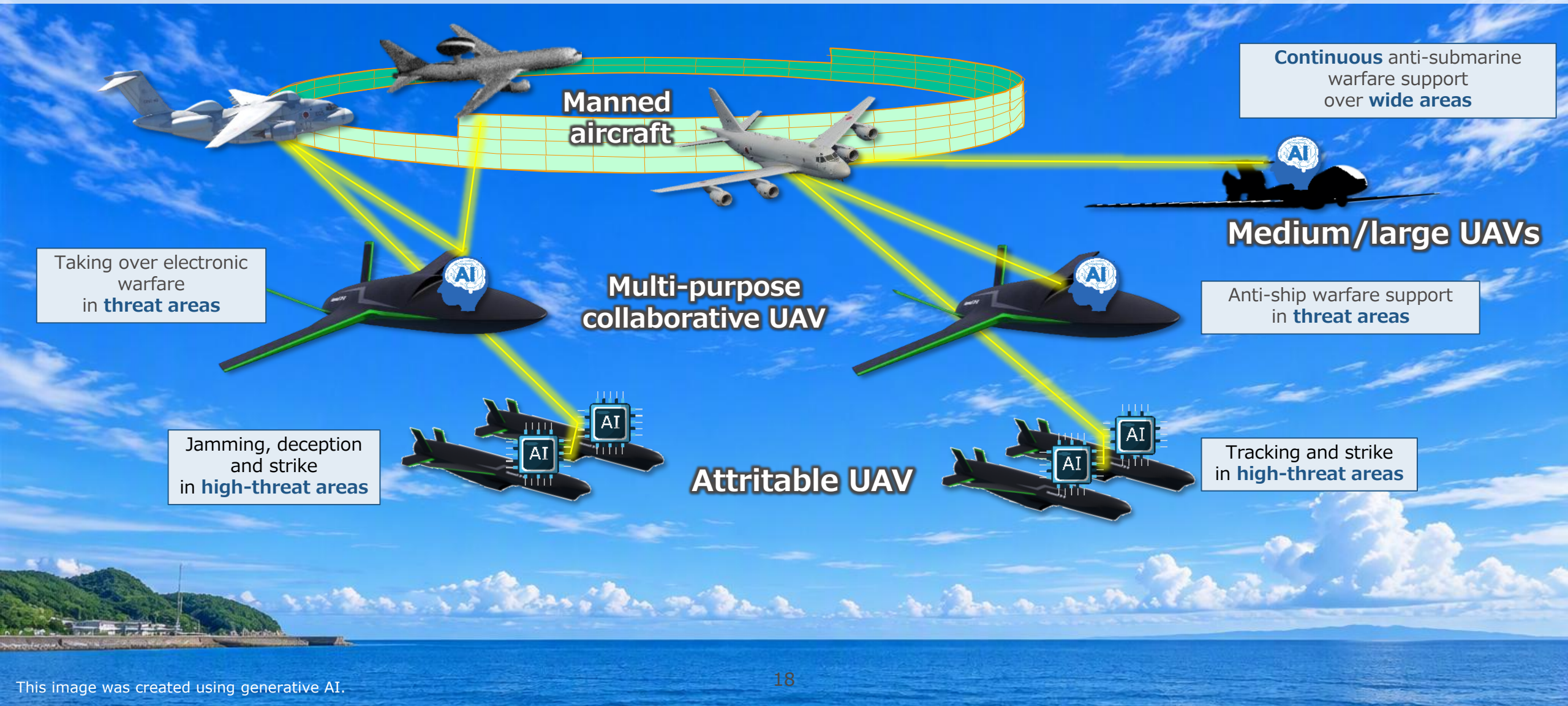
**Production  
Capacity**

**Certification**

**Security**

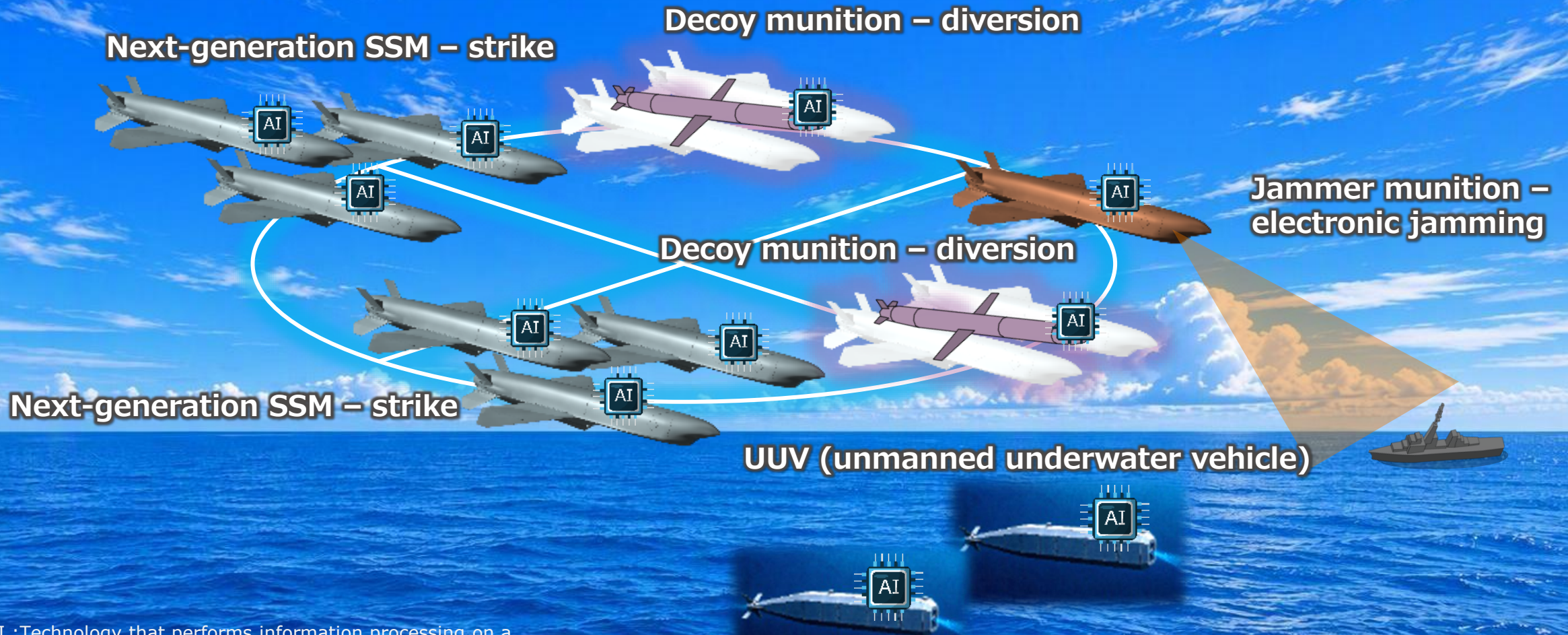
# “New Ways of Warfare” ①: Manned-Unmanned Teaming

- Initiatives for unmanned aircraft that complement or substitute for manned aircraft missions



# “New Ways of Warfare” ②: Autonomous Collaborative Systems

- In remote, high-threat areas, “edge AI\*” units cooperate to accomplish assigned missions



\*edge AI :Technology that performs information processing on a device's own computing hardware without relying on the cloud or remote servers.

This image was created using generative AI.

# “New Ways of Warfare” ③: Integrated Education & Training

## ■ Effective AI-enabled education and training system

### Advanced ground training device



### Integrated Education & Training Data Platform

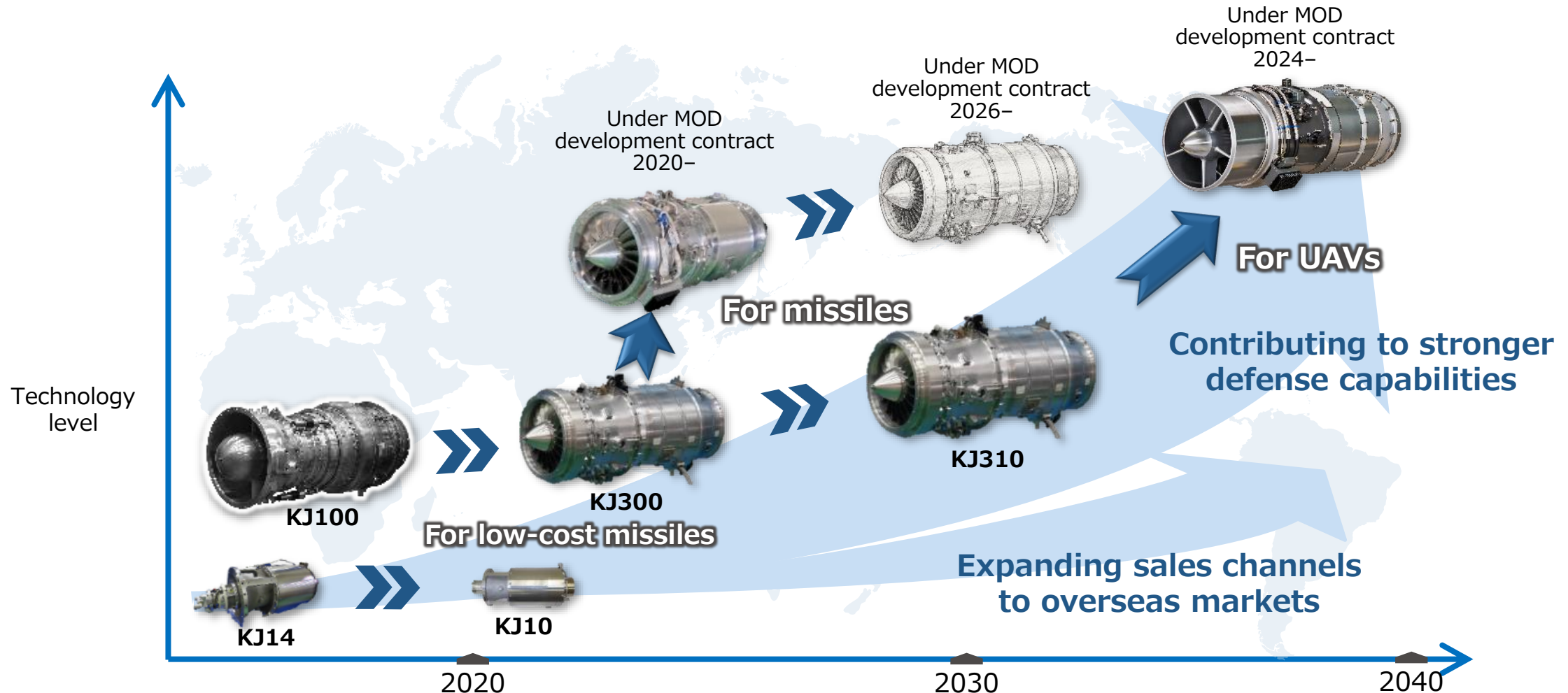
- Integrated training data management
- Common training environment platform
- AI support

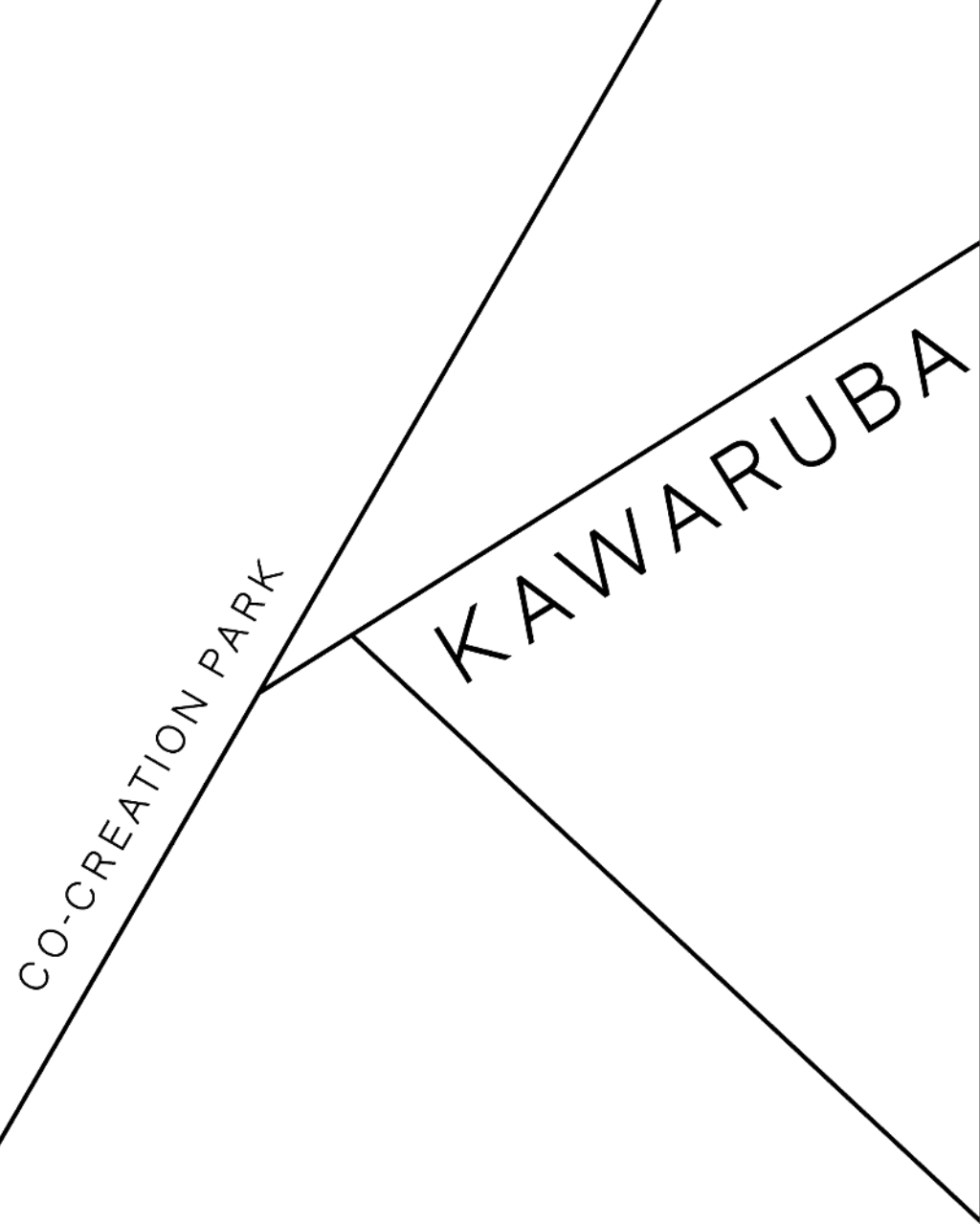
### Next-generation trainer aircraft



# “New Ways of Warfare” ④: KJ Engines

- Promoting in-house development and lineup expansion of the KJ engine series for unmanned assets
- Japan’s only small turbofan engine that can supply high electrical power





- ① Company-wide Investment Priorities
- ② Defense
- ③ Energy
- ④ Physical AI

# Shifts in the Business Environment Surrounding Our Energy Business

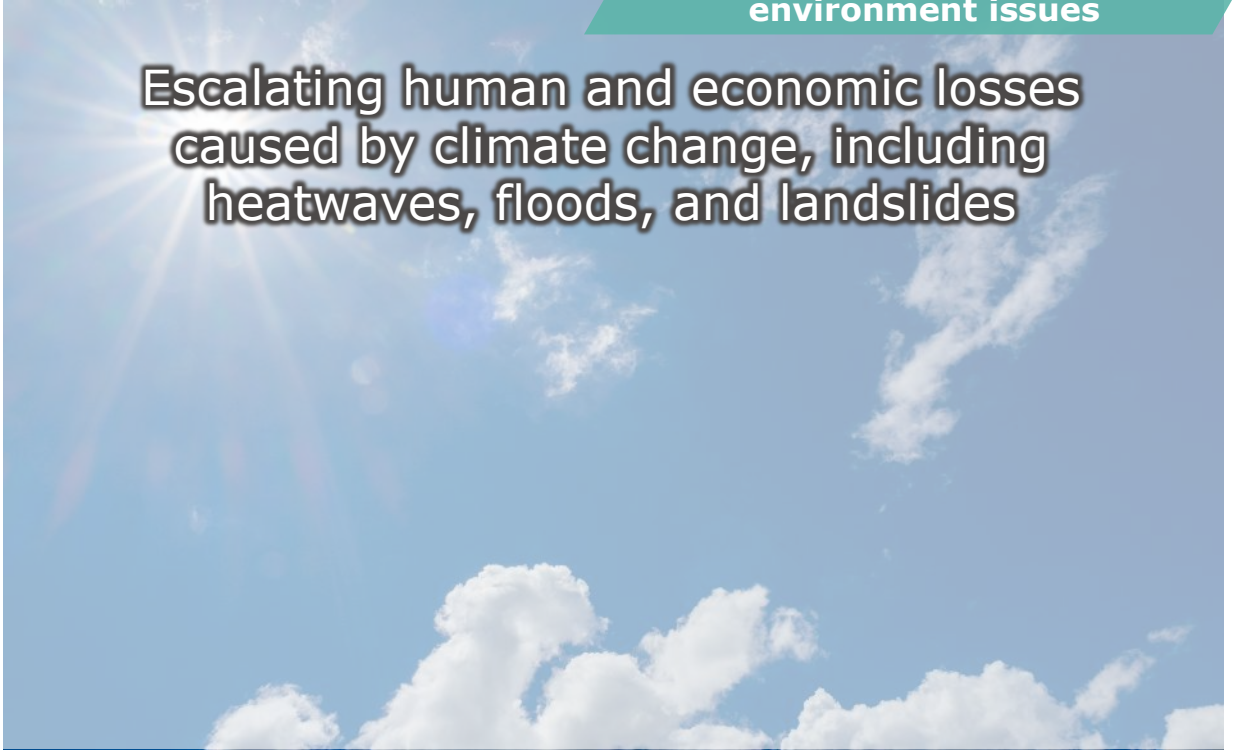
- The global energy landscape is becoming increasingly complex, driven by **growing AI-related power demand, energy security challenges** arising from geopolitical risks, **shift back to natural gas**, and **accelerating decarbonization efforts**

## Rising Power demand and stable supply



Growth in data centers driven by AI adoption and increasing power demand accompanying economic development

## Climate change and environment issues



Escalating human and economic losses caused by climate change, including heatwaves, floods, and landslides

# Kawasaki's Energy & Environmental Solutions

Providing integrated solutions to address diverse energy-related societal challenges

Supporting rising power demand and grid stability



Gas turbine



Gas engine



LNG tank

Enabling energy transportation



Liquefied hydrogen carriers

Carbon capture and utilization



Enabling the transition to a hydrogen society



Hydrogen gas turbine



Hydrogen gas engine



Marine hydrogen engine

Transformation to hydrogen energy

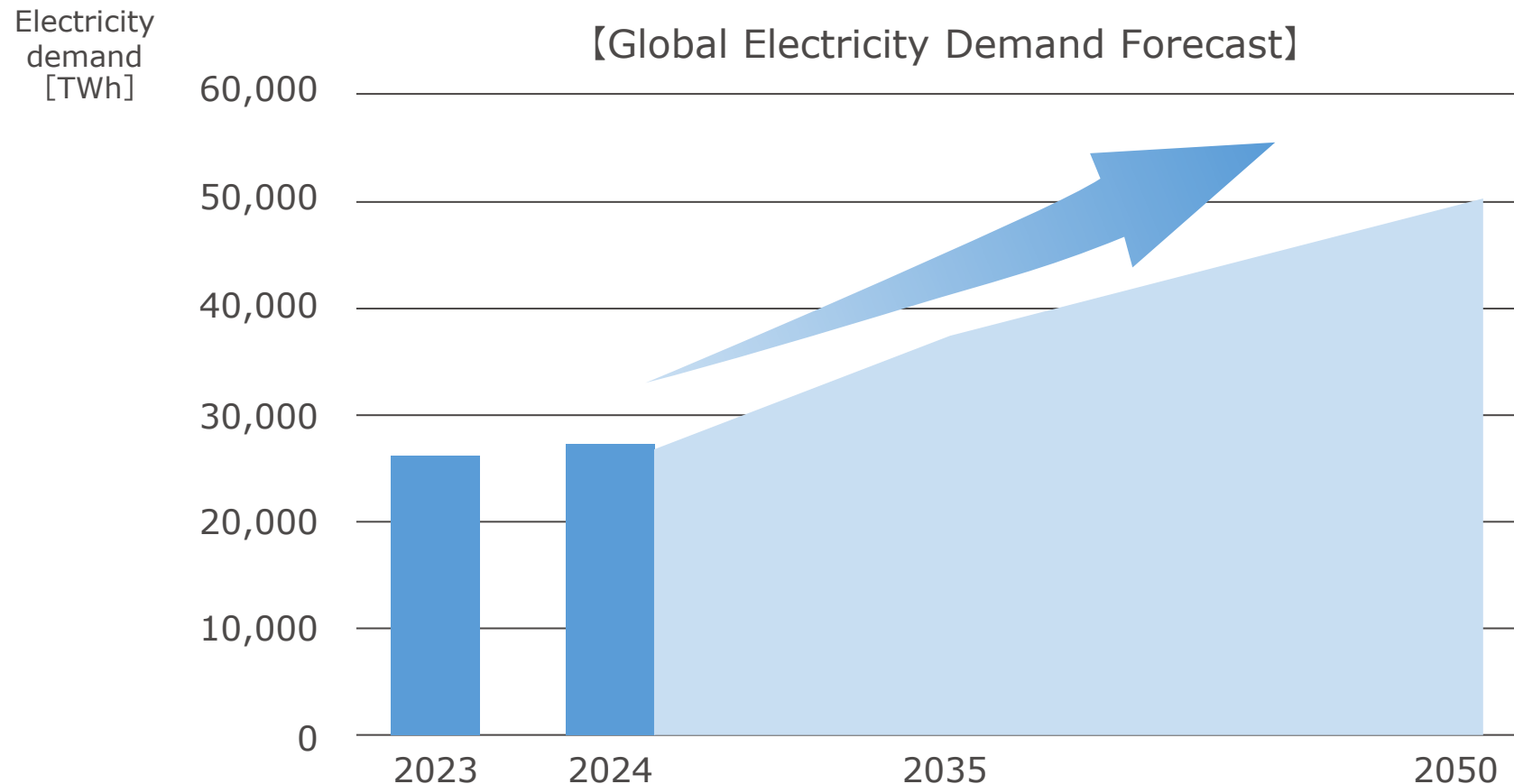


Liquid hydrogen tank

# Meeting Growing Power Demand

# Growing Global Electricity Demand

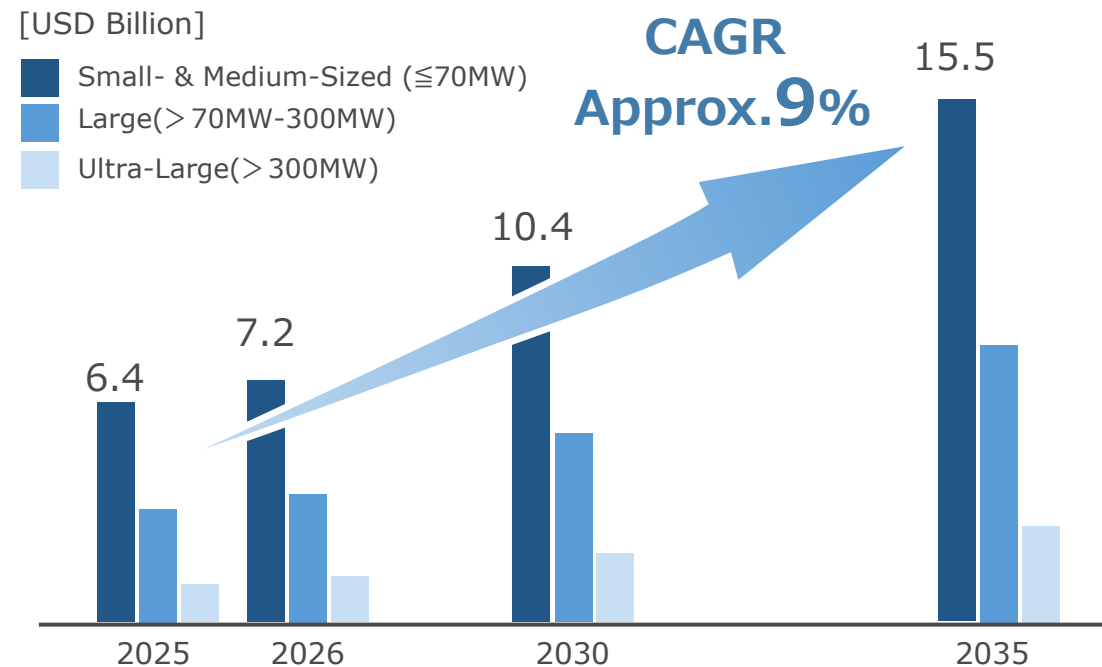
- **Global electricity demand is increasing**, driven by the expansion of AI and data centers, electrification, and economic development
- **Increasing need for a stable and reliable power supply**



# Growing Demand for Gas Turbines

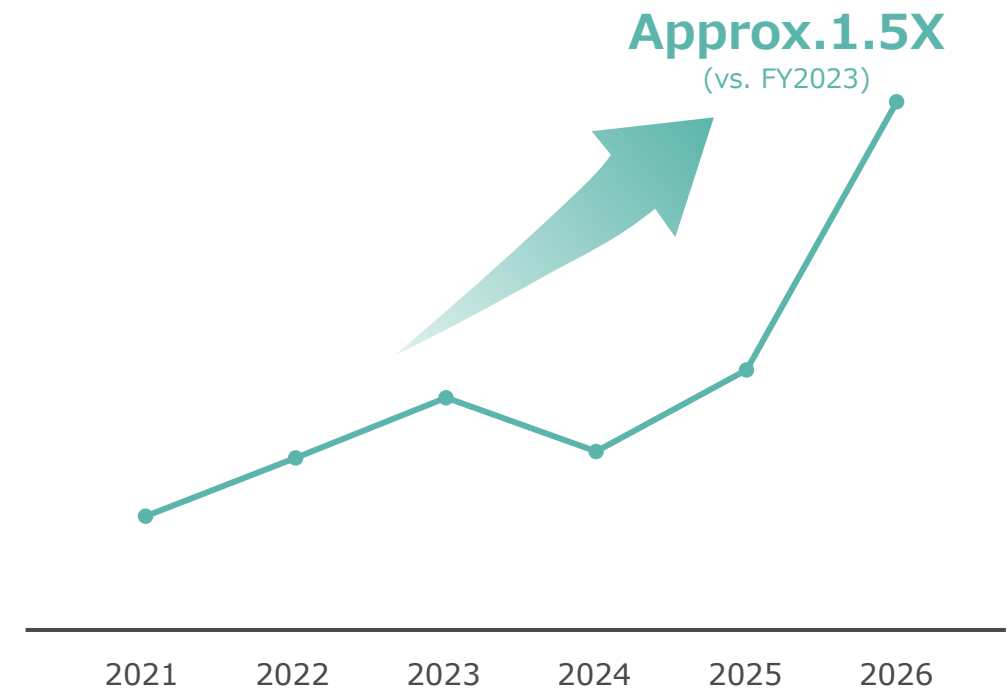
- Growing electricity demand is driving **increased demand for gas turbines**
- **Strong growth in the small- and medium-sized gas turbine market**, driven by constrained manufacturing capacity for large gas turbines

**Industrial Gas Turbine Market Forecast**



Source : Industrial Gas Turbine Market Size & Share 2026-2035

**Gas Turbine Orders (FY2026 Forecast)**



# Target Market

Leveraging our strength in small- and medium-sized gas turbines,  
we **are focusing on the rapidly growing global data center market**

## Key existing markets

### Backup Power

Backup  
Power During  
Emergencies



Buildings,  
hospitals  
and factories

### Distributed Power Generation

Combined Heat  
and Power  
(CHP)  
for Industrial  
Facilities



## Key growth market

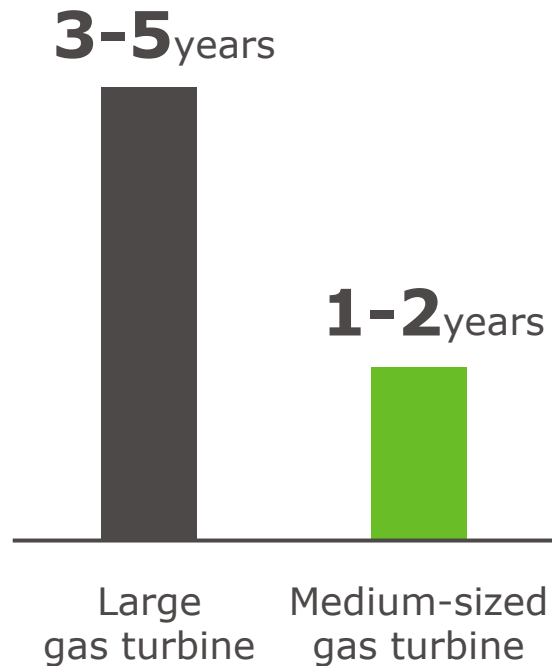
### Data centers



Mainly medium-sized  
gas turbines  
(≥5 MW)

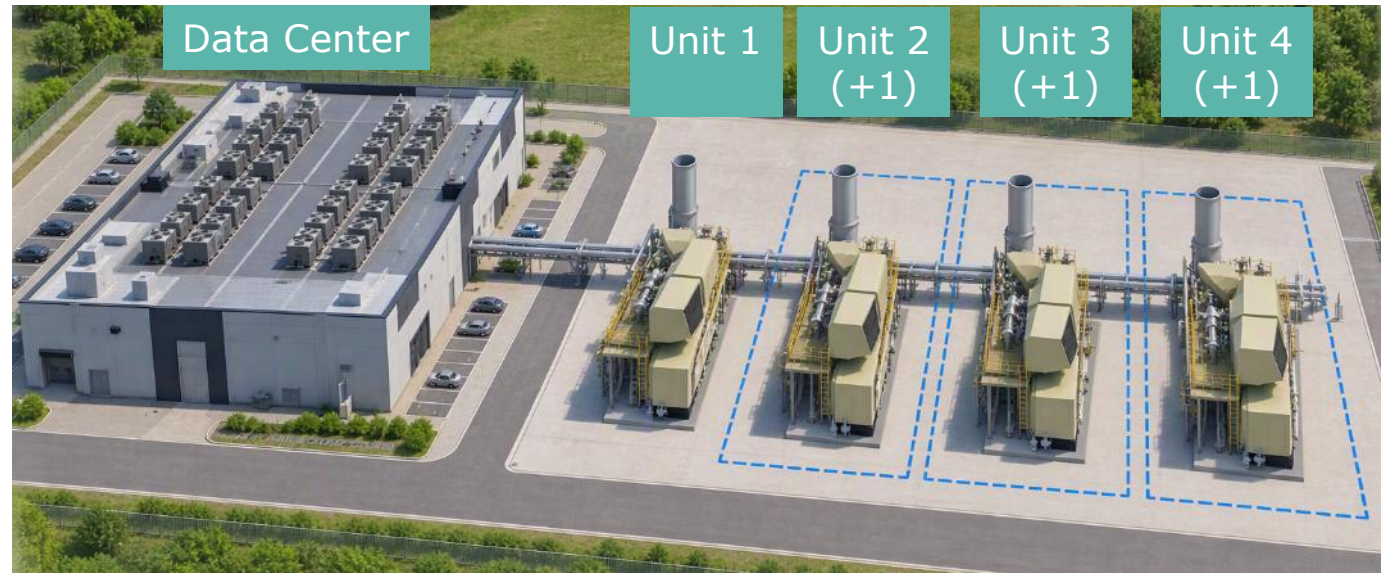
# Strengths of Medium-Sized Gas Turbines in the Data Center Market

## ■ Lead Time to Operation



- ① Short lead time enables quick deployment to meet **growing electricity demand**
- ② A multi-unit medium-sized gas turbine configuration offers **greater flexibility** to accommodate changing data center power requirements driven by **growing cloud demand** and **additional GPU deployments**

Scalable Gas Turbine Deployment (Image)



# Additional Target Markets

## Backup power (Excluding Data Centers)

Buildings, hospitals, public facilities, and large-scale redevelopment projects

【Revenue (FY2026)】

Approx. **¥ 20.0** bn/year

Stable

\*Including new equipment and aftermarket

## Prime power (Distributed Generation)

Hydrogen-ready\* gas-fired cogeneration for chemical, food and paper manufacturing facilities

【Revenue (FY2026)】

Approx. **¥ 30.0** bn/year

Growth

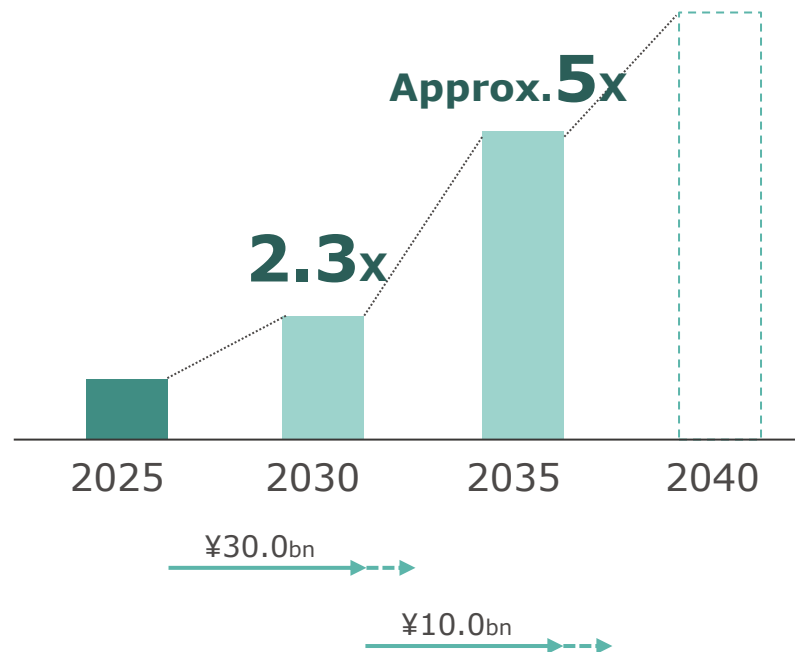
\*Including new equipment and aftermarket

\*Hydrogen-Ready: Ready for hydrogen fueled operation once hydrogen infrastructure is in place.

# Production Capacity

- Significantly expanding gas turbine production capacity through CAPEX
- Further investments beyond 2035 to be determined based on market conditions

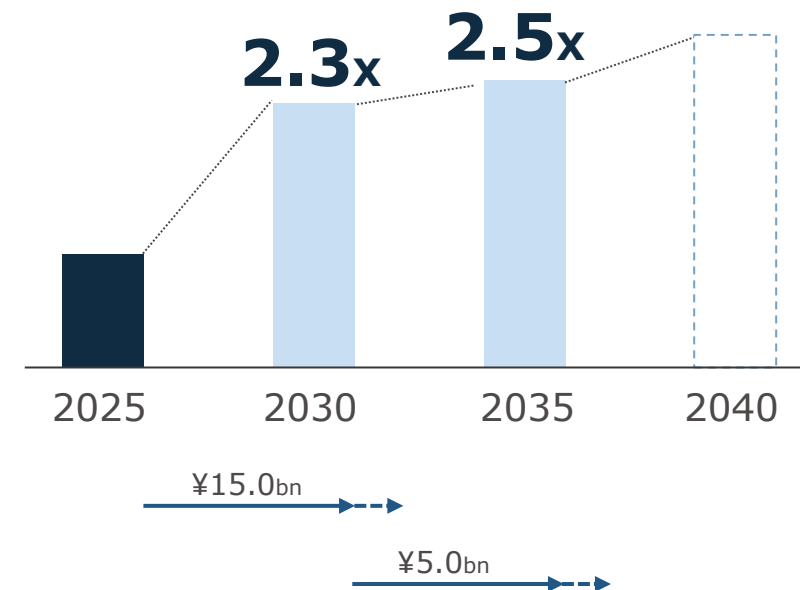
## Medium-sized gas turbine capacity (Primarily for prime power)



CAPEX : Approx. ¥40.0bn

→ Remaining Impact of CAPEX

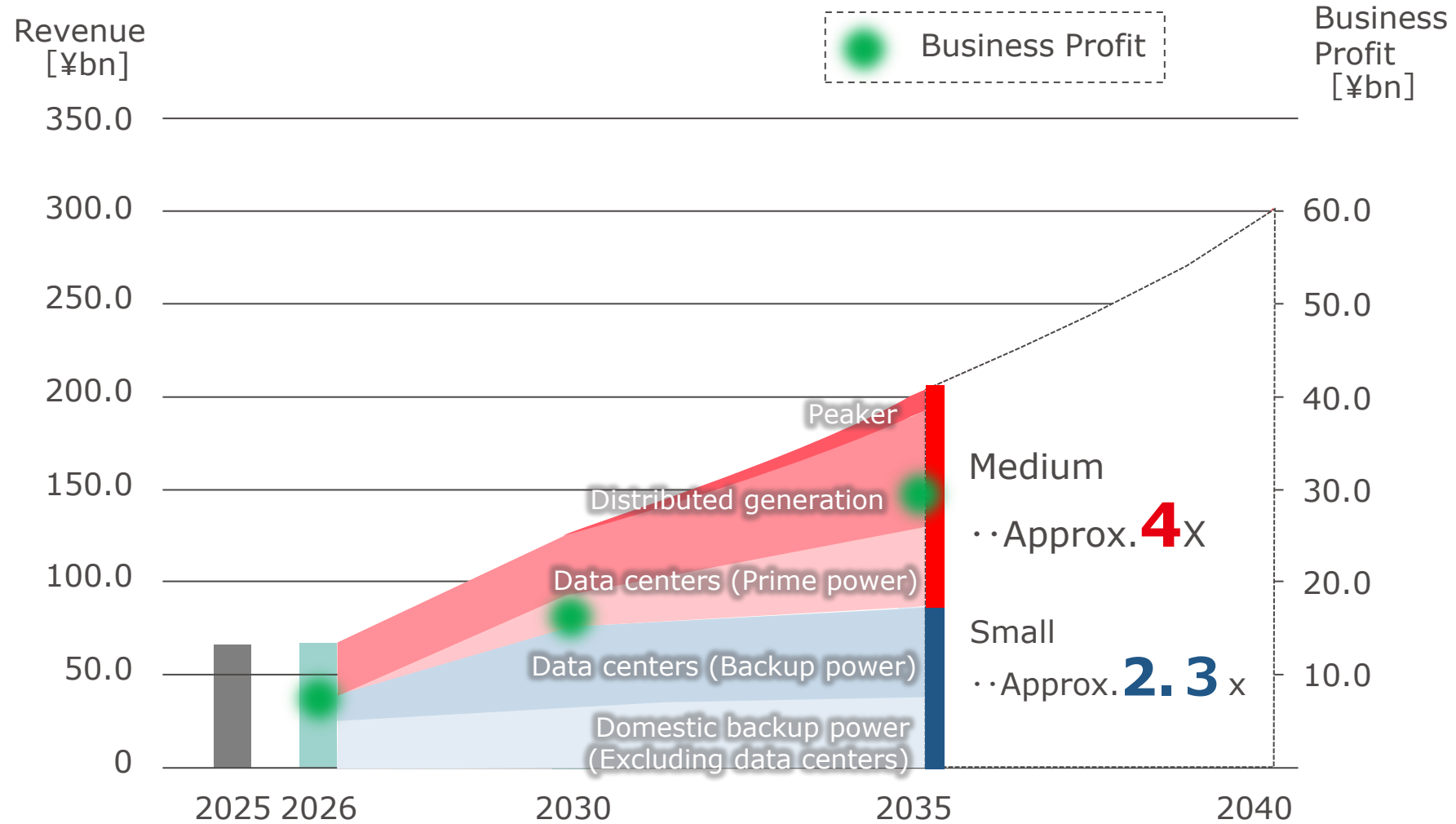
## Small-sized gas turbine capacity (Primarily for backup power)



CAPEX : Approx. ¥20.0bn

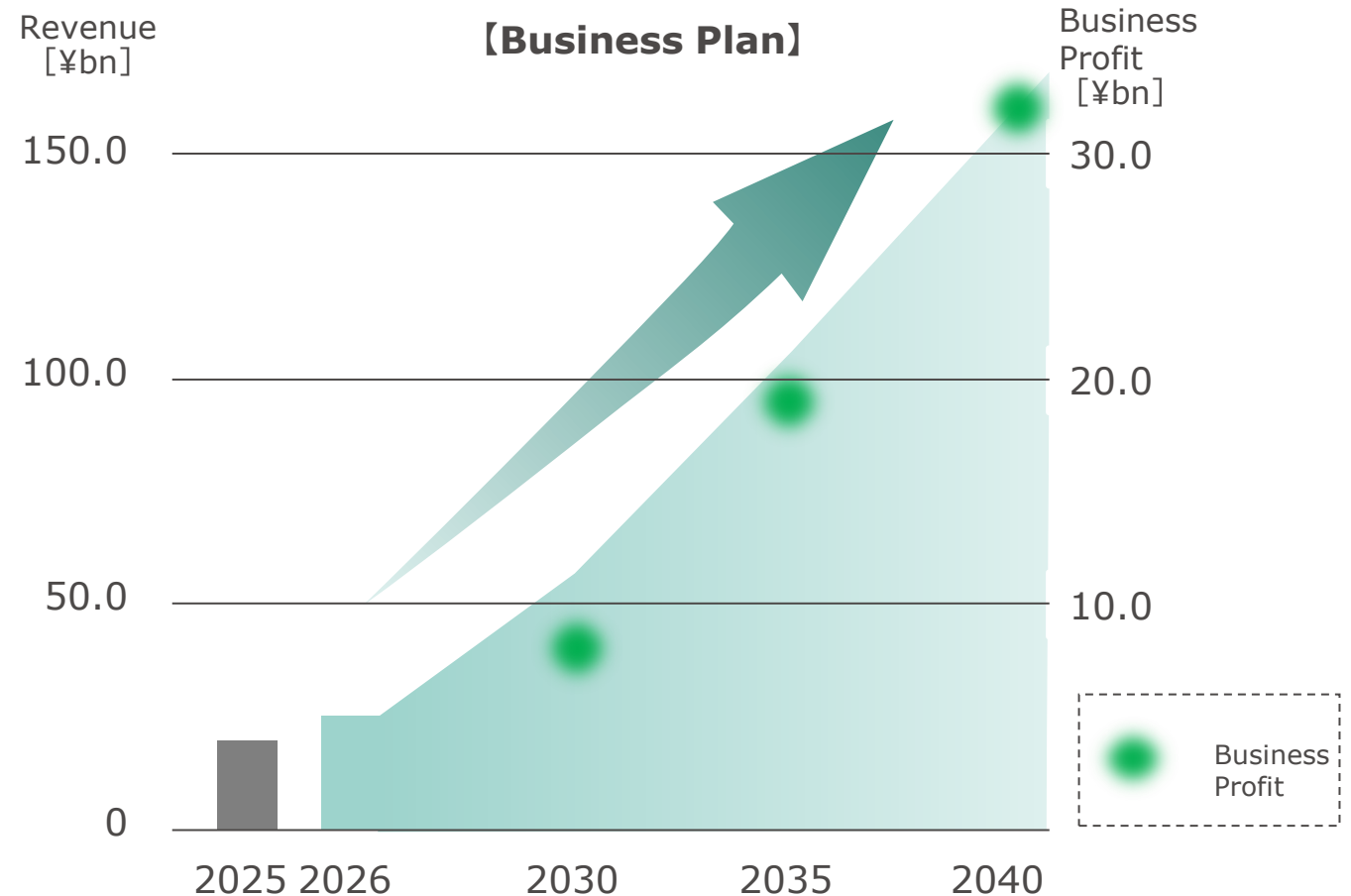
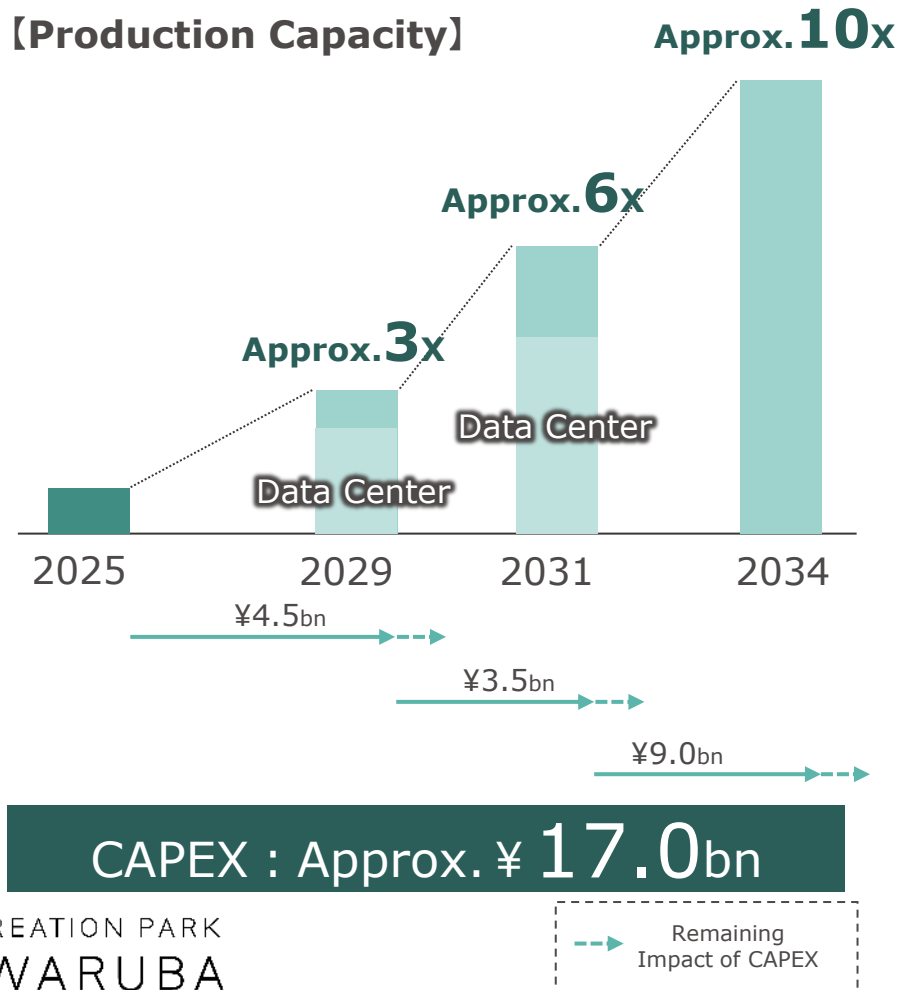
→ Remaining Impact of CAPEX

# Business Plan



# Gas Engines

- **Growing demand for gas engines** in the data center market
- **Expanding production capacity by approx.10x** through proactive investments and accelerating participation in overseas data center projects

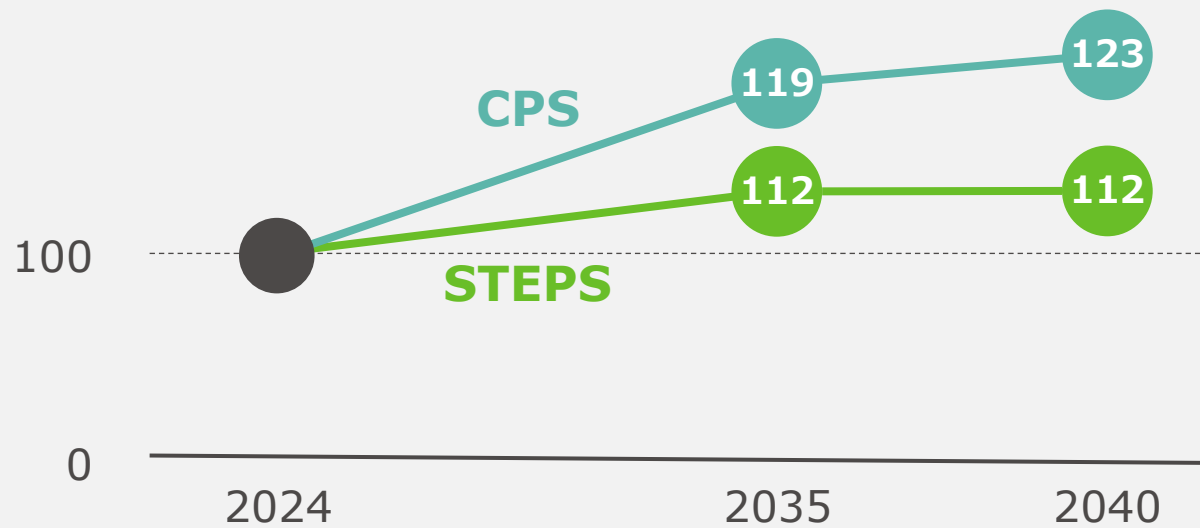


# Initiatives Supporting Carbon Neutrality

# The Transition to Carbon Neutrality

- **Growing global power demand and expanding natural gas production and supply**, particularly in North America

## 【Natural Gas Supply Outlook】



Source: International Energy Agency (IEA), World Energy Outlook 2025  
Indexed to 2024 natural gas supply = 100

### CPS

A scenario that considers only policies currently in place

Natural gas supply continues to increase

### STEPS

A scenario that considers both policies currently in place and those officially announced

Natural gas supply remains broadly flat

## A Prolonged Transition Toward Carbon Neutrality

# Delivering the Right Energy and Environmental Solutions at Every Stage

## Today (LNG)



Gas turbines



Gas engines



Hydrogen gas turbines



Marine hydrogen engines



Liquid hydrogen storage tanks



liquefied natural gas (LNG) tanks



LPG/NH3 carriers



Hydrogen gas engines



CO<sub>2</sub> capture



LH<sub>2</sub> carriers

## Transition period

**LNG, Hydrogen-Ready and Hydrogen product lineup**  
**Ready for every stage of the transition**

# Liquefied Gas Carriers, Including LH<sub>2</sub> Carriers

## LNG Carriers

Participating in discussions for the resumption of domestic LNG Shipbuilding(in collaboration with Japanese shipbuilders)



## LPG/NH<sub>3</sub> Carriers

Continuous construction productivity improvements underway



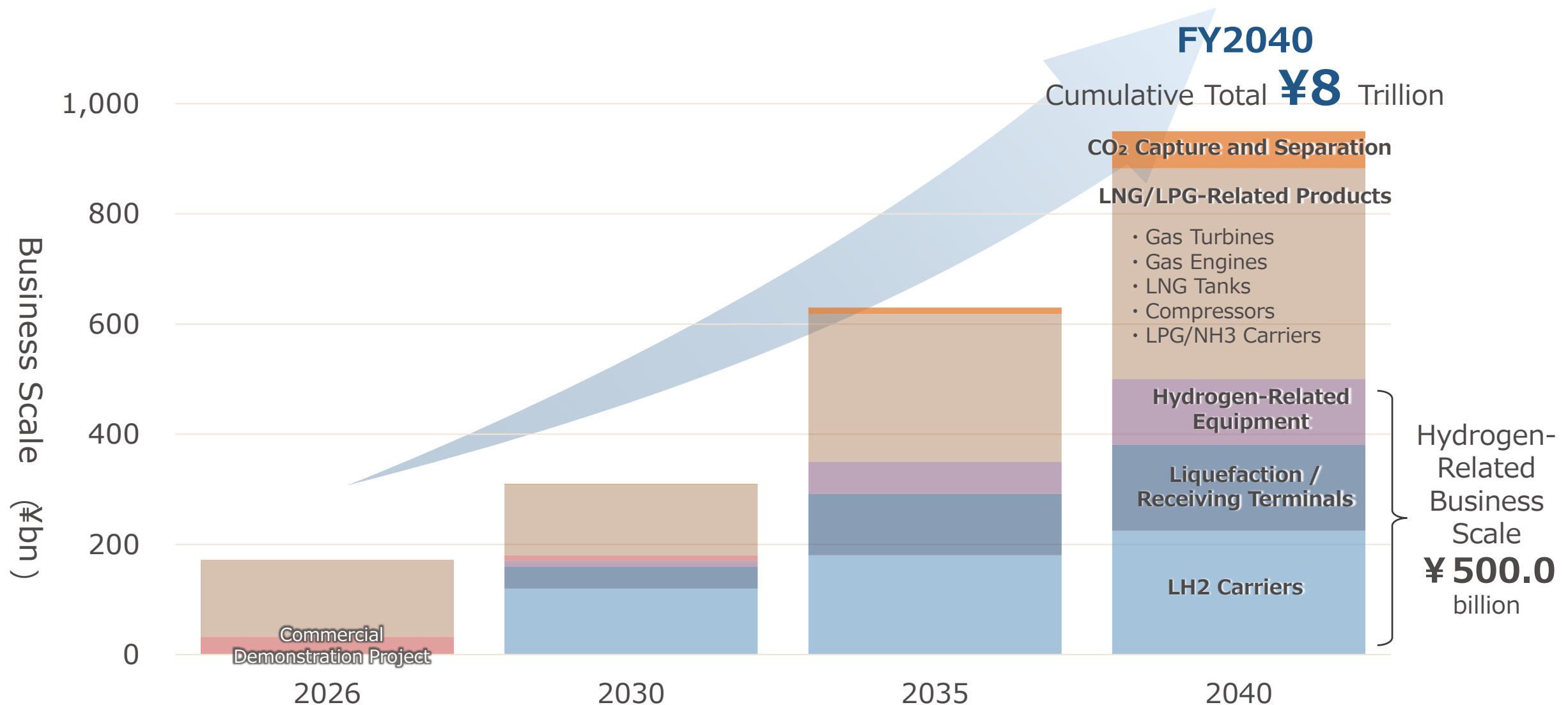
## LH<sub>2</sub> Carriers

Demonstrating large-scale transportation technology through commercial operations commercial discussions underway



Contributing to energy transportation by **providing products and services that address societal needs**, including carbon neutrality and growing energy demand

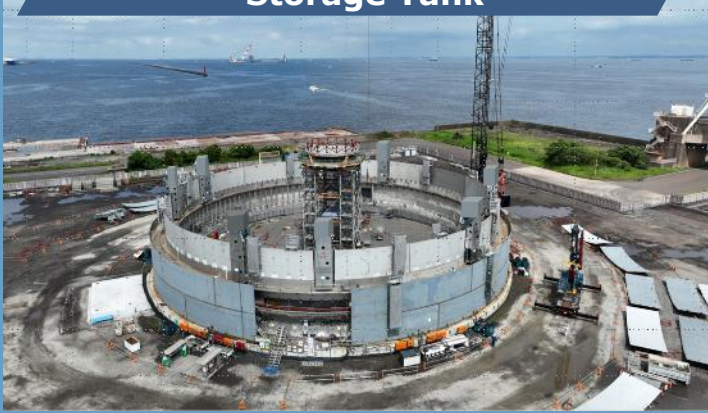
# Energy & Environmental Solutions Scale Outlook



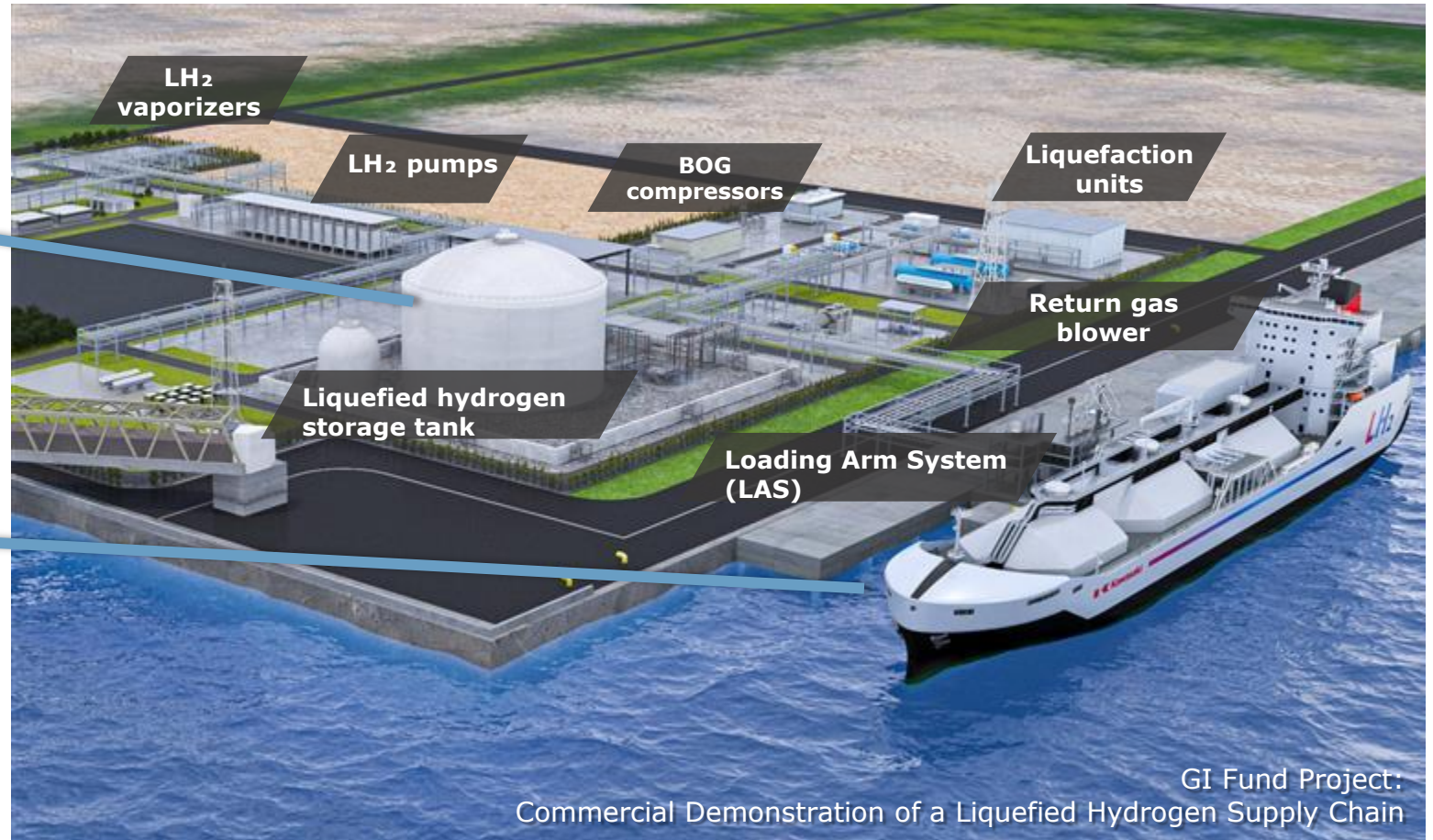
# Steady Progress in Hydrogen Deployment in Japan: Commercial Demonstration Project Update

- Commercial demonstration facilities in Ohgishima, Kawasaki, Kanagawa, and a liquefied hydrogen carrier are currently under construction

50,000m<sup>3</sup> Liquefied Hydrogen Storage Tank



40,000m<sup>3</sup> LH<sub>2</sub> Carriers



# Advancing Hydrogen Deployment Through Public-Private Collaboration The Hydrogen Backbone Initiative

- Aiming to realize **the Hydrogen Backbone initiative originating** from the Kawasaki LH<sub>2</sub> terminal



## Key products for the hydrogen backbone

### Coastal Shipping



Suiso Frontier

### Land Transportation



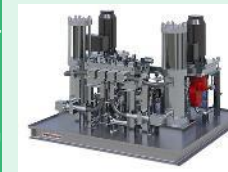
Liquefied Hydrogen Containers

### Rail Transportation



Hydrogen Container for Rail Transport

### Hydrogen Refueling Stations



Hydraulic Booster Hydrogen Compressors

### Power Generation



Hydrogen Co-firing / 100% Hydrogen Gas Turbines



Hydrogen Co-firing / 100% Hydrogen Gas Engines

### Railways



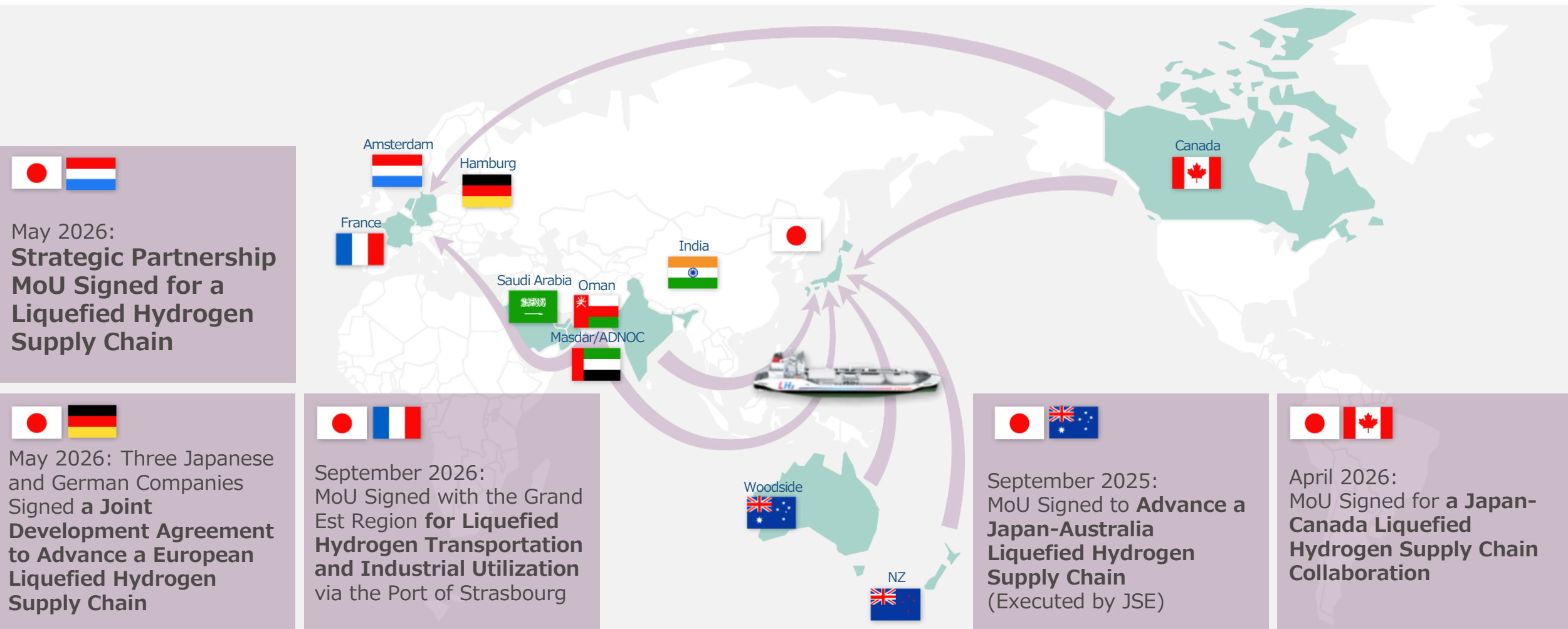
GreenDEC Battery-Electric Railcars

### Pipeline Transportation



KM-Comp Centrifugal Hydrogen Compressor

# Progress with Countries Toward Establishing an International Hydrogen Supply Chain



# Progress with Countries Toward Establishing an International Hydrogen Corridor

-  LH2 receiving terminal
-  LH2 filling Hub



Developing a European Hydrogen Corridor originating from **the port of Hamburg, Germany, and the port of Amsterdam, the Netherlands**

Further expanding the supply network into inland Europe via **the Port of Strasbourg, France**

# Collaboration for Building a Hydrogen Supply Chain

## Production



### Collaboration with Edmonton, Alberta (Canada)



### Collaboration with Woodside Energy, Australia



## Transportation



### Collaboration with the Grand Est Region, France



### Collaboration with EcoLog



### Collaboration with Daimler Truck and MBEnergy, Germany



## Storage

## Utilization

Exploring Liquefied Hydrogen Transportation and Industrial Applications via Strasbourg

Midstream Partnership for the Amsterdam Liquefied Hydrogen Corridor



### Hydrogen Gas Turbine Deployment at RWE, Germany



## September 22, 2026: Collaboration with Bosch Rexroth

Signed a collaboration agreement with Bosch Rexroth on hydraulic systems and hydrogen solutions

Bosch Rexroth and Kawasaki to  
cooperate on future-proof  
solutions for off-highway  
machines and hydrogen  
applications

Sep. 24, 2026



\*Bosch Rexroth

One of the world's leading suppliers of drive and control technologies, providing hydraulics, electric drive and control technology, enabling efficient, powerful, and safe motion in machines and systems of any size.

[Bosch Rexroth. WE MOVE. YOU WIN.](#)

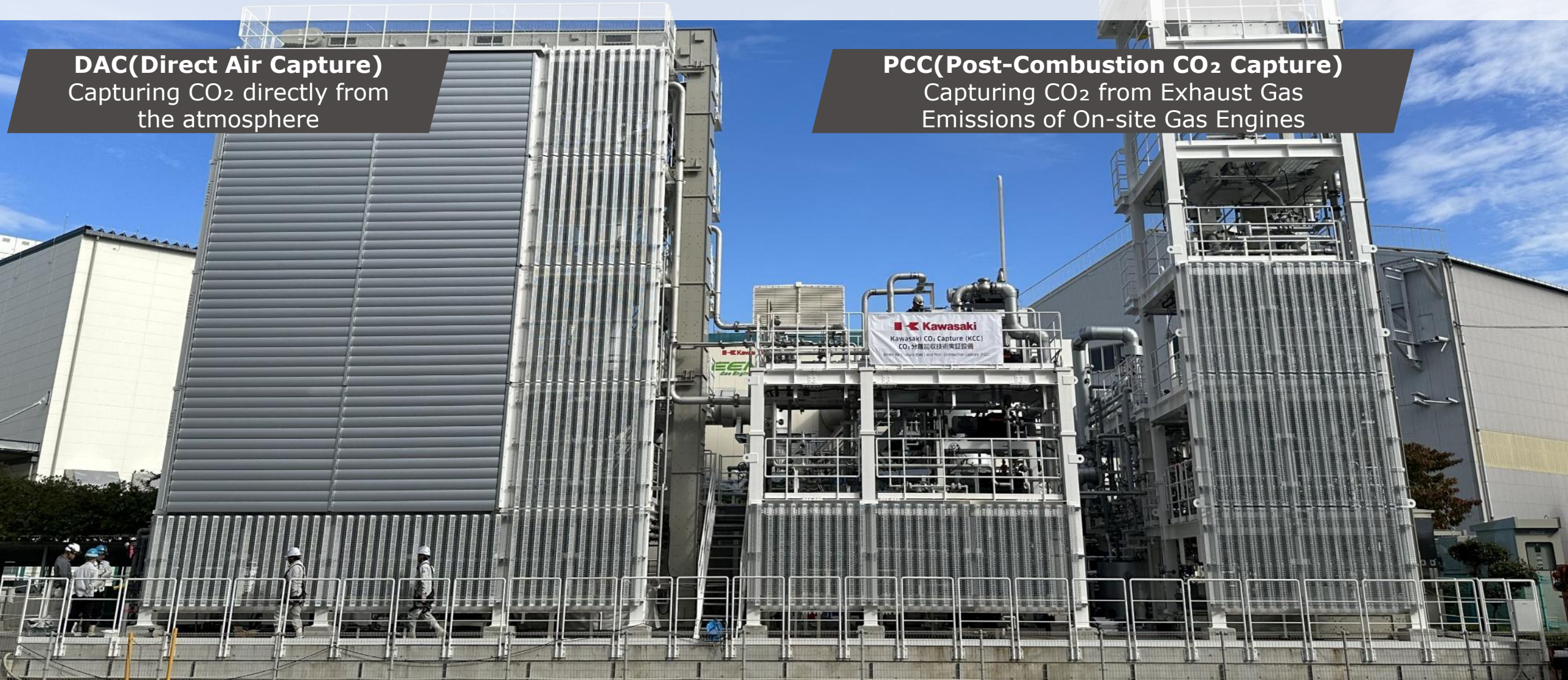
# CO<sub>2</sub> Capture, Utilization and Storage (CCUS), a key enabler of a carbon-neutral society

## **DAC(Direct Air Capture)**

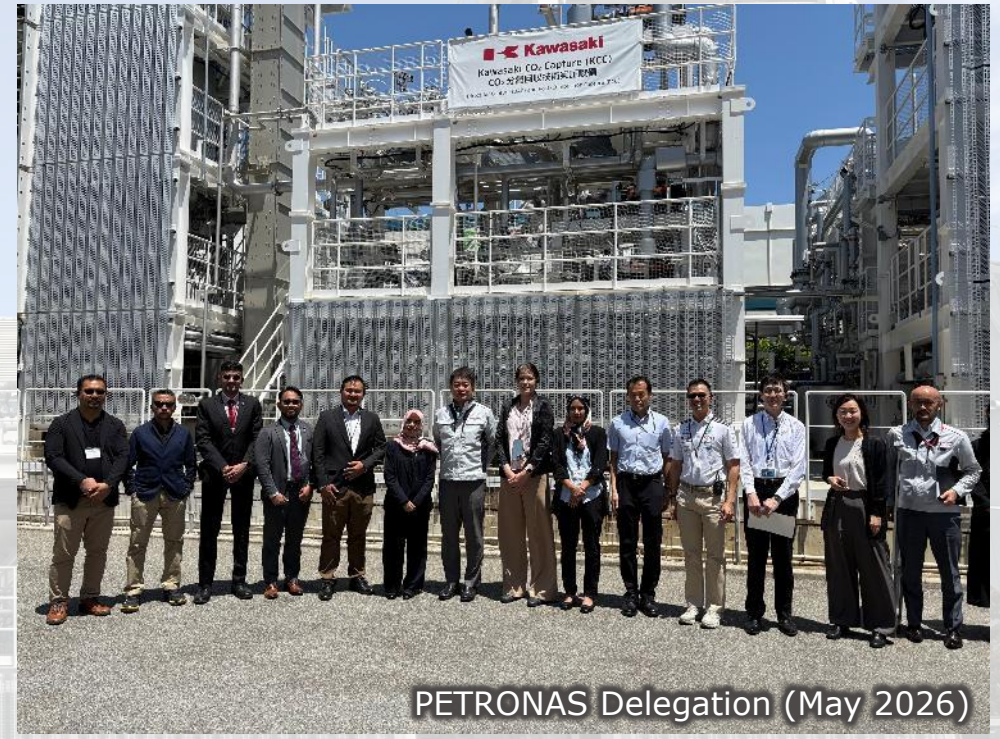
Capturing CO<sub>2</sub> directly from  
the atmosphere

## **PCC(Post-Combustion CO<sub>2</sub> Capture)**

Capturing CO<sub>2</sub> from Exhaust Gas  
Emissions of On-site Gas Engines



# CO<sub>2</sub> Capture and Utilization: Essential for Carbon Neutrality



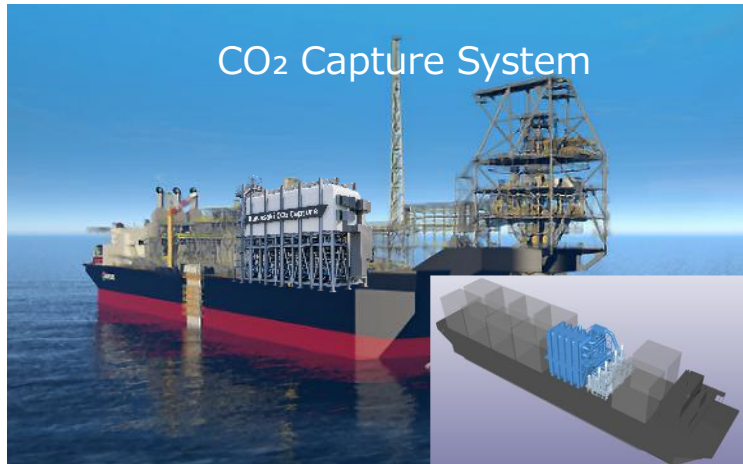
# Progress Toward Commercializing CO<sub>2</sub> Capture

Steadily advancing partnerships with capture and storage providers essential for CO<sub>2</sub> capture deployment

Capture & Storage

## MODEC, Inc.

Joint Development of a CO<sub>2</sub> Capture System for FPSOs\*



Conceptual Image of an FPSO Equipped with a CO<sub>2</sub> Capture System

### Feasibility Study

Completed a feasibility study for large-scale CO<sub>2</sub> capture

**FEED • EPC**

Future discussions planned

Capture

## JERA Co., Inc.

CO<sub>2</sub> Capture Demonstration at Yokosuka Thermal Power Station



### Feasibility Study

FS underway for a CO<sub>2</sub> capture demonstration plant  
 Demonstration plant installation planned by FY2030

Storage

## PETRONAS

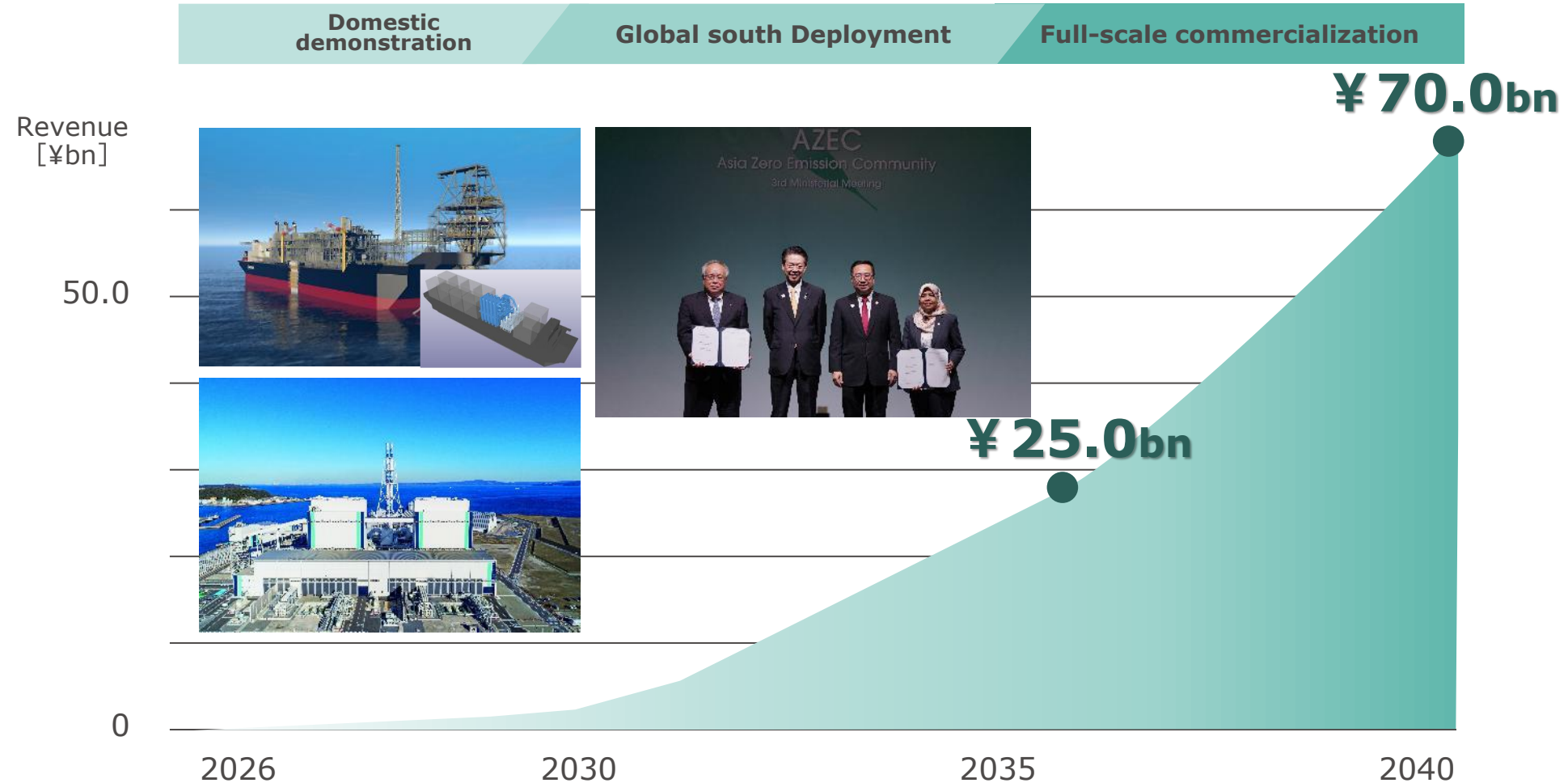


\*MOU Signing Ceremony at the AZEC Ministerial Meeting in Kuala Lumpur (October 2025) (KHI & PETRONAS)

**October 2025 MoU signed to conduct an FS** on the application of CO<sub>2</sub> capture facilities to industrial emission sources in Malaysia under METI's Global South Initiative Advancing **the Global South feasibility study**

# CO<sub>2</sub> Capture Business

- Expanding from **domestic demonstration** to **global south deployment**, with large-scale **rollout expected beyond 2035**



# The Importance of Hydrogen and CO<sub>2</sub> from an S+3E Perspective

Safety

+

Energy security · Energy efficiency · Environment

Sourced from Locations Around the World

Utilized as Fuel and Feedstock for Various Products



Renewable energy



Natural gas



Hydropower · nuclear

Produced from domestic energy resources and utilized as fuels and feedstocks for petroleum-derived products

H<sub>2</sub>



Use

H<sub>2</sub>

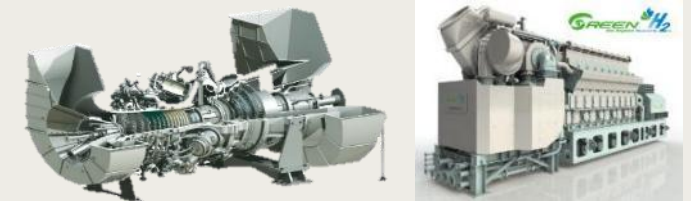
Synthesize

CO<sub>2</sub>



Conversion

## Power generation fuel



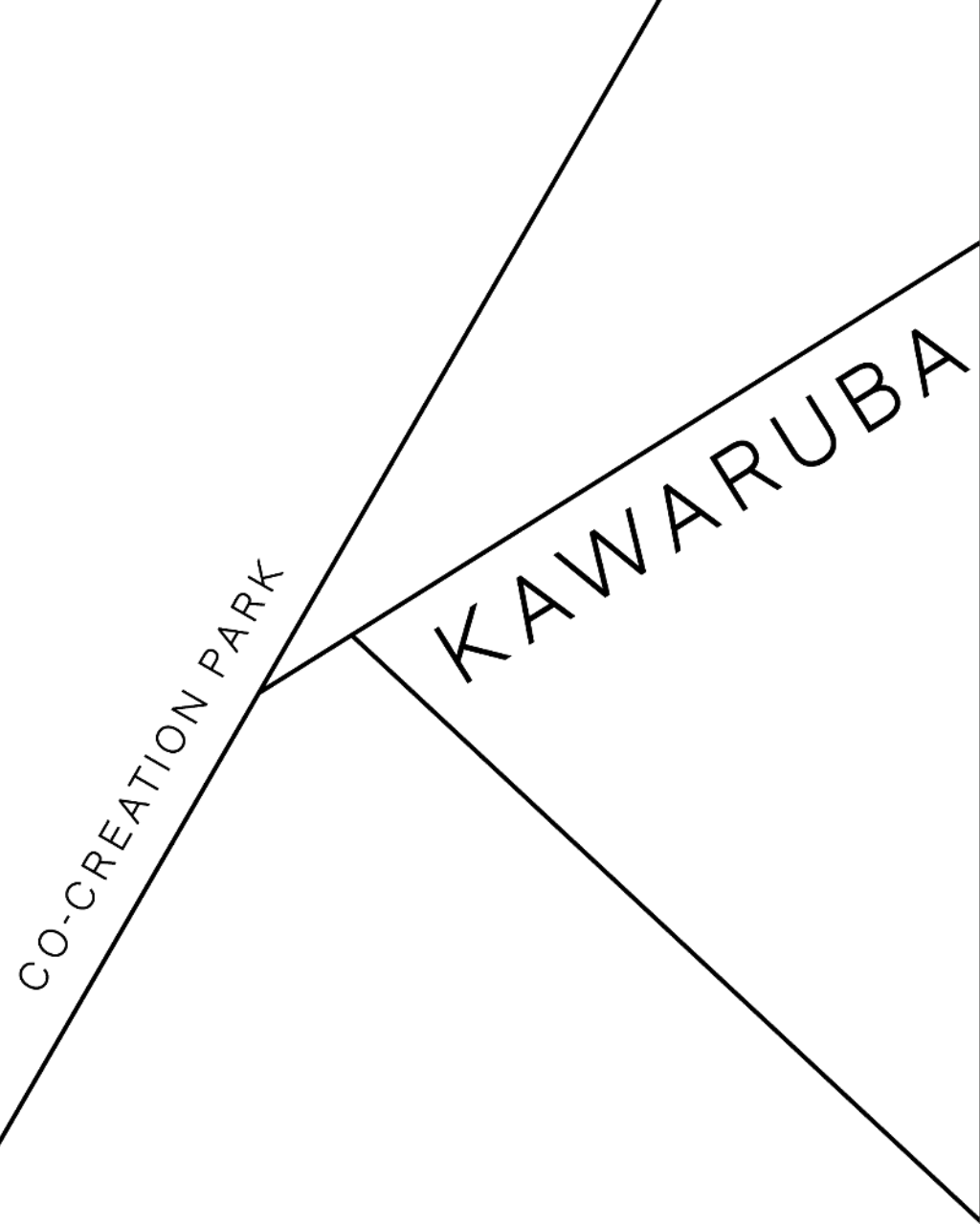
Hydrogen Gas Turbines / Gas Engines for Power Generation

## Gasoline



Gas-to-Gasoline (GTG) Plant Constructed by KHI in Turkmenistan Production Capacity: 600,000 tons/year

## Naphtha/Jet Fuel/Others (Including e-fuels and SAF)



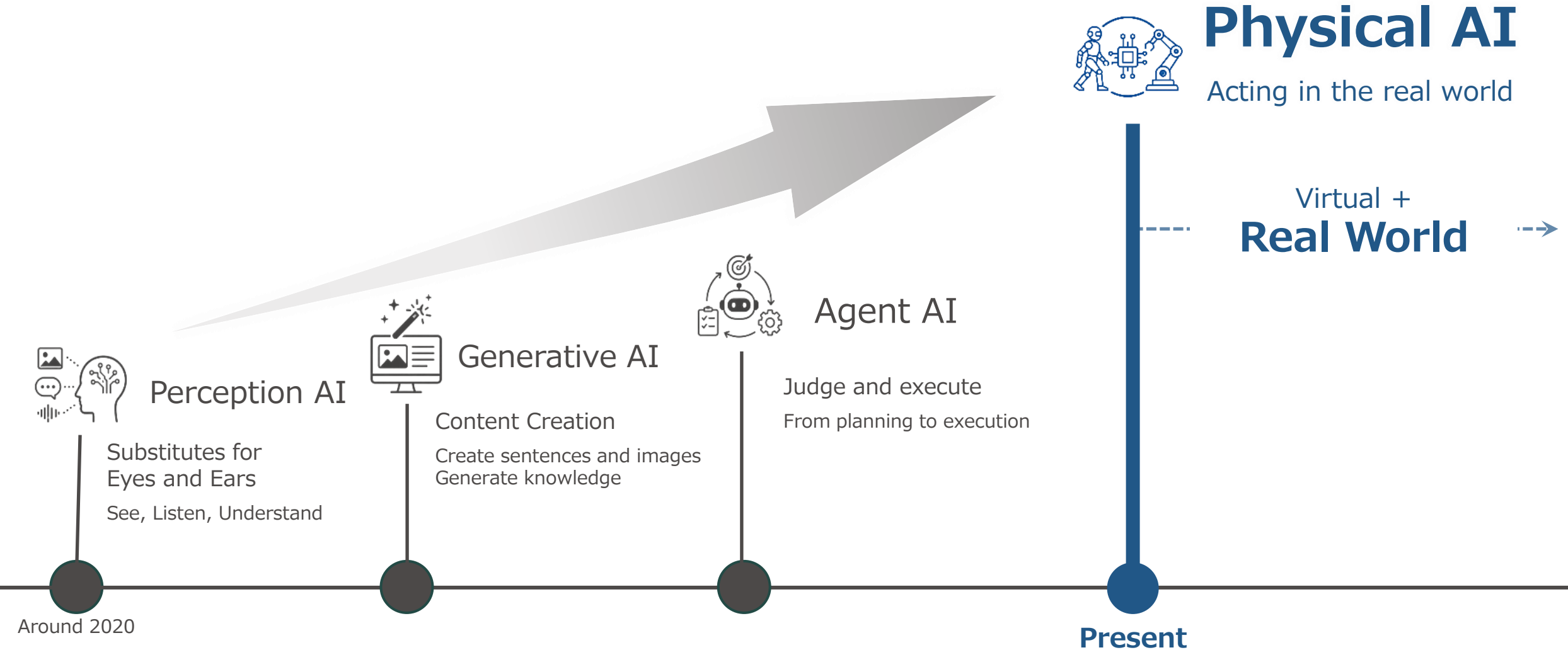
- ① Company-wide Investment Priorities
- ② Defense
- ③ Energy
- ④ Physical AI

A Safe and Secure  
Remotely-Connected  
Society

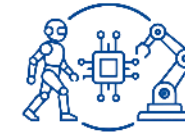
Advanced  
Smart Mobility

Energy &  
Environmental  
Solutions

# AI is evolving, and Physical AI is emerging



# AI is evolving, and Physical AI is emerging



## Physical AI

Acting in the real world

Expected as a tool for the solution of various social issues in the field

Virtual +

**Real World**



AI continues to advance  
at an accelerating pace

Agent AI

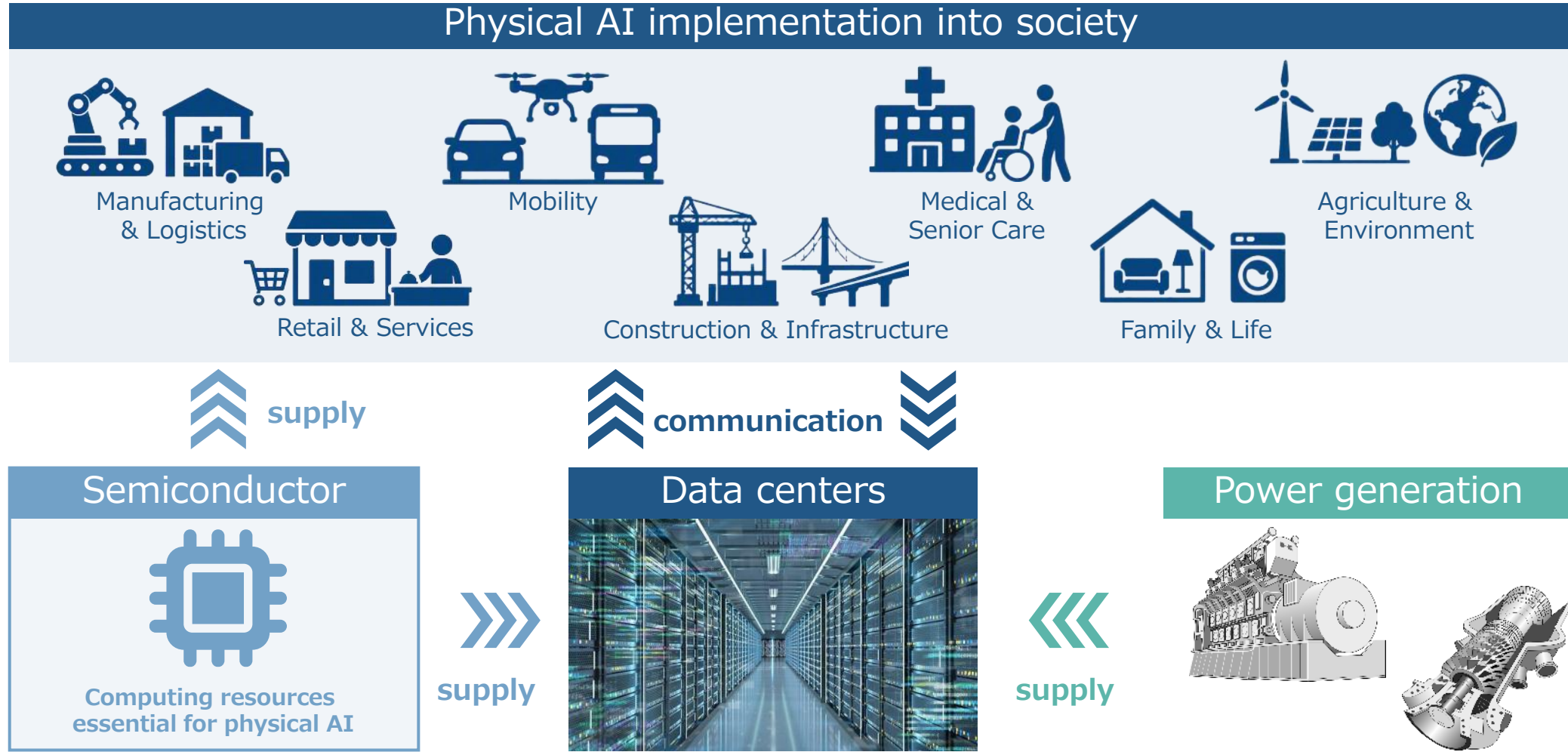
Judge and execute  
Plan to execution

Create sentences and images  
Generate knowledge

Substitutes for  
Eyes and Ears  
See, Listen, Understand

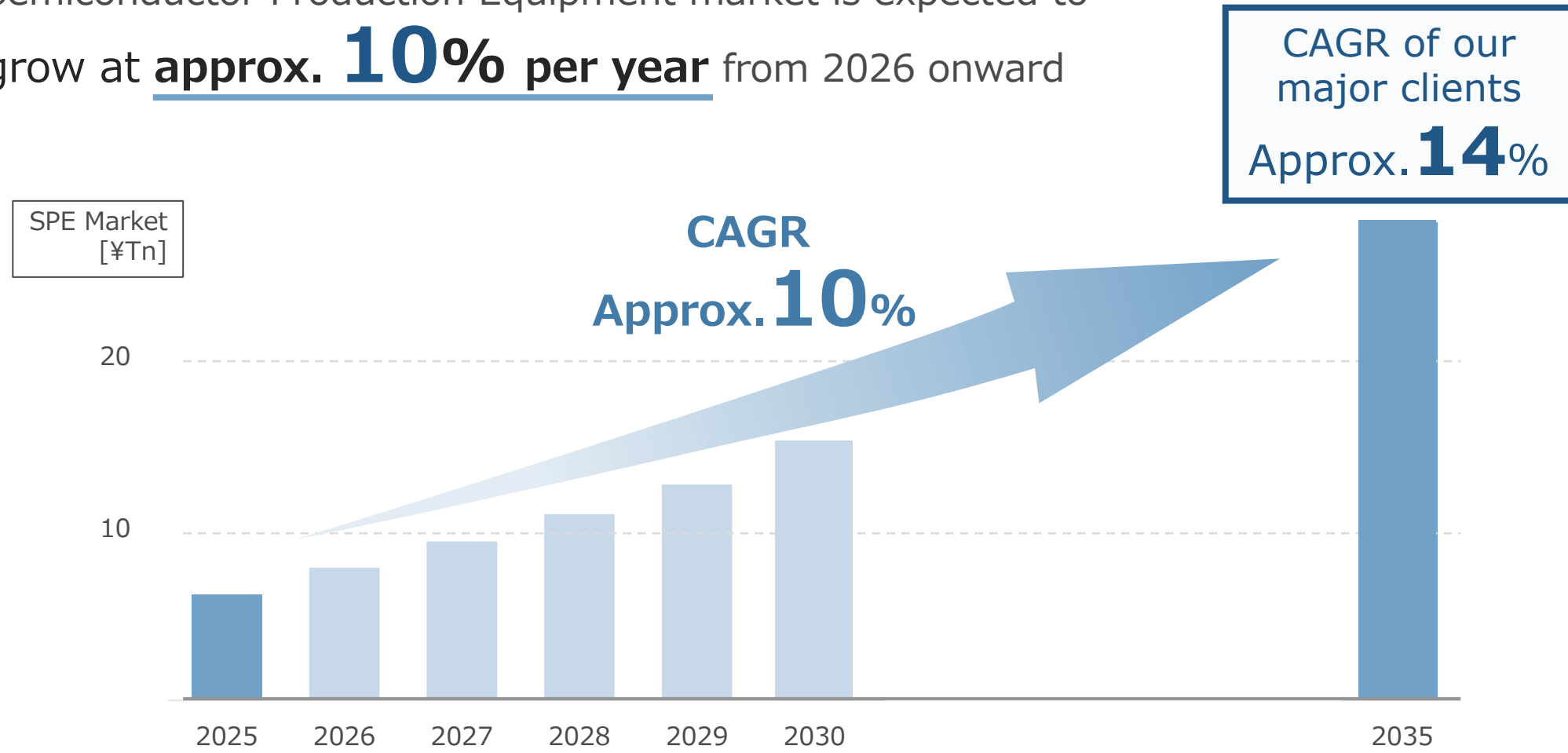
**Present**

# Semiconductors and power generation are the keys to accelerate the development of physical AI



# SPE Market Situation

- Semiconductor Production Equipment market is expected to grow at approx. 10% per year from 2026 onward

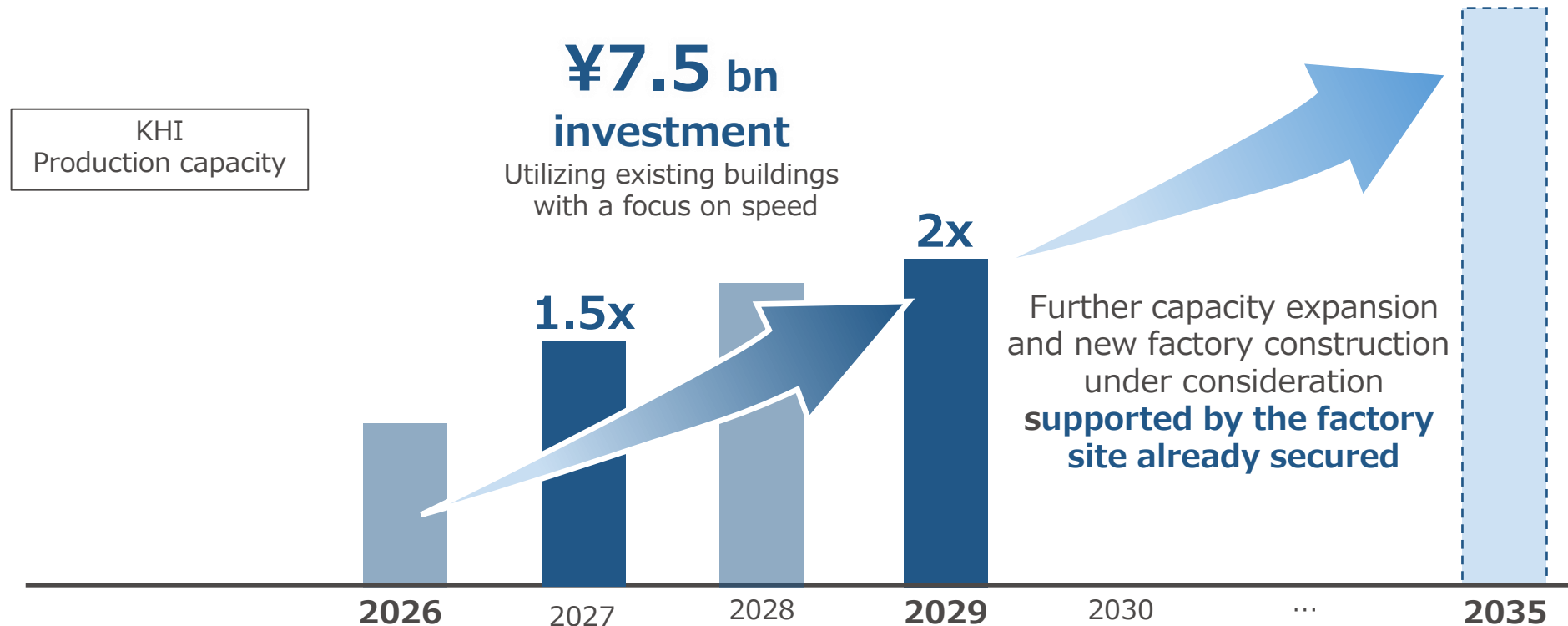


\*CAGR: Compound annual growth rate

Source: Global Semiconductor Manufacturing Equipment & Test/Inspection Equipment Market Annual 2026 (Compiled by GlobalNet Inc.)

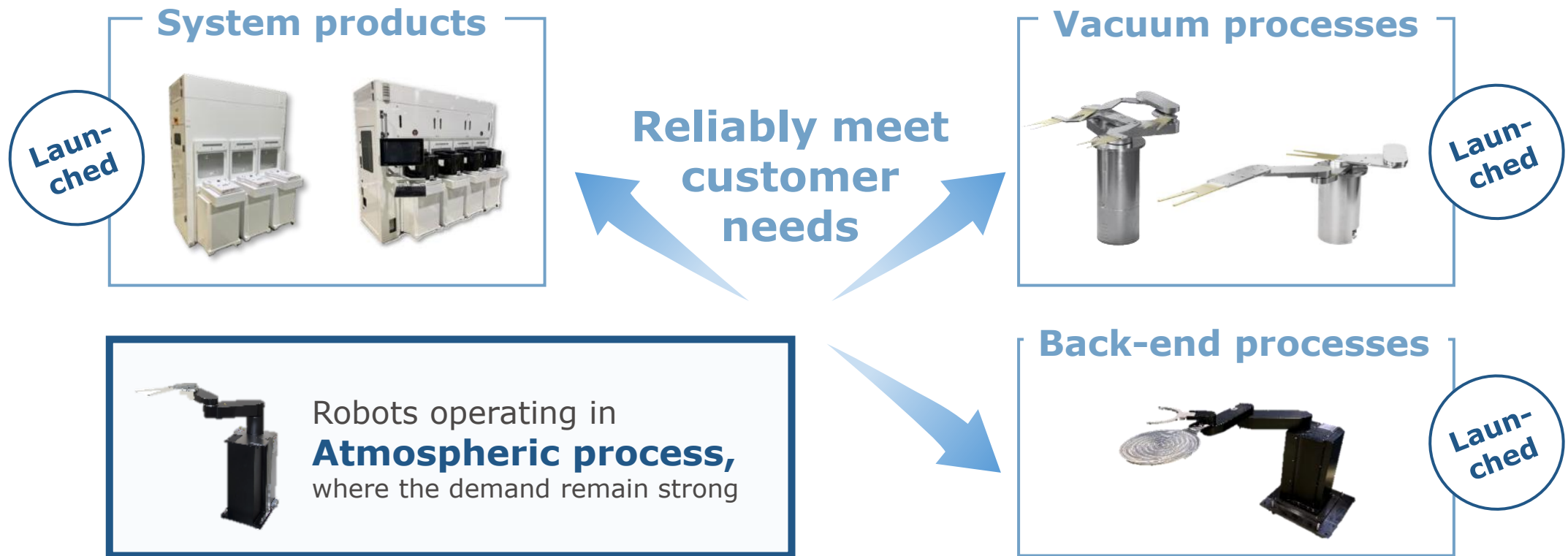
# Investment in the semiconductor business

- Investing 7.5 billion yen in the semiconductor robot business, where demand is expected to increase
- Doubling capacity by FY2029, building a production system that flexibly responds to demand trends



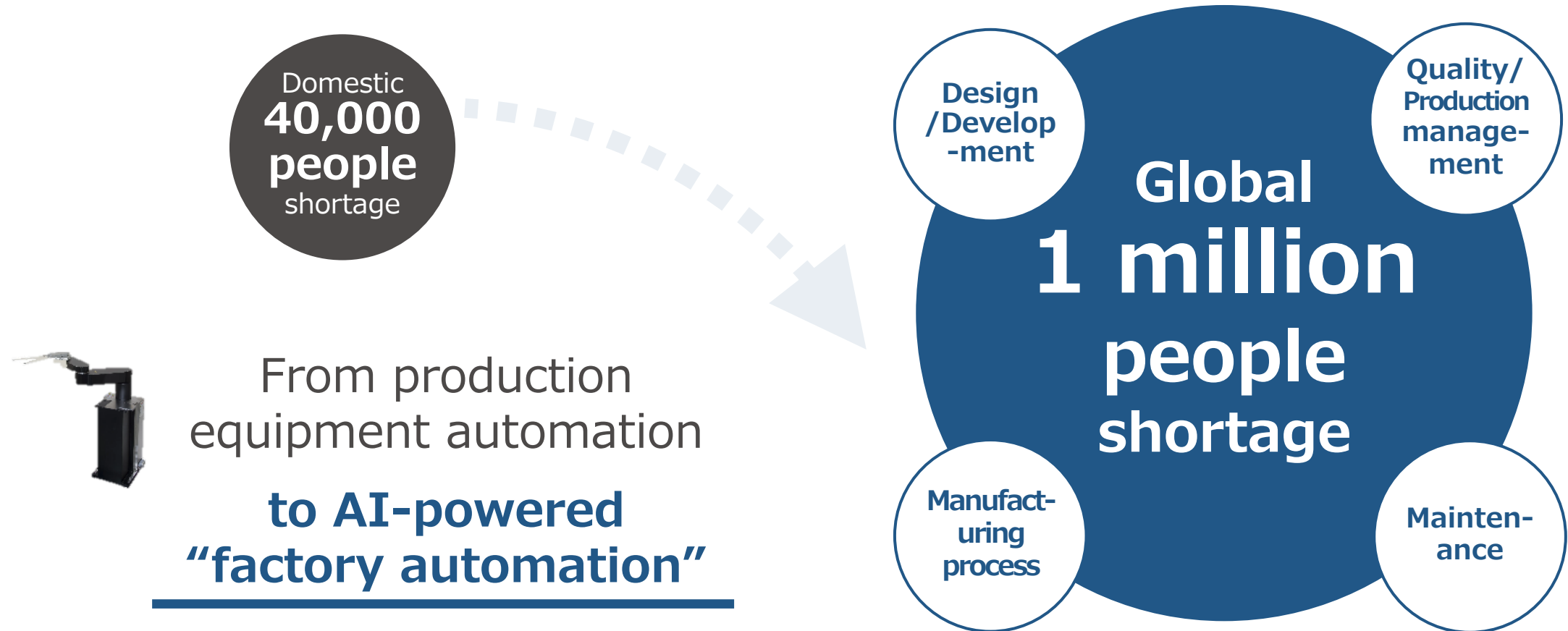
# Further Growth Through Mass Production of Semiconductor Robots

- Further expand our presence in **back-end processes**, **vacuum processes**, and **system products**, while **increasing our share in the high-demand atmospheric process** market to drive steady profit growth



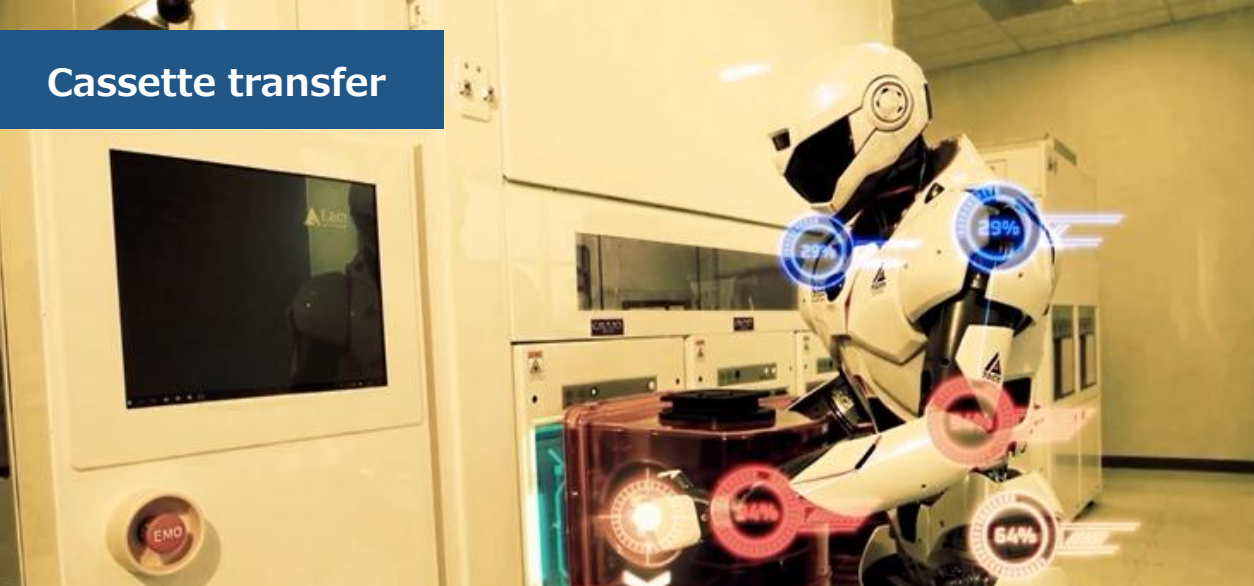
# Challenges Facing the Semiconductor Industry

- While the semiconductor industry is expected to grow, the “**Labor shortage**” remains a major challenge



Source:  
 Human Resource Trends in Japan's Semiconductor-Related Industry (Ministry of Economy, Trade and Industry)  
 The Semiconductor Talent Crisis: Why Growing Demand Can't Find Leaders(SEMI)

Cassette transfer



Pad replacement



## Physical AI in Semiconductor Factories

Both humanoid and industrial robots respond to customer needs

Chamber cleaning

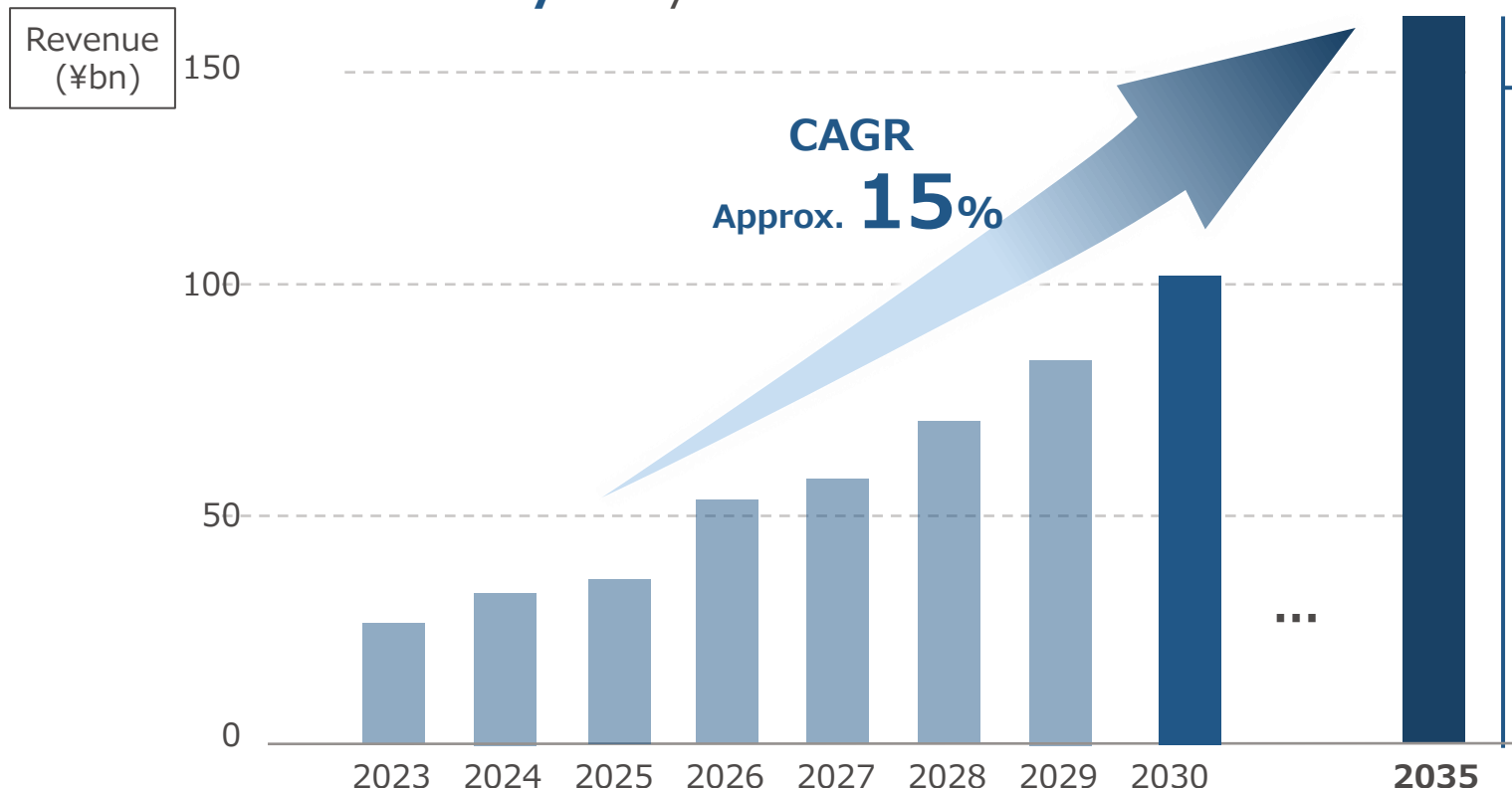


Chemical bottle replacement



# Outlook for the Semiconductor Robot Business

- We reliably capture demand by expanding capacity, **rapidly achieving both profitability and business growth**
- In the medium term, we aim to expand revenue at a CAGR of **15%**, achieving **160 billion yen** by 2035



## Semiconductor Robots **160 billion yen**

- Expanding the scale of the already deployed lineup



Atmospheric process



Back-end process



Vacuum process



System Products

- Automation of our Semi robot factory by physical AI

# What Physical AI transforms

- Beyond delivering AI-powered solutions across our products, we are transforming **“Monozukuri”** and **Lifestyle**



# Transforming “Monozukuri”



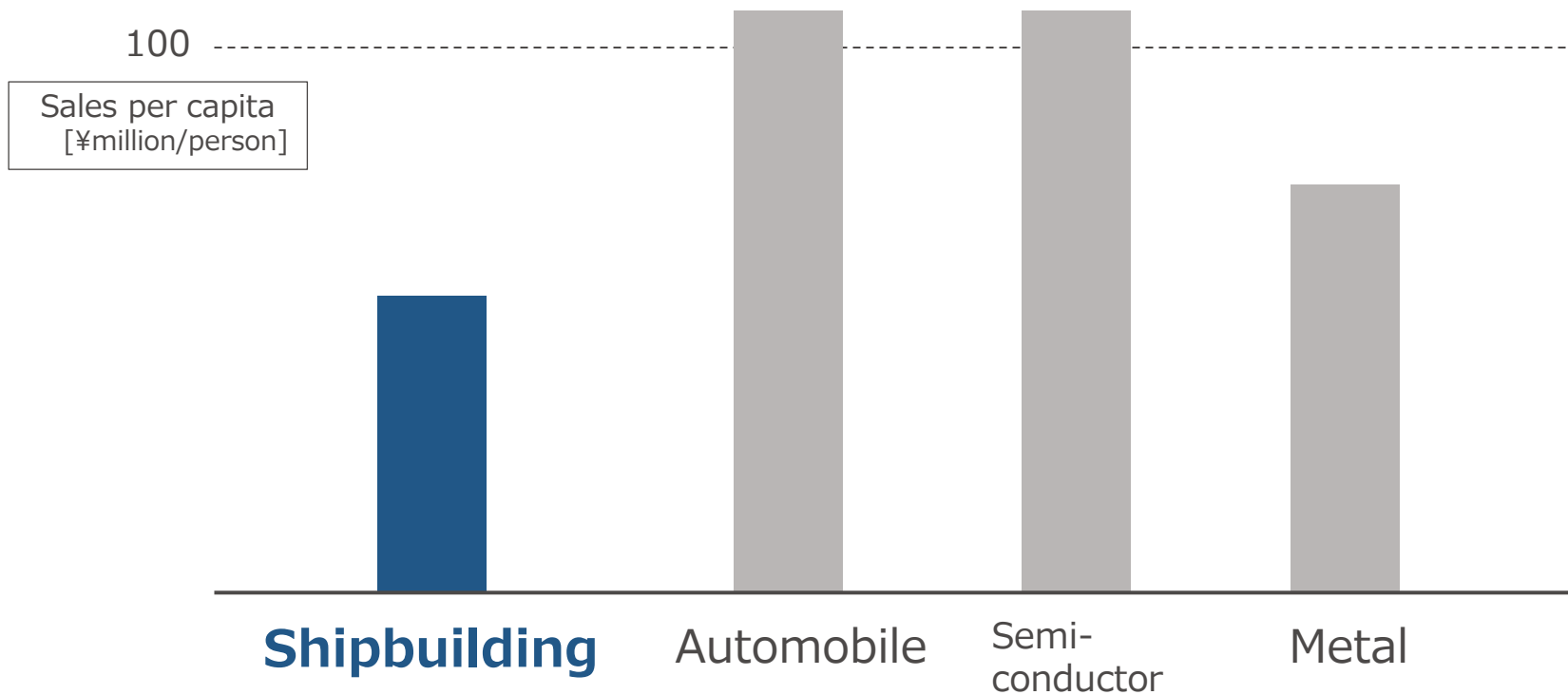
A complex and tough environment

# ~Shipbuilding~

Increasingly important for economic security

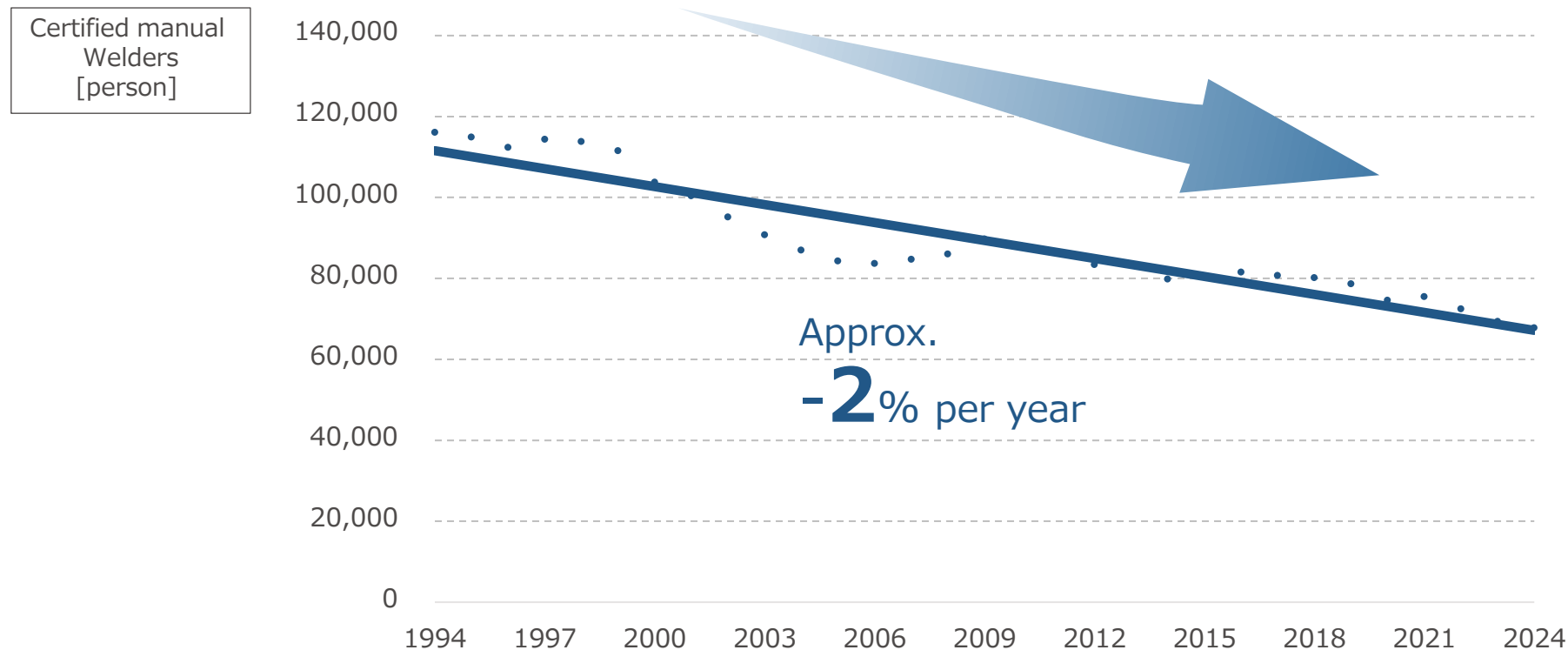
# The Environment Surrounding Shipbuilding

- Shipbuilding remains one of the most labor-intensive manufacturing industries
- Shipbuilding depends heavily on a large number of skilled engineers and workers



# The Environment Surrounding Shipbuilding

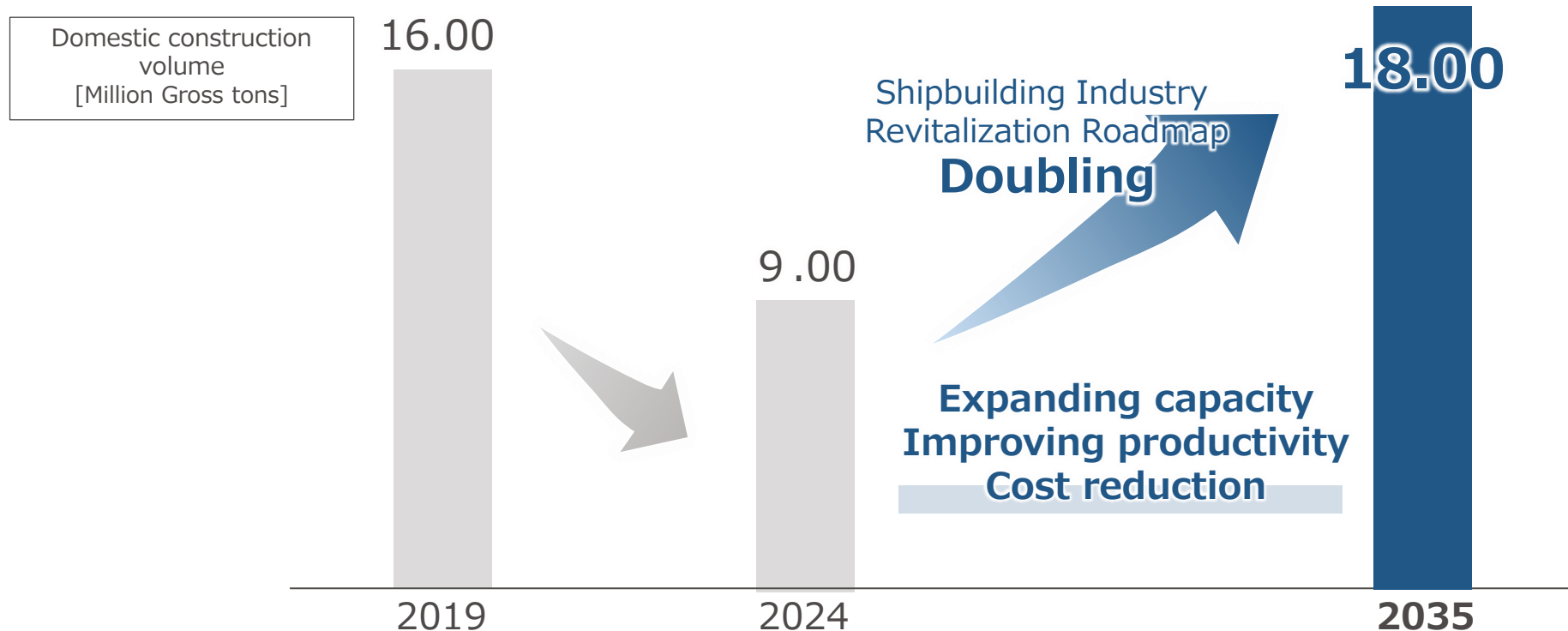
- The number of Japanese workers in shipbuilding is expected to continue declining over the medium term
- **The shortage is particularly acute among skilled welders**



Source: Trends in the Number of Certified Welding Technicians - Japan Welding Association Welding Information Center

# Environment Surrounding Shipbuilding – Economic Security

- Domestic shipbuilding volume has declined significantly in recent years, raising concerns that **Japan may no longer be able to build its own ships**
- From both **industrial competitiveness** and **economic security perspectives**, expanding shipbuilding capacity and improving productivity have become critical priorities



Source: Current Status of the Shipbuilding Industry and Shipbuilding Revitalization Roadmap (Ministry of Land, Infrastructure, Transport and Tourism)

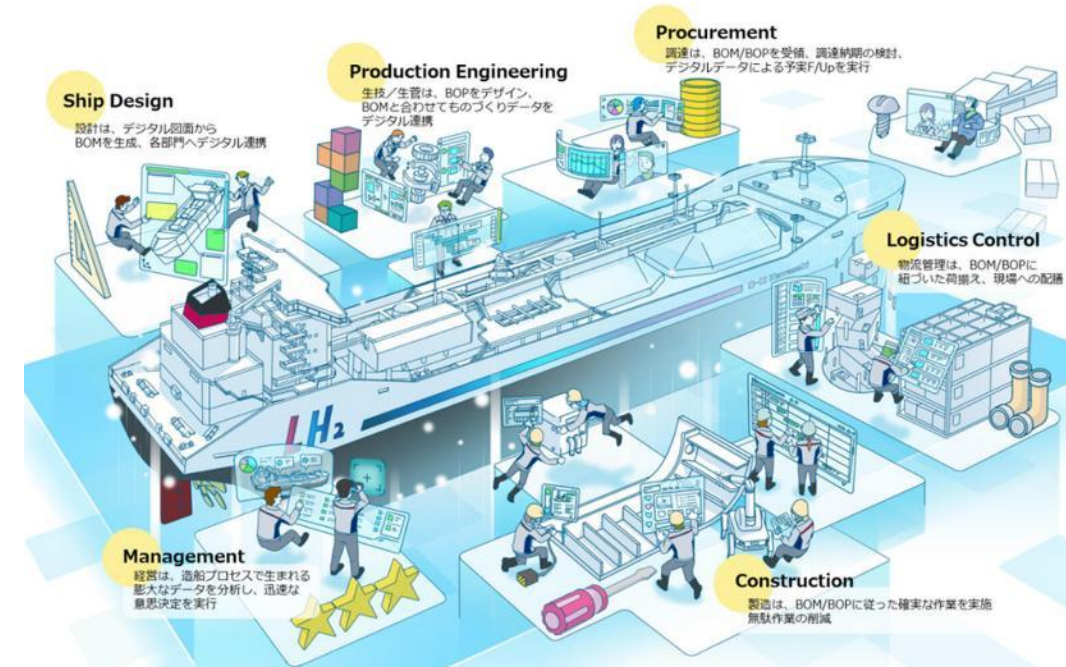
# Initiatives for Shipbuilding Industry Transformation

- Transformation of the shipbuilding industry is essential for future expansion of construction capacity

2020~

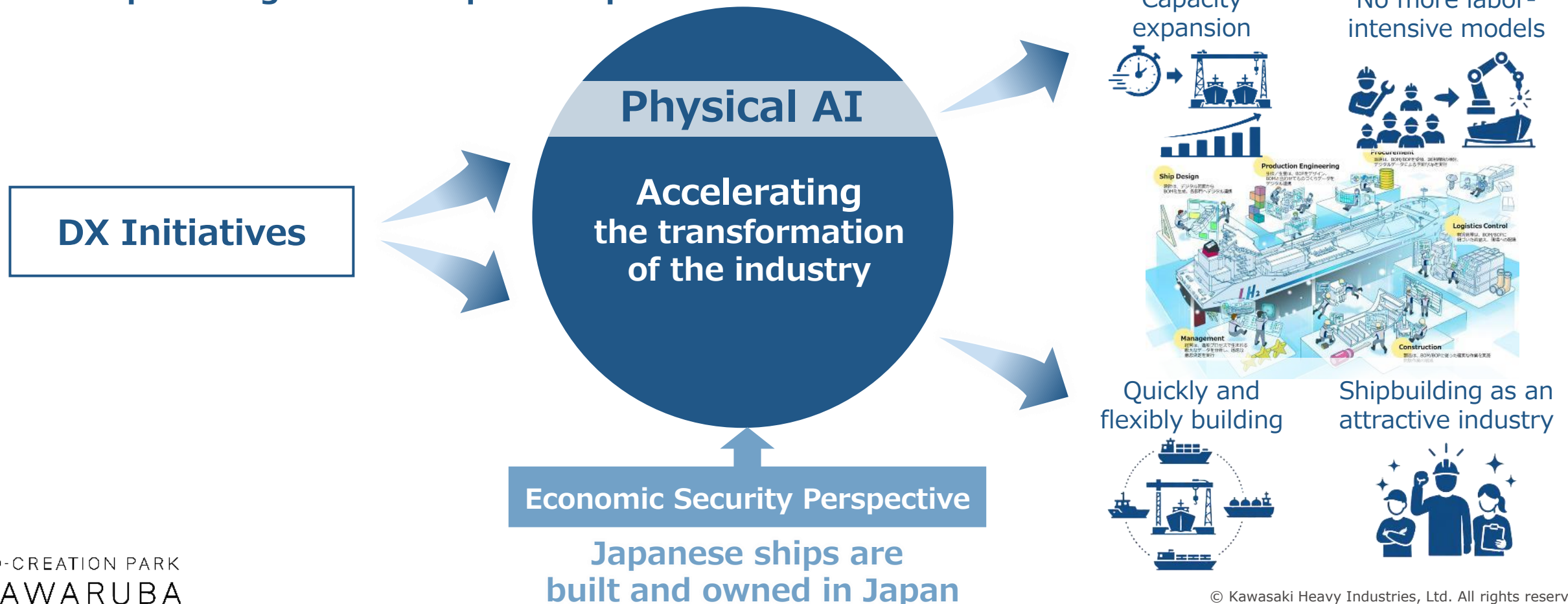
## DX Initiatives

Driving end-to-end digitalization of shipbuilding processes and shop-floor automation, linked with productivity improvement and work standardization initiatives



# Further Approach of Kawasaki

- Building on its DX initiatives in commercial shipbuilding, Kawasaki accelerates the transformation of the shipbuilding industry through physical AI
- As a pioneer in the application of physical AI, Kawasaki seeks to establish a new shipbuilding model unique to Japan



# Challenges of Automation at Shipyards

## Automating shipyards is not straightforward



### **Complex Environments**

Not routine movements or fixed-place work

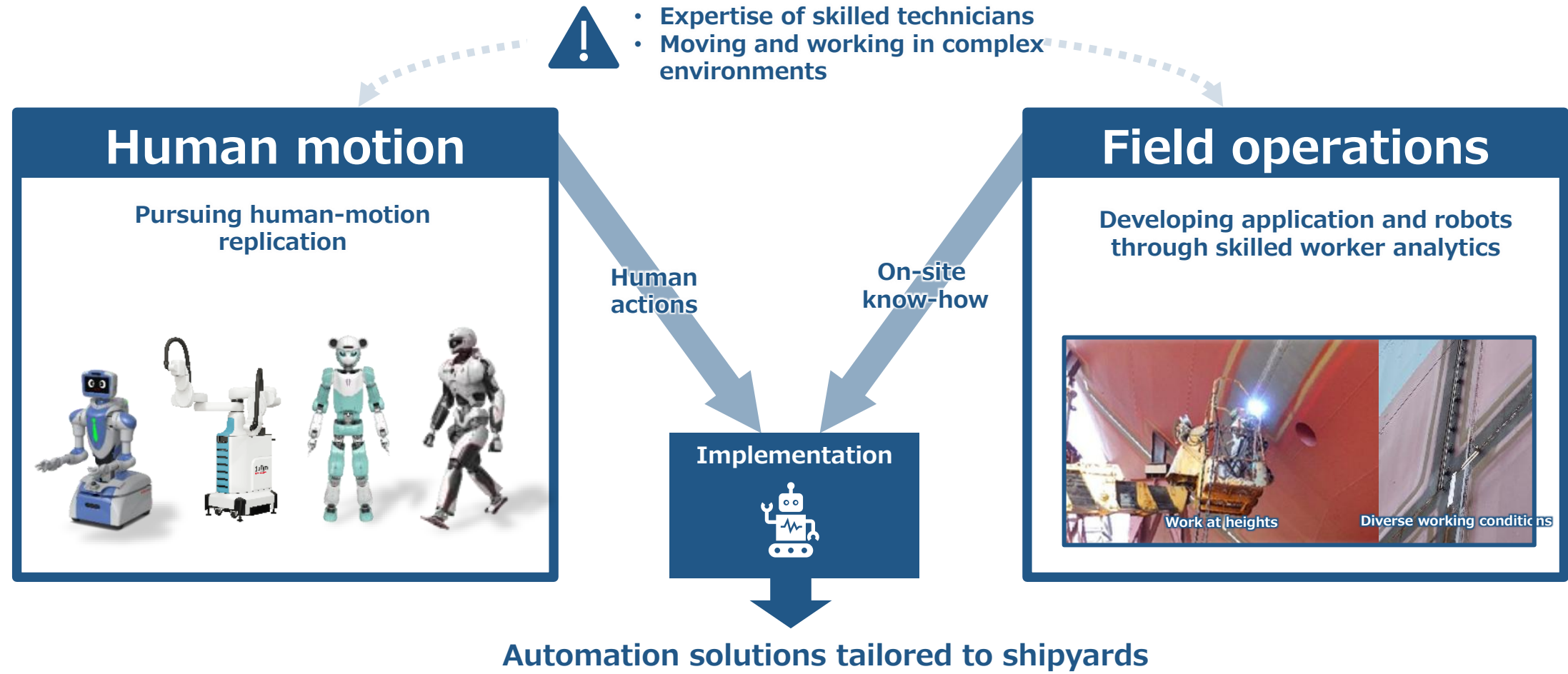


### **A lot of tacit knowledge**

Individual tasks that require their own techniques and craftsmanship

# Approaches for Automation in Shipbuilding Sites

- A two-way approach combining human-motion replication and skilled worker analytics will accelerate the shipyard automation



# Kawasaki's transformation of in-house shipyards



Only Kawasaki brings together **automation, data/know-how, and real-world operations in shipyards to accelerate shipyard transformation through physical AI**



# Shipbuilding to become more resilient and sustainable

- Automation in shipbuilding goes beyond simply replacing tasks from humans to robots
- **Transforming the surrounding environment and infrastructure** necessary for human work, and **making the industry resilient to extreme heat and severe weather**

## Before

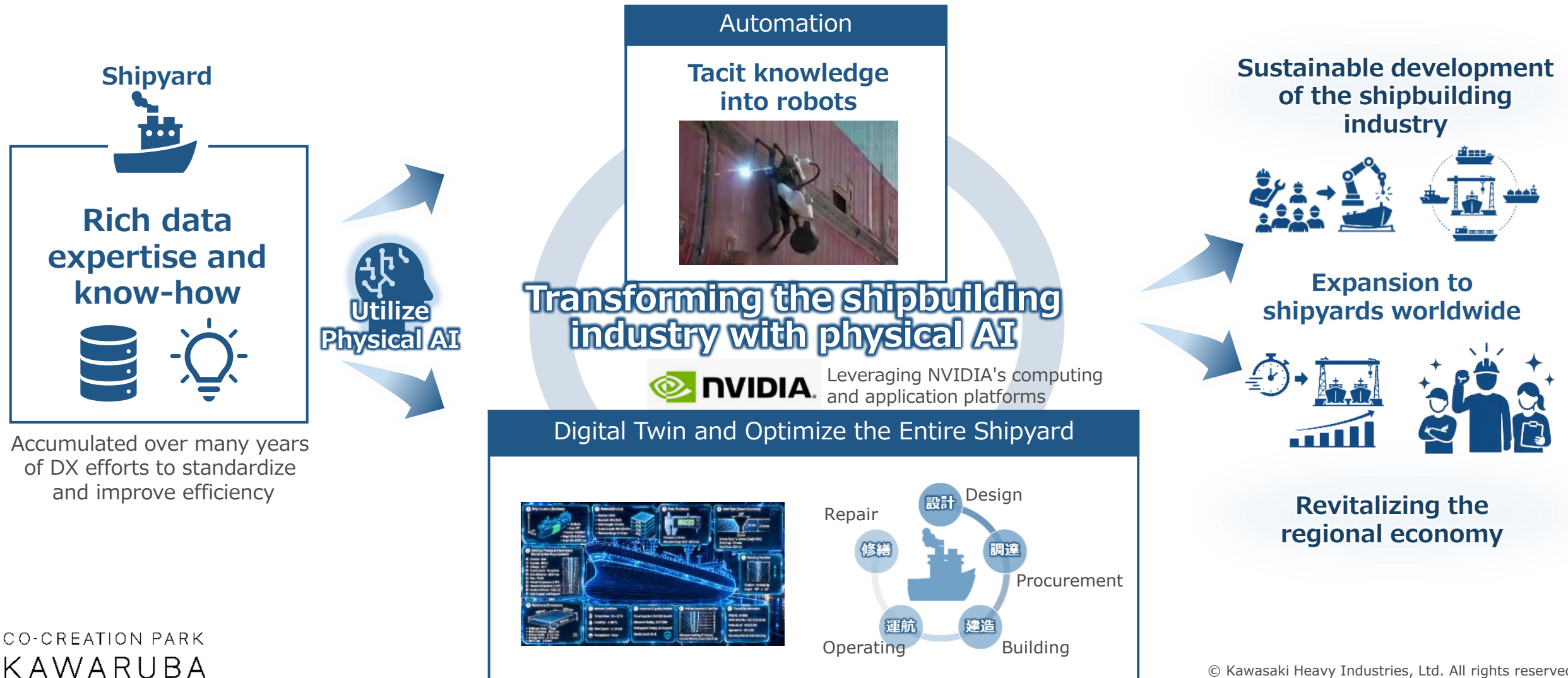


## After



# Transforming the entire industry with Physical AI

- We are leveraging physical AI to transform the entire shipbuilding industry



# Investment and returns in commercial shipbuilding

- The business environment has improved, contributing to the company's overall profit
- About **100 billion yen** investment in physical AI, automation, and capacity expansion

## Capital Investment for Sakaide Plant

(Commercial shipbuilding business / 2026~2035)

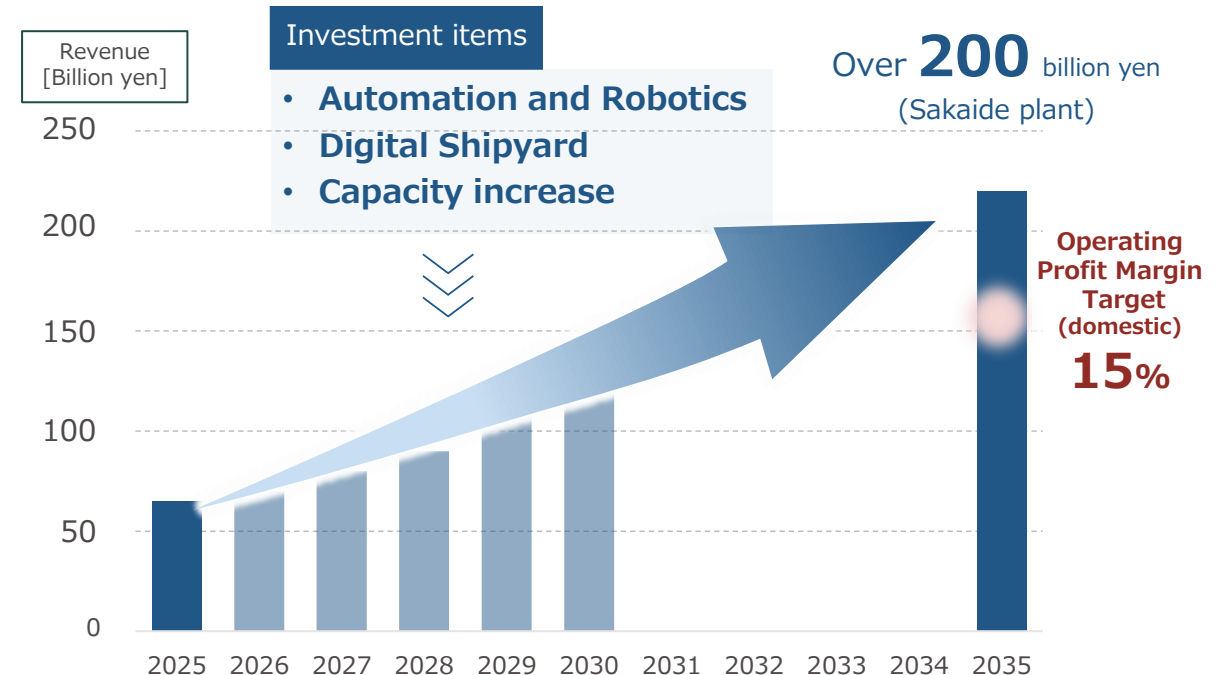
Approx. **100 billion yen**

- Shipbuilding Industry Revitalization Fund: 45bn yen
- Other investment: 55 bn yen



Strengthening capacity and competitiveness at the Sakaide Plant, a major domestic base

## Improving Revenue and Profitability



# Better QoL and Better Society

# Transforming Lifestyles

# Track record in the Healthcare Field

## ■ Expanding solutions from treatment itself to hospital operations and senior care

### Regional disparities

Disparities in access by place of residence

### Social Issues Surrounding Medical and Senior Care

### Talent shortage

Shortage of medical professionals, hospital beds, and care workers, or overcrowding of facilities



## Treatment



## Hospital Operations



## Senior Care

### Robotic-assisted surgical system: hinotori™



**Total Number of Surgeries**  
(End of September 2026, Global)

**22,000+**

- 2025 Successful demonstration of the first remote surgery between Europe and Japan
- 2026 Obtained CE mark certification under the European Medical Device Regulation

Expanding globally

### Improving efficiency of nursing and hospital operations



Visualizing and streamlining hospital operations, taking over transport tasks so nurses can focus on patient care

[Service Implementation]

2026: Total of 13 hospitals  
2027: Total of 80 hospitals (forecast)

### Easing the workload of care workers



Workflow visibility enables both workforce transformation and higher quality care.

[Service Implementation]

Senior care facilities: 30 sites  
Medical institutions: 13 hospitals

# Healthcare solutions expanding globally

## Europe

### KIC-EU

Kawasaki Innovation Centre Europe SAS



## Realizing one-stop solutions

France  
(Strasbourg)

## Medical



## Senior Care



## Expanding track records in Japan

## U.S.

Kawasaki Physical AI Center  
Center San Jose

Kawasaki  
Physical AI Center  
San Jose



## Collaboration in the healthcare field

U.S.A  
(San Jose)

## Taiwan

Medical care field  
Reducing the burden of  
nursing duties



Joint Development and Pilot Testing  
with Foxconn Technology Group  
(Taipei Veterans General Hospital and  
Tung's Taichung MetroHarbor Hospital)



## Australia

Senior care field  
Visualizing care management



HillView Merrimac  
(Queensland, Australia)



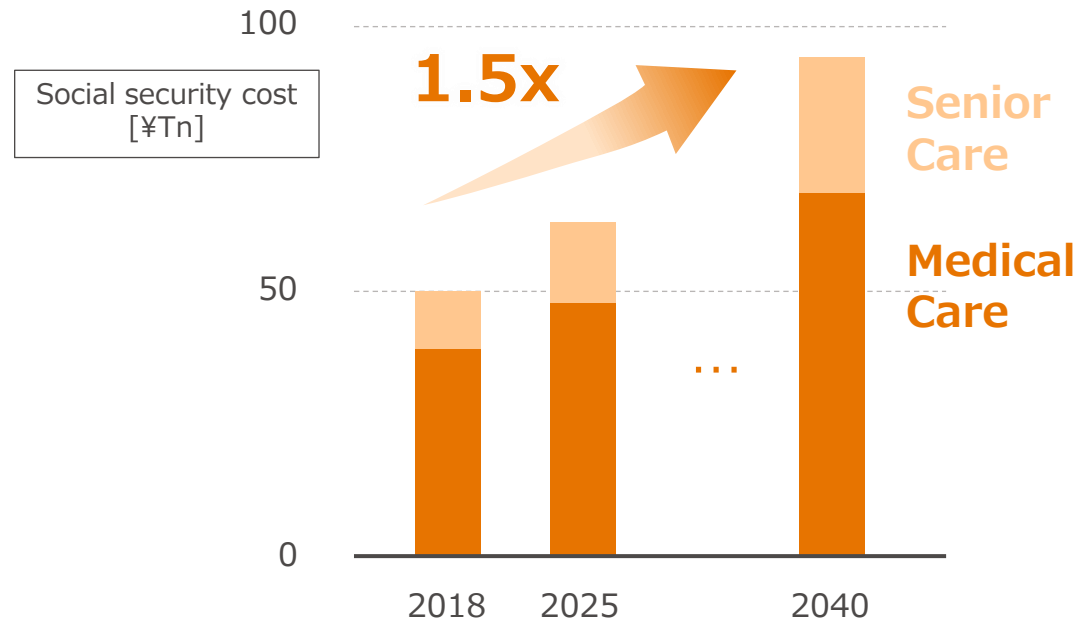
# Major Social Issues in Healthcare

- As the working-age population declines and society continues to age



## Increase in social security costs

Projected to increase by **1.5x** by 2040,  
**increasing fiscal pressure**

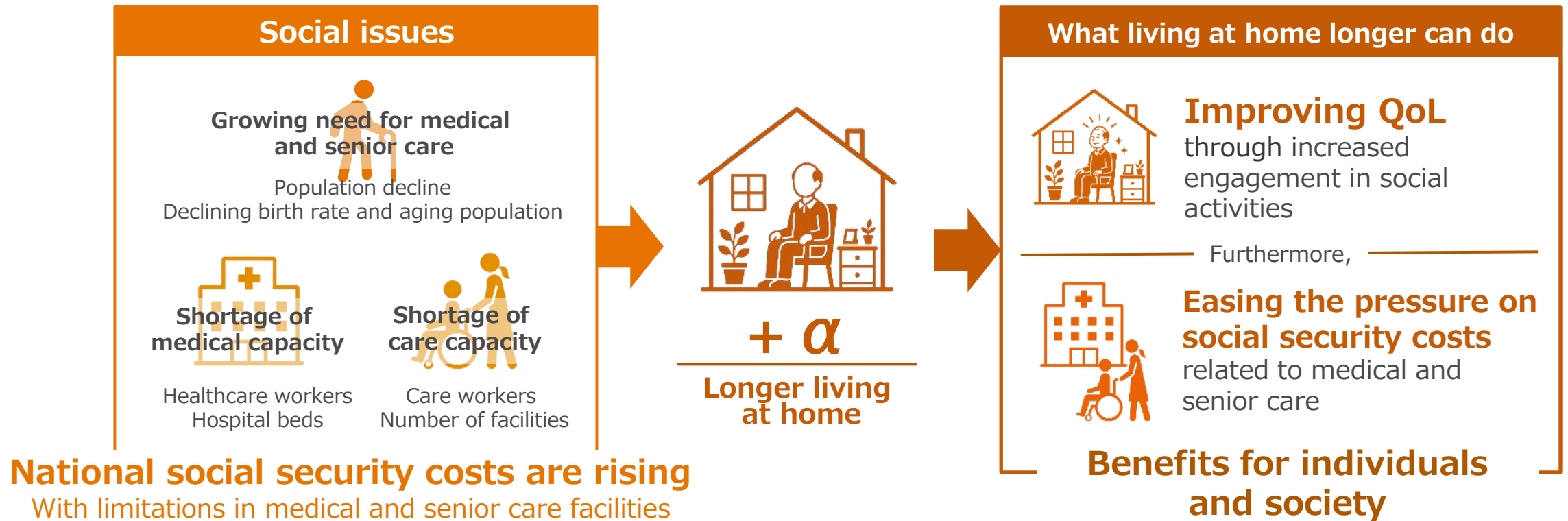


Aging populations are driving growing demand for healthcare and senior care, as well as **higher personal spending**



# Living at Home Longer Matters in Healthcare

- **Helping seniors live at home longer** is one of the solutions to these issues  
 government also recognizes the importance of expanding home-based care
- Living at home longer is expected to improve Quality of Life\* and help easing the pressure on both national social security costs and household expenses



\* Quality of Life : How fulfilled and satisfied individuals feel in their own lives

Source: Further Deepening and Promotion of the Community Integrated Care System (May 16, 2022, Ministry of Health, Labour and Welfare, Health and Wellness Bureau for the Elderly)

# The realities of seniors living at home



Source: Literature Review: Understanding Difficulties for People with Dementia Continuing to Live Alone at Home (Taeko Nakashima, 2022)

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**COR/LEO**



**Robotic Multi-legged Vehicle**



A social robot supporting independent living at home

# Home LEO

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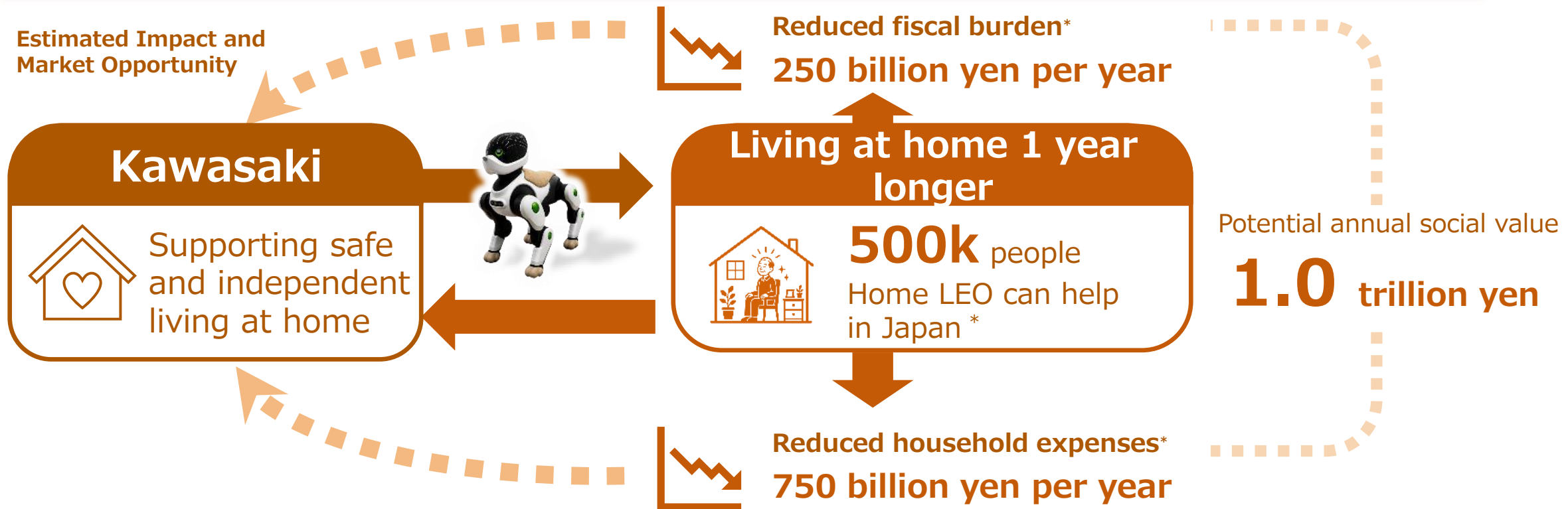
Toward a **society**  
where we can continue  
a fulfilling **lifestyle**  
in a familiar **home**





# Home LEO Market and Expansion

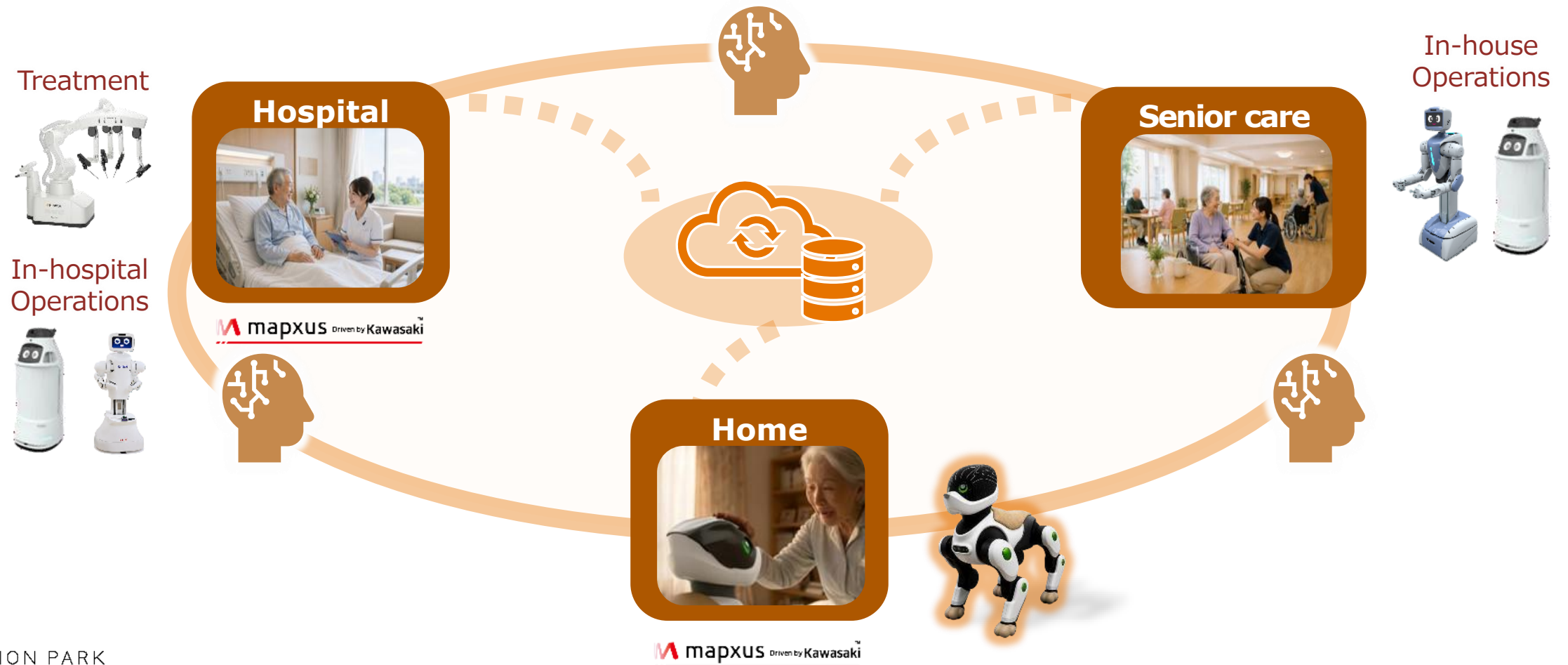
- Helping seniors live longer at home could generate an estimated **approx. 1.0 trillion yen** in annual healthcare and senior care cost savings
- Home LEO's concept: Helping people live at home longer



\* Estimated by our company

# Home LEO integrates “Home” to our solution

**One-stop healthcare solution**  
integrating medical care, senior care, and home care



# Vision of Kawasaki × with Physical AI

Energy and  
Environmental Solutions

Advanced Smart Mobility

A Safe and Secure  
Remotely-Connected Society



With Kawasaki × Physical AI

**“Monozukuri”**  
Transformation

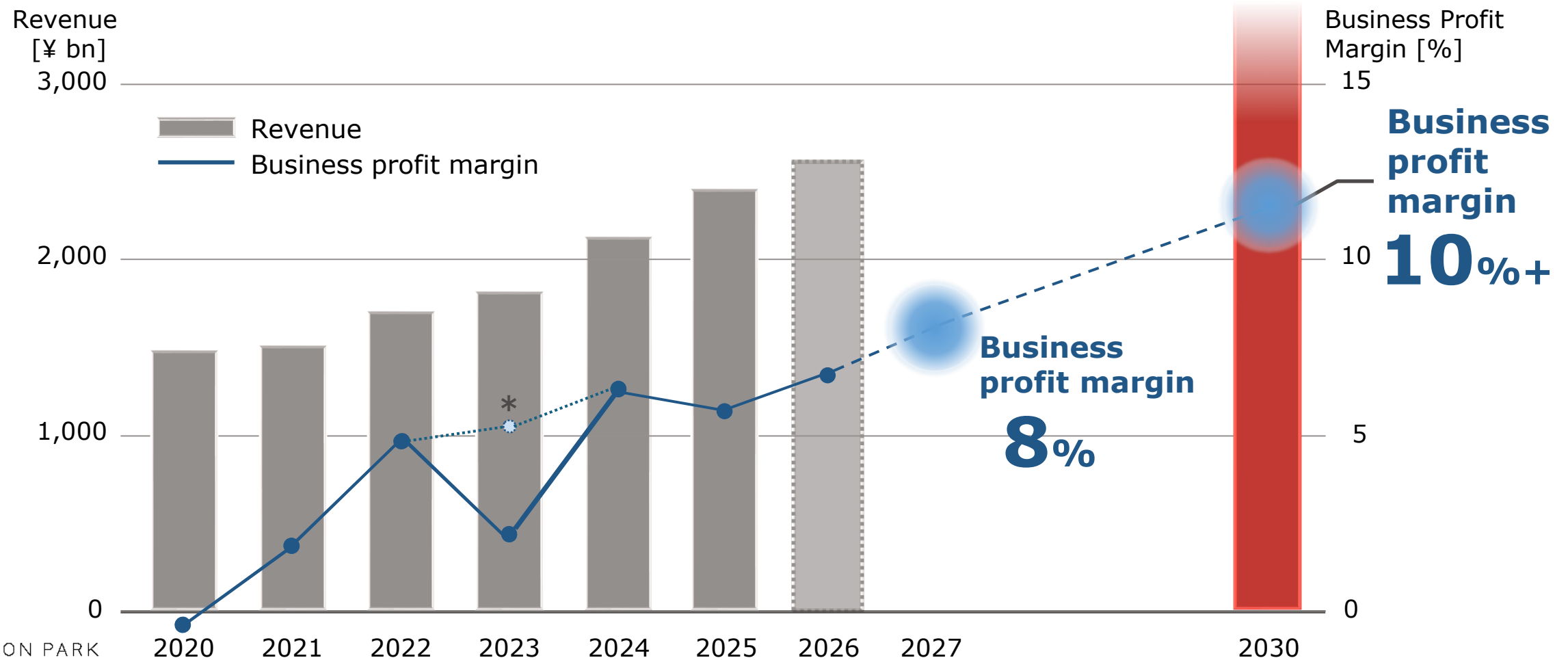
**Accelerating transformation  
toward the future**

**Lifestyle**  
Transformation

# Business Plan Update Toward 2030

Investing early and decisively, backed by our capital raise

**FY2030: revenue ¥3.3 tn+, business profit ¥330 bn+ (margin 10%+)**



New Values



安全安心リモート社会



Cross Over

つぎの社会へ、  
信頼のこたえを

Trustworthy Solutions  
for the Future



エネルギー・環境ソリューション



近未来モビリティ

Frontier

