



Message from President and CEO

Present a dream, unite technologies Taking up the challenge of showcasing our commitment to “Changing Forward” at Expo 2025

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Uniting various technologies, and envisioning a thrilling future

When the company decided to participate in Expo 2025, I requested the project team to “present an inspiring future vision by bringing together Kawasaki’s technologies.” And when I saw the finished exhibits for the first time, I was instantly captivated, even wishing to own one personally. It was a fabulous presentation of a future vision based on the inspiring theme of “Impulse to Move” and covering Kawasaki’s full range of technologies. I am very proud of the team members and others who have contributed to this remarkable feat, and also appreciate them for making me recognize that we have huge possibilities to fulfill our potential.

Committed to two goals since assuming the presidency

Since becoming the president in 2020, I have been committed to addressing two major issues.

The first is related to technological synergy. Back in the earlier days, I had noted the situation of Kawasaki that could be referred as conglomerate discount, an oft-heard term of the time, meaning that diversified enterprises promoting many businesses independently rather than establishing an organizational structure favorable to forming beneficial collaborations and synergy, were undervalued. To address this situation, we defined three business domains to pursue synergistic effects

in line with the group vision, and based on this, we have been striving to combine our various technologies effectively while aiming at future goals. Setting a future vision is important in order to make meaningful use of each technology and unite a constructive team.

The second is to promote market-in strategies with a view to solving social challenges. For example, new suggestions for developing robotic nursing technologies would be accepted favorably by many customers. Previously, our approach to making such suggestions were based on currently available technologies, posing limitations in marketing, however. To break through the limitations, we should go one step further to propose cooperation in creating a new future solution, seeking to attract supporters and would-be partners.

Pass on Kawasaki’s new strong DNA to future generations

Our Expo 2025 exhibits CORLEO and ALICE SYSTEM embody our ongoing goal of achieving technological synergistic effects by promoting cross-company cooperation while addressing social challenges looking to build a new future. CORLEO is a personal mobility system that can expand human access to mountainous areas that was previously limited to those with specialist skills. The development of this technology required delicate technical sensitivity for off-road travel as well as robotics and hydrogen technology for power supply. It covers

Kawasaki’s full range of technologies, which is worth a perfect score. In addition, I’d like to praise the team’s persistent design efforts to create an attractive appearance, which plays a key role in increasing emotional appeal. The team’s design policy to place emphasis not only on functions but also on the appearance will convey an important message to promote Kawasaki’s future activities.

ALICE SYSTEM is a technology for a future public transportation system targeting people with difficulties in mobility in various ways, including due to aging. I’m confident that ALICE SYSTEM has offered a solution to the desire of such people to eat and discover new things, by effectively applying our technical capabilities in land, sea and air transportation. Actually, we have received favorable feedback from quite a few politicians, including demand for early social implementation.

Also, at the venue, we confirmed positive responses from general visitors, like “CORLEO is pretty huge, and looks handsome” and “I like the first-class like equipment of ALICE SYSTEM with movable armrests.” These have been made possible by the development team’s strong commitment to the value of offering a thrill and comfort. This constitutes Kawasaki’s new development axis to build on.

This is related to our forward-looking mindset as a technology provider, which is to: focus on real needs of society and suggest a best possible solution, regardless of present technical limitations and looking to the future; and form new technical ideas, lay out and carry out plans to realize them while seeking capabilities to fill up deficiencies to achieve innovations. This mindset was demonstrated notably when the world was challenged by the COVID-19 pandemic. Wishing to do something helpful for the situation, a volunteer group of employees proposed launching a project to create an automated robotic PCR testing system, which had to be developed from scratch by the team lacking the necessary knowledge. The recent expo provided a good opportunity to enhance this mindset, which I hope will grow into a strong DNA to pass down to the future of Kawasaki.

World exposition is to present future dreams

I was one of many Japanese children who were fascinated by Expo 1970 and aspired to becoming an engineer. I remember a number of popular exhibits such as watches equipped with television and telephone features, which grabbed my heart, fueling my passion in those days for popular science fiction animation television series, specifically *Tetsujin 28*, *Astro Boy*, and *Super Jetter*. My dream was to live in a world where people live with robots as family members, and had a strong wish to make robots like *Astro Boy*. So I aspired to a career as an engineer, and this aspiration has been driving me forward to

this day.

The mission of the world exposition, I believe, is to present future dreams, particularly to children. The event’s futuristic exhibits should be able to inspire their interest in engineering and inventive activities. Some of such children may become engineers, like me, and some may possibly become interested in our exhibits and consider joining Kawasaki in the future to make their dream a reality as a member of our team. Therefore, it is vitally important to take the opportunity afforded by an expo to present a dream vision and encounter different thoughts and technologies, aiming to innovate new things for the future. And we should continue with such endeavors, I hope, to be able to fulfill our potential to make a revolutionary advancement.

Look beyond Expo 2025

Our Expo 2025 project will not terminate with the end of the world event. Instead, we will continue with relevant activities to be able to deliver real-life products, which is important for the benefit of society, the company, and project team members especially for the purpose of self-fulfillment. In fact, we have received requests to accelerate the development schedule, the target of which was 2050. To accommodate such market responses, we will need to build appropriate commercialization processes while promoting public announcement of the progress even before completion.

In order to make something like a dream a reality, we need to use not only internal but also external resources. For this reason, we have opened the co-creation platform KAWARUBA, where a number of companies have already begun to work together, bringing their respective technical capabilities, to accomplish common goals to create new value. Before that, however, the company should first respond to a sizable number of its personnel expressing a strong willingness to undertake new innovation challenges. The company should provide an opportunity for such personnel to promote activities, on a voluntary basis, to make their dream-like plan a reality, and build appropriate systems to allow them to continue with the activities to achieve goals. I think this is a major role of the management.

We believe it is important to explore various possibilities to solve social issues, regardless of the current production capability and technology availability, and continue with relevant efforts. This policy, as practiced through participating in the recent expo, is essential to creating new innovations on an ongoing basis.