

Group Vision 2030 | Goals and Results in the Three Focal Fields

Focal field and goal	Social outcomes (results)	Targets for 2030	Key performance indicators (KPIs)	Specific measures	Achievements in fiscal 2024
A safe and secure remotely connected society Creating new value emphasizing safety and security Create a society that is affluent, safe, and secure for all with remote technology 	• Improve patient quality of life through minimally invasive and advanced robotic-assisted surgery • Eliminate regional disparities in healthcare through remote surgery • Reduce the burden on medical professionals and nursing care workers • Improve productivity and alleviate labor shortages • Work style reforms ◦ Time flexibility ◦ Eliminate strenuous, dirty, and dangerous work ◦ Remote work that includes on-site operations • Secure labor • Provide opportunities for all people to participate in society	• Robotic-assisted surgery system made widely available globally and being used in many cases • Practical application of remote surgery using robotic-assisted surgery system • Eliminate 5% of Japan's approximately 2,000,000 shortage in healthcare and welfare workers (market estimated at over ¥1 trillion) • Eliminate 5% of Japan's approximately 4,000,000 shortage in manufacturing and service industry workers (market estimated at over ¥2 trillion)	(a) Annual number/cumulative total of cases using robotic-assisted surgery system (b) Steady achievement of remote surgery development milestones (c) Remote platform active users	• Realization of easy-to-use robotic-assisted surgery system through improved operability and functions • Acquisition of sales approval in various countries toward global expansion • Implementation of remote surgery demonstration tests using robotic-assisted surgery system • Adoption of nursing care robots in medical institutions • Market introduction of personal care products that use remotely connected technologies • Development and implementation of robots for warehouses and stores • Practical application of humanoid robots • On-site work using remotely controlled robots at plants (proof of concept demonstration begun in fiscal 2021)	• hinotori™ surgical robot system (Legal manufacturer: Medicaoid Corporation) ◦ Number of cases conducted: over 5,200 annually / cumulative total of over 9,400 ◦ Approval for the indications for use of thoracic surgery (respiratory surgery) in Japan ◦ Obtained sales approval and market entry in Malaysia ◦ Application for CE mark certification under the Medical Device Regulation (MDR (EU)2017/745) ◦ Implemented multiple remote surgery demonstration tests • Supply of the RemolinkBuilder service enabling remote system development and the Remolink™ service connecting businesses and workers by remote-control robots (ongoing); increase of partner contracts with various companies • Utilization of nursing care equipment, etc. through behavior measurement in nursing care and the analysis of measurement data and implementation of demonstrative experiments for the nursing care support service business supporting nursing care facilities • Introduction of the indoor positioning information service in various commercial facilities, etc.
Near-future mobility Transforming the movement of people and freight with new transportation systems Create a society where people and freight move safely, quickly, and efficiently using new forms of mobility 	• Handle increasing logistics volumes and alleviate labor shortages • Provide safe working conditions • Realize a society that enables the environmentally friendly and safe movement of people and freight • Realize seamless urban transportation Increase the speed and efficiency of the movement of people and freight • Alleviate traffic congestion and logistics delays • Disaster-resilient community building Rapid transportation of emergency supplies, etc.	• Eliminate 20% of Japan's approximately 200,000 shortage in logistics workers • Commercialize new mobility ◦ Delivery robots ◦ Unmanned VTOL aircraft (vertical take-off and landing aircraft) ◦ Autonomous four-wheelers ◦ Supply chain optimization services, etc. • Autonomous marine transport (Marine Collaboration Project) • Take part in super city projects	(a) Number of unmanned VTOL aircraft and total volume transported (b) Number of delivery robot users and total volume transported	• Logistics chain optimization Phase 1 ◦ Autonomous transportation and loading equipment (autonomy that extends to the last mile) Phase 2 ◦ Supply chains (create seamless connections: improve efficiency, including for reloading systems) ◦ Overseas expansion by 2030 • New mobility ◦ Commercialization of delivery robots by 2025 ◦ Full-scale operation of VTOL and integrated transport service business by 2030 • Realize super cities ◦ Coordinate with municipalities to take part in super city projects (total optimization of urban transportation, including the movement of people) ◦ Build overarching management systems for the movement of people and freight (local MaaS) ◦ Organically link these with other Group businesses ◦ Build cooperative relationships with logistics companies and software companies	• Commissioned by Ina City, Nagano Prefecture, for its Unmanned VTOL Cargo Transport Platform Development Project (ongoing) • Development of the K-RACER unmanned VTOL aircraft received the Chairperson's Award of the Japan Aeronautical Engineers Association • Participation in the Nankai Rescue 2024 practical training exercise simulating the occurrence of a Nankai Trough earthquake (organized by the Japan Ground Self-Defense Force Middle Army); the K-RACER unmanned aircraft was used to transport aid supplies to an isolated disaster area, successfully carrying out its mission of unmanned logistics transportation by loading and then unloading supplies without the involvement of human hands • Began official operation of four FORRO service robots at the Fujita Medical Innovation Center Tokyo, realizing a reduction in delivery work for samples, etc. and in distances covered by nurses • Provided the Z-Leg™ one-stop service for air travel arrangements by helicopter in collaboration with municipalities, domestic and foreign travel agencies, railway companies, etc. We gave a class for children about disaster assistance by helicopter
Energy and environmental solutions For stable supply of clean energy Quickly achieve a stably powered, carbon-neutral society at low cost 	• Reduce the price of hydrogen energy • Help address climate change by reducing CO₂ emissions • Provide clean travel and transportation by land, sea, and air	Hydrogen • Completion of liquefied hydrogen supply chain commercialization demonstration • Start of domestic hydrogen utilization Existing products • Manufacture of even more environmentally friendly products • Expansion of hydrogen-ready products for the transition period • Reduction of CO₂ emissions from products	Hydrogen (a) Hydrogen supplied by Kawasaki solutions (b) CO₂ reductions by Kawasaki's hydrogen energy solutions Existing products (a) Reduction of CO₂ emissions through product-based contributions (b) Number of registered products and revenue in Kawasaki Ecological Frontiers (formerly Green Products)	• Formation of partnerships and consortia across the entire liquefied hydrogen supply chain • Technological development Establish technologies for larger scale, leveraging New Energy and Industrial Technology Development Organization (NEDO) subsidized projects and partnerships • Expanding the lineup of liquefied hydrogen carriers to meet diverse transport demands • Develop hydrogen-fueled rolling	Hydrogen • JFE Steel Corporation and Japan Suiso Energy, Ltd. concluded a leasing contract for land on Ohgishima for use as a liquefied hydrogen receiving terminal, which marked significant progress in demonstrating commercialization of the liquefied hydrogen supply chain • Development of the world's first 100% hydrogen combustion technology for large gas engines with a power output of 5MW or greater • Completion of the demonstration project for the Suiso (hydrogen) Platform in Oita Prefecture, enabling digital traceability across the entire hydrogen supply chain, from production to end use Existing products (a) CO₂ reduction contribution by products: Approximately 19.05 million t-CO₂ (b) Number of registered products and net sales in Kawasaki Ecological Frontiers: 70 products registered with net revenue of ¥233.6 billion
• Reduce environmental burden throughout the value chain					

For details about the promotion of carbon neutrality, refer to pp. 45-48.