

Focal field 3 Near-future mobility



Transforming the movement of people and freight with new transportation systems

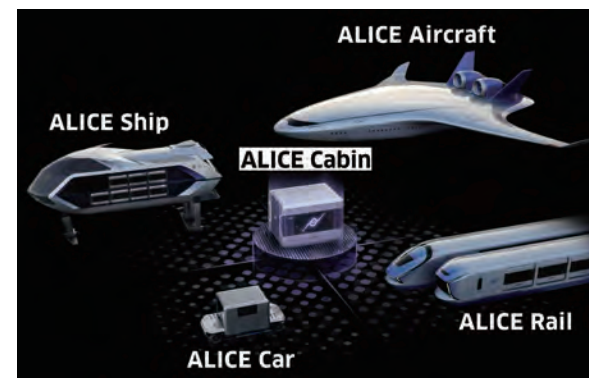
We will respond with new solutions to changes in the movement of people and goods, including the advancement of e-commerce, the spread of sharing services, and increasing demand for personal mobility in conjunction with lifecycle changes. In particular, we are proposing new transportation systems and new systems that combine robotics and remote technologies with transportation equipment to address social issues such as labor shortages due to increased logistics volumes, deteriorating work environments, urban traffic congestion, and the disruption of transportation due to natural disasters.

A Society That Enables Abundant, Smart, and Seamless Mobility

The Kawasaki Group showcased the ALICE SYSTEM, our futuristic public transportation system, as a 2050 concept model that enables everyone to freely and comfortably enjoy mobility, at the Expo 2025 Osaka, Kansai, Japan. In the future after we achieve the Group Vision 2030, we will tackle the challenge of providing exciting new solutions to transform the movement of people and goods.

➔ For more details, refer to p. 04.

Related business ● Aerospace Systems ● Rolling Stock
● Energy Solution & Marine Engineering
● Powersports & Engine



Conceptual image of ALICE SYSTEM futuristic public transportation system

Helicopter Booking Service Makes Flexible Air Travel a Reality

Related business ● Aerospace Systems

Provision of Z-Leg™

As the mobility as a service (MaaS) industry grows rapidly, we have begun offering Z-Leg™, a new business that takes advantage of our experience and reputation for reliability in manufacturing helicopters, and an innovative solution for travelers in need of one-stop helicopter booking.

Helicopters, pilots, heliports, taxis, and more can all be arranged online, offering a one-stop solution for seamless and efficient travel across Japan. This dream mobility service not only shortens travel times, but also allows passengers to enjoy Japan's stunning landscapes from a helicopter's unique altitude, providing a luxurious air travel experience. To ensure safety, the service utilizes commercial twin-engine helicopters in collaboration with highly reliable operators.

Efforts are underway to develop takeoff and landing sites throughout Japan, open new routes, and collaborate with municipalities, travel agencies, railway

companies, department stores, and others. Coverage and features in the business media, lifestyle magazines, and local newspapers have been increasing, drawing growing interest as a new option for air travel.



Z-Leg™ one-stop service for air travel arrangements

Commercialization of New Modes of Mobility

Related business ● Aerospace Systems
● Powersports & Engine

Our activities for social implementation of the K-RACER unmanned VTOL Aircraft

In order to address the labor shortage in the logistics industry, we are developing the K-RACER unmanned VTOL* Aircraft that combines our helicopter technology with the compact, high-power engines that our motorcycles have. Its characteristics are the ability to take off and land vertically without a runway and a payload capacity that a drone cannot achieve. In 2024, we conducted a flight demonstration test beyond the visual line of sight, and we have made steady progress toward social implementation, including use during disasters.

In January 2025, we participated 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) in collaboration with the Japan UAS Industry Development Association (JUIDA). For this exercise, 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. Through these types of initiatives, we are verifying the effectiveness of new logistics infrastructure during disasters.

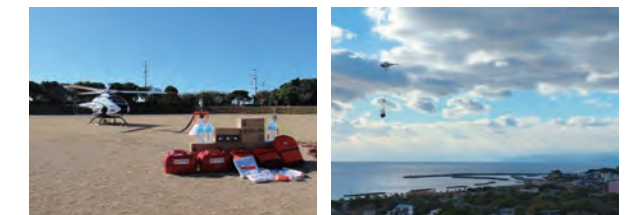
In addition, we received a contract from Ina City, Nagano Prefecture for an Unmanned VTOL Cargo Transport Platform Development Project. Under this

project, we will coordinate with stakeholders and perform permitting and licensing procedures pursuant to laws and regulations in order to achieve delivery of materials to mountain lodges, which are facing a shortage of pilots, weather conditions unique to mountainous regions, and other issues.

* Vertical Take-Off and Landing



K-RACER unmanned VTOL aircraft



A scene from the K-RACER cargo transport demonstration

Automation of Delivery Work

Related business ● Precision Machinery & Robot
● Powersports & Engine

Robot porter services for condominiums

Working in collaboration with Mitsui Fudosan Residential Co., Ltd., Mitsubishi Estate Residence Co., Ltd., and Taisei Corporation, Kawasaki commenced full-scale operation of the FORRO PORTER robot porter service using the FORRO indoor delivery robot that we developed based on the RoboHUB robot integration platform provided by Taisei Corporation. Service started in July 2025 at the Mita Garden Hills condominium. This project is the largest-scale* condominium robot porter service in Japan.

FORRO PORTER is a porter service that uses the FORRO indoor delivery robot to automatically carry packages from the condominium entrance to residential units on behalf of residents when they return home or go out. Residents can request deliveries using a smartphone app. FORRO can automatically navigate the optimal route to its destination even in complex spaces, and by connecting with elevators and automatic doors via RoboHUB, smooth movement through multiple

security areas is possible. With this system, we have created an environment where robots and people can freely move about in large-scale residential spaces.

* Based on Kawasaki investigations. The total distance that the robot can travel for deliveries is approximately 6.6 km.



FORRO in operation at the Mita Garden Hills condominium