

Major Subsidiaries and Affiliates (As of September 1, 2025)

Aerospace Systems

Aerospace

NIPPI Corporation
Nippi Skill Corporation
Kawaju Gifu Engineering Co., Ltd.
Kawaju Gifu Service Co., Ltd.
KGM Co., Ltd.

Jet Engines

Kawaju Akashi Engineering Co., Ltd.

Rolling Stock

Kawasaki Railcar Manufacturing Co., Ltd.
Alna Yusoki-Yohin Co., Ltd.
Kawasaki Rolling Stock Component Co., Ltd.
Kawasaki Rolling Stock Technology Co., Ltd.
Sapporo Kawasaki Rolling Stock Engineering Co., Ltd.
NICHIGO CORPORATION
Kawasaki Rail Car Lincoln, Inc.
Kawasaki Rail Car, Inc.
* Qingdao Sifang Kawasaki Rolling Stock Technology Co., Ltd.

Energy Solution & Marine Engineering

Plant

EarthTechnica Co., Ltd.
Kawasaki Engineering Co., Ltd.
KEE Environmental Construction Co., Ltd.
Kawasaki Environmental Plant Engineering Co., Ltd.
Kawaju Facilitate Co., Ltd.
EarthTechnica M&S Co., Ltd.
Kawasaki Green Energy, Ltd.
Shinki Co. Ltd.
KHI Design & Technical Service, Inc.
Kawasaki Heavy Industries Machinery Trading (Shanghai) Co., Ltd.
* Underground Infrastructure Technologies Co., Ltd.
* JP Steel Plantech Co.
* Anhui Conch Kawasaki Equipment Manufacturing Co., Ltd.
* Anhui Conch Kawasaki Energy Conservation Equipment Manufacturing Co., Ltd.
* Anhui Conch Kawasaki Engineering Co., Ltd.
* Shanghai Conch Kawasaki Engineering Co., Ltd.

Energy/Marine Machinery

Kawasaki Thermal Engineering Co., Ltd.
Kawasaki Machine Systems, Ltd.
KMS Engineering Co., Ltd.
Kawasaki Prime Mover Engineering Co., Ltd.
Kawasaki Naval Engine Service, Ltd.
Kawasaki Gas Turbine Europe GmbH

Kawasaki Gas Turbine Asia Sdn. Bhd.
Kawasaki Energy System Solutions (Shandong), Ltd.
Kawasaki Machinery do Brasil Máquinas e Equipamentos Ltda.
Kawasaki Heavy Industries (Europe) B.V.
Kawasaki Heavy Industries (H.K.) Ltd.
Wuhan Kawasaki Marine Machinery Co., Ltd.
* Shandong Binqi Power Group, Co., Ltd.

Ship & Offshore Structure

Kawaju Support Co., Ltd.
Kawasaki Marine Engineering Co., Ltd.
KHI JPS Co., Ltd.
Kawasaki Subsea (UK) Limited
* Nantong COSCO KHI Ship Engineering Co., Ltd.
* Dalian COSCO KHI Ship Engineering Co., Ltd.

Precision Machinery & Robot

Precision Machinery

Kawasaki Hydromechanics Corporation
Kawasaki Precision Machinery (U.S.A.), Inc.
Kawasaki Precision Machinery (UK) Ltd.
Wipro Kawasaki Precision Machinery Private Limited
Flutek, Ltd.
Kawasaki Precision Machinery (Suzhou) Ltd.
Kawasaki Precision Machinery Trading (Shanghai) Co., Ltd.
* Kawasaki Chunhui Precision Machinery (Zhejiang) Ltd.
* Eddie KPM Precision Machinery (Suzhou) Ltd.

Robot

Kawasaki Robot Service, Ltd.
Kawasaki Robotics (U.S.A.) Inc.
Kawasaki Robotics (UK) Ltd.
Kawasaki Robotics GmbH
Kawasaki Robotics Korea, Ltd.
Kawasaki Robotics (Tianjin) Co., Ltd.
Kawasaki Robotics (Kunshan) Co., Ltd.
Kawasaki Robotics India Private Limited
Kawasaki (Chongqing) Robotics Engineering Co., Ltd.
* Mediaroid Corporation
* Mediaroid Europe GmbH
* Mediaroid Asia Pacific Pte.Ltd.
* Mediaroid, Inc.

Powersports & Engine

Kawasaki Motors, Ltd.
Kawasaki Motors Corporation Japan
K-Tec Corporation
Technica Corp.
Autopolis
Union Precision Die Co., Ltd.

Shin Nippon Wheel Industries Co., Ltd.
○Kawasaki Motors Manufacturing Corp., U.S.A.
Kawasaki Motors Corp., U.S.A.
Canadian Kawasaki Motors Inc.
Kawasaki Motores de Mexico S.A. de C.V.
Kawasaki Motores do Brasil Ltda.
Kawasaki Motors Europe N.V.
Kawasaki Motors Pty. Ltd.
India Kawasaki Motors Pvt. Ltd.
PT. Kawasaki Motor Indonesia
Kawasaki Motors (Phils.) Corporation
*Kawasaki Motors Enterprise (Thailand) Co., Ltd.
Kawasaki Motors Vietnam Co., Ltd.
Changzhou Kawasaki Engine Co., Ltd.
Kawasaki Motors (Shanghai), Ltd.
Bimota S.p.A.

Others

Kawasaki Trading Co., Ltd.
Kawasaki Technology Co., Ltd.
Kawasaki Heartfelt Service Co., Ltd.
K Career Partners Corp.
Benic Solution Corporation
Kawasaki Life Corporation
Nippi Kusan Co., Ltd.
Japan Suiso Energy, Ltd.
JSE Ocean, Ltd.
Kawasaki Heavy Industries (U.S.A.) Inc.
Kawasaki do Brasil Industria e Comercio Ltda.
Kawasaki Heavy Industries (U.K.) Ltd.
▲Kawasaki Heavy Industries Middle East FZE
◆Kawasaki Heavy Industries (Singapore) Pte. Ltd.
●Kawasaki Heavy Industries (Thailand) Co., Ltd.
Kawasaki Heavy Industries Management (Shanghai) Ltd.
Kawasaki Trading (Shanghai) Co., Ltd.
KHI (Dalian) Computer Technology Co., Ltd.
Hydrogen Engineering Australia Pty Ltd.
Kawasaki Heavy Industries Russia LLC
Kawasaki Trading (Thailand) Co., Ltd.
* Remote Robotics Inc.

* Equity-method associates

○ Includes operations belonging to the Rolling Stock and Aerospace segments

★ Includes operations belonging to the Robot segment

▲ Includes operations belonging to the Powersports & Engine segment

◆ Includes operations belonging to the Rolling Stock and Robot segments

● Includes operations belonging to the Energy/Marine Machinery segment

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K-RACER

GREEN H2

Ninja

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