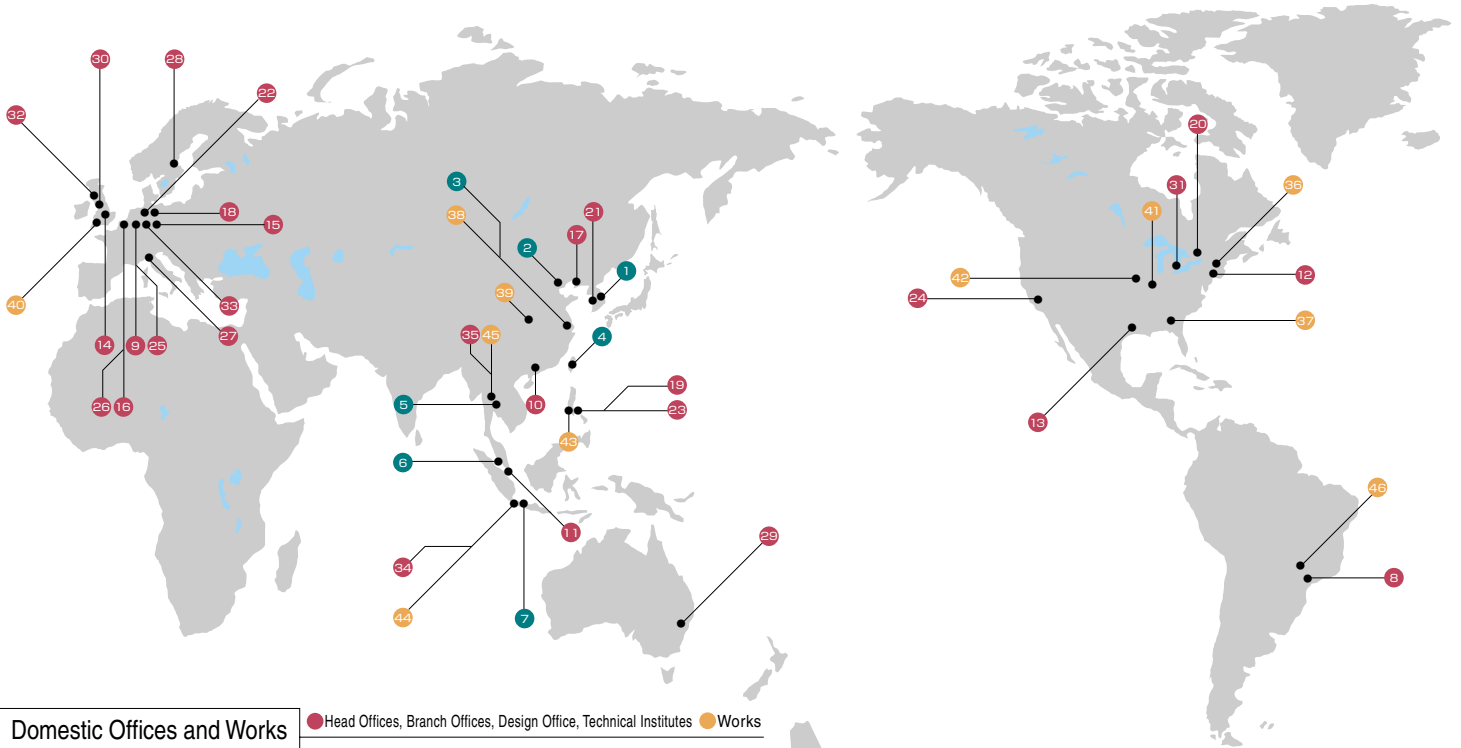


## Global Network

● Overseas office ● Overseas affiliate (sales) ● Overseas affiliate (production)

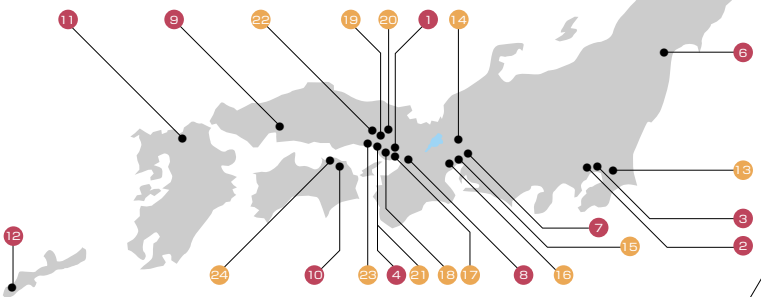
- |  |   |  |
|--|---|--|
| 1 Seoul Office   | 17 KHI (Dalian) Computer Technology Co., Ltd. | 33 Kawasaki Robotics G.m.b.H.                                    |
| 2 Beijing Office   | 18 Kawasaki Gas Turbine Europe G.m.b.H.       | 34 P.T. Kawasaki Motor Indonesia                                 |
| 3 Shanghai Office  | 19 KHI Design & Technical Service Inc.        | 35 Kawasaki Motors Enterprise (Thailand) Co., Ltd.               |
| 4 Taipei Office  | 20 Canadian Kawasaki Motors Inc.              | 36 Kawasaki Rail Car, Inc.                                       |
| 5 Bangkok Office   | 21 Kawasaki Machine Systems Korea, Ltd.       | 37 Kawasaki Construction Machinery Corp. of America              |
| 6 Kuala Lumpur Office  | 22 Kawasaki Motors Germany Branch             | 38 Nantong Cosco KHI Ship Engineering Co., Ltd.                  |
| 7 Jakarta Office   | 23 Kawasaki Motors (Phils.) Corporation       | 39 Wuhan Kawasaki Marine Machinery Co., Ltd.                     |
| 8 Kawasaki do Brasil Industria e Comércio Ltda.              | 24 Kawasaki Motors Corp., U.S.A.              | 40 Kawasaki Precision Machinery (UK) Ltd.                        |
| 9 Kawasaki Heavy Industries (Europe) B.V.                    | 25 Kawasaki Motors Europe N.V.                | 41 Kawasaki Motors Manufacturing Corp., U.S.A. (Maryville Plant) |
| 10 Kawasaki Heavy Industries (H.K.) Ltd.                     | 26 Kawasaki Motors France Branch              | 42 Kawasaki Motors Manufacturing Corp., U.S.A. (Lincoln Plant)   |
| 11 Kawasaki Heavy Industries (Singapore) Pte. Ltd.           | 27 Kawasaki Motors Italy Branch               | 43 Kawasaki Motors (Phils.) Corporation                          |
| 12 Kawasaki Heavy Industries (U.S.A.), Inc.                  | 28 Kawasaki Motors Sweden Branch              | 44 P.T. Kawasaki Motor Indonesia                                 |
| 13 Kawasaki Heavy Industries (U.S.A.), Inc. (Houston Branch) | 29 Kawasaki Motors Pty. Ltd.                  | 45 Kawasaki Motors Enterprise (Thailand) Co., Ltd.               |
| 14 Kawasaki Heavy Industries (UK) Ltd.                       | 30 Kawasaki Motors U.K. Branch                | 46 Kawasaki Aeronautica do Brasil Industria Ltda.                |
| 15 Kawasaki Heavy Industries G.m.b.H.                        | 31 Kawasaki Robotics (U.S.A.), Inc.           |  |
| 16 KHI Europe Finance B.V.                                   | 32 Kawasaki Robotics (UK) Ltd.                |  |



## Domestic Offices and Works

● Head Offices, Branch Offices, Design Office, Technical Institutes ● Works

- |                              |                     |                  |
|------------------------------|---------------------|------------------|
| 1 Kobe Head Office           | 11 Fukuoka Office   | 21 Akashi Works  |
| 2 Tokyo Head Office          | 12 Okinawa Office   | 22 Banshu Works  |
| 3 Tokyo Design Office        | 13 Yachiyo Works    | 23 Harima Works  |
| 4 Akashi Technical Institute | 14 Gifu Works       | 24 Sakaide Works |
| 5 Sapporo Office             | 15 Nagoya Works 1   |                  |
| 6 Sendai Office              | 16 Nagoya Works 2   |                  |
| 7 Nagoya Office              | 17 Kobe Works       |                  |
| 8 Osaka Office               | 18 Hyogo Works      |                  |
| 9 Hiroshima Office           | 19 Nishi-Kobe Works |                  |
| 10 Shikoku Office            | 20 Seishin Works    |                  |



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