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Kawasaki Robotics Report 2025

“Contributing to the nation—to society—through expertise”

— Shozo Kawasaki

For more than 120 years, the Kawasaki Heavy Industries Group has continuously presented new answers to emerging issues by providing various products and solutions tailored to the needs of the times to live up our founding philosophy of “responding to social challenges through technology.” This journey is also the history of our efforts to address ever-changing social issues.

By leveraging the technology and knowledge that we have cultivated since the Group’s founding, we will anticipate future developments and transform ourselves to create new solutions needed by society.



Editorial Policy

This Kawasaki Robotics Report (referred to as this “Report”) presents to stakeholders information on the Robots Business Division’s business objectives, fundamental approaches for achieving those objectives, management structures, results, and other topics. This Report is issued with the approval of the Division’s General Manager.

Scope of Report

This Report covers the Robot Business Division of Kawasaki Heavy Industries, Ltd., its consolidated subsidiaries and equity-method affiliates.

* Some data are non-consolidated information

Reporting Period

This Report covers fiscal 2024 (April 1, 2024 to March 31, 2025). It also includes information on past activities and activities carried out on or after April 1, 2025, as well as activities planned for the future.

Guidelines and Standards

- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- International Financial Reporting Standards (IFRS) International Integrated Reporting Framework
- Ministry of the Environment Environmental Reporting Guidelines (2018 Edition)
- Ministry of the Environment and Ministry of Economy, Trade and Industry Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (Ver. 2.4)
- Ministry of Economy, Trade and Industry Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0

Contact Information

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CO-CREATION PARK - KAWARUBA

Purpose

Unlocking human ingenuity to create robotics that enrich the future

— “Living with robots” is our world view.
An enriching future filled with joy. This is our vision.

Since the launch of the robotics business in 1968, we have accumulated reliable technologies as a pioneer in industrial robots. By leveraging our technological capabilities, we have expanded business from industrial applications to the medical field, which supports people’s lives, and further to social robots that contribute to every aspect of society and daily life. We seek to create an ideal world where each individual can pursue a richer and more fulfilling life with passion, purpose, and excitement and live authentically with joy.

As a comprehensive robot manufacturer, we will continue to support society by providing transformation, safety, and peace of mind in all areas of society, establishing the foundations for happiness and fulfillment.



Important Values

Believe in our strengths and contribute new value to society

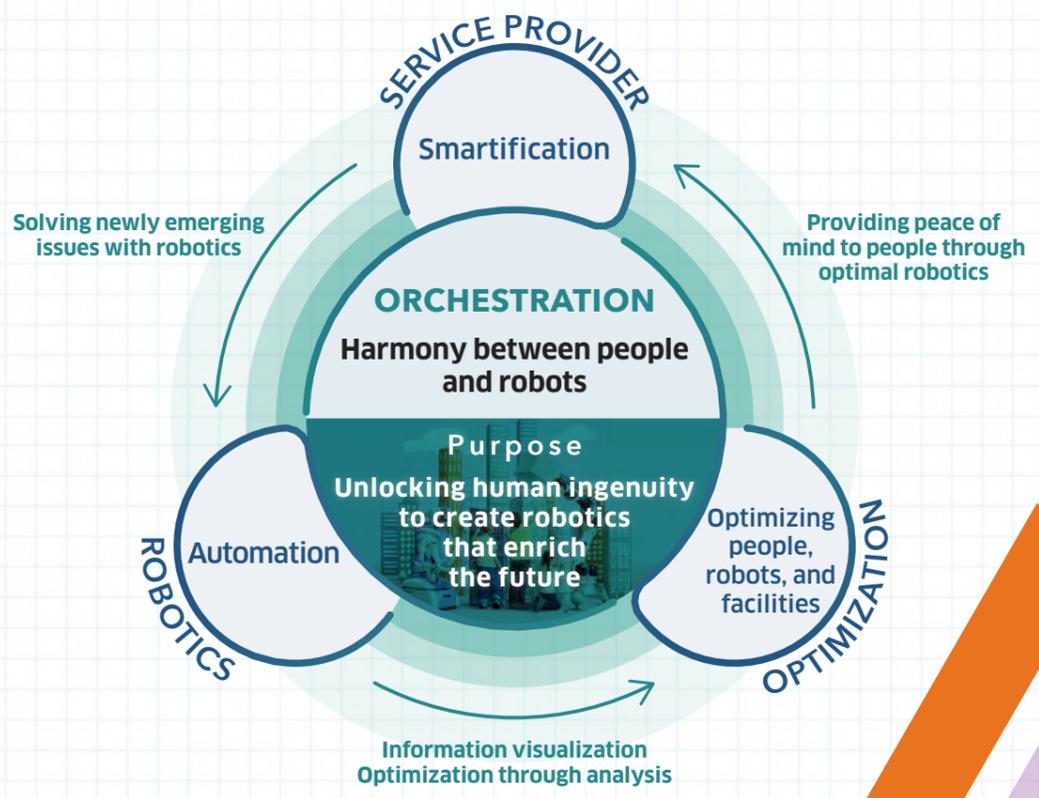
- **Passion and excitement**
With passion and excitement, every one of us will challenge the difficulties standing in our way and broaden the scope of our activities.
- **Value creation**
We will discover the seeds of business in our daily work and create value that brings about a transformation of behavior not only in customers but also in people, organizations, and society.
- **People-centered**
We will realize a society that places top priority on the spiritual affluence of people and coexists with robots.
- **Proposal skills**
Based on our abundant technological strength and experience giving us a broad overview of society, we will demonstrate proposal skills that look a step ahead and amaze one and all.

Conduct

- ／ **Take ownership**
We will believe in our own potential and actively take the initiative.
We will continuously acquire knowledge and technology, and we will constantly convey them to and involve others.
We will bring about change by raising our voice without being afraid of mistakes.
- ／ **Accept mutual differences and strengths**
We will know ourselves, and we will have an interest in others and respect them as friends.
As a single team, we will ensure psychological safety and deepen mutual understanding through cooperation.
As an organization solving social issues, we will mutually exchange opinions in a vibrant manner.
- ／ **Discover opportunities for co-creation**
We will increase the number of like-minded partners both inside and outside the company toward the solution of social issues.
Capitalizing on our mutual strengths, we will create new value.
We will have the courage to take risks at times, and we will overcome difficulties by mutually joining hands.
- ／ **Inspire new realizations in the field**
By being mindful of customer requirements and their background, we will identify the true causes of problems and make genuinely necessary proposals.
Furthermore, we will go beyond the expectations of customers and demonstrate our proposal skills to them.
With our technological strength and creativity, we will continue passionately to make exciting proposals.

History

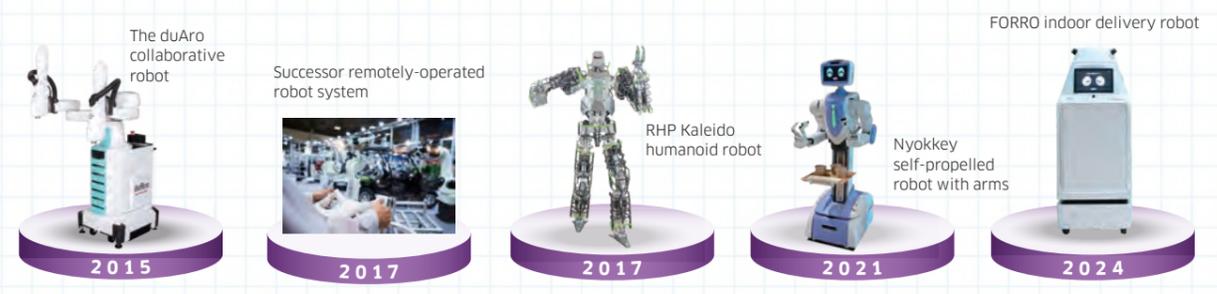
The evolution of Kawasaki Robotics in step with society



Providing support alongside people

Social issue
To eliminate labor shortages caused by declining birth rates and aging populations, mainly in developed countries, as well as maintain and enhance the quality of life

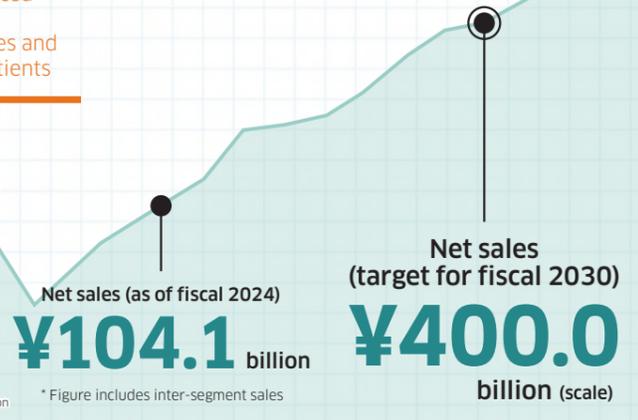
Provided value
Create a society where robots work alongside people and propose methods for reducing burdens on caregivers and medical professionals to establish new forms of co-existence



Supporting high-quality medical care

Social issue
To reduce burdens on medical workers and eliminate regional disparities in access to healthcare

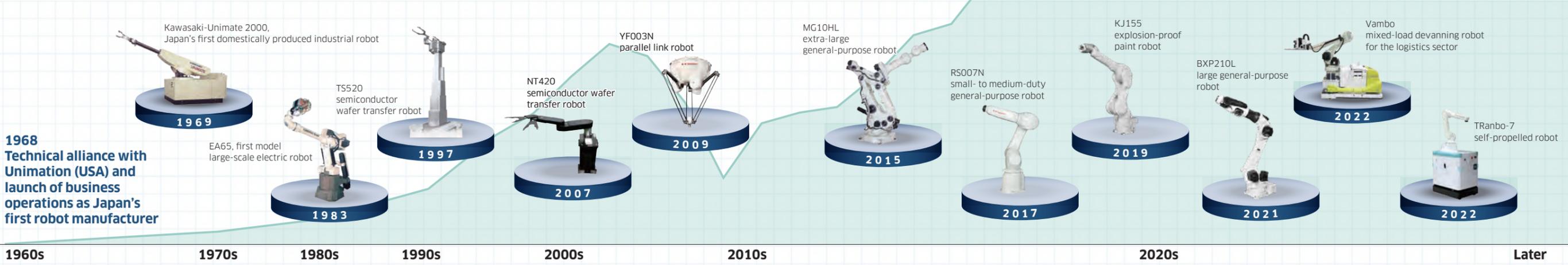
Provided value
Developed the hinotori™, domestically produced robotic-assisted surgery system. Support medical professionals on the frontlines and provide advanced healthcare to numerous patients



Social issue
To support the development of industry, a foundation of society

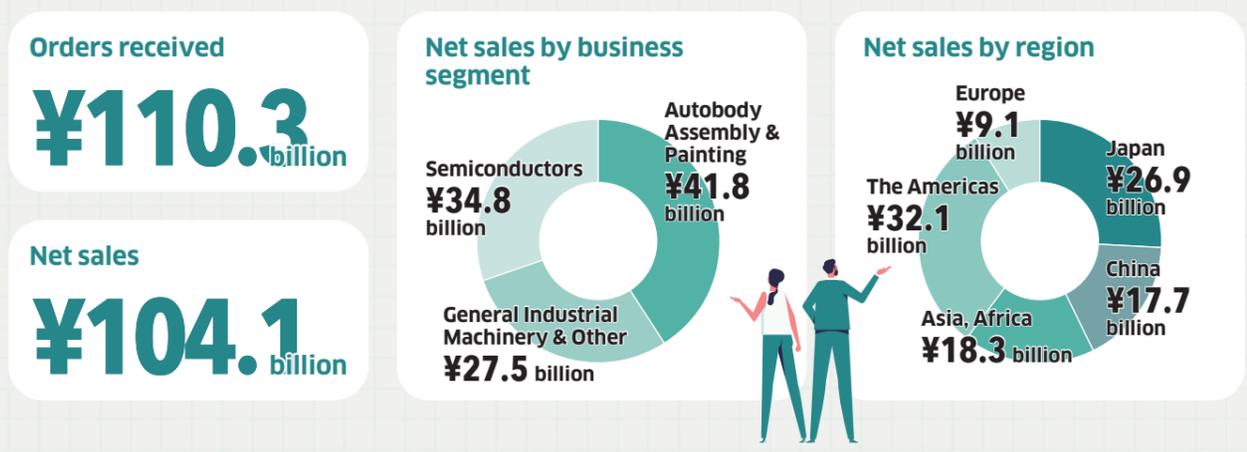
Provided value
As pioneer in industrial robots in Japan, pursue domestic production and contribute to factory automation

Supporting progress



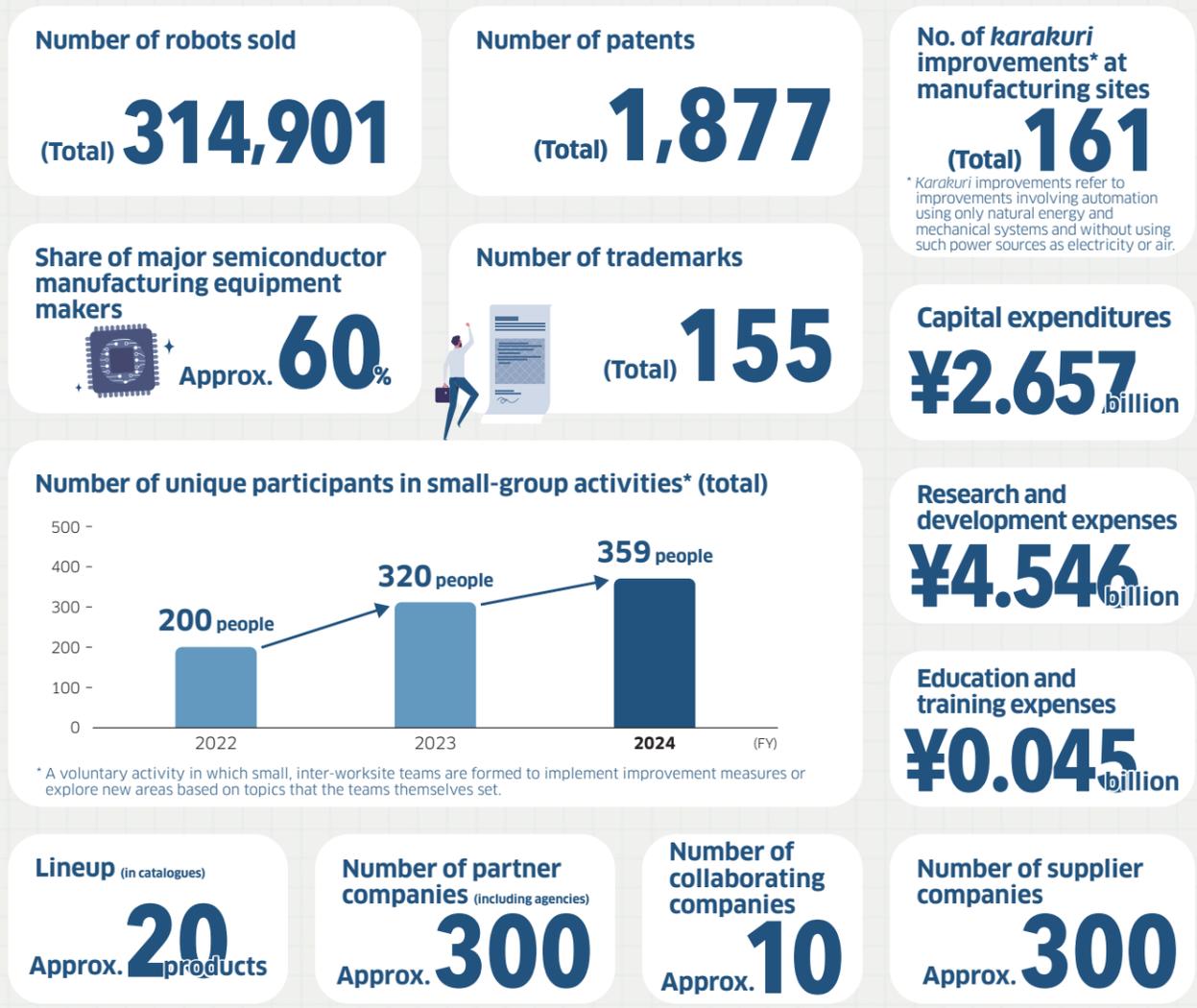
Financial Summary

Figures include inter-segment net sales and expenses.

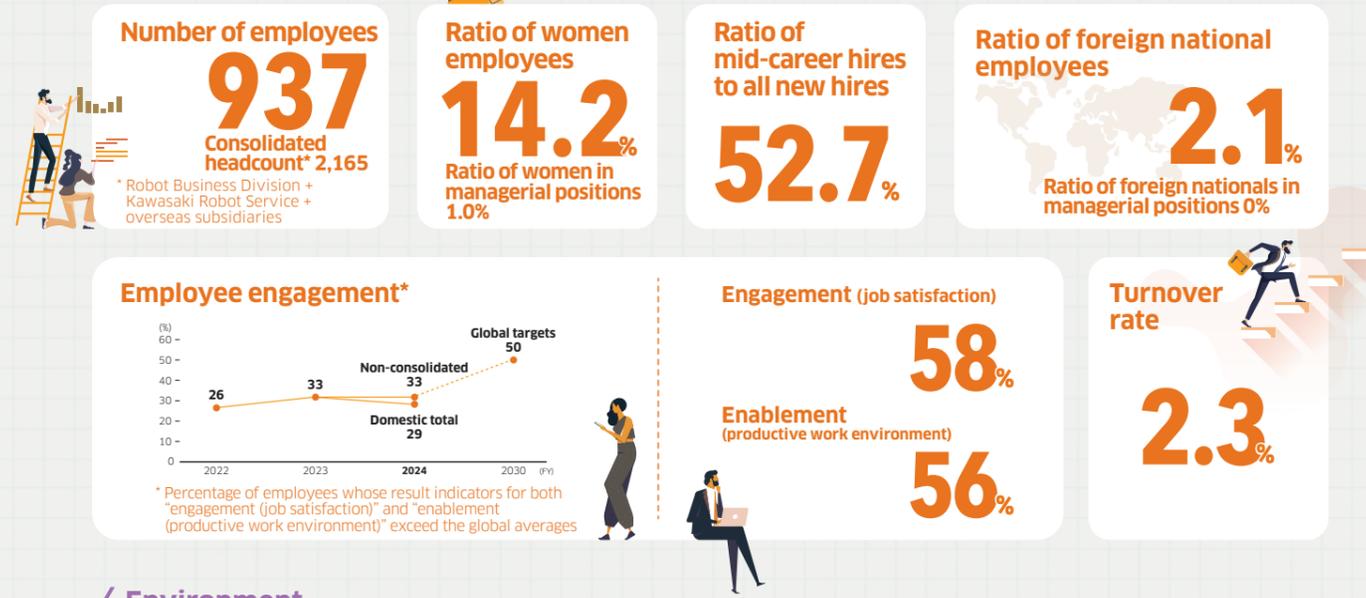


Non-Financial Summary (Non-Consolidated)

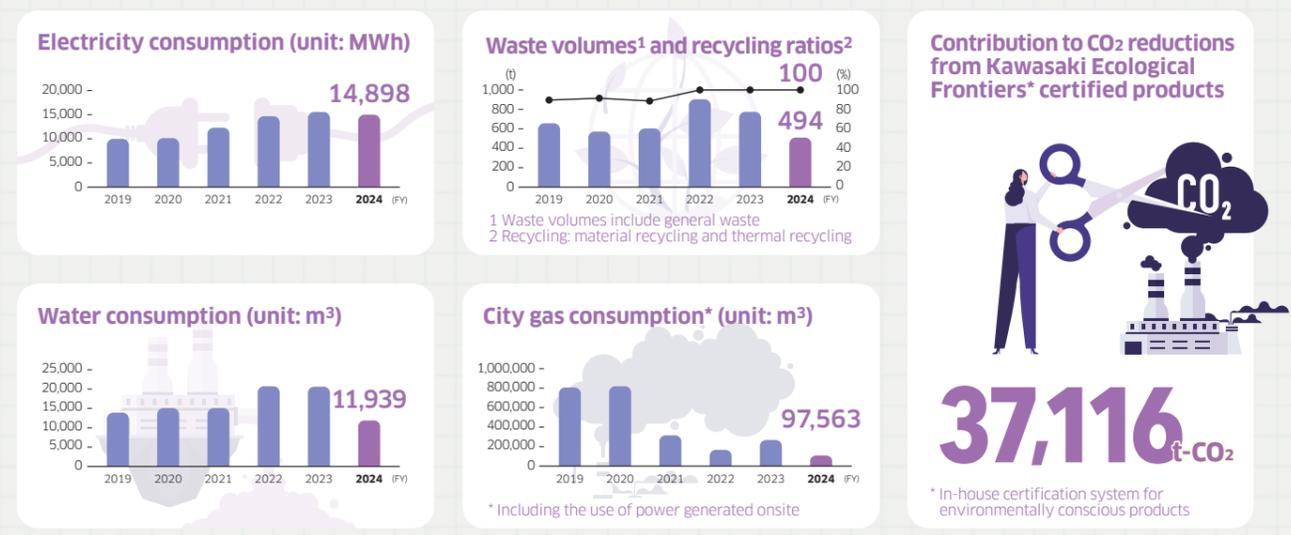
/ Business



/ Human resources



/ Environment



/ Other



Message from General Manager of the Robot Business Division



Kenji Bando
Executive Officer
General Manager of
the Robot Business Division

Supporting people and society through the power of robotics and continuously tackle the challenges of creating a prosperous future where human and robots coexist

Publication of the Kawasaki Robotics Report 2025

In 2024, we published the Kawasaki Robotics Report 2024, our first standalone report on the Robot Business Division. We received many positive comments from external stakeholders, such as: "The content of your business was clearly conveyed" and "I was able to understand your direction." We also received numerous opinions internally, such as: "There is tremendous significance in presenting such a report to customers in overseas operations," and "As an employee, this helped me understand how my work contributes to society." It is only now that I finally have a real sense of the importance of information dissemination as a business manager.

Through this report, we aim to give an account in our own words of our management policies and approach to business to earn your deeper trust, while also inviting you to support us in co-creating value. To this end too, we again intend to sincerely communicate our direction in the 2025 report.

Reflections on Fiscal 2024 and Our Policy for Sustainable Growth in Fiscal 2025

Fiscal 2024 was a year characterized by stagnation throughout the robotics industry, driven by global fluctuations in supply and demand as well as inventory adjustments. We reevaluated our management approach by accelerating our corporate transformation (CX) initiatives, while decisively implementing fixed cost optimization and

inventory reduction as well as enhancement of our revenue base. By establishing a robust management foundation, we believe that we have successfully maintained a stable product supply and a highly reliable support system and delivered peace of mind to our customers. Now, having overcome these challenging market conditions, we are firmly focused on growth, and will undertake growth investments to steadily implement "deepening our existing business" and "taking on the challenge of new domains for the future."

Four-Pillar Growth Strategy to Realize the "Group Vision 2030"

We will aim to achieve net sales of ¥400 billion and a profit margin of 10% or more by fiscal 2030. We plan to expedite business growth by enhancing our core business capabilities and implementing initiatives focused on future growth across our four-pillar robotics areas, with the addition of the social area to the three areas of industrial (general-purpose), semiconductor, and medical.

We position the industrial (general-purpose) area as a core business, which we are continuously deepening and evolving. To begin, we will consistently leverage our strength of "standing alongside our customers" and consolidate a new service and engineering base in Nagoya in 2026. Here, we will achieve continuous enhancement of value through co-creation with our customers. Meanwhile, factory automation (FA) and smart factories are becoming increasingly important in society. We will leverage our comprehensive capabilities to provide optimal solutions to customers through collaboration and co-creation with

diverse stakeholders to thereby cater to this demand.

In the semiconductors area, we will proceed with further steps for the resolution of advanced challenges, building on our close relationships with customers. We are actively completing investments designed to expand our business scope beyond front-end processes such as atmospheric transfer systems, where we maintain an industry-leading global share, into vacuum processes, back-end processes, and systems. Furthermore, we will cater to automation needs in semiconductor-related plants to help solve industry-wide challenges such as labor shortages.

In the medical area, shortages of doctors and increased burdens on medical workers are currently becoming apparent worldwide. We will provide highly precise assisted surgery environments to healthcare sites globally with the mission of "supporting human lives." For hinotori™, our robotic-assisted surgery system, we will further expand our ongoing Asian market development while also establishing sales and support infrastructure in Europe. Looking ahead, we will pursue global business growth with expansion into the Americas in our sight.

We will continue to enhance investments toward commercialization in our social area, to make this a new growth domain. Societal challenges such as declining birthrates and aging populations as well as labor shortages, coupled with phenomenal advances in IT and AI technologies, represent opportunities for us to demonstrate our unique value. Furthermore, the proven technology, quality, and support systems cultivated through industrial robots we possess constitutes a distinguishing characteristic, even when viewed on a global scale, of Kawasaki Heavy Industries. We will strive to make a reality of a smart society in which robots coexist with people in all societal settings by combining various technologies and know-how from both inside and outside the company.

The Unique Value Provided by the Robot Business Division Facilitated by Our Belonging to Kawasaki Heavy Industries

Drivers of growth are not limited to enhancement strategies in specific business areas. The Robot Business Division is a rarified entity in its capacity to provide comprehensive solutions spanning the three domains of industrial, medical, and social. This is precisely what we consider to constitute our unique value. In fact, we developed solutions such as pharmaceutical transfer and nursing support robots that combine industrial robot technology and expertise, in the context of deep involvement with healthcare sites through the adoption of hinotori™, to enable one-stop solutions to challenges in the sites of healthcare. In July 2025, we notably announced the development of the autonomous nurse assistant robot "Nurabot" in collaboration with Taiwan's Hon Hai Technology Group, the world's largest electronics manufacturing service (EMS) company. The Robot Business Division has leveraged its technological expertise cultivated in the industrial robotics field to tackle highly demanding working conditions and labor shortages at healthcare sites, thus embarking on the

next step toward solving these challenges through co-creation with our partners. The strength of the Robot Business Division can be located not only in our ability to address individual needs but also in our flexibility and scalability, allowing us to contribute comprehensive solutions to challenges encompassing workplaces in various fields.

This strength is underpinned by advanced technological capabilities cultivated by the Kawasaki Group across diverse business fields such as aircraft, rolling stock, and ships. Semiconductor transfer robots, for example, utilize advanced gear technology originally developed for helicopters and other applications, to achieve high-precision and exceptionally noise-free operation.

In other words, the Robot Business Division can consistently provide our customers with reliable, high-quality products over the long term, as well as routinely tackle challenging issues by leveraging our technology. This stems from our collaboration with Kawasaki Heavy Industries, a conglomerate company, which has unique technologies and know-how, with these comprehensive capabilities creating an unrivaled competitive advantage.

Working Alongside Our Customers to Shape a Safe and Secure Future While Addressing Societal Challenges Using Robotics

The Robot Business Division upholds the purpose of: "Unlocking human ingenuity to create robotics that enrich the future." This is intended to express our strong commitment to engaging with the full range of societal challenges through robotics within society, and enriching people's workstyles and livelihoods.

Our customers continue to seek solutions for diverse challenges in all industrial, medical, and societal settings. Meanwhile, our mission is to consistently stand alongside our customers, carefully discern the true nature of their challenges, and provide future-oriented solutions powered by robotics. We are furthermore pursuing business operations which will contribute to the realization of a sustainable society, grounded in environmental, social, and governance (ESG) management. We believe that maintaining this attitude of integrity serves as a cornerstone for trust and affinity both with our customers and with all our stakeholders, including within the company, to boost our future business growth and continuously enhance our corporate value.

A safe and secure society in which humans and robots coexist is no longer a prospect of the distant future. We will continue to accompany all our stakeholders on the journey toward making this vision a reality.

Executive Officer and General Manager of the Robot Business Division

Approach to Sustainable Value Creation

Purpose
Unlocking human ingenuity to create robotics that enrich the future

Living with robots
 Achieving a smart society

A future filled with joy
 Achieving fulfilment

Capital Strengths and Inputs → **Value Creation** → **Outputs** → **Outcomes**

Human capital

Strengths

- A frontier spirit of enjoying taking on challenges in uncharted domains
- Human resources with diverse backgrounds

Inputs

- Number of employees: **937** (non-consolidated), **2,165** (consolidated)
- Investment in human resources development: **¥45 million**
- Ratio of mid-career hires to all new hires: **52.7%**

Intellectual capital

Strengths

- Advanced levels of individual expertise to enable intensive tailoring of product and service solutions to customers
- Fundamental technologies developed in various businesses and possessed by KHI owing to its status as a conglomerate entity
- An environment which enables research and development with a well-balanced mix of fundamental and advanced technologies

Input

- Investment in R&D: **¥4.546 billion**

Relationship capital

Strengths

- Relationships of trust with customers built up over many years and the capacity to gather information based on these relationships
- A mindset of co-creating and taking on the challenge of engaging with new domains alongside other companies

Inputs

- Number of collaborating companies: approx. **10**
- Number of supplier companies: approx. **300**
- Number of partner companies (including agencies): approx. **300**

Manufactured capital

Strengths

- Advanced and efficient manufacturing processes facilitated by thorough implementation of the Kawasaki Production System (KPS)
- Productive manufacturing sites at which autonomous improvement activities and safety awareness have taken root

Inputs

- Capital expenditures: **¥2.657 billion**
- Number of karakuri improvements: **161** (total)

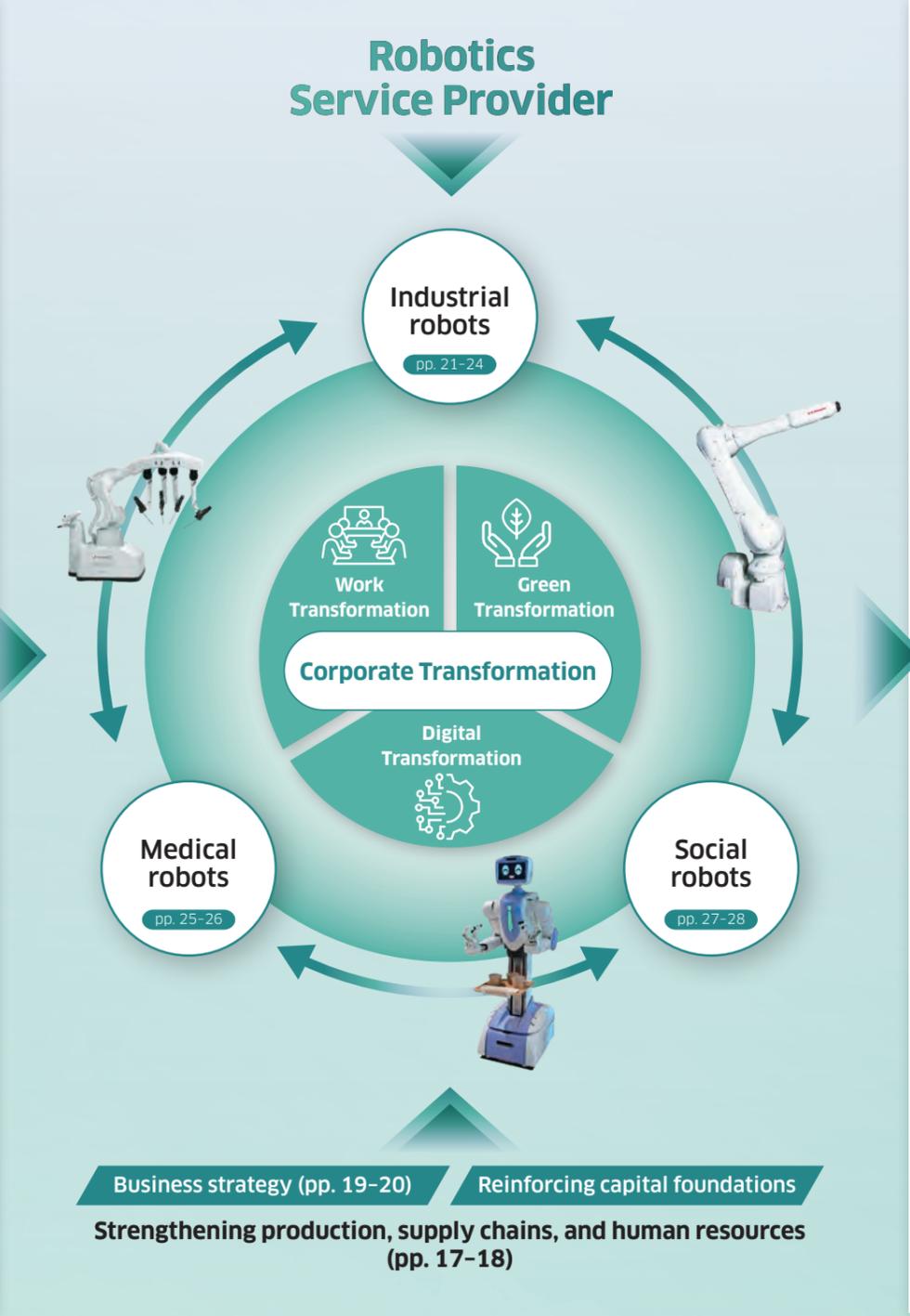
Natural capital

Strengths

- Top-down system to address sustainability issues, from the setting of targets and implementation of measures through to external disclosure

Inputs

- Electricity consumption: **14,898 MWh**
- Water consumption: **11,939 m³**
- City gas consumption: **97,563 m³**



Business outputs

- Net sales: **¥104.1 billion** (Target for fiscal 2030: ¥400 billion)
- Number of robots sold (total): **314,901**
- Manufacturing share among major semiconductor equipment manufacturers: approx. **60%**

Capital outputs

Human capital

Enabling each individual to demonstrate their full capabilities by providing job satisfaction and productive work environments

- Most effective employees*: **29%**
- Engagement (job satisfaction): **58%**
- Enablement (productive work environment): **56%**

* Percentage of employees in Japan whose result indicators for both "engagement (job satisfaction)" and "enablement (productive work environment)" exceed the global averages

Intellectual capital

Leveraging high-level technological capabilities to provide comprehensive solutions to customers' problems

- Number of patents (total): **1,877**

Relationship capital

Becoming a trusted business partner through dialogue and co-creation and building relationships that facilitate collaborative value generation

- Number of IR meetings by the division alone: **3**
- Number of general visitors to Kawasaki Robostage (robot showroom) (total): **150,772**

Manufactured capital

Reliably meeting customer needs with high quality to create customer value

- Number of robots shipped (total): **more than 300,000**

Natural capital

Viewing environmental consideration as our obligation to the future to achieve a balance between the preservation of natural capital and business growth

- Contribution to CO₂ reductions from Kawasaki Ecological Frontiers* certified products: **37,116 t-CO₂**

* In-house certification system for environmentally conscious products

Supporting progress

- Free people from engaging in the 3Ds of **difficult, dirty, and dangerous** work (the "3Ds" in Japanese)
- Contribute to creating **efficient and precise** manufacturing processes in the production plants of various industries
- Eliminate labor shortage and reduce costs** for customers
- Contribute indirectly to the **development of all industries and people's lifestyles** by successfully facilitating the efficient production and improvements in production quality of semiconductors

Supporting high-quality medical care

- Help to **reduce the physical burdens** on patients who will undergo surgery and **improve their quality of life**
- Contribute to the **elimination of regional disparities in healthcare and labor shortages** through the realization of remote surgery

Providing support alongside people

- Concentrate capital in advanced healthcare** through **reductions in the workloads of essential workers** in facilities such as hospitals and nursing homes
- Achieve harmonious co-existence by humans and robots** in all aspects of society

Discussion Between Company President and General Manager of the Robot Business Division



Yoshimoto Matsuda
Managing Executive Officer
President of Precision Machinery & Robot Company

Kenji Bando
Executive Officer
General Manager of the Robot Business Division,
Precision Machinery & Robot Company

Enhancing the robot business's appeal and building an affluent world in which humans and robots coexist in harmony

In April 2025, Mr. Matsuda was appointed President of Precision Machinery & Robot Company. In this discussion between him and Mr. Bando, the General Manager of the Robot Business Division, we asked them to talk about the division's growth strategy, their ideas about human resource development, and their outlook on a future in which humans and robots coexist.

Appointment as President and Policy as Leader

Matsuda • At university I studied robot engineering from both the hard and soft sides. After joining Kawasaki in 1994, I was involved in planning, development, and management at Kawasaki Motors (then Kawasaki Heavy Industries), and from 2021 I was engaged in the launch of Kawasaki Group's new business plans in the Presidential Project Management Division.

My starting line is making on-site visits, holding discussions with people there, and repeating a process of trial and error.

The robot business is now right in the middle of a big bang, with an intermingling of technological evolution in artificial intelligence, communications, security, and so forth on the one hand and social issues, such as the low birthrate, aging, and labor shortages, on the other. In such a situation, in which just a small slip in judgment could have a major impact on the future of business, I feel that it is extremely challenging to be handed this responsibility for management.

I have three policies as the leader of management. The first is "place importance on frontline sites." I want to grasp those hints and risks that can only be noticed on-site and swiftly reflect them in management. The second is "aim for the wilds." I want us to press ahead without fear of failure and thereby open new paths. And the third is "enhance teamwork." Organizational strength is maximized precisely by mustering individual strength. I want to create an environment in which all employees can make challenges, share mistakes, and get a thrill out of their work. I believe that such an environment leads to thrills for customers too.

The Robot Business Division's Growth Story

Matsuda • The Robot Business Division also has the role of promoting automation and robotics throughout all companies of the Kawasaki Group. This is no different from our role vis-à-vis customers. Precisely because we have such a major role to play, we must constantly examine our strategies and continue to upgrade them.

Strategy is, if you like, a "raw thing": We must quickly pick up conditions noted on-site, establish hypotheses, and again test them on-site. This cycle is the key to sustained growth.

Bando • Human resource strategy is especially important in this respect, isn't it? Human resources are the wellspring of Kawasaki's strength in getting a close look at customer sites, searching for the essence of issues together with them, and making proposals that exceed their expectations. In readiness for the expansion of our business domains, I think it is urgent for us to establish a setup in which younger employees can make challenges at an early stage and to nurture key people to shoulder the next generation.



Matsuda • You're absolutely right. The human resource growth strategy and business strategy are two sides of the same coin. The quality of strategies grows in proportion to the diversity and depth of human resources. It is necessary for us to advance the delegation of authority and speed up the creation of an environment in which sites can make decisions and act autonomously. Also, organizational strength is boosted when human resources with different backgrounds engage in exchange and learn from one another. I believe that building the foundation of business growth on the growth of human resources will broaden the future of the Robot Business Division.

Creating Synergy Beyond the Division Framework

Bando • For the Robot Business Division to achieve sustained growth, it is essential for us to tap diverse technologies and knowledge not only in the division itself but also inside Kawasaki and outside the company as well. It is important to utilize the power of the whole Kawasaki Group and to create new value through collaborations extending beyond fields. One example is our collaboration with the Precision Machinery Division in the same company as us. By linking the hydraulic, electric power, and control technologies that previously were being developed separately, we managed to open new business areas, such as remote control and autonomous driving.

Matsuda • The synergy brought about by in-house collaboration is not limited to technology either. It also enables us to make proposals that touch on the management issues of customers, including safety at their manufacturing sites, the optimization of maintenance costs, and efficiency in their entire supply chains. We can evolve our relationship with customers from being just one business partner to being a business partner co-creating value together with the customer. In this way, we should be able to display the strengths of Kawasaki, which is engaged in business in various domains.

Furthermore, by knowing the on-site issues of customers of the Kawasaki Group as a whole, we can expand our business opportunities as well. In one case, for example, we understood that the labor shortage at maintenance sites in the hydrogen supply chain was becoming increasingly serious. So, by interjecting robots there, we managed to boost the efficiency of maintenance, inspections, and transportation and enhance safety too. This is a good example of the social implementation of robot technology deeply rooted in frontline sites.

Bando • Mutual understanding between the team exploring new business and the team supporting profits, and person-to-person exchange, is important too, isn't it? We also emphasize co-creation-type and profit-making collaboration with suppliers and other external partners.

Matsuda • We are now in an age of what might be called multicompartment partnerships. If you have a common purpose and specific idea, then even a rival company can become a co-creation partner. I want to see the Robot Business Division, which extends over various domains, become a hub so that, with Kawasaki's overall power, we can solve social issues and broaden the stage of our activities.



Orchestration Spreading Worldwide

Matsuda • Going forward, it will be important for us to design the orchestration, or harmony, between humans and robots. If we utilize the FORRO indoor delivery robots or the mapxus* robots, which provide indoor positioning information, we can not only achieve collaboration between the robots themselves but also understand the positions of people and equipment and conditions in real time. Thus, the robots can understand the flow of people, autonomously select the optimal action, and take the initiative in assisting with tasks or solving problems. Making data-based improvements and developing new services will be possible too, so we will be able to continuously create value.

Bando • So, through this value chain reaction, there will be an evolution from automation to smartification. The purpose of the Robot Business Division, which is "Unlocking human ingenuity to create robotics that enrich the future," really does indicate this ideal style.

Matsuda • That's right. Our aim is not only to increase the efficiency of life and industry but also to realize a society brimming with spiritual affluence, in other words, joy and pride in working, and a future in which robots support society as buddies. To realize such a future, our challenges and business appeal will be necessary. The sight of us making daily challenges and appealing business plans will attract people and become the driving force behind our business.

Bando • I agree. It is precisely because of this appeal that we will be able to join forces with colleagues and partners, create together, challenge together, and overcome major social issues.

At in-house meetings I often say to employees, "Let's have fun making challenges together." While encouraging one another, we will make challenges without fear of failure and aim to realize the purpose.

Matsuda • Let's be sure to link our strategies to results, demonstrate the value of robotics to society, and open up the future!



* mapxus Driven by Kawasaki™. This is an indoor positioning information service provided by Kawasaki. By combining social robots, it enables analysis of the movement of humans and robots and thus visualization of the effect of introducing robots.

Message from Chief Sales and Strategy Officer

Strengthening departmental collaboration and achieving both social and economic value through co-creation with customers

Kenji Sugiyama
Executive, Deputy Manager of the Robot Business Division, Sales Strategy Officer, and Group Manager of the Sales Group



Message from Chief Technology Officer

Utilizing Kawasaki's technologies in wide-ranging fields in response to the expectations of society and customers

Tetsuya Yoshida
Executive, Deputy Manager of the Robot Business Division, Technical Officer, and Group Manager of the Clean Robot Group



Integrating the Sales and Business Strategy Essential to the Robot Business Division's Growth

I was newly appointed as the Deputy Manager of the Robot Business Division in April 2025. In the background to my appointment to this post there is a strong awareness of the need for the Robot Business Division to greatly reform the relationship between sales and business strategy and to spread its wings from not only the industrial sector to the medical and social sectors too.

I hail from the Sales Department, and for many years, working on the ground, I listened to customers and then proposed solutions to solve their problems. When I was stationed in North America, I keenly felt the importance of strengthening contact with customers in the global market and of the capability to respond quickly to market changes. From this experience, I believe that we can heighten the realizability of our strategies by integrating sales and business strategy. Standing on the front line of customer contact, I will stand at the helm and powerfully lead our business.

Sales Department Can Be the Baseline of Value Co-Creation and Heighten Our Presence in the Global Market

The mission of the Robot Business Division is not only to sell products but also to supply solutions that contribute to customers' business growth. In my sales activities, therefore, I have always placed top importance on my ability to grasp the essential problems of customers. This basic stance is not going to change going forward. But for the sustained growth of the Robot Business Division, I think a qualitative change in sales activities is essential. We will break away from the past sales activities of selling products that customers require and evolve into sales that respond to the business challenges of customers and co-create value.

I believe that sales is not merely a reception desk but also a sector with an intelligence function that influences the direction of business. Amid a heightening of automation needs in the European, US, and Asian markets to respond to environmental problems and such social issues as labor shortages, the Sales Department, which stands on the front line of the market, can be the baseline of value co-creation.

By positioning the strengths of the Sales Department, that is, customer contact and market sense, at the heart of business management, we will enhance our mobility and transform into an organization that can swiftly supply market-based products.

Toward that end, since 2024 we have been further bolstering collaboration among the Sales Department, overseas sales companies, and business units and building a setup in which the Sales Department acts as a bridge between regional strategies and division strategies. We have been promoting the drafting of sales and product strategies and sales development in the global market from the perspective of overall optimization.

Through these initiatives, we will further strengthen collaboration between the Sales Department and value chain development and product strategies, enhance our ability to make proposals looking into the future of the customer's business, and establish the Kawasaki robot as the brand of choice.

Creating New Market Value That Looks into the Future of Both Society and Customers

Going forward, the Robot Business Division will strengthen its development into fields that are closer to people and tackle many social issues, such as medicine and the social field. We will contribute to the solution of urgent issues too, such as labor shortages, the low birthrate, and aging, with the aim of further enhancing social value.

At the same time, we are also a partner that can support enhancement of the customer's value. We are constantly working alongside our customers with a view to the future and providing solutions that are one or two steps ahead of what they imagined. That is our value per se and also the source of the customer's value creation.

While keeping a close eye on the creation of major social value, we will work alongside our customers and create future together with them. Based on this policy, we will forever continue to be an indispensable presence for society and customers.

A Reflection on the Two Years Since 2023 and Thoughts as Deputy Manager of the Robot Business Division

The two years since my appointment as Deputy Manager of the Robot Business Division in 2023 were a period of "persevering management." Profits were sluggish due to changes in the external environment, including a sharp drop in the demand for robots, and a tight management of cash flow was required. To overcome these unfavorable circumstances, we strengthened organizational collaboration to concentrate on-site capabilities and made the utmost effort to stabilize management.

In the third year since my appointment, 2025, we have switched gear from "persevering management" to "offensive management" and entered a growth phase. Even in a harsh management environment, we must strengthen our existing businesses and accelerate investment in new areas centering on the social field. For that purpose, we will undertake the redistribution of management resources, make positive use of our technologies and human resources, and definitely ensure the technological development necessary for business growth.

The Kawasaki Group's Overall Technological Strength Creating Value Together With Our Customers

Kawasaki has an overall technological strength covering various technological fields. Within this foundation, I am proud to say that the products supplied by the Robot Business Division are in the world's top class in terms of the range of necessary technology and degree of perfection. Furthermore, because every one of our engineers has a high level of technology covering a wide area and a flexibility enabling its application, it is possible for us to turn out high-quality products even with a small number of people. I think that is the source of our competitive advantage.

However, the robots that customers are going to require from now on will involve many technologies that Kawasaki does not possess. Unless we not only polish our own technologies but also hungrily set about broadening the width of our technologies by deepening collaboration with external partners with high levels of technology, we will not

be able to meet customer expectations.

In product development we emphasize accumulating a close dialogue with customers and responding to their real needs. It is important to gain the trust of customers by being a partner that can go beyond development as requested and provide solutions above what is asked for. We must supply products that exceed customer expectations and possess the high level of technology and speed required for this purpose. Balancing these factors is very important, but I am extremely proud that the Kawasaki Group, with its outstanding technological strength, is able to make commitments to customers and implement them.

Aiming for Technologies and Product Supplies That Can Proclaim "Kawasaki Provides the Solution"

Kawasaki has sincerely confronted both society and customers and accumulated their trust based on the belief that "Technology is Kawasaki's core competence (strength)." Going forward, to realize our purpose of "Unlocking human ingenuity to create robotics that enrich the future" and to go beyond the realm of BtoB to penetrate into society as a whole, we will supply value that brings together Kawasaki's technological strength as an all-round robot manufacturer capable of responding to diverse needs.

The next-generation controller being developed now will greatly enhance versatility and expandability and enable co-creation with partners. Together with the ROBO CROSS concept, the open co-creation platform will enable collaboration with a wide range of technologies and going forward engender the expandability, sustainability, and potential of business.

Aiming to be an all-round robot manufacturer does not mean simply broadening our lineup of products and services. By identifying the essence of social issues and contributing to their solution by robotics, we can achieve sustained growth and enhance corporate value.

We will supply technologies and products that can widely broadcast the message that "Kawasaki has the answer" to all kinds of social issues, such as the low birthrate, aging, and labor shortages, and display a firm presence in society.

Message from General Manager of the Production Group

Continuing to embody the Kawasaki Way and fulfill our responsibility to deliver corporate value



Takeshi Minato
General Manager of the Production Group

The Core Profit-Generating Department Delivering Corporate Value

The Robot Business Division's prowess can be found in its close customer relationships and technical expertise. We begin with proposals that anticipate future needs one step before they arise, and we deliver unparalleled value to customers in many different fields.

The Production Department has the capacity to handle production management, procurement, production technologies, and manufacturing. We have evolved into a cornerstone organization that serves as the "ultimate value creator" responsible for making corporate value a reality. We also function as a profit center focused on the optimization of quality, cost, delivery (QCD).

Maximizing the Flexibility as a Way of Continually Overcoming Difficulties

The greatest strength of our Production Department is its flexibility, which is rooted in an unwavering commitment to quality and strong customer trust. This flexibility does not simply constitute high responsiveness or dexterity; it is the very essence of Kawasaki Heavy Industries' manufacturing philosophy. This is the fruit of our over 50 years of on-site expertise and a corporate culture that centered on the trust our customers have placed in us.

As an example, consider the medical field, where safety and reliability are essential. Here, we continue to satisfy the needs of medical workers in clinical settings with total quality going beyond even the most demanding design requirements. In the industrial sector, Kawasaki Heavy Industries' strength is its ability to create products in a timely manner that meet a diverse customer base, which has placed deep confidence in us.

As we leverage our strengths, the complexity of product specifications grows, and the need to meet delivery deadlines and satisfy quality standards increases. Nevertheless, we know that the mission of the Production Department, which constitutes the very essence of the Kawasaki Way, is to continue to rise to these challenges. They are tackled through our production responsiveness allowing us to achieve highly precise, custom-tailored product specifications for each

customer, our manufacturing capability thoroughly optimizing QCD, and our rock-solid supply system that is supported by deep relationships with suppliers.

Positioning Factories as Strategic Hubs and Embodying the Kawasaki Way

It must be noted that, if not applied correctly, flexible production tailored to individual customer might hinder factory operations. To address this risk, we position factories as strategic hubs to manifest our value proposition, rather than seeing them simply as production sites. We clarify each factory's mission and assign it specific characteristics based on its unique attributes. This approach puts the first priority on flexible and reliable responses to a wide array of product specifications, delivery deadlines, and quality requirements carrying by customer and region.

The China factory began its operations as a procurement base about 20 years ago, and it is one of our most vital strategic locations. Local employees and suppliers have strong confidence in us, and we have achieved high employee retention. This has allowed us over the years to cultivate exceptional production technology capabilities for robust quality and yield along with outstanding pricing acumen. These have become significant strengths. Furthermore, China is the world's largest robotics market, with demand that is projected to continue growing. By harnessing the strengths of our Chinese factory to meet this demand, we will generate even greater profits. Additionally, going forward, we can expect this factory to function as a production hub for products destined for Southeast Asia and Europe, capitalizing on its geographical advantage.

The Production Department will continue to maximize factory capabilities. It embodies the Kawasaki Way in its pursuit of quality, flexibility gained from customer trust, its customer-centric approach, and a global base strategy, thereby driving future growth. We will fulfill our responsibility to deliver corporate value, working to overcome societal challenges and enhance sustainable corporate value.

Promotion of Human Resource Activities

The Kawasaki Heavy Industries Robot Business Division fosters an environment in which each individual maximizes abilities and a culture that encourages taking on challenges. We spoke with two individuals active on the front lines about two themes: job satisfaction and productive work environment.



Person in charge of production site

Rui Hasegawa
Foreman of the Manufacturing Section II
Manufacturing Department of the Production Group

The rewards and attractiveness of working in the Robot Business Division

I am in charge of tasks ranging from parts delivery to assembly, inspection, and shipment work in the unit manufacturing for the hinotori™ surgical support robot. I feel a full sense of accomplishment by contributing to the medical field, which is directly linked to people's health and lifestyles. It is rewarding to work together with my colleagues to deliver products of great social significance. With a strong desire to create products that satisfy customers, I am made happy working each day while enjoying what I do.

The attraction of working in the Robot Business Division is its open atmosphere, which allows me to fluidly exchange opinions with my seniors and members of other departments. There are many opportunities to learn, and it is an environment in which I can sense my own growth. Another important point is the work culture, which welcomes challenges and encourages us to move forward by working together as one. For example, when launching production of the duAro collaborative robot, I proposed process improvements and methods for responding to defects. By collaborating with other departments, we were able to establish line functions that contribute to QCD optimization. These experiences have become great assets to me.

For enhancing job satisfaction and productive work environment

Going forward, I believe that it will be important to clearly communicate and instill the Robot Business Division's policies and purpose in the workplace. Sharing the background and objectives of purpose formulation with all concerned and making sure each person understands will boost enthusiasm for actively taking on challenges with the aim of having unified goals. Personally, I will maintain an attitude of "learning until I'm satisfied and seeing things through." I work with gratitude and communicate well with my colleagues. I can contribute to creating a workplace where everyone vigorously plays an active part.



Person in charge of sales

Ming Dan
Assistant Manager of the Clean Sales Section II, Account Sales Department of the Sales Group

The rewards and attractiveness of working in the Robot Business Division

I am a sales representative for transfer robots used in semiconductor manufacturing equipment. My job is to propose products to overseas semiconductor equipment manufacturers. There are many unprecedented tasks, and therefore, I have to make decisions that have no previous "correct answers." However, I always attempt to choose options that will satisfy my customers and others involved.

One particularly memorable job was the construction of a sales system for the kind of transfer robots for semiconductor manufacturing equipment in Taiwan and other countries from scratch, based on my own proposal. Along the way, I focused on team building beyond departments related to sales, design, and services, with awareness of overall satisfaction that would be optimal for everyone. As a result, we were able to establish a system for improving member engagement and consistently making achievements.

The Robot Business Division has a culture that actively encourages employees to make proposals and overcome challenges. Every time I take on tasks, I can meet with colleagues with whom I want to work hard together. Furthermore, because I'm surrounded by employees with diverse backgrounds, I can obtain opinions from many different perspectives, making it a stimulating environment.

For enhancing job satisfaction and productive work environment

I think it is vital for all employees to understand that there are a variety of work styles and job options available within the company. For example, in the Division, there are multiple business areas, each of which handles different work and tasks. I believe that employees will be most satisfied with their jobs if they are assigned to the right places. I also think that employee motivation can be strengthened by a better understanding of the relationship between work evaluation and compensation through discussions with superiors.

Comments from General Manager of Planning & Control Division

The term "Strategic Human Resources Management" has been around for a long time, and the Robot Business Division has many people with a fundamental "systems engineering" mindset—namely, employees who can think in terms of overall system optimization toward achieving organizational goals. We also have a culture and environment that back up the development of such people. Those near you will flourish together with your business and will lead the next generation.

Kazuhiro Abe
Executive Officer
General Manager of the Planning & Control Division
Precision Machinery & Robot Company



▶ Please refer to pages 31-32 for efforts related to WX (Work Transformation).



Mission of the Robot Business Division

Purpose

Unlocking human ingenuity to create robotics that enrich the future

Industrial robots Supporting progress

Growth strategy

General-purpose

As a pioneer in the field of domestically manufactured industrial robots with over 50 years of history, we have cultivated our technology across diverse industries, including the automotive industry. As the backbone of all our current businesses and as a foundational business that will continue to evolve and deepen, we are steadfast in tackling the challenges in the factory automation field with our comprehensive strengths.

The digital transformation of factories is now accelerating. We aim to address such varied societal challenges as environmental contributions and declines in working populations by delivering solutions tailored to customers' factory-automated needs while simultaneously pursuing co-creation and collaboration with other companies that have outstanding technology. And as these robots grow indistinguishable from social robots in the future, they will evolve into businesses that support social infrastructure across all industries.

Growth strategy

Semiconductor

Semiconductor chips are produced through miniaturization process in highly controlled cleanrooms. The manufacturing equipment requires both environmental compatibility and high reliability. Our wafer transfer robots continue to meet the product quality demands of our top-tier global customers by achieving high rigidity, high-speed operation, high precision, and low vibration through gear drive.

Our true strength lies in our relentless commitment to walk alongside our customers in constant pursuit of meeting their needs. We are expanding our business areas beyond our current front-end process and atmospheric fields into the systems field and back-end process, while also developing our business areas from the perspective of automation solutions for the factories themselves.

Medical robots Supporting high-quality medical care

Growth strategy

Our foremost mission is to support life-saving medical practice through robots.

Domestically-produced surgical support robot, hinotori™, has been installed in over 90 facilities as of the end of October 2025, with the number of clinical cases treated reaching 13,000. Moving forward, we will assist in sustaining the lives of patients in more regions, including in Europe and the Americas. Additionally, long-distance remote robotic surgery has been successfully demonstrated, and we will also be actively engaged in realizing a society where everyone can benefit from advanced healthcare.

Those who support medical settings bear the constant stress and heavy workload of being entrusted with their patients' lives. As a robot manufacturer that is well-versed in medical settings, we will be moving toward providing total solutions that leverage Kawasaki Heavy Industries' collective strengths not only for surgical support but also to address fundamental challenges in the settings, such as resource shortages.

Social robots Providing support alongside people

Growth strategy

"A world where people, robots, and facilities all harmoniously co-exist."

Under the concept of orchestration, we will provide services that empower both people and robots, which we see as partners (buddies) rather than as tools. We are first deploying buddy robots and services that support essential workers, such as specimen transport using our transfer robot FORRO in medical settings and for healthcare services in care facilities. In July 2025, we announced the development of our autonomous nurse assistant robot, Nurabot, in collaboration with Taiwan's Hon Hai Technology Group, the world's largest electronics manufacturing service (EMS) company.

As AI technology advances, Kawasaki Heavy Industries will continue to respond to the needs of society with the aim of making robots a more familiar presence.

Supporting Progress in Industry

Autobody Assembly & Painting

Aiming to further enhance value through solutions that create added value

The automotive industry is undergoing major transformations even in its production plants driven by the development of Connected, Autonomous, Shared & Services, and Electric (CASE), with this representing a significant opportunity for Kawasaki Heavy Industries as it strives to realize smart factories. We will strive to become a robotics manufacturer which delivers solutions to our customers' challenges, building on our proven track record in development of diverse robotics systems for the automotive industry. To achieve this, we will enhance our "services and engineering bases in nearby locations to customers which deliver the functions they need" and shape the future of manufacturing and production equipment alongside our customers.



Takashi Oshima
Group Manager
of the General-purpose Robot Group

Market environment	<ul style="list-style-type: none"> Accelerated restructuring of complete vehicle manufacturers driven by the advancement of CASE Drastic transformation of automotive factories due to rapid advances in robotics, AI, and sensor technology, and the transition to electric vehicles Changes in the structure of industry driven by environmental awareness, increasing demand for solutions to societal challenges
Business strengths	<ul style="list-style-type: none"> Close relationships with clients and a proven track record of delivery; deep knowledge of industry structures and commercial practices Technical capabilities and project execution skills to enable support for peripheral equipment/systems in addition to robot main units Automation expertise spanning diverse production sites including semiconductors, aircraft, and ships Wide-ranging analysis and evaluation technologies

Providing superior quality to our customers

We plan to consolidate engineering functions and systems that enable verification using actual equipment, in addition to advance verifications in virtual spaces leveraging digital twin technology to thereby reduce startup times when delivering actual equipment on-site and minimize post-operation faults.

We will also enhance our systems to enable rapid global information sharing and issue resolution even in the event

that problems occur through collaborating both with domestic and overseas sites.

Additionally, we are currently preparing to offer services utilizing ROBO CROSS to remotely analyze customer equipment operation status. This will enable detection of signs and analysis of causes of equipment failures or product quality defects.

Highlight

Improving energy efficiency in automotive manufacturing and painting processes via robotics-driven solutions

Reducing energy consumption in painting processes is a significant challenge for customers engaged in advanced initiatives for the tackling of societal challenges, particularly the achievement of carbon neutrality. For example, painting processes account for approximately 30% of CO₂ emissions in automotive manufacturing, which represents a significantly larger proportion than that associated with other processes.

Discussions with our customers allowed us to clarify the substantial energy requirements of painting processes, particularly those associated with air conditioning and heating. A key challenge was the negative effect on energy efficiency, caused by large booth sizes and the need to

process overspray mist that couldn't be fully applied.

Therefore, we proposed dense arrangement of compact KJ155 explosion-proof paint robots to reduce booth sizes. This facilitated reductions in the energy required for air conditioning and we have additionally achieved reductions in the energy consumed during the paint spraying process by systemizing paint robots using high coating painting equipment.

We are committed to standing alongside our customers to precisely identify their challenges and respond to these with robotics solutions. This is where our strength lies and what will enable us to simultaneously earn customers' trust and to create value.

General Industrial Machinery

Enhancing our lineup focused on regions and processes to deliver optimal solutions from our clients' perspectives

While labor shortages are a common challenge worldwide, the specific challenges customers face will vary by region and business model. We will strategically evolve our technology, products, and commercial distribution to enable one-stop proposals that focus on regional characteristics and process integration and thereby provide superior solutions to our customers.



The robot arm mounted on Mech

We have jointly developed "Mech," the world's first AI vanning robot, in partnership with U.S.-based company Dexterity Inc. Mech will contribute to labor savings and alleviation of burdens in logistics operations through efficient loading of diverse cargos via its 8-axis robot arms.

Market environment	<ul style="list-style-type: none"> Persistently strong automation needs driven by labor shortages and rising labor costs Evolution of factory operations from automation to digital transformation Increased prominence of new robot manufacturers and ongoing restructuring in the industrial robot industry International conflicts fueled by geopolitical risks and economic friction
Business strengths	<ul style="list-style-type: none"> Advanced fundamental technological capacities and solutions cultivated across diverse industries Product lineup suitable for a wide range of production processes Product offerings featuring IT, control, and security technologies suitable for digital transformation of factories
Direction	<p>Delivering outstanding solutions to a broader range of customers</p> <ul style="list-style-type: none"> Aim for BinB* that achieves deep infiltration with customers, rather than BtoB Product development with a strong focus on targeted industries and applications Evolve technology and enhance commercial distribution through collaboration and co-creation <p>* BinB: A coined term which embodies our commitment to fostering comprehensive partnerships with our customers</p>

Highlight

Supporting customer evolution with "technologies and solutions" via co-creation with our partners

While labor shortages can be characterized as a universal challenge, their nature varies by region. In some regions, a potential labor force exists but falls short in terms of specific skills, with quality and other issues then impeding economic development; while in other regions, it is the shortfall in the working population in and of itself which is impeding economic activity. We are diligently pursuing regional strategies which will deliver the necessary technology and solutions in line with the specific circumstances of respective regions.

For example, our co-creation with Dexterity (U.S.) comprises solutions for regions in which it is the working population that is impacting economic activity, such as those to unload trucks for logistics chains in developed nations. By integrating our robotic fleet with

these solutions, we can enable dramatic labor savings and automation in warehouse handling operations. In this way, we are actively enhancing added value for our customers through collaboration and co-creation with specialist partners while also driving the technological evolution of our own products.

Meanwhile, the quality of a solution will be determined by system integrator (Sler*) capabilities. We have strengthened our capital alliance with Tiesse S.p.A. (Italy) with the goal of enhancing our Sler capabilities throughout Europe and thereby we reliably deliver valuable solutions to our customers. Kawasaki Heavy Industries will support our customers' growth alongside our partners, through speedy delivery of outstanding solutions.

* Sler: Abbreviation for system integrator. A Sler is a company contracted to analyze a customer's operations and take on everything from consulting on problem solving to designing, developing, operating, and maintaining systems.

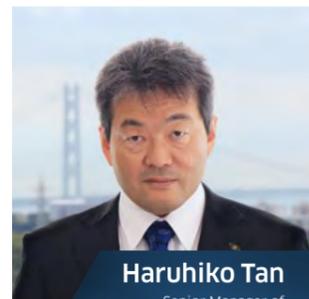
Supporting the Progress of a Digital Society

Semiconductors

Continuing to evolve with speed and proven technology while building strong relationships of trust with our customers

Semiconductors can be found in all varieties of electronic products, from smartphones to PCs. The Robot Business Division caters to the needs of our customers by leveraging our advanced technological capabilities and flexible proposal skills as a leading player in the transfer robot for use with semiconductor manufacturing equipment market.

Going forward, we will continue to generate innovative solutions alongside our customers to drive the further evolution of semiconductors.



Haruhiko Tan
Senior Manager of
the Clean Robot Department
Clean Robot Group

Market environment	<ul style="list-style-type: none"> There is a demand for unrivaled clean environments and product proposals featuring high-precision, high-speed, and low-vibration transfer robots This market continues to expand, driven by the miniaturization, increasing sophistication, and diversification of semiconductors for AI server, smartphone/PC, and automotive applications. Demand for automation and labor-saving solutions in semiconductor factories is rising to a backdrop of a dissipation of the issue of labor shortages <ul style="list-style-type: none"> Rapid growth in the semiconductor manufacturing equipment market (CAGR 7%) Increased number of robot industry players (heightened competition) accompanying market growth
Business strengths	<ul style="list-style-type: none"> High rigidity robots which achieve high-precision, high-speed transfer by combining servo motor with gear drive Robot motion control which enables high-speed, low-vibration, and clean transfer Continuous building of relationships and collection of the needs of customers through a rigorous customer-centric approach (close sales engagement/technical proposals) 30 years of experience in the semiconductor industry, a diverse lineup and underlying technologies Large-scale production, speed production, and catering to customer demands via speedy turnaround times Ability to comply with increasingly sophisticated safety standards

Product overview

We introduce the TTJ23, a product which achieves "High-Z" and "Long Reach" to enable wide-range access for wafer transfer within semiconductor manufacturing equipment. The TTJ23 minimizes the depth of field of equipment while enabling wide-range access in the width direction due to its 3-link structure, featuring three short arms connected in stages. The slimmed-down arm design and telescopic lifting mechanism also enable access to elevated areas while satisfying minimum access height requirements.

Horizontal multi-joint robot arm / Telescopic lifting mechanism

Unrivaled high-speed/high-precision transfer made possible by Kawasaki

Compact footprint and wide-range access facilitated through adoption of a 3-link arm structure

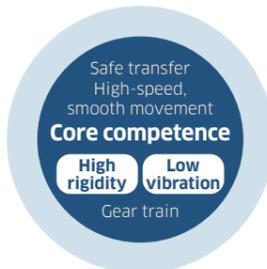


TTJ23

Strengths of Kawasaki Heavy Industries' semiconductor wafer transfer robots

We are expanding our field beyond the atmospheric environments in which we have been active to date to also cater to vacuum environments. Use of pneumatic gripping methods involving solenoid valves and similar equipment is not possible in vacuum environments. In these environments, a robot must therefore transfer wafers simply by placing them on its hand, which necessitates suppression of vibrations.

To deal with this, we leverage our servo motor with gear train drive combination technology, which we have long cultivated, and motion control techniques that minimize wafer load, to realize high-speed, high-precision, smooth transfer.

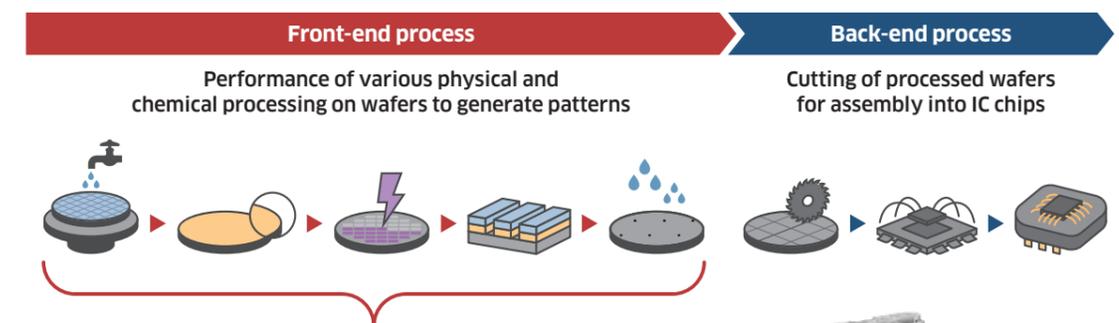


Semiconductor manufacturing processes supported by our robots

Semiconductor manufacturing processes are categorized into either a "front-end process," which involves repeated layering of various processing steps onto wafers to form circuits, or a "back-end process," which involves cutting the wafers after circuits have been formed to create IC chips. We have long devoted ourselves to providing robots that achieve high-speed, low-vibration, and clean transfer in atmospheric environments as our flagship products for semiconductor manufacturing equipment

used in the front-end process, which demands the most advanced technological capabilities. Added to this focus, we have begun supplying vacuum robots that transfer wafers in vacuum environments, and require different technologies to those used in atmospheric environments. Additionally, we have entered the back-end process market, where demand for transfer robots at the front-end process level is growing in line with the increasing sophistication of IC packaging technology.

Semiconductor manufacturing processes (abridged)



Product provision centered on **robots operating in atmospheric environment processes** within the front-end process of semiconductor manufacturing

Maintenance and inspection in atmospheric processes is primarily conducted manually, making this a domain in which there is high demand to shift to automation, and a strong call from clients to achieve this.



Future strategy: Promotion of system products and factory automation

Technological innovation in semiconductors is unrelenting, with specialization accelerating across the entire semiconductor industry to cater to attendant demands. While the Robot Business Division was previously focused on supplying standalone transfer robots housed within equipment, we have now begun to supply "system products featuring semiconductor robots" due to rising demand. Specifically, we supply equipment front-end modules (EFEM), which serve as the gateway for semiconductor manufacturing equipment. Furthermore, we have begun to make proposals to semiconductor chip manufacturers, who constitute the end users when considered from the perspective of the semiconductor robotics business. We are forwarding proposals which serve as total solutions incorporating general-purpose robots while leveraging insights gleaned from direct customer contact on factory automation needs.

We will continue to cater to the needs of our customers with speed and proven technology to

support the entire semiconductor industry.

EFEM (for semiconductor production equipment)



Inside the EFEM



TRambo-7 transferring FOUF to the EFEM

Supporting High-Quality Medical Care

Medical

Bringing together the technologies of an industrial robot manufacturer to address the vital mission of contributing to safer surgical care

We will protect human lives alongside the medical workers. It is the medical domain which gives us the great sense that the work that we do is directly contributing to society. We will thus actively work to realize a future in which patients can be rehabilitated to return to society and lead more fulfilling lives promptly following surgery, and in which the widening disparities between urban and rural areas have been eliminated through the robotic-assisted surgery system hinotori™.

* "hinotori" is a trademark or registered trademark of Medcaroid Corporation.



Shinji Kitamura
Senior Manager of
the Medical Robot Department
Medical Robot Group

Market environment

- Growth potential in the medical robot market, which is projected to grow in scope to approximately ¥6.3 trillion by 2030
- Accelerated introduction of robots driven by the requirement to find solutions to challenges accompanying the increasing sophistication of medical care, labor shortages, regional disparities, etc.
- Global deployment approaching full momentum, heralded by first approval in Singapore

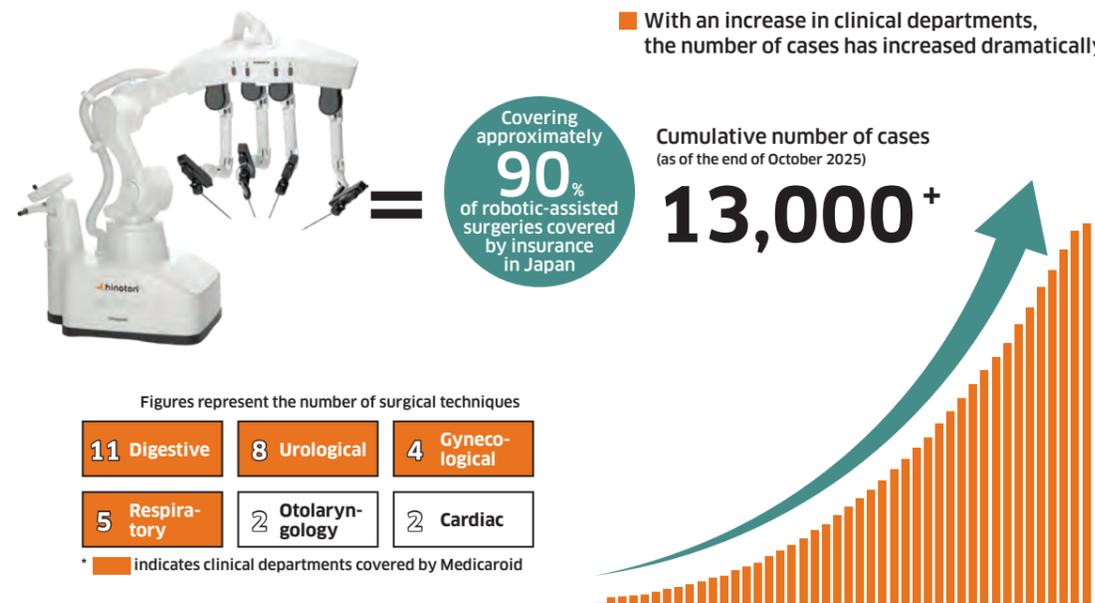
Business strengths

- Development capabilities which combine Kawasaki Heavy Industries' industrial robot technology with Sysmex's medical field expertise
- hinotori™'s clinical track record built through over 13,000 cases and deployment across four clinical departments in Japan
- Proximity to our customers, which enables direct incorporation of feedback into development
- Kawasaki Heavy Industries' service network and Sysmex's sales network

Product overview

The hinotori™ Surgical Support System, a robotic-assisted surgery system (Legal manufacturer: Medcaroid Corporation)

■ With an increase in clinical departments, the number of cases has increased dramatically



Current business status and prospect for the future

Actively enhancing our overseas expansion to Europe and the Americas to achieve even further growth

Since performing our first urology case in 2020, we have expanded our targeted departments to include gastrointestinal, gynecological, and respiratory surgery. This has enabled us to support approximately 90% of the robotic-assisted surgeries being performed with Japanese insurance coverage. The system has now been introduced at over 90 facilities, with a cumulative total of more than 13,000 surgeries performed, and this number continues to grow steadily. We consistently enhance functionalities based on feedback from these facilities and are thereby elevating the value of hinotori™ to contribute to improved surgical workflows.

We are also undertaking initiatives in collaboration with Medcaroid Corporation ("Medcaroid") and Sysmex Corporation ("Sysmex") to expand further in overseas markets, with the aim of achieving greater growth, and obtained regulatory approval for marketing in Singapore in 2023 and in Malaysia in 2024. We are currently pursuing activities to facilitate European sales and are set to expand these into the Americas thereafter. In our efforts to expand our business globally, we will leverage our strong network, specifically Sysmex's sales network for sales activities and Kawasaki Heavy Industries' service network for service activities.

In addition to the above, initiatives to enhance the profile of hinotori™ are essential for our global expansion. In Europe, Medcaroid training centers have been established at the surgical training facilities Orshi Academy (Belgium) and Institut de recherche contre les cancers de l'appareil digestif (IRCAD; France). These facilities have been equipped with hinotori™, enabling manual operation training and evaluations using the system. In June 2025, a successful remote robotic operation demonstration was conducted during which a doctor at IRCAD (Strasbourg, France) operated a robot located 23,000 km away in Kobe City.

We will increase hinotori™'s profile through such demonstration trials and training, while concurrently furthering initiatives for the realization of remote operations and expansion of our lineup of surgical forceps, to facilitate more widespread adoption of the system by medical facilities.

IRCAD also has other facilities throughout the globe besides that in France, including in Taiwan, North America, Brazil, and India. Strengthening our relationship with IRCAD can be expected to provide us with a strong foothold for expansion into these countries.

Toward strategy realization

Kawasaki's vision for the future / The smart hospital one-stop solution

While we have many supporters in Japan who encourage our endeavors as a domestic surgical robot manufacturer, advancing our global business will require both the active refinement of our core capacities and the pursuit of differentiation from our competitors.

Looking to our future, in the surgical domain, we will strive for safer and more efficient surgeries with hinotori™. We are thus planning to advance initiatives to enhance overall surgical efficiency and labor savings. This will include initiatives utilizing AI technology for functions to support physicians, such as in-surgery navigation and extraction of procedural data for education, as well as service functions such as device status analysis and maintenance. It will also include pursuing initiatives

to reduce the time and difficulty involved in preparing for surgeries as well as post-operative procedures. Such initiatives will enhance the quality of treatment; provide solutions to labor shortages stemming from the burgeoning challenge in Japan and other developed nations of declining birthrates and aging populations; and serve as a key function to differentiate us from our competitors.

Looking even further ahead, we anticipate that initiatives to deliver one-stop solutions for healthcare sites which started with demonstration tests utilizing social robots for in-hospital medication delivery and nurse support and our initiatives in the surgical domain starting with hinotori™ will converge to produce solutions which expand to address challenges covering the entire hospital.

Providing Support Alongside People



Discussion on Social Robots

Kenji Bando

Executive Officer
General Manager of the Robot Business Division
Precision Machinery & Robot Company

Hiroaki Kagaya

Executive Officer
General Manager of the Presidential
Project Management Division,
Senior Manager of the PNT Promotion
Department, and General Manager
of the Social Robot Business
Strategy Department

Forging a future where robots
and humans coexist

The Frontlines of Robot Development for Tackling Social Challenges

Kagaya • Social robots are comparable to hydrogen and carbon neutrality as a key theme for Kawasaki Heavy Industries. The Presidential Project Management Division set forth the policies in November 2024, and the Social Robot Business Strategy Department was established in April 2025, bringing together engineers from the Corporate Technology Division and the Robot Business Division. At present, we're stepping up our efforts toward commercialization by immersing ourselves on-site to identify challenges and integrate solutions into robot development.

An on-site-focused approach is indispensable for robot development. For instance, when developing FORRO indoor delivery service robot, we repeatedly conducted demonstration experiments and made continuous improvements through incorporating feedback from actual users. This style of on-site learning is also paving the way for new solutions. After recently discovering that Nyokkey, our autonomous dual-arm service robot, can be utilized to resolve an even wider range of challenges than expected, we've received concrete

inquiries regarding implementation from medical settings both within Japan and internationally.

In contrast with industrial robots, the domain of social robots presents difficulties for us to envision the scenarios where they would be utilized by customers. That's exactly why it's so critical for us to be right alongside our customers and work with them on-site to identify the challenges and then devise optimal solutions. And beyond simply selling products, it's essential for us to provide comprehensive support that extends to operations post-implementation under the concept of Robotics as a Service (RaaS).*

Bando • I believe that the lines dividing industrial robots and social robots will eventually fade away. So far, the roles served by industrial robots have been limited to plants and other such spaces, but I expect social robots to engage with people more closely. They're all alike in how they demonstrate their true value in addressing such challenges as the declining birthrate and aging population along with labor shortages. With the evolution of social robots, a future where the same technology can help solve social challenges both within plants and throughout towns is unfolding right before our eyes.

Kagaya • It's our mission at Kawasaki Heavy Industries to realize this future as quickly as possible. The current demonstration phase is being overseen by the Presidential Project Management Division, and after commercialization, a system tailored for mass production will be established as we transition to the next phase. Having divisions of responsibilities according to each business phase enables flexible and speedy development.

Bando • Our advanced development technologies cultivated through industrial robots as well as our services networks that leverage our global bases also emerge as advantages within the social domain. I believe that by creating environments where our customers can feel secure in using our robots through our post-implementation support, social robots will become more deeply ingrained into society.

* Robotics as a Service: This is a business model that extends beyond selling robots to also provide the integrated services of operation, maintenance, and support.

Driving Social Implementation Through Global Co-Creation

Kagaya • CO-CREATION PARK - KAWARUBA, a new co-creation hub for social innovation, was established inside Haneda Innovation City (Ota-ku, Tokyo) in November 2024. The facility serves as a center for new projects aimed at developing solutions while carrying out proof-of-concept tests in a wide range of fields under our two challenge themes of "unlocking human ingenuity to create robotics that enrich the future" and "pioneering a new green society era through hydrogen and carbon neutrality solutions."

Bando • Business owners visiting to observe our solutions related to hydrogen and carbon neutrality are often amazed at the sight of FORRO and Nyokkey in operation. We're also increasingly seeing cases where their potential as solutions for labor shortages is recognized by business owners, who are inspired to seriously consider implementation and make inquiries.

Kagaya • I also feel that there are still hurdles to overcome before implementation when I actually hear from people on-site. Here again, we always prioritize being present on-site and alongside our customers. We provide support from every angle, not merely as a cost-cutting measure, including quantifying the benefits of implementing social robots that utilize mapxus Driven by Kawasaki™, our indoor positioning service, as well as engaging with national and local governments. These added values can only be provided by virtue of the diverse solutions of Kawasaki Heavy Industries and our expertise cultivated through numerous projects with national and local governments, whereby these

strengths are combined with our commitment to working closely with our customers.

Bando • We at the Robot Business Division are also dedicated to always being at our customers' side so that we can thoroughly identify their challenges before providing solutions. Along with our current industrial robots, we strive to expand the areas in which social robots can be utilized, and looking to the future, to spread a world where humans and robots coexist throughout society.

Kagaya • And with the message of coexistence, it's important to take the approach of supplementation rather than complete replacement. I believe that robots still bring immense value to society by being utilized for labor-intensive or hazardous work as a partial replacement, where their roles are divided with those that should be fulfilled by humans.

Bando • I completely agree. With our purpose of "unlocking human ingenuity to create robotics that enrich the future," we're committed to realizing a world where everyone can stay true to themselves and find joy in a more enriching life. And with this in mind, we will help realize a future where robots seamlessly integrate into society and support people as we tackle cross-sectoral challenges in the areas where our technology thrives, such as plants and hospitals.

Kagaya • To make this a reality, another key theme is overseas expansion. In July 2025, we announced the co-development of the autonomous nurse assistant robot Nurabot with Taiwan's Hon Hai Technology Group, the world's largest electronics manufacturing service (EMS) company. We're working together to address challenges in hospital management. In this way, our next challenge is to globally expand the societal implementation of our social robots by leveraging the quality, trust, and comprehensive strengths cultivated by Kawasaki Heavy Industries.

Bando • We're ultimately aiming for a future where robots are not mere machines but rather partners to humans. Robots lighten the burdens felt by people in their everyday lives, allowing people to focus on more creative activities. I believe that our mission is bring about this form of coexistence within society.



Discussion On the vanguard of future technology, opening paths through co-creation and innovation

As society and industries evolve, robots are also evolving into presences that support how people work and how they live. Here, we brought three robot business executives together to talk about the social changes that robots will bring about, the value that Kawasaki creates, and the prospects for future technologies that may arise from co-evolution with AI.

The Future That Robots Will Create and the Reason Why Kawasaki Exists

Fujimori • The workforces are shrinking in developed countries, and the era is coming in which the human resources will not be available for the jobs that no one wants to do. I would like to realize a future where those tasks are handed off to robots and humans dedicate themselves to more creative and fulfilling work—a future that brings about a transformation that goes beyond workstyle reform and where robots increase human happiness.

Ohtani • I believe that in the near future robots will spread out through society by supplementing the work of humans. Furthermore, I think that going forward, they will naturally become a part of daily life. This is the very embodiment of the purpose of the Robot Business Division of “unlocking human ingenuity to create robotics that enrich the future.”

Kameyama • To be sure, robots are beginning to blend into people's lives not only in the industrial and medical fields but also in all settings tied to food, clothing, and shelter. Their role has changed from “do work in place of humans” to “accomplish the things that humans cannot.” I think they will expand the bounds of human activity to include space and extreme environments.

Fujimori • Precisely because the sphere of robot activities is expanding, Kawasaki's knowledge from deploying robots across the three domains of the industrial, the medical, and the social will be put to use. We can contribute to solving a wide range of social issues by taking advantage of the shared designs that allow for handling with the same operational feel whatever the setting.

Ohtani • The relationships of trust with our customers that Kawasaki has developed over many years and our knowledge about applications are also significant assets. Based on the experience we've obtained in existing industrial fields, I'd like for us to go further in co-creation with our partners and expand our markets into new domains.

Kameyama • The aim is to go beyond the constraints of time and place to create an affluent society where people can truly do the things they want to do. We should pool the technologies of the Group as a whole to achieve this.

The Orientation of Future Technologies and Affinities and Co-Evolution with AI

Ohtani • With the sphere of the technology expanding, there's a limit on what one company can do. Maintaining an open stance when working with our partners and pursuing development with shared objectives are the keys for acquiring future technologies. The next challenge for the Robot Business Division is to build an ecosystem through co-creation.

Fujimori • Developing technologies that minimize the time required for teaching is also crucial. Until now, humans have had to teach robots that lack the intelligence everything from start to finish. However, with the emergence of large language models (LLMs), we're getting to the point where robots will be able to deduce the procedures by just indicating the results. With the burden of teaching falling off, it is likely that even Sler* will be able to focus its efforts on more advanced areas.

Kameyama • Yes. There is great affinity between AI and robots, and a cyber-physical world that reflects the knowledge learned in the virtual space in the machines themselves will also become a reality. An indispensable prerequisite for this is the evolution of the hardware to safely carry out the operations that AI conceives.

Ohtani • Innovations in terms of controls, drive systems, power sources, and the like. We can realize robots rooted in society by bringing about further advances in both software and hardware.

Fujimori • If AI-equipped robots can assess situations on their own and optimize their operations, it will increase the possibilities for being able to introduce robots into fields where until now the costs didn't line up.

Kameyama • Plus, in the future, there will be greater value and more demand not for individual robots, but rather robots as platforms that work in concert with other companies' systems and services. We should target developing robots that will realize a highly productive and safe society through data coordination.

* Sler: Abbreviation for system integrator. A Sler is a company contracted to analyze a customer's operations and take on everything from consulting on problem solving to designing, developing, operating, and maintaining systems.



Yusuke Ohtani

Deputy Manager of the Technology Group
Robot Business Division
Precision Machinery &
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Jun Fujimori

General Manager of the Robotics
Technology Department,
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Corporate Technology Division
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Atsushi Kameyama

Executive
Group Manager of the Medical Robot Group
Robot Business Division
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Toward Acquiring Future Technologies

Safety, security, cloud, AI: opening new market by establishing future technologies



Masao Takatori

Executive
Group Manager of the Technology Group
Robot Business Division
Precision Machinery & Robot Company

How has the acquisition of future technologies been progressing?

Currently, we're putting our efforts into improving safety and security. In the EU, compliance with new regulation on machine safety will become obligatory in January 2027, and with the new Cyber Resilience Act (CRA) that December. We are steadily moving forward with technological development and implementation to address this.

At the same time, along with our existing fields of automobiles and semiconductors, we are also turning our attention to manufacturing involving production of multiple models in smaller lots and overseas markets with a focus on quality. We will promote the development of “robots anyone can use” that are easily introduced to any setting and readily operated, which should be able to cope with growing demand backgrounded by labor shortages and soaring costs.

The development of such future technologies aims to address both the solving of social problems and opening new markets. We are accelerating our efforts in multiple fields, including cloud-based network services and next-generation controllers.

Please tell us how development is proceeding on ROBO CROSS and next-generation controllers.

ROBO CROSS is a technology cloud network service co-created by robot manufacturer, Sler, software vendors, and end-users. It is a system for sharing such data as collected information and usage cases in the cloud. It is also a mechanism for optimizing the entire life cycle, making it possible to do things like improve utilization rates and provide remote maintenance by expanding and coordinating such existing assets as our K-COMMIT remote diagnostic service and our neoROSET offline programming software. Even selected for a Ministry of Economy, Trade and Industry project, our aim is to establish an ecosystem based on co-creation with diverse companies by March 2028.

Next-generation controllers—another focus of our interest—are open robot controllers that we are developing based on both cloud platforms (ROBO CROSS) and edge computing (controllers). Regarding hardware, the designing and trial manufacture of the first round of prototypes has been completed, and now we have begun start up. As to software, the basic architecture designs have been completed, and we are moving into the detailed design and implementation phase. We put on a concept-level display and working demonstration at the 2025 International Robot

Exhibition. Kawasaki is itself developing technologies in those areas where its strengths lie, such as safety and security, energy-saving controls, modularization, self-diagnostics, and real-time performance. At the same time, we are improving the degrees of freedom for robot utilization through open and scalable configurations meant to ensure flexible connectivity with other companies' equipment and the AI applications that will be essential going forward.

What technologies should the Robot Business Division prioritize developing in the future?

The biggest theme is that of innovations in teaching. We aim to develop technology that will apply natural language processing by utilizing generative AI and the like, and thereby minimize the teaching tasks that are essential to putting robots to good use. At the same time, we are also moving forward with using vision AI to automate target recognition, trajectory generation, and interference avoidance, as well as working to improve the sophistication of real-time controls. With designs that can guarantee safety and security even if hallucinations occur, we are going to bring into being robots that can collaborate with humans.

In considering their specific applications, for the industrial field, improving efficiency in teaching is essential. We are moving forward on research for making practical use of AI-based generative technologies for images and operations to automatically generate trajectories. We are also pursuing operational performance for such fields as automotive industry.

In the medical field, we are proceeding with research on remote operational assistance and on using AI to replicate the surgical procedures of expert physicians. We aim to bring into being a society where—with safety and trustworthiness as priorities—someone can receive advanced medical care regardless of where they are, including out in the provinces or overseas.

Regarding social field, the biggest issue is improving the precision of simultaneous localization and mapping (SLAM) technology, which handles self-localization estimations and surroundings recognition. Going forward, we will also tackle swarm control, which entails coordinated autonomous control of multiple robots.

We will complete these efforts not on our own, but rather in collaboration with academia, start-ups, and other companies. While incorporating these technologies, our aim is to develop robots befitting Kawasaki in being very safe and trustworthy and also contributing toward achieving carbon neutrality.

Four Transformations

CX Corporate Transformation

The Robot Business Division's CX Evolves to a New Stage

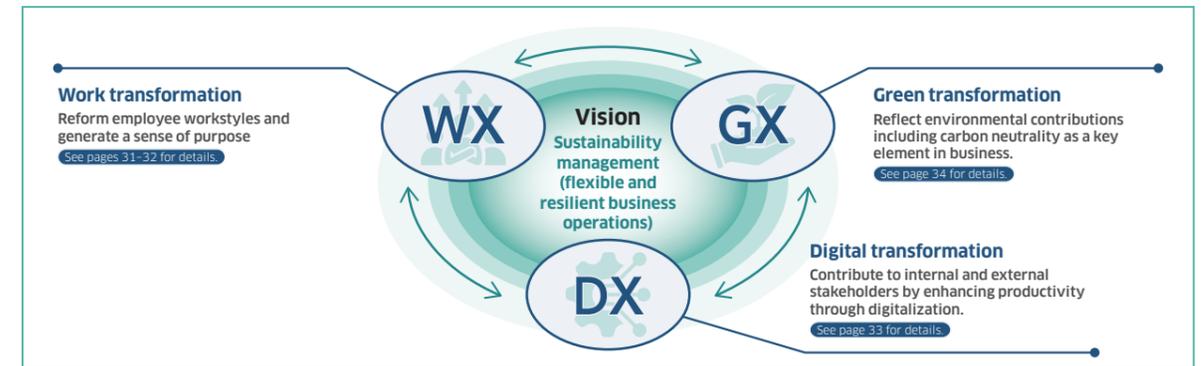
Corporate Transformation (CX) at the Robot Business Division establishes Green Transformation (GX) contributing to environmental management; Work Transformation (WX) leading to human capital management; and Digital Transformation (DX) linking all management capital for data-driven management, as the core activities of ESG management. Our CX activities are aimed at creating an organization capable of flexible responses to a changing business portfolio in

the context of a global-level management environment. Since the turning point of fiscal 2023, when the full range of our management challenges became tangible, the Robot Business Division has, over the past two years, prioritized transforming mindsets, to thereby complete the changeover to a resilient management structure positioned to withstand change. One tangible outcome of this focus is the higher level at which GX, WX, and DX are now being systematically executed, which has fostered a culture in which all organizational units identify challenges from a management perspective and collaborate to achieve goals.

With the conclusion of this foundational stage of transforming mindsets, we are now set to evolve our CX stage to activities for the enhancement of capital

liquidity for further growth. This will help us to transform ourselves into an organization capable of flexibly executing changes to our business portfolio.

Overall image of corporate transformation (CX)



WX Work Transformation



Kyota Taniguchi
Senior Staff Officer of the Personnel Department, Planning & Control Division, Precision Machinery & Robot Company

Individual Strengths + Organizational Culture: The Path to Sustainable Growth

The Robot Business Division situates the fostering of a culture in which every employee can believe in their own potential and independently take on challenges at the core of its human resources strategy. We will achieve further depth as a strong organization and a strong management foundation, both of which are imbued with flexibility and creativity, by embedding this culture. We are confident that this foundation will facilitate the creation of sustained competitive advantages for the Division, in the context of a rapidly changing social environment.

To begin, regarding mechanisms to encourage individual growth, we will leverage systems such as our Career Challenge Program and Self-Declaration System, to support the career development of our employees and provide them with opportunities to take on challenges aligned with each of their individual aspirations and strengths. These are systems which respect employee

autonomy and function as important mechanisms to foster the creation of new value within the organization. Added to this, we have established training programs aimed at enhancing digital skills and management capabilities to promote the development of human resources capable of adapting to change. We are enhancing employee motivation to work as well as mindsets of contributing to the organization by providing each of our employees with opportunities to get a tangible feel for their personal growth. Meanwhile, regarding organizational culture, we are focusing efforts on ensuring psychological safety and promoting open communication. We are consolidating environments in which employees can feel secure in expressing opinions and translating these into actions by fostering a culture that views failure in a positive light and transforms any such failures into lessons. Such an organizational culture functions as fertile ground for innovation to expedite the growth of the entire organization and facilitate enhancements of the Division's competitiveness. Going forward, we will consistently pursue reforms on the two fronts of establishing systems to support individuals in taking on challenges and cultivating an organizational culture that encourages them to do so. We will feed this into sustainable enhancements of our business competitiveness to become a company which enjoys the trust of all our employees and customers as well as that of society.

Employee perspective

The pursuit of an autonomous organization driven by people and data to generate cycles of improvement



Kazushi Kitagawa
Assistant Manager of the Production Process Planning Section, Production Planning and Control Department, Production Group, Robot Business Division, Planning & Administration Department, Planning & Control Division

The Robot Business Division's Production Department has bolstered our business expansion to date around a central focus of optimization of quality, cost, delivery (QCD). Nevertheless, challenges such as an increasing reliance on specific individuals for work tasks accompanying rapid business growth and a shrinking working population caused by an aging society and declining population have come increasingly to the fore. Accordingly, we have realized that confining ourselves to the initiatives we have undertaken till now will not suffice to offer adequate responses to forthcoming changes. This realization led us to initiate a campaign of reform to indirect tasks associated with manufacturing. We are striving to become an autonomous organization that continuously drives cycles of improvements to maximize the value we deliver to our customers rather than one which pursues one-off efficiency gains. This campaign was guided by two key priorities. The first was our organizational culture, starting with the commitment to clearly defining the value of each employee's work. We enhanced the specificity of our policies by envisioning the ideal state of the Production Department and considering its value and position within the organization five years into the future; and then reflecting this in immediate measures. We also increased policy transparency by formalizing the connections from Division-level policies through to individual tasks and introducing communication sheets designed to facilitate a culture of dialogue until full understanding is achieved. This initiative started with the aim of improving employee engagement in response to feedback within the

department indicating "I find it difficult to understand how my work contributes to society." The second key priority was streamlining and standardizing of operational processes. We worked to eliminate waste and duplication in work tasks to establish processes that deliver high-quality results regardless of who performs them. This helps to prevent reliance on specific individuals for work tasks, lends momentum to human resources mobility, and accelerates IT adoption and automation. In this way, we are gradually laying the groundwork to achieve greater operational efficiency and sophistication. One example of the increased sophistication of operations is our promotion of the use of an AI data platform for manufacturing, starting with Procurement Department. Besides enabling centralized management and analysis of blueprints and procurement information to accelerate component standardization and cost optimization, the time saved through efficiency gains from the use of this platform can now be reallocated to strategic tasks. This has additionally fostered a culture of sharing information and challenges across departmental boundaries and undertaking autonomous improvements from an overall optimization perspective. Looking ahead, we aim to leverage these streamlined and standardized operations as a foothold to expediting sweeping reforms for the achievement of more flexible and rational processes. We also take steps to evolve this into a mechanism enabling continuous evaluation and improvement of activities. We have resolved to routinely update the information necessary for organizational operations and establish an information infrastructure to support sound management decisions. We will achieve this through establishing orders of priority for working backward from a vision of the ideal future state and optimizing human resource allocation by utilizing a human resources portfolio. Through these efforts, we will strive to build an organization that reconciles enhancing our employees' sense of purpose with maximizing the value we deliver to our customers.

▶ Please refer to page 18: Promotion of Human Resource Activities



DX Digital Transformation

Establishing Operational and IT Infrastructure for the Achievement of Business Objectives

Our current digital transformation (DX) activities are intended to achieve a transformation toward robust management to enable flexible business operations which do not rely on increased staffing, as our business expands in scope and complexity.

Through this transformation, we will promote resource shifts that support the expansion of our wide-ranging business domains, pursue sustainable growth and enhanced competitiveness, and contribute

to the achievement of our Group Vision 2030.

Furthermore, as our operational processes are constantly evolving accompanying changes in our business, we will be required to continuously conduct process streamlining in parallel with IT implementation. For this reason, putting this into action is not confined to mere IT implementation, but involves our initiatives designed to maximize synergies between business and IT. We achieve this by holistically promoting both the streamlining of operational processes through business process reengineering (BPR) and the implementation of IT systems.

Case study 1 PLM as the backbone

It is essential that we streamline the entire value chain, encompassing product development and the supply chain, to allow us to deliver valuable products and services in a timely manner as our customers' needs become more diverse and sophisticated.

To achieve this, we have created a product lifecycle management (PLM) infrastructure to serve as the backbone which seamlessly connects product development, sales, procurement, production, and after-sales service, and commenced application of this infrastructure in the domains of design and cost management.

Going forward, we intend to expand the application scope of this infrastructure and further enhance our capacity to respond to the market, to thereby contribute solutions to our customers' diverse challenges.

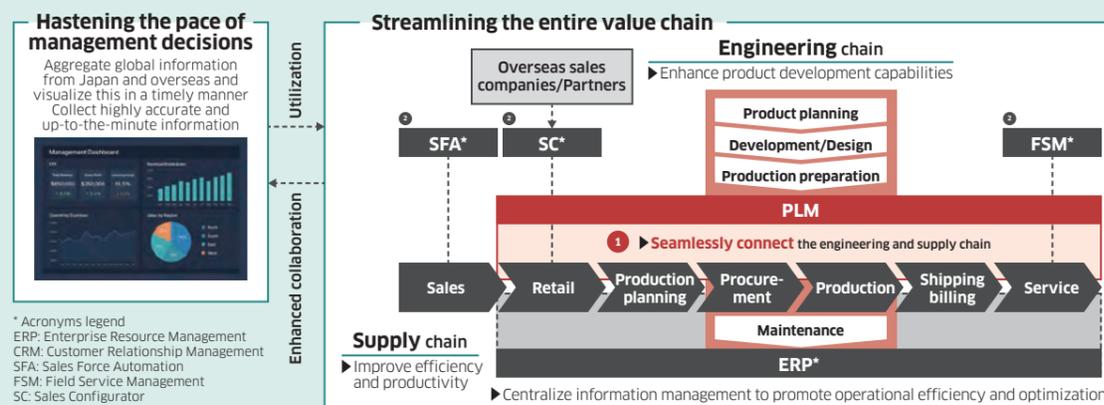
Case study 2 Toward the realization of data-driven management

In our current era, which is often characterized as one of volatility, uncertainty, complexity, and ambiguity (VUCA), achieving significant results through transforming business structure requires the realization of data-driven management by leveraging accumulated data to render swift and exacting decisions.

While we have also made progress in visualizing information through management information dashboards, we were faced with the challenge of "how to globally link highly accurate and up-to-the-minute data" on our robot business, with its high percentage of overseas sales. To address this challenge, we have remodeled our global infrastructure for ERP and CRM (SFA/FSM)* systems.

Going forward, we will contribute to the realization of data-driven management and the subsequent achievement of DX by enhancing the integration between these systems and our management information dashboard.

Toward the realization of data-driven management



* Acronyms legend
 ERP: Enterprise Resource Management
 CRM: Customer Relationship Management
 SFA: Sales Force Automation
 FSM: Field Service Management
 SC: Sales Configurator

GX Green Transformation

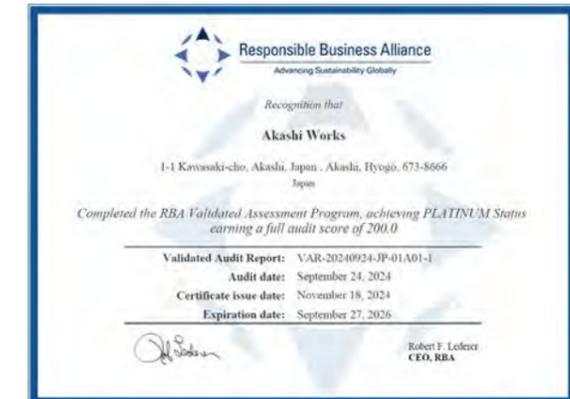
The Evolution to Sustainability Initiatives That Earn Societal Trust

In 2024, we transformed the Carbon Neutrality Committee, directly overseen by management executives, into the Sustainability Committee to establish a cross-organizational framework for the promotion of all aspects of sustainability, including environmental activities and diversity, equity and inclusion (DE&I). By making early career employees the central focus of the Committee, we enabled their early involvement in management activities and enhanced their frames of reference and mindsets. One outcome of these efforts was the Kawasaki Group's first Responsible Business Alliance (RBA) Platinum certification. This represents an outcome of these early career employees connecting corporate and operational functions from a management perspective, to think for themselves and act independently. Meanwhile,

for carbon neutrality, we prioritized Scope 3 measures, developing alongside our suppliers, to expedite the enhancement of both business capabilities.

We additionally began to publish Division-specific sustainability reports starting the same year.

RBA certification



Changes in Robot Business Division scope 1 and 2 CO₂ emissions* (t-CO₂)



* Cover only emissions at major domestic facilities (Akashi Works and Nishi-Kobe Works)



Supplier study session

Main initiatives for reducing CO₂ emissions throughout the product lifecycle

- Scope 3 Category 1 Procurement of Parts**
We prioritize the reduction of CO₂ emissions during the procurement phase of parts as a key challenge and are undertaking initiatives to reduce environmental impacts throughout the entire supply chain. Specifically, we are enhancing collaboration with business partners who select environmentally conscious materials and achieve energy savings and low carbonization within their manufacturing processes. Furthermore, we conduct supplier evaluations that incorporate the perspectives of responsible mineral procurement and respect for human rights while also proceeding with the establishment of a sustainable procurement system.
- Scope 1 & 2 Production**
We are implementing measures for both direct emissions (Scope 1) and indirect emissions associated with electricity use (Scope 2) to achieve reduction in CO₂ emissions at our own plants. At Akashi Works and Nishi-Kobe Works, in addition to proceeding with the introduction of renewable energy and upgrading to high-efficiency facilities, we are deploying refrigerants with lower environmental impacts and optimizing air conditioning and lighting systems. We are furthermore continuously visualizing usage volumes and conducting improvement activities by leveraging our energy management system while striving to build a sustainable production framework under our environmental management system based on ISO 14001.
- Scope 3 Category 4 Transportation and packaging**
For transportation and packaging, we utilize data from previous years provided by logistics companies, including that on transportation distance, weight, and fuel consumption, to calculate CO₂ emissions. This enables us to select transportation means with low environmental impacts and improve the efficiency of transportation. We actively deploy reusable materials in packaging, to contribute to waste reduction. Going forward, we aim to optimize our transportation network and further promote green logistics.
- Scope 3 Category 11 Use of sold products**
During the use of sold products phase, we continuously develop functions to reduce robot power consumption, contributing to CO₂ emission reductions at customers' plants. We also offer environmentally conscious products which have obtained Kawasaki Ecological Frontiers certification and perform calculations on the carbon footprint (CFP) per unit. Going forward, we will further enhance energy-saving performance through the introduction of optimal control technologies utilizing AI and IoT.

Support for the Next Generation — Developing Future Human Resources for Robotics Industry

“Become a Kawasaki Robot Engineer!” event

Industrial robots serve in support of people's lives. The “Become a Kawasaki Robot Engineer!” event, which is held regularly, provides opportunities for children in third grade and up to see, touch, and operate these robots first-hand.

We have few opportunities to see these kinds of robots directly, though they are used in manufacturing all around us. This event offers participants the chance to learn in a fun way about how they work and what kinds of jobs they do. They can also challenge themselves to program the robots to address specific issues.

The event won the Children's Smiles Award in the “We Want to Experience It for Ourselves” category at the Children's Smiles Odyssey, sponsored by the Tokyo

Metropolitan Government, in September 2023. The award is presented to companies and other organizations recognized as having implemented outstanding initiatives for children.

Kawasaki encourages children, the key to our future, by way of all the fun and knowledge embodied by the field of robotics.



Facility Introduction — Providing Venues for Contact Between People and Robots

Kawasaki Robostage

Kawasaki Robostage, in Odaiba, Tokyo is open to general visitors, with the concept of realizing human-robot coexistence and collaboration. It is a place to think and learn about robots.

The facility was fully renovated in November 2025. Through demonstrations of both industrial robots and collaborative robots, as well as hands-on sessions with the Successor remotely-operated robot system, Kawasaki Robostage provides an experience that helps visitors learn about robots and reflects on a future where humans and robots coexist, based on the theme of “What exactly is a robot?” Visitors can enjoy learning about robots, while observing, touching, and interacting with cutting-edge technology and techniques.

Please visit us and experience “the future of human-robot coexistence.”



Kawasaki Robostage

Nishi-Kobe Robot Showroom

Nishi-Kobe Robot Showroom, located at the Kawasaki Nishi-Kobe Works, is one of the largest robot showrooms in Japan. At the showroom, the scenes in which robots are used in real-life settings in logistics and manufacturing processes are faithfully recreated, with the showroom aimed at those who are considering introducing robots.

While viewing the robots performing actual operations, we will consider together “which robot or system could help solve the challenges at the customer's site” and propose optimized total solutions.



Nishi-Kobe Robot Showroom

CO-CREATION PARK - KAWARUBA

In November 2024, Kawasaki opened CO-CREATION PARK - KAWARUBA as a site for social innovation co-creation within Tokyo Haneda Innovation City. This location attracts a diverse array of people and organizations in order to create value and promote social implementation toward the resolution of societal challenges. Target sectors include social robots, hydrogen and carbon-neutral solutions, next-generation mobility, DX and AI, and more.

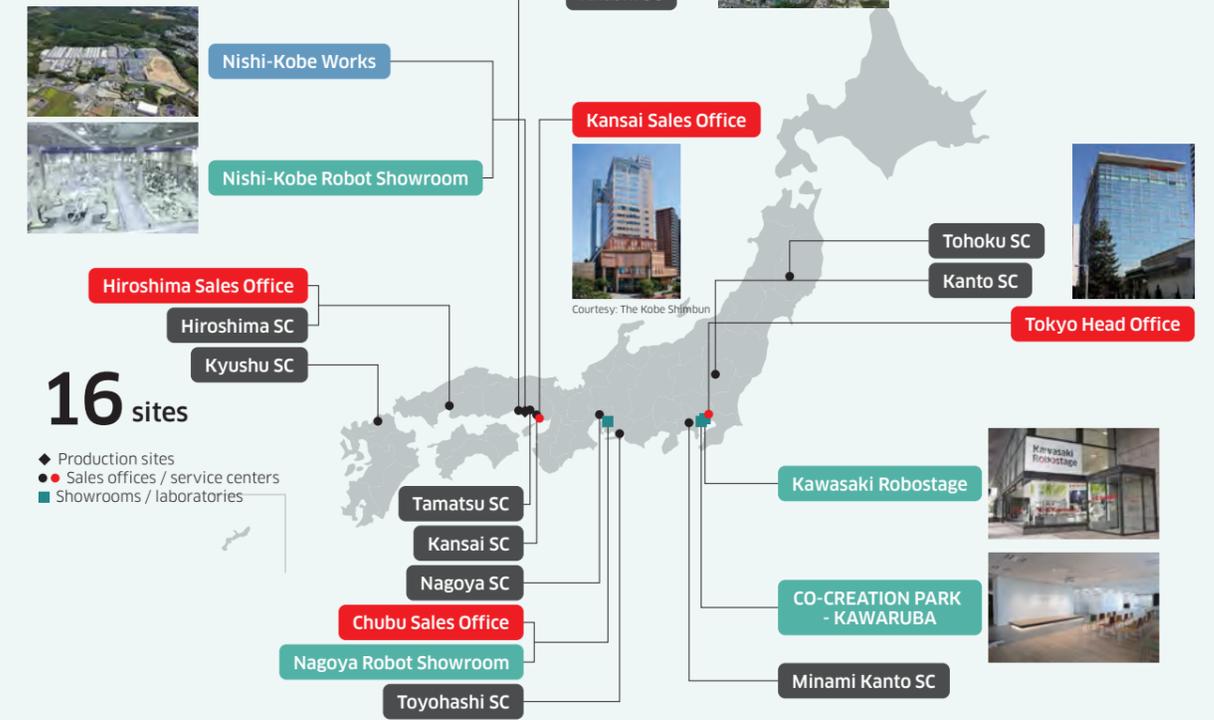
The Robot Business Division has positioned this as a site for the social implementation of social robots. By bolstering social receptivity through demonstration tests and co-creation with stakeholders, the Division is stepping up commercialization. In addition, the facility will be leveraged as a venue for putting Robot Business Division technologies, human resources, and services into circulation, and will thereby facilitate enhancement of its existing businesses.



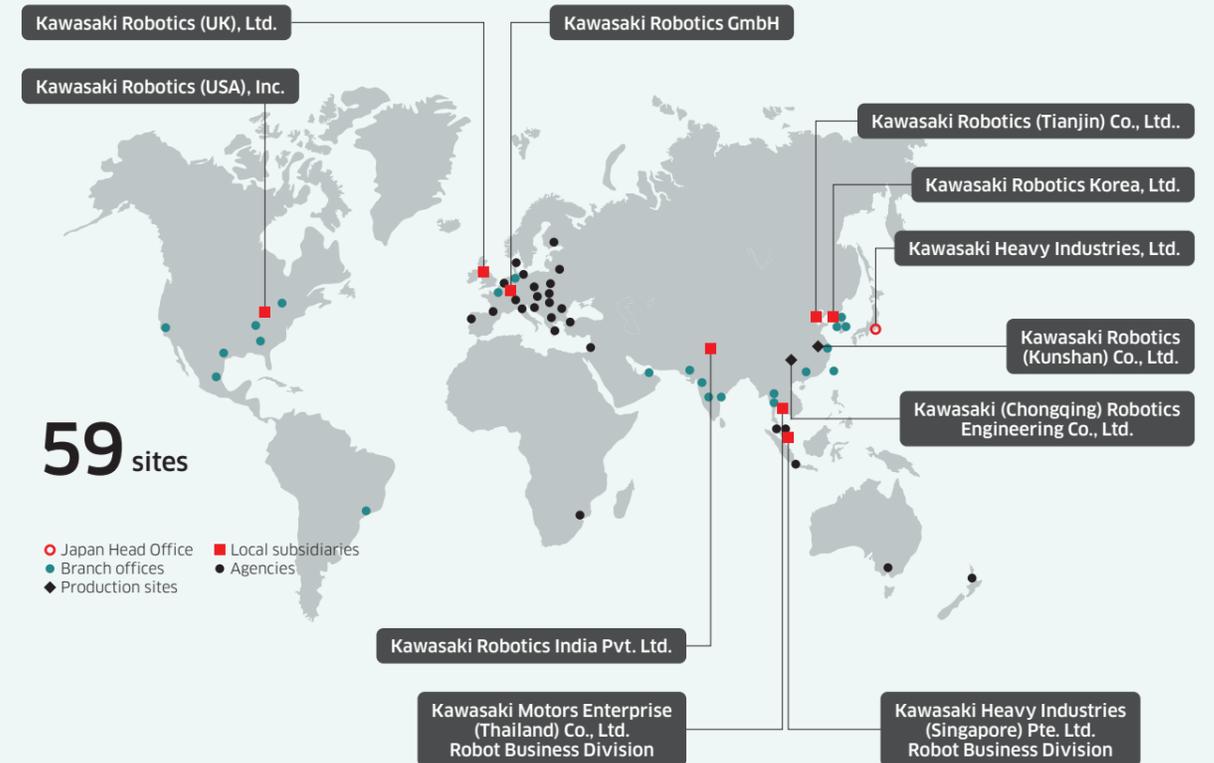
CO-CREATION PARK - KAWARUBA

Site Introduction

Domestic sales and service sites



Worldwide sales and service sites





Kawasaki Heavy Industries, Ltd.

Kawasaki Robotics Report Editorial Office

<https://kawasakirobotics.com/asia-oceania/>



This report can be accessed using the 2D barcode above