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New Value Creation Using Remote Technology

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Kawasaki Heavy Industries established Medicaroid Corporation as a joint venture with Sysmex Corporation to develop, manufacture, and sell medical robots. On the basis of the industrial robot technologies that Kawasaki accumulated over a history of more than 50 years, Medicaroid developed the *hinotori*™ Surgical Robot System, and introduction of the system into medical settings in Japan has been expanding since regulatory approval was obtained from the Ministry of Health, Labour and Welfare in 2020. The system was approved for insurance coverage in the field of thoracic surgery (respiratory surgery) in June 2024, adding to already-approved uses in urology, gastroenterology, and gynecology, and has been utilized in a total of over 5,000 cases to date. Since the system's launch, Medicaroid has incorporated opinions from surgeons to provide functions with enhanced usability while expanding business in Japan. At the same time, in September 2023, Medecaroid obtained regulatory approval from Singapore's Health Sciences Authority, and are advancing efforts toward global expansion.

In addition, Medicaroid has been participating in projects aimed at realizing remote surgery and conducting multiple demonstration tests as initiatives for solving social issues. There are high expectations that

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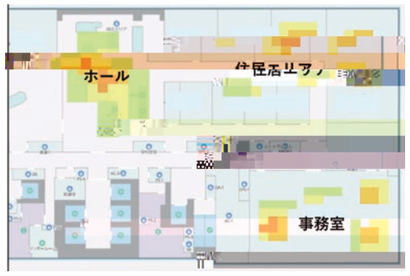
In 2021, we launched our PNT business and invested in Mapxus, a company operating primarily in Asia, and have since been offering mapxus Driven by Kawasaki™, an indoor positioning information service as an exclusive business in Japan. This service does not require any special hardware, relying solely on the Wi-Fi signal environment. Further, it can seamlessly connect indoor positioning information with outdoor positioning information obtained through GPS and other means.

The service has already been employed at Mitsui Fudosan's commercial facilities, Narita International Airport, Kobe Suma Sea World, as well as at factories of major manufacturers. In addition, through collaboration with our delivery robot services and healthcare business, we can offer complete solutions for enhancing operational efficiency in hospitals and nursing facilities.

We aim to provide a wide range of DX solutions, including for capturing and analyzing information on the positioning and movement of people and goods indoors, and for driving operational improvements.



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Kawasaki will enter the nursing care support services field, which entails providing support for nursing care facilities—which face labor shortages and other challenges—via the introduction of suitable nursing care equipment and robots. In cooperation with the No Lifting Association, Kawasaki will analyze onsite issues and needs at nursing care facilities and nursing care equipment manufacturers, and recommend nursing care equipment and robots to support those needs. In addition, Kawasaki will offer support measures for the development of new equipment in this field and its introduction, utilization, and establishment in nursing care facilities. Our indoor positioning information service,

In December 2021, we established Remote Robotics Inc., a joint venture with Sony Group Corporation. The company continues working to develop this new business with the purpose of realize a remote society where all people can participate.

As worker shortages associated with a declining working age population (those between 15 to 64 years old) become an issue, the situation is such that there are those who wish to work but are unable to go to work. Remote Robotics will contribute to solutions to these social issues through the Remolink platform.

We have built relationships with companies that share the purpose of Remote Robotics and that aim to address these social issues with us, resulting in signed partnership agreements with more than 10 companies to date. In fiscal 2023, we began offering the Remolink Builder service, which enables remote system development, as well as Remolink, a cloud-based service that makes possible new types of remote work via robot. Building around these two services, we will propose a new option for allocation of tasks between humans and robots through remote operation.