

# Medium-Term Business Plan “FY2019 MTBP” (FY2019 - FY2021) Aerospace Systems Company

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Kawasaki Heavy Industries, Ltd.



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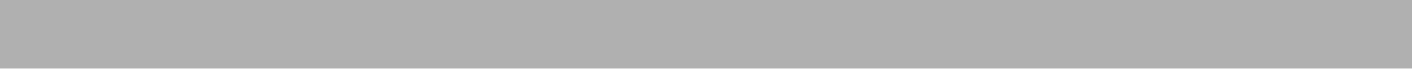
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## 2. Business Strategies by Product/Market (Engine Business)

Business Growth	Investment	Growth	Stable Collection	Company Equity Shift
High Profitability		Aircraft Space		
Stable Profitability				
Profit Improvement		Aircraft Engines		

### Measure

Business stage: growth

Role during MTBP: improving profitability

FY2018 sales ¥159.9 billion FY2021 ¥205 billion

\* Civil engine aftermarket sales ratio will expand toward FY2021, improving profitability  
From FY2021 onwards, we will continue to invest for further growth using the profits earned from aftermarket sales

Aircraft engines

#### [Defense engines]

Further development of solely developed engines (KJ series)

#### [Civil engines]

**Completing development/mass production for new programs and strengthening systems**

Increase productivity by stabilizing quality, strengthening supply chain, utilizing IoT, etc.

**Establishing system as a three-module integrator**

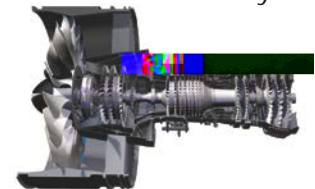
Strengthen design side through joint technology development with engine manufacturers and establish a system for increasing production

**Investigation/preparation for MRO advancement**

Enter in stages from component repair and secure capabilities for maintaining engines

Trent XWB

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PW1100G-JM

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# 4. Long-Term Direction Until FY2030

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Kawasaki working as one for the good of the planet

## “Global Kawasaki”

Figures recorded in the business forecasts are forecasts that reflect the judgment of the Company based on the information available at the time of release and include risks and uncertainties. Accordingly, the Company cautions investors not to make investment decisions solely on the basis of these forecasts.

Actual business results may differ materially from these business forecasts due to various important factors resulting from changes in the external environment and internal environment. Important factors that may affect actual business results include, but are not limited to, economic conditions, the yen exchange rate against the U.S. dollar and other currencies, the tax system, and laws and regulations.