

IHI Corporation (TSE: 7013) operates in the following sectors: resources, energy and environment; social infrastructure; industrial systems and general-purpose machinery; aero engine, space, and defense in Japan and internationally.

Business Development & Strategic Investment

Founded in
1853
and headquartered
in Japan

Capital
JPY 107.1B

Number of Employees
(consolidated)
28,486

FY2022 Group Revenue
JPY 1,352.9B

IHI Group New Strategy - 2023

- **Business Transformation to Achieve Strong Sustainable Growth**
- **Provide Our Solution to the Social Issues,**
 - Decarbonization
 - Industrial Ecosystem
 - Resilience
 - National Security
- **Shift Our Resources from IHI Core Business Areas to the Growth and Development Focus Business Areas**

IHI Group Revenue Composition by Core Business

Resources,
Energy &
Environment

27%



Social
Infrastructure

13%



Industrial
Systems &
General-Purpose
Machinery

32%



Aero Engine,
Space &
Defense

27%



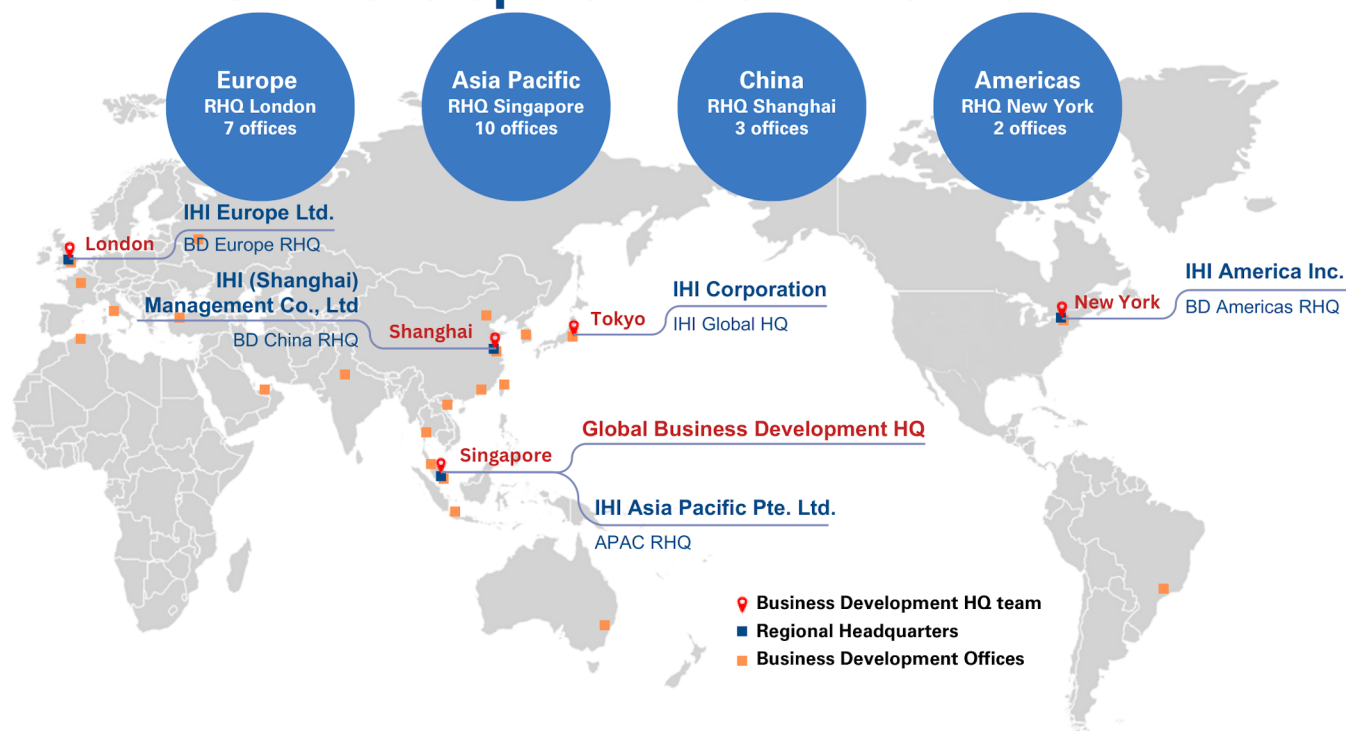
Photo: GE

Note : The total may not be 100% owing to the exclusion of "Other" and "Adjustments".

Since 1853, IHI has pioneered Japan's heavy industry. We started out by accumulating shipbuilding technology that we applied to industrial machinery, plant manufacturing and construction. Now we are a key provider of large scale industrial and social infrastructure. Our products underscore our management philosophy of contributing to the further development of society through the development and application of technology.

The IHI Group seeks to solve the various environmental, industrial, social, and energy-related problems of the 21st century, by focusing on "Monozukuri" Technology. "Monozukuri" Technology means the technology used to improve the competitiveness of products and services offered, by strengthening the capabilities required in development, design, supply, manufacture and construction. In striving towards these goals, IHI is becoming a global enterprise, providing safety and security for the benefit of both the environment and humanity.

IHI's Business Development Global Network



Resource Allocation for Growth and Development-focused Business Areas

Resource allocation

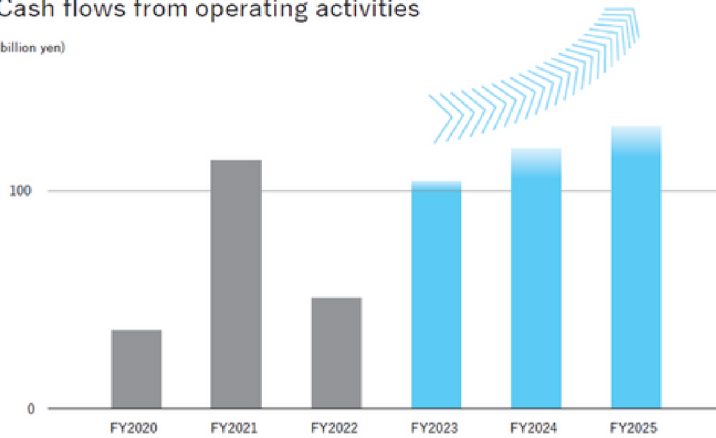


Aiming to generate ongoing operating cash flow of 100 billion yen or more

About half of the total investment budget of 500 billion yen will be invested in **Growth and Development-focus Businesses**

Cash flows from operating activities

(billion yen)



Growth Business



Aero Engines



Satellite Solutions



Rocket Launch



Forest Management



Disaster Mitigation



Development-focus Business

Clean Energy Value Chain



Ammonia as Clean Energy



Biomass / Palm Waste



SAF



Methanation Solutions

Infrastructure Value Chain



Smart City



Transportation



Energy Efficiency

Strategic Investments in Business Development Partnerships



Starfire Energy

Starfire Energy is commercializing modular green ammonia systems. Unlike traditional Haber-Bosch designs its RapidRamp process can accommodate being directly powered by intermittent energy sources such as wind, solar, and hydro-electricity.

(Since 2022)

HyNQ

North Queensland Clean Energy Project

The HyNQ Clean Energy Project is an export-scale green hydrogen, green ammonia, freshwater and renewable electricity production project with a strong competitive advantage. HyNQ realises this vision by producing hydrogen using its own large-scale renewable energy generation within the Bowen region to dramatically reduce the final cost of green hydrogen products to customers.

(Since 2023)

Contact Information

- **SINGAPORE BD Office**
Mohamed Faeze Bin Sulaiman
E-mail: faeze8477@ihi-g.com
Website: <https://ihiap.com/>
- **JAPAN BD Office**
Emiri Kobayashi
E-mail : kobayashi0494@ihi-g.com
Website: www.ihi.co.jp/en/

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