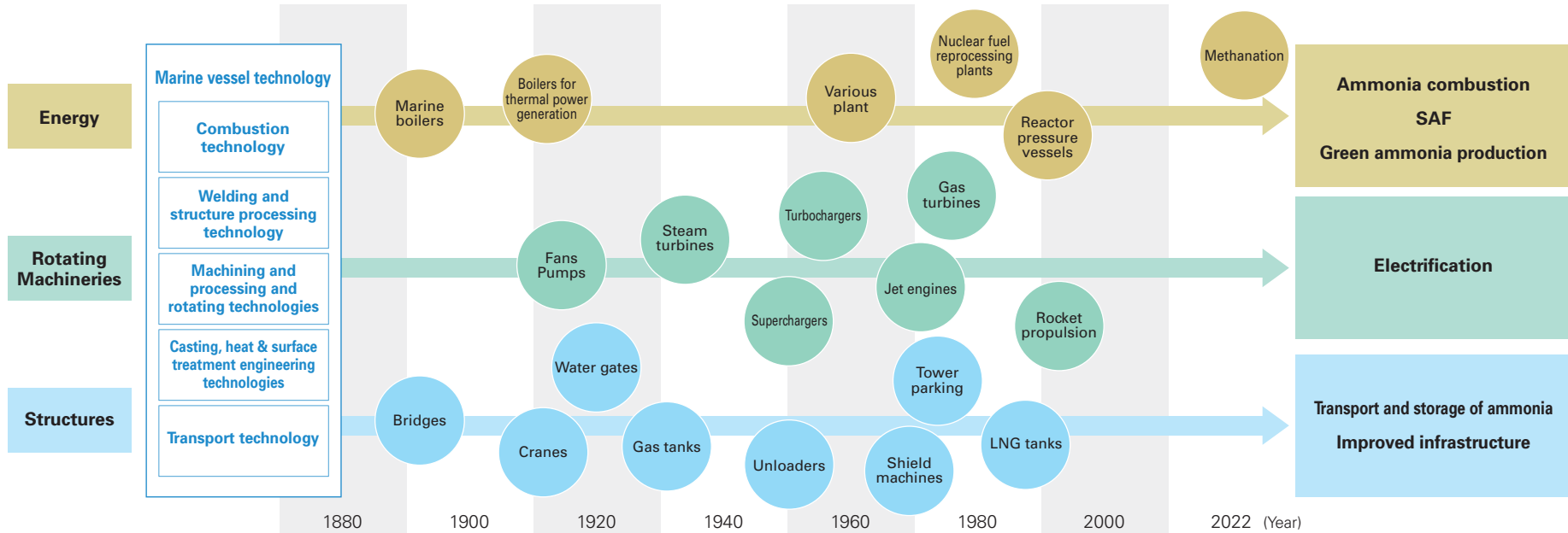


Growth Trajectory

- Technology and product innovations -

IHI Group has been making transformations through bringing into the world countless world's first products that respond to changes of the times, backed by our various kinds of outstanding technological and total engineering capabilities, which we have cultivated through our shipbuilding business. From here on out, aiming to achieve our sustainability goal, we will make a leap forward to be a strong, sustainable growth company by resolving social issues through technology and transformations.

IHI's Manufacturing Development Lineage



Gas turbines
Achieved CO2-free power generation with a gas turbine for 100% combustion using only liquid ammonia, the world's first.



Bridges
Constructed the Akashi-Kaikyo Bridge, the world's longest suspension bridge and the Second Bosphorus Bridge.



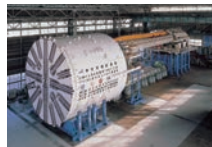
Tank
Commercialized the world's first membrane of LNG underground tank and ventured into development of a large ammonia tank.



Jet engines
Remains as Japan's leading manufacturer of jet engines for Japan Air Self-Defense Force jets and commercial aircraft.



Boiler
Developed a world-top class ultra-supercritical highly efficient boiler, making steady progress on demonstrating a large-scale ammonia combustion.



Shield machines
IHI's world's first, large-diameter shield machine with an automatic segment assembling system made significant contribution in the construction of Tokyo Bay Aqualine.



Turbocharger
Developed electric turbocharger (ETC) for fuel cell vehicles using world leading class technology.



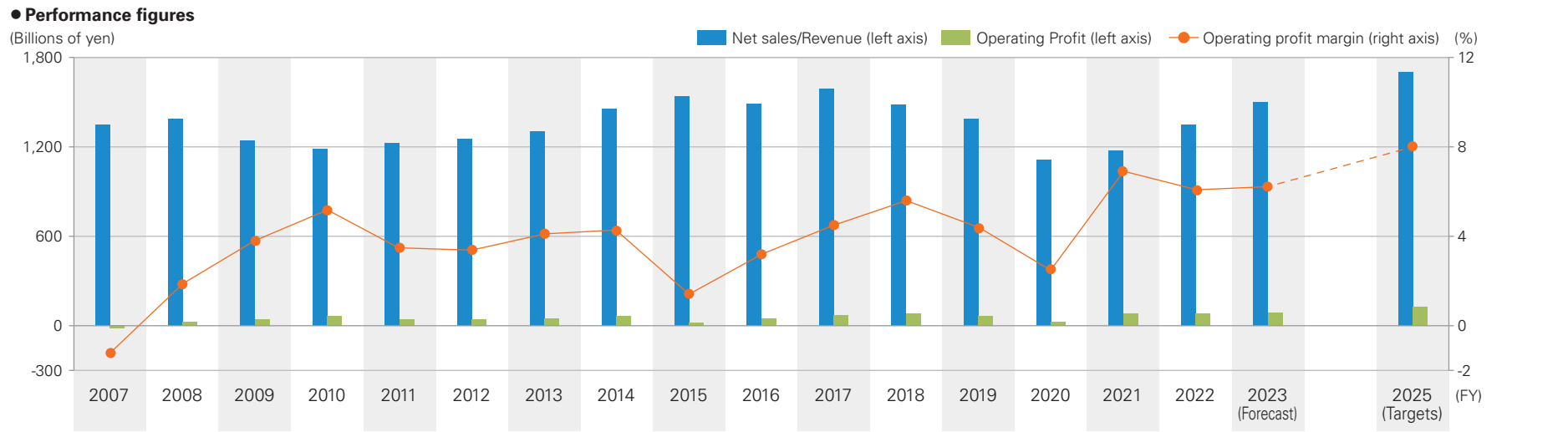
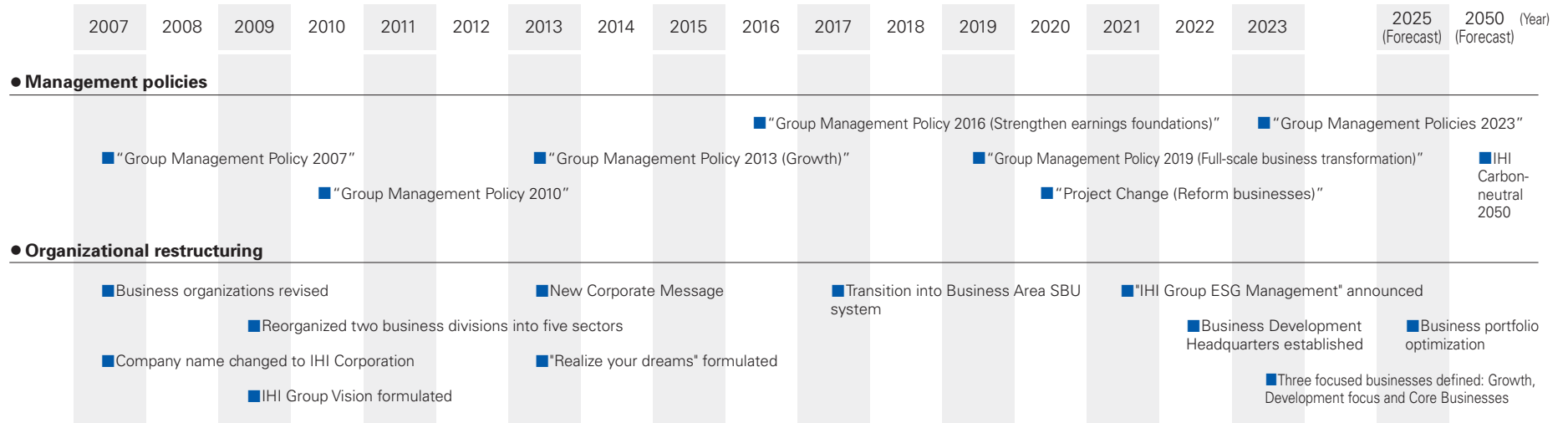
Rocket
Manufactures and launches solid-fuel rockets. Also manufactures turbopumps that are crucial for liquid-fuel-rockets.

Growth Trajectory

Management policies, organizational restructuring and performance figures

We will aim to achieve management goals under the “Group Management Policies 2023” through transforming our business portfolio into an optimal one via business and organizational restructuring. At the same time, we will progress creation of new profitable

businesses and actively invest in Growth and Development-focus Businesses in a bid to make a leap forward to become a strong, sustainable growth company and achieve the “IHI Carbon-neutral 2050.”



* IFRS have been applied since FY2020