

(English Translation)

February 10, 2026

To whom it may concern,

IHI Corporation

3-1-1 Toyosu, Koto-ku, Tokyo

Hiroshi Ide, Representative Director,
President, and Chief Executive Officer
(Securities Code: 7013)

Contact: Keiichi Sakamoto, General Manager
of Corporate Communication Division
Phone: +81-3-6204-7030

Notice of Changes in Officers

IHI Corporation (hereafter “IHI”), hereby announces that it has resolved, at the Board of Directors meeting held today, to change the following Officers to take effect from April 1, 2026.

I. Changes to Take Effect on April 1, 2026

1. Changes in Director with Title, Representative Director and Executive Officers with Titles

Name	New	Incumbent
Tsugio MITSUOKA	Director (member of the board)	Director (member of the board), Chairman of the Board
Atsushi SATO	Representative Director (member of the board), Senior Executive Officer, President of Aero-Engine, Space & Defense Business Area	Director (member of the board), Managing Executive Officer, President of Aero-Engine, Space & Defense Business Area
Kensuke YAMAMOTO	Managing Executive Officer, General Manager of Business Development Division	Executive Officer, Deputy General Manager of Business Development Division
Mamiko SAITO	Managing Executive Officer, General Manager of Human Resources Division	Executive Officer, General Manager of Human Resources Division
Hiromi OSHIMA	Managing Executive Officer, General Manager of Finance & Accounting Division	Executive Officer, General Manager of Finance & Accounting Division

2. New Executive Officers

Name	New	Incumbent
Kazuhiro ONITSUKA	Executive Officer, General Manager of <i>Monozukuri</i> System Transformation Division	Executive Director of Industrial Systems & General-Purpose Machinery Business Area
Hiroki KOBAYASHI	Executive Officer, Deputy General Manager of Business Development Division	Deputy General Manager of Business Development Division
Takashi MURASUMI	Executive Officer, Vice President of Industrial Systems & General-Purpose Machinery Business Area	Vice President of Industrial Systems & General-Purpose Machinery Business Area
Yoshiaki MATSUZAWA	Executive Officer, General Manager of Corporate Research and Development Division	Deputy General Manager of Corporate Research and Development Division
Takashi MORI	Executive Officer, General Manager of Corporate Secretary Division	Vice President of Industrial Systems & General-Purpose Machinery Business Area
Toru UNO	Executive Officer, Vice President of Aero-Engine, Space & Defense Business Area	Vice President of Aero-Engine, Space & Defense Business Area
Nobutaka YANAGIDANI	Executive Officer, Vice President of Aero-Engine, Space & Defense Business Area	Division Director of Life Cycle Solution Division, Aero-Engine, Space & Defense Business Area

3. Retiring Executive Officers with Titles and Executive Officers

Name	New	Incumbent
Nobuhiko KUBOTA	Advisor (Executive Fellow)	Managing Executive Officer, General Manager of Corporate Research and Development Division
Noriko MORIOKA	Advisor (Executive Fellow)	Managing Executive Officer, General Manager of Corporate Strategy Division
Yoshikazu HAMADA	Advisor (Executive Fellow)	Managing Executive Officer, General Manager of Corporate Planning Division
Yukihisa OZAWA	Advisor (Executive Fellow)	Executive Officer, General Manager of <i>Monozukuri</i> System Transformation Division
Bernd BAHLKE	Advisor	Executive Officer, Vice President of Industrial Systems & General-Purpose Machinery Business Area
Shinichi TAKANO	Executive Director of Resources, Energy and Environment Business Area	Executive Officer, Vice President of Resources, Energy & Environment Business Area

II. Changes to Take Effect in Late June, 2026

Directors who Intend to Retire at the Conclusion of the 209th Annual General Meeting of Shareholders

Name	New	Incumbent
Tsugio MITSUOKA	Senior Counselor	Director (member of the board), Chairman of the Board (Director as of April 1, 2026)

(Note)

The other directors are to be reappointed by resolution at the 209th Annual General Meeting of Shareholders to be held in late June 2026. IHI intends for the numbers of Directors, Audit & Supervisory Board Members, and Executive Officers to be as follows:

- Directors: 11 members (of whom 5 are Independent Directors)
- Audit & Supervisory Board Members: 5 members (of whom 3 are Independent Audit & Supervisory Board Members)
- Executive Officers: 23 members (of whom 5 will concurrently serve as Directors)

—END—