

Corporate Profile

English version



Realize your dreams

At IHI Group, we design and build progressive engineering solutions for people and planet.

Our heritage is built upon a shared culture of striving for the highest standards in every facet of our business. This approach commits all relationships to our management philosophy of contributing to the development of society through technology.

We work alongside customers, stakeholders and fellow employees to deliver outcomes that positively affect the world and its inhabitants.

This powers our relationships to greater outcomes, and also makes good commercial sense. At our core, we are people who apply forward thinking to find lasting solutions to the toughest problems.

IHI Group. Realize your dreams.

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We will transform our business into one that delivers strong, sustainable growth by providing value across lifecycles of customers' businesses and building a robust value chain.



President and
Chief Executive Officer

Hiroshi Ide

Group Management Policies 2023

During the period of former mid-term plan 'Project Change', IHI has made steady progress in preparing for its business transformation, notably through full-fledged efforts to expand Lifecycle businesses (LCB) and initiatives for the fuel ammonia value chain business. Alternatively, further enhancement of corporate strength is necessary to prosper in a society where instability becomes the norm.

In our new management policies beginning from FY2023, we will redouble efforts to transform our business to achieve strong, sustainable growth. Simultaneously, we will accelerate action to adapt to disruptive environmental change.

Transforming business and business portfolio to achieve strong, sustainable growth

Our target is to resolve the challenges of customers, industry, and society by leveraging our technologies and insights. For this purpose, we will transform our businesses through multi-pronged efforts to build entire value chains and provide value throughout customer business lifecycles. At the same time, we are restructuring our business portfolio by decisively shifting management resources to Growth Business and Development-focus Business.

Aero Engines and Space are positioned as Growth Business. Rapid market expansion recoveries are remarkable in civilian aircraft as airlines emerge from the COVID-19 pandemic as well as large demand potential in the defense business. These businesses will drive growth by drastic production reforms, consequently shortening lead times and improving productivity. We will also expand LCB through steadily setting up businesses at new engine maintenance sites and through conducting raw material business. On top of that, we will strive to create new business domains from value chain perspectives, including next-generation aircraft and initiatives for space, land, and underwater data utilization.

Clean Energy business represented by fuel ammonia and others is defined as Development-focus Business, which would drive our future growth in parallel with Aero Engines and Space business. We

will build and enhance the value of our entire Clean Energy value chain. Such efforts will start with gas turbines that utilize world-leading ammonia combustion technology and storage and receiving terminals boasting a top-class share. We are open to invest in fuel manufacturing projects. In the Core Businesses which includes Resources, Energy & Environment, Social Infrastructure, and Industrial Systems & General-Purpose Machinery, we will augment a growth strategy based on Exploit and Evolution of LCB. We will prioritize cash generation by meticulous reform of business structure and generating management resources that we invest in Growth Business and Development-focus Business.

Quick response to environmental changes, transformation to capability of realizing transformation

Our management is centered on ESG-rooted values. For business transformation, we will pursue digital infrastructure advances as well as development and recruitment of innovative human resources.

Through the efforts above, we will endeavor to keep increasing our operating cash flow while allocating around half of our investments to Growth Business and Development-focus Business to realize strong, sustainable growth.

Business Transformation to Achieve Strong Sustainable Growth

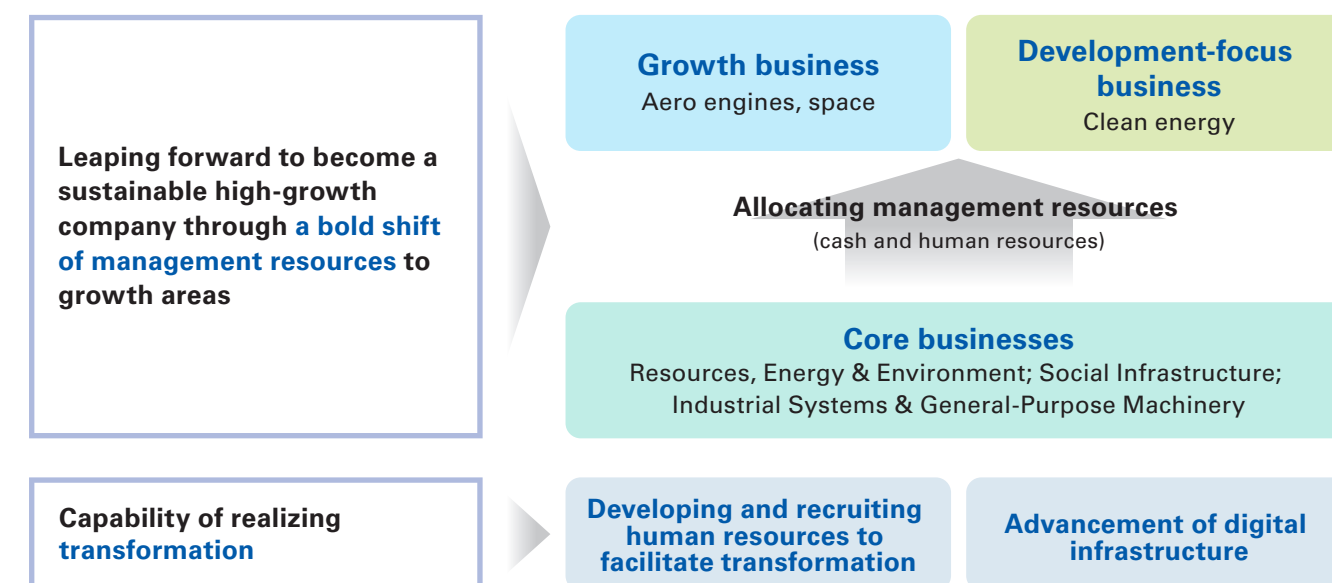
Group Corporate strategy

Aiming to solve the social agenda* faced by customers, industry, and society.

**Transforming our business through multi-pronged efforts
To build up the entire value chain and
To provide value throughout the Lifecycle of customer's business**
by utilizing our technology and insight

* (1) Helping to realize carbon neutrality for various industries (2) Helping to protect the planet from climate change
(3) Helping to build and improve industry ecosystems (4) Helping to ensure economic, national, and energy security, etc.

Key points for the Group Management Policies



Sustainability Initiatives

The IHI Group seeks to contribute to sustainability for the environment and people everywhere by creating a world where nature and technology work in unity—with safe, secure, and prosperous societies that shield people from natural disasters. We will address a range of social issues, generate social value, and enhance corporate value through business.

ESG Management and Material Issues

To realize a sustainable society, we must operate in keeping with environmental, social, and governance (ESG) requirements.

Our ESG management focuses on the following key efforts. These, our materiality, are to deploy measures to combat climate change, respect the human rights of those involved in our business, maintain a diverse and inclusive workforce to drive value creation, and earn stakeholder trust through ethical management.

We established the ESG Management Promotion Committee, which the CEO chairs, to consider the basic policies and measures of ESG management and monitor implementation.



Go here for more information about sustainability

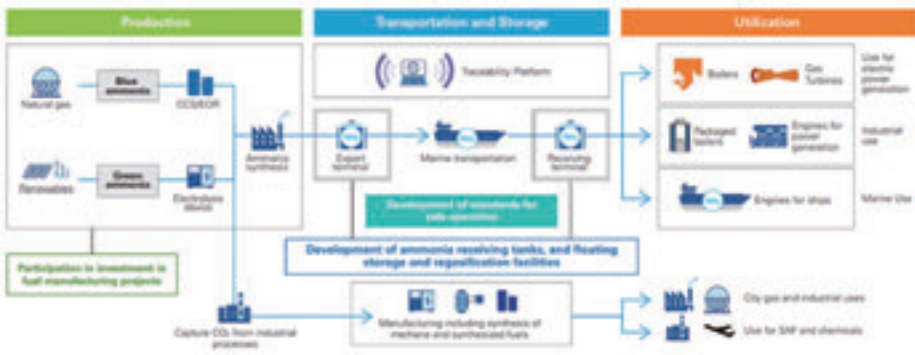


Climate Change

Mitigation

We pledged to make our value chain carbon-neutral by 2050 in terms of mitigation, as part of which we reduce and absorb greenhouse gas emissions. We are therefore building a complete value chain from the production through utilization of ammonia, which does not emit carbon dioxide when burned. We are also developing methanation and sustainable aviation fuel to utilize carbon dioxide effectively.

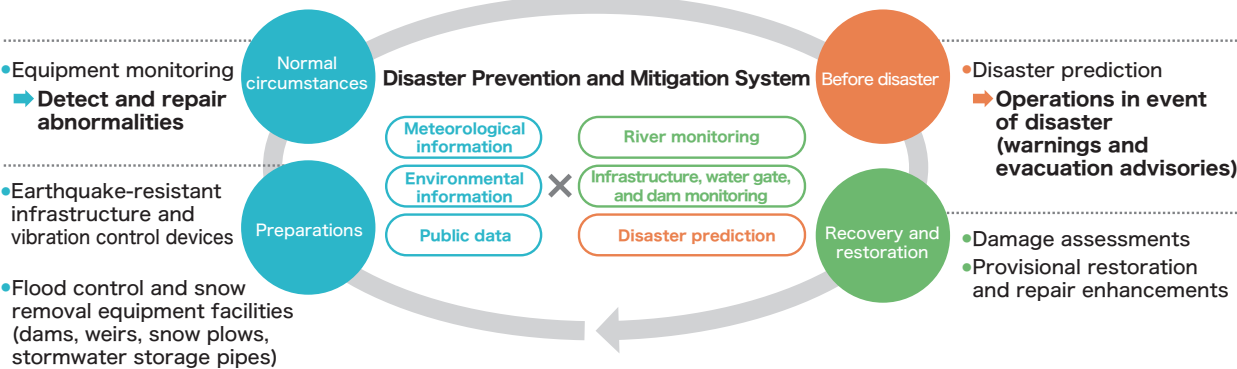
Constructing the Ammonia Value Chain



Adaptation

We are adapting in various ways to prepare for the impacts of climate change. We are helping make communities safe, secure, and comfortable by making infrastructure more economical and disaster resilient and by building systems that combine infrastructure with disaster and damage prediction to eliminate human suffering.

Creating a Resilient Social Infrastructure



Human Rights

We use our value chain to minimize operational impacts on stakeholders and rights-holders as part of efforts to enhance the lives of all people.

Diversity, Equity, and Inclusion

Welcoming diversity and addressing changes in the social environment are essential to a sustainable economy. Our management strategy accordingly seeks to optimize relationships between individuals and organizations and pursue diversity, equity, and inclusion (DE&I).

Historical Highlights

IHI helped pioneer 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 massive elements of industrial and social infrastructure.

Our products underscore our management philosophy of contributing to the development of society through technology.



1853
Ishikawajima Manufacturing Shipyard established to protect to invasion of western countries, after a fleet under U.S. Commodore Matthew Perry arrived
The Mito clan set up this facility on instructions from Japan's feudal government.



1911
Completed steel structures for Tokyo Central Station (now Tokyo Station)
The company broke away from the convention of erecting a scaffold, winning accolades among architects by using two movable cranes instead.



1978
Built the world's first bargemounted pulp manufacturing plant specifically for Brazil
IHI built this 230-meter facility, mounted it on a barge, and towed it to Brazil.



2013
Epsilon Launch Vehicle
This solid, next generation propellant launch vehicle delivers high performance and low cost.
(photo courtesy of JAXA)



1866
Completed the Chiyodamaru, Japan's first steam-powered warship
This vessel employed the first naval steam engine manufactured in Japan.



1945
Produced the Ne20, Japan's first jet engine
The engine powered the successfully maiden flight of Japan's first jet.



1997
Constructed large shield tunneling machine for Tokyo Bay Aqualine
With a diameter exceeding 14 meters, this machine dug a 2,853-meter tunnel under Tokyo Bay.



2015
Reached total production of 50 million turbochargers for vehicles
The IHI Group's total production of turbochargers reached 50 million units. We will expand production and sales activities worldwide while meeting various needs based on our highly reliable development and production technologies.



Tomiji Hirano



Eiichi Shibusawa / Shibusawa Museum of History

1876
Established Ishikawajima Hirano Shipyard
Tomiji Hirano set up the nation's first private sector shipyard.
Eiichi Shibusawa was heavily involved in funding the company when it was starting up, helping to organize its operations.



1959
Established Ishikawajima do Brasil Estaleiros in Brazil
This was the first Japanese-owned shipyard overseas and heralded the overseas expansion of Japanese companies.



2007
Company name changed from Ishikawajima-Harima Heavy Industries Co., Ltd., to IHI Corporation
Group seeks to become an advanced global brand.



2016
Osman Gazi Bridge, Turkey's longest suspension bridge, opened to provide a crossing over Izmit Bay
Crossing western Turkey's Izmit Bay from south to north, the 1,550-meter structure is the world's fourth-longest suspension bridge.



1907
Established Harima Dock Co., Ltd.
Seitaro Karahata, the head of Aioi village (now Aioi City) in Hyogo Prefecture, established that firm.



1960
Established Ishikawajima-Harima Heavy Industries Co., Ltd.
This was the fruit of a merger between onshore machinery leader Ishikawajima Heavy Industries Co., Ltd., and Harima Shipbuilding & Engineering Co., Ltd., a top player in its sector.

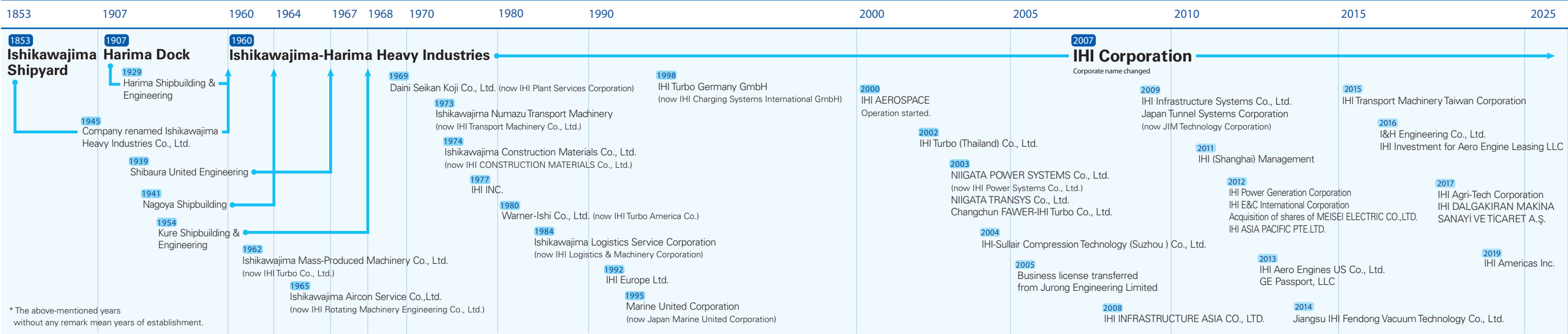


2011
Participating in a project for an advanced GEEnx jet engine
We have a roughly 15% share in the international program for this jet engine, which offers significantly improved fuel economy.

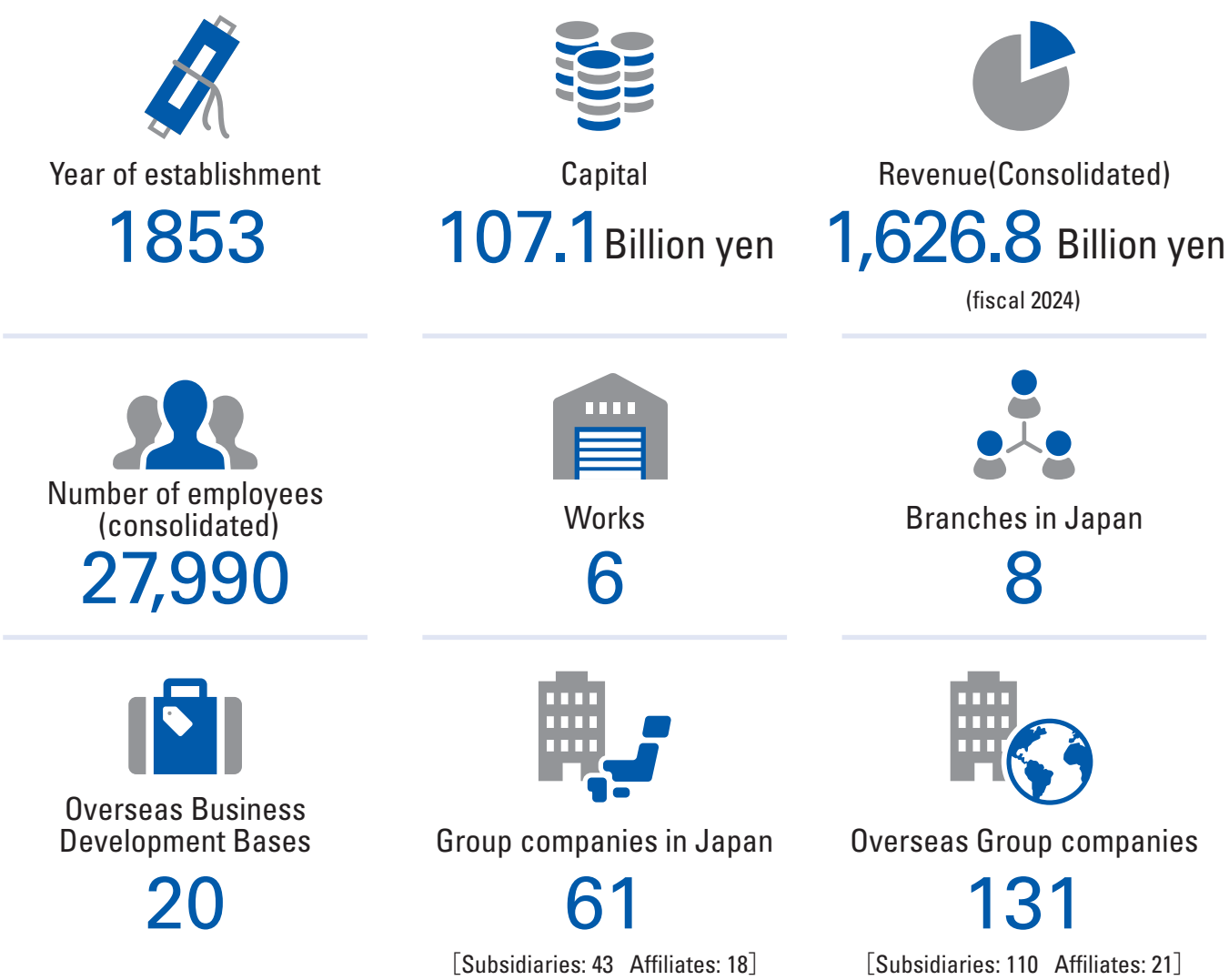


Photo of Hekinan Thermal Power Station courtesy of JERA Co., Inc.

2024
A world first - Successful substitute to fuel ammonia for 20% of the fuel used in a Large-Scale coal-fired power plant
JERA has successfully carried out demonstration testing at Unit 4 of the Hekinan Thermal Power Station. The testing confirmed that CO₂ emissions were reduced, NO_x emissions were curbed, and the plant achieved the same level of performance and operation as before substituting to the use of fuel ammonia.

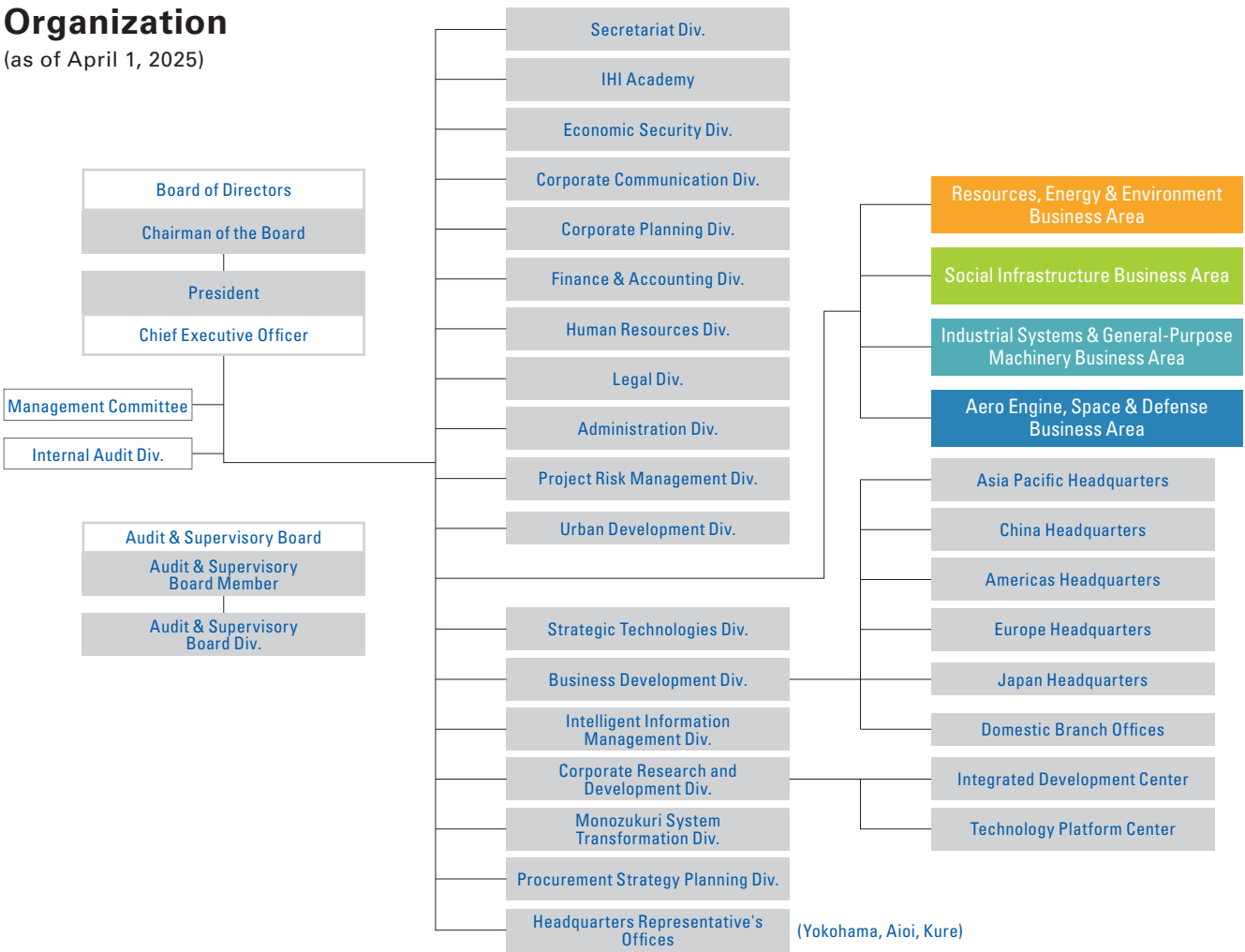


Company Profile (As of March 31, 2025)

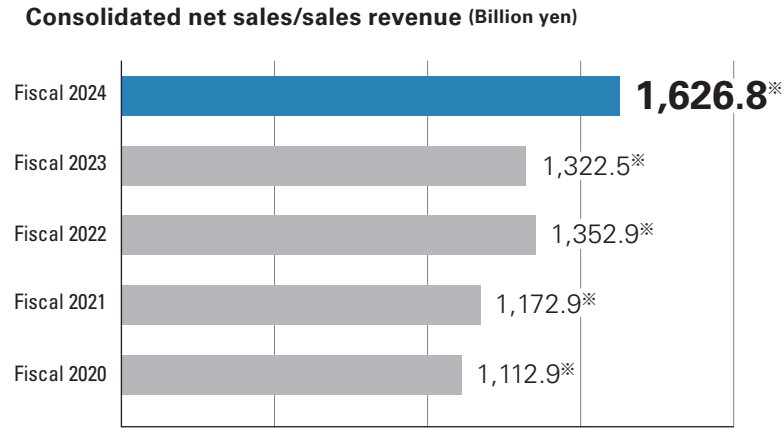


Organization

(as of April 1, 2025)

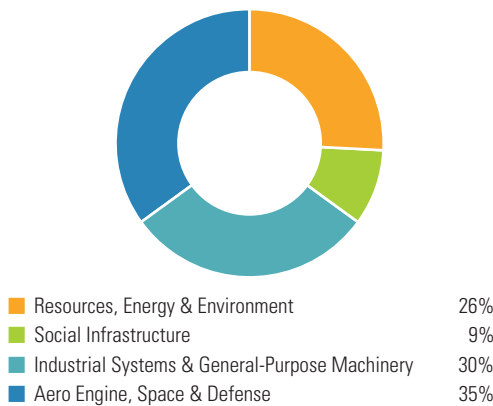


Net sales/Revenue



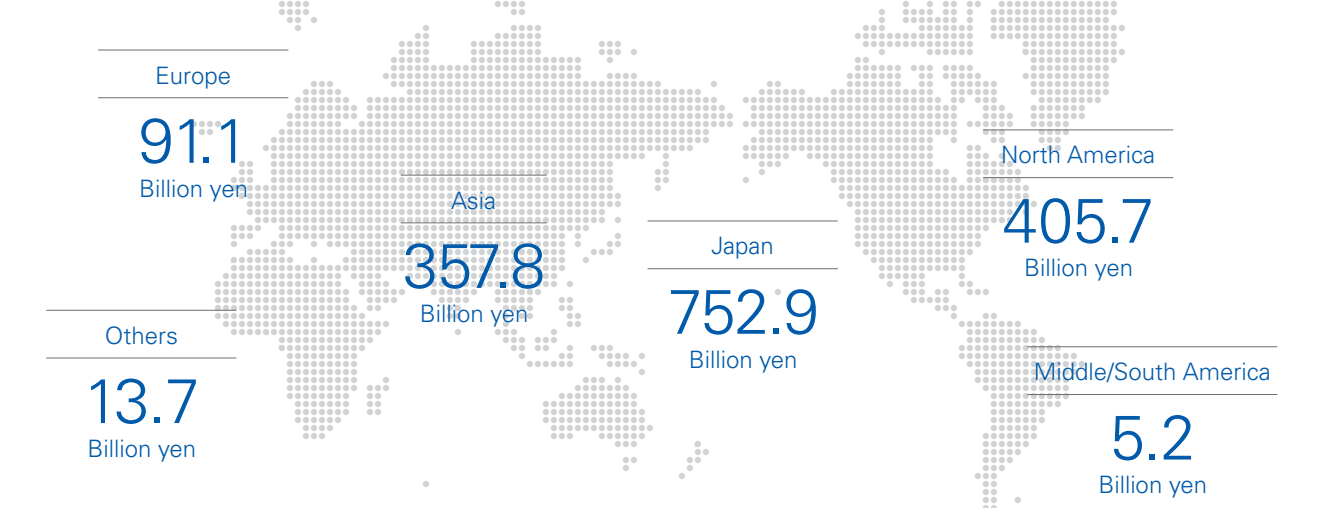
※ IHI adopted International Financial Reporting Standards (IFRS) from fiscal 2020, showing revenue based on IFES.

Revenue Composition by business areas (Consolidated/fiscal 2024)



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

Revenue by region (fiscal 2024)



Four Business Areas

The IHI Group is a cadre of social infrastructure experts in four business areas, contributing to better living by resolving a range of social issues.

Field
01

Resources, Energy & Environment Business Area

Contribute to carbon-free and recycling societies by providing optimal integrated solutions for each region and customer



Ammonia Combustion Technology
(Photo is provided by JERA Co., Inc.(Hekinan Thermal Power Station))

Principal Businesses

- Power Systems
- Carbon Solutions
- Nuclear Energy

Field
02

Social Infrastructure Business Area

Contribute globally and across life cycles to materialize safe and secure social infrastructures, centered on bridges and tunnels



Osman Gazi Bridge across Izmit Bay

Principal Businesses

- Bridges and Water Gates
- Transportation Systems
- Shields
- Concrete Construction Materials

Field
03

Industrial Systems & General-Purpose Machinery Business Area

Contribute to industrial infrastructure progress by thoroughly optimizing operational lifecycles with customers



Electric motor Assisted Turbocharger for Hybrid Electric Vehicle

Principal Businesses

- Turbochargers for Vehicles
- Parking System
- Rotating Machinery
- Heat Treatment and Surface Engineering
- Logistics and Machinery

Field
04

Aero Engine, Space & Defense Business Area

Leverage advanced technology to open new vistas for air transportation, defense systems, and space utilization, and help materialize social comfort and safety



PW1100G-JM turbofan engine mounted on Airbus A320neo
(photo courtesy of JAEC)

Principal Businesses

- Aircraft Engines
- Rocket Systems and Space Exploration
- Defense Equipment and Systems

Field 01

Resources, Energy & Environment Business Area

■ Carbon Solutions	15
■ LNG Receiving Terminals and Storage Tanks	16
■ Processing Plants	
■ Equipment for Plants	17
■ Nuclear Energy	
■ Gas Turbines, Gas Engines and Diesel Engines	18
■ Propulsion Systems	

Carbon Solutions

As a leading global supplier of highly efficient and reliable utility boilers, IHI continues to help reduce carbon dioxide emissions and streamline existing power plant operations. It also provides boilers and flue gas equipment for fuels from biomass, waste, and other sources for domestic and international markets. We are working towards the social implementation of carbon capture and utilization and ammonia combustion technologies. Through them, we will provide a range of solutions toward a carbon-free, circular economy.

- Main Products
- Ammonia combustion technology
 - Biomass combustion technology
 - Carbon capture and utilization technologies
 - Energy management systems
 - Compact reactors
 - Highly efficient boilers
 - Operation and maintenance services
 - Flue gas treatment systems



Ammonia combustion technology
Photo of Hekinan Thermal Power Station courtesy of JERA Co., Inc.



Biomass combustion technology
Photo courtesy of Nanatsujima Biomass Power Limited Liability Company



Methanation technology as carbon recycling technologies

LNG Receiving Terminals and Storage Tanks

The IHI Group has the top share of the Japanese market for LNG receiving terminals and storage tanks. It has expanded overseas, building a construction track record in India, Qatar, Mexico, Taiwan, the United States, and China. IHI is the global market leader in all types of LNG storage tank. These include double-shell metal, above-ground prestressed concrete, and underground membrane tanks.



LNG receiving terminal
(Semptra's Cameron LNG receiving terminal in Louisiana, USA)
Photo courtesy of Semptra LNG
©All rights reserved by Semptra LNG

Main Products

- LNG receiving terminals
- Above ground LNG storage tank
- In-ground LNG storage tank
- Underground LNG storage tank



Membrane of world's largest underground LNG tank
Photo courtesy of Tokyo Gas Co., Ltd.



In-ground LNG storage tank

Processing Plants

IHI has amassed an excellent record in Japan and abroad in diverse plant construction fields. These include natural gas liquefaction plants, petroleum refineries, petrochemicals, and LPG, encompassing engineering through equipment procurement, construction, and start-ups.



Natural gas liquefaction plants

Main Products

- Oil and gas plants
- Chemical plants
- Natural gas liquefaction plants



LPG plants

Equipment for Plants

We supply an array of plant equipment, including heating furnaces and cooling towers.



Main Products

- Furnaces
- Air-cooled heat exchangers
- Chemical plant equipment
- HTS reactors
- EO reactors
- Wastewater treatment facilities

Pressure vessels / Wastewater treatment facility

Nuclear Energy

In nuclear power, we supply such key equipment as reactor pressure vessel and containment vessels and piping systems. We participate in development and construction, primarily for the back-end of the nuclear fuel cycle. Since the Great East Japan Earthquake of March 11, 2011, we have focused on improving safety at existing facilities, notably to safeguard against earthquakes, tsunamis, and terrorism at existing facilities. We have also decommissioned nuclear power plants.

Main Products

- Components for nuclear power plants
- Facilities for nuclear fuel cycle related equipment
- Pressure vessels



Containment vessel and heavy structures



Reactor pressure vessel



Vitrification facility for high-level radioactive waste

Gas Turbines, Gas Engines and Diesel Engines

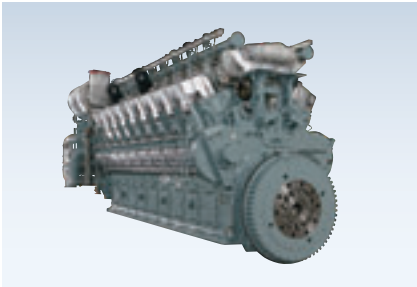
IHI provides a wide variety of power generating products, including gas turbines, diesel engines and gas engines with simple cycle, co-generation and combined cycle power systems. We supply eco-friendly marine diesel and dual-fuel engines. We are minimizing NOx and CO₂ emissions by adopting high-efficiency, low emission technologies. We also provide remote monitoring, maintenance and other services throughout product lifecycles.



LM6000 gas turbine power plant

Main Products

- Simple/combined cycle power generation systems
- Co-generation power systems
- Co-generation systems
- Diesel engines (marine, land)
- Gas engines
- Dual-fuel engines
- Gas turbines



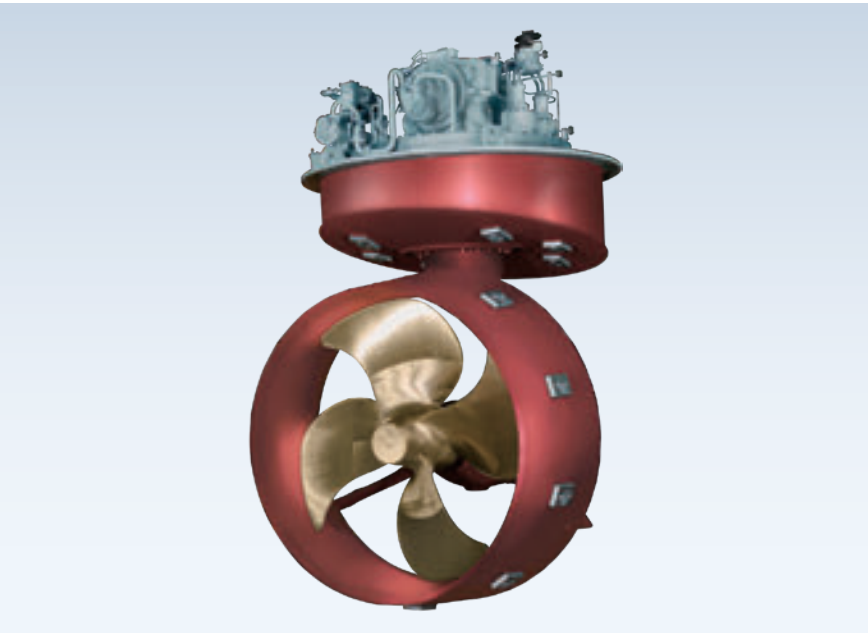
18V28AGS gas engine



6L28ADF Ammonia Dual Fuel Engine

Propulsion Systems

We are one of the top players in the global tugboat market. Our Z-PELLER[®] propulsion unit has earned an outstanding reputation among customers for its quality and durability. Beyond tugboats, applications are diversifying for a variety of marine utility vessels. They include oil recovery and other emergency response boats, floating cranes for port and offshore construction, dredgers, oil rigs, and wind farm support vessels.



Azimuth thruster (Z-PELLER[®])

Main Products

- Z-PELLER[®] azimuth thruster

Field
02

Social Infrastructure Business Area

■ Bridges, Water Gates and Steel Structures	20
■ Shield Tunneling Machines and Concrete Construction Materials	21
■ Transportation Systems	

Bridges, Water Gates and Steel Structures

In Japan, we helped build such major structures as the Akashi Strait Bridge. Among our numerous overseas achievements was our construction of Turkey's Osman Gazi Bridge, the world's fourth-longest suspension bridge at the time of its completion, across Izmit Bay. As Japan's leading manufacturer of watergates, we help with construction for water and flood control projects domestically and abroad. Another focus is on developing and offering products and services for safe, secure, and comfortable lifestyles, including through our seismic isolation and vibration damping businesses.



- Main Products**
- Bridges
 - Water gate equipment for rivers
 - Water gate equipment for dams
 - Composite slabs
 - Temporary assembling bridges
 - Mass damper systems
 - Seismic isolation floor systems

Osman Gazi Bridge across Izmit Bay



River gate (Kesengawa Gate)



Active mass dampers

Shield Tunneling Machines and Concrete Construction Materials

We have greatly streamlined construction efficiency by developing and commercializing one of the world's biggest large-diameter shield tunneling machines and a combination circular shield tunneling machine. We have an impressive record in automatic segment assembling systems. In keeping with contemporary needs, we supply diverse segments that mainly employ concrete materials. We constantly innovate advanced civil engineering and construction techniques and products.



Large-diameter shield tunneling machines

- Main Products**
- Shield tunneling machines
 - Segments
 - Automatic segment assembling systems



Special section (double-o tube) shield tunneling machines



IKK composite segment

Transportation Systems

IHI's comprehensive technologies serve in a range of situations to help maintain the safety and reliability of traffic that is essential for daily life. We supply various railway systems, including ultra-low-floor streetcars. Such people- and eco-friendly offerings are essential for building new towns. We also provide light diesel locomotives for local transportation and maintenance vehicles that keep railway systems running.

- Main Products**
- Transportation systems
 - Rolling stock
 - Maintenance vehicles
 - Snowplows



Light rail vehicle



Railway rolling stock



Maintenance vehicle

Field 03

Industrial Systems & General-Purpose Machinery Business Area

■ Parking Systems	23
■ Turbochargers	23
■ Rotating Machinery	24
■ Logistics Solutions	24
■ Factory Solutions	25
■ Heat Treatment and Surface Engineering	25
■ Iron, Steel and Coke-Making Equipment	26
■ Pulp and Paper Machinery	26
■ Agricultural Machinery, Life Associated Equipment	27

Parking Systems

Since installing Japan first tower parking system in 1962, IHI has drawn on its experience, reliability, and proprietary technology to perfect these setups. We offer optimal solutions throughout product lifecycles by maintaining, inspecting, and proposing upgrades through 176 service sites around the nation.

- Main Products**
- Tower parking systems (pallet type)
 - Super Square Parking Systems (for underground parking)
 - Multi-storey parking systems
 - Ramp parking systems



Tower parking systems(pallet type) / Super square parking systems (for underground parking)



Ramp parking systems

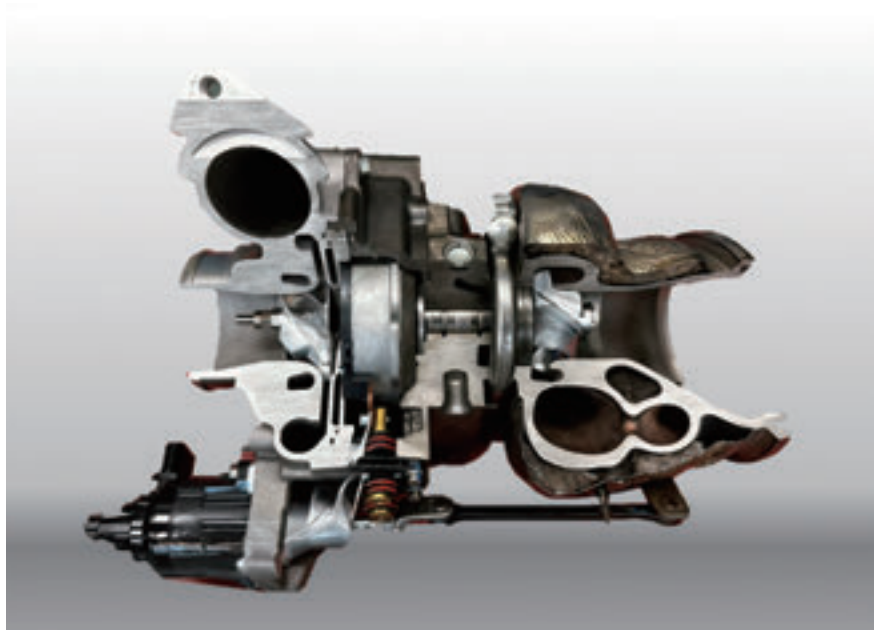


Multi-storey parking systems

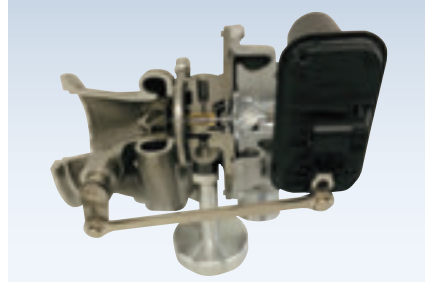
Turbochargers

Turbochargers force compressed air into combustion chambers to enhance performance. IHI's broad turbocharger range extends from large models for large marine and land power generators to small ones for automobile engines. We have manufactured more than 100 million automotive turbochargers. We maintain development, production, and sales units in the United States, Italy, Thailand, China, and do business worldwide.

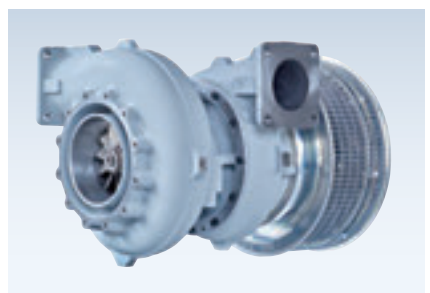
- Main Products**
- Turbochargers



Electric motor Assisted Turbocharger for Hybrid Electric Vehicle



Turbochargers for vehicles



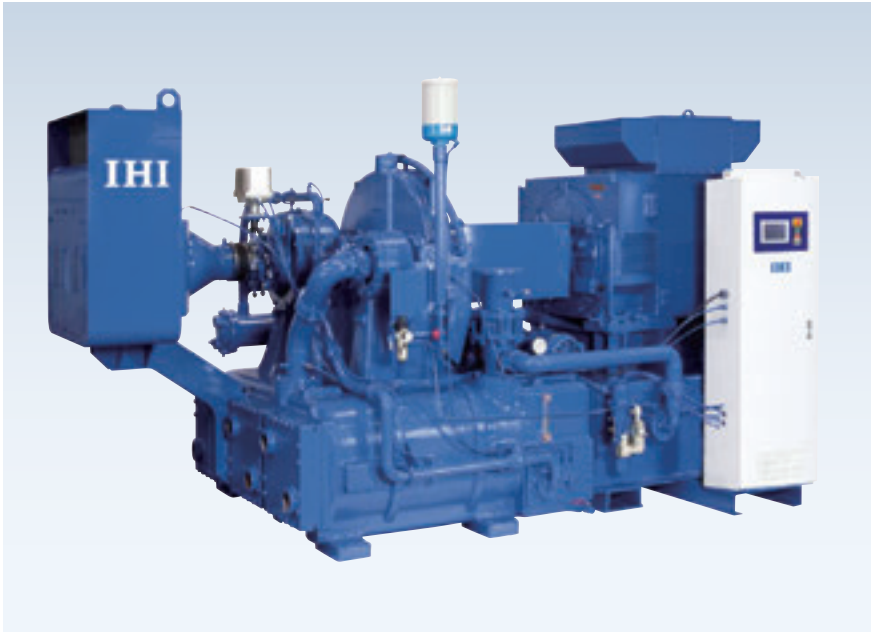
Turbochargers for marine vessels

Rotating Machinery

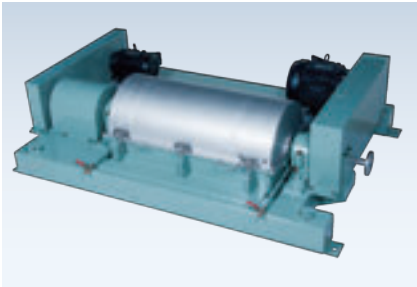
We are proud to support plant operations across the globe not only by holding a world-leading market share in LNG boil off gas compressors and a top share in Japan for centrifugal air compressors, but also by providing separators and filters essential for solid-liquid separation processes in the chemical and food manufacturing sectors. We stay close to our customers, addressing their concerns and challenges while offering optimal solutions in engineering, after-sales service, and energy saving.

Main Products

- Compressors
- Separators
- Filters
- Gears



Centrifugal air compressors



Screw decanter centrifuges



Process gas reciprocating compressors

Logistics Solutions

The rapid development of the e-commerce market has caused serious labor shortages in the logistic industry. It is thus imperative to automate operations and boost capacity. IHI offers an array of logistics systems, including automated freezer and refrigeration warehouses that can run at temperatures as low as -60°C, automated hazardous materials warehouses, storage and retrieval facilities for clean rooms, and AI depalletizing systems. We draw on our expertise in a range of industries to provide optimal logistic solutions for customers.

Main Products

- Storage systems
- Transportation systems
- Sorting and picking systems
- Automated materials handling systems for clean rooms



Freezer automated storage and retrieval systems



Laser guided forklifts



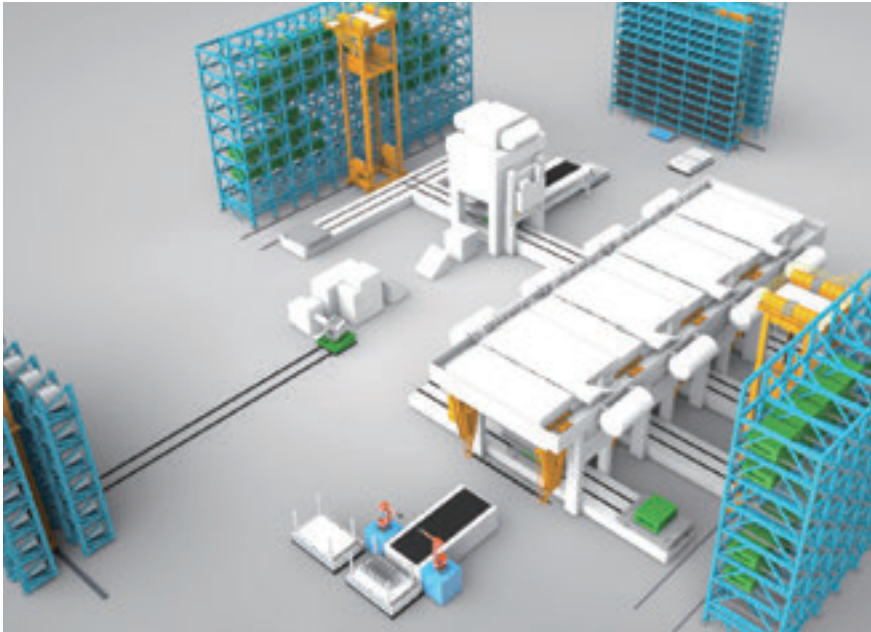
AI-powered depalletizing systems

Factory Solutions

Manufacturers face a range of challenges, including recruiting, using complex high-mix, low-volume production, and achieving carbon neutrality. We accordingly help them by customizing optimal factory solutions through automation, improving productivity with digital technology, efficiently managing information, and conserving energy.

Main Products

- Factory automation system
- Transfer systems
- Automotive press lines
- Rubber and plastic film sheeting lines
- Industrial machinery



Factory automation system



Retrofitting for conveyors between presses



High speed transfer feeder (X-Feeder)

Heat Treatment and Surface Engineering

IHI provides a diverse lineup of heat treatment equipment and processes across numerous industries. Our offerings include vacuum heat treatment furnaces, high-pressure sintering furnaces, hot presses, high purification furnaces, and heat treatment processing business. We also provide advanced coating solutions featuring a broad range of hard, low friction, wear and corrosion resistant coatings based on PVD, PACVD and CVD technologies for a wide range of industries such as aerospace, automotive and medical applications.

Main Products

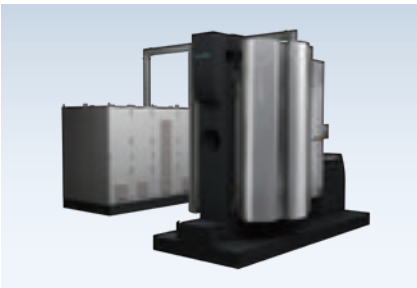
- Advanced material manufacturing equipment
- Vacuum thermal treatment equipment
- Thin film and surface treatment equipment
- Heat treatment and coating services



Vacuum furnace



Vacuum hot press for diffusion bonding



PVD/PACVD coating equipment

Iron, Steel and Coke-Making Equipment

Paul Wurth IHI provides cutting-edge technologies from engineering through manufacturing and construction work of iron and steel plants. We focus on blast furnaces and coke ovens and electric arc furnaces, which are the principal facilities of integrated steel plants. IHI and Paul Wurth Group will contribute for steel industries to achieve carbon neutrality, an urgent priority for them, by leveraging the technologies of joint venture Paul Wurth IHI Co., Ltd.



Blast furnace (Photo courtesy of Nippon Steel Corporation)

Main Products

- Industrial furnaces

Pulp and Paper Machinery

High-speed paper machine is often longer than 100 meters, and plays pivotal roles at paper mills. We have built impressive positions in Japan and abroad for our coaters, which enhance the printability and finish of paper. We are one of Japan's leading pulp and paper machinery manufacturers. Our stock preparation machines optimize raw materials for paper. They deliver world-class energy savings and help resolve environmental issues.



Paper Machine

Main Products

- Pulp and paper machinery

Agricultural Machinery, Life-Associated Equipment

We provide agricultural machinery for various operations to help our customers save labor, make it smarter, and improve efficiency. Demand for ozone deodorizers and disinfectors is expanding at a range of facilities.



STAR Combination Baler

Main Products

- Agricultural machinery
- Ozone deodorizers and disinfectors



Ozone air purifier

Field 04

Aero Engine, Space & Defense Business Area

- Aircraft Engines
- Rocket Systems and Space Exploration

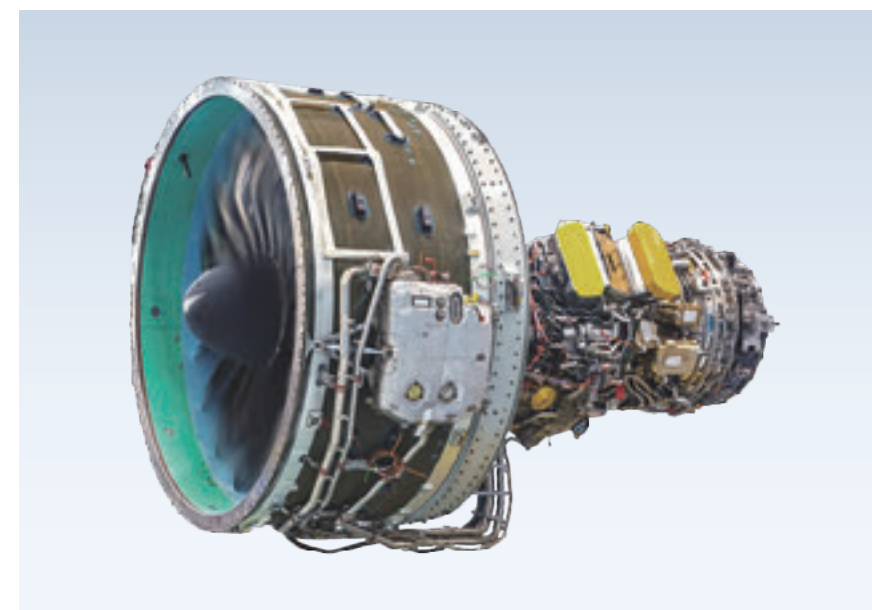
29

Aircraft Engines

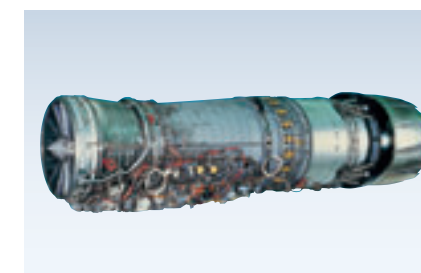
IHI is Japan's leading maker of jet engines, with a market share of around 70%. We are the primary contractor and manufacturer for aircraft engines used by the Ministry of Defense, covering all fighter aircraft models. We collaborate in international projects to develop and supply engine modules and components for civilian aircraft, and are renowned as Asia's core engine maintenance provider. We conduct research and development into advanced, eco-friendly engines.

Main Products

- Turbofan engines
- Turboshaft engines
- Turbojet engines
- Turboprop engines
- Jet engine maintenance
- Jet engine test cells
- Jet engine parts



PW1100G-JM turbofan engine mounted on Airbus A320neo (photo courtesy of JAEC)



F110 turbofan engine powering F-2 support fighter



Aero engine maintenance

Rocket Systems and Space Exploration

IHI has participated in Japan's space development effort from the outset. We have developed and manufactured the turbopumps and gas-jet systems that are crucial to successful rocket launches. Our involvement in Japan's space program expanded significantly in 2000, when we absorbed the Aerospace Division of Nissan Motor, a leader in solid-fuel rocket technology. We play an important role in developing and constructing the Exposed Facilities of the KIBO Japanese Experiment Module, which is a part of the International Space Station program. We support experiments in space by supplying experimental systems needed for cooperative international projects.

Main Products

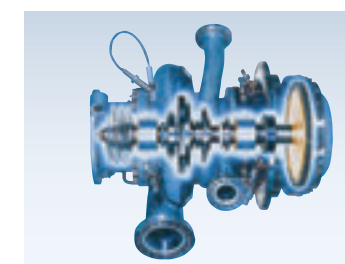
- Rockets
- Rocket propulsion systems
- Rocket control systems
- Satellite propulsion systems
- Satellite control systems
- Equipment for utilization of space environment
- Space station-related equipment
- Ground test facilities
- Ground support facilities



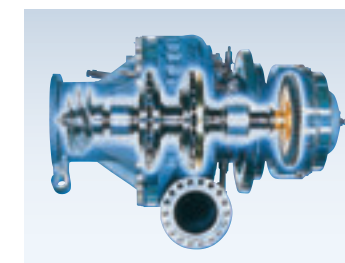
Epsilon-5 Launch vehicle
(© JAXA)

H3 Launch vehicle No.5
(© JAXA)

H-IIA Launch vehicle No.47
(© JAXA)



Liquid oxygen turbopump
for rocket engines



Liquid hydrogen turbopump
for rocket engines

Others

- Urban Development
- Security

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Urban Development

The IHI Group utilizes idle real estate to enhance the value of its assets. We plan to redevelop the former Sunamachi Works, located about 5 kilometers east of Tokyo Station, as a site for logistics and industrial facilities covering more than 20 hectares. We are currently building roads, parks, and other infrastructure at the site. We will endeavor to contribute to the local community and increase our corporate value by creating a new private-sector business area that takes advantage of the site's location, around 10 minutes by subway to Otemachi, and its waterfront characteristics. In the Toyosu area, where IHI has its headquarters, we are developing an office and incubation facility as the final phase of our large-scale redevelopment project there. We plan to complete that work in early summer 2025, marking the completion of the area's redevelopment.



The former Sunamachi Works site in Shinsuna, Koto-ku, Tokyo, where we are constructing infrastructure for redevelopment

Main Products

- Real estate leasing and sales



Office and incubation facility development in Toyosu 4-2 area



Canal Renaissance community, town development and regional contribution activities

Security

IHI brings products to the world that employ mechatronics and sensing technology. We have delivered more than 3,000 3D Laser Radar systems in Japan and abroad, mainly to prevent and reduce accidents at railway level crossings.



3D Laser Radar

Main Products

- 3D laser radar systems
- Noise reduction systems
- Weather observation system
- Disaster prevention equipment



Earthquake early warning receiving unit QCAST™ S740-P

Developing Technologies to Diversify Options for Society

IHI's technology

Under one of its management philosophies that IHI aims to “Contribute to the development of society through technology”, IHI has continuously strived to pursue cutting-edge technology since its establishment. Currently, social challenges to be solved have become sophisticated, complicated, and large-scale due to the rapid change in the social environment. To address such challenges, IHI will develop technologies required by the present and future society to be sources of new value by identifying them through close observation of society and sometimes combining them.

■ Challenge aimed at decarbonization through ammonia utilization technology



The IHI Group focuses on the utilization of ammonia to provide sustainable solutions to energy problems. In particular, we have been developing ammonia-related technologies to utilize ammonia in various applications, including gas turbines, boilers, and marine engines.

■ Innovation in high functional materials and advanced manufacturing technology



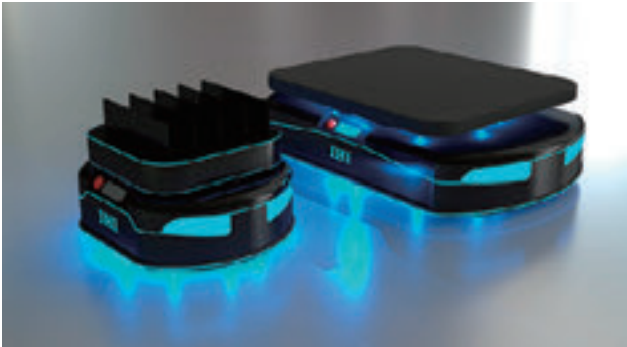
The IHI Group integrates high functional materials and advanced manufacturing technology to improve composite materials, forging and casting technologies. These improvements contribute to the increase in energy efficiency and reduction of environmental burden especially in the aviation field.

■ CO₂ circular utilization with carbon recycling technology



The IHI Group has been working to develop technology to capture CO₂ and synthesize hydrocarbons with it. By establishing CO₂ circular utilization technology, which serves as a basis of methanation and producing olefins and sustainable aviation fuel(SAF), we will contribute to the realization of a carbon-neutral society.

■ Operational technology to achieve advanced automation



The IHI Group utilizes artificial intelligence (AI) and Robot Operating System (ROS) to enhance the operational accuracy and efficiency of industrial robots. We will promote unmanned and automated operations by developing autonomous mobile robots and swarm control systems, thereby contributing to the solution of social issues.

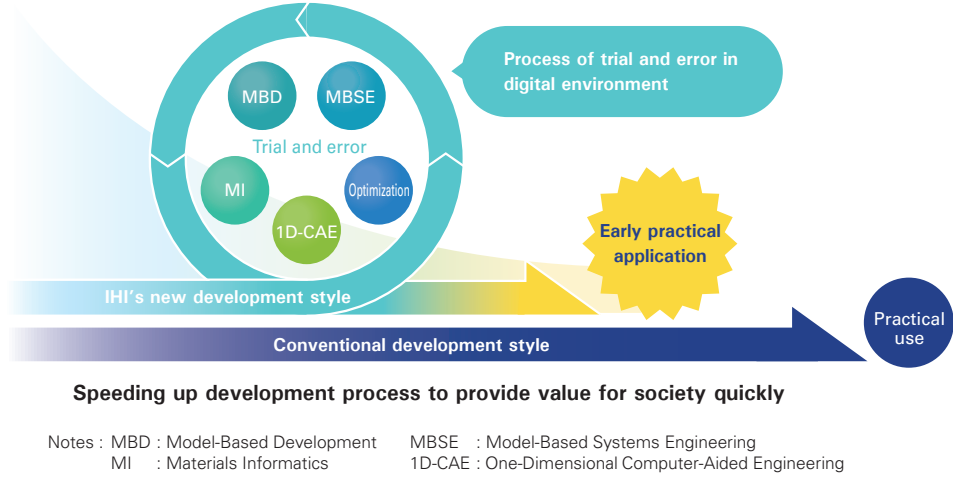
Website on Technology of the IHI Group

IHI ENGINEERING REVIEW

Website on Core.tech

Accelerating development speed

We cannot keep up with the rapidly changing environment only with the conventional development style based on scrupulous planning made over time. In addition, it is important to take a process of trial and error and learn from many small mistakes in developing imaginative technologies with potential to reach new value. Under the newly-adopted concepts of model-based development and model-based systems engineering, IHI accumulates findings through repeated trial and error in the digital environment and works to further strengthen collaboration between technology teams.



Participation in top ecosystems

Toward the goal of solving complex social issues, it is indispensable to create new value in collaboration with other companies, universities, and organizations and to commercialize the value in consideration of the entire value chain. For this purpose, we participate in and contribute to communities (top ecosystems) of world-class researchers and engineers in various fields, understand the latest technological trends they lead and incorporate the trends in planning our technology development strategy.

Collaboration bases

We have been working to create new value and provide the value to society. For this purpose, we have established two facilities at the IHI Yokohama Works, where Corporate Research & Development Division is located. One is “Tsunagu Lab.” to encourage visitors to understand and sympathize with IHI’s businesses and technologies. The other is “Ignition Base (commonly called i-Base),” where we confront, consider and aim to solve ever-more complex social issues in collaboration with multiple players including those outside the IHI Group. We also focus on having interactive dialogues with various stakeholders. For example, at Soma IHI Green Energy Center, located in Soma City, Fukushima Prefecture, we have been conducting a sustainable, local production and consumption-type smart community project as a model case of a recycling-oriented local community.



Tsunagu Lab.



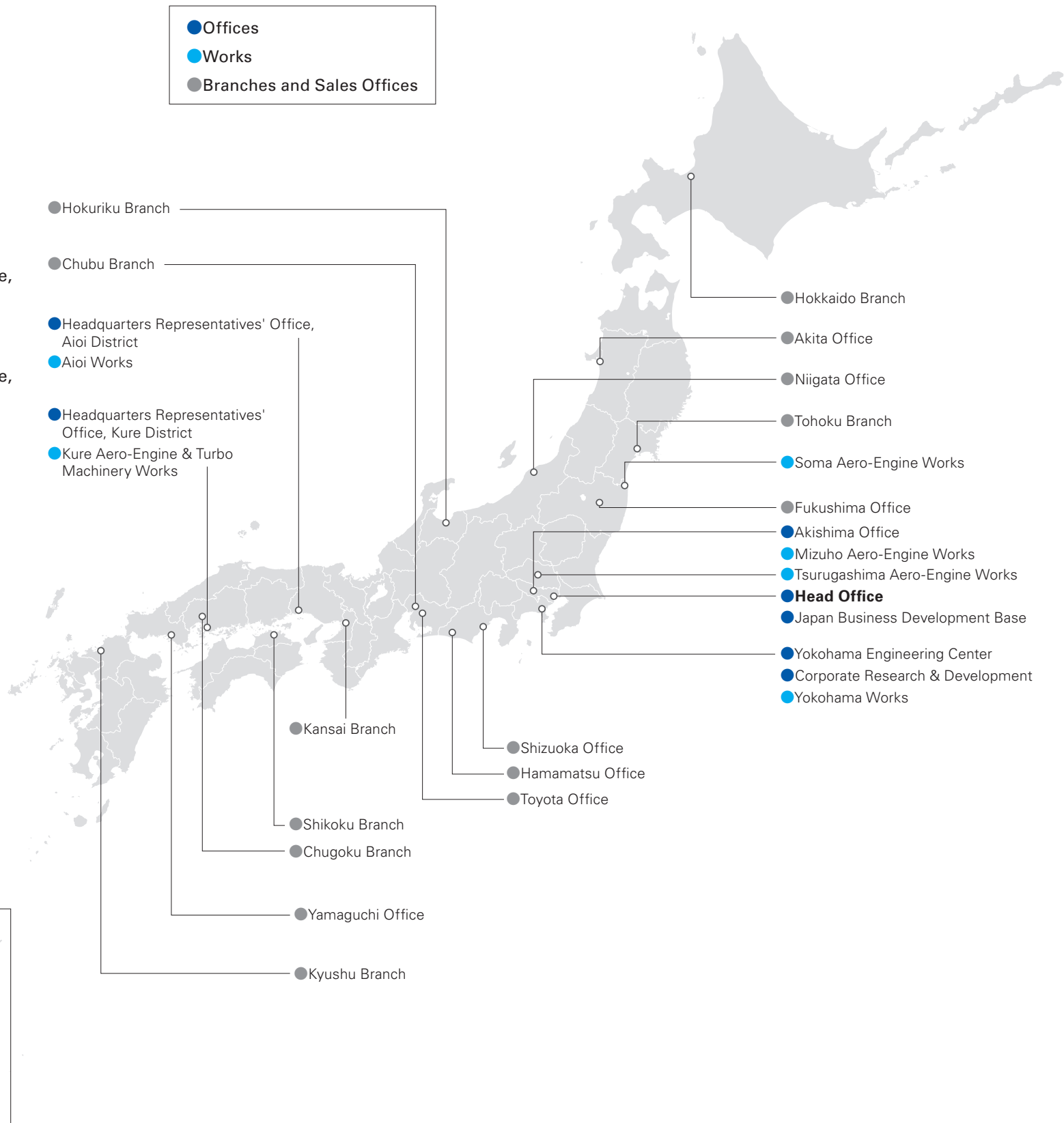
Ignition Base (i-Base)



Soma IHI Green Energy Center

Network and Main Works in Japan (As of April 1, 2025)

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Akishima-shi, Tokyo 196-8686
TEL: +81-42-500-7250
- Yokohama Engineering Center**
1, Shin-Nakahara-cho, Isogo-ku,
Yokohama-shi, Kanagawa 235-8501
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- Headquarters Representatives' Office,
Aioi District**
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TEL: +81-791-24-2206
- Headquarters Representatives' Office,
Kure District**
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- Corporate Research & Development**
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Yokohama-shi, Kanagawa 235-8501
TEL: +81-45-759-2213



Soma Aero-Engine Works	
Site Area	374,302 m ²
Products & Services	Jet engine, gas turbines and space development equipment parts
Certificates	JIS Q 9100 & JIS Q 9001 (ISO 9001) ISO 14001 JIS Q 27001(ISO/IEC 27001) Nadcap Pratt & Whitney LCS



Tsurugashima Aero-Engine Works	
Site Area	136,100 m ²
Products & Services	Civil aero-engine maintenance
Certificates	JIS Q 9100 & JIS Q 9001 (ISO 9001) FAA Repair Station JCAB Approved Organization EASA Maintenance Organisation CAAC Maintenance Organization ISO 14001 JIS Q 27001 (ISO/IEC 27001)



Mizuho Aero-Engine Works	
Site Area	200,544 m ²
Products & Services	Assembling and overhauling jet engines, gas turbines, space development equipment and defense systems
Certificates	JIS Q 9100 & JIS Q 9001 (ISO 9001) FAA Repair Station JCAB Approved Organization EASA Maintenance Organisation CAAC Maintenance Organization ISO 14001 JIS Q 27001 (ISO/IEC 27001) Nadcap



Yokohama Works	
Site Area	226,671 m ²
Products & Services	Manufacturing, installation, operational maintenance, and inspections of nuclear power plants, nuclear fuel cycle systems, chemical process facilities equipment, decontamination and decommissioning facilities, and thermal power plant equipment, and manufacturing of industrial equipment
Certificates	ASME(N, NPT, NA, NS, U, U2, S) ISO 9001:2015 ISO 14001:2015



Aioi Works	
Site Area	228,784 m ²
Products & Services	Manufacturing and development of boiler, boiler auxiliary equipment, storage tank, reactor, steel structure, and carbon solution equipment (methanation system, gas turbine)
Certificates	ISO 9001:2015 ISO 14001:2015 ASME (S, U, U2)



Kure Aero-Engine & Turbo Machinery Works	
Site Area	47,797 m ²
Products & Services	Manufacturing jet engine and gas turbine parts, and assembling and testing gas turbines
Certificates	JIS Q 9100 & JIS Q 9001 (ISO 9001) ISO 14001 JIS Q 27001 (ISO/IEC 27001) Nadcap

Main Group Companies and Works in Japan (As of June 1, 2025)

Resources, Energy & Environment Business Area

Aomori Plant Co., Ltd.

Remodeling and maintaining reprocessing and other facilities

IHI Plant Services Corporation

Services related to engineering, procuring, constructing, commissioning, and maintaining thermal power plants, renewable energy, storage facilities, oil & gas plants, chemical plants, nuclear power plants, industrial machinery, and other equipment and facilities

IHI Power Systems Co., Ltd.

Manufacturing, selling, and servicing diesel engines, gas engines, dual fuel engines, gas turbines, and Z-PELLER® marine propulsion units



Main Works **Ohta Plant**
Site Area 151,562 m²
Products & Services Diesel engines, gas engines, dual fuel engines, and Z-PELLER® azimuth propeller
Certificates ISO 9001, ISO 14001, NK, LR

Kotobuki Tekko Co., Ltd.

Machining, manufacturing of steel structures



Site Area 19,000 m²
Products & Services Manufacturing power and chemical plant components, turbine casings, and diesel engine parts
Certificates ISO 9001 (JIS Q 9001)
Shipbuilding and marine industry businesses

NICO Precision Co., Inc.

Designing, manufacturing, and selling fuel injection equipment for marine and power plant diesel engines

Social Infrastructure Business Area

IHI CONSTRUCTION MATERIALS Co., Ltd.

Manufacturing and selling secondary concrete products and providing concrete engineering services

IHI Construction Service Co., Ltd.

Engineering, designing, fabrication, construction, maintenance and repairing of bridges, water gates, other steel structures, vibration control/seismic isolation equipment and water gate control and information system. Manufacturing, sales and construction service of prefabricated bridges for emergency and pre-stressed concrete products.

IHI Infrastructure Systems CO., LTD.

Designing, fabricating, constructing, diagnosing, repairing, and conserving bridges and fabricating water gates and other steel structures



Main Works **Sakai Works**
Site Area 174,745 m²
Products & Services Bridges, Water gate and other steel structures
Certificates ISO 9001 (JIS Q 9001), ISO 14001 (JIS Q 14001), ISO 45001 (JIS Q 45001)

JIM TECHNOLOGY CORPORATION

Designing and selling tunnel boring machines and equipment

Niigata Transys CO., LTD.

Manufacturing and selling rolling stock, industrial vehicles, and snowplows, and designing, manufacturing, and constructing automated guideway transit systems



Site Area 98,512 m²
Products & Services Rolling stock, automated people movers, light-rail vehicles, maintenance cars and snow plows

San-Etsu Co., Ltd.

Maintenance and repairing of railway maintenance vehicle, snowplows and construction equipment, and engines, etc

Industrial Systems & General-Purpose Machinery Business Area

CENTRAL CONVEYOR COMPANY, LTD.

Engineering, manufacturing, selling, installing, providing electrical work, maintenance, and after-sales service for materials handling systems conveyors

IHI Agri-Tech Corporation

Developing, manufacturing, and selling agricultural machinery



Main Works **Chitose Works**
Site Area 86,100 m²
Products & Services Implements, such as hay and grass harvesting equipment
Certificates ISO 9001 (JIS Q 9001)

IHI Fuso Engineering Co., Ltd.

Developing, selling, engineering, manufacturing, and installing multi-story parking systems

IHI Logistics & Machinery Corporation

Sales and Engineering, manufacturing, procuring, constructing, installing, repairing, maintaining service and supplying equipment parts of materials handling systems, factory automation systems and industrial machinery. Developing, manufacturing, and selling of sterilization, deodorization equipment and infection control systems



Main Works **Motomiya Works**
Site Area 34,000 m²
Products & Services General Logistics and FA Systems
Certificates ISO 9001:2015 / JIS Q 9001:2015
Crane manufacturing permission

IHI Machinery and Furnace Co., Ltd.

Engineering, manufacturing, selling, and providing after-service support for vacuum heat treatment furnaces and hot presses and other heat treatment equipment



Main Works **Kakamigahara Works**
Site Area 16,084 m²
Products & Services Vacuum furnaces, vacuum carburizing furnaces, and hot presses
Certificates ISO 9001

IHI Rotating Machinery Engineering Co., Ltd.

Manufacturing and maintaining compressors and other rotating machinery



Main Works **Tatsuno Works**
Site Area 89,053 m²
Products & Services Compressors, marine turbochargers
Certificates ISO9001, ISO14001, ISO45001, JG, LR, BV, ABS, NK, KR

IHI Transport Machinery Co., Ltd.

Planning, developing, designing, manufacturing, selling, leasing, installing, maintaining, remodeling, management services of Parking Systems



Main Works **Numazu Works**
Site Area 125,075 m²
Products & Services Tower Parking Systems (Pallet Type/Palletless Type /Rotary Type), Super Square Parking Systems and Multi-story Parking Systems

IHI Turbo Co., Ltd.

Manufacturing and selling vehicular turbochargers



Main Works **Kiso Works**
Site Area 65,318.82 m²
Products & Services Automotive turbochargers
Certificates IATF 16949:2016, ISO 14001:2015, NK, JG

IHI Turbo Service Co.,Ltd.

Repairing, engineering, manufacturing, selling, and servicing after-market turbochargers

Paul Wurth IHI Co., Ltd.

Engineering, manufacturing, construction work, and after-sales servicing for iron, steel and coke-making plants, including blast furnaces, coke oven batteries, and electric arc furnaces

Voith IHI Paper Technology Co., Ltd.

Designing, manufacturing, selling, installing, and maintaining and repairing paper manufacturing plants

Aero Engine, Space & Defense Business Area

IHI Aero Manufacturing Co., Ltd.

Manufacturing aircraft jet engine fan blades, compressor blades, and vanes



Site Area 12,727 m²
Products & Services Manufacturing aircraft jet engine fan blades, compressor blades, and vanes
Certificates JIS Q 9100, Nadcap

IHI AEROSPACE CO., LTD.

Engineering, manufacturing, and selling space equipment and defense machinery, and manufacturing and selling aero engine parts



Main Works **Tomioka Plant**
Site Area 490,490 m²
Products & Services Rockets and other space-related products, defense-related products and aero engine parts
Certificates JIS Q 9100 and JIS Q 9001 (ISO 9001)
ISO 14001 (JIS Q 14001),
JIS Q 27001 (ISO/IEC27001)
ISO 45001

IHI AEROSPACE ENGINEERING CO., LTD.

Engineering, researching, and experimenting under contracting for space development equipment

IHI CASTINGS CO., LTD.

Manufacturing and selling precision castings



Main Works **Soma Plant**
Site Area 15,281 m²
Products & Services Precision castings, including for aero engines and industrial gas turbines
Certificates JIS Q 9100 & JIS Q 9001(ISO 9001)
JIS Q 14001(ISO 14001), Nadcap

IHI Jet Service Co., Ltd.

Maintaining gas turbine power plants, providing engineering and production support for aero engines and space development, selling aero engine parts, and providing IHI Ocean Monitoring Service.

IHI MASTER METAL Co., Ltd.

Manufacturing and selling precision casting materials and special alloys and other products



Site Area 12,557 m²
Products & Services Ingots for precision castings of nickel and cobalt-based alloys
Certificates JIS Q 9100 and JIS Q 9001 (ISO9001)
JIS Q 14001 (ISO 14001)
JIS Q 17025 (ISO/IEC17025), Nadcap

INC Engineering Co., Ltd.

Consulting and engineering and manufacturing sound and vibration control equipment, aero engine and aerospace test facilities

MEISEI ELECTRIC CO., LTD.

Designing, manufacturing, and selling equipment for meteorological, space, and earthquake observation, disaster prevention and mitigation, satellite observation and rocket deployment

Others

IHI Business Support Corporation

Real estate management, insurance agent business and data processing services and more

IHI Inspection & Instrumentation Co., Ltd.

Inspections and measurements of plants and components. Chemical and environmental analysis. Developing, engineering, designing, manufacturing, and installing of control and monitoring systems including various types of testing equipment, security inspection, mechatronics and measurement equipment.

IHI Scube Co., Ltd.

Developing, maintaining, and supporting computers and network systems related to information and communication, engineering, manufacturing, and other areas and providing management services for computer systems operations maintenance

IHI TRADING, INC.

Selling equipment and machinery, turbochargers, parking equipment, concrete products, alcoholic beverages, and other products

Seiban Development Co., Ltd.

Managing golf courses

Takashima Giken Co., LTD.

Designing, manufacturing, selling, installing, repairing and maintaining of various types of high-speed automatic inspection equipment

Toyosu Energy Service Co., Ltd.

Businesses related to supplying electric power, steam, hot water, and air conditioning

Global Network and Works of Overseas Group Companies

(As of April 1, 2025)

Overseas Bases

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THAILAND
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INDONESIA

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HONG KONG

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BEIJING

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SHANGHAI

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TAIWAN

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KOREA

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JAPAN

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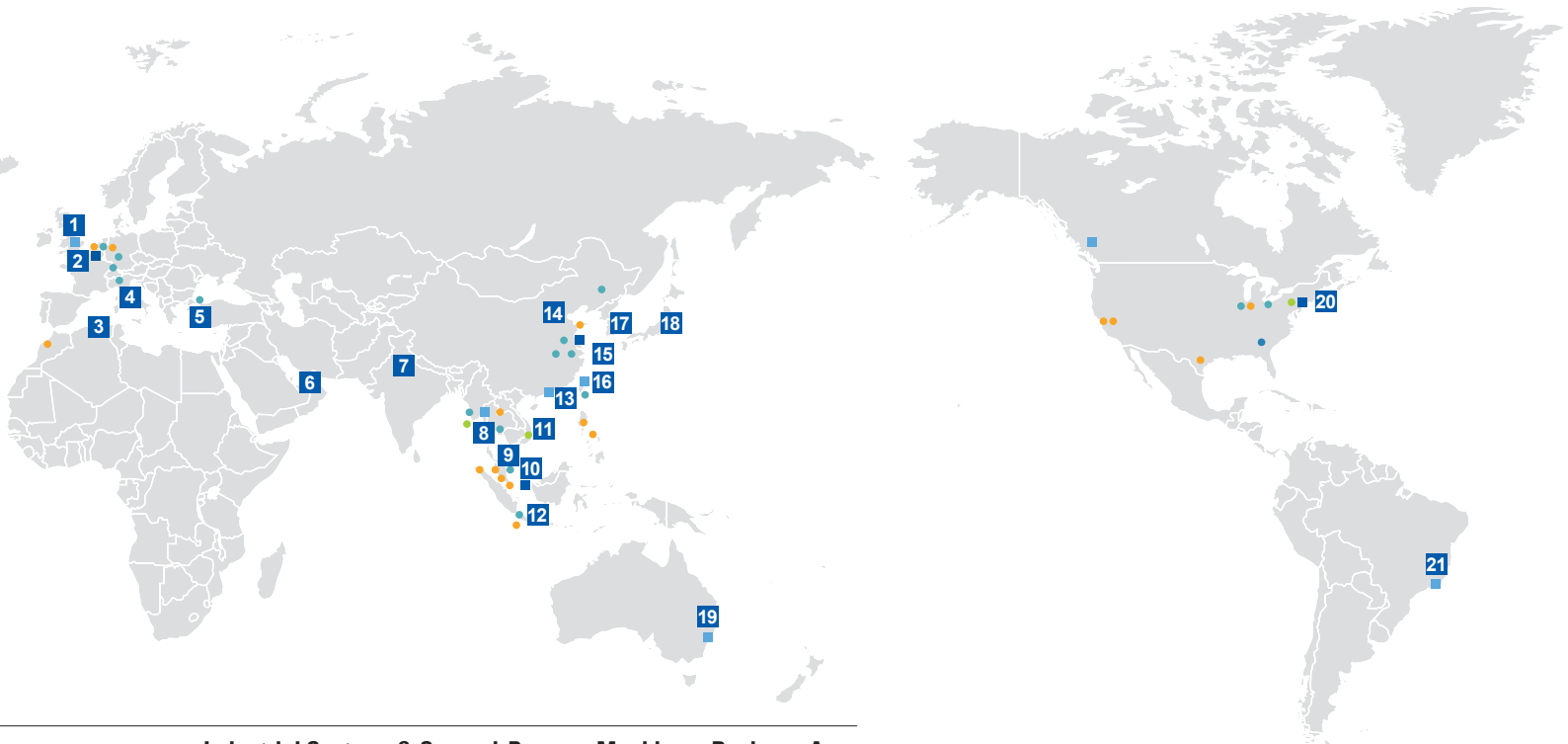
AUSTRALIA

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USA

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BRAZIL



EUROPE, MIDDLE EAST, AFRICA

Regional Headquarters

- BELGIUM/ IHI Corporation Brussels Representative Office

Regional Companies

- UK/ IHI Europe Ltd.

Resources, Energy & Environment Business Area

- NETHERLANDS/ Niigata Power Systems(Europe) B.V.
- GERMANY/ Steinmüller Engineering GmbH
- MOROCCO/ Steinmüller Engineering North Africa SARL/AU

Industrial Systems & General-Purpose Machinery Business Area

- NETHERLANDS/ IHI Hauzer Techno Coating B.V.
- SWITZERLAND/ IHI Ionbond AG
- GERMANY/ IHI VTN GmbH
- ITALY/ IHI Charging Systems International S.p.A.
- TURKEY/ IHI DALGAKIRAN MAKINA SANAYI VE TICARET A.Ş.

ASIA, PACIFIC

Regional Headquarters

- SINGAPORE/ IHI ASIA PACIFIC PTE. LTD.
- CHINA/ IHI (Shanghai) Management Co., Ltd.

Regional Companies

- THAILAND/ IHI ASIA PACIFIC (Thailand) Co., Ltd.
- TAIWAN/ IHI Taiwan Corporation
- AUSTRALIA/ IHI ENGINEERING AUSTRALIA PTY. LTD.
- HONG KONG/ IHI (HK) Ltd.

Resources, Energy & Environment Business Area

- SINGAPORE/ Jurong Engineering Limited
- SINGAPORE/ Niigata Power Systems (Singapore) Pte. Ltd.
- THAILAND/ IHI Power System (Thailand) Co., Ltd.
- MALAYSIA/ IHI POWER SYSTEM MALAYSIA SDN.BHD.
- MALAYSIA/ IHI SOLID BIOMASS MALAYSIA SDN.BHD.
- MALAYSIA/ ISHI POWER SDN BHD
- INDONESIA/ PT IHI POWER SERVICE INDONESIA
- PHILIPPINES/ IHI PHILIPPINES, INC.
- PHILIPPINES/ Niigata Power Systems Philippines, Inc.
- CHINA/ Niigata Power Systems (Shanghai) Co., Ltd.

Social Infrastructure Business Areas

- MYANMAR/ I&H Engineering Co., Ltd.
- VIETNAM/ IHI INFRASTRUCTURE ASIA CO., LTD.

Industrial Systems & General-Purpose Machinery Business Area

- THAILAND/ IHI TURBO (THAILAND) CO., LTD.
- MALAYSIA/ IHI Transport Engineering Malaysia Sdn. Bhd.
- INDONESIA/ PT. IHI Transport Machinery Indonesia
- CHINA/ IHI-Sullair Compression Technology (Suzhou) Co., Ltd.
- CHINA/ Changchun FAWER-IHI Turbo Co., Ltd.
- CHINA/ WUXI IHI TURBO CO., LTD.
- CHINA/ Jiangsu IHI Fengdong Vacuum Technology Co., Ltd.
- TAIWAN/ IHI System Technology Taiwan Co., Ltd.

AMERICAS

Regional Headquarters

- USA/ IHI Americas Inc.

Regional Companies

- CANADA/ IHI (CANADA) LTD.
- BRAZIL/ IHI do Brasil Representações Ltda.

Resources, Energy & Environment Business Area

- USA/ IHI Energy Solutions Inc.
- USA/ IHI Power Generation Corp.
- USA/ IHI Terrasun Solutions Inc.
- USA/ IHI Power Services Corp.

Social Infrastructure Business Areas

- USA/ IHI California Inc.

Industrial Systems & General-Purpose Machinery Business Area

- USA/ IHI Turbo America Co.
- USA/ IHI Press Technology America, Inc.

Aero Engine, Space & Defense Business Area

- USA/ IHI-ICR, LLC.



IHI Charging Systems International S.p.A. (ITALY)

Site Area	18,900 m ²
Products & Services	Automotive turbochargers
Certificates	IATF 16949,ISO 14001,ISO 45001



PT IHI POWER SERVICE INDONESIA (INDONESIA)

Site Area	250,000 m ²
Products & Services	Boilers, steel structures, container cranes, piping and pressure vessels, HRSG
Certificates	ISO 9001:2015, ASME (S,U,U2,PP,NB,R), ISO 45001, SMK3



IHI INFRASTRUCTURE ASIA CO., LTD. (VIETNAM)

Site Area	140,000 m ²
Products & Services	Manufacturing, installation, repair and maintenance of steel structures, concrete products and industrial equipment
Certificates	ISO 9001



IHI TURBO (THAILAND) CO., LTD. (THAILAND)

Site Area	53,353 m ²
Products & Services	Automotive turbochargers
Certificates	ISO/TS 16949, ISO 14001,ISO 45001



Changchun FAWER-IHI Turbo Co., Ltd. (CHINA)

Site Area	43,000 m ²
Products & Services	Automotive turbochargers
Certificates	ISO/TS 16949,IATF 16949, ISO 14001,OHSAS 18001



WUXI IHI TURBO CO., LTD. (CHINA)

Site Area	16,000 m ²
Products & Services	Automotive turbochargers
Certificates	IATF 16949,ISO 14001, ISO 45001



IHI Turbo America Co. (USA)

Site Area	64,750 m ²
Products & Services	Automotive turbochargers
Certificates	IATF 16949



IHI-ICR, LLC (USA)

Site Area	3,825 m ²
Products & Services	Repair of jet engine parts and accessories
Certificates	FAA Repair Station

Regional Headquarters and Business Development Bases

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TEL: +81-3-6204-7800



ihi.co.jp

- Information contained in this catalog is that as of April, 2025
- Note that specifications, dimensions and appearance contained in the catalog may be changed without notice for improvement.
- Note that the color tone of the product on the catalog may appear different from that of the actual product for reasons attributable to printing.
- Note that the addresses may be changed.

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