

# Opening Remarks



June 2, 2026

株式会社 **IHI**

Hiroshi Ide

President and Chief Executive Officer

- **May 8** : ”Medium-to- Longer Term Direction” and “Roadmap toward Medium-to Long- Term”
- **Today** : **Growth Strategy for each business**



✓ **Technology Strategy**

Further strengthen technologies that are difficult to replicate and serve as barriers to entry

✓ **Growth Business**

Drive significant profit growth through investment-led capacity expansion

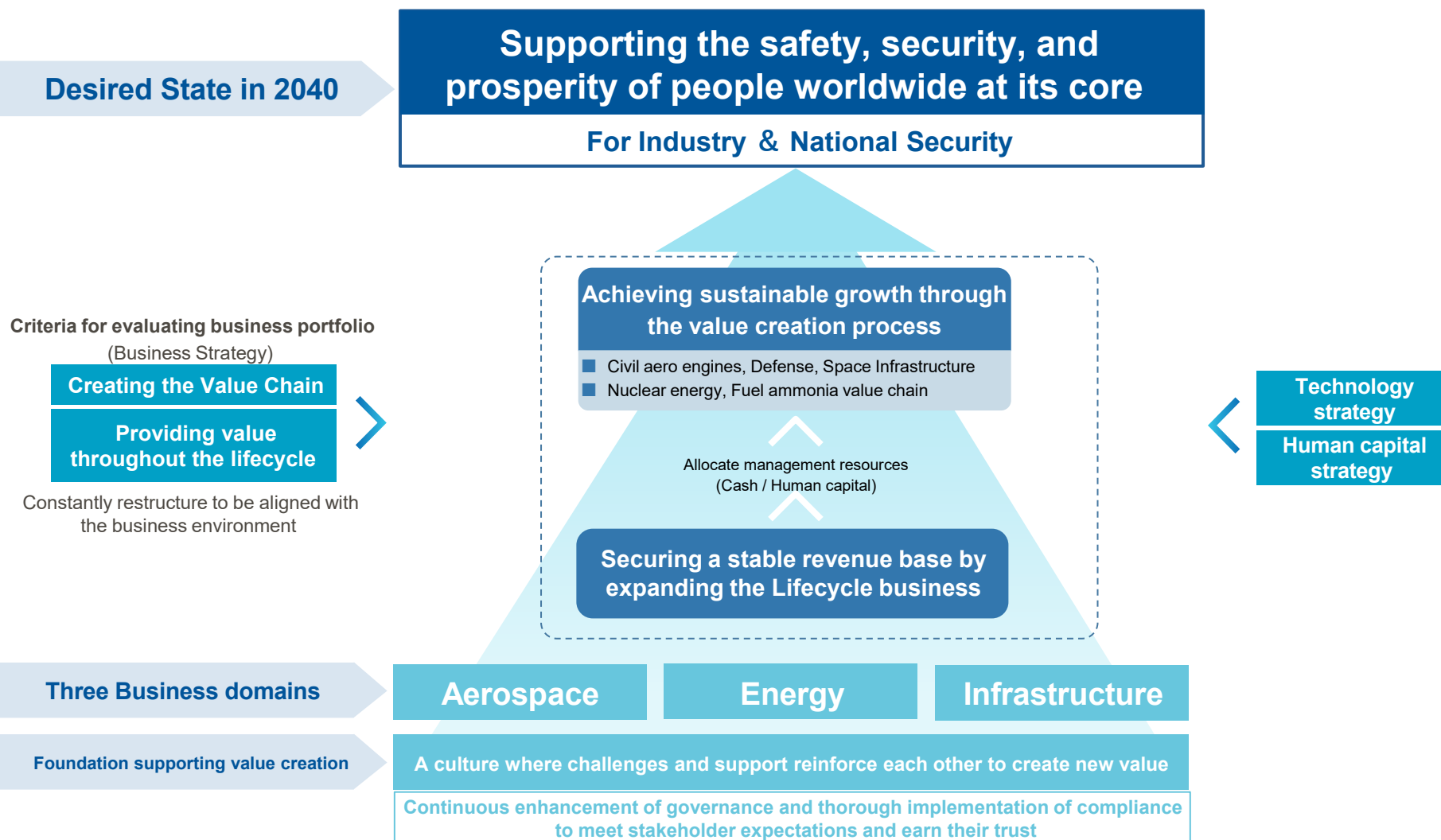
✓ **Stable revenue business**

Drive stable growth in profitability and ROIC through LCB expansion

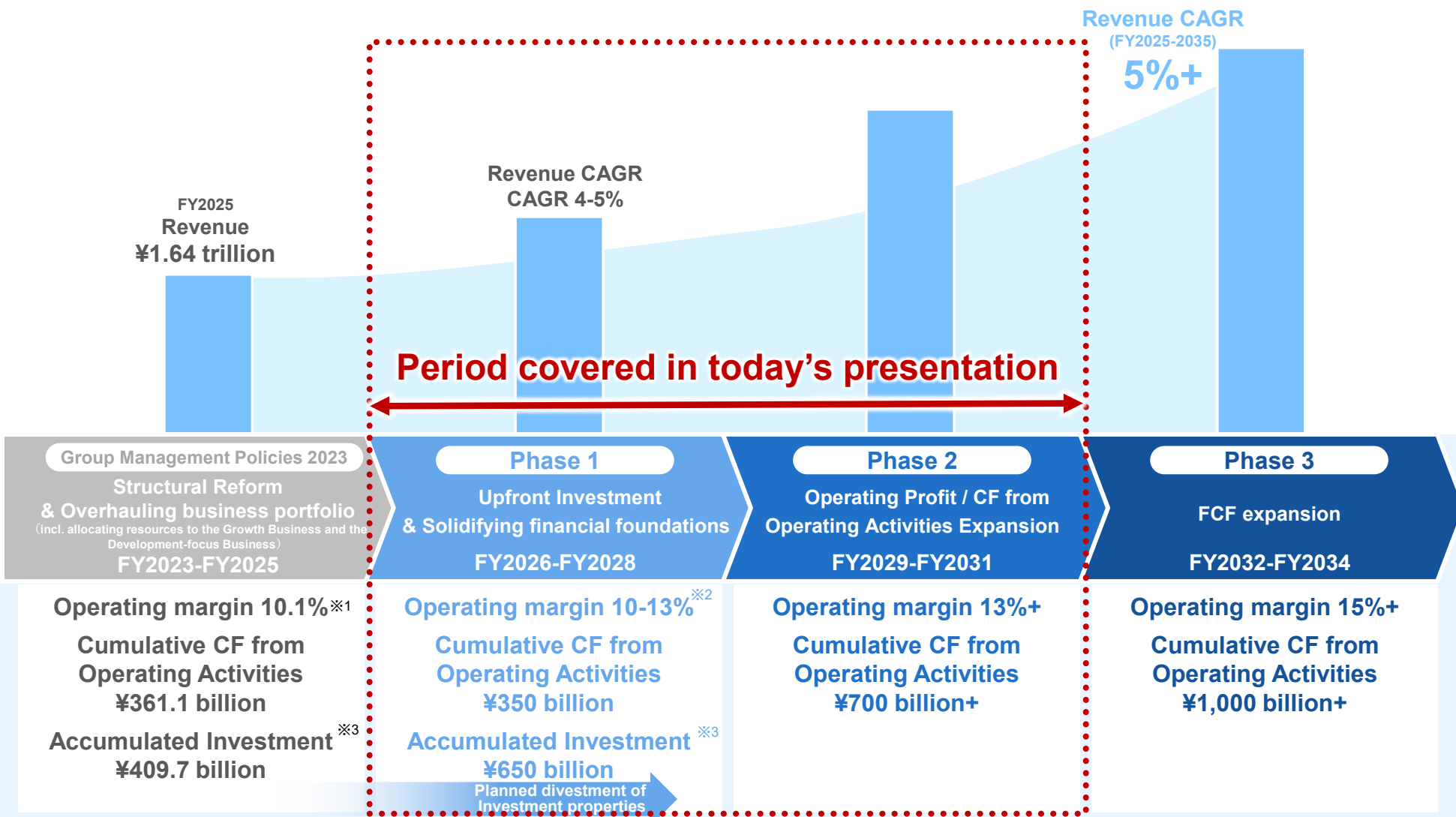
✓ **Financial strategy**

Substantially increase shareholder returns from Phase 2 onward

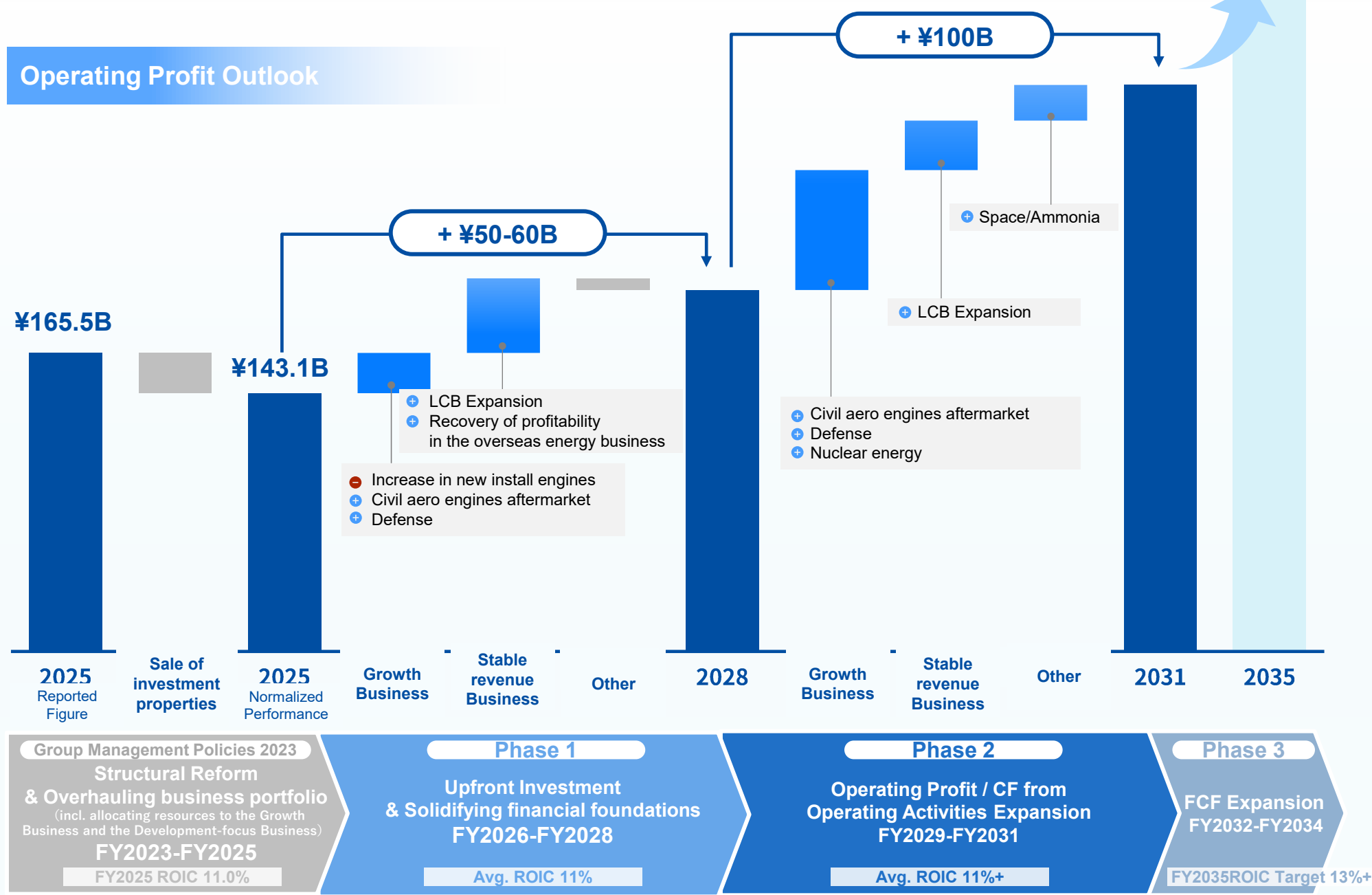
- IHI has tackled critical challenges since its founding at the industrial as well as national levels through technology, contributing to the safety, security, and prosperity of people in each country and region. This long history of accumulated challenges is the very source of IHI's competitive advantage.
- Looking toward 2040, IHI aims to play a key role in elevating Japan's industrial and national strength back to the world's top level, thereby contributing to the economic, national, and energy security of countries worldwide.







- Deliver **step-change profit growth** beyond past trajectory through disciplined execution of growth investments over the next three years



# Step-change Profit Growth



## Strategies and Drivers for Profit Growth by Business

	Business	OPM ※	Strategy for profit growth	Driver for profit growth	ROIC
Growth	 Civil aero engines	High	Top-line growth	Capacity Expansion	Mid
	 Defense	Mid	Top-line growth	Gov't Collaboration Capacity Expansion	High
	 Nuclear energy	High	Top-line growth	Capacity Expansion	High
Stable revenue	 Bridges, Vehicular Turbocharger, Parking, Energy LCB etc.	Mid	Margin improvement	LCB Expansion	High

※Operating profit margin

## We will present three key strategies to deliver our high growth

Contents	Speaker
Opening Remarks	Hiroshi Ide President and Chief Executive Officer
Technology Strategy	Hideo Morita Representative Director and Senior Executive Officer
Growth Strategy	
Nuclear energy	Noriaki Ozawa Managing Executive Officer
Bridge	Jun Kobayashi Representative Director and Senior Executive Officer
Vehicular turbocharger and Parking	Kiyoshi Nihei Managing Executive Officer
Civil aero engines and Defense	Atsushi Sato Representative Director and Senior Executive Officer
Financial Strategy	Hiromi Oshima Managing Executive Officer
Break	
Questions and Answers	Speakers
Closing Remarks	Hiroshi Ide President and Chief Executive Officer



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