

Investor Day Materials

# Technology Strategy

**IHI**

June 2, 2026

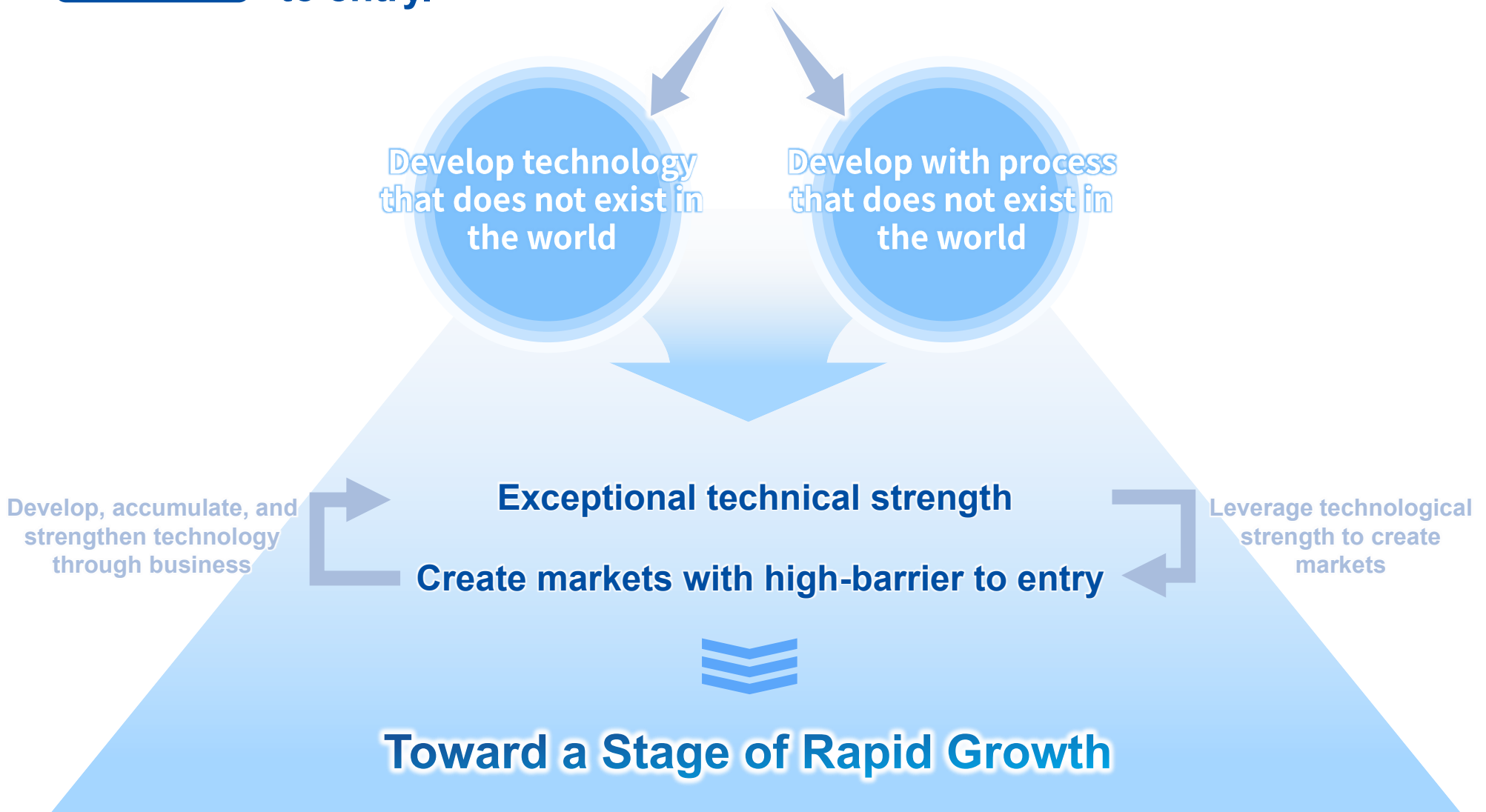
**IHI Corporation**

Hideo Morita

Representative Director and Senior Executive Officer

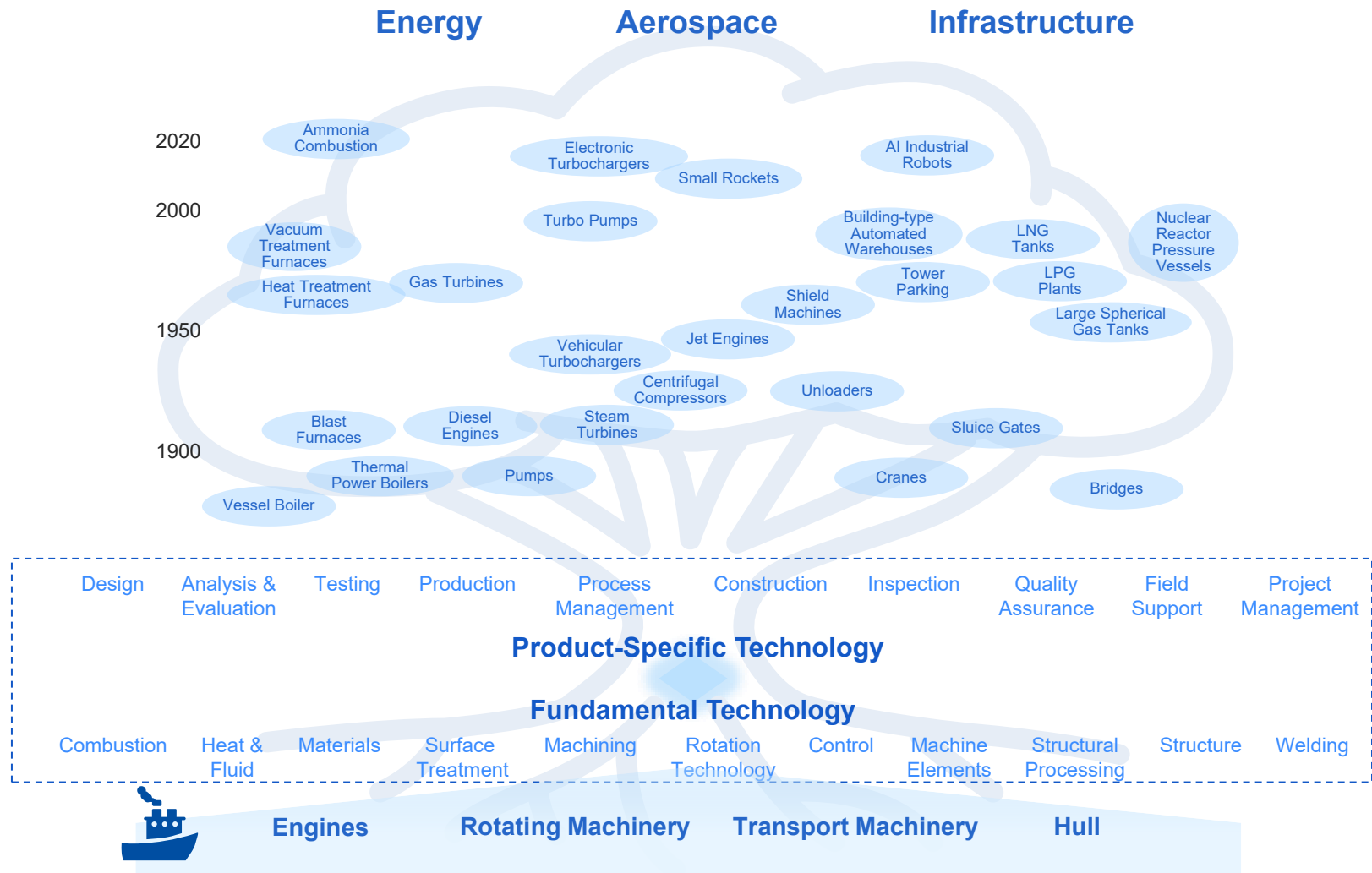
**Goal of  
Technology  
Development**

**In our target business domains, develop technologies that competitors cannot easily replicate and that create barriers to entry.**



## “Exceptional technical strength seeds” nurtured by the accumulated, breadth, and depth of technology

- IHI Group products are realized through the harmony of numerous fundamental technologies and product-specific technologies.
- For over 170 years, we have pursued the optimal harmony of technologies to maximize the value of manufacturing, while developing, accumulating, and strengthening technology through our business operations



# What is “Developing Technological Entry Barriers”?

## Building Barriers through Unique Composite Materials × International Certification

- Initiated development of unique composite materials by leveraging technology, data, and expertise accumulated through business operations
- Contributed to addressing lightweighting—the biggest technical challenge for the second-generation engine—by applying IHI proprietary technology.
- Secured a competitive advantage by black-boxing core technical information—including materials, process design, test procedure—through FAA certification

### Seed of New Technologies

- Acquisition of testing, analysis, and evaluation technologies
- Accumulation of data through inspections
- Establishment and enhancement of quality management systems
- Efficient production processes
- Continuous design refinement and improvement

### Develop, accumulate, and strengthen technology through business

- ✓ Compliance with stringent quality standards
- ✓ Adherence to delivery schedules
- ✓ Response to design changes
- ✓ Building production capacity in response to demand fluctuations

1st Generation Engine: International Joint Development

Investing in robust technology to build higher entry barriers

### Seed of New Technologies

- Improvement of proprietary technologies
- Response to design refinements
- Cost structure improvement initiatives

Entry Barrier

Entry Barrier

Advancement of technology

Product-specific technology

Fundamental technology

Licensed Production of Defense Engines

Entry Barrier

Deepening technological capabilities

## Prioritize investments on technology domains that build strong barriers to entry

Maximizing value through the optimal integration of our technologies

Innovative processes driven by production enhancement

### Fuel Ammonia Value Chain

- Advancement of ammonia combustion technology
- Acquisition and enhancement of key technologies of value chain

### Aero Engine Material Technology

- Development of new composite materials
- Establishment of a domestic supply chain

### Nuclear energy Business

- Advanced production capability for reactor component
- Advancement of vitrification technology
- Establishment of nuclear fuel reprocessing technology

### Bridges

- Development of maintenance technologies that enables labor-saving and shorter project timelines
- Advancement of long-span bridge construction



## Accelerate the development of a digital technology utilization environment

Establish viable information security framework aligned with diverse requirements

Establishing an AI-enablement environment to accelerate technology development



Forward-looking figures shown in this material with respect to IHI's performance outlooks and other matters are based on currently available information, and therefore contain risks and uncertainties. Consequently, you should not place undue reliance on these performance outlooks in making investment decisions. Actual results could differ materially from those discussed in these performance outlooks due to several important factors. They include political environments in areas in which IHI operates, general economic conditions, and the yen exchange rate including its rate against the US dollar.