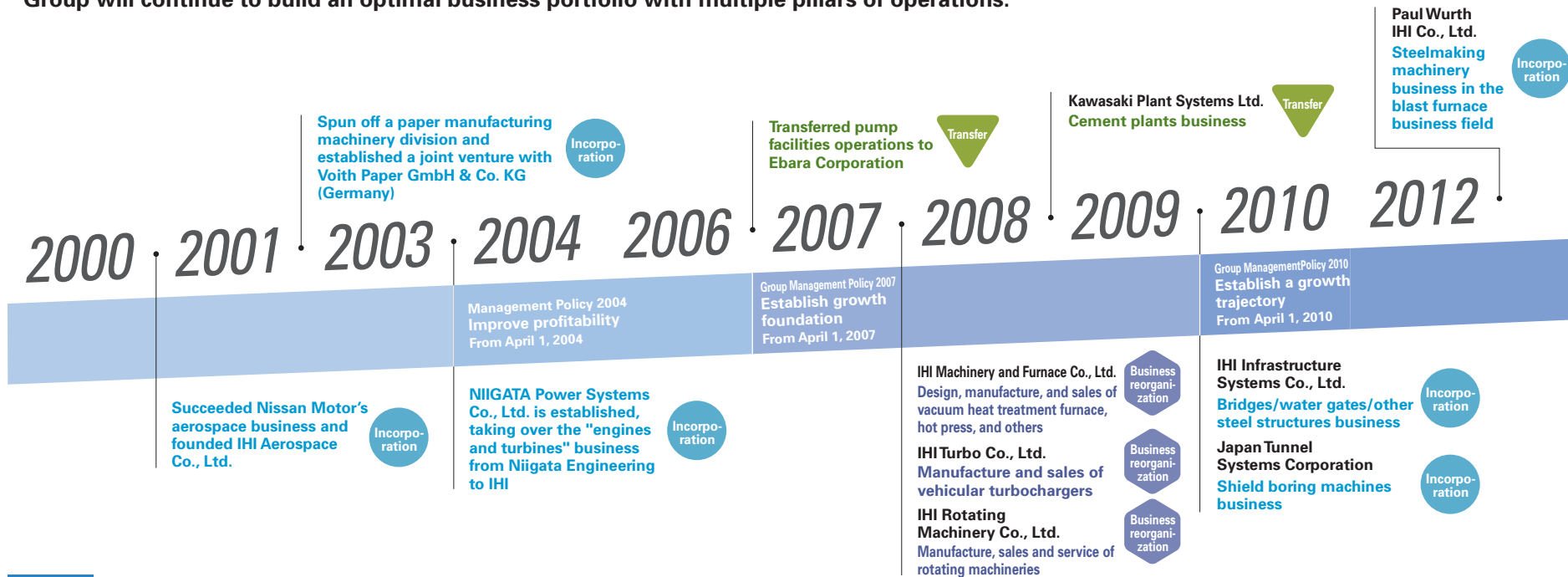


Transition in Business Portfolio

The IHI Group recognizes that it has reached a point in its history where it is difficult to achieve sustained high growth for the company simply by extending the current growth path.

Since our founding, we have made significant changes to our core businesses in order to achieve our own development while solving the difficult social issues of each era. With this track record and experience, the Group will continue to build an optimal business portfolio with multiple pillars of operations.



Major Events

2000: Succeeded Nissan Motor's aerospace business
 Nissan Motor and Renault agreed on an alliance in March 1999. Under the "Nissan Revival Plan," in order to separate non-core businesses and concentrate management resources on the automobile business, Nissan's aerospace division was separated. The division became under the realm of IHI on July 1, 2000 and was transferred to IHI Aerospace. IHI Aerospace (IA) is now the base of space development for the IHI Group.

2003: Succeeded NIIGATA ENGINEERING's power systems business
2019: Integrated the power systems business into IHI Power Systems
 In 2003, Niigata Power Systems was established to take over NIIGATA ENGINEERING's power systems business. NIIGATA ENGINEERING was the first company in Japan to develop and manufacture diesel engines for marine use, and it is the foundation of our current power systems business. In 2019, IHI Group's Power Systems Business was integrated to form IHI Power Systems Co., Ltd.

2009: Succeeded bridge and water gate businesses from Kurimoto Ltd. and Matsuo Bridge
 The bridge and water gate business in Japan was facing fierce competition for orders due to a decline in public works projects. IHI took over bridge businesses from Kurimoto Ltd. and Matsuo Bridge, and a water gate business from Kurimoto Ltd., and established the businesses into IHI Infrastructure Systems (IIS). The plants of Kurimoto Ltd. and Matsuo Bridge adjacent to Sakai City, Osaka are currently being utilized.

Transition in Business Portfolio

**2009: Established Japan Tunnel Systems Corporation****2016: Established JIM TECHNOLOGY Corporation**

The shield boring machine industry had a large number of companies compared to the shrinking market size, and each company was restructuring its production system in order to survive. Under these circumstances, IHI and JFE Engineering integrated their businesses in 2009 to establish Japan Tunnel Systems to strengthen the competitiveness of the shield boring machine business of both companies, and in October 2016, the tunnel shield boring machine business of Mitsubishi Heavy Industries was integrated to form the current JIM Technology.

2013: Merged IHIMU and Universal Shipbuilding**Corporation (owned by JFE Holdings) to establish Japan Marine United**

In 2002, IHI's shipbuilding and offshore business was spun off and integrated with Marine United (merger of the shipbuilding division of IHI and naval ship divisions of Sumitomo Heavy Industries) to establish IHI Marine United (IHIMU). Furthermore, in January 2013, IHIMU merged with Universal Shipbuilding (merger of ship divisions of Hitachi Zosen and NKK) to establish Japan Marine United.

2023: Transferred the large marine engine business of IHI Power Systems to MITSUI E&S Holdings

The large marine engine business of IHI Power Systems was transferred to MITSUI E&S Holdings, whose major business is marine engines. Through this transfer, IHI accelerated the reorganization of its power systems business portfolio.