

Sustainability Summary

***1**
The total value for each item is rounded off and may not match the figures in the breakdown.

***2**
Net sales revenue as the denominator.

***3**
GHG emissions intensity in FY2023 is 14.2 t-CO₂e/100 million yen, excluding special factors.

***4**
Energy consumption intensity in FY2023 is 15.6 TJ/10 billion yen, excluding special factors.

***5**
In FY2023, when consolidated subsidiaries are included, the amount is 2,010 million yen.

***6**
In FY2023, when consolidated subsidiaries are included, the amount is 1,478 million yen.

***7**
Due to a revision in the scope of calculation, the average years of service for FY2021 and FY2022 have been revised.

***8**
Number of mid-career recruitment for FY2022 has been revised.

***9**
As of April 1 each year.

***10**
As of June 1 each year.

Material Issues	Theme	Index
Environment – Reduce Environmental Impact –		
Climate change	GHG	GHG emissions (Scope 1 + Scope 2) (t-CO ₂ e) *1
		Scope 1 (t-CO ₂ e)
		Scope 2 (market-based) (t-CO ₂)
		GHG emissions intensity (t-CO ₂ e/100 million yen) *2, *3
		GHG emissions (Scope 3) total (t-CO ₂ e) *1
		#1 Purchased goods and services
		#2 Capital goods
		#3 Fuel and energy-related activities
		#4 Upstream transportation and delivery
		#5 Waste generated in operations
		#6 Business travel
	#7 Employee commuting	
	#11 Use of sold products	
Energy	Energy consumption (TJ) *1	
	Fuel consumption (TJ)	
	Electricity consumption (TJ)	
	Heat consumption (TJ)	
	Renewable energy used (TJ)	
	Energy consumption intensity (TJ/10 billion yen) *2, *4	
External evaluation	Evaluation of CDP climate change	
Conservation of the global environment	Environmental accidents and violation of environmental laws/regulations	Significant environmental accidents
		Major violation of environmental laws/regulations
		Number of cases IHI paid fines, penalties, etc.
	Costs to reduce the IHI environmental impact	Investments (millions of yen) *5
		Expenditures (millions of yen)
Environment-related capital investments	Energy-saving/climate change measures (millions of yen) *6	
	Environmental risk measures (millions of yen)	
	PCB measures (millions of yen)	
Circular economy	Waste	Waste emissions (tons)
		Of which, toxic waste emissions (tons)
		Amount of valuable materials (recycled) (tons)
	Water	Water withdrawal (1,000 m ³) *1
		Public water (1,000 m ³)
		Industrial water (1,000 m ³)
		Groundwater (1,000 m ³)
		Rainwater, rivers, lakes, etc. (1,000 m ³)
	Waste water (1,000 m ³)	
Society – Materialize an Affluent Society –		
Diversity, equity, and inclusion	Number of employees	Consolidated number of employees
		Number of employees (IHI)
		Male
		Female
		Ratio of female employees (%)
	Average years of service *7	All employees
		Male
		Female
	Turnover rate	Total turnover rate (%)
		Rate of retirement due to personal reasons (%)
		Turnover rate within 3 years of joining the company (%)
	Employment	Number of new graduate recruitments
		Male
		Female
		Ratio of female employees (%)
		Number of mid-career hires
		Number of employees from abroad *9
Recruitment ratio of people with disabilities (%) *10		
Re-employment rate of employees at retirement age (%)		

	Scope of Data	Results	FY2020	FY2021	FY2022	FY2023
	IHI and consolidated subsidiaries		225,066	220,138	215,753	211,970
	IHI and consolidated subsidiaries		58,517	64,270	61,469	65,033
	IHI and consolidated subsidiaries		166,549	155,868	154,284	146,937
	IHI and consolidated subsidiaries		20.2	18.8	15.9	16.0
			322,462,000	177,593,000	184,475,000	403,575,000
	IHI and consolidated subsidiaries		4,075,000	4,197,000	4,665,000	5,130,000
	IHI and consolidated subsidiaries		162,000	145,000	205,000	239,000
	Domestic consumption of electric power and city gas only		14,000	13,000	13,000	13,000
	IHI		1,000	1,000	1,000	1,000
	IHI and consolidated subsidiaries		8,000	8,000	8,000	9,000
	IHI and consolidated subsidiaries		14,000	14,000	14,000	14,000
	IHI and consolidated subsidiaries		4,000	4,000	4,000	4,000
	IHI and consolidated subsidiaries		318,184,000	173,211,000	179,565,000	398,165,000
	IHI and consolidated subsidiaries		2,283	2,348	2,294	2,322
	IHI and consolidated subsidiaries		974	1,084	1,019	1,070
	IHI and consolidated subsidiaries		1,276	1,229	1,230	1,184
	IHI and consolidated subsidiaries		7	5	0	0
	IHI and consolidated subsidiaries		26	31	45	69
	IHI and consolidated subsidiaries		20.5	20.0	17.0	17.6
	IHI and consolidated subsidiaries		B -	B -	B	B
			(Management)	(Management)	(Management)	(Management)
	IHI and consolidated subsidiaries		0	0	0	0
	IHI and consolidated subsidiaries		0	0	0	0
	IHI and consolidated subsidiaries		0	0	0	0
	IHI plants and offices		334	357	563	1,048
	IHI plants and offices		23	92	151	365
	IHI plants and offices		60	61	127	517
	IHI plants and offices		271	285	432	532
	IHI plants and offices		4	10	3	—
	IHI and consolidated subsidiaries		20,912	23,633	23,044	25,410
	IHI and consolidated subsidiaries		182	255	156	128
	IHI and consolidated subsidiaries		15,067	16,164	17,869	15,219
	IHI and consolidated subsidiaries		4,008	4,195	4,037	5,844
	IHI and consolidated subsidiaries		651	664	670	2,326
	IHI and consolidated subsidiaries		799	792	737	738
	IHI and consolidated subsidiaries		1,731	1,691	1,451	1,506
	IHI and consolidated subsidiaries		827	1,047	1,180	1,274
	IHI and consolidated subsidiaries		3,373	3,265	3,181	4,856
	IHI and consolidated subsidiaries		29,149	28,801	28,486	28,237
	IHI		7,796	7,779	7,768	7,840
	IHI		6,766	6,727	6,695	6,753
	IHI		1,030	1,052	1,073	1,087
	IHI		13.2	13.5	13.8	13.9
	IHI		15.1	16.1	16.5	16.6
	IHI		15.3	16.2	16.6	16.7
	IHI		14.2	15.4	15.8	16.0
	IHI		2.9	3.1	2.7	2.8
	IHI		1.1	1.6	1.5	1.5
	IHI		4.3	3.4	5.5	5.3
	IHI, University graduates		194	109	98	126
	IHI, University graduates		162	87	84	101
	IHI, University graduates		32	22	14	25
	IHI, University graduates		16.5	20.2	14.3	19.8
	IHI		55	85	98 ※8	165
	IHI		82	74	66	59
	IHI		2.35	2.39	2.55	2.62
	IHI		81	78	100	81

***11**
As of July 1 each year, members of the Board of Directors and Audit & Supervisory Board.

***12**
As of April 1 each year.

***13**
Due to a change in the calculation method, the total number of managers for FY2020 and FY2021 have been revised.

***14**
Due to a change in the calculation method, the ratios of female general managers and female section managers for FY2020–FY2022 have been revised.

***15**
People suffering from occupational diseases per million working hours.

***16**
Fatalities or injuries caused by occupational accidents per million working hours.

***17**
Fatalities or injuries caused by occupational accidents per million working hours (excluding injuries with no time lost).

***18**
Fatalities caused by occupational accidents. Figure inside parentheses indicates fatal incidents.

***19**
The total value for each item is rounded off and may not match the figures in the breakdown.

***20**
Figures for domestic and foreign patents between FY2020–2022 have been revised.

Material Issues	Theme	Index	
Diversity, equity, and inclusion	Gender diversity	Number of officers ^{*11}	
		Number of male officers	
		Number of female officers	
		Ratio of female officers (%)	
		Number of managers ^{*12, *13}	
		Number of male managers	
		Number of female managers	
		Number of female general managers	
		Number of female section managers	
		Ratio of female managers (%) ^{*12}	
		Ratio of female general managers (%) ^{*14}	
		Ratio of female section managers (%) ^{*14}	
		Local managers at overseas sites ^{*12}	
		Number of managers that joined IHI mid-career ^{*12}	
	Work-life balance	Employees with reduced work hours	
		Employees who have taken childcare leave	
		Employees who have taken parental leave	
		Male	
		Female	
		Percentage of employees who return to work after parental leave (%)	
		Employees who have taken nursing care leave	
		Average annual paid vacation days taken	
		Monthly average overtime (hours)	
		Human resources development	Number of employees undergoing regular career development reviews
	Male		
	Female		
	Average annual training hours per employee		
	Labor-management partnership	Training expense per employee (yen)	
		Employee union membership rate (%)	
	Engagement	Number of labor complaints received	
Employee engagement			
Ratio of answered employee-awareness surveys (%)			
Improving occupational health and safety standards	Occupational health and safety	Participation rate of medical check-ups (%)	
		Rate of diagnoses made as a result of medical checkups (%)	
		Participation rate of stress checks (%)	
		High stress rate (%)	
		Absenteeism (Ratio of employees who take three or more months of leave) (%)	
		Presenteeism (Ratio of employees with restricted hours) (%)	
		Smoking rate (%)	
		Rate of occupational diseases ^{*15}	
		Total injuries frequency rate ^{*16}	
		Lost time injuries frequency rate ^{*17}	
		Occupational accidents ^{*18}	
		Employees	
		Temporary employees	
		Partners	
Corporate citizenship	Social contribution activities	Social contribution expenses (millions of yen)	
Governance – Principled Corporate Management –			
Corporate governance	Corporate governance	Average attendance of Independent Directors	Board of Directors meetings (%)
		Average attendance of Independent Audit & Supervisory Board Members	Board of Directors meetings (%) Audit & Supervisory Board meetings (%)
Compliance	Legal compliance	Number of law violations	Competition law
			Anti-corruption law
			Laws/regulations relating to PR activities
		Expenditure to organizations	Political organizations (millions of yen)
			Economic organizations (millions of yen)
			Other major industry organizations (millions of yen)
		Number of Compliance Hotline reports	
		Number of compliance training participants	Quality & Compliance Training (Japan)
			Quality & Compliance Training (overseas)
		Number of competition law/anti-corruption law training participants	
Innovation management	Technology development		Competition law
			Anti-corruption law
	Intellectual property protection	Research and development expenses (billions of yen) ^{*19}	Regional comparison in number of patents ^{*20}
Information security	Information security measures	Evaluation of information security measures (out of 5) (score)	

	Scope of Data	Results	FY2020	FY2021	FY2022	FY2023
	IHI		17	17	17	17
	IHI		14	14	14	14
	IHI		3	3	3	3
	IHI		18	18	18	18
	IHI		2,715	2,763	2,643	2,707
	IHI		2,623	2,656	2,519	2,563
	IHI		92	107	124	144
	IHI		23	31	38	39
	IHI		69	76	86	105
	IHI		3.4	3.9	4.7	5.3
	IHI		2.1	2.8	3.6	3.7
	IHI		4.2	4.6	5.4	6.4
	China, Singapore, and United States		22	25	26	30
	IHI		234	230	253	307
	IHI		139	158	140	141
	IHI		768	935	1,010	995
	IHI		137	128	198	185
	IHI		31	60	78	89
	IHI		106	68	120	96
	IHI		100	100	99.6	98.3
	IHI		2	6	3	10
	IHI		18.73	17.37	18.65	19.78
	IHI		13.00	18.90	21.60	21.90
	IHI and affiliated companies in Japan		—	—	15,327	14,939
	IHI and affiliated companies in Japan		—	—	13,024	12,605
	IHI and affiliated companies in Japan		—	—	2,303	2,334
	IHI and affiliated companies in Japan		13.3	12.1	14.3	34.9
	IHI and affiliated companies in Japan		—	—	23,512	40,380
	IHI and affiliated companies in Japan		58	59	60	62
	IHI		0	0	0	0
	IHI and affiliated companies in Japan		56	54	53	54
	IHI and affiliated companies in Japan		88	88	84	83
	IHI and 35 affiliated companies		—	97	96	98
	IHI and 35 affiliated companies		72	71	72	72
	IHI and 35 affiliated companies		95	95	97	96
	IHI and 35 affiliated companies		—	9	9	10
	IHI and 35 affiliated companies		0.8	0.7	1.3	1.4
	IHI and 35 affiliated companies		2.1	1.8	1.7	2.3
	IHI and 35 affiliated companies		27	28	25	25
	IHI and 31 affiliated companies		0.150	0.118	0.098	0.098
	IHI and 31 affiliated companies		0.87	1.23	1.37	1.33
	IHI and 31 affiliated companies		0.28	0.38	0.39	0.34
	IHI and 31 affiliated companies		38(0)	52(1)	56(0)	54(0)
	IHI and 31 affiliated companies		18(0)	31(1)	25(0)	26(0)
	IHI and 31 affiliated companies		1(0)	3(0)	4(0)	2(0)
	IHI and 31 affiliated companies		19(0)	18(0)	27(0)	26(0)
	IHI and consolidated subsidiaries		215	260	489	532
	IHI		97	100	99	97
	IHI		100	98	98	100
	IHI		100	100	100	100
	IHI and consolidated subsidiaries		0	0	0	0
	IHI and consolidated subsidiaries		0	0	0	0
	IHI and consolidated subsidiaries		0	0	0	0
	IHI		10	10	10	10
	IHI		57	52	55	55
	IHI		122	119	122	123
	IHI and affiliated companies		202	263	286	314
	IHI and subsidiary companies in Japan		24,085	26,243	25,870	25,379
	Subsidiary companies overseas		3,261	4,938	5,334	5,072
	IHI and consolidated subsidiaries		2,252	1,871	2,007	51,222
	IHI and consolidated subsidiaries		—	—	622	26,148
	IHI and consolidated subsidiaries		—	—	1,385	25,074
	IHI Group		26.8	29.8	34.0	39.3
	IHI		4,104	4,167	4,119	4,094
	IHI		3,972	4,244	4,245	4,078
	IHI and consolidated subsidiaries		3.4	3.7	3.7	3.8