

Conventional Businesses



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Creating management resources by leveraging and evolving lifecycle businesses (LCBs) alongside structural reforms

Roles in the “Group Management Policies 2023”

The IHI Group positions the three fields of Resources, Energy & Environment, Social Infrastructure, and Industrial Systems & General-Purpose Machinery as the core businesses of the Group. In these three sectors, we assist customers throughout the lifecycle of their equipment and machinery by enabling fault prediction and promoting longer service life. Additionally, by closely engaging with the lifecycle, we apply the insights and know-how acquired to develop new products and services that maximize customer value.

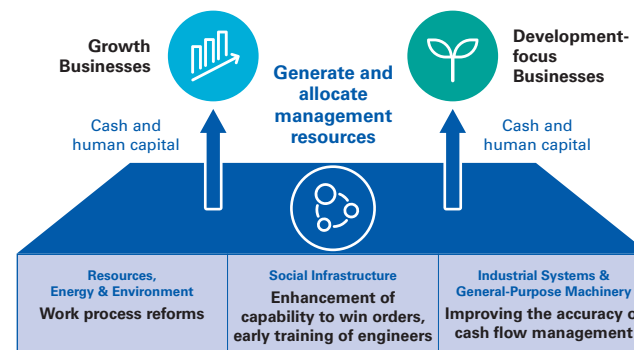
In the “Group Management Policies 2023,” they play the role of generating profits through leveraging LCBs and structural reforms, thereby creating management resources (cash and human capital) to support the Growth and Development-focus businesses.

LCBs in nuclear energy

The IHI Group focuses on the nuclear energy business within its energy sector, promoting the expansion of operations across the entire lifecycle from power plant construction to decommissioning. The Group’s strengths in its nuclear energy business include being the sole domestic provider of vitrification technology and having the capability to manufacture equipment that meets the stringent quality standards required in the nuclear sector, centered at its Yokohama Works. Leveraging these strengths, IHI supports backend businesses such as the nuclear fuel cycle, decommissioning, and waste management. In particular, it possesses the only domestic design and manufacturing technology for the reprocessing of spent nuclear fuel. By further strengthening these technologies, IHI aims to establish itself as a leading manufacturer in the nuclear energy sector.

Since the Great East Japan Earthquake, public concern

Capital flow centered on the Conventional Businesses



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Yokohama Works

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over the safety of nuclear power plants has increased, prompting the Nuclear Regulation Authority to establish new regulatory standards in 2013. These standards are designed to strengthen countermeasures against earthquakes, tsunamis, and severe accidents. Domestic nuclear power plants have been gradually restarted as they complete these safety upgrades. As of 2025, 14 out of the 33 nuclear reactors across Japan have met the new regulatory standards and have already been restarted. The IHI Group is currently carrying out safety upgrade work to help domestic light water reactors scheduled for restart comply with the new regulatory standards.

As reactor restarts progress, the need to process spent fuel will increase, making the establishment of a nuclear fuel cycle a key priority. IHI has been involved

in the design and manufacturing of key equipment for the reprocessing plant currently under construction in Rokkasho Village, Aomori Prefecture, and is also working to expand LCB efforts at this facility.

In addition, to support the decommissioning of the Fukushima Daiichi Nuclear Power Station, IHI jointly established Tousou Mirai Technology Co., Ltd. with Tokyo Electric Power Company Holdings, Inc. and is advancing the development of decommissioning technologies for the retrieval of fuel debris.

In addition to the continued plans for reactor restarts in Japan, IHI is also looking toward the global deployment of next-generation innovative reactors by leveraging its strong technological capabilities over the medium to long term. In its nuclear energy business, the IHI Group is

aiming to achieve revenue of 100 billion yen by the 2030s.

LCBs in carbon solutions

To realize a carbon-neutral society, the IHI Group aims to create new business opportunities and expand its customer base by actively proposing LCBs that leverage its core strengths in carbon solution technologies.

In Japan, inefficient coal-fired power plants are set to be phased out by 2030. The IHI Group, based on its long-developed combustion and control technologies, has supplied numerous boilers both domestically and internationally. For existing thermal power plants using these boilers, the Group contributes to reducing greenhouse gas (GHG) emissions by providing products and services that support zero-emission operations and sustained high-efficiency performance, in addition to regular maintenance. The Group is also steadily working on structural reforms of its domestic operations to improve profitability. Specifically, IHI and IHI Plant Services are working together to optimize their organizations and allocate human capital more effectively, resulting in improved operational efficiency and cost reduction.

Overseas, we are concentrating on securing high-value projects that meet demands for greater efficiency and fuel conversion, speeding up our business expansion.

By expanding into areas such as plant modifications and wastewater treatment in the petrochemical sector, both domestically and internationally, we are broadening the scope of LCBs and aiming to grow our business focused on reducing environmental impact.

Strengths of the nuclear energy business

