

Performance Data

Environment – Reduce Environmental Impact –

Climate change

GHG

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
GHG emissions (Scope 1 + Scope 2) (t-CO₂e)*¹	IHI and consolidated subsidiaries	220,138	215,753	211,970	197,274
Scope 1 (t-CO₂e)	IHI and consolidated subsidiaries	64,270	61,469	65,033	57,951
Scope 2 (market-based) (t-CO₂)	IHI and consolidated subsidiaries	155,868	154,284	146,937	139,322
GHG emissions intensity (t-CO₂e/100 million yen)*²	IHI and consolidated subsidiaries	18.8	15.9	16.0	12.1
GHG Emissions (Scope 3) (t-CO₂e)		177,593,000	184,475,000	403,575,000	357,089,456
Category 1 Purchased goods and services	IHI and consolidated subsidiaries	4,197,000	4,665,000	5,130,000	5,455,000
Category 2 Capital goods	IHI and consolidated subsidiaries	145,000	205,000	239,000	326,000
Category 3 Fuel and energy-related activities not included in Scope 1 or Scope 2	Domestic consumption of electric power and city gas only	13,000	13,000	13,000	13,000
Category 4 Upstream transportation and delivery	IHI and some domestic consolidated subsidiaries* ³	1,000	1,000	1,000	5,000
Category 5 Waste generated in operations	IHI and consolidated subsidiaries	8,000	8,000	9,000	9,000
Category 6 Business travel	IHI and consolidated subsidiaries	14,000	14,000	14,000	14,000
Category 7 Employee commuting	IHI and consolidated subsidiaries	4,000	4,000	4,000	4,000
Category 8 Upstream leased assets	—	—	—	—	—
Category 9 Downstream transportation and distribution	—	—	—	—	—
Category 10 Processing of sold products	—	—	—	—	—

Category 11 Use of sold products	IHI and consolidated subsidiaries	173,211,000	179,565,000	398,165,000	351,263,456
Category 12 End-of-life treatment of sold products	—	—	—	—	—
Category 13 Downstream leased assets	—	—	—	—	—
Category 14 Franchises	—	—	—	—	—
Category 15 Investments	—	—	—	—	—

Energy

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Energy consumption (TJ) ^{*1}	IHI and consolidated subsidiaries	2,348	2,294	2,322	2,218
Fuel consumption (TJ)	IHI and consolidated subsidiaries	1,084	1,019	1,070	993
Electricity consumption (TJ)	IHI and consolidated subsidiaries	1,229	1,230	1,184	1,146
Heat consumption (TJ)	IHI and consolidated subsidiaries	5	0	0	0
Renewable energy used (TJ)	IHI and consolidated subsidiaries	31	45	69	79
Energy consumption intensity (TJ/10 billion yen) ^{*2}	IHI and consolidated subsidiaries	20.0	17.0	17.6	13.6

External evaluation

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Evaluation of CDP climate change	IHI and consolidated subsidiaries	B- (Management)	B (Management)	B (Management)	B (Management)

Conservation of the global environment

Compliance with environmental laws and regulations

Index		Scope of Data	Results			
			FY2021	FY2022	FY2023	FY2024
Environmental accidents and violation of environmental laws/regulations	Significant environmental accidents	IHI and consolidated subsidiaries	0	0	0	0
	Major violation of environmental laws/regulations	IHI and consolidated subsidiaries	0	0	0	0
	Number of cases IHI paid fines, penalties, etc.	IHI and consolidated subsidiaries	0	0	0	0
Ozone depleting substances (ODS) emissions (t-CO ₂ e)	HFCs	IHI and affiliated companies in Japan	—	469	281	443
Volatile organic compounds (VOC) emissions (tons)	Toluene	IHI and affiliated companies in Japan	39	48	48	52
	Xylene	IHI and affiliated companies in Japan	29	59	50	49
	Ethylbenzene	IHI and affiliated companies in Japan	6	37	39	40
	Methyl isobutyl ketone	IHI and affiliated companies in Japan	0	0	4	6
	Tetrachloroethylene	IHI and affiliated companies in Japan	2	2	2	2
Chemical substance emissions/substances transferred (tons)	Emissions (atmosphere, public bodies of water, soil)	IHI and affiliated companies in Japan	—	152	150	161
	Transferred amount (sewage/waste)	IHI and affiliated companies in Japan	—	85	93	63
Ratio of treated toxic waste (waste containing PCBs) (%)	Electrical equipment containing high-concentration PCBs	IHI and affiliated companies in Japan	99.9	100	100	100
	Electrical equipment containing low-concentration PCBs	IHI and affiliated companies in Japan	94.0	97.5	94.9	91.3
	Electrical ballasts	IHI and affiliated companies in Japan	58.8	69.5	83.7	99.7

Costs to reduce the IHI environmental impact

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Investments (millions of yen)	IHI plants and offices	357	563	1,048	1,377
Expenditures (millions of yen)	IHI plants and offices	92	151	365	778

Environment-related capital investments

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Energy-saving/climate change measures (millions of yen)	IHI plants and offices	61	127	517	872
Environmental risk measures (millions of yen)	IHI plants and offices	285	432	532	505
PCB measures (millions of yen)	IHI plants and offices	10	3	—	—

Circular economy

Waste

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Waste emissions (tons)	IHI and consolidated subsidiaries	23,633	23,044	25,410	21,942
Of which, toxic waste emissions (tons)	IHI and consolidated subsidiaries	255	156	128	150
Amount of valuable materials (recycled) (tons)	IHI and consolidated subsidiaries	16,164	17,869	15,219	16,310

Water

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Water withdrawal (1,000 m³)*¹	IHI and consolidated subsidiaries	4,195	4,037	5,844	4,662
Public water (1,000 m³)	IHI and consolidated subsidiaries	664	670	2,326	728
Industrial water (1,000 m³)	IHI and consolidated subsidiaries	792	737	738	704
Groundwater (1,000 m³)	IHI and consolidated subsidiaries	1,691	1,451	1,506	1,472
Rainwater, rivers, lakes, etc. (1,000 m³)	IHI and consolidated subsidiaries	1,047	1,180	1,274	1,758
Waste water (1,000 m³)	IHI and consolidated subsidiaries	3,265	3,181	4,856	3,746

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

*2 The denominator of the intensity is net sales revenue.

*3 From FY2024, the scope of calculation has changed from IHI Corporation to IHI and some domestic consolidated subsidiaries.

Performance Data

Society – Materialize an Affluent Society –

Diversity, equity, and inclusion

Number of employees

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Consolidated number of employees	IHI and consolidated subsidiaries	28,801	28,486	28,237	27,990
Number of employees (IHI)	IHI	7,779	7,768	7,840	7,911
Male	IHI	6,727	6,695	6,753	6,773
Female	IHI	1,052	1,073	1,087	1,138
Ratio of female employees (%)	IHI	13.5	13.8	13.9	14.4

Average years of service

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
All employees	IHI	16.1	16.5	16.6	16.1
Male	IHI	16.2	16.6	16.7	16.2
Female	IHI	15.4	15.8	16.0	15.4

Turnover rate

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Total turnover rate (%)	IHI	3.1	2.7	2.8	2.7
Rate of retirement due to personal reasons (%)	IHI	1.6	1.5	1.5	1.5
Turnover rate within 3 years of joining the company (%)	IHI	3.4	5.5	5.3	4.6

Employment*

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Number of new graduate recruitments	IHI and affiliated companies in Japan	109	98	358	384
Male	IHI and affiliated companies in Japan	87	84	302	320
Female	IHI and affiliated companies in Japan	22	14	56	64
Ratio of female employees (%)	IHI and affiliated companies in Japan	20.2	14.3	15.6	16.7
Number of mid-career hires	IHI and affiliated companies in Japan	85	98	327	468

* From FY2023, the scope of calculation has changed from IHI Corporation to IHI and affiliated companies in Japan.

Engagement

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Employee engagement index (out of 100)	IHI and affiliated companies	54	53	54	55
Ratio of answered employee-awareness surveys (%)	IHI and affiliated companies	88	84	83	85
Employee union membership rate (%)	IHI and affiliated companies in Japan	59	60	62	63
Number of labor complaints received	IHI	0	0	0	0

Human resources development

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Number of employees undergoing regular career development reviews	IHI and affiliated companies in Japan	—	15,327	14,939	14,455
Male	IHI and affiliated companies in Japan	—	13,024	12,605	12,191
Female	IHI and affiliated companies in Japan	—	2,303	2,334	2,264
Average annual training hours per employee	IHI and affiliated companies in Japan	12.1	14.3	34.9	23.4
Training expense per employee (yen)	IHI and affiliated companies in Japan	—	23,512	40,380	40,432

Diversity, Equity, and Inclusion

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Number of officers*¹	IHI	17	17	17	17
Number of male officers	IHI	14	14	14	12
Number of female officers	IHI	3	3	3	5
Ratio of female officers (%)	IHI	18	18	18	29
Number of managers*²	IHI	2,763	2,643	2,707	2,622
Number of male managers	IHI	2,656	2,519	2,563	2,469
Number of female managers	IHI	107	124	144	153
Number of female general managers	IHI	31	38	39	42
Number of female section managers	IHI	76	86	105	111
Ratio of female managers (%)*²	IHI	3.9	4.7	5.3	5.8
Ratio of female general managers (%)	IHI	2.8	3.6	3.7	4.1
Ratio of female section managers (%)	IHI	4.6	5.4	6.4	6.9
Number of employees from abroad*²	IHI	74	66	59	36
Recruitment ratio of people with disabilities (%)*³	IHI	2.39	2.55	2.62	2.58
Re-employment rate of employees at retirement age (%)	IHI	78	100	81	78

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

*2 As of April 1 each year.

*3 As of June 1 each year.

Work-life balance

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Employees with reduced work hours	IHI	158	140	141	167
Employees who have taken childcare leave	IHI	935	1,010	995	1,212
Employees who have taken parental leave	IHI	128	198	185	233
Male	IHI	60	78	89	142
Female	IHI	68	120	96	91
Percentage of employees who return to work after parental leave (%)	IHI	100	99.6	98.3	100
Employees who have taken nursing care leave	IHI	6	3	10	13
Average annual paid vacation days taken	IHI	17	19	20	20
Monthly average overtime (hours)	IHI	18.9	21.6	21.9	21.3
Annual work hours	IHI	1,948.3	1,984.5	1,972.7	1,966.5

Improving occupational health and safety standards

Occupational health and safety

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Participation rate of medical check-ups (%)	IHI and consolidated subsidiaries in Japan	97	96	98	98
Rate of diagnoses made as a result of medical checkups (%)	IHI and consolidated subsidiaries in Japan	71	72	72	73
Participation rate of stress checks (%)	IHI and consolidated subsidiaries in Japan	95	97	96	97
High stress rate (%)	IHI and consolidated subsidiaries in Japan	9	9	10	7
Absenteeism (Ratio of employees who take three or more months of leave) (%)	IHI and consolidated subsidiaries in Japan	0.7	1.3	1.4	1.4
Presenteeism (Ratio of employees with restricted hours) (%)	IHI and consolidated subsidiaries in Japan	1.8	1.7	2.3	1.9
Smoking rate (%)	IHI and consolidated subsidiaries in Japan	28	25	25	25
Rate of occupational diseases* ¹	IHI and consolidated subsidiaries in Japan	0.118	0.098	0.098	0.098
Deaths due to occupational diseases or illnesses	IHI and consolidated subsidiaries in Japan	0	0	0	0
Total injuries frequency rate* ²	IHI and consolidated subsidiaries in Japan	1.23	1.37	1.33	1.50
Lost time injuries frequency rate* ³	IHI and consolidated subsidiaries in Japan	0.38	0.39	0.34	0.42
Occupational health and safety rate	Works Divisions	0.95	0.89	0.95	1.21
	Construction Divisions	1.75	2.30	2.10	2.13
Occupational accidents* ⁴	IHI and consolidated subsidiaries in Japan	52 (1)	56 (0)	54 (0)	66 (1)
Employees	IHI and consolidated subsidiaries in Japan	31 (1)	25 (0)	26 (0)	39 (1)
Temporary employees	IHI and consolidated subsidiaries in Japan	3 (0)	4 (0)	2 (0)	8 (0)
Partners	IHI and consolidated subsidiaries in Japan	18 (0)	27 (0)	26 (0)	19 (0)
Number of administrative penalties due to Labor Standards Act violations	IHI and affiliated companies in Japan	0	0	0	0

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

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

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

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

| Corporate citizenship

Social contribution activities

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Social contribution expenses (millions of yen)	IHI and consolidated subsidiaries	260	489	532	483

Performance Data

Governance – Principled Corporate Management –

Corporate governance

Corporate governance

Index		Scope of Data	Results			
			FY2021	FY2022	FY2023	FY2024
Average attendance of Independent Directors	Board of Directors meetings (%)	IHI	100	99	97	100
	Audit & Supervisory Board meetings (%)	IHI	100	100	100	100
Average attendance of Independent Audit & Supervisory Board Members	Board of Directors meetings (%)	IHI	98	98	100	94
	Audit & Supervisory Board meetings (%)	IHI	100	100	100	100

Compliance

Legal compliance

Index		Scope of Data	Results			
			FY2021	FY2022	FY2023	FY2024
Number of law violations	Competition law	IHI and consolidated subsidiaries	0	0	0	1
	Anti-corruption law	IHI and consolidated subsidiaries	0	0	0	0
	Laws/regulations relating to PR activities	IHI and consolidated subsidiaries	0	0	0	0
Expenditure	Lobbying, interest groups (millions of yen)	IHI	0	0	0	0
	Political organizations (millions of yen)* ¹	IHI	10	10	10	10
	Economic and industry organizations (millions of yen)* ²	IHI	171	177	178	208
	Other (such as expenditure related to ballot measures or referendums) (millions of yen)	IHI	0	0	0	0
Number of Compliance Hotline Reports		IHI and affiliated companies	263	286	314	246
Of which, the number of compliance violations recognized		IHI and affiliated companies	—	—	—	9
Number of compliance training participants* ³	Quality & Compliance Training (Japan)	IHI and subsidiary companies in Japan	26,243	25,870	25,379	26,566
	Quality & Compliance Training (overseas)	Subsidiary companies overseas	4,938	5,334	5,072	5,923
Number of competition law/anti-corruption law training participants (Total)		IHI and consolidated subsidiaries	1,871	2,007	51,222	47,246
Competition law (Total)		IHI and consolidated subsidiaries	—	622	26,148	24,016
Anti-corruption law (Total)		IHI and consolidated subsidiaries	—	1,385	25,074	23,230

*1 The recipient of the expenditure is the People's Political Association.

*2 The main recipients of expenditure to economic and industry organizations are the Society of Japanese Aerospace Companies, Japan Business Federation (Keidanren), and the Japan Bridge Association.

*3 Participants include officers, employees, temporary employees, re-hired employees, advisors and contract employees, part-time employees, and fixed-term employees.

Innovation management

Technology development

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Research and development expenses (billions of yen)*	IHI Group	29.8	34.0	39.3	39.9

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

Intellectual property protection

Index		Scope of Data	Results			
			FY2021	FY2022	FY2023	FY2024
Regional comparison in number of patents	Domestic patents	IHI	4,167	4,119	4,094	4,029
	Foreign patents	IHI	4,244	4,245	4,078	3,987

Information security

Information security measures

Index	Scope of Data	Results			
		FY2021	FY2022	FY2023	FY2024
Evaluation of information security measures (out of 5) (score)	IHI and consolidated subsidiaries	3.7	3.7	3.8	3.8