

Performance Data

Non-financial Summary

Material Issues	Theme	Index	Scope of Data	Results					
				FY2019	FY2020	FY2021	FY2022		
Governance – Principled Corporate Management –									
Corporate governance	Corporate governance	Average attendance of Outside Directors	Board of Directors meetings (%)	IHI	98	97	100	99	
		Average attendance of Outside Audit & Supervisory Board Members	Board of Directors meetings (%)	IHI	100	100	98	98	
			Audit & Supervisory Board meetings (%)	IHI	100	100	100	100	
Compliance	Legal compliance	Number of law violations	Competition laws	IHI and consolidated subsidiaries	0	0	0	0	
			Anticorruption laws	IHI and consolidated subsidiaries	0	0	0	0	
			Laws/regulations relating to PR activities	IHI and consolidated subsidiaries	0	0	0	0	
		Expenditure to organizations	Political organizations (millions of yen)	IHI	10	10	10	10	
			Economic organizations (millions of yen)	IHI	56	57	52	55	
			Other major industry organizations (millions of yen)	IHI	120	122	119	122	
		Number of Compliance Hotline reports			IHI and affiliated companies	239	202	263	286
		Number of compliance training participants	Officer Training	IHI and subsidiary companies in Japan	—	—	—	—	
			Line Manager Training	IHI and subsidiary companies in Japan	72	—	—	—	
			Quality & Compliance Training (Japan)	IHI and subsidiary companies in Japan	27,866	24,085	26,243	25,870	
			Quality & Compliance Training (overseas)	Subsidiary companies overseas	1,774	3,261	4,938	5,334	
			e-learning* ¹ (Japan)	IHI and subsidiary companies in Japan	18,164	20,169	21,659	21,635	
e-learning (overseas)	Subsidiary companies overseas		1,214	—	—	—			
Innovation management	Intellectual property protection	Regional comparison in number of our patents	Patents in Japan	IHI	4,150	3,867	3,866	3,989	
			Patents overseas	IHI	3,502	3,808	3,936	3,818	
Information security	Information security measures	Information security measures level evaluation (out of five) (score)		IHI and consolidated subsidiaries	3.2	3.4	3.7	3.7	

*1 Conducted as Quality & Compliance Training since fiscal 2020.

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Society – Materialize an Affluent Society –							
Improving occupational health and safety standards	Occupational health and safety	Participation rate of medical check-ups (%)	IHI and 35 affiliated companies	—	—	97	96
		Participation rate of medical check-ups (%)	IHI and 35 affiliated companies	71	72	71	72
		Participation rate of stress checks (%)	IHI and 35 affiliated companies	94	95	95	97
		High stress rate (%)	IHI and 35 affiliated companies	—	—	9	9
		Absenteeism (Ratio of employees who take three or more months of leave) (%)	IHI and 35 affiliated companies	1.0	0.8	0.7	1.3
		Presenteeism (Ratio of employees with restricted hours) (%)	IHI and 35 affiliated companies	1.6	2.1	1.8	1.7
		Smoking rate (%)	IHI and 35 affiliated companies	27	27	28	25
		Rate of occupational diseases* ²	IHI and 31 affiliated companies	0.165	0.15	0.118	0.098
		Total injuries frequency rate* ³	IHI and 31 affiliated companies	1.49	0.87	1.23	1.37
		Lost time injuries frequency rate* ⁴	IHI and 31 affiliated companies	0.40	0.28	0.38	0.39
		Occupational accidents* ⁵	IHI and 31 affiliated companies	71 (0)	38 (0)	52 (1)	56 (0)
				Employees	IHI and 31 affiliated companies	42 (0)	18 (0)
		Temporary employees	IHI and 31 affiliated companies	4 (0)	1 (0)	3 (0)	4 (0)
		Partners	IHI and 31 affiliated companies	25 (0)	19 (0)	18 (0)	27 (0)
Diversity, equity, and inclusion	Number of employees	Consolidated number of employees	IHI and consolidated subsidiaries	28,964	29,149	28,801	28,486
		Number of employees (IHI)	IHI	7,741	7,796	7,779	7,768
		Male	IHI	6,730	6,766	6,727	6,695
		Female	IHI	1,011	1,030	1,052	1,073
		Ratio of female employees (%)	IHI	13.1	13.2	13.5	13.8
	Average years of service	All employees	IHI	15.8	15.1	16.3	16.7
		Male	IHI	16.0	15.3	16.5	16.9
		Female	IHI	14.5	14.2	15.5	15.8
	Turnover rate	Total turnover rate (%)	IHI	3.5	2.9	3.1	2.7
		Rate of retirement due to personal reasons (%)	IHI	2.0	1.1	1.6	1.5
Turnover rate within 3 years of joining the company (%)		IHI	6.8	4.3	3.4	5.5	

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

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

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

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

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Diversity, equity, and inclusion	Employment	Number of new graduate recruitments	IHI, University graduates	153	194	109	98	
		Male	IHI, University graduates	123	162	87	84	
		Female	IHI, University graduates	30	32	22	14	
		Female recruitment rate (%)	IHI, University graduates	19.6	16.5	20.2	14.3	
		Number of mid-career hires	IHI	77	55	85	91	
		Number of employees from abroad	IHI	81	82	74	66	
		Recruitment ratio of people with disabilities (%)	IHI	2.39	2.35	2.39	2.55	
		Re-employment rate of employees at retirement age (%)	IHI	81	81	78	100	
	Gender diversity	Number of officers* ⁶		IHI	16	17	17	17
			Number of male officers	IHI	13	14	14	14
			Number of female officers	IHI	3	3	3	3
			Ratio of female officers (%)	IHI	19	18	18	18
		Number of managers* ⁷		IHI	2,767	2,732	2,776	2,643
			Number of male managers	IHI	2,684	2,640	2,669	2,519
			Number of female managers	IHI	83	92	107	124
			Number of female general managers	IHI	23	23	31	38
			Number of female section managers	IHI	60	69	76	86
		Ratio of female managers (%)* ⁷		IHI	3.0	3.4	3.9	4.7
			Ratio of female general managers (%)	IHI	0.8	0.8	1.1	1.4
			Ratio of female section managers (%)	IHI	2.2	2.5	2.7	3.3
Local managers at overseas sites* ⁷	China, Singapore, and United States	23	22	25	26			
Number of managers that joined IHI mid-career* ⁷	IHI	220	234	230	253			

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

*7 As of April 1 each year.

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Diversity, equity, and inclusion	Work-life balance	Employees with reduced work hours	IHI	161	139	158	140	
		Employees who have taken childcare leave	IHI	779	768	935	1,010	
		Employees who have taken parental leave	IHI	131	137	128	198	
			Male	IHI	21	31	60	78
			Female	IHI	110	106	68	120
		Percentage of employees who return to work after parental leave (%)	IHI	99.2	100	100	99.6	
		Employees who have taken nursing care leave	IHI	7	2	6	3	
		Average annual paid vacation days taken	IHI	19.40	18.73	17.37	18.65	
	Monthly average overtime (hours)	IHI	21.10	13.00	18.90	21.60		
	Human resources development	Stratified training* ⁸	Participants	IHI and affiliated companies in Japan	3,276	1,882	672	795
			Training hours	IHI and affiliated companies in Japan	106,208	34,672	24,028	25,960
		Selective training courses* ⁸	Participants	IHI and affiliated companies in Japan	3,343	1,948	17,430	37,057
			Training hours	IHI and affiliated companies in Japan	25,073	16,358	49,648	88,822
		Average annual training hours per employee	IHI and affiliated companies in Japan	19.8	13.3	12.1	14.3	
		Training expense per employee (yen)	IHI and affiliated companies in Japan	—	—	—	23,512	
		Employees certified as master artisans	IHI	41	39	41	41	
	Labor-management partnership	Employee union membership rate (%)	IHI and affiliated companies in Japan	58	58	59	60	
	Engagement	Number of labor complaints received	IHI	0	0	0	0	
		Ratio of answered employee-awareness surveys (%)	IHI and affiliated companies	91.4	88.0	88.0	84.0	
	Corporate citizenship	Social contribution activities	Social contribution expenses (millions of yen)	IHI and consolidated subsidiaries	519	215	260	489

*8 Group training programs changed to an online format and were conducted from the latter half of fiscal 2020 due to the COVID-19 pandemic, and the number of participants declined compared to the previous fiscal years. In fiscal 2021, the number of participants and length of training hours in each training have changed compared to other years due to revision of the Group's human resource development program.

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Environment – Reduce Environmental Impact –							
Climate change	GHG	GHG emissions (Scope 1 + Scope 2) (t-CO ₂ e) ^{*9}	IHI and consolidated subsidiaries	254,227	225,066	220,138	215,753
		Scope 1 (t-CO ₂ e)	IHI and consolidated subsidiaries	64,724	58,517	64,270	61,469
		Scope 2 (market-based) (t-CO ₂)	IHI and consolidated subsidiaries	189,503	166,549	155,868	154,284
	Energy	GHG emissions intensity (t-CO ₂ e/100 million yen) ^{*10}	IHI and consolidated subsidiaries	18.3	20.2	18.8	15.9
		Energy consumption (TJ) ^{*9, 11}	IHI and consolidated subsidiaries	2,468	2,283	2,348	2,294
		Fuel consumption (TJ)	IHI and consolidated subsidiaries	1,044	974	1,084	1,019
		Electricity consumption (TJ)	IHI and consolidated subsidiaries	1,398	1,276	1,229	1,230
		Heat consumption (TJ)	IHI and consolidated subsidiaries	—	7	5	0
		Steam consumption (TJ)	IHI and consolidated subsidiaries	0	0	0	0
	External evaluation	Energy consumption intensity (TJ/10 billion yen) ^{*10}	IHI and consolidated subsidiaries	17.8	20.5	20.0	17.0
Evaluation of CDP climate change		IHI and consolidated subsidiaries	B (Management)	B- (Management)	B- (Management)	B (Management)	
Circular economy	Waste	Waste generated (tons)	IHI and consolidated subsidiaries	27,564	20,912	23,633	23,044
		Toxic waste generated (tons)	IHI and consolidated subsidiaries	164	182	255	156
		Amount recycled (tons) ^{*12}	IHI and consolidated subsidiaries	61,799	15,067	16,164	17,869
	Water	Water withdrawal (1,000 m ³) ^{*9, 13}	IHI and consolidated subsidiaries	4,251	4,008	4,195	4,037
		Public water (1,000 m ³)	IHI and consolidated subsidiaries	750	651	664	670
		Industrial water (1,000 m ³)	IHI and consolidated subsidiaries	868	799	792	737
		Groundwater (1,000 m ³)	IHI and consolidated subsidiaries	1,948	1,731	1,691	1,451
	Waste water (1,000 m ³)	Rainwater, rivers, lakes, etc. (1,000 m ³)	IHI and consolidated subsidiaries	685	827	1,047	1,180
Waste water (1,000 m ³)		IHI and consolidated subsidiaries	—	3,373	3,265	3,181	
Conservation of the global environment	Compliance with environmental laws and 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
	Costs to reduce the IHI environmental impact	Investments (millions of yen)	IHI	652	334	357	563
		Expenditures (millions of yen)	IHI	78	23	92	151

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

*10 Net sales revenue as the denominator.

*11 The method for calculating energy consumption changed in fiscal 2019.

*12 Waste reclaimed as valuable resources.

*13 Changed from amount of water consumption to amount of water withdrawal since fiscal 2019.